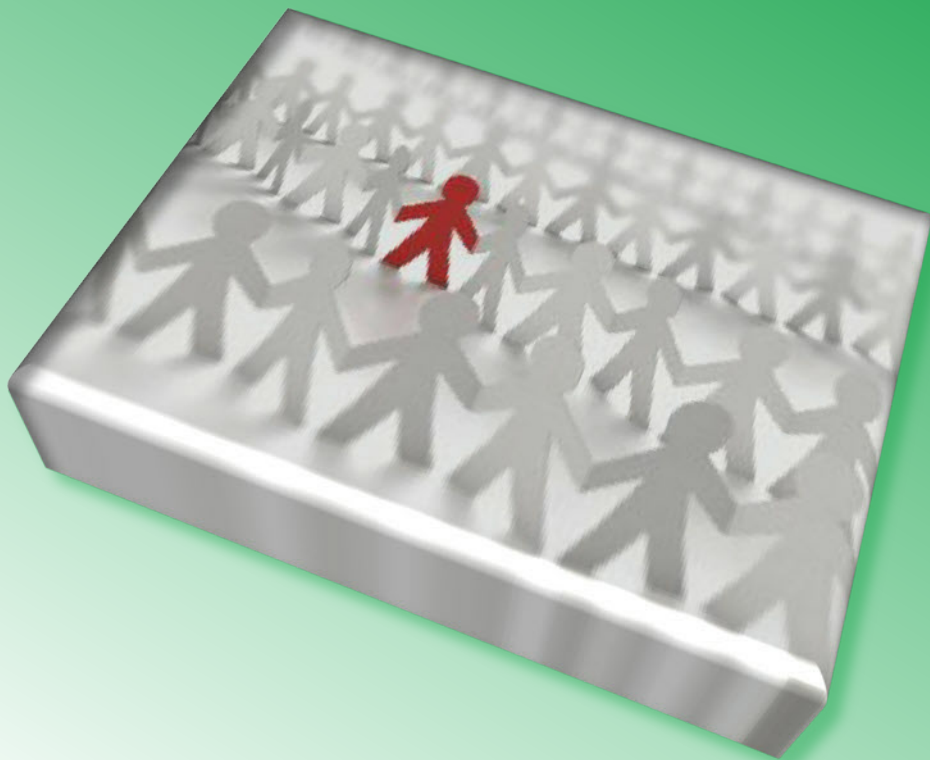


Adult and Community Services Portfolio Plan 2010/11

Promoting choice, personalisation and independence



Promoting people's independence and supporting them to make informed choices are the key themes of our 2010/11 Portfolio Plan. For the seventh year we brought together over one hundred representatives from more than 44 statutory, private and voluntary organisations at a Portfolio Planning Conference in November. This has informed the plan and the result brings together the issues of the day and builds on the progress made over the last seven years to support our 'Building a Better Bromley 2020 vision' theme of Independence and Health.

We are transforming the way adult social care is delivered in Bromley to give people greater choice and control over their lives through our Supporting Independence in Bromley programme. Personalisation is already a reality for some of our residents and as we work to extend that to many, the transformation will use the following key principles identified at the Planning Conference:

- **All information is accessible and available in different formats**
- **Customer services are:**
 - **Knowledgeable and friendly**
 - **Have a professional attitude**
 - **Available when people require them**
 - **Able to tell people what they can expect**
 - **Clear about their role**
- **Delivers a person centred approach**
- **Offer a seamless service with the minimum number of handovers.**

To continue to promote dignity and well-being we will work with our partners to improve the quality of services through joint commissioning and targeting resources at early intervention.



Bromley values the part everyone plays in our community whatever their needs. Be it through the world of work, targeted training or improved access to training, the message is the same—we value the individual, are committed to supporting their independence and recognise their unique contribution. We also recognise the essential part carers play in our community and they will be supported and consulted with, as will the voluntary sector—so vital to the delivery of essential services across our borough.

The economic climate will continue to impact on demand for Housing Services, which has seen unprecedented requests and applications for the Housing Register from people no longer able to meet their housing needs. Over the next year, the portfolio will continue to build on existing work to provide high quality advice on debt management to enable those requiring it to access mortgage rescue funds. As the recession impacts on increasing numbers of our service users, we must respond to that need. All our services, housing, social and meeting health needs, will be subjected to the rigours of increased demands and we must ensure that they are fit to respond.

