




## **Appendix A**

### **Adult & Community Portfolio 2009/10 Summary Report**







The following summary reports and outlines the key progress and areas achieved against the aims and objectives set out in the 2009/10 Adult and Community Services (ACS) Portfolio Plan.

-  Good progress has been made and end of year target will be achieved
-  Action is under way and target is still likely to be achieved
-  Action has been delayed and will need to be developed further in 2010/11


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#### **Outcome 1: Enhancing opportunities for all to have greater access and ability to make choices and exercise control over their own lives.** 12 actions have made good progress; 2 actions are under way.

1.a Increase access to person centred planning and self directed support, to enable vulnerable people to remain in their own homes.




-  The Supporting Independence in Bromley (SIB) Programme Expert by Experience reference group meets regularly and together with the Bromley LINKs stakeholder group are key in information sharing and involvement in shaping the delivery self directed support
-  Support Planning and Brokerage schemes for older people and people with learning disabilities who fund their own care or do not meet the Fair Access to Care criteria has been evaluated. Meetings are being held with Age Concern and Mencap to build the learning from these schemes into the wider programme. So far this year 335 older people and 248 people with a learning disability have been supported. As we develop our universal offer, arrangements for Support Planning and Brokerage for people with a physical disability or sensory impairment who fund their own care or do not meet the Fair Access to Care criteria will be a priority area for further development and will be built into the Commissioning plan for self directed support.
-  A project manager has been appointed to lead the development of personal budgets within Bromley. Personal budgets allow people to know how much money is available to spend on their care/support needs at the time of assessment. People can choose the level of responsibility they wish to have in managing the budget and support. Bromley's "Early Adopter" programme has been implemented to allocate personal budgets to all people being assessed and reviewed by selected teams. 57 LBB and partner staff have been trained on Direct Payments across a range of courses and Direct payments targets have been set for each service delivery team. Bromley is projected to reach the Association of Directors of Adult Social Services (ADASS) suggested target of 10% of service users allocated a Personal Budget by 31 March 2010. This includes 411 people being supported by a direct payment.
-  The Association of Directors of Adult Social Services (ADASS) have commissioned a partnership with OLM and Symmetric to work with all London Authorities to assist in the creation of a fit for purpose resource allocation system (RAS) to support the development of Personal Budgets. Following a one day workshop we are now implementing the action plan for use from April 2010.
-  Work on an assisted assessment and self assessment for service users and carers will be developed as well as a resource allocation system. A toolkit is now available and will be rolled out early in the next financial year
-  The revised reablement service was launched on 8 February 2010. A new team comprising reablement assessors and reablement facilitators are working on phase one of the reablement project, and developing an 'early adopter site'. The service will operate for 7 days a week, 7am - 10pm and will initially be for people being discharged from hospital. The team will hold a caseload of 25 service users and it is anticipated that 250 service users will receive a reablement service in the first year of operation. 14 people were receiving a reablement service by March 2010.

1.b Information, services and support are available to all sectors of the Community.





-  Provision of information, advice and guidance is a key strand of Supporting Independence In Bromley. An Information and Guidance Strategy will be presented to the Supporting Independence in Bromley Board in April 2010 with a delivery framework to be developed and in place by October 2010.

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-  The Transforming Community Equipment Service (TCES) programme has been awarded funding of £1.9m to deliver the retail model across the London region within 2 years. Bromley has secured a place in the initial phase of implementation and a project manager joined on 30th November to initiate and launch the local project, which will be launched in May 2010 with the first prescriptions for 'Simple Aids to Daily Living' due to take place in September 2010.
-  The Universal Services Project seeking a suitable business partner to develop and implement an internet based information service is now in its final stages. Members and partners have been involved in attending presentations from providers. A proposals will be submitted to the SIB programme board in respect of next steps, with a view to have a solution in place by October 2010.
-  The Experts by Experience group meets regularly and is the main Reference Group for Supporting Independence in Bromley.

