



Local Account

Adult Social Care and Health

2024-2025

Enabling people to live in a place they call home, with the people and things that they love, doing the things that matter to them in communities which look out for one another. #socialcarefuture

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Introductions

**Jason Perry,
Executive Mayor**



This Local Account is an overview and reflection of the work Croydon Council's Adult Social Care and Health Directorate has delivered in 2024-25. Last year we published our first Local Account, and we will continue to publish this document annually to give an update on our priorities, key achievements, and our future aspirations. We have delivered a huge amount throughout the year, particularly on our transformation programme, the Adults Living Independently Programme.

We are excited to be refreshing our Adult Social Care and Health Strategy that will set out our vision to 2030, in line with the [Mayor's Business Plan](#) and [Future Croydon strategy](#).

This will give us an opportunity to structure our Local Account in a new, consistent way, so that residents and partners know what to expect from us, and the progress we're making against set priorities. We look forward to hearing from you about our priorities, and where you think there are opportunities for partnership working, with residents, the voluntary, community and faith sector, and health partners to deliver the best experiences and outcomes for those with care and support needs in Croydon.

**Councillor Yvette
Hopley, Cabinet
Member for Health
and Adult Social Care**



Welcome to this year's Adult Social Care and Health Local Account for Croydon. I'm excited to share the progress we've made over the past year and look forward to the next.

Croydon Council continues its improvement journey, and the Adult Social Care and Health Directorate is playing a big part in this. We are seeing good initial progress in our Adults Living Independently Programme, and I am excited to see what this brings in the coming months and years.

Our aspiration is to maximise independence by building on people's strengths, and valuing community assets as much as we can. We will focus on supporting people to support themselves and providing services to those who need it most.

I look forward to working with residents, partners and the market to deliver this in the most effective way possible, focusing on the outcomes and experiences of our residents.

**Annette McPartland,
Corporate Director
Adult Social Care
and Health**



I'm really proud of our workforce and the vision we are working towards for Croydon residents.

We are looking forward to reflecting on the report that we will receive from the Care Quality Commission (CQC) on our strengths, and where there are opportunities for us to work with communities and our partners, to improve the quality of our services and the outcomes of residents who use them.

We have seen huge strides in our partnerships, including with the NHS, and I am looking forward to seeing what we can achieve next. We will always endeavour to provide support in the right place, at the right time.

We will always reflect and review how we work with our health partners to deliver this.

I am dedicated to hearing from our residents, and ensuring they are heard when we make decisions across the Council. We are working to identify the best way to do this, to rebuild trust with the community, and centre resident voice in the way we do things.

Our key achievements over the past year

The support we delivered over the past year, and other key highlights. Between April 2024 and March 2025:



27,975

initial contacts with Croydon's Adult Social Care and Health teams



662

Safeguarding risks removed or reduced



8947

Care Act and Occupational Therapy assessments for residents



672

Carer assessments completed



2030

safeguarding episodes, including 709 s42 enquiries (investigation of whether a resident is at risk of abuse or neglect)



89.9%

of our care homes were rated Good or Outstanding by CQC (March 2025)



4545

Residents receiving long-term support



607

people taking a Direct Payment, which is 17.8% of residents receiving long-term support



Stories about our residents that we have supported

Reablement

Mr G is an 84-year-old father. With Vascular Dementia, he was unable to sit unsupported, walk, speak, or swallow normal texture food. Mr G was readmitted to hospital a week after his initial discharge.

The reablement team provided 12 sessions over a month, focusing on a goal of walking up the stairs and accessing his cupboard. The family supported with recovery, including practicing outside of sessions. The team assessed Mr G and ordered a tilting space chair and hoist.

Mr G's care package decreased from four times a day with two carers to twice a day with one carer. Mr G can now attend Church, has a normal diet, is able to speak, mobilise, requires less support, and feels more independent and able to engage with the community.