No one can doubt the economic downturn is one of the key challenges to our future plans and delivery of services. The Four Year financial forecast identifies in detail the cost pressures facing the Adult and Community Services Department with continuing high demand for care services being experienced at all levels. I am confident that this AC 2010/11 Portfolio Plan can promote independence and provide personalised services and greater choice whilst matching increasing demand against finite resources.

Cllr Graham Arthur, Portfolio Holder for Adult and Community.



- 1. Priority Outcome 1**
Enhancing opportunities for all to have greater access to information and services and the ability to make choices to exercise control over their own lives. **Page 4**

- 2. Priority Outcome 2**
Maximise Health and Quality of Life outcomes for vulnerable people through closer partnership working. **Page 8**

- 3. Priority Outcome 3**
Enable vulnerable and disabled people to participate actively in their local communities and provide access to employment opportunities (paid and voluntary). **Page 12**

- 4. Priority Outcome 4**
Ensure the safety and protection of vulnerable adults through a Safeguarding framework that protects people from risk of abuse and neglect. **Page 17**

- 5. Abbreviations** **Page 21**

Enhancing opportunities for all to have greater access and the ability to make choices and exercise control over their own lives.

Issues:

- **Through the Supporting Independence in Bromley Programme, empower people to shape their own lives and the services they receive. Develop service options that are flexible and innovative with a broad range of options that are not restricted to traditional service models but are shaped by individual choice.**
- **Equality of access to services for all who meet the eligibility criteria.**
- **Information available and accessible for all to support decision making and access to care services irrespective of people's social circumstances and eligibility for statutory services (source LAC (DH) 2008 1).**



Outcome 1 aims and targets

Promoting choice, personalisation and independence.

Aim 1a	Locally relevant quality information and advice about care and support need is easily available to enable control and inform choice.		
What we are doing (Actions)	Lead Service	Resources	
1. Maximise the use of technology to enable people to access up to date information and advice on a range of services and support options through a specially commissioned web portal (SIB).	ACS	Existing Resources TSC Grant	
2. Develop a strategy to inform the future provision of quality assured information, advice and guidance and ensure that it is available and accessible to all through different formats and channels (SIB).	ACS	Existing Resources TSC Grant	
3. Develop a self assessment web site that signposts people to appropriate support and services (SIB).	ACS	Existing Resources TSC Grant	
4. Evaluate the learning from the Age Concern and Mencap Brokerage services to determine a model of brokerage across Bromley providing a range of options across all user groups for people who do not meet the criteria for social care funding and need help to plan their lives and access support and services (SIB).	ACS	Existing Resources TSC Grant	
5. Develop a council wide and partnership approach to the accessibility of universal services e.g. leisure, adult education, transport, employment, healthy living and health improvement along with housing and supported living options (SIB)	ACS	Existing Resources TSC Grant	

Aim 1b	Have a diverse and high quality market in care and support services to offer real choice and control to service users and their carers.		
What we are doing (Actions)	Lead Service	Resources	
1. Supporting development of the market by working with businesses and local Voluntary Organisations (SIB).	ACS	Existing Resources TSC Grant	
2. Hold a social care business event to communicate needs to a wider market.	ACS	Existing Resources TSC Grant	
3. Ensure availability of a range of high quality specialist housing schemes and care homes through working with RSLs and care home providers.	ACS	Existing Resources	
4. Work with Bromley care homes through the residential providers forum to raise standards in line with the Care Quality Commission Minimum Standards.	ACS	Training Grant	

Outcome 1 aims and targets

Promoting choice, personalisation and independence.

