

REPORT TO:	CABINET - 11 DECEMBER 2017
SUBJECT:	Adults and all age disability service – update
LEAD OFFICER:	Barbara Peacock, Executive Director People Guy Van Dichele, Interim Executive Director Adults & All Age Disability (DASS) Pratima Solanki, Director of Adult Social Care and 0-65 Disability
CABINET MEMBER:	<i>Councillor Louisa Woodley, Cabinet Member for Families, Health and Social Care Councillor Alisa Flemming, Cabinet Member for Children, Young People and Learning</i>
WARDS:	All
<p>CORPORATE PRIORITY/POLICY CONTEXT/AMBITIOUS FOR CROYDON:</p> <p>This report addresses key priorities in the Independence Strategy of the Corporate Plan 2015-18. These include early intervention, longer healthier lives, safeguarding and financial resilience. It also addresses the following community strategy priorities:</p> <p>Outcome 2 - A place of opportunity for everyone</p> <ul style="list-style-type: none"> • Priority 2: support individuals and families with complex needs <p>Outcome 3 - A place with a vibrant and connected community and voluntary sector</p> <ul style="list-style-type: none"> • Priority 2: build cohesive and strong communities, connecting our residents, local groups and community organisations; and • Priority 3: strengthen and mobilise our voluntary, community and social enterprise sector. 	
<p>FINANCIAL IMPACT</p> <p>There is no financial impact arising from this report.</p>	
<p>KEY DECISION REFERENCE NO.:</p> <p>This is not a key decision.</p>	

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

1. RECOMMENDATIONS

The Cabinet is recommended to:

- 1.1. Note the contents of the report.

2. EXECUTIVE SUMMARY

- 2.1. The purpose of this report is to provide an update on achievements, challenges and transformation developments across the adults and all age disability division of the Council's People Department.

3. DEMOGRAPHICS

- 3.1 In 2016 there were 382,300 people in Croydon, and this is set to rise to 434,448 by 2031, a 12% increase over the next 15 years. Croydon's population is diverse with an estimated 50.7% of the population is BAME ethnic group and this is set to increase to 55.6% by 2025. There are also 50,206 people aged 65+ which is the third largest 65+ population in London, and this is set to increase to 61,859 by 2025. There are approximately 3500 people living with dementia in Croydon currently and this is projected to increase by 13% to approximately 4000 in 2020. 1 in 40 people aged 18-64 are predicted to have a learning disability, and 1 in 44 aged 18-64 are predicted to have a serious physical disability. 1 in 6 adults has a common mental health problem at any time, and 1 in 95 adults have a serious mental health illness such as schizophrenia or bipolar disorder.

4. RECENT ACHIEVEMENTS

- 4.1. **Break through hoarding** – in collaboration with Mind in Croydon, the Council has been co-delivering a project for people who hoard. Facilitators and 'de-clutter buddies' have worked with 8 participants since August 2017. Weekly meetings have seen excellent results working alongside people to increase quality of life and wellbeing.
- 4.2. The BBC have filmed two participants and are considering using one interview for broadcast. Mind in Croydon and the Council are due to co-author a paper on the project, and there are considerations to run another group for the new year. There is national interest from fellow MIND offices and there will be consideration of a wider roll out of the project plan via head office.
- 4.3. **Making Safeguarding Personal, National Police Conference** – Council officers from Trading Standards and Safeguarding Adults teams have conducted research with Bournemouth University looking at the scams amongst the elderly in Croydon. This has resulted in two journal articles that were published in 2016.
- 4.4. The research was identified by Greater Manchester Police who invited the officers to talk at the conference from a safeguarding perspective. The research explores what triggers people to get involved in scams and why victims stay in scams when Police, Trading Standards and social care are informing them that it is a scam. A thank you email was received in November 2017 shortly after the conference from Ian Pilling, Deputy Chief Constable, Greater Manchester Police:

"It was wonderful to hear from different perspectives on how the Police can make safeguarding personal. The overall messages being delivered by you, with such passion clearly demonstrating how important this subject is to you."

