

Adult Care and Health

Portfolio Plan for 2018 to 2022



THE LONDON BOROUGH

Message from

Councillor Diane Smith

Adult Care and Health Portfolio Holder



[Message to go here following comments at
the Adult Care and Health PDS Committee]



Background

The Education, Care and Health Services (ECHS) department is responsible for people based services across the London Borough of Bromley. Bromley is the largest borough in London covering 150 km², with a growing population of over 330,000 (2017) ^[1].

The ECHS department has a significant role in leading and delivering the following:

- Bromley's housing strategy and operations
- supporting and enabling adults with physical and learning disabilities or mental ill-health
- support for carers
- safeguarding adults and children
- education services
- special educational needs
- youth offending services

Services are delivered through five operational divisions:

- **Adult Social Care**
- **Children's Social Care**
- **Education**
- **Housing**
- **Public Health**

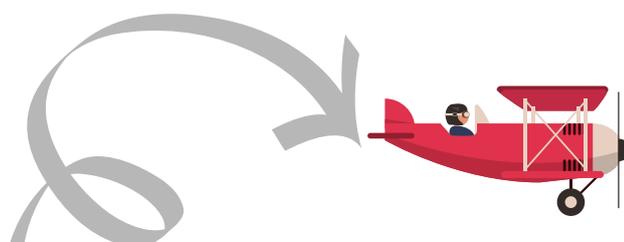
These five operational divisions are supported by two strategic divisions:

- **Programmes** leading our commissioning function
- **Strategy, Performance and Business Support** which sets our strategic priorities and monitors our effectiveness

As a collective, the seven divisions come together as the ECHS department to deliver the priorities of the following portfolios:

- **Adult Care and Health**
- **Children, Education and Families**
- **Renewal, Recreation and Housing**

[1] GLA 2015 round SHLAA-based population projections: Capped Household Size Model, Released February 2017



The ECHS department vision, strategic priorities and values

Vision

The ECHS department aims to:

Work together with agency partners, to ensure that every resident in Bromley needing our support has the right help at the right time to keep them safe, and to meet their needs, so that they achieve, thrive and reach their full potential

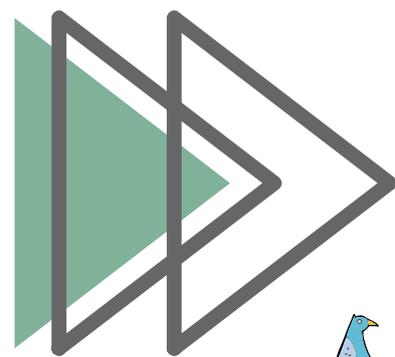
*ECHS department
'Our Journey to Excellence', 2017*

Strategic priorities

Through the business planning process the ECHS department have identified the following six priority objectives which reflect their vision and aims.

The rationale and evidence base underpinning each of these strategic priorities is presented in more detail in the next section. An action plan is presented from page ##.

The ECHS Departmental Leadership Team (DLT) will monitor this plan and its correlating key performance indicators quarterly.



ECHS department priorities



Priority One: **Safeguarding**

Ensure effective arrangements are in place to respond to safeguarding risks. This will prevent the escalation of issues to keep our children and vulnerable adults safe.



Priority Two: **Affordable, decent and secure homes**

Enable residents to access and sustain a place to live that is affordable, decent and secure.



Priority Three: **Life chances, resilience and wellbeing**

Every child, young person and adult should have access to a good education and services. This will support their health and wellbeing and enable them to achieve their potential. Our residents should have access to preventative early help which is vital to preventing problems getting worse.



Priority Four: **Implement the SEND reforms**

Implement the special educational needs and/or disabilities (SEND) reforms. Improve the identification, assessment of need and provision for our children and young people up to age 25. Ensure sufficient, appropriate and good quality provision within a sustainable financial envelope.



Priority Five: **Integrated health and social care**

Work effectively with health agencies to provide the right specialist, holistic help and support that our residents need.



Priority Six: **Ensuring efficiency and effectiveness**

We remain committed to delivering high quality services that make a positive difference to people's lives.