#### 1.c Promote equality for all Service Users in every aspect of their life.

-  As part of SIB Programme, each project will produce a equality impact assessment as projects develop to ensure that all sections of the community can access services appropriately.
-  Developments to ensure that the range of access points has well developed customer care services to ensure people can work out the best options for their support are underway and this is a priority for the "Supporting Independence Programme". Members and staff have visited The Tunbridge Wells 'One Stop Shop' and further developments will be part of the Renewal and regeneration agenda regarding Bromley Town Centre, as well as the Supporting Independence Programme.
-  The Experts by Experience Reference Group is promoting service user and carer participation to ensure that all groups can access services that meet their needs.
-  The Carers Community Outreach worker based at Carers Bromley provides advice to help the group to support carers from BME and hard to reach groups. Currently Carers Bromley are supporting 343 carers from BME groups.

#### **Outcome 2: Securing Better Health and Quality of Life outcomes for vulnerable people through closer partnership working.** 18 actions have made good progress; 2 action are under way

#### 2.a Provide better access to community support and improve health outcomes through working with NHS Partners and the Voluntary and Independent Sectors.

-  A pilot scheme developed to provide older people referred to the Occupational Therapy with a single assessment for both care and equipment. This means that older people do not have to wait on two lists, and have a more seamless service.
-  We are working with the PCT to implement multi agency working across the borough to support people with long term conditions. The integrated team has supported over 300 people so far this year. The Out of Hospital Programme led by the PCT has given this area of work a focus.
-  A joint tendering process has been carried out with the PCT for Mental Health advocacy and day services. New contracts will be issued by April 2010 which will provide more support for approximately 180 older people who are being supported to remain at home.
-  Carers have been consulted about effective support in an emergency and plans are now being developed by the Carers Partnership group in line with the outcome of the consultation.

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#### 2.b Reduce health inequalities for the most vulnerable within Bromley

- ↑ As a result of work with Bromley Mytime, the PCT, Learning Disabilities and Mental Health services dieticians now attend the Good Health sub-group of the Learning Disabilities Partnership Board and are working with the LD healthy living nurses to develop training for carers in weight management and healthy eating/physical activity.
- ↑ Active Bromley events promoting increased physical activity (Fun Run, Walk4Life and walk leader training) have included learning disability groups. Support also given to the new Healthy Living group established by Bromley and Bexley Advocacy. A new project (starting in 2010 developed by Staying Healthy Partnership) will develop a programme of outdoor activities (led by the Parks Team) including food growing and environmental projects in the Crays aimed at older people and people with learning disabilities or mental health problems.
- ↑ Bexley and Bromley Advocacy's "Advocate 4 Health" initiative has developed an accessible website offering support and guidance regarding healthy living.
- ↑ Five gentle exercise courses are being held in Extra Care Housing Units. All have been very well received by residents and staff report noticeable differences in mental well-being. This work has been included in the Bromley Mytime contract. 54 older people have been taking part in the classes.#

#### 2.c Develop support services for Older People with Mental Health Needs.







- ↑ Bromley's response to the National Dementia Strategy was agreed by the Departmental Management Team in August, and the actions to implement have been incorporated in the Older People's Delivery Plan. During the remainder of 2009/10 the priority will be dementia support in Extra Care Housing. 21 extra places per week have been commissioned at dementia day services. The memory service provided by Oxleas has been expanded to see more cases.
- ↑ Funding has been secured to commission dementia training from Bromley Mind to Extra Care Housing staff. The worker has been recruited and is now in post. Delivery of training to staff has now started.
- ↑ The provider training consortium programme for 2009-10 began in April 2009 and there has been good take up from care homes and domiciliary care providers within the Borough. The content of the programme is developed with consortium members and developed during the year to meet key areas when identified, and includes monthly dementia courses and twice yearly advanced dementia courses, which are well attended by managers and staff from care homes and domiciliary care providers within the Borough.

