

Care Services Portfolio Plan for 2012/13

FINAL



- Encouraging high aspirations.
- Maximising independence.
- Promoting healthy lives.
- Protecting the most vulnerable.

Lead Portfolios: Education and Care Services

Priority outcome 3

Children and young people behave positively, take responsibility for their actions and feel safe within the Borough, and parents and carers take responsibility for the behaviour of their children

Why is this a priority?

To enable:

- All children and young people to make a positive impact and contribution to the Bromley community
- Parents and carers to set a good example and positive image for their children to follow

Outcome statements

In Bromley:

- children and young people behave positively within their school, community and the Borough, and take responsibility for their actions
- children and young people are supported to access opportunities for positive activities across the Borough
- parents and carers promote positive attitudes and behaviour to, and take responsibility for, their children

Action Plan

No.	We aim to...	Actions	Deadline	Lead Officer
3.1	Reduce the number of first time entrants in the youth justice system and reduce levels of re-offending	Embed Youth Offending Team (YOT) triage system to identify young people needing alternative approaches to prevent entry into the criminal justice system	March 2013	Head of Integrated Youth Support Programme
		Provide appropriate 1 to 1 and group work support through the Bromley Youth Support Programme to all young people identified as likely to offend	Ongoing	Head of Integrated Youth Support Programme
3.2	Intervene early through integrated support to tackle challenging behaviour issues in early years settings and in schools	Reposition the Behaviour Services to meet current and projected needs following the 2011 service review	April 2013	Head of Access and Admissions
		Promote and develop the Behaviour Service to Academies to ensure maximum uptake	Ongoing	Head of Access and Admissions
		Ensure support is provided to early years settings to tackle challenging behaviour	Ongoing	Head of Access and Admissions
3.3	Enhance opportunities for positive activities for young people across the borough	Encourage organisations to provide increased leisure opportunities for young people	Ongoing	Head of Integrated Youth Support Programme
		Provide and increase participation in a universal programme of Positive Activities that includes Duke of Edinburgh Awards, Youth Council, and the Central Bromley Library leisure time activity programme	July 2013	Head of Integrated Youth Support Programme
		Ensure that vulnerable young people, including those with disabilities, have access to positive activities for leisure including those activities specifically intended for them	July 2013	Head of Integrated Youth Support Programme

Priority outcome 3 (cont'd)

Children and young people behave positively, take responsibility for their actions and feel safe within the Borough, and parents and carers take responsibility for the behaviour of their children

Action Plan

No.	We aim to...	Actions	Deadline	Lead Officer
3.4	Work with partners to reduce bullying, including cyber bullying, across the Borough, particularly when outside of school	The Education Welfare Service and Behaviour Service to provide support to schools to tackle bullying	Ongoing	Head of Access and Admissions
		Maximise the use of School Councils to undertake regular surveys to identify the key concerns of children and young people regarding their experiences of bullying	July 2013	Performance and Business Planning Manager
3.5	Encourage children and young people to take responsibility for their actions within and outside of school, and work with parents and carers to support them in taking parental responsibilities	Target Parenting Courses through liaison between the Bromley Children Project and other partners	March 2013	Head of Referral and Assessment
		Support early years settings to increase parental involvement as part of the implementation of the revised Early Years Foundation Framework	July 2013	Head of Access and Admissions
		Promote the use of Penalty Notices for non-school attendance and take legal sanctions as appropriate	July 2013	Head of Access and Admissions
		Ensure that the Borough is able to implement and deliver the Government's Tackling Troubled Families programme:	March 2013	Head of Referral and Assessment
		<ul style="list-style-type: none"> - Secure available funding from Department for Communities and Local Government - Identify families suitable for the programme within the Bromley area - Recruit a Tackling Troubled Families Coordinator - Put in place identified work streams in order to achieve payment by results funding for successful outcomes 		

Lead Portfolio: Care Services**Priority outcome 4****Children and young people are safe where they live, go to school, play and work****Why is this a priority?**

To enable:

- All children and young people to live in a safe environment
- Children in care to live in suitable and supportive placements

Outcome statements

In Bromley:

- children and young people are safeguarded and protected from harm, and are kept safe from bullying or crime
- children and young people in care are encouraged to have high aspirations for their future and are supported to achieve their maximum potential
- parents and carers are supported in their parenting role

Action Plan

No.	We aim to...	Actions	Deadline	Lead Officer
4.1	Ensure that vulnerable children and families are identified and supported at the earliest possible stage	Through the effective use of the Common Assessment Framework (CAF) improve support to children and families at the earliest possible stage - before they reach the threshold of statutory services -	September 2012	Head of Referral and Assessment
		Extend the focus of the Multi-Agency Safeguarding Hub (MASH) to screen all referrals to Children's Social Care	March 2013	Head of Referral and Assessment
		Strengthen the "Step Down" procedures between Social Care, Children in Need, Referral and Assessment, Bromley Children Project, and the CAF	March 2013	Head of Referral and Assessment
4.2	Sustain and develop a stable and high quality children's social care workforce to safeguard children at risk	Develop and deliver advanced practitioner training around systemic practice in partnership with the London Borough's of Bexley and Lewisham, and Goldsmith College	March 2013	Assistant Director: Children's Social Care
4.3	Increase the number of in-borough family placements for children with more complex needs and disabilities	Implement the revised financial packages for foster carers to reward carers of children with complex needs and disabilities	March 2013	Head of Care and Resources
		Develop support packages for hard to place children	March 2013	Head of Care and Resources
4.4	Improve the outcomes of Children in Care through the effective use of Corporate Parenting	Work with the Living in Care Council (LinCC) to implement the Bromley Pledge for Children in Care	Ongoing	Head of Care and Resources
4.5	Increase the timeliness and number of children adopted	Increase the pool of adopters who will consider placements for children with additional needs and sibling groups	March 2013	Group Manager: Adoption
		Improve capacity within the Adoption Service to ensure that adopter assessments are completed within 8 months	March 2013	Group Manager: Adoption
		Review permanency planning arrangements and offer refresher training to Social Workers in the Care Planning, Placement and Care Review Regulations	Completed	Group Manager: Quality Assurance

Lead Portfolio: Care Services

Priority outcome 4 (cont'd)

Children and young people are safe where they live, go to school, play and work

Action Plan

No.	We aim to...	Actions	Deadline	Lead Officer
4.6	Further strengthen the improvements in children's social care and safeguarding services	Implement the Children's Safeguarding and Social Care Improvement Plan (including the post-inspection Action Plan from the inspection of child protection arrangements)	August 2013	Assistant Director: Children's Social Care
		Implement the post-inspection Safeguarding Disabled Children Action Plan	August 2013	Head of Special Educational Needs and Disability
		Implement the Improvement Plan for the Youth Offending Service	August 2013	Head of Integrated Youth Support Programme
		Implement the changes required by the Munro Review of Child Protection - including the revised <i>Working Together Statutory Guidance</i>	March 2013	Head of Safeguarding and Quality Assurance
4.7	Ensure safeguarding arrangements in all key partner agencies are suitably robust	Work with partners (through the Bromley Safeguarding Children Board) to undertake an audit of safeguarding arrangements in all major agencies in the Borough	July 2013	Head of Safeguarding and Quality Assurance
4.8	Successfully implement the Special Educational Needs and Disabilities Green Paper Pathfinder Bid [jointly responsibility with the Education Portfolio - see Aim 1.6]	Implement the pilot the Education, Health and Care (EHC) Plan test with a group of families. Gain validation from the Department for Education (DfE).	October 2012	Head of Special Educational Needs and Disability
		The next stage will be to provide young people with an indication of their personal budget (the cost of their support needs) and what elements of their support can be delivered through a direct payment, providing more control over the support they use.	November 2013	
		Develop a multi agency commissioning forum (including GP consortia) to ensure that sufficient resources are commissioned to fulfil plans and provide a local offer	April 2013	Head of Special Educational Needs and Disability