- 4.5. The research learning has been shared through multi-disciplinary team workshops, which have attracted over 60 colleagues from social work, housing, occupational therapy and the Police.
- 4.6. **Modern Day Slavery Conference** –a significant part of the London Calendar on Anti-Slavery Day. Sabine Voigt (Chair of the London Borough of Croydon Modern Day Slavery prevention committee) and Detective Paul Smith did a presentation on Children and Families and Police responses to local issues and sexual exploitation. The conference was attended by over 100 professionals who were mostly from the Croydon education, health, social care and voluntary sector. Later that night a council officer received a nomination from the Human Trafficking Foundation for his work in the public sector to help combat slavery.
- 4.7. **Better Care Fund** – All Councils and Clinical Commissioning Group (CCGs) were expected to complete a two year plan. Croydon completed this on time, and NHS England approved without conditions in October 2017.
- 4.8. **New Interim Chair of Croydon Safeguarding Adults Board** - Dr Adi Cooper is the former Director of Adult Social Care in Sutton. Dr Cooper now works as a consultant on adult safeguarding to Association Directors Adults Social Services (ADASS) and Government and is also the Chair of two other Safeguarding Adult Boards in London. Adi has agreed to cover this role pending the permanent recruitment and interviews take place in December 2017.
- 4.9. **Walk in our shoes** – a listening exercise for people with learning disabilities and their families was commissioned by the Executive Director of People and carried out by “We are the public office Ltd”, between October 2016 and January 2017. A report and a film were delivered at the end of February 2017. This has led to a programme of work to improve the lives and outcomes for people with disabilities.
- 4.10. A significant launch programme was carried out from March to June 2017 with more than 200 people with learning disabilities and their families. Key themes were identified including, employment and sustained paid work; housing and independent living; opportunities for social activities, learning, training, volunteering and holidays; being safe when out; and better communication taking account of people’s particular needs. Strong messages were also given to the council about ways of working with people including co design and co-production, openness and asset based approaches. Progress includes:
- Increasing the numbers of people with disabilities in employment and it is anticipated that the target of 7% will be achieved. There is an ambition to go much further in Croydon and targeted approaches are in place for people with disabilities.
 - An accommodation project has been established and is showing early signs of success. See paragraph 6.2.
 - A co production group has been established to transform opportunities for people during the day evening and weekends. A request for resources to further develop co production and co design – the “user voice”- has had initial stage approval.

- A “safe spaces” scheme could be very beneficial in Croydon building on good practice examples elsewhere.
- Guidance for “easy read” communication and presentations has been placed on the council’s intranet.

4.11. **Dementia Friendly borough** – the research to inform the action plan to support Croydon in becoming a dementia friendly borough has encompassed a wide range of stakeholders including Croydon Adult Social Services User Panel members; carers groups; learning disability groups; discussions with adult social workers; Croydon Voluntary Action; CCG; SLAM; One Croydon, Dementia Action Alliance in Merton.

4.12. The Dementia Action Alliance lead has completed training as a Dementia Friends Champion, trained 10 adult social workers, offered training to all cabinet members or associated colleagues (via Councillor Louisa Woodley). Using Improved Better Care Fund (iBCF) monies we have appointed a Dementia and Social Inclusion Coordinator for two years to support this work. The next step is to present a draft action plan to the Health & Scrutiny Committee, before finalising the approach to be shared and endorsed by the Executive Leadership Team in January 2018.

5. TRANSFORMATION PHASE TWO - CREATING A SUSTAINABLE FUTURE

5.1. A key strategic direction for Croydon is to secure a sustainable future for adults and all age disabilities services. This builds on the phase one Transformation of Adult Social Care (TRASC) programme (Cabinet report – January 2016); and now incorporates the All Age Disability service through the revised (phase two) Adapt programme 2017-2020 (all age disability & adults programme of transformation). The Adults and All Age Disability Programme of Transformation (ADAPT) has appointed a Programme Manager from within the Council to run the programme and support the Senior Management team who are responsible for its delivery.