#### 2.d Develop alternatives to residential care within the borough to promote independence.






- ↑ During 2009/10 14 people were supported to move into their own tenancies through the Supported Living Initiative.
- ↑ During quarter 3, the PCT reprovision programme has focussed upon the tendering of care services and securing accommodation for the remaining PCT clients. Tendering has progressed well with interviews of future providers taking place during January and tender awards scheduled for April. All required properties have now been identified with development commencing during February. A further 2 clients have moved to specialist placements and 6 clients moved to self contained flats in Biggin Hill. The number of Campus clients has reduced to 40 by February 2010 with plans for the remaining PCT clients to be moved by February 2011.
- ↑ Tenants with mental health needs receive improved, more flexible support through a new tenancy containment service which started on 1st April 2009. The provider is Look Ahead Housing and Care, who are working closely with Community Mental Health Teams and the Council's Support and Resettlement Team to make sure that people get help when they need it, 7 days a week. They provide 250 hours of support per week to up to 70 people at any one time.

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-  New contracts are currently being negotiated for the sheltered housing schemes with costs of high cost schemes being reduced to provide funding to expand availability of support. A business case for floating support is being developed and the joint framework agreement with 3 other London boroughs is on schedule to be in place by 1<sup>st</sup> April 2010.
-  The Assistive Technology project plan is now being implemented, with 99 people being helped by new assistive technology packages by March 2010, against a target of 150. The roll out of the project will continue and the number of people receiving assistive technology will increase in the new financial year. 600 planned users by March 2011.
-  20 self monitoring machines have been allocated to patients with long term conditions to help reduce avoidable hospital admissions and enable people to better manage conditions such as COPD at home.
-  The proposal to establish 8 step-down flats has been superseded by the installation of a range of assistive technology devices in most extra care housing flats. The first phase of 24 flats was completed in March 2010.
-  The Assistive Technology project aims to provide telecare packages to 35 people with a learning disability moving from institutionalised care into supported living or moving from the family home into supported living. The project is working with the programme lead for the LD Campus Reprovision and Supported Living Initiative to progress a telecare package for people identified. 25 people have been assisted so far this year.
-  The Transition team has completed person centred transition plans for all young people (185) over the age of 16 and community care assessments for those above 17.5. The team is working in partnership with colleagues in CYP and other adult teams to redefine the process of transition with timescales for transition planning, to add efficiency to the process in accordance with the principles of "lean thinking"



#### **2.e Improve energy efficiency in homes and return vacant houses to use.**

-  We have approved 7 empty property grants and loans and 6 properties have been brought back into use with financial assistance and a further 2 without.
-  The first Final Empty Dwelling Management Order has been made and work has started on the property. Two further Interim Orders have been prepared and are with senior officers for approval.
-  Solid wall insulation is now being used where appropriate on empty property renovation following an initial pilot and training for local contractors.
-  We have achieved 231% of our March 2010 LAA Energy Efficiency target.
-  We promote the Government's Warm Front scheme and help clients to apply for grants to pay off fuel debt.

#### **Outcome 3: Enabling vulnerable people to participate actively in their local communities and provide access to employment opportunities (paid and unpaid).**

15 actions have made good progress; 3 actions are under way 2 actions have been delayed and need to be developed further in 2010/11

##### **3.a Develop a 'promoting independence' model that encourages community participation and increases access to services.**




-  The number of carers receiving services as a result of a carers assessment has increased and at February 2010 the figure for National Indicator 135 is 29.8% compared with a target of 24%.
-  The brokerage service for people with learning disabilities has provided information and support to 248 people since its commencement in January 2009. The main areas of support have been advice in respect of budget planning, debt support and signposting to other mainstream services such as employment, education and

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leisure. Drop in sessions have been set up in Mottingham, Cotmandene and Bromley Common in addition to the support provided at Community House, and these sessions are well attended.


#### 3.b Service users and carers contribute to service planning and delivery of council services/projects; their views are heard and incorporated.

-  The Experts by Experience programme is promoting service user and carer participation to ensure that their views inform the planning and delivery of council services.
  
-  A client survey of Homecare have been undertaken to establish the level of satisfaction with the service. The findings were presented in September 2009.
  