Lead Portfolio: Care Services**Priority outcome 5****Ensuring the health and wellbeing of children and young people, and their families****Why is this a priority?**

To enable:

- All children and young people to live happy and healthy lifestyles
- All children and young people to feel supported by their parents and carers

Outcome statements

In Bromley:

- children and young people feel happy about their lives, and are encouraged to have happy and healthy lifestyles
- children and young people are supported in their caring role and are encouraged to realise their full potential
- parents and carers are supported to develop bonding and positive relationships with their children

Action Plan

No.	We aim to...	Actions	Deadline	Lead Officer
5.1	Use the Healthy Schools Programme to work with schools to improve the health and wellbeing of all pupils within Bromley's schools	Promote health and emotional wellbeing in schools through the Healthy Schools Programme	July 2013	Consultant in Public Health Medicine: Children and Young People
5.2	Improve provision of emotional wellbeing, mental health services and counselling services for children, young people and families	Target Child Adolescent Mental Health Services (CAMHS) to early intervention	October 2012	Assistant Director: Children's Social Care
		Maximise the use of Children and Family Centres by Bromley Children Project to continue to provide support to parents with children aged 0 to 5 to further improve parenting by improving bonds between parents (or carers), and their children	Ongoing	Head of Referral and Assessment
		Implement the Health Visiting Commissioning Action Plan for the period 2011-2016	March 2016	Consultant in Public Health Medicine: Children and Young People
		Develop a range of options to provide additional short-breaks for disabled children in family settings include recruiting additional short-break foster families, outreach workers and home sitters	March 2013	Head of Special Educational Needs and Disability
5.3	Strengthen the support provided to young carers	Review, consult on and update the Young Carers Strategy and Project Plan	March 2014	Head of Safeguarding and Care Planning
		Raise awareness about young carers and arrange training for social work staff and partner agencies	Ongoing	Head of Safeguarding and Care Planning

Priority outcome 5 (cont'd)

Ensuring the health and wellbeing of children and young people, and their families

Action Plan

No.	We aim to...	Actions	Deadline	Lead Officer
5.4	Improve the health of children in care	Ensure all children in care receive good levels of support and access to health services (such as regular dental checks), through targeted support from the dedicated children in care nurse	Ongoing	Head of Care and Resources
		Identify services that will meet the health needs of children in care through the Children in Care Health Forum	Ongoing	Head of Care and Resources
		Improve the emotional health of all children in care through early access to appropriate services	Ongoing	Head of Care and Resources

Lead Portfolio: Care Services**Priority outcome 6****Enhancing quality of life for people with care and support needs****Why is this a priority?**

To enable:

- Service users to manage their own support as much as they wish so that they are in control of what, how, and when support is delivered to match their needs

Outcome statements

In Bromley, residents are offered effective choice and control over the services they receive to maintain independence:

- People can maintain their independence and live their lives to the full, receiving high quality support when they need it
- People seeking help from Care Services receive advice, guidance and services swiftly
- People know the choices available to them locally, what they are entitled to and who to contact when they need help
- People manage their own support so that it is delivered to meet their needs

Action Plan

No.	We aim to...	Actions	Deadline	Lead Officer
6.1	Provide locally relevant information and advice about care and support need to enable choice and control	<ul style="list-style-type: none"> - Launch the self assessment access on Bromley MyLife web portal - Develop and enhance the Bromley MyLife guides 	December 2012	Assistant Director, Strategic and Business Support Services
		Review and develop on line and other information sources and self help mechanisms to support timely delivery of housing services to enable choice and control	September 2012	Head of Housing Needs Service
		Ensure, through external commissioning arrangements, that information, advice and guidance together with benefits support is available to people with learning disabilities and mental health needs	December 2012	Assistant Director: Commissioning
6.2	Have a diverse market in care and support services to offer choice and control to service users and their carers by: <ul style="list-style-type: none"> - Supporting people to remain in their own homes or extra care housing as an alternative to residential care - Commissioning day care as a result of service users determining what (alternative) types of support they require (cont'd overleaf) 	Reduce Care Home and hospital admissions through effective use of Reablement and Intermediate Care by 12%	March 2013	Head of Assessment and Care Management
		In conjunction with Housing Development and Strategy, seek to secure an additional new Extra Care Housing scheme in the East of the borough	September 2012	Assistant Director: Commissioning
		Enhance the offering of the Integrated Community Equipment Service (ICES)	December 2012	Assistant Director: Adult Care
		Utilise Assistive Technology to support 30 new service users and carers this year	March 2013	Head of Assessment and Care Management