5.2. It follows a review of our current expenditure and how, through transformation and reform, we can create better outcomes for people to remain independent and within their homes where possible; and sustain care and support for our most vulnerable population. It also allies with the national challenges context on market, workforce, funding and health integration (www.cqc.org.uk/publications/major-report/state-care).

5.3. The Adapt programme is aimed at enabling a shift from the council of last resort to first resort, i.e. identifying people early instead of them presenting in time of highest need. The programme is working towards:

- A service that integrates with health where it makes sense to the end user.
- A shift in resources into prevention and away from institutional care and around wider well-being.
- A greater emphasis on ‘Whole family’ and solution focused approaches with wider colleagues such as Gateway and Housing; and ensuring the workforce is developed to deliver these shifts

- 5.4 This will contribute to the successful development of an integrated service of the future and include:
- Alignment to Croydon's health and wellbeing priorities, prevention, health inequalities, and integration of health and social care.
 - Activity will be based on multidisciplinary and integrated teams of support.
 - The creation of integrated services that will bring systems and processes together to maximise skills / budget / support services to the public.
 - Working closely with and managing relationship with the voluntary sector / providers / mental health services / acute and primary care.
 - To create an adults and all age disability (A&AAD) service that will focus the resources and energy across the whole population in the here and now; and also the projection of the population requiring health and social care services in the future.
 - Development of a shared care record across health and social care, and full utilisation of electronic pathways and digital services wherever possible.
 - To establish a full population profile of the people within the service, to identify cohorts for planning around future complex health or care needs.
 - To continue to be aligned to discussions relating to joint budgets and integrated commissioning arrangements.
 - To ensure the workforce are agile, trained, flexible, passionate and committed to new ways of working to take forward the changes required.
- 5.5 The programme will look to further develop opportunities that are presenting within the customer journey pathway; and to view the opportunities through the emerging Croydon Alliance work streams. The focus is on ensuring the adult and all age disability function is in a strong position in terms of its infrastructure.
- 5.6 The Adapt programme will map out all of the flows from first point of contact to end of life pathway across Adults & All Age Disabilities; to alleviate any inconsistencies / duplication within the process. This is also the baseline for integration (each partner knowing every part of their current pathways).
- 5.7. It will enable the production of very clear roles and responsibilities to the workforce and to ensure that people living in the London Borough of Croydon understand what is the core offer available relating to statutory services.
- 5.8. Through the delivery of robust information and advice provision, which is a key area of development, services will be required to concentrate key messaging to the public around choice, control, personalisation and maximising independence to reduce dependence on statutory services.
- 5.9. **Key areas of focus, 2018/19 and 2019/20** - The programme is currently working on transformation and savings proposals within the areas set out below.. Growth and savings analysis is due for review at the end of November 2017.

Transformation	<ul style="list-style-type: none"> • 25-65 disabilities operations transformation • A new offer on how people spend their time - day services • Over 65s, One Croydon Alliance
Efficiency	<ul style="list-style-type: none"> • Staffing transformation – reducing silos and management • Mental health • Commissioning and contracting

