

REPORT TO:	CABINET 07 February 2022
SUBJECT:	Adult social care and health strategy
LEAD OFFICER:	Annette McPartland Corporate Director Adult Social Services
CABINET MEMBER:	Cllr Janet Campbell Cabinet Members for Families, Health and Social Care
WARDS:	All
<p>COUNCIL PRIORITIES 2020-2024</p> <p>A change in the way we deliver social care in order to reduce spend and live within our available resources is underway. This aligns to the following Croydon Renewal Plan priorities:</p> <ul style="list-style-type: none"> • We will live within our means, balance the books, and provide value for money for our residents. • We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy. And to keep our streets clean and safe. 	
<p>FINANCIAL IMPACT</p> <p>This strategy is the core directorate document, guiding residents, carers, our workforce, providers and partners, on the adult social care offer provided by Croydon Council; and an enabler in terms of managing services within the available budget.</p> <p>There are no proposed changes to expenditure as a result of this strategy.</p>	
<p>FORWARD PLAN KEY DECISION REFERENCE NO.: 0522CAB</p>	

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. DRAFT RECOMMENDATIONS

The Cabinet is recommended to:

- 1.1 Adopt the ‘adult social care and health strategy’ as a key enabler for delivering services to our residents and carers.

2. EXECUTIVE SUMMARY

- 2.1 The draft adult social care strategy is the opportunity to set the direction for transformation and improvement in the Croydon for the next four years.
- 2.2 It provides clarity to our residents, carers, workforce, providers and partners, the core adult social care offer provided by Croydon Council, and within its commitments to the One Croydon Alliance.
- 2.3 To meet our obligations under the Care Act 2014 we are using the layered model of, 'prevent, reduce and delay'. The Model is designed to ensure that people can get the right level and type of support, at the right time to help prevent, reduce or delay the need for ongoing support and maximise people's independence.
- 2.4 The draft strategy also forms part of the Council's adult social care improvement journey; and is also in response to the November 2020, Non-Statutory Report, which recommended a 'review of the [Council's] adult social care eligibility criteria'.
- 2.5 It should be read alongside other strategic plans such as the Croydon Renewal Plan and the Croydon Health and Care Plan (currently being revised). The key objectives will be supported through business case evidenced and approved actions captured in the adult social care and health directorate's, 'business development and improvement plan'.
- 2.6 The primary objectives of the strategy are to improve services, reduce our expenditure and live within the council's available resources. This will put adult social care in Croydon on a sustainable footing whilst ensuring that people who need services receive them.

3. CONSULTATION

- 3.1 A strategy such as this forms part of good practice for any council providing adult social care services. Ideally there would have been more opportunity to consult with our residents, carers, workforce, providers and partners.
- 3.2 However, the Council has had to focus on responding to Covid, an increased demand for adult social care services, the improvement plan and balancing the budget. This has limited the resource available to deliver a wider consultation.
- 3.3 Instead, this strategy sets out the substantive elements of support to be delivered within the legislative framework of Care Act and other relevant legislation. It is also an amalgamation of the current improvement requirements of the Council and a series of engagement and consultations over the last few years, including:
 - **'Walk in our shoes'** (2017) – Workshops and a report on listening to adults with a learning disability and their families, to inform the future of system and service design.

This was a rapid enquiry into the system of support for people with learning disabilities in Croydon. It involved a substantial exercise of listening and engagement across a wide range of people with a learning disability and their families.

- **Carers strategy** (2018-22) – updated the earlier strategy by confirming the original objectives whilst setting out the priorities for action in a time of public sector spending constraint.

The strategy was coproduced with commissioners, carers, The Whitgift Foundation, Mind in Croydon, Croydon Mencap, the Alzheimer's Society, Croydon Off the Record, Horizon Care & Welfare Association, Help for Carers, Croydon Parents in Partnership, service managers and the Croydon Carers Partnership Board.

The strategy is due for a review during 2022.

- **Active lives** (2019) – Developing from the 'walk in our shoes report', the project reviewed the Council's in-house and externally commissioned day services for adults with disabilities.