"We genuinely think that dad's recovery is a miracle. The care from carers, therapy and reablement teams has been outstanding. We are so grateful and cannot thank you enough for giving us our Dad" – Mr. G's Daughter

Extra Care

"My uncle was lucky enough to be offered a flat in one of Croydon's Extra Care units. We loved the fact that he could still be independent but with the benefit of a community of residents for company and staff for those areas of his life that he couldn't manage.

Staff are very friendly and get to know the residents and visitors personally. I often saw staff and residents enjoying each other's company in communal areas. The team is clearly invested in making residents' lives a pleasant time. That includes the management team.

As my uncle's needs changed and became more complex, the team went above and beyond to do what was needed to ensure that he could continue to live there as long as was possible. I will be forever grateful to them for their calm, respectful dealings with residents in their care and their families."

Croydon Resident

Direct Payments

"Zaid* is truly one of our success stories. Zaid was experiencing selective mutism and depression, rarely leaving the house except to reluctantly attend College. With tailored interventions and creative relational work, they transitioned into employment within months.

We worked together to use the DWP Access-to-Work (AtW) programme, providing them with a Personal Assistant to help develop skills and gain confidence.

They have now secured a role assisting the Caretaker at a school, a position made possible through a grant the school utilised to support individuals with learning disabilities. This opportunity enabled Zaid to fulfil a personal ambition: to work and earn their own money, a goal they had shared during his early assessments.

I would attend Zaid's annual staff appraisal, and Zaid now attends by themselves, to feel more independent – a testament to their growth."

Family Key Worker

*not the resident's real name

Progress against actions since our last Local Account

Developing community micro-enterprises to increase the range of care and support available to residents, in partnership with Croydon Almshouses: we have been working with Community Catalysts, an organisation with expertise in supporting communities to develop small business to deliver more personalised care in people's own neighbourhoods. Staff have undergone training to understand how to support potential micro-enterprises to establish themselves, with research identifying opportunities in Croydon. We have gone live with our support offer and hope to see more micro-enterprises to help improve the wellbeing of our residents, both preventatively and for residents to spend direct payments to meet care and support needs. If you're interested in setting up a micro-enterprise, you can fill in this [contact form](#).

Pilot pre-paid resident feedback to get a better understanding of how people experience our services: after a design period, a pilot was launched in February 2025, with a trial for residents accessing our Older People services through a paper survey. If you've received a visit from a social worker, you can give your feedback through an online survey. We will monitor uptake and feedback, and report to our Performance Board. This is where insights will inform our operational and strategic decisions. Findings will also inform our strategy refresh, due to be produced later this year.

Deliver a review of our approach to technology enabled care (TEC) to help people live happy, independent, and connected lives: we worked with PA Consulting, an organisation with experience of delivering services in local authorities, to review our Technology Enabled Care offer. Our aim is to assess where we can use technology more readily to support residents earlier, to maximise independence, and prevent an increase in need. We are implementing recommendations, including developing a strategic approach to technology, and a redesign of the service, due to be completed in 2025.



Progress against actions since last Local Account

Expand our reablement offer to ensure more people get the opportunity to maximise their independence: we are working in a new way in reablement to build on the success of our pilot and are recruiting eight new senior reablement officers. Reablement officers will work in specific neighbourhoods to provide local services improving independence for residents across Croydon. We are starting to see a significant increase in independence, with the hours of domiciliary care per week, reducing from 159 hours per week to 135 hours per week. This is supported through a new app that enables residents and professionals to set goals related to independence, supporting faster reablement. This will allow us to provide more people with reablement services.

Implement a more personalised and holistic integrated discharge assessment and planning approach to maximise independence: we have set up a new Transfer of Care Hub (TOCH) at Croydon University Hospital (CUH) to support safe and timely discharges, including Discharge Facilitators and Navigators who facilitate planning ahead of discharge. In June 2024, we implemented a new 'Home First' wraparound service to support people's recovery once they get home from hospital, supporting 250 residents in its first six months, maximising their independence and identifying any longer-term needs. Last year, a further 83 residents no longer needed care and support 90 days after being discharged from hospital after receiving our recovery and reablement services.



