

# **Annual Action Plan 2026**

## **Adult Social Care and Health Strategy**

# Supporting people as early as possible

**Our vision and offer:** a wide range of preventative services to help people avoid relying on statutory support services. This does not mean diverting people away without the right support. We will work with residents to understand what is available in the community and other services. These include employment support, how technology can help to improve life quality, and how occupational therapy and reablement can help reduce and delay need, as our first step.

Action	Outputs and intended outcomes
Launch a new Technology Enabled Care (TEC) Offer, that identifies and offers innovative technology to help prevent, reduce, delay and meet needs of residents	<ul style="list-style-type: none"><li>A wider range of technology used to prevent and reduce needs of our residents, providing those with care and support needs free access to technology-enabled care</li></ul>
Redesign our offer so that we maximise use of short-term support and interventions to help prevent, reduce and delay need e.g. through reablement and occupational therapy support.	<ul style="list-style-type: none"><li>More residents accessing short-term support, rather than long-term support, to maximise independence, as measured through our statutory returns</li></ul>
Review all our information, advice and guidance on our website, with a focus on accessibility, ease of understanding, and setting the right expectations with partners and the community	<ul style="list-style-type: none"><li>Refreshed website content, and testing online chatbots to ensure information is reliable, and easy to access</li></ul>
Embed a direct payment first approach, following the launch of our new Direct Payment Service	<ul style="list-style-type: none"><li>An increase in the proportion of new long-term support packages that are Direct Payments</li></ul>

# Helping people with needs live more independently

**Our vision and offer:** our focus when assessing needs and providing care and support will always be on enabling people to become more independent. This isn't about reducing levels of support, but providing the right kinds of support, to regain independence. We will always look to use direct payments first, to give choice and control to residents, to spend on services in the community that meet care and support needs, improving independence.

Action	Outputs and intended outcomes
Provide a free service to residents to set up community micro-enterprises, to meet a wider range of needs locally, focusing on enablement	<ul style="list-style-type: none"><li>More community micro-enterprises in the community to provide more local support to residents</li></ul>
Embed a new reablement offer that supports people in the community, as well as those being discharged from hospital	<ul style="list-style-type: none"><li>A decrease in the time taken for residents to meet their reablement goals</li><li>An increase in the volume of residents accessing short-term reablement support</li><li>Expanding the reablement pilot, to ensure a lead provider in each locality in Croydon</li></ul>
Design a framework to procure a new set of domiciliary care providers, with a focus on outcomes	<ul style="list-style-type: none"><li>Work with providers and practitioners to define what a focus on outcomes looks like in meeting residents' care and support needs</li></ul>
Conduct a review of our respite offer, to ensure that unpaid carers are able to sustain care, and improve their wellbeing, including through our dementia centres and day opportunities	<ul style="list-style-type: none"><li>A holistic report on our current respite offer, and engagement with the community to understand any gaps</li><li>Increase in the use of our dementia day centres and services</li></ul>
To embed enablement, including to secure employment, as a part of our social care assessments and support planning	<ul style="list-style-type: none"><li>A clear understanding of how employment support can be accessed at each part of the residents' journey when seeking or accessing care and support</li></ul>

# Identify and reduce inequities through high quality services

**Our vision and offer:** we will have a live view of the decisions we're making around care and support, to make sure that all our residents are receiving the best quality care, regardless of their background. This includes people's wealth, as adult social care is means-tested. Our staff will be supported to work with all our residents and focus on their strengths and community assets. We will take an evidence-based approach to delivering and monitoring the quality of our services.

Action	Outputs and intended outcomes
Conduct research to understand why Asian residents report lower satisfaction and quality of life, as measured by ASCOF	<ul style="list-style-type: none"><li>Engagement events and summary materials to understand these disparities, and what actions might look like to address these</li></ul>
Create or refresh dashboards to assess the quality of all services across Adult Social Care	<ul style="list-style-type: none"><li>Internal dashboards to measure operational service quality, with reporting to the statutory Director of Adult Social Care Services (DASS)</li></ul>
To improve the awareness and quality of Carers Assessments, ensuring a focus on the carer and their health and wellbeing	<ul style="list-style-type: none"><li>A policy outlining our approach to carers, including any processes, with audits of the quality of carer assessments, including those completed by our commissioned provider</li></ul>
To ensure there are clearly documented contingency plans in place for residents with care and support needs	<ul style="list-style-type: none"><li>Adapting our internal case management system, called LAS, to make contingency planning mandatory</li></ul>
To develop a Fair Outcomes Policy that ensures equitable access to care and support, based on need	<ul style="list-style-type: none"><li>A refresh of existing policies around accessing care and support, and how this is funded</li></ul>
Develop an aligned model with South London and Maudsley Trust (SLAM) to deliver support to our residents with mental health needs	<ul style="list-style-type: none"><li>A new way of working between the Council and SLAM, to support residents with both their care and support needs, and mental health needs</li></ul>

# Improve the range and accessibility of accommodation

**Our vision and offer:** residents will be supported in the least restrictive option, with our staff supported to consider community-based assets in achieving this. We will have a clear understanding of our market capacity, and the types of needs we can meet in different types of homes. Where there are gaps, we will work across the council and with partners in Croydon to meet current and future needs.