6. SPECIAL EDUCATIONAL NEEDS (SEN), AND CHILDREN WITH DISABILITY

- 6.1. The Special Educational Needs Services currently sits within the All Age Disability service. There is a need for the Council to respond to a range of continued policy reform in relation to SEN and to ensure we support children, parents and schools. We recognise that there is a need to strengthen our relationships with parents and carers and schools.
- 6.2. The Council established the role of Director of Education and Youth Engagement in April 2017. Having considered the needs of the SEN Service a decision has been taken to move the line management of the service from All Age Disabilities to align with the Director of Education and Youth Engagement. This transition will happen over the next 3 months. This will enable stronger links with our schools and a focussed action plan on working towards a stronger more inclusive education provision for our Croydon children.
- 6.3. **Parent's in Practice** – a requirement of the SEND Reforms is the provision of a 'Local Offer' this is a web based place where parents can find support. The Council has engaged Parents in Partnership (PiP), a parent/carers forum based in Croydon, to support a refreshed Local Offer.
- 6.4. All Local Authorities will have a SEND Local Area Inspection. These are inspections carried out by Ofsted and CQC as it is an inspection of what a 'whole' area provision is for children with disabilities, covering health provision, local authority services, schools and the voluntary sector offer. There are no specified dates for this inspection, except all Local Authorities and their partners will be subject to an Area Inspection.
- 6.5. The 0-25 Years Children with Disabilities Service that delivers our social care support remains as part of the All-Age Disability Services, retaining the ambition to support children and families in a more joined up way, with a clear 'whole life' pathway.

7. 25 – 65 DISABILITIES

- 7.1. Our ambition for people with disabilities is to remove the barriers to enable them to lead full and healthy lives. As much of our work will be about working with others within the Council and with partners and communities in achieving this ambition. The underpinning All Age Disability Service ambition will continue, with the continued commitment to have a joined up approach to disability services across the organisation. A strong reach and link will continue between the SEN service and health and care; and the children with disabilities

social care service, will remain and be managed in the all age disability service.

7.2. **Homes for people with complex health and care needs** - there are currently a significant number of people with complex health and care needs in high cost residential placements outside of the Borough. The placements are not with the providers that are registered on the Integrated Framework Agreement (IFA) for Supported Living or Enabling Support. A project team has begun a process to change the way we are make placements and to bring people back to live in supported housing in Croydon where appropriate. This will improve service user outcomes by promoting independence, reconnecting them into local life and their community and make better use of resources.

7.3. To date we have:

- Moved two people already from residential care out of borough back in borough.
- Undertaken individual and group engagement with IFA providers, to explain what we are intending to do.
- Shared 15 'Biographies of people currently placed out of the borough, that we would like providers to find accommodation for and provide support.
- Described a new 'step-down' model of care to providers which is outcome focused, and emphasises the need to focus on creating independence skills, re-ablement and reducing care needs.
- Identified houses and flats across the Borough which have vacancies now, will be available in the near future, or with some adaptations, that can be made available for people with supported living needs (114 units identified to date).

7.4. There has been a positive and speedy response from providers to the biography's . So far the offer includes finding placements for six people immediately, and to collaborate over finding placements for another six people within a short period of time. The process will include full involvement of the person, their family and carers, and a choice of provider wherever possible. This is a 'rolling programme' enabling better use of the IFA, reducing the numbers of people living in residential care outside of the borough, and improving contract management and costs. A second set of pen-portraits is being prepared.

7.5. From this work we have facilitated a Provider Alliance which we intend to encourage so it will continue to work with Croydon Council to maximise resources, improve outcomes and contribute toward an improved way of working. The approach is designed to encourage the market to offer solutions and work with us to co-design models of care.

7.6. **Carers** - the refreshed carers strategy 2018 - 22 is complete, and was presented to the Joint Commissioning Executive (JCE) in October 2017.

7.7. **Carers week June 17** - Croydon, with its partners, registered 31 events to top the national league of local authorities. The competition was open to all 418 local authorities across the UK, and was designed to encourage councils to do

their best to raise awareness and support for those people who care for someone with an illness or disability, or simply because of old age.

- 7.8. Highlights from Croydon's week of activities included a carers' information day, drop-in sessions where people could spend time talking to a professional, and therapeutic sessions for carers to allow them a chance to relax. These ranged from massage and art sessions to a vintage afternoon tea at the Carers Café.
- 7.9. **Deaf community, information advice and guidance** - two year funding for a deaf community information, advice and guidance service in Croydon has been approved. This pilot project will ensure information, advice and guidance is provided in an accessible format to the deaf community. The service will be provided in British sign language (BSL), which is the predominant language in the deaf community. Topics for information, advice and guidance will include all council areas including benefits, housing, council tax.