-  Service users are actively involved in the following partnerships which sit within the Local Strategic Partnership structure :
  - Learning Disability
  - Physical Disability
  - Sensory Impairment
  - Older People
  - Mental Health
  - Carers –via a representative from Carers ForumService users are represented by the Local Involvement Network on the Health Social Care and Housing Partnership Board  
Service users participate in the Portfolio Planning Day and contribute to the development of the Portfolio Plan

#### 3.c With partners develop more work based opportunities (paid/unpaid) for people with disabilities or recovering from mental illness.

-  Mental Health awareness training has been provided to a number of employers, with a resulting reduction of 10% on sickness rates in some of these organisations. Oxleas NHS Trust are establishing the employment status of all users of secondary Mental Health services to enable detailed planning of services which need to be provided to help people with mental health problems to find or maintain employment.
  
-  Jobmatch is supporting 112 people in paid employment, a net increase of 8 since the beginning of the year. The Thyme Out initiative to provide training and work experience to 40 people over a 3 year period is now fully established.
  
-  Support to return to work is a priority in the refreshed carer's action plan which was approved by the Carers Partnership Group in October 09. This priority will be addressed in 2010 / 11 as the other pieces of work need to be delivered more urgently ( e.g. carers self assessment, support in an emergency, respite review)
  
-  The PCT is carrying out work to maintain employment for people with mental health problems who are receiving Primary Care.  
  
The PCT has successfully bid for £60,000 for improved access to Psychological Therapies for all age groups. Recruitment is currently under way to this post.
  
-  Through the People into Employment initiative 62 people have been supported back into sustained employment, with a further 3 completing the 13 week qualifying period. ESF/London Councils co-financed projects in Crays and Penge have enabled 6 people to enter employment. Potentially 71 people have been supported into sustained employment however evidence will not be verified until the end of the financial year.

#### 3.d Focus on preventing homelessness by working in partnership to introduce new initiatives, maximise and make the best use of the supply and range of affordable housing.








-  Overall we have seen a 40% increase in approaches to the housing service. Nonetheless we have continued to reduce the overall numbers of households residing in temporary accommodation. At the end of February



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2010 there were 497 households in temporary accommodation (635 08/09).

-  At the end of Quarter 4 there will be zero young people in B&B accommodation. The team are also currently exploring the potential to develop a pilot with Nightstop to commence in the new financial year, which offers emergency short-term lodging arrangements for young people as a more suitable alternative arrangement
  -  Overall there has been around a 40% increase in the number of households approaching for some level of housing advice & assistance, with approximately a 27% increase in those requiring in-depth casework intervention due to potential imminent homelessness. We have therefore continued to proactively undertake homeless prevention and housing options work to minimise the impact of increased pressure upon homelessness. During Q3 we prevented or delayed homeless for 353 households which cumulatively for the first 3 quarters totals 940 households.
  -  Bromley was one of the first London Boroughs to achieve a successful prevention under the Mortgage Rescue Scheme. We have also developed a Bromley Mortgage Rescues scheme aimed at assisting households where other prevention methods (including the government scheme) are not suitable and this was approved at the June Portfolio Holder's meeting.  
We have continued to run a number of awareness raising initiatives to ensure those facing mortgage difficulties are aware of the type of schemes which may be able to assist and to encourage them to seek early advice. During quarter 3 we received 60 notifications of court hearings for households facing repossession. In all cases we now make contact to offer advice and assistance. We now have one officer specialising in mortgage cases to offer the quick response and necessary expertise to maximise the effectiveness of the prevention work undertaken. We successfully completed our first prevention case under our local Bromley Mortgage Rescue scheme during quarter 3 and have 10 further cases referred to the government mortgage rescue scheme with the first shared equity prevention due to complete shortly.
  -  The debt advice provided by Blackfriars money advice continues with full take up of the surgery appointments available. 76 cases have been assisted up to the end of quarter 3 through the weekly surgery. Telephone advice is also offered to ensure sufficient capacity to meet demand. Funding has been secured to enable this service to continue through 2010/11.
  -  Home visiting is well established as part of the initial housing options & homeless prevention/assessment processes. In addition on going visiting takes place for households residing in temporary accommodation to continue to monitor their circumstances and consider all potential housing options that may be available to them. As a result of home visiting more households in temporary accommodation are considering alternative housing options.
- 3.e Increase Housing Options available within Bromley**
-  Work is under way to roll out the common housing register to all of the key housing associations operating in the Borough. This piece of work is dependant upon the implementation of automated banding to facilitate registration of their transfer applicants, which was planned for Quarter 2. However, this project has been rescheduled to take advantage of new technology
  -  There has been a slow take up from private landlords to advertise properties on the Bromley Homeseekers website, however we are continuing to work with landlords to maximise access to the private rented sector via direct referrals with increased take up achieved in line with current targets.
  -  Close work has continued with RSLs to raise awareness of the Underoccupation Scheme and to identify and assist those who are severely overcrowded. This work has included publicity and awareness raising in RSLs newsletters of the schemes operated, a rolling programme of visit to underoccupiers and overcrowded households to explore and promote options available. Overall the targets set within the overcrowding/underoccupation action plan are to be met by the end of the year. This includes the number of households assisted to move, both within housing association stock and also into the private rented sector. In addition the dedicated officer is currently liaising with Broomleigh housing association regarding the potential to extend properties to alleviate severe overcrowding.