Departmental values

Underpinning the ECHS department vision and priorities are a set of values that are at the heart of what the department believes. They shape how the department wants to work with their external stakeholders, service users, staff and partners to achieve their objectives.

Right services at the right time

We will intervene with children, families and adults at the right time. We will develop a thorough understanding of the needs and the risks to each individual. We will also understand their experiences, views and wishes. We will only intervene with individuals when we need to. We will reduce and then withdraw support as soon as we are confident they can support themselves independently.

Early help and good quality intervention

It is vital to intervene when problems first appear to prevent them from getting worse. We will focus on developing resilience in our communities. We will help children, families and adults recover, recuperate and rehabilitate when they need to. This will help them to live as independently as possible.

Working together

Working together is essential to providing the right specialist and holistic help and support that our residents need. We can only support our children, families and adults effectively through multi-agency partnerships. By working together across our service areas we will collectively support our residents. This will provide good outcomes to our users whilst also ensuring we achieve value for money for taxpayers.

Listening and valuing diversity

We listen to our users. We understand their experiences. We build effective working relationships with them and their carers. This is at the heart of what we do. We will always treat our users with respect. We will respect and celebrate diversity and differences in our families. We will ensure that diversity is properly understood and considered. It will shape the way that we provide services to our children, families and adults.

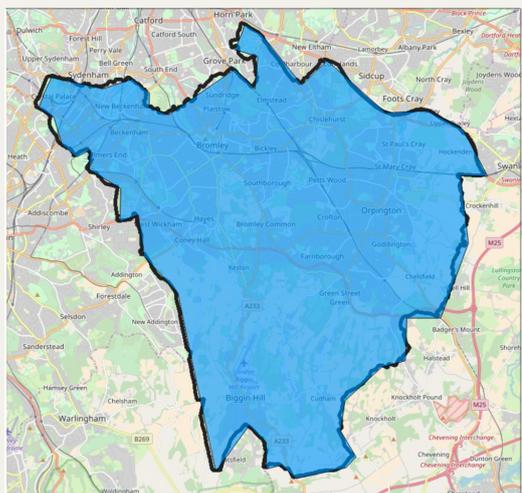
Effective Corporate Parenting

Every child who is unable to live with their birth family will have a stable permanent family or care setting. This will be achieved with the minimum of delay and will meet his or her needs into adulthood. We will ensure that children looked after or leaving care have close attentive support. It will meet their needs. We will be as ambitious for their success as if they were our own children.

Adult Care and Health strategic priorities



A year in numbers



Bromley = 150 km²

330,000+
people live in Bromley

2,600+

care assessments
completed by
Adult Social Care

5,500+

households approached
the Council for housing
advice

1,919

households supported
to remain either in their
own home or secure
alternative
accommodation



800+

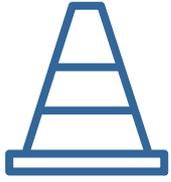
services or activities were promoted as part of the Connecting Bromley campaign

18,594

people invited to have a NHS Health Check

600+

people supported through intensive, short term, 'step down' beds at Orpington Hospital



Priority: Safeguarding

Ensure effective arrangements are in place to respond to safeguarding risks and prevent the escalation of issues. This will keep children and vulnerable adults safe.

Safeguarding children and adults is everyone's business.

Our Adult Social Care division leads on over 2,600 assessments each year.

Our borough is home to:

- over 32,000 working age adults with mental ill-health
- nearly 5,000 adults with a learning disability
- 20,000 adults with a physical disability
- over 4,000 adults with dementia

Since April 2015 our Adult Social Care division has been operating under a new legal framework. The Care Act 2014 has created new expectations about better and more individualised care and support.

Local authorities are still experiencing the effects of the Supreme Court judgement in 2014. This resulted in an increase of Deprivation of Liberty Safeguards (DoLS) applications. The assessments give protection to people who lack mental capacity to consent to care or treatment.

The safeguards apply to people in hospitals and care homes.

The Government *Green Paper on Social Care* was originally due in December 2017. It has now been delayed until the summer of 2018. There will be long-term significant implications for Adult Social Care. As part of this, the Government is due to define the expectations of the Care Account/Care Cap.

