

# DRAFT Care Services Plan for 2013/14

## Appendix C

### ➤ Encouraging high aspirations



### ➤ Maximising independence



### ➤ Promoting healthy lives

### ➤ Protecting the most vulnerable

## Priority Outcome 1

### Ensuring the health and wellbeing of children, young people and their families, and enhancing quality of life for adults and older people with care and support needs

#### Why is this a priority?

To enable:

- All children and young people to live in a safe environment
- Service users and carers to maintain a family and social life and contribute to community life

#### Outcome statements

- In Bromley, residents are offered effective choice and control over the services they receive to maintain independence
- Children, young people, adults and older people are encouraged to have happy and healthy lifestyles
  - Children and young people are supported to access opportunities for positive activities across the borough
  - 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
  - People engage socially as much as they wish to avoid loneliness and isolation

#### Action Plan

| No. | We aim to...  | Actions   | Deadline                      | Lead Officer                            |
|-----|---|---|-------------------------------|---|
| 1.1 | Encourage children and young people to take responsibility for their actions and work with parents and carers to support them in taking parental responsibilities | Work with the 'Tackling Troubled Families' Year 2 cohort to achieve the government's aims of improved employment, school attendance and a reduction in anti social behaviour  | March 2014<br>(Year 2 cohort) | Head of Referral and Assessment         |
|     |   | Develop viable alternatives to custody for young people held on remand through joint working between the Youth Offending team, Targeted Youth Support programme, Children's Social Care and the Courts                              | Ongoing                       | Head of Bromley Youth Support Programme |
|     |   | Plan and implement step down arrangements for young people, particularly Looked After Children, on leaving custody  | Ongoing                       | Head of Bromley Youth Support Programme |
| 1.2 | Improve provision of emotional wellbeing, mental health services and counselling services for children, young people and families                                 | In consultation with the Clinical Commissioning Group, jointly develop and procure the new Children and Adolescent Mental Health Service (CAMHS) service model  | March 2014                    | Strategic Commissioner, Mental Health   |
| 1.3 | Improve health outcomes for those with health needs   | Implement the Health Visiting Commissioning Action Plan, for the period 2011-16 with emphasis on extending the pre birth contract and reinstating two year checks by the health visitor   | April 2016                    | Public Health                           |
|     |   | Support children with complex disabilities to remain within the family home and their local community, through the provision of a range of high quality short break services ranging from after school activities to overnight care | Ongoing                       | Head of SEN and Disability              |
|     |   | Integrate into every aspect of Council life, the protection of the Public's health by tackling the causes of ill health, reducing inequalities, promoting health and health protection  | March 2014                    | Director of Public Health               |



**Ensuring the health and wellbeing of children, young people and their families, and enhancing quality of life for adults and older people with care and support needs**

**Action Plan**

| No.                              | We aim to...   | Actions   | Deadline      | Lead Officer                                     |
|----------------------------------|--|---|---------------|--|
| 1.4                              | Provide locally relevant information and advice about care and support need to enable choice and control             | Through the 'MyLife' web portal, develop an accessible on line directory of services for children, families and young people with Special Educational Needs and Disabilities                                  | December 2013 | Planning and Development Manager                 |
|                                  |  | Through the co-ordinated community and locality focussed development programme, seek to improve the lives of residents in the Cray Valley East ward through the provision of information, advice and guidance | December 2013 | Head of Special Educational Needs and Disability |
| 1.5                              | Have a diverse market in care and support services to offer choice and control to service users and their carers by: | Support older people to regain independence following illness or loss of mobility through reablement, occupational therapy, and intermediate care (working with health)                                       | Ongoing       | Head of Assessment and Care Management           |
|                                  |  | Develop integrated practices with the NHS to improve service delivery at point of contact   | December 2013 | Assistant Director, Care Services                |
|                                  |  | Older people have more choice in the types of day activities they can access both independently and commissioned by the Council   | December 2013 | Assistant Director, Commissioning                |
|                                  |  | Market test the delivery model for Transport offering flexibility, enabling service user choice and control, and opening up opportunities for integration between adult and children's provision              | March 2014    | Assistant Director, Commissioning                |
| We will measure achievement by:- |  | The reduction in Care Home Placements   |               |  |
|                                  |  | The number of people remaining in their own homes 91 days after hospital discharge with a reablement/rehabilitation service   |               |  |
|                                  |  | Number of eligible people with a Personal Budget who have a Direct Payment  |               |  |