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During the first 3 quarters of 2009/10 138 overcrowded households were assisted, together with 27 under occupying households.


-  Quarter 3 saw the successful completion of Lancaster House, a supported housing scheme for people with learning disabilities which forms part of the LB Bromley PCT Re-provision Programme. The scheme consists of 6 x one bedroom and 1 x two bedroom flats, including a wheelchair accessible unit, assistive technology and a support worker flat. A further scheme, that will deliver 7 x 1 bed flats for this Programme, was granted planning permission in Q3.


Planning permission was achieved and £4.4million Homes and Communities Agency grant funding secured that will enable the delivery of Phase 3-Ramsden Estate Renewal. The scheme will deliver 58 affordable homes for social rented and shared ownership purposes, including 32 x 3bed and 8 x 4bed family houses.


Detailed work is underway in obtaining planning permission and capital funding on 3 new Extra Care Housing schemes that will deliver approximately 160 ECH units in 2011/12. Work is underway to establish which RSLs would be interested in taking forward a Foyer within the Borough and identifying new sites that may be suitable for this provision.

**Outcome 4: Securing a range of high quality, responsive, modernised services that respect and protect people from risk of abuse and danger** . 12 actions have made good progress; 2 actions are under way



4.a Services are commissioned that deliver quality and a high standard of care.

-  Detailed work is under way for 3 new Extra Care Housing (ECH) Schemes:  
Work commenced at the Blue Circle site during May 2009 to enable the delivery of 55 x 1 bed flats and 5 x 2 bed flats for elderly extra care purposes. This scheme is due to deliver in 2011.  
Detailed work underway in relation to planning and funding on 2 further ECH schemes to deliver approximately 90 units in 2010/11.

-  We are continuing to work with Bromley Care Homes through the quarterly Care Home forums, where a work plan for the year has been agreed. Training courses are provided for key areas which need addressing to help continue to improve the standard of care in line with Care Quality Commission Standards.


-  We are working through the Bromley Care Home and Domiciliary Care Provider forums to continue to improve standards to reduce hospital admissions from care homes. The multi agency sub group is meeting with the local hospital to gain a better understanding of each work place and improve working relationships and practice between care homes and the hospital. There is a pilot scheme to encourage care homes to use the rapid response team rather than dialling emergency services for urgent but not life threatening health care needs. This has been supplemented by a training programme from the PCT in the prevention, recognition and management of the most common conditions leading to hospital admissions which has been sent to all care homes in the Borough.

4.b Our workforce effectively delivers modernised services.


-  Since April 2009, 22 recruitment advertisements have been placed for qualified social work posts in ACS, advertising 20 different posts. 15 people have been appointed year to date.
-  Progress in implementing a new competency based training programme last year was recognised by CQC as giving staff undertaking key roles within safeguarding the skills to do the job. Since the inspection the competency training has continued to be rolled out as planned and the department's policy is that safeguarding investigations should only be allocated to staff who have undertaken the appropriate level of training; this is mandatory and is being monitored as such. The BSAB training sub group is now assessing the evaluation from the courses to assess the outcomes of the training which will be fed through to future commissioning.