Since 2016 Bromley has implemented the 2 per cent Adult Social Care precept on Council Tax. However, a significant funding gap remains.

The costs and competition from the London job market make it difficult to attract sufficient quantity and quality of staff. The introduction of the National Living Wage is contributing to making work in the sector more attractive. It has additionally added significantly to the costs faced by providers and by extension the Council. It is expected that the impact of this on our residential and domiciliary care providers will continue.



Priority: Life chances, resilience and wellbeing

Every child, young person and adult should have access to a good education and services. This will support their health and wellbeing and enable them to achieve their potential.

Our residents should have access to preventative early help which is vital to preventing problems getting worse.

We are committed to encouraging and supporting adults to learn.

Our employment rate in Bromley is higher than the national and London averages. Our employment rate for people aged 16 to 64 is 75 per cent. This is compared to 73 per cent in London during 2015.

Gross annual pay in Bromley was the seventh highest in London at £37,500 in 2015.

Bromley residents are also more likely than most to improve their life chances. In 2017 we were ranked 28 highest in the country in terms of resident social mobility.

We want to improve the health of the local population and reduce health inequalities.

We will promote action to improve health across the life course by working in partnership and influence key partners and residents.

We will continue to deliver a wide range of programmes and services through our Public Health service to improve health and wellbeing and reduce health inequalities.

These universal programmes address the wider determinants of physical and mental health.

Good public health has the potential to make a real and large-scale difference to our society:

- it prevents the development of physical and mental ill-health later in life
- it improves people's wellbeing
- it reduces pressures on other vital services in the NHS and social care





Priority: Integrated health and social care

Working effectively with health agencies is essential to providing the right specialist, holistic help and support that our residents need.

Where appropriate we will jointly plan, commission and deliver services.

We recognise the importance of reducing pressures on our hospitals. Working with our partners we want to reduce delays in getting patients out of hospitals. We want them to get back into the community quickly and safely.

We have joined the Bromley Integrated Care Networks to provide a Multi-Disciplinary Team (MDT) approach. This will ensure the most appropriate care and support is available to our residents with complex care needs.

We remain committed to the integration of health and care. This is the best way of ensuring joined up services and the delivery of outcomes that residents need.

We are utilising the Improved Better Care Fund (iBCF) to enable greater innovation and to pilot some new ways of working.

Last year we worked with Bromley Clinical Commissioning Group (CCG) and delivered our Reablement programme.

This commissioned 'step down' beds at Orpington Hospital. Intensive short-term

support was delivered to over 600 people who:

- were transitioning from hospital to home
- were supported to avoid hospital admission

This enabled them to relearn daily skills and regain their confidence to live.

We want to focus on helping people recover, recuperate and rehabilitate. This will enable them to live as independently as possible.

We have begun our Discharge to Assess pilot scheme. This provides a temporary, community-based joint team of health and social care professionals.

This multi-disciplinary enablement and assessment function will be based alongside the existing hospital-based Care Management Team. It will focus on supporting prompt hospital discharge.

Should this pilot be successful we will look to establish a permanent local Discharge to Assess model in Bromley.



Priority: Ensuring efficiency and effectiveness

We remain committed to delivering high quality services that make a positive difference to people's lives.

We want to make the best use of the resources available to us and maximise the use of our assets.

We are committed to investing in our workforce. We want them to have the right skills to deliver what our residents need.

We will continue working hard to improve customer and service user satisfaction.

We want to utilise IT effectively. We will use it to ensure that we are delivering our services as smartly as possible.

We remain committed to achieving our savings and income generation targets. We will use the corporate Service Based Review programme to help us do this.

We will explore efficient and new ways of working in our department through the review of key services.



Priority - Safeguarding

Ensure effective arrangements are in place to respond to safeguarding risks, preventing the escalation of issues to keep children and vulnerable adults safe.