Review how we provide day services to improve outcomes for people living with dementia, their carers, and families: we have implemented recommendations from the "Older People Deserve Better" report, funded by Croydon Almshouses, with close working with a dedicated Programme Manager to shape services. Another recommendation was around provision of community services. We continue to deliver a range of services, and fund third sector partners, including day centres, lunch clubs and community gardens. We have refreshed our Dementia Awareness training for council staff, and continue to deliver on Croydon's Dementia Strategy, in collaboration with partners across Croydon, seeking to maintain and improve our standards as a Dementia Friendly Borough.

Progress against actions since last Local Account

Further develop and expand Active Lives, and our “outstanding” shared lives service: we have built the foundation to understand where we can fill spaces in our shared lives service. In Active Lives, we supported 148 residents, focusing on how we can maximise independence for individuals with more complex needs. We continue to provide mentoring sessions for Autistic residents, who do not have a Learning Disability.

Review the operating model for adult safeguarding and implement any changes required to improve people’s experience and outcomes: the review was complete in October 2024. Though the current operating model was maintained, a Safeguarding Adults Practice Improvement Board was set up to deliver improvements on a continuous basis. Between April 2024 and March 2025, 99% of safeguarding intervention led to a reduction or removal of risk, compared to the London average of 93% in the previous year.

Deliver our workforce development strategic action plan to upskill the adult social care and health workforce in Croydon: the Council is signed up to the South-West London Social Care Workforce Strategy. This year, we have developed a local action plan through a Workforce Board that has representation from providers, central government, the Council, NHS, colleges, and universities. We have also developed a full work experience programme, with 27 residents taking part across adult social care. 100% of those surveyed said they are now considering a career in Adult Social Care and Health, including Occupational Therapy.



Adults Living Independently Transformation Programme

The **Adults Living Independently** Transformation Programme aims to support residents to increase their independence, wherever possible, enhancing their outcomes and quality of life while reducing reliance on commissioned care services.

This allows people to live more independently and reduces or avoids increases in the level of long-term care provision and support required from the local authority, achieving financial savings.

The programme is in the implementation stage, with delivery across nine workstreams. There have been early successes in the Older People workstream, where trials of new ways of working in community locality teams and acute hospital teams are resulting in fewer new admissions to long-term residential care for Croydon residents.

If sustained, these changes will result in an additional 36 people each year remaining safely in their own home, rather than being admitted to a residential care home. We are also seeing a reduction in hours required for domiciliary care for Older People, saving ~£200k to date, through use of community assets, and focusing on strengths.

Upcoming priorities include digital products, which will support new ways of working being trialled in our frontline teams. The programme will deliver new data dashboards, enabling clear tracking of key operational and financial performance indicators at all levels of the service.

Further workstreams are focussed on mental health step downs into supported living, earlier work with young people transitioning to adulthood, improving the direct payments system, the quality of information advice and guidance when people approach our services, and increased community knowledge in our disabilities services.

We are also engaging with our NHS partners to understand the opportunities to support more residents to get home from hospital through use of effective Intermediate Care Beds.



"Alison's husband, who was her main carer, recently passed away and she is struggling with shopping and preparing meals. This led to her referral for support.

After the assessment, the practitioner processed a referral for an Age UK Dial-A-Ride application and a grabrail. They brought her case to the Collaborative Discussion to explore options to support Alison with her other needs as independently as possible.

At the Collaborative Discussion, the suggested services offered through Shirley Neighbourhood Care: including a lunch club, where she can both have a hot meal and meet other people; a shopping bus which will allow her to keep doing her own shopping; a bereavement support group, in light of her recent loss.