8. CQC RATINGS

- 8.1. **Care homes** - as of November 2017 Croydon has 191 CQC registered social care organisations within its borders. 179 have had formal CQC inspection and 125 of those are care homes. There is no Croydon based care home that has a rating of "Outstanding" and we currently have 112 care homes with a rating of "Good", 13 care homes rated as requires improvement and no care homes rated as "Inadequate". Croydon have a strong quality assurance team that work with providers to improve the care and support offered.
- 8.2. On the wider market there is no social care organisation with a rating of "Inadequate" and we have two organisation that have a rating of "Outstanding". One of which is Croydon's very own Shared Lives Scheme.

Mental health

Community based mental health services - for adults of working age were inspected by the CQC in July 2017. The report published at the end of October 2017 saw the service rated as requires improvement.

The South London and Maudsley NHS Foundation Trust (SLAM) have formulated a comprehensive action plan to address all the areas identified in the report. This has included contributions from all four Boroughs and all relevant Clinical Academic Group (CAG) leads. The plan includes:

- Immediate actions regarding risk assessments, care planning and documentation that will be performance managed at executive level.
- Targeted interventions around bed management to ensure increased capacity and access.
- Reviewing existing interface meetings to streamline and provide greater seniority and leadership.
- Extra resource for the Early Intervention team and the Assessment & Liaison team in Croydon with high level monitoring and support to effect reduced waiting times.

SLAM nominated Borough Director is leading the full Croydon action plan which is being presented to the SLAM Executive Quality Sub-Committee on 22nd November for ratification before sharing with all relevant teams and partners.

9. OBC ONE CROYDON ALLIANCE

- 9.1. Two key areas of focus for the OBC One Croydon Alliance are the year one transformation and the transition criteria. Year one transformation includes the Living Independently for Everyone (LIFE) programme and the Integrated Community Networks (ICN) programme. The transition criteria includes developing the year 2-10 business case.
- 9.2. Performance of the transformation programmes and the development of the year 2-10 Business Case will inform the Alliance Boards' recommendation as to whether or not to extend the Alliance Agreement for a further 9 years for over 65s. The next steps for the extension of the Alliance Agreement for Over 65s is as follows:
- OBC One Croydon Alliance Board by 14th December 2017 for approval by Alliance Partners Governance in the Council this will be Cabinet 22nd January 2018
- 9.3. **National hospital to home team, delayed transfer of care visit** - the national visit was arranged to understand how Croydon is working together to tackle Delayed Transfers of Care (DToc). The Delayed Transfers of Care rates attributable to both health and social care had been rising. By January 2017 it had risen by 4% and rose to 5% in May 2017. The biggest increase in reasons for the delay over the past 12-18 months have included nursing home placement availability and patients choice. However from October 2017 the rate has started to decrease due to the introduction of Discharge to undertake the necessary assessment. Discharge is a single standard assessment form which has been developed and implemented for all agencies to use. Improving early discharge planning, the introduction of the new LIFE service (Living independently for everyone). Developing and managing the local domiciliary care and care home market through combined commissioning by the CCG and Council. The national DToc team were very impressed with the Croydon's collaborative approach to supporting to reducing hospital discharge.

10. WORKFORCE

- 10.1 Our Workforce is our greatest asset. We are committed to ensuring both their involvement in the changes to make a more sustainable service and the tools to do the job. We will be investing in new technology for the client records system out to procurement and in new learning and development programmes. Some achievements to date are:
- There has been work completed across the establishment to convert locums to permanent FTE. This has enabled the division to convert a number of experienced social workers from agency into permanent positions. At the same time the division is looking at career progression for permanent staff as a further retention measure.
 - Recruitment of Newly Qualified Social Workers via the Assessed and Supported Year in Employment (AYSE) programme in Adults has also contributed towards a number of permanent posts and through limiting

the number of ASYE's placed into teams at any one time, and providing dedicated support to those staff, we have achieved both high completion rates, and high satisfaction ratings from the NQSW's in terms of support.