Aim 1c	Support service users to stay independent for as long as possible.		
What we are doing (Actions)	Lead Service	Resources	
1. Maximise usage of tele-care and tele-health equipment e.g. Crown Meadow ECH and the PCT Reprovision Project for people with learning disabilities (SIB).	ACS	Existing Resources TSC Grant	
2. Agree and implement a revised Intermediate Care strategy jointly funded with the PCT to maximise the rehabilitation potential of people to support them to remain in their own homes.	ACS	Existing Resources TSC Grant	
3. Improve access to simple items of equipment which support independent living by developing a community equipment retail model. This will enable people to access expert advice and purchase simple items of equipment for daily living from accredited retailers in the high street (SIB).	ACS	Existing Resources TSC Grant	
4. Establish re-ablement as a default service for people with social care needs (SIB).	ACS	Existing Resources TSC Grant	
5. Work with the PCT to develop an integrated Care Management and District Nursing service focussing resources on those most in need. The most appropriate health or social care professional will hold case responsibility improving the user experience by reducing the number of people with whom the service user must communicate whilst assuring a quality service from a team of specialist workers (SIB).	ACS	Existing Resources TSC Grant	
6. Secure alternatives to residential care for older people through <ul style="list-style-type: none"> • The provision of a new care home on the Leasons site • The completion of the 60 unit Crown Meadow Court extra care housing scheme • The provision of additional ECH places, including commencing build of at least 60 further units. 	ACS	Existing Resources	
7. Work with providers to ensure that services are available for people who wish to exercise choice with their personal budgets/direct payments through <ul style="list-style-type: none"> • Agreeing the future strategy for the provision of day care and respite services to provide more choice. • Ensuring that there is a range of supported accommodation available to older people. • Supporting the development of micro-providers for specific services. 	ACS	Existing Resources	

Outcome 1 aims and targets

Promoting choice, personalisation and independence.

Aim 1d	Provide choice and control over how support needs are met.		
What we are doing (Actions)	Lead Service	Resources	
1. To give people greater choice over who helps them plan their support and services, develop a range of options both within LBB and the local community so that service users are assisted to write their support plans and access services and support (SIB).	ACS	Existing Resources TSC Grant	
2. Enable more service users to have total control over their care and support by streamlining the direct payment process and increasing uptake. By October 2010 offer a personal budget to:- <ul style="list-style-type: none"> All new service users/carers (with assessed needs for ongoing support) All service users whose care plans are subject to review (SIB). 	ACS	Existing Resources TSC Grant	
3. Develop an accreditation scheme so that people can access safe services and support (SIB).	ACS	Existing Resources TSC Grant	

How will we measure success?	09/10 Target	09/10 Actual	10/11 Target	11/12 Target	12/13 Target
National Indicators					
1. Social care clients receiving self directed support (Direct payments and individual budgets). NI 130. LAA	750	TBC	2250	*	*
2. Percentage of vulnerable people achieving independent living. NI 141	85%	TBC	87%	90%	90%
3. % of vulnerable people who are supported to maintain independent living. NI 142	>98%	TBC	98%	98%	98%
Local Indicators					
1. No of self assessments completed.	New	New	*	*	*
2. Number of older people having support planning and brokerage.	308	TBC	*	*	*
3. No of people receiving a service from Mencap support planning and brokerage	200	TBC	200	*	*

* To be confirmed

Outcome 2—Maximise Health and Quality of Life outcomes for vulnerable people through closer partnership working.



Issues:

- **Developing a joint approach to Health, Social Care and Housing commissioning between LBB and the PCT.**
- **Strategic working with NHS partners to enable people with long term conditions to manage their health and well-being more effectively (source LAC (DH) 2008 1).**
- **Services are designed and targeted to reduce health inequalities through improved access.**
- **Disabled people are integrated as full participating members of our wider community. They are able to maximise their potential and live with dignity.**

Outcome 2 aims and targets

Promoting choice, personalisation and independence.