Priority outcome 6 (cont'd)

Enhancing quality of life for people with care and support needs

Action Plan				
No.	We aim to...	Actions	Deadline	Lead Officer
6.2 cont'd	(Cont'd from previous page) Have a diverse market in care and support services to offer choice and control to service users and their carers by: – Modernising the respite service for both people with learning disabilities and older people – Commissioning a domiciliary care service to provide flexibility and enable service users to exercise choice and control as to how they receive their care	Develop a new day opportunities and transport business model to meet the changing needs and expectations of service users.	April 2013	Assistant Director: Commissioning
		Procure a domiciliary care service for approx 1,530 older people and those with physical disabilities to enhance provision for 'double handed' care, service users with dementia, hospital discharges and service users living in rural areas.	August 2012	Assistant Director: Commissioning
		In conjunction with LINK, and Elected members visits work to improve quality monitoring of Residential Care Homes	March 2013	Assistant Director: Commissioning
		Develop and implement a programme of Members' visits to care provision establishments	Implemented October 2012	Performance and Business Planning Manager
6.3	Provide choice and control over meeting support needs, enabling all service users to maintain their independence	Provide all eligible service users with a Personal Budget to facilitate choice and control over service provision, and increase the number of adults using Direct Payments by at least 10%	March 2013	Assistant Director: Adult Care
		Explore viability of introduction of a Resource Allocation System to enhance the assessment process	March 2013	Head of Assessment and Care Management
		Support vulnerable people through effective housing assessment and co-ordinated decision making, offering more choice for independent living through suitable housing options	March 2013	Head of Housing Needs Service
6.4	Utilise NHS funds to improve social care outcomes for older people and those with physical disabilities	Introduce a dementia training and coaching programme for staff working in the new Extra Care Housing schemes	December 2012	Strategic Commissioner for Older People
		Expand the Oxleas/PCT care homes for people with dementia project to cover eight residential and nursing care homes	March 2013	Strategic Commissioner for Older People
		In partnership with Carers Bromley and Bromley Mind, develop a carers training programme 'equipping dementia carers project' (cross refer 8.2)	March 2013	Strategic Commissioner for Older People
		Pilot the use of alternative models of community support for people with dementia - Community Service volunteer project - Homeshare pilot	March 2013	Head of Assessment and Care Management

Lead Portfolio: Care Services**Priority outcome 7****Maximise independence and reduce the need for care and support****Why is this a priority?**

To enable:

- All service users to have maximum independence by reducing the escalation of care needs

Outcome statements

In Bromley, everybody has the opportunity to have optimum health throughout their life and proactively manage their health and care needs with support and information:

- People experiencing housing difficulties are assisted with advice and support aimed at maintaining or securing a home and avoiding crisis
- When people become ill, recovery takes place in the most appropriate place, enabling people to regain their health, wellbeing and independence
- Earlier diagnosis and intervention means that people are less dependent on intensive services

