

PRIORITY 1 – 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 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
- ✓ Children and Young People’s Plan
- ✓ The Roadmap to Excellence
- ✓ BSAB Safeguarding Strategy
- ✓ BSCB Business Plan
- ✓ VAWG Strategy

Aligns to Building a Better Bromley

- ✓ Supporting independence
- ✓ Supporting children and young people
- ✓ Excellent Council

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2 update	PH Plan
1) Raise awareness of children and adults safeguarding	<p>A) Work with both Children and Adult Safeguarding Board Chairs to promote multi-agency training</p> <p>B) 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</p>	<p>Training programme published and well attended</p> <p>Annual conferences well attended</p> <p>Campaigns launched</p>	April 2022 [AP]	Director Adult Social Care	<p>A programme of multi-agency training courses has been scheduled for 2018/19, including full day training in self neglect and hoarding from a national expert, together with a suite of e-learning.</p> <p>The Bromley Safeguarding Adults Board Conference, to be held in October, is focusing on the experiences of the service user. There will be workshops on self-neglect and domestic violence in addition to improving safeguarding in care homes including safer recruitment.</p>	ACH

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2 update	PH Plan
2) Maintain effective oversight of Safeguarding impact	A) Draft and implement the Adults' Performance Framework	Weekly data delivered Monthly digests delivered Frameworks reviewed annually	April 2022 [AP]	Assistant Director: Strategy, Performance & Business Support	Adult Services Performance Framework: <ul style="list-style-type: none"> The Adult Services Performance Framework set of 36 key performance indicators were considered and agreed by the Adult Care and Health Policy Development and Scrutiny Committee in June 2018 and will be reported to Members on a quarterly basis. (report CS18150) The Adult Services Performance Framework was published in June 2018 and shared with all ECHS staff through the ECHS staff newsletter 	ACH
	B) Implement programme of Adults' case audits	Audits completed and recommendations implemented	April 2022 [AP]	Director Adult Social Care	A programme of audits for 2018/19 has been scheduled. Lessons learnt from issues raised in safeguarding enquiries and alerts are regularly implemented. One multi-agency Safeguarding Adults Review is currently being carried out.	ACH
	C) Implement programme of Housing case audits, which including safeguarding of vulnerable adults and families			Director Housing	A programme of audits for 2018/19 has been scheduled. Lessons learnt are reported through the senior management team and actions identified incorporated into the service improvement plan.	ACH
3) Review Adult Social Care services	A) 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	New Adult Social Care Transformation Board established to oversee the changes in service delivery	April 2019	Director Adult Social Care	An independent review of Adult Social Care commenced in July 2018. The final report will support future plans.	ACH
	B) Implement an improvement plan C) Use the Recruitment and Retention Board to create a more stable workforce	All actions implemented Workforce stabilised	April 2020	Director Adult Social Care	B) An improvement plan will follow after the review (above) is completed. C) An Adult Social Care Recruitment and Retention Board was established at the beginning of the financial year. By the end of September 2018, 15 newly qualified social workers had started in Adult Social Care.	ACH

PRIORITY 2 - 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.

Rationale

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.

Aligns to Building a Better Bromley

- ✓ Supporting independence
- ✓ Supporting children and young people
- ✓ Healthy Bromley
- ✓ Excellent Council

Key strategies/plans

- ✓ Our Journey to Excellence
- ✓ Health and Wellbeing Strategy
- ✓ Children and Young People's Plan
- ✓ Childcare Sufficiency: Annual Report
- ✓ School Place Planning Strategy
- ✓ Adult Education Community Learning Strategy
- ✓ Education Outcomes for Children in Bromley Schools: Annual Report
- ✓ Health and Wellbeing Strategy

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2 update	PH Plans
1. Improve life chances through adult learning	A) Offer targeted adult education programmes to improve the life chances of adults in our disadvantaged communities	Increased number of participants from disadvantaged areas	April 2022 [AP]	Director Education	<ul style="list-style-type: none"> • Courses in English and Maths are being delivered to improve core skills for adults to aid with employability. • Programmes of courses for carers and BAME groups are being developed as well as on-line opportunities for training targeted learners looking for employment in the catering industry. • 1,280 course participants from disadvantaged areas in 2017/18: an increase of 10.2% on the previous year. Overall retention rate for these learners for 2017/18 is 95.7% and the achievement rate is 91.6% (provisional figures) • Provisional 2017/18 outcomes show substantial improvements on all key performance measures. 	ACH