## Priority Outcome 2

### Maximising Independence and reducing the need for care and support

#### 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, everybody has the opportunity to have optimum health throughout their life and proactively manage their health and care needs with support and information
- Vulnerable children and young people make a successful transition and achieve maximum independence when moving into adulthood
  - Children and young people in care are encouraged to have high aspirations for their future and are supported to achieve their maximum potential
  - 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                            |
|-----|---|--|---------------|---|
| 2.1 | Support the transition of young people leaving care and moving into independent living, further/higher education and employment | Through the 'Raising the Participation Age' action plan, improve the participation of Children's Social Care service users, in particular Looked After Children and Care Leavers, in apprenticeships and work based training | Ongoing       | Head of Bromley Youth Support Programme |
|     |   | Support young disabled adults to travel independently through the implementation of a travel training programme  | March 2015    | Business and Planning Manager           |
|     |   | All disabled young adults will have an education, health and care plan that supports them through the transition to adulthood  | March 2014    | Strategic Commissioner, Disabilities    |
| 2.2 | Support service users to stay independent for as long as possible   | Consolidate Supported Living schemes to provide safe accommodation for people with learning disabilities   | December 2013 | Business and Planning Manager           |
|     |   | Jointly commission, with the Bromley CCG, up to 42 Intermediate Care Beds to support service users to regain their confidence, the hospital discharge process and reduce levels of readmission                               | March 2014    | Commissioning Manager                   |
|     |   | Market test the Extra Care Housing and the Reablement services to establish who is best placed to deliver these services and ensure an appropriate level of capacity   | March 2014    | Assistant Director, Commissioning       |
|     |   | Develop plans for the integrated pathways of care with Bromley Healthcare Trust, building on the virtual ward pilot and using the new direction flowing from the Trust Special Administrator                                 | March 2014    | Assistant Director, Care Services       |

## Priority Outcome 2 (continued)

### Maximising Independence and reducing the need for care and support

| Action Plan                      |  |  |                |                                   |
|----------------------------------|--|--|----------------|-----------------------------------|
| No.                              | We aim to...   | Actions  | Deadline       | Lead Officer                      |
| 2.3                              | Focus on preventing homelessness by working in partnership to maximise and make best use of the supply and use of affordable housing | With housing benefit, the DWP, partner landlords and social care, evaluate the impact of the Under Occupier and Benefit Cap elements of the Welfare Reform Act   | September 2013 | Assistant Director, Housing Needs |
|                                  |  | Work with the Voluntary Sector to provide support to households to be affected by the Universal Credit element of the Welfare Reform Act   | December 2013  | Assistant Director, Housing Needs |
|                                  |  | Through the 'Information @ Work' electronic system, maximise the number of service users supported through Outreach services   | Ongoing        | Assistant Director, Housing Needs |
|                                  |  | Review the criteria of the allocations scheme and housing register with particular regard to the 'Local Connection' element  | December 2013  | Assistant Director, Housing Needs |
|                                  |  | Maximise access to alternative housing options through:-<br>- A revised publicity campaign to attract landlords<br>- Working with developers to bring back into use empty residential and commercial premises as housing accommodation | Ongoing        | Assistant Director, Housing Needs |
|                                  |  | Maximise the level of prevention work seeking to minimise the potential for increased homelessness   | Ongoing        | Assistant Director, Housing Needs |
|                                  |  | Reduce the number of households in nightly paid accommodation to less than 250 in 2013/14  | March 2014     | Assistant Director, Housing Needs |
|                                  |  | Support vulnerable people through effective housing advice and co-ordinated decision making to minimise tenancy breakdown  | Ongoing        | Assistant Director, Housing Needs |
| We will measure achievement by:- | Percentage of Young People, Care Leavers, and Young Offenders in Education, Employment and Training                                  |  |                |                                   |
|                                  | Number of households in Nightly Paid Accommodation (NPA)   |  |                |                                   |
|                                  | Homeless applicants accepted within the quarter who have been previously accepted within the past two years.                         |  |                |                                   |

## Priority Outcome 3

### 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 needs:

- People respect the dignity of the individual and ensure support is sensitive to each individual's circumstances
- Child carers, parents and carers are supported in their parenting and caring roles
- Carers can balance their caring roles with their desired quality of life and 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  |
|-----|--|---|------------|---|
| 3.1 | Ensure that vulnerable children and families are identified and supported at the earliest possible stage | Reduce the need for statutory intervention by providing early support through programmes delivered by the Bromley Children's Project and the Bromley Youth Support programme/Targeted support programme                   | Ongoing    | Head of Assessment and Referral,<br>Head of Bromley Youth Support Programme |
| 3.2 | Ensure stable placements for children and young people where foster care is identified in the plan       | Actively recruit at least 20 new foster carers to meet the needs of older children, sibling groups and those with complex needs   | March 2014 | Head of Care and Resources  |
|     |  | Implement the enhanced foster care project to meet the needs of more complex and challenging children and young people, and reduce the need for Independent Fostering Agency and residential placements                   | March 2014 | Head of Care and Resources  |
|     |  | Through development of a web site, enhance communication with:-<br>- potential foster carers by providing links to recruitment pages and the application process<br>- existing foster carers by providing support details | March 2014 | Head of Care and Resources  |
| 3.3 | Better identify and support carers living in Bromley by:   | Ensuring that the voice of service users and carers is routinely sought (developing/ changing services) and that when we receive feedback, we take action   | Ongoing    | Assistant Director, Commissioning<br>Assistant Director, Care Services      |