Aim 2a	There are effective partnerships with people using services, carers and other local citizens.		
What we are doing (Actions)	Lead Service	Resources	
1. Establish a stakeholder group which includes people using services, carers and other local citizens (SIB).	ACS	Existing Resources TSC Grant	
2. Establish co-production by supporting development of an Expert by Experience group (SIB)	ACS	Existing Resources TSC Grant	
3. Strengthen the voice of users within existing organisation and support development of a user led organisation that will contribute to policy and service design and development in the future (SIB)	ACS	Existing Resources TSC Grant	
Aim 2b	Provide better access to community support and improve health outcomes through working with NHS partners and the voluntary and independent sectors.		
What we are doing (Actions)	Lead Service	Resources	
1. Produce a joint commissioning strategy with health partners to focus more effectively on prevention.	ACS	Existing Resources TSC Grant	
Aim 2c	Reduce health inequalities for the most vulnerable within Bromley.		
What we are doing (Actions)	Lead Service	Resources	
1. Implement action plans arising from the rapid health needs appraisal, Gypsy traveller needs assessment and learning disability needs assessment.	ACS	Existing Resources	
2. Implement actions required to address health inequalities in identified wards to meet stretch targets for life expectancy, smoking reduction and cardio-vascular disease.	ACS	Existing Resources	
Aim 2d	Develop support services for older people with mental health needs.		
What we are doing (Actions)	Lead Service	Resources	
1. Increase the number of people with dementia accessing day opportunities and receiving specialist support at home.	ACS	Existing Resources TSC Grant	

Promoting choice, personalisation and independence.

Aim 2d	Develop support services for older people with mental health needs.		
What we are doing (Actions)		Lead Service	Resources
2. Provide targeted training for staff in extra care housing schemes to increase access for older people with dementia to ECH schemes and prevent moves into residential care.		ACS	Existing Resources TSC Grant

Aim 2e	Develop alternatives to residential care within the borough to promote independence.		
What we are doing (Actions)		Lead Service	Resources
1. Enable people with a learning disability who are living away from Bromley to return to supported living placements within the borough.		ACS	Existing Resources
2. 28 people with learning disabilities will move from campus accommodation into supported living during 2010/11.		ACS PCT	LD Campus Closure Programme Revenue Grant
3. Develop a wider range of housing options for people with mental health needs to ensure that move on opportunities exist and an appropriate level of support is provided to prevent and reduce the need for residential care.		ACS	Existing Resources
4. Support young people in transition to ensure opportunities for supported living and daytime occupation.		ACS	Existing Resources
5. Work with the Children and Young People service to ensure an effective transition with the ambition of all children living in the community once they become adults.		ACS/CYP	Existing Resources

Aim 2f	Improve energy efficiency in homes and return vacant houses to use.		
What we are doing (Actions)		Lead Service	Resources
1. Carry out work, offer grants and loans or take action (e.g. EDMO) to bring 15 private sector dwellings back into use.		ACS	Sub regional housing funding and existing resources
2. Pilot 'Hard to treat Homes' solid wall insulation scheme to reduce carbon emissions in 5 households via the Coldbusters Grant and 10 empty properties.		ACS	Existing Resources

Outcome 2 aims and targets

Promoting choice, personalisation and independence.

Aim 2f	Improve energy efficiency in homes and return vacant houses to use.		
What we are doing (Actions)	Lead Service	Resources	
3. Work with utility companies and grant providers to assist people on low incomes to address fuel poverty by switching to social tariffs, helping them to pay off fuel debt and installing heating and insulation where appropriate.	ACS	Sub regional funding	
4. Work with the London Development Agency (LDA) to deliver the Homes Energy Efficiency Programme (HEEP) to 500 properties in an area of poor thermal comfort.	ACS	Sub Regional funding	

How will we measure success?	09/10 Target	09/10 Actual	10/11 Target	11/12 Target	12/13 Target
National Indicators					
1. All age cause mortality rate (standardised mortality rate per 100,000 population from all causes at all ages). NI 120.	M: 565 F: 401	TBC	M: 547 F: 389	M: 529 F: 378	*
2. Achieving independence for older people through rehabilitation/ intermediate care. NI 125. (LAA).	76	TBC	80	80	*
3. Delayed transfers of care (the average weekly rate of delayed transfers of care from all NHS hospitals, acute and non acute, per 100,000 population aged 18+). NI 131	5 people	TBC	5 people	*	*
4. Healthy life expectancy at age 65 (self reported health assessment). NI 137.	16.3	TBC	16.67	*	*
5. Adults with Learning Disabilities in settled accommodation. (% of adults with Learning Disabilities known to the Council in settled accommodation at the time of their assessment or latest re-view). NI 145.	28%	TBC	28%	28%	*