These suggestions were discussed with the resident, who accepted the offers for all three services. As a result, Alison has more independent options than having a carer come in daily to prepare her meals and help with shopping."

*Name and identifiable information has been changed

What data and insights tell us about our strengths and areas for improvement

Croydon has the largest population of all London boroughs, and it continues to grow, with high levels of diversity. This means we have a duty to serve the needs of a wide range of residents, considering deprivation, along with our cultural vibrancy. 52% of our residents are from Global Majority backgrounds, with almost a quarter of our residents identifying as Black or Black British.

The Adult Social Care Outcomes Framework (ASCOF) combines data submissions we are required to complete, and insights from residents through an annual survey. As part of our ongoing efforts to hold ourselves accountable, we reviewed our performance, comparing ourselves to similar local authorities.

We were notified of an upcoming inspection by the Care Quality Commission (CQC) in December 2024, which would assess the quality of our Adult Social Care services. As part of this, the Council submitted several documents and information. This gave us another opportunity to reflect on our activity, performance and next steps in our continuous improvement journey. Our inspection started in May 2025, and we are awaiting the final report and feedback.

This has all helped us to identify some strengths and areas for improvement, which will inform our planning for the year ahead, before we launch our new Adult Social Care and Health Strategy.

Strengths

- **Partnership working across the statutory and voluntary sectors, thinking about our neighbourhoods and where services can be delivered best**
- Relationship with, and support for, the local and large provider market alongside **innovative commissioning models**.
- **Ambitious dedicated and passionate leadership and workforce, committed to serve and improve outcomes for our residents.**
- An **effective reablement offer**, supporting people to live more independent lives, and reducing readmissions into hospitals

Challenges that we are working to overcome

- **Increases in demand for services over and above demographic growth, with increasing activity and complexity of needs.**
- System interfaces leading to challenges with oversight of delivery of our **integrated mental health provision**.
- Strengthen efforts to **identify and address any inequities** in accessing services, and achieving positive outcomes across different groups



Our ASCH Strategy is currently being refreshed

Our current strategy will come to an end after being published in 2022. We have started the work to refresh this strategy. This includes:

- Reflecting on our progress over the past few years, identifying where there is still room for improvement
- Analysing documents including local action plans, Council and NHS strategies and action plans to ensure alignment
- Engagement with residents, partners and colleagues across the Council, including through workshops, interviews and surveys

We want engagement to continue, and for insights from the community and partners to shape the strategy over its lifetime.

If you are interested in getting involved, there are some [different groups](#) you might like to join.

Keeping you updated

Croydon's Local Account will be reviewed on an annual basis to keep you updated on developments in Adult Social Care and Health at Croydon Council. If you'd like to give us any feedback:
Talk2SocialCare@Croydon.gov.uk

We will bring data and insights together and set out our plans for the years ahead. This strategy will be underpinned by an annual action plan.

Each year, our local account will report an update on the priorities we set out in the strategy. These are changing whilst we listen to feedback from our engagement across Croydon. Currently, these are to:

1. Think imaginatively about how to support people earlier and as effectively as possible;
2. Maximise independence through a focus on person-centred outcomes;
3. Provide high quality care and services, identifying and reducing any inequalities;
4. Improve the accessibility and capacity of accommodation-based services by working with housing partners;
5. Embed residents' insights into individual, operational and strategic decision making;
6. Work with health partners to align and integrate services, providing the right support in the right place.

We have concluded our initial engagement, **reaching over a thousand residents, VCFS organisations, partners and professionals.**

We will continue to develop actions in partnership with the community and aim to publish our next Adult Social Care and Health Strategy in 2026.



We would like to say an enormous thank you to all our staff and partners for the significant achievements we achieved in 2024 – 25, whilst continuing to deliver a challenging budget and significant savings.

We are immensely proud of what we delivered last year and could not have done it without the collective will and contribution of the entire Directorate.

Thank you for everything you do.

Local Account for Adult Social Care and Health 2024 – 2025

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