

# LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>CABINET</b>	
<b>DATE OF DECISION</b>	<b>24 July 2024</b>	
<b>REPORT TITLE:</b>	<b>Adult Social Care and Health Local Account 2023/24</b>	
<b>CORPORATE DIRECTOR:</b>	<b>Annette McPartland</b> Corporate Director Adult Social Care and Health	
<b>LEAD OFFICER:</b>	<b>Bianca Byrne</b> Director Adult Social Care and Health Commissioning, Policy and Improvement	
<b>LEAD MEMBER:</b>	<b>Cllr Yvette Hopley</b> Cabinet Member for Health and Adult Social Care	
<b>KEY DECISION?</b>	<b>No</b>	<b>Key Decision</b>  N/A
<b>CONTAINS EXEMPT INFORMATION?</b>	<b>NO</b>	Public
<b>WARDS AFFECTED:</b>	<b>All</b>	

## 1. EXECUTIVE SUMMARY

- 1.1 Adult social care at a local and national level is delivered against a backdrop of ongoing challenges; including a population that is living longer with associated increasing complex care needs, people expecting better quality and choice, high vacancy rates for providers, financial constraints and the lasting impact from the COVID-19 pandemic.
- 1.2 The Local Account is an opportunity to share information on what the council's Adult Social Care and Health Directorate (ASCH) has delivered between April 2023 to March 2024. This is against our statutory duties under the Care Act and wider legislation, the Executive Mayor's Business plan priorities and our ASCH Strategy.
- 1.3 Local Accounts were a key part of the Local Government Association's 'Towards Excellence in Adult Social Care' programme, are supported by the Association of Directors of Adult Social Services (ADASS) and considered best practice. Croydon's last Local Account was published in 2011, re-establishing these is a positive step for the Directorate, and yet another step to restoring sound governance to this Council.
- 1.4 The Local Account outlines the progress made during the year, challenges we face and our plans for the future. It looks at all aspects of adult social care provision for anyone who needs care and support. It highlights achievements, provides updates on key areas of focus and future priorities.

- 1.5 It is also an important part of how we demonstrate transparency and accountability to residents who use services or require information, advice and guidance; and for their carers, families and anyone who is interested in adult social care in the borough.

## **2. RECOMMENDATIONS**

- 2.1. For the reasons set out in this report and appendices, Cabinet is recommended:

2.1.1. To agree the publication of the Local Account 2023/24.

## **3. REASONS FOR RECOMMENDATIONS**

- 3.1. Although not a statutory report, a Local Account is widely recognised as good practice. It enables additional transparency with our residents and partners. Further it supports the information required under the new Care Quality Commission assurance framework.

## **4. BACKGROUND AND DETAILS**

- 4.1. Local Accounts support sector led improvement in adult social care and provide a key mechanism for demonstrating accountability for performance and outcomes.
- 4.2. They act as an enabler for setting priorities for improvement and gathering feedback. It is also a tool for planning improvements with people who use services and engaging with them to get feedback on their experience.

## **5. KEY THEMES & ACHIEVEMENTS OUTLINED IN THE LOCAL ACCOUNT 2023/24**

- 5.1. The key themes include:

- Who we are and who we support.
- Our statutory duties.
- Case studies.
- How we involve our residents.
- The numbers of the residents supported by service area.
- Where our budget is spent.
- Our care provider market, including care homes and domiciliary (home) care.
- Health and Care Integration.
- Care Quality Commission (CQC) Assurance.
- Our achievements and looking forward to what we will deliver during 2024/25.

- 5.2 A summary of our achievements in 23/24 are outlined in the Local Account, these are as follows:

- Worked with partners, residents and the VCS to develop a new multi-agency Dementia Strategy and Carers Strategy (launching in 2024). We have also refreshed our Health and Wellbeing Strategy 2024-2029 and delivered a Joint Mental Health Strategy across South West London with health partners. Our firm

commitment to working in partnership ensures we strive continuously to deliver better holistic outcomes for our residents, their carers and families.

- Achieved Dementia Friendly Borough status as part of the Croydon Dementia Action Alliance, underpinning our commitment to work together to maximise the wellbeing and independence of people with dementia living in our borough.
- Engaged a strategic delivery partner to understand how we can improve outcomes for our residents, the focus of this work is on early intervention and prevention, reablement and enablement. This will continue to be a key piece of work in 24/25, and we will continue to engage with residents and our key stakeholders as it develops.
- Continued to deliver on our Healthy Communities Together programme with health and VCS colleagues, having been awarded this status by the Kings Fund as one of only six across the country. The aim of the programme is to improve the health and wellbeing of local communities and we have developed a range of initiatives to deliver on this ambition including, Community Hubs, Local Community Partnerships and Plans, and the Locality Commissioning Fund – devolving funding to local communities to meet locally defined priorities.
- Implemented the Discharge Frontrunner transformation programme, focused on developing end-to-end discharge pathways that help people return home safely after hospital discharge to complete their recovery. The health and social care teams supporting this pathway work to maximise independence for residents by ensuring they get the right support in the community when they return home.
- Improved our ‘front-door’ response through a programme of pathway reviews and implementation of a portal referral system. This has improved the quality of information being gathered and our ability to respond effectively and efficiently to requests for support.
- Reviewed and updated our Information and Advice on the Croydon Council website, improving residents access to information at a time and place to suit them.
- Developed new supported living schemes for people with learning disabilities, increasing high quality provision which enables people to continue living within their own communities.
- Invited the Local Government Association to quality assure our Assisted and Supported Year in Employment (ASYE) programme, the feedback from which was that ‘Croydon has a well thought out, established and embedded ASYE programme. The Newly Qualified Social Workers (NQSWS) value their learning and development in this first year of practice’.
- Introduced a new Staff Celebration Awards for Adult Social Care and Health colleagues to recognise the many dedicated, passionate and committed staff that we have in the Directorate, celebrating their contribution to delivering better outcomes for our residents.