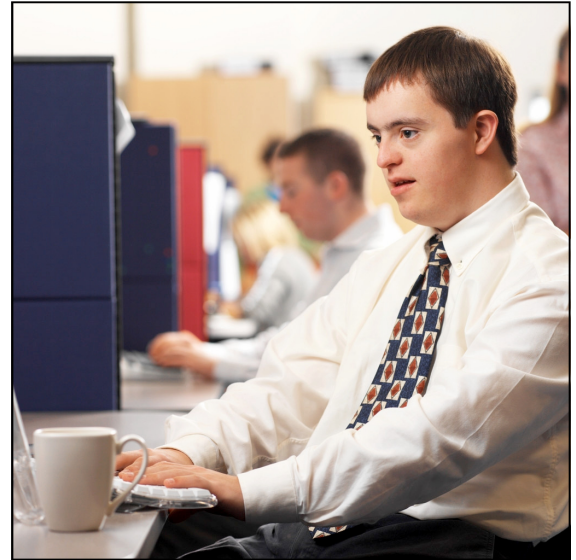
* To be confirmed



Outcome 3- Enable vulnerable and disabled people to participate actively in their local communities and provide access to employment opportunities (paid and unpaid)

Issues:

- **Involve people and their organisations in the design, commissioning and evaluation of services and how their needs are met.**
- **Carers, families and communities are supported as key partners.**
- **Providing information to enable people to access community activities.**
- **Need to manage expectations and prevent homelessness, whilst at the same time raise awareness of the implications of and the alternatives to homelessness.**
- **The current economic down turn is increasing demand and reducing availability of social housing. Planning applications for affordable housing have reduced and pressures are rising on temporary accommodation. Expectations need to be managed whilst providing high quality financial advice, debt management and access to mortgage rescue funds where possible.**



Outcome 3 aims and targets

Promoting choice, personalisation and independence.

Aim 3a	Develop a 'promoting independence' model that encourages community participation and increases access to services.		
What we are doing (Actions)	Lead Service	Resources	
1. Ensure that all carers are routinely offered carers' assessments, direct payments and carers' support services.	ACS	Existing Resources	
2. Through the strategic 10 year partnership with Carers Bromley provide more advocacy and peer support activity for carers.	ACS	Existing Resources	

Aim 3b	Service users and carers contribute to service planning and delivery of council services/project; their views are heard and incorporated.		
What we are doing (Actions)	Lead Service	Resources	
1. Report annually to Members on the quality of Domiciliary Care Services and Care Homes incorporating feedback from Service Users and Carers.	ACS VS	Existing Resources	
2. Ensure involvement of people who use services in policy development and the strategic decision making process by supporting development of an Expert By Experience group and their active involvement in forums such as the Partnership Boards.	ACS	Existing Resources	
3. Implement the priority actions arising from the Transport review to ensure that vulnerable people can use public transport safely.	ACS	Existing Resources	

Aim 3c	With partners develop more work based opportunities (paid/unpaid) for people with learning disabilities or recovering from mental illness.		
What we are doing (Actions)	Lead Service	Resources	
1. Increase the number of vulnerable service users (PDSI,MH) who are accessing work (paid/unpaid)	ACS Oxleas	Existing Resources	

Outcome 3 aims and targets

Promoting choice, personalisation and independence.

Aim 3c	With partners develop more work based opportunities (paid/unpaid) for people with learning disabilities or recovering from mental illness.		
What we are doing (Actions)	Lead Service	Resources	
2. Increase the number of people with learning disabilities in paid work in the borough through social businesses and through Jobmatch and Job Carve.	ACS	Existing Resources	
3. Work with partners to ensure that carers support enables to remain in or seek employment opportunities.	ACS/ DWP	Existing Resources	