Rationale Safeguarding children and adults is everyone's business. By ensuring that effective arrangements are in place to respond to safeguarding risks we will ensure children and adults are safe and less likely to require statutory intervention.	Key strategies/plans ✓ Our Journey to Excellence ✓ Older People's Strategy ✓ The Roadmap to Excellence ✓ BSAB Safeguarding Strategy ✓ VAWG Strategy	Aligns to Building a Better Bromley ✓ Supporting independence ✓ Excellent Council		
Action to meet priority	Detail	Measure of success	Target date	DLT Lead
Raise awareness of children and adults safeguarding	<ul style="list-style-type: none"> Work with both Children and Adult Safeguarding Board Chairs to promote multi-agency training Undertake a campaign to improve awareness of adult and children safeguarding with residents and professionals to make Bromley a place where preventing abuse and neglect is everybody's business 	<ul style="list-style-type: none"> Training programme published and well attended Annual conferences well attended Campaigns launched 	April 2022 (annual programme)	Director Adult Social Care Director Children's Social Care
Maintain effective oversight of safeguarding impact	<ul style="list-style-type: none"> Draft and implement the Adults' Performance Framework 	<ul style="list-style-type: none"> Weekly data delivered Monthly digests delivered Frameworks reviewed annually 	April 2022 (annual programme)	Assistant Director: Strategy, Performance & Business Support
	<ul style="list-style-type: none"> Implement programme of Adults' case audits Implement programme of Housing case audits, which include safeguarding of vulnerable adults and families 	<ul style="list-style-type: none"> Audits completed and recommendations implemented 	April 2022 (annual programme)	Director Adult Social Care Director Housing
Review Adult Social Care services	<ul style="list-style-type: none"> Define a vision for Adult Social Care to set out a direction of travel for the delivery of services in the future which is professionally sound and financially sustainable 	<ul style="list-style-type: none"> New Adult Social Care Transformation Board established to oversee the changes in service delivery 	April 2019	Director Adult Social Care
	<ul style="list-style-type: none"> Implement an improvement plan Use the Recruitment and Retention Board to create a more stable workforce 	<ul style="list-style-type: none"> All actions implemented Workforce stabilised 	April 2020	Director Adult Social Care Director Housing Director Children's Social Care

Priority - Life chances, resilience and wellbeing

Every child, young person and adult should have access to a good education and services which support their health and wellbeing and enable their potential. Our residents should have access to preventative early help which is vital to prevent problems getting worse.

<p>Rationale</p> <p>We want to improve the life chances of the local population and increase wellbeing. By working in partnership with key partners and residents to identify challenges early on, we can increase the resilience of our residents and our communities, stop needs from escalating and increase social mobility.</p>	<p>Key strategies/plans</p> <ul style="list-style-type: none"> ✓ Our Journey to Excellence ✓ Health and Wellbeing Strategy 	<p>Aligns to Building a Better Bromley</p> <ul style="list-style-type: none"> ✓ Supporting independence ✓ Excellent Council ✓ Healthy Bromley
---	---	---

Action to meet priority	Detail	Measure of success	Target date	DLT Lead
Improve life chances through adult learning	<ul style="list-style-type: none"> • Offer targeted adult education programmes to improve the life chances of adults in our disadvantaged communities 	<ul style="list-style-type: none"> • Increased number of participants from disadvantaged areas 	April 2022 (annual programme)	Director Education
Provide appropriate Health and Wellbeing functions	<ul style="list-style-type: none"> • Refresh and develop a Health and Wellbeing Strategy for Bromley 	<ul style="list-style-type: none"> • Health and Wellbeing Strategy launched 	December 2018	Director Public Health
	<ul style="list-style-type: none"> • Commission a portfolio of Public Health programmes to improve the health of Bromley residents and achieve value for money 	<ul style="list-style-type: none"> • Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money 	April 2022 (annual programme)	Director Public Health
Provide Public Health advice to the NHS	<ul style="list-style-type: none"> • It is a requirement under the Section 75 agreement that Public Health spend 40% of their time supporting the NHS 	<ul style="list-style-type: none"> • Delivery of agreed action plan 	April 2022 (annual programme)	Director Public Health