Action Plan

No.	We aim to...	Actions	Deadline	Lead Officer
7.1	Provide more health opportunities for those with diminished health to access healthy lifestyles	Improve access to health support for people with Learning Disabilities through the Learning Disability Health facilitator programme	December 2012	Strategic Commissioner, Learning Disabilities
		With Bromley Mytime, identify and deliver support to targeted groups to enable them to access mainstream leisure facilities	March 2013	Assistant Director: Commissioning
7.2	Support service users to stay independent for as long as possible	With Public Health, work to identify specific groups who would benefit from more targeted early intervention.	March 2013	Assistant Director: Commissioning Director of Public Health
		Work with clinical commissioning group (CCG) to implement the integration of health and social care for older people through the PROMISE programme (Proactive Management and Integrated Services for Older People)	Deadline subject to outcome of the review of South London Healthcare Trust	Strategic Manager, Commissioning Head of Assessment and Care Management
		Review best practice in the areas of prevention; integration and hospital admission; discharge and post discharge support as defined by the Joint Improvement Partnership (JIP)	December 2012	Assistant Director: Adult Care
		Work with Health to ensure safe and effective hospital transfers	March 2013	Assistant Director: Adult Care
		Work with Bromley Healthcare to improve the integrated pathway for people accessing primary care schemes from the new ECH schemes	December 2012	Head of Assessment and Care Management
		Review 'step down' flat requirements to manage effective hospital discharges.	December 2012	Head of Assessment and Care Management

Priority outcome 7 (cont'd)

Maximise independence and reduce the need for care and support

Action Plan				
No.	We aim to...	Actions	Deadline	Lead Officer
7.3	Focus on preventing homelessness by working in partnership to maximise and make best use of the supply and use of affordable housing	Prevent or delay homelessness for at least 2,500 households during 2012/13 by:- - Work with private sector landlords and housing providers to prevent homelessness and assist households to remain in their current accommodation - Maximise access to the private rented sector/alternative housing options - Work with the top 135 vulnerable households facing the largest shortfall following the local housing allowance changes to work through prevention/move on options - Commission a credit union to offer homeless prevention loans for up to 50 cases - Finalise business case and financials for invest to save bid for use of vacant LBB properties built on cost savings arising from reduced nightly paid accommodation use and rental income received	March 2013	Head of Housing Needs Service
		Ensure the effective use of mortgage rescue and possession prevention initiatives to minimise the level of homelessness arising due to rent or mortgage arrears	March 2013	Head of Housing Needs Service
		Minimise the use of temporary accommodation with particular focus on: - Achieving zero use of shared Bed and Breakfast accommodation for families and young people under the age of eighteen (except in an emergency and then for no longer than six weeks) - Reducing the use of nightly paid accommodation - Ensuring a sufficient supply of suitable temporary accommodation to meet statutory housing duties.	March 2013	Head of Housing Needs Service
		Upon completion of the re-registration process (anticipated end of Q2), ensure that all new applications are assessed within the target of 33 working days achieving the efficiency in resources previously implemented	September 2012	Head of Housing Needs Service
		Through the allocations scheme, ensure the best use of available housing stock to prevent homelessness and meet the highest levels of housing needs.	March 2013	Head of Housing Needs Service
		Work closely with Housing Benefit, the DWP, partner landlords and social care to consider potential impacts of the welfare reform changes	December 2012	Head of Housing Needs Service

Lead Portfolio: Care Services**Priority outcome 8****Ensuring that people have a positive experience of care and support****Why is this a priority?**

To enable:

- Residents to be offered effective choice and control for the services they receive to maintain their independence
- People to know what choices are available to them locally, what they are entitled to, and who to contact for help

Outcome statements

In Bromley, care service users and their carers are satisfied with their experience of care and support services:

- People respect the dignity of the individual and ensure support is sensitive to each individual's circumstances
- Carers can balance their caring roles with their desired quality of life
- Carers feel that they are respected as equal partners throughout the care process
- Service user views and experiences are gathered to help inform service developments, and concerns are responded to quickly and effectively
- Care service standards are regularly reviewed to ensure they deliver a quality service and continue to maintain service users' independence