Aim 3d	Focus on preventing homelessness by working in partnership to pursue new initiatives, maximise and make the best use of the supply and range of affordable housing.		
What we are doing (Actions)	Lead Service	Resources	
1. Reduce the number of households who are residing in temporary accommodation to 390 by March 2011.	ACS	Existing Resources CLG Grant	
2. No 16 or 17 year olds will be housed in Bed and Breakfast accommodation unless an emergency placement. Expand the number of alternative placements through the 'Nightstop' short term supported lodging service.	ACS PCT Oxleas	Existing Resources	
3. Through effective use of Mortgage Rescue funds and debt management advice, reduce the number of people made homeless through repossession.	ACS	Existing Resources CLG Grant Supporting People grant	
4. Deliver an early intervention home visiting service to reduce homeless presentations.	ACS	Supporting People grant and CLG grant	

Aim 3e	Develop the range of Housing Options available within Bromley.		
What we are doing (Actions)	Lead Service	Resources	
1. Work with additional Housing Associations to encourage them to open up their property registers to Bromley Homeseekers increasing available property.	ACS	Existing Resources	

Outcome 3 aims and targets

Promoting choice, personalisation and independence.

Aim 3e	Develop the range of Housing Options available within Bromley.		
What we are doing (Actions)	Lead Service	Resources	
2. Work with the private rented sector to encourage more landlords to let their properties through Bromley Homeseekers.	ACS	Existing Resources and CLG Grant	
3. Work closely with RSLs to identify overcrowded households and to address under occupancy.	ACS RSLs	Existing Resources. CLG Grant for overcrowding.	
4. Work with RSLs and developers to provide a level of Affordable Housing to at least meet statutory and high priority needs and enable temporary accommodation reductions/overcrowding, special needs (e.g. ECH, LD) targets to be met.	ACS RSLs	Existing Resources	
5. Explore, with partner RSLs, the potential for a viable Foyer scheme in the borough.	ACS	Existing Resources and CLG Grant	

How will we measure success?	09/10 Target	09/10 Actual	10/11 Target	11/12 Target	12/13 Target
National Indicators					
1. Timeliness of social care assessments. NI 132 (LAA).	88%	TBC	90%	*	*
2. Timeliness of social care packages following assessment. NI 133 (LAA)	79%	TBC	95%	*	*
3. Carers receiving needs assessment or review and a specific carer's service or advice and information. NI 135 (LAA)	24	TBC	25	30	35
4. Adults with Learning Disabilities known to the Council in paid employment at the time of their assessment or latest review. NI 146.	1.03%	TBC	*	*	*
5. Adults in contact with secondary mental health services in settled accommodation. NI 149	99%	TBC	99%	99%	99%

Outcome 3 aims and targets

Promoting choice, personalisation and independence.

Performance Indicators:	09/10 Target	09/10 Actual	10/11 Target	11/12 Target	12/13 Target
National Indicators					
6. Adults in contact with secondary mental health services in employment. NI 150	9.5	TBC	9.5	9.5	9.5
7. Number of households living in temporary accommodation. NI 156 (LAA)	438	TBC	438	390	380
Local Indicators					
1. Number of people with learning disabilities working in social businesses.	90	TBC	90	*	*
2. Homeless households approaching local authority's housing advice service(s) for whom housing advice casework intervention resolved their situation. BVPI 213	<10	TBC	55%	65%	69%
3. Proportion of households accepted as homeless who were previously accepted as homeless. BVPI 214	<2%	TBC	<2%	<2%	<1.5%

* To be confirmed

Outcome 4— Ensure the safety and protection of vulnerable adults through a Safeguarding framework that protects people from risk of abuse and neglect.

Issues:

- **Having Safeguarding arrangements in place to protect those who are unable to exercise choice and control and ensure that risks to vulnerable residents are assessed and managed.**
- **Continue to develop:-**
 - **A shared understanding of what is abuse and what is a vulnerable adult.**
 - **An understanding of the signs and symptoms of abuse and what to do if abuse is witnessed or reported.**
- **Having a social care workforce who use their developed and focussed professional skills to support people in realising personalisation, independence and choice.**



Outcome 4 aims and targets

Promoting choice, personalisation and independence.