Action	Outputs and intended outcomes
Draft and publish a new Market Position Statement (MPS) that outlines our future demand, including in accommodation-based support	<ul style="list-style-type: none"><li>Engagement with residents and providers, building on data and evidence, to produce a clear strategic intent to the market across Adult, Children's and Housing services</li></ul>
Review our Disabled Facilities Grant criteria, to enable more people to access grant-funded adaptations, to make their homes more accessible	<ul style="list-style-type: none"><li>An increase in our Disabled Facilities Grant spend, enabling residents to access more funding to adapt their homes</li></ul>
Scope and secure investment and partnerships to redevelop our Extra Care sites, to increase their capacity	<ul style="list-style-type: none"><li>A clear roadmap to develop over 300 new Extra Care homes over the next five years, including potential sites and work with residents to design an ideal home</li></ul>
Develop a live dashboard to better understand where we have spaces to move people into the most appropriate setting	<ul style="list-style-type: none"><li>An internal dashboard to help maintain oversight of our capacity, with reduced time taken to place residents in the most appropriate settings</li></ul>

# Use ideas from the community to shape our work

**Our vision and offer:** we will listen to residents and the wider community, to have them actively shape the services they, or loved ones, receive. We will always be transparent, and explain why we made decisions, especially where they might not align with all the feedback received. We will have a clear flow of information, both to and from residents and senior decision-makers.

Action	Outputs and intended outcomes
Develop and deliver a training offer to all teams within Adult Social Care and Health, on how to effectively co-produce and engage with communities	<ul style="list-style-type: none"><li>Staff across the directorate conducting engagement activity in a clear, structured way</li></ul>
Develop a co-production and engagement toolkit to support effective engage with communities, and meaningfully influence decision-making, including commissioning of services	<ul style="list-style-type: none"><li>Central repository of engagement insights to inform decision-making, including commissioning</li><li>Tools and templates for staff to conduct effective engagement</li></ul>
Design a new approach to resident engagement, ensuring diverse representation in the community, and offering a clear structure to hear from residents with care and support needs	<ul style="list-style-type: none"><li>A new approach to working with residents in the community, exploring what recognition for residents looks like</li><li>A clear framework for residents to understand how they can get involved, and what opportunities look like to work with the council to shape services</li></ul>

# Work closely with health and community partners to provide more joined-up services

**Our vision and offer:** we will work with health and VCFS partners to work towards providing services as close to home as possible.

Residents shouldn't have to repeat their stories or feel like receiving care and support from across health and care services is burdensome. It should feel natural and logical when moving between services, where different skills and knowledge are needed to best support residents.

Action	Outputs and intended outcomes
Work across the health and care system to facilitate joint-working across organisations in defined localities and neighbourhoods	<ul style="list-style-type: none"><li>Further rolling out of our integrated neighbourhood team model to ensure residents can be supported by a range of professionals to meet their needs</li></ul>
Identify the key health and care issues in each neighbourhood, to understand where there is a need for more bespoke activity, in addition to core services	<ul style="list-style-type: none"><li>A document that outlines each of our localities' health and care needs, identifying any disparities or poor outcomes to feed into our Health and Wellbeing Strategy and approach to Neighbourhood Population Health Management</li></ul>
Evaluate the impact of increasing our Intermediate Care Bed capacity, to improve independence for those being discharged from hospital, including those with mental health needs	<ul style="list-style-type: none"><li>More residents can access support to facilitate discharge from hospital, to help them live more independently</li></ul>
Review policies, processes and systems, to ensure care and support is funded fairly for partners and residents	<ul style="list-style-type: none"><li>A clear framework and system to understand different funding streams that pay for care and support e.g. resident contributions, local authority adult social care funding, and continuing health care.</li></ul>
Identify the key wider determinants related to access and use of Adult Social Care services in Croydon, and scope any effective practice to tackle these, including the role of the VCFS	<ul style="list-style-type: none"><li>A list of determinants that signify higher dependency on Adult Social Care services, to understand the scope of early intervention opportunities</li></ul>