

LONDON BOROUGH OF CROYDON

REPORT:	CABINET	
DATE OF DECISION	25th October 2023	
REPORT TITLE:	Croydon Dementia Strategic Plan	
CORPORATE DIRECTOR / DIRECTOR:	Annette McPartland Corporate Director Adult Social Services	
LEAD OFFICER:	Claire Fletcher Strategic Commissioning Manager Older People and Carers	
LEAD MEMBER:	Councillor Yvette Hopley, Cabinet Member for Health, and Social Adult Care	
KEY DECISION? [Insert Ref. Number if a Key Decision]	Yes	Key Decision Decision significantly impacts on communities living or working in an area comprising two or more Wards.
CONTAINS EXEMPT INFORMATION?	NO	Public
WARDS AFFECTED:	All	

1. SUMMARY OF REPORT

- 1.1** The Croydon Dementia Strategic Plan has been developed as an integrated health and care approach, to directing shared resources enabling best impact on the wellbeing and independence of people living with dementia.
- 1.2** Croydon regained its Dementia Friendly Borough status in June 2023 and the development of the strategic plan was a key element in this work.
- 1.3** The plan sets out a borough wide direction of travel, focussed on tackling inequality and making sure no-one is left behind. This is especially important given the disproportionate national impact the Covid-19 pandemic has had on people living with dementia and their carers; this was identified in the 2021 Alzheimer's Society report 'Worst Hit'.
- 1.4** The Strategic Plan aims to provide clarity to our residents, carers, workforce, providers and partners, on the core dementia care offer and services provided by statutory and non-statutory partners in the borough. Fundamentally improve outcomes for people living with dementia and their carers.
- 1.5** The national 'Well Pathway for Dementia' is recognised as the focus to support patients, carers and families on their journey and reduce variation in health and care services. It concentrates on five themes:
- Preventing well
 - Diagnosing well
 - Living well
 - Supported well
 - Ending life well
- 1.6** These themes have been used to set the priorities within Croydon Dementia Strategic Plan, linking to the key objectives of the National dementia strategy.
- 1.7** The primary objectives of the Strategic Plan are to enable strategic and operational improvement and transformation within the available budget and to meet legislative statutory requirements.
- 1.8** It should be read alongside other strategic plans such as the Mayor's Business Plan, Adult Social Care and Health Strategy and the Croydon Health and Care Plan.

2. RECOMMENDATIONS

- 2.1.** The Executive Mayor in Cabinet is recommended:
- to agree the strategic plan and endorse the Council's commitment to the strategic and operational integration partnership.

3. REASONS FOR RECOMMENDATIONS

- 3.1. There are legislative requirements for health and care statutory partners in relation to Dementia; further there are relevant interdependencies within Equality Act protected characteristics, including age, disability, gender and race.
- 3.2. Developing an integrated Strategic Plan is the recommended enabler for system partners to deliver both their fiduciary and legislative responsibilities.
- 3.3. The partnership approach taken has also framed responding to the challenges of Dementia as a borough responsibility; beyond just health and social care boundaries.

4. BACKGROUND AND DETAILS

- 4.1. During 2022 Croydon's health and care partners, through the Mental Health Transformation Programme re-established the Croydon Dementia Action Alliance and developed a Dementia and Older Adults Steering Group. They focussed on:
 - developing a Croydon Dementia Strategic Plan; and
 - ensuring that Croydon achieves Dementia Friendly status (a key Mayoral pledge).

The Croydon Dementia Action Alliance

- 4.1. The Croydon Dementia Action Alliance will promote all aspects of the Croydon Dementia Strategic Plan, from Preventing Well to End of Life Care.
- 4.2. The Alliance brings together local organisations, business, and groups across multiple sectors, alongside individuals with lived experience. Facilitated by a Communities Coordinator from the Alzheimer's Society, the aim is that all organisations in the Alliance play a proactive role in making the borough more dementia friendly, both as individual members and collaboratively as an alliance.
- 4.3. Organisations represented include the voluntary sector, community groups, retail and business, faith groups, the arts, culture and leisure sector and health and social care. This enables a borough wide response to dementia. This also includes work with organisations representing black and minority ethnic communities such as the BME Forum and the Asian Resource Centre. A list of organisations who play an active role in the Croydon Dementia Action Alliance can be found in the appendix B of the Strategic Plan.