Aim 4a	Social Care workforce has capacity, skills and expertise in Safe-guarding.		
What we are doing (Actions)	Lead Service	Resources	
1. Ensure the multi-agency training plan is based on practice skills competencies framework and has been implemented effectively.	ACS	Existing Resources	
2. Care and health workers work closely together to improve care practices and routine.	ACS	Existing Resources	
3. Improve the consistency of practice by staff and all agencies by ensuring those undertaking tasks have the necessary skills and competencies.	ACS	Existing Resources	
4. Refine the BSAB training competence framework in terms of key agencies and implement effectively.	ACS	Existing Resources	
5. Ensure staff (ACS and providers) are trained appropriately in safeguarding practices in accordance with care professional standards.	ACS	Existing Resources	

Aim 4b	Our workforce effectively delivers modernised services.		
What we are doing (Actions)	Lead Service	Resources	
1. Target recruitment activity on key staff groups and minimise the use of agency staff within ACS.	ACS	Existing Resources	
2. Produce a workforce development strategy for the social care workforce.	ACS	Existing Resources TSC Grant	
3. Continue training and awareness around deprivation of liberty safeguards from 1st April 2010.	ACS	Training Grant	

Outcome 4 aims and targets

Promoting choice, personalisation and independence.

Aim 4c	Promote excellent customer service through effective complaint handling.		
What we are doing (Actions)	Lead Service	Resources	
1. Develop in house training programme to improve customer complaints resolution. Run weekly complaints clinics to support managers in a) writing good quality responses and b) meeting time-scales.	ACS	Existing Resources	
2. Encourage customers to share their experiences of our complaints process and improve business processes as a result.	ACS	Existing Resources	

Aim 4d	Improve quality assurance of services and safe practices.		
What we are doing (Actions)	Lead Service	Resources	
1. Ensure cases meet the threshold for safeguarding investigations, and risks are appropriately identified and managed.	ACS	Existing Resources	
2. Undertake case file audits to check compliance with practice standards and procedures.	ACS	Existing Resources	

Aim 4e	Vulnerable adults are protected through the engagement, contributions and commitment of partner agencies towards the work of the safeguarding board.		
What we are doing (Actions)	Lead Service	Resources	
1. Strengthen joint performance management, compliance and monitoring processes to ensure staff from agencies meet minimum practices standards.	ACS	Existing Resources	
2. Target care homes and domiciliary care providers to participate in BSAB training programmes to raise standards to promote the benefits of skilled and proactive work force.	ACS	Existing Resources	
3. Promote wider involvement and action within the Council to improve community safety and reduce risks from harassment. - Minimise the risks faced by people who live in situations of ongoing vulnerability. - Personalisation risk assessment.	ACS	Existing Resources	

Outcome 4 aims and targets

Promoting choice, personalisation and independence.

Aim 4e	Vulnerable adults are protected through the engagement , contributions and commitment of partner agencies towards the work of the safeguarding board.		
What we are doing (Actions)		Lead Service	Resources
4. Strengthen the links with the Community Safety and Public Protection and other Portfolios to obtain better outcomes for vulnerable people		ACS	Existing Resources

How will we measure success?	09/10 Target	09/10 Actual	10/11 Target	11/12 Target	12/13 Target
Local Indicators					
1. Proportion of vacant social services posts.	15%	TBC	15%	15%	15%
2. Proportion of strategy meetings/ discussions held within 5 days of alert.	65%	TBC	65%	70%	75%
3. % of safeguarding cases substantiated.	50%	TBC	*	*	*
4. % of formal complaints investigated within agreed timescales	75%	TBC	85%	95%	*

* To be confirmed

A&E - Accident & Emergency

ACS – Adult & Community Services

BME – Black Minority Ethnic

BMT – Bromley Mytime (Leisure Trust)

BSAB—Bromley Safeguarding Adults Board

CLG – Communities & Local Government

ECH – Extra Care Housing

EDMO – Empty Dwelling Management Order

HC – Housing Corporation

LAA – Local Area Agreement

LDA – London Development Agency

LBB – London Borough of Bromley

MH - Mental Health

Oxleas – Oxleas NHS Trust

PWLD – People with a Learning Disability

PDSI – Physical Disability & Sensory Impairment

PCT – (Bromley) Primary Care Trust.

PS – Private Sector

RSLs – Registered Social Landlords (Housing Associations)

SIB – Supporting Independence in Bromley

TSC – Transforming Social Care

VS – Voluntary Sector

Monitoring reports are available from the ACS Performance and Information Team.