- Established our Resident Voices group, where we work alongside our residents and family carers who give us valuable lived experience and expertise on topics which helps us shape policy and services.
- Maintained an 'Outstanding' rating on our Shared Lives service, in addition to all 6 of our Extra Care Housing schemes and our Reablement service maintaining their 'Good' rating from the Care Quality Commission (CQC). These high scoring ratings reflect the continuous hard work and commitment our teams are demonstrating to provide high quality care for our residents.
- Published our Market Position Statement and Action Plan which identifies the changes that are likely to impact local service providers in the coming years. This is an important document to support providers across the private, not-for-profit, VCS, and statutory sectors.
- Worked with local providers to increase quality of care. Our Quality & Market Support Team actively monitors and supports quality in the local market, working closely with our Safeguarding Team. Quality of Care for our residents has increased from 81% in June 2022 to 86.70% good or outstanding in April 2024.

## **6. ALTERNATIVE OPTIONS CONSIDERED**

- 6.1. Do nothing – Whilst this is a non-statutory report, it demonstrates transparency and accountability. To produce this report is regarded as best practice, so 'do nothing' was not considered.

## **7. CONSULTATION**

- 7.1. Production of the Local Account has been supported by our Resident Voices group, for example one of their suggestions was to add an explanation of our statutory responsibilities which we have incorporated. The final Local Account was shared for comment at the Resident Voices meeting that took place on 20 June 2024 and amendments adopted accordingly.

## **8. CONTRIBUTION TO EXECUTIVE MAYOR'S BUSINESS PLAN**

- 8.1. The Local Account contributes 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.
- 8.2. This report and the recommendations contained within it support the following Council priorities:
- Sound financial management and sustainability – ensuring services are value for money and maximising opportunities for joint investment.
  - Good customer service and operational delivery – delivering services that are outcome focused and informed by the resident's voice on what they need and would like from services.

8.3. This report and the recommendations contained within it fall within the following essential spend criteria:

- Expenditure required to deliver the council's provision of statutory services at a minimum possible level.
- Expenditure required to deliver future savings. Savings for future years are predicated by this project.

## **9. IMPLICATIONS**

### **FINANCIAL IMPLICATIONS**

- 9.1. The Local Account is now a core directorate document. It guides residents, carers, our workforce, providers and partners, on what has been delivered during period covered, and brings to life how services have been managed and within the available budget.
- 9.2. It 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.
- 9.3. Aligned to the ASCH Strategy it describes how we have targeted our offer within 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.
- 9.4. The Local Account is an annual opportunity to communicate how we are delivering our key objectives to manage activity and expenditure to the London average; whilst fulfilling our statutory responsibilities and ensuring that our adults are supported and those at risk of abuse or neglect are safe.
- 9.5. Therefore, this Local Account is one of the key means to enable ASCH in Croydon to go forward on a sustainable footing whilst ensuring that people who need services receive them.

### **Revenue and Capital consequences of report recommendation**

- 9.6. None.

Comments approved by Head of Strategic Finance - ASCH on behalf of the Director of Finance. (Date 06/06/24)

## **10. LEGAL IMPLICATIONS**

- 10.1. There are no legal implications arising from the recommendation in this report.

Comments approved by Head of Social Care & Education Law on behalf of Director of Legal Services & Monitoring Officer. (Date 10/06/24)

## **11. HUMAN RESOURCES IMPLICATIONS**

- 11.1. There are no direct Human Resources implications arising from the Local Account. However, as stated above, the Local Account is key to supporting how the council demonstrates what it has delivered against its priorities on transformation and improvement of Adult Social Care and Health in Croydon. 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.

Comments approved by Head of HR for Adult Social Care & Health on behalf of the Chief People Officer of Human Resources (Date: 21/05/2024)

## **12. EQUALITIES IMPLICATIONS**

- 12.1. 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.
- 12.2. 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.
- 12.3. Appendix B is a strategic and overarching impact assessment. It sets out the principles and approach the Adult Social Care and Health Directorate will take in developing and implementing the core requirements of its 2024 – 2027 statutory delivery, transformation plans and Medium-Term Financial Strategy (MTFS). This includes the looking forward to 2024/25 element of the Local Account 2023/24.
- 12.4. It will be a living document. Updated at relevant points to ensure evidence and impact considerations are captured and inform decisions. Where there is substantial service or policy change identified, specific equality impact assessments will be initiated at the design phase. This will include an expectation of proportionate co-production/engagement with residents, carers, staff and partners.
- 12.5. There is a firm commitment that all potential changes occurring during 2024/25 will require detailed equality impact assessments to support decision making / recommendations.
- 12.6. The governance mechanisms described in Appendix B will be key for describing what evidence and decisions have been taken related to any proposed changes.

Comments approved by Senior Equalities Officer, on behalf of Helen Reeves, Head of Strategy & Policy (Date: 06/06/2024).

### **13. APPENDICES**

13.1. **Appendix A** - Adult Social Care and Health Local Account 2023/24

13.2. **Appendix B** - Equality Analysis Form - ASCH MTFS 2024/27