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 Training for deprivation of liberty safeguards has now been integrated with safeguarding training. Safeguarding training is also provided separately to homecare. Monthly training sessions are provided for 60-70 staff.

#### **4.c Bromley Safeguarding Adults Board ensures that Vulnerable Adults are protected from harm**


 The BSAB training programme offers six levels of competency based training, which staff and providers can undertake as part of their continuing professional development. The level and competencies of each course are advertised to the appropriate professionals who would benefit from attending them. In this quarter the following training courses have been run; safeguarding investigation level 2/3, MCA/DOLS awareness level 1, MCA/DOLS decision making level 2, decision making and accountability level 5


 The monthly monitoring and statistical analysis of recording of safeguarding referrals and casework continues to support the drive for improved performance and compliance with performance timescales. The outcomes from the May audit of safeguarding cases has been fed back to Care Services teams through revised policy guidance focused on improving both the quality of the response to safeguarding incidents and the case recording on Carefirst. This was focused on:

- Ensuring that the case record fully reflects the work with the service user and others to clarify risks and the evaluation of evidence of abuse and decision making in the case
- Improving the evidence of management overview of the case and supervision of the caseworker
- Promoting advocacy services to ensure that the service user's need for advocacy is considered and documented on the case record and that the numbers of users accessing advocacy services with support from care management increases.

 Bromley Safeguarding Adults Board (BSAB) asked providers through the forums to identify numbers of staff who require training to inform the BSAB Training Plan and during 2009-10 over 200 training places have been taken up by providers through the Training Consortium


During the year 22 homes have received unannounced visits from the contracts management team. As part of the visit, the monitoring process requires adult safeguarding to be discussed in terms of practice and staff training. The contract team are trained in current safeguarding practices.

 Bromley Mencap have supported a group of people with learning disabilities to produce a video about the impact people feel when victims of harassment. The video will be shown to young people at school and college. In addition representatives from the police have attended the learning disability partnership board to help raise awareness of the needs of people with learning disabilities who may be victims of harassment or other crimes. Following this engagement liaison officers have been identified by the police within safer neighbourhood teams. Awareness training is being provided to local police officers both by Scotland Yard and in partnership with Bromley Mencap.

 Links have been further strengthened between the Community Safety and Public Protection Portfolio during the year. Initiatives have been established and work continues through the safer neighbourhood teams and rogue trader service, and additionally, to obtain better outcomes for vulnerable people, the following has been put in place:

- Community Safety & Public Protection is represented on the Safeguarding Adult Board
- The Annual Report of the Safeguarding Adults Board is now presented and scrutinised by both the Public Protection & Safety PDS and Adult and Community PDS.
- Trading Standards are developing a strategy for reducing the risks which might arise from fraudulent activity associated with more people arranging and/or managing their own care.

#### **4.d Complaints will be dealt with effectively in order to make services more effective, personal and safe.**

 Lessons learnt forms are gathered from managers on completion of a complaint. The lessons learnt are shared with managers and the outcomes are embedded in practice by:



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- Training forum
- Department briefings
- Service delivery short fall putting into practice what we have learnt and monitoring.
- Good practice forums/ practioner/ GMT
- Surgeries from practioner.



An example of a lesson learnt resulting in improvement is:

- In December 60 complainants were asked to complete a service evaluation form. The information collected was used to improve how we respond and how we manage their complaint, and was fed back to staff via the departmental briefings and the ongoing training.



The following measures have led to a joined up approach and improved communication across customer services and complaints:

- A new team been developed incorporating complaints, Quality Assurance and Safeguarding - the joined-up service has led to an immediate improvement in outcomes for service users
- Safeguarding hierarchy over complaints, there is clarity around the process and a responsive team
- Weekly updates are emailed to the Assistant Directors to keep them informed of progress of the complaints across their area.