The Croydon Dementia Steering Group

- 4.4. The Steering Group is formed of senior representatives from both commissioning and provider organisations to develop and drive the strategic work around dementia.
- 4.5. The primary purpose is to develop and oversee the work the Croydon Dementia Action Alliance including supporting the work of the Dementia Friendly Communities Coordinator. The Group involves people with dementia and their carers in its meetings and work programmes.

- 4.6. Membership of the Croydon Dementia Steering Group can be found in Appendix C of the Strategic Plan.

Strategy development

- 4.7. Following a survey run by Healthwatch Croydon, the Strategic Plan development was initially facilitated by the National Alzheimer's Society who collated together the information on the current dementia services within the borough and produced a first draft of the strategy in December 2022.
- 4.8. Developing versions of the plan have been reviewed and discussed by both the Dementia and Older Adults Steering Group and Croydon Dementia Action Alliance. They have provided comment and direction on the themes and actions, ultimately leading to the document being presented.
- 4.9. Building on the first draft, the South West London Integrated Care Board, Croydon Place Mental Health Commissioning Team, took over the development of the strategy incorporating the provided comments and taking an updated draft version for discussion at a Professionals workshop in February 2023.

Governance sign off

- 4.10. The final draft of the Strategic Plan was presented to the Mental Health Programme Board on 9 May. The Board members provided some helpful suggestions on the document and were happy to sign it off as a complete document.
- 4.11. The Strategic Plan has subsequently been approved by the Senior Executive Group on 13 June 2023.
- 4.12. The One Croydon Health and Care Board approved the Strategic Plan on 19 July 2023 and the public version will be presented at the Health and Wellbeing Board on 18 October 2023.
- 4.13. Approval of the Mayor in Cabinet, will complete the Croydon health and care system level strategic governance for the Strategic Plan.

Ownership of the strategy

- 4.14. Strategic ownership is with the Croydon Health and Care Board, co-Chaired by the Borough's Executive Mayor and Health's Place Based Lead.
- 4.15. Delivery of the actions within the Strategic Plan will be owned by the One Croydon Mental Health Programme Board. This reports to the Senior Executive Group and ultimately into the Croydon Health and Care Board.
- 4.16. There is also expected to be a call to present progress against actions to the Croydon Health and Social Care sub-committee.

Monitoring and reporting

- 4.17. Monitoring and reporting will be co-ordinated through the Dementia and Older Adults Steering Group, through to the Mental Health Programme Board.
- 4.18. A development plan is being finalised and is expected to be signed off by Steering Group and in progress by the September 2023 Council Cabinet.
- 4.19. Each partner organisation would ultimately be responsible for their individual deliverables. In particular enabling the ambitions and the outcomes of the dementia strategy action plan to be costed in the context of efficiencies/other system pressures and with realistic timescales for future service model developments.
- 4.20. All current and future actions will be supported through development of full business cases progressed through the governance routes described, and with decisions supported where necessary by equality impact assessments.

5. ALTERNATIVE OPTIONS CONSIDERED

- 5.1. There are legislative requirements for health and care statutory partners in relation to Dementia; further there are relevant interdependencies within Equality Act protected characteristics, including age, disability, gender and race.
- 5.2. Developing an integrated Strategic Plan is the recommended enabler for system partners to deliver both their fiduciary and legislative responsibilities.
- 5.3. The partnership approach taken has also framed responding to the challenges of Dementia as a borough responsibility; beyond just health and social care boundaries.

6. CONSULTATION

- 6.1. The Strategic Plan has been developed by the Alzheimer's Society, primarily in collaboration with members of the Croydon Dementia Strategy Steering Group and Croydon Dementia Action Alliance.
- 6.2. The views and experiences of people affected by dementia in Croydon have been sought through face-to-face conversations, online surveys, and focus groups.
- 6.3. Healthwatch Croydon conducted three surveys to see:
 - How people affected by dementia experienced receiving a dementia diagnosis.
 - Whether they feel supported to manage their dementia.
 - How they have experienced services within Croydon.
 - What they feel could be improved to make Croydon a good place to live with dementia.
- 6.4. From these surveys, and further engagement work with people living with dementia, there were responses from 75 residents who have received a dementia diagnosis, are an informal carer for someone living with dementia, or are a family member/friend of someone living with dementia.