Priority - Integrated health and social care

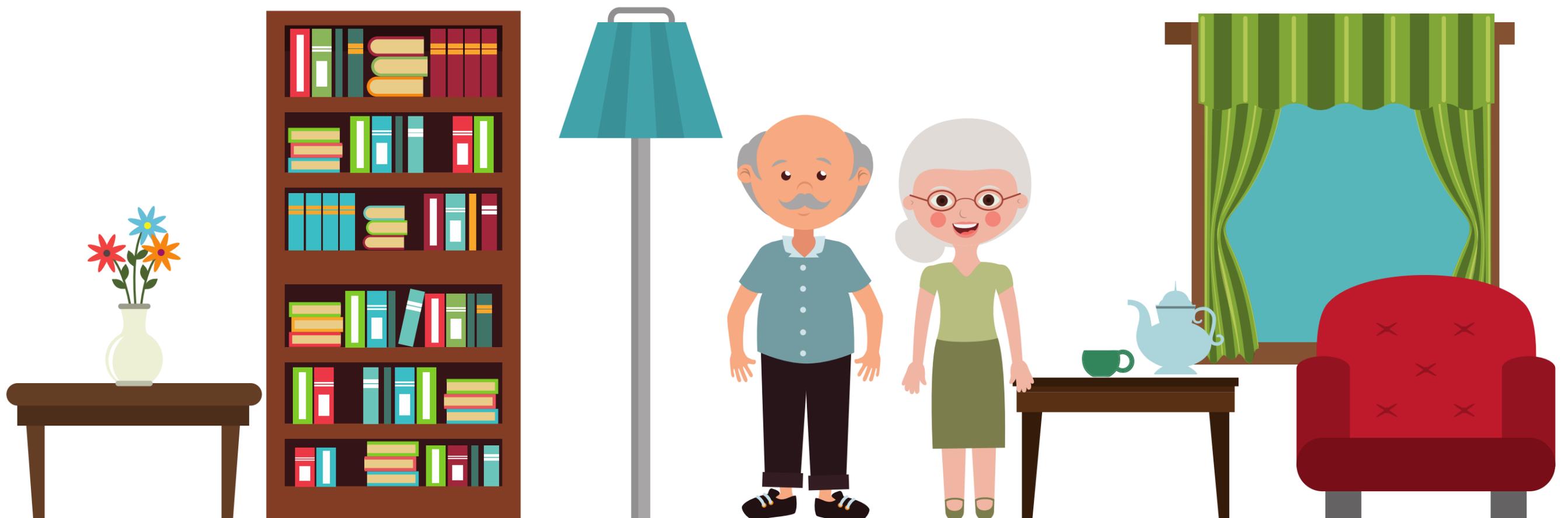
Working effectively with health agencies is essential to providing the right specialist, holistic help and support that our residents need. Where appropriate we will jointly plan, commission and deliver services.

Rationale We believe that the best way to reduce the pressures on both the NHS and Adult Social Care is through integration so that residents receive joined up services which achieve better outcomes.	Key strategies/plans <ul style="list-style-type: none"> ✓ Our Journey to Excellence ✓ Older People’s Strategy ✓ Joint commissioning programme ✓ Improved Better Care Fund programme ✓ Integrated Mental Health Strategy ✓ Health and Wellbeing Strategy 	Aligns to Building a Better Bromley <ul style="list-style-type: none"> ✓ Supporting independence ✓ Excellent Council ✓ Healthy Bromley
---	--	--

Action to meet priority	Detail	Measure of success	Target date	DLT Lead
Strategies shape services	<ul style="list-style-type: none"> • Develop an Older People’s Strategy 	<ul style="list-style-type: none"> • Older People’s Strategy launched 	March 2019	Director Programmes
	<ul style="list-style-type: none"> • Develop an Integrated Mental Health Strategy with the CCG 	<ul style="list-style-type: none"> • Mental Health Strategy delivered 	April 2020	Director Programmes
Effective joint commissioning	<ul style="list-style-type: none"> • Establish a Commissioning Board with Bromley Clinical Commissioning Group to begin to identify how we can commission services together 	<ul style="list-style-type: none"> • More joint commissioning where appropriate to do so 	April 2022 (annual programme)	Director Programmes
Integrated health services	<ul style="list-style-type: none"> • Increase the integration of our services and staff with local health services (including Bromley Clinical Commissioning Group and Oxleas NHS Foundation Trust) to focus on improving the life outcomes for our vulnerable residents 	<ul style="list-style-type: none"> • Action plan implemented • Section 75 Agreement with Oxleas reviewed 	April 2022	Director Adult Social Care Director Programmes
Improve Transfer of Care	<ul style="list-style-type: none"> • Work with Bromley Clinical Commissioning Group to explore how we can jointly improve the transfer of care processes 	<ul style="list-style-type: none"> • Discharge to Access pilot implemented and evaluated 	April 2022	Director Adult Social Care Director Programmes
	<ul style="list-style-type: none"> • Strengthen our Reablement Service 	<ul style="list-style-type: none"> • Better reablement services 	April 2020	Director Adult Social Care Director Programmes
	<ul style="list-style-type: none"> • Review our Occupational Therapy service and implement recommendations 	<ul style="list-style-type: none"> • Faster Occupational Therapy support 	April 2019	Director Adult Social Care Director Programmes

