

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 4 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 was carried out in 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, held in October 2018, focussed on the experiences of the service user. There were 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 4 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 & Engagement	<ul style="list-style-type: none"> The Adult Services Performance Framework has been finalised and implemented. Performance Digest for Adult Social Care refreshed: Housing in progress. Annual analysis in place for all major statutory returns. 	ACH
	B) Implement programme of Adults' case audits	Audits completed and recommendations implemented	April 2022 [AP]	Director Adult Social Care	<ul style="list-style-type: none"> A programme of audits for 2018/19 was carried out reviewing 190 cases across teams in Adult Social Care, including 40 safeguarding cases for Bromley Safeguarding Adults Board (BSAB) assurance process. Outcomes of audits have been taken to team meetings to improve practice. 20 audits have been scheduled for 2019/20 totalling 200 cases. Work was carried out with SLAM to improve safeguarding practice for Bromley residents and the latest audit shows significant improvement. Similar work will take place with Oxleas in 2019/20. Lessons learnt from issues raised in safeguarding enquiries and alerts are regularly implemented. One multi-agency Safeguarding Adults Review has been completed and the action plan is in development by BSAB. 	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 were carried out. Lessons learnt are reported through the senior management team and actions identified incorporated into the service improvement plan. An audit by LBB auditors has been carried out on temporary accommodation and allocations with an action plan subsequently implemented. Lessons learnt in each audit have been embedded in workplan of services. An audit of the new Homelessness regulations is planned for next year.	ACH

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2018/19 Quarter 4 Update

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 4 update	PH Plan
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 Transforming Adult Social Care Board is being established to oversee changes in service delivery. The vision for Adult Social Care is outlined in the Roadmap to Excellence for Adult Social Care which was launched in April 2019. This aims to modernise the social care offer, promote early help and prevention, and promote choice and independence through a strengths-based approach.	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) The Adult Social Care Transformation Improvement Plan is being developed. 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: this was the first of what will be an annual process. Two recruitment sessions are planned for April 2019 to attract permanent staff..	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 4 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"> • End of 2017/18 final outcome data shows substantial improvements across all key performance measures. • By Spring term 2019 there were: 321 English and Math enrolments. 97% retention, 56 GCSE English & Math enrolment, 93% retention. 439 ESOL enrolments; 98% retention. • Enrolments in targeted outreach provision were 982, with 60% from residents in disadvantaged wards • Outreach provision included: Editing photos with Google photo; Upcycling clothes and materials, handmade chocolate for Easter; Healthy lunchbox for babies and young children; Make, play and take away, story sacks. 	ACH
2. Provide appropriate Health and	A) Refresh and develop a Health and Wellbeing Strategy for Bromley	Health and Wellbeing Strategy launched	December 2018	Director Public Health	The Health and Wellbeing Strategy focus on the following priorities: Cancer, Obesity, Diabetes, Dementia, Adult Mental Health, Statutory Homelessness, Accommodation for Adults with Learning Disabilities,	ACH

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Action	Detail	Measure of success	Target date	DLT Lead	Quarter 4 update	PH Plans
Wellbeing functions					Drugs and Alcohol in Young People, Youth Violence and Adolescent Mental Health. The Strategy was launched in January 2019.	
	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 started 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 4 update	PH Plans
1. Strategies shape services	A) Develop an Older People's Strategy	Older People's Strategy launched	TBC	Director Programmes	<p>The integrated Ageing Well in Bromley Strategy is being developed with Bromley CCG, with LBB leading, and is focused around four outcome statements.</p> <p>An analysis of the survey and engagement sessions findings was carried out and a summary of the engagement findings was presented to 2 co-design workshops to consider how individuals, communities, partners, providers and commissioners could work together to achieve the 4 outcomes of the strategy. Meetings were also held with the GP clusters for their input.</p> <p>The outcomes of these workshops will inform the development of the Strategy.</p> <p>The launch date of the Strategy is being reviewed, pending the publication of the Adult Social Care Green Paper.</p>	ACH