## Priority Outcome 3 (continued)

### Ensuring that people have a positive experience of care and support

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

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

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- 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                                 |
|-----|--|---|---------------|--|
| 3.4 | Promote excellent customer service for those who experience our services | Service users and carers are able to access an assessment of their needs in a timely manner and where eligible, are provided with a support plan to meet these needs          | Ongoing       | Head of Assessment and Care Management       |
|     |  | Ensure that effective community engagement takes place (particularly relating to health services), through the establishment of Healthwatch                                   | December 2013 | Strategic Manager, Procurement and Contracts |
|     |  | Encourage customers to share their experiences of our services through compliments and complaints. Where things go wrong, use the lessons learnt to improve services delivery | Ongoing       | Quality Assurance Manager                    |
|     | We will measure achievement by:-   | Overall satisfaction of adults in the Personal Social Services Survey   |               |  |
|     |  | Percentage of service improvements as a result of customer feedback   |               |  |

## Priority Outcome 4

**Ensuring Children and young people are safe within the community, and Adults and Older People whose circumstances make them vulnerable are protected 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
- All children and young people to live happy and healthy lifestyles

### 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                         |
|-----|---|---|---------------|--------------------------------------|
| 4.1 | Focus on improving outcomes for vulnerable children in need of care and protection  | Ensure assessments are undertaken, and care planning arrangements implemented, in a timely manner   | March 2014    | Head of Referral and Assessment      |
|     |   | Lessen the amount of time it takes for children to be adopted by reducing the number of weeks children are subject to care proceedings (working with the Courts)  | December 2013 | Head of Care and Resources           |
|     |   | Through a review of the recruitment strategy, seek to increase the number of adoptive parents, special guardianship, and kinship carers to meet the needs of older children, sibling groups and those with complex needs unable to live at home | March 2014    | Head of Care and Resources           |
|     |   | Through joint working with partner agencies, implement the Corporate Parenting Strategy to ensure that Looked After Children are safe, healthy and achieving their goals  | March 2014    | Head of Care and Resources           |
|     |   | Build on the work of the Pathfinder project to provide an integrated pathway for children and young people, and their families, ensuring a smooth transition to the new Special Educational Needs and Disabilities framework                    | March 2014    | Strategic Commissioner, Disabilities |
| 4.2 | Focus on the prevention of abuse of vulnerable adults through the work of the Safeguarding Board and engaging with Partner Agencies | In partnership with the Clinical Commissioning Group, enhance the review process to strengthen the quality assurance of services provided to individuals  | March 2014    | Quality Assurance Manager            |



## Priority Outcome 4 (continued)

**Ensuring Children and young people are safe within the community, and Adults and Older People whose circumstances make them vulnerable are protected from avoidable harm**

### Action Plan

| No. | We aim to...  | Actions  | Deadline   | Lead Officer                                 |
|-----|---|--|------------|--|
| 4.3 | Continue to improve the delivery of services and reliability of contractors through Quality Assurance and Contract Monitoring | Increase the percentage of domiciliary care agencies and care homes reaching 100% compliance with the Council's Quality Assurance Framework              | March 2014 | Strategic Manager, Procurement and Contracts |
|     |   | In partnership with the Clinical Commissioning Group, improve standards in Nursing Homes through a programme of joint monitoring                         | March 2014 | Strategic Manager, Procurement and Contracts |
|     |   | In partnership with the Clinical Commissioning Group, enhance the review process to strengthen the quality assurance of services provided to individuals | March 2014 | Assistant Director, Care Services            |
|     | We will measure achievement by:-  | Lessons learnt from Serious Case Reviews   |            |  |
|     |   | 100% of social care staff have the required competency based training to conduct safeguarding interviews   |            |  |
|     |   | Time taken to place with adoptive family (days) from the time entered care   |            |  |
|     |   | Average time between a local authority receiving court authority to place a child and the local authority deciding on a match to an adoptive family      |            |  |
|     |   | Percentage of children who wait less than 21 months between entering care and moving in with their adoptive family                                       |            |  |