Priority - Integrated health and social care [cont'd]

Action to meet priority	Detail	Measure of success	Target date	DLT Lead
Improve access to direct payments	<ul style="list-style-type: none"> Increase the use of direct payments as a model of service delivery with changes to our care management practice to facilitate this 	<ul style="list-style-type: none"> Direct payments increased 	April 2019	Director Adult Social Care
Domiciliary care	<ul style="list-style-type: none"> Improve the domiciliary care offer for Bromley residents Approach to enabling and developing domiciliary care agreed 	<ul style="list-style-type: none"> Domiciliary care commissioning Gateway Review delivered 	April 2019	Director Programmes



Priority - Ensuring efficiency and effectiveness

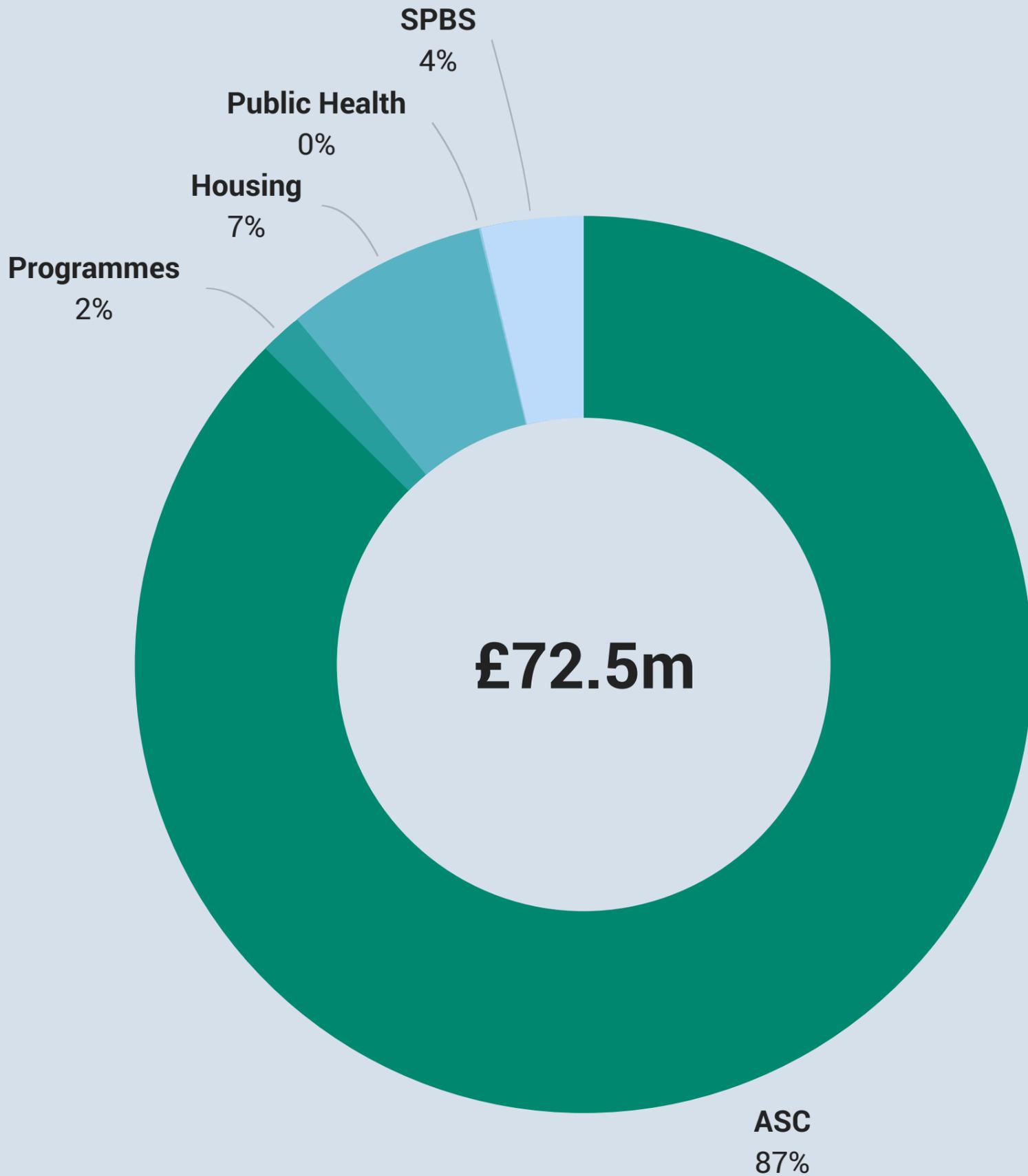
We remain committed to delivering high quality services that make a positive difference to people’s lives.