- A number of functions across the Adult and All Age Disability service have also offered places to graduate interns and apprentices this year.

11. MARKET ISSUES

- 11.1 Across London social care services are facing unprecedented challenges with regard to care market capacity. This is due to a number of reasons including recruitment demand, increased acuity in the older population and funding constraints. In Croydon we face all these issues and specifically there is pressure on placements in nursing homes, particularly for those with high needs related to dementia and domiciliary care in the south of the borough. However, Croydon has an advantage in the area of social care provision, in that the work and investment made in the new models of care under the auspices of the OBC One Croydon Alliance has led to increased capacity. In particular the new contractual model for LIFE reablement has served to improve both the quantity and quality of care and is already having positive benefits in terms of outcomes for our residents. In addition, in preparation for new discharge pathways, the Older People Commissioning and Brokerage (OPCB) service has made a number of new block arrangements in nursing homes.
- 11.2 We have implemented the London Living Wage (LLW) with our care providers. Supported Living providers who are on the Croydon integrated framework are also all LLW providers. However the recent ruling on Sleep ins has placed additional pressure upon this group of providers who are now legally required to make additional payments to sleep in staff, this has placed additional pressure on the Adult Social Care budget.

12. LOOKING FORWARD 2018 -2020

- 12.1. All of the above work places Croydon in a good position for creating a sustainable social care in extraordinary times where demand is growing and resources nationally are reducing. Our focus is shifting towards a more preventative model, one that is focusing on people's assets and where people are in the right place at the right time with the support they need.
- 12.2 The new operating model is to move to a stronger co-produced model of change and to have stronger partnerships of users with experience and community groups. The development of the programme has been informed by users through exercises such as Walk in our Shoes and is very much at the heart of how we change to improve outcomes for people.

13. CONSULTATION, CO-PRODUCTION AND CO-DESIGN

- 13.1. In line with statutory requirements and corporate guidance, the adults and all age disability division, within which the Adapt programme is situated, will sign off a communications and engagement plan. This will ensure equality impact analysis, communications, engagement and consultation is understood across the 'full view' of the adults and all age disability services.

14. COMMENTS OF THE COUNCIL SOLICITOR AND MONITORING OFFICER

- 14.1. The Solicitor to the Council comments that there are no direct legal considerations arising from the recommendations within the report.....

Approved by: Sandra Herbert, Head of Litigation and Corporate law on behalf of Jacqueline Harris-Baker Director of Law and Monitoring Officer

15. HUMAN RESOURCES IMPACT

- 15.1. The workforce activity that has taken place this year supports the ambition for a sustainable workforce model and there will need to be a continued focus on resourcing activity to maintain recruitment and retention. The focus on organisational change for 2018 onwards will be supported by usual staff consultation mechanisms as proposals are developed.

Approved by Sue Moorman, Director of Human Resources

16. EQUALITIES IMPACT

- 16.1. In order to ensure that our vulnerable customers who share a “protected characteristic” are not disproportionately affected by any of the actions proposed, where necessary, we will ensure the delivery of the initiatives are informed by a robust equality analysis of the likely detrimental impact it could have on all services users.
- 16.2. If the equality analysis suggests that initiatives are likely to disproportionately impact particular group of customers, appropriate mitigating actions will be considered.

15. EQUALITIES IMPACT

Adults and All Age Disability Services will undertake Equalities Impact Assessments where required.

16. ENVIRONMENTAL IMPACT

None

17. CRIME AND DISORDER REDUCTION IMPACT

None

18. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

To note the report.

19. OPTIONS CONSIDERED AND REJECTED

Not applicable.

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Background documents: none