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2018/19 Quarter 2 Update

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2 update	PH Plans
2. Provide appropriate Health and Wellbeing functions	A) Refresh and develop a Health and Wellbeing Strategy for Bromley	Health and Wellbeing Strategy launched	December 2018	Director Public Health	In June the Health and Wellbeing Board agreed that the new Health and Wellbeing Strategy focus on the following priorities: Cancer, Obesity, Diabetes, Dementia, Suicide Prevention, Statutory Homelessness, Accommodation for Adults with Learning Disabilities, Drugs and Alcohol in Young People, Youth Violence and Adolescent Mental Health. The draft Health and Wellbeing Strategy was discussed by the Board on 27 September and the proposed structure, the development of the action plans and reporting progress was agreed.	ACH
	B) Commission a portfolio of Public Health programmes to improve the health of Bromley residents and achieve a value for money	Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money	April 2022 [AP]	Director Public Health	<ul style="list-style-type: none"> The Substance Misuse Service has been re-commissioned and the new service will start on 1 December 2018. All contacts are effectively monitored. The process is overseen by the Public Health Action Board at regular performance meetings. 	ACH
3. Provide Public Health advice to the NHS	A) It is a requirement under the Section 75 agreement that Public Health spend 40% of their time supporting the NHS	Delivery of agreed action plan	April 2022 [AP]	Director Public Health	The Director of Public Health is a member of the Bromley CCG Clinical Executive where the work plan and any additional support is agreed.	ACH

PRIORITY 3 - 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.

Aligns to Building a Better Bromley

- ✓ Supporting independence
- ✓ Supporting children and young people
- ✓ Healthy Bromley
- ✓ Excellent Council

Key strategies/plans

- ✓ Our Journey to Excellence
- ✓ Older People's Strategy*
- ✓ Joint commissioning programme
- ✓ Improved Better Care Fund programme
- ✓ Integrated Mental Health Strategy
- ✓ Health and Wellbeing Strategy

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2 update	PH Plans
1. Strategies shape services	A) Develop an Older People's Strategy	Older People's Strategy launched	Jan 2019	Director Programmes	The integrated Ageing Well in Bromley Strategy is being developed with Bromley CCG, with LBB leading, and is focused around four outcome statements: I socialize, participate and make my own choices I feel health and can get the health and care service I need when I need them My home meets my aspirations and needs I am safe and I feel safe and I trust people around me A programme of engagement with older people and other stakeholders was developed with the CCG following an initial meeting with older people in March 2018 to test initial plans. Additional time was given to carry out this engagement to ensure that views of Bromley residents contribute to the development of the strategy.	ACH

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2018/19 Quarter 2 Update

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2 update	PH Plans
					Engagement was carried out between July and September 2018 and comprised: An on-line and paper version of the survey completed by 743 residents of Bromley A programme of 36 face to face engagement being carried out through libraries, leisure centres, condition focused groups and social/leisure groups. A survey of LBB and CCG staff and organisations delivering services to older people to gain the professional perspective The results of the engagement are being analysed and will feed into the development of the Strategy.	
	B) Develop an Integrated Mental Health Strategy with the CCG	Mental Health Strategy delivered	Dec 2018	Director Programmes	The integrated Mental Health Strategy is being developed with Bromley CCG which is leading on this strategy. This work is scheduled to be delivered during 2018/19.	ACH
2. Effective joint commissioning	A) Establish a Commissioning Board with Bromley Clinical Commissioning Group to begin to identify how we can commission services together	More joint commissioning where appropriate to do so	April 2022 [AP]	Director Programmes	<ul style="list-style-type: none"> The Integrated Commissioning Board was established at the beginning of 2018. It meets bi-monthly and looks at key commissioning issues such as the development of the Older People and Mental Health strategies and the establishment of the integrated care system. An implementation plan has been drawn up which defines the scale and scope of future integrated commissioning arrangements. 	ACH
3. Integrated health services	A) 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	Action plan implemented Section 75 Agreement with Oxleas reviewed	April 2022 [AP]	Director Adult Social Care/ Programmees	<ul style="list-style-type: none"> 3 permanent Care Managers located in the multi-agency ICN hubs from end of May 2018. LBB staff can now access the EMIS system and an Information Sharing Agreement is being signed to give access to CareFirst. There are early signs that partnership working is preventing crisis for individuals. Work to establish a performance framework has begun. The Section 75 Agreement with Oxleas is currently being reviewed. This includes developing a new performance framework which will feed into the Mental Health Strategy. 	ACH

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2018/19 Quarter 2 Update

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2 update	PH Plans
4. Improve Transfer of Care	A) Work with Bromley Clinical Commissioning Group to explore how we can jointly improve the transfer of care processes	Discharge to Access pilot implemented and evaluated	April 2022 [AP]	Director Adult Social Care/ Programmes	<ul style="list-style-type: none"> Executive agreed 6 months funding from the Better Care Fund (BCF) underspend to pilot Discharge to Assess (D2A) in Bromley in October 2017 The pilot sought to reduce delayed transfers of care (DToC) and the impact prolonged hospital stay has on frail and elderly individuals The Adult Care and Health Policy Development and Scrutiny Committee endorsed the proposal to use £304k from BCF underspend to extend the pilot for a further 12 months (Report CS181460) at its meeting in June 2018 Executive considered the proposal at their meeting on 11 July 2018 In June 2018 there were 139 delayed bed days which was an overall reduction of 351 (72%) in delayed bed days from the previous June for both acute and mental health services. A programme of measures for Winter 2018/19 is being implemented to respond to the anticipated increase in demand, both to prevent admission and facilitate discharge. These include: increased workforce capacity in care management and primary care; increased capacity in service provision and improved joint working across agencies. 	ACH
	B) Strengthen our Reablement Service	Better reablement services	April 2020	Director Adult Social Care	<ul style="list-style-type: none"> CQC carried out an inspection of our Reablement service on 2 May 2018. At the last comprehensive inspection by CQC, in November 2016, they found breaches of CQC regulations. Whilst three areas were rated as “good”, two areas were rated as “requires improvement”. During this inspection, CQC have rated the service as ‘Good’ in all areas. Work is ongoing to further improve service provision and maximise the ability of Bromley residents to live independently for longer. The department’s aim is for the Reablement Service to achieve an ‘Outstanding’ rating in the next Care Quality Commission inspection. A report on the inspection was provided to the Adult Care and Health Policy Development and Scrutiny Committee in June 2018 (report CS18156). 	ACH