<p>Rationale By making the best use of the resources available to us and maximising the use of our assets we will deliver efficient and effective services which make a positive difference.</p>	<p>Key strategies/plans <ul style="list-style-type: none"> ✓ Our Journey to Excellence ✓ Commissioning Strategy ✓ Contract Monitoring & Management in Bromley ✓ Performance Management Framework(s) ✓ Risk Management Log </p>	<p>Aligns to Building a Better Bromley <ul style="list-style-type: none"> ✓ Excellent Council </p>
---	---	---

Action to meet priority	Detail	Measure of success	Target date	DLT Lead
<p>Ensure strategic and support services are effective</p>	<ul style="list-style-type: none"> • Review integrated commissioning opportunities to ensure the Council and CCG commissioning structures are fit for purpose • Develop a new integrated commissioning plan for the Council and the CCG to set out our annual commissioning activities 	<ul style="list-style-type: none"> • Review implemented • Integrated commissioning functions are robust • Plan established and implemented 	<p>April 2019</p>	<p>Director Programmes</p>
<p>Effective use of IT</p>	<ul style="list-style-type: none"> • Roll out technology and mobile working for Adult Social Care front-line staff • Roll out technology and mobile working for Housing front-line staff 	<ul style="list-style-type: none"> • More flexible working and greater productivity 	<p>April 2019</p>	<p>Director Adult Social Care Director Housing</p>
	<ul style="list-style-type: none"> • Implement the new Housing systems, ensuring integration between both Orchard and Home Connections 	<ul style="list-style-type: none"> • Improved case work monitoring • Increased engagement with service users • Customer portal increases access to online advice and assistance 	<p>April 2019</p>	<p>Director Housing</p>
<p>Understand the perspective of service users and residents</p>	<ul style="list-style-type: none"> • Develop a User Voice Framework and regular approach to feeding back intelligence 	<ul style="list-style-type: none"> • User Voice Framework implemented • Improved approach to engagement • Improved understanding of what our service users are telling us 	<p>Dec 2018</p>	<p>Assistant Director Strategy, Performance & Business Support</p>

Portfolio finances 2018/19

Controllable budgets



Care Services Portfolio

- Adult Social Care = £63.4m
- Programmes = £1.1m
- Operational Housing = £5.2m
- Public Health = £0.05m
- Strategy, Performance and Business Support Service = £2.6m
- **Total = £72.5m**

Education, Children & Families Portfolio

- Children's Social Care = £34.4m
- Education = £5.7m
- **Total = £40.2m**

Produced by:

Strategy, Performance and Business Support
LONDON BOROUGH OF BROMLEY
Civic Centre, Stockwell Close,
Bromley BR1 3UH