The objective was to transform the service offer away from a traditional buildings based service towards an offer based in the localities where adults with disabilities live.

It involved a substantial exercise of listening and engagement across a wide range of people with a learning disability and their families. In particular on the development of the Cherry Hub, moving day provision to community based sessional work; and moving the Autism service to the new facility.

- **Community led support** (2019) – this strengths based practice focussed programme, was launched in January 2019. It focussed on a workforce practice model, moving from a 'needs assessment' to 'good conversation' community focussed approach, working with residents and carers.
- A key principle of this work, was co-production of 'talking point' sessions. Where residents could approach community based teams to explore support options. The community led support model has since been adopted by the One Croydon Alliance within the Integrated Community Networks, and 'talking points' have since transformed into Community Hubs led by voluntary sector partners.
- **Integrated Community Networks Plus (ICN+)** (2020) –a One Croydon Alliance programme of transformation and integration, now part of business as usual. It has focused on improved health and care outcomes for Croydon people through a proactive and preventative approach within each of the six localities of the borough, and which includes the Local Voluntary Partnership programme.
- **Local Voluntary Partnerships** (2021) – this programme delivers the community partnership plan in each locality, enabling join-up with the

voluntary and community sector / ICN+ / multi-disciplinary teams and the Community Hubs (previously known as Talking Points).

- **Learning disability framework review (2021)** – this was identified as an area for focus by Local Government Association (LGA) Lead, who is supporting the Corporate Director of Adult Social Services. In fact the LGA committed to covering the costs of Alder Advice, who are the commissioned partner working with the Council.

The Review is focussed on a learning disabilities and autism self-assessment, based on the model developed by Alder Advice and the LGA care and health improvement programme (CHIP).

The Council is working with our residents, workforce and partners through a three stage process, and the outcome will inform both service design and commissioning intentions going forward.

The review has already highlighted a need to raise the profile of Learning Disability in the revised Croydon Health and Care Plan. This has been agreed with system partners, and is being included in the plan.

- 3.4 During early 2022, the Strategy will be socialised with key partners, including One Croydon, Healthwatch Croydon, Croydon Adult Social Services User Panel (CASSUP), and at our various Partnership Boards; including Carers, Learning Disability and Autism. In fact, the strategy has already been to CASSUP on 20 January 2022, which allowed for some suggested amendments from the group to be introduced to the strategy's narrative.
- 3.5 Our intention will be to review the strategy with partners and Croydon residents within 18 months of publication as during this period both the anticipated white paper on 'integration' and recently published 'adult social care reform white paper', are expected to have significant impacts on future service design. The review will include a consultation period.
- 3.6 Additionally, the strategy has an accompanying equality impact assessment (EqIA), (see appendix). During the next 18 months, we will revise and update the EqIA, as and where we identify both positive and negative impacts on our residents and carers. This will be used to inform the next version of the strategy and the consultation.
- 3.7 During 2022, and annually thereafter, the adult social care and health directorate will also publish a revised 'Local Account' (last published in 2017). Local accounts are annual reports designed to give residents a clear picture of the achievements we have made in adult social care; how well we are performing, the changes and challenges we are facing and our plans for future improvements.

4. PRE-DECISION SCRUTINY

- 4.1 The strategy was taken to the Health and Social Care Scrutiny sub-committee on 25th January 2022.

- 4.2 The committee broadly supported the strategy, acknowledging it would take a role in testing both its implementation, and the impacts on residents, carers and the budget.

5. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 5.1 This strategy is the core directorate document, guiding residents, carers, our workforce, providers and partners, on the adult social care offer provided by Croydon Council; and an enabler in terms of managing services within the available budget.
- 5.2 This Adult Social Care Strategy outlines how we are challenging and changing the delivery of social care in Croydon to manage demand, improve peoples' services whilst reducing our expenditure to live within the council's available resources.
- 5.3 The Strategy describes how we will target our offer and be clear in what we can affordably do for our residents and utilise peoples' strengths to maximise their independence. Where possible, we want to enable our residents to have their own front door, and to live in the borough and be connected to their communities.
- 5.4 During its lifetime, the Strategy will enable us to deliver one of our key objectives which is to manage Croydon's activity and expenditure on adult social care to the London average or below for younger adults and the English average or below for older adults whilst fulfilling all our statutory responsibilities and ensuring that our adults are supported and those at risk of abuse or neglect are safe.
- 5.5 Therefore, this Strategy is one of the key means to enable adult social care in Croydon to go forward on a sustainable footing whilst ensuring that people who need services receive them.