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2018/19 Quarter 4 Update

Action	Detail	Measure of success	Target date	DLT Lead	Quarter 4 update	PH Plans
	B) Develop an Integrated Mental Health Strategy with the CCG	Mental Health Strategy delivered	April 2019	Director Programmes	The integrated Mental Health Strategy was developed with Bromley CCG which is leading on this strategy. A thoughtful discussion was held at the Adults PDS this has been follow up by a task and finish group to ensure that where possible comments are taking on board.	ACH
	C) Develop an intergrated Learning Disability Strategy	Learning Disability Strataegy delivered	April 2020	Director Programmes	A task and finish group has been established, with benchmarking analysis underway.	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/ Programmes	<ul style="list-style-type: none"> 3 permanent Care Managers located in the multi-agency ICN hubs from end of May 2018. Health and social care professionals can now access both NHS and LBB information systems. Positive working relationships are preventing crisis for individuals. Work to establish a performance framework is progressing. The new Section 31 Agreement with Oxleas is due to be considered by the Audit Committee in Quarter 1 2019/20/ 	ACH
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"> The Discharge to Assess (D2A) pilot, funded by the Better Care Fund, was extended to reduce delayed transfers of care (DToC) and the impact prolonged hospital stay has on frail and elderly individuals In February 2019 there were 108 delayed bed days which was an overall reduction of 398 (79%) in delayed bed days from the previous November for both acute and mental health services. Bromley was ranked the best performing borough in London in February 2019. A programme of measures for Winter 2018/19 was implemented to respond to the anticipated increase in demand, both to prevent 	ACH

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Action	Detail	Measure of success	Target date	DLT Lead	Quarter 4 update	PH Plans
					admission and facilitate discharge. These included: increased workforce capacity in care management and primary care; increased capacity in service provision and improved joint working across agencies. Specific schemes include: the Bromley@Home Service which began its trial phase in October 2018 to provide acute clinical care out of hospital preventing admission and facilitating discharge; Extra Care Housing Support Service provided by an advanced nurse practitioner and Fast Response and Intensive Personal Care Services providing increased domiciliary care.	
	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 and the service was rated 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. 	ACH
	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. • A permanent Service Lead has been appointed and substantive posts are close to being filled with permanent staff. Training is planned for all Occupational Assistants during the first half of 2019 with further training planned. • All staff in the new structure have been located at the Civic Centre. • OT waiting times remain stable and for fit for purpose, we have however seen an increase in work related to DFGs. 	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	<ul style="list-style-type: none"> • Work has been carried out to improve and promote the Direct Payment offer to service users and their families. This includes: <ul style="list-style-type: none"> • Reviewing Direct Payment processes and options and updating policies. • Promoting the take-up of Direct Payments: by initial training of champions across adult social care to deepen understanding and the production of leaflets for service users. • Exploring pre-paid card options. • Work continues to update staff guidance and procedures • Further training for all adult social care staff took place in March 2019. 	ACH

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					<ul style="list-style-type: none"> • A report for Members on the introduction of pre-paid cards is in development. • At the end of Q4, provisionally 18% of adults received a Direct Payment, an improvement from 10% at the beginning of the year. 	
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	<p>A) 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.</p> <p>B) A commissioning approach to Domiciliary Care is to be signed off in September 2019.</p>	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 4 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> <p>C) A joint working group has been established to develop a joint Learning Disabilities Strategy</p>	ACH
2. Effective use of IT	<p>A) Roll out technology and mobile working for Adult Social Care front-line staff</p> <p>B) Roll out technology</p>	<p>More flexible working and greater productivity</p>	April 2019	Director Adult Social Care	A roll-out has been completed with all staff using mobiles and laptops, leading to improved efficiency at a time of more complex need.	ACH

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Action	Detail	Measure of success	Target date	DLT Lead	Quarter 4 update	PH Plans
	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 2019/20.	
	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 Home Connection system will be launched in April 2019. The Orchard system will be rolled out in May/June 2019 due to the detailed technical requirements raised during the adoption and testing phase.	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 & Engagement	<ul style="list-style-type: none"> The User Voice Framework was agreed and launched as a management tool for staff in October 2018. It is intended to improve how the department collates and uses feedback from residents and service users. The staff toolkit to support the Framework contains guidance and best practice to achieve the desired outcomes from user engagement and is being rolled out. Easy read training is to be commissioned during 2019/20 	ACH

Key:

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