6.5. A summary of the findings can be found in appendix D of the Strategic Plan.

7. CONTRIBUTION TO COUNCIL PRIORITIES

7.1. The Strategic Plan will contribute to the following Council priorities cited in the Mayor's Business Plan:

- The council balances its books, listens to residents and delivers good sustainable services.
- People can lead healthier and independent lives for longer.

8. FINANCIAL IMPLICATIONS

8.1. There are no existing commitments within the Strategic Plan to deliver services beyond the existing budgets. This strategic policy will ensure cohesive support for people with Dementia and their families which should result in the delay or prevent the need for care in a formal setting.

8.2. The governance model will enable strategic partners to map and understand and negotiate the financial system impacts of existing and new proposals.

8.3. Each partner organisation would ultimately be responsible for their individual deliverables. In particular enabling the ambitions and the outcomes of the dementia strategy action plan to be costed in the context of efficiencies/other system pressures and with realistic timescales for future service model developments.

**Comments approved by Mirella Peters on behalf of the Director of Finance.
(06.08.2023)**

9. LEGAL IMPLICATIONS

9.1. The Care Act 2014 provides the legal framework for adult social care and places a duty on councils to promote individuals well being. Under the Care Act, councils must support and promote the wellbeing and independence of working age disabled adults and older people, and their carers; provisions of the Care Act 2014 include:

- Section 1, Promoting individual well being
- Section 2, Preventing needs for care and support
- Section 3, Promoting integration of care and support with health services etc
- Section 18 – Duty to meet needs for care and support
- Section 20 – Duty and power to meet a carer's needs for support

The proposed service will contribute to the fulfilment of these duties.

The Public Sector Equality Duty as set out in section 149 of the Equality Act requires the Local Authority, in the exercise of its functions, to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation, advance equality of

opportunity between different groups and foster good relations between different groups.

Comments approved by Doutimi Aseh, Head of Legal Services on behalf of the Director of Legal Services and Monitoring Officer. (14/08/2023)

10. EQUALITIES IMPLICATIONS

- 10.1.** Under the Public Sector Equality Duty of the Equality Act 2010, decision makers must evidence consideration of any potential impacts of proposals on groups who share the protected characteristics, before decisions are taken. This includes any decisions relating to how authorities act as employers; how they develop, evaluate and review policies; how they design, deliver and evaluate services, and also how they commission and procure services from others.
- 10.2.** Section 149 of the Act requires public bodies to have due regard to the need to:
- Eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
 - Foster good relations between people who share a protected characteristic and people who do not share it.
- 10.3.** The strategic plan will provide clarity to our residents, carers, workforce, providers and partners, on the core dementia offer and services provided by statutory and non-statutory partners in the borough. The highest risk factor for Dementia is age, predominantly affecting 5% of people aged 65 years and over and 20% of those aged over 80 years. Dementia however is not an inevitable part of ageing. Not everyone who is old has Dementia and not everyone who has Dementia is old. In Croydon there are an estimated 3,597 of people living with dementia; of which 2,692 people over the age of 65 who have received a dementia diagnosis.
- 10.4.** An EQIA has been carried out and shows predominantly positive impact on all protected characteristics. However, there is a need to collect better data of service users for some protected groups.
- 10.5.** **Comments approved by Naseer Ahmad, Interim Senior Equalities Officer on behalf of the Equalities Manager. (Date 01/08/2023).**

11. HUMAN RESOURCES IMPLICATIONS

- 11.1.** There are no direct human resources implications arising from this report for Council employees, and if there were, the Council's HR policies and procedures will be observed, and HR advice would be sought at an early stage.

Comments approved by: Debbie Calliste, Head of HR for Adult Social Care and Health on behalf of the Chief People Officer

12. APPENDICES

12.1. Croydon Dementia Strategic Plan

12.2. Dementia Strategy EQIA

12.3. Development Plan

13. BACKGROUND INFORMATION

13.1. 2021 Alzheimer's Society report 'Worst Hit' :

<https://www.alzheimers.org.uk/sites/default/files/2020-09/Worst-hit-Dementia-during-coronavirus-report.pdf>