5.6 Revenue and Capital consequences of report recommendations

There are no proposed changes to expenditure as a result of this strategy.

5.7 Future savings/efficiencies

The primary objectives of the strategy are to improve services, reduce our expenditure and live within the council's available resources. This will put adult social care in Croydon on a sustainable footing whilst ensuring that people who need services receive them.

Approved by: Mirella Peters, Head of Finance, Adult Social Care & Health

6. LEGAL CONSIDERATIONS

- 6.1 The Head of Social Care and Education Law, Petrena Sharpe comments on behalf of the Interim Director of Law and Governance, Doutimi Aseh that the Croydon Council Adult Social Care and Health Strategy 2021 to 2025 underpins

the Council's delivery of major legislation such as the Care Act 2014 and addresses changes to legislation such as Deprivation of Liberty Safeguards (DoLS) as part of the Mental Capacity (Amendment) Bill being replaced with Liberty Protection Safeguards.

Approved by: Petrena Sharpe, Head of Social Care and Education Law, on behalf of the Director of Law and Governance & Deputy Monitoring Officer.

7. HUMAN RESOURCES IMPACT

- 7.1 There are no direct Human Resources implications arising from this report itself. However, as stated above, this strategy is key to setting the direction for transformation and improvement of Adult Social Care and Health in Croydon over the next four years. This is likely to have implications on the workforce, and we will continue to manage this in line with our normal HR policies, procedures and practices.

Approved by: Debbie Calliste, Head of HR for Adult Social Care & Health and Children, Young People & Education on behalf of the Director of Human Resources

8. EQUALITIES IMPACT

- 8.1 The Council has a statutory duty to comply with the provisions set out in the Equality Act 2010. In summary, the Council must in the exercise of all its functions, "have due regard to" the need to the need to comply with the three arms or aims of the general equality duty.
- 8.2 The Council have committed to working with the voluntary sector to ensure that adult social care provision is provided by a diverse range of providers in order to meet the needs of the community.
- 8.3 The Council have also committed in the Equality Strategy 2020- 2024 to improve methods of data collection with regard to service users to enable the Council to monitor the impact of their services and contract management.
- 8.4 The Council are also committed to eradicating poverty and inequality and ensuring that service users are able to access services irrespective of socio economic status or digital exclusion.

Approved by: Denise McCausland – Equality Programme Manager

9. ENVIRONMENT AND CLIMATE CHANGE IMPACT

- 9.1 There are no impacts.

10. CRIME AND DISORDER REDUCTION IMPACT

- 10.1 There are no impacts.

11. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 11.1 The draft adult social care strategy is the opportunity to set the direction for transformation and improvement in the Croydon for the next four years.
- 11.2 It provide clarity to our residents, carers, workforce, providers and partners, the core adult social care offer provided by Croydon Council, and within its commitments to the One Croydon Alliance.
- 11.3 The draft strategy forms part of the Council's adult social care improvement journey; and is also in response to the November 2020, Non-Statutory Report, which recommended a 'review of the [Council's] adult social care eligibility criteria'.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 This is the only option considered; it is good practice for the Council to have an adult asocial care strategy; as noted above, it is also in response to the November 2020, Non-Statutory Report, which recommended a 'review of the [Council's] adult social care eligibility criteria'.

13. DATA PROTECTION IMPLICATIONS

- 13.1 WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

No.

- 13.2 HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED?**

It is not required for this strategy, the directorate has a published DPIA for adult social care -

<https://democracy.croydon.gov.uk/documents/s19037/Appendix%201.pdf>

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APPENDICES TO THIS REPORT

Draft Adult Social Care & Health Strategy 2021 to 2025

BACKGROUND PAPERS

None.