Action Plan

No.	We aim to...	Actions	Deadline	Lead Officer
8.1	Better identify and support carers living in Bromley by: <ul style="list-style-type: none"> - ensuring service users and their carers have a voice in all aspects of service planning, commissioning and quality monitoring of services - encouraging carers to identify themselves - supporting carers to remain mentally and physically well 	Involve service users and carers in the selection of care providers	March 2013	Strategic Manager, Procurement and Contracts
		Ensure that the maximum number of carers have the opportunity to take part in the Carers survey and have the opportunity to express their overall level of satisfaction with services	October 2012	Assistant Director, Business and Strategic Support services
		Consult on revised Carers Strategy to ensure that it reflects the carers' voice	January 2013	Assistant Director: Commissioning
		Open new integrated short breaks service for people with Learning Disabilities	November 2012	Business and Planning Manager, Commissioning
		Improve the quality of Carers Assessments	March 2013	Head of Assessment and Care Management
8.2	Provide carers of people with dementia access to a comprehensive range of respite/ short break services that meet both their needs	Award contract for bed based respite to replace Kingswood House	December 2012	Strategic Commissioner, Older People
		Identify alternative respite services to increase the number of people who use Direct Payments to secure respite	December 2012	Assistant Director: Commissioning
		In partnership with Carers Bromley and Bromley Mind, develop a carers training programme 'equipping dementia carers project' (cross refer 6.4)	March 2013	Strategic Commissioner for Older People
		Review day services for older people to increase choice and control	April 2013	Assistant Director: Commissioning
		Update the JSNA to reflect the main areas of need to inform the planning process for health and wellbeing, including specific focus on carers of people with dementia	March 2013 [dependent on census data]	Assistant Director, Business and Strategic Support Services

Priority outcome 8 (cont'd)

Ensuring that people have a positive experience of care and support

Action Plan				
No.	We aim to...	Actions	Deadline	Lead Officer
8.3	Promote excellent customer service for those who experience our services	Encourage customers to share their experience of our services: – By complimenting us for positive experiences – By complaining when things go wrong In order to learn and improve the service provided enabling us to promote (both internally and externally), areas of success	March 2013	Assistant Director, Strategic and Business Support Services
		Improve complaint resolution through effective investigation and implement lessons learnt to improve the outcomes for individuals using our services.	March 2013	Assistant Director, Strategic and Business Support Services
		Develop and deliver an in house complaints training course to 40 members of front line staff focussing on resolving complaints early without the need to engage the formal complaints procedure.	June 2012	Assistant Director, Strategic and Business Support Services

Lead Portfolio: Care Services**Priority outcome 9****Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm****Why is this a priority?**

To enable:

- Support and services to be provided to adults at risk who are experiencing abuse, neglect and exploitation
- The needs and interests of adults at risk to always be respected and upheld
- Each adult at risk to maintain: choice and control; safety; health; quality of life; and dignity and respect

Outcome statements

In Bromley, everyone enjoys physical safety and feels secure:

- People are free from physical and emotional abuse, harassment, neglect and self harm
- Instances of abuse of vulnerable adults are investigated promptly and effectively
- People are protected as far as possible from avoidable deaths, disease and injuries

Action Plan

No.	We aim to...	Actions	Deadline	Lead Officer
9.1	Focus on the prevention of abuse of vulnerable adults through the work of the Safeguarding Board and engaging with Partner Agencies	Through continuing work with established, well placed organisations within the Borough, minimise the risk of abuse, particularly financial abuse	March 2013	Assistant Director: Commissioning Assistant Director: Care Services
		Empower vulnerable adults to express their wishes and to exercise control over their lives by maximising their choices and supporting them in the management of risks	March 2013	Assistant Director, Business and Support Services
9.2	Ensure that the workforce has the capacity, skills and expertise in safeguarding to deliver modernised services	Promote E learning across the workforce and review the provider training programme as the wider health and social care workforce changes	October 2012	Head of Learning and Development Quality Assurance
9.3	Continue to improve the delivery of services and reliability of contractors through Quality Assurance and Contract Monitoring	Ensure learning from Safeguarding investigations and serious case reviews is embedded into safeguarding practice and commissioning activity and leads to improved outcomes for adults at risk	March 2013	Assistant Director: Commissioning Assistant Director: Care Services