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2018/19 Quarter 2 Update

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2 update	PH Plans
	C) Review our Occupational Therapy service and implement recommendations	Faster Occupational Therapy support	April 2019	Director Adult Social Care	<ul style="list-style-type: none"> A review was initiated with the aim of proposing 'fit for purpose' service structure to void backlogs and delays in assessment. The review proposal involves creating a permanent Service Lead and additional therapists. The proposals have been agreed by the management team and staff consultation has taken place. The recruitment process is underway. 	ACH
5. Improve access to Direct Payments	A) Increase the use of direct payments as a model of service delivery with changes to our care management practice to facilitate this	Direct payments increased	April 2019	Director Adult Social Care	<p>A programme of engagement with Direct Payment users is commencing in July 2018 to understand the experiences of those already using Direct Payments and where improvements can be made to make the offer more attractive for service users and families. Recommendations from the survey include: improvements in processes to set up and administer Direct Payments and working with the market to increase the supply of people to provide flexible support as well as services which can be used under a Direct Payment.</p> <p>At the end of Q2, 16% of adults received a Direct Payment, an improvement from 10% at the beginning of the year.</p>	ACH
6. Domiciliary care	<p>A) Improve the Domiciliary care offer for Bromley residents</p> <p>B) Approach to enabling and developing Domiciliary Care agreed</p>	Domiciliary care commissioning Gateway Review delivered	April 2019	Director Programmes	The second 2 year extension for the Domiciliary Care framework and spot provider contracts was signed off by Executive in July 2018. A review of the service, which will include engagement with service users, will be carried out within the next year with the intention of bringing the proposed commissioning strategy to Committee in Spring 2020.	ACH

PRIORITY 4 - ENSURING EFFICIENCY AND EFFECTIVENESS

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

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.

Aligns to Building a Better Bromley

✓ Excellent Council

Key strategies/plans

- ✓ Our Journey to Excellence
- ✓ Commissioning Strategy
- ✓ Contract Monitoring & Management in Bromley
- ✓ Performance Management Framework(s)
- ✓ Risk Management Log

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2 update	PH Plans
1. Ensure strategic and support services are effective	<p>A) Review integrated commissioning opportunities to ensure the Council and CCG commissioning structures are fit for purpose</p> <p>B) Develop a new integrated commissioning plan for the Council and the CCG to set out our annual commissioning activities</p>	<p>Review implemented</p> <p>Integrated commissioning functions are robust</p> <p>Plan established and implemented</p>	April 2019	Director Programmes	<p>A) The integrated older people and mental health strategies will deliver a set of integrated commissioning intentions to be included in the annual commissioning plan.</p> <p>B) The Integrated Commissioning Board's workplan includes developing proposals for the integration of health and social care commissioning.</p>	ACH

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Action	Detail	Measure of success	Target date	DLT Lead	Quarter 2 update	PH Plans
2. Effective use of IT	A) Roll out technology and mobile working for Adult Social Care front-line staff	More flexible working and greater productivity	April 2019	Director Adult Social Care	A roll-out has begun with all staff using mobiles and laptops.	ACH
	B) Roll out technology and mobile working for Housing front-line staff			Director Housing	Outreach workers have mobile working devices: however, access to the housing system is limited and will be rolled out in full alongside the implementation of the new housing IT system in April 2019.	
	C) Implement the new Housing systems, ensuring integration between both Orchard and Home Connections	Improved case work monitoring Increased engagement with service users Customer portal increases access to online advice and assistance	April 2019	Director Housing	The new IT system will be implemented in April 2019.	ACH
3. Understand the perspective of service users and residents	A) Develop a User Voice Framework and regular approach to feeding back intelligence	User Voice Framework implemented Improved approach to engagement Improved understanding of what our service users are telling us	Dec 2018	Assistant Director Strategy, Performance & Business Support	<ul style="list-style-type: none"> The newly established Customer Engagement and Complaints service will lead on the development of the User Voice Framework between September and December 2018 	ACH

Key:

- [AP] = Annual Programme
- ACH = Adult Care and Health