

# Adult Care and Health Portfolio Plan for 2018 to 2022 – 2020/21 Q1 update

## Priority 1 Safeguarding

### Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

### Strategic links:

This priority has links with the following strategic plans:

- Transforming Bromley
- Roadmap to Excellence for Adult Social Care
- Health and Wellbeing Strategy
- BSAB Safeguarding Strategy
- Ageing Well in Bromley Strategy
- Mental Health Strategy
- Learning Disability Strategy

Action	Detail	Measures Of Success	Target Date	Lead	Update Q1	Update Status
<b>1) Raise awareness of adult safeguarding</b>	A) Work with Adult Safeguarding Chair to promote multi-agency training	Training programme published and well attended  Annual conferences well attended	April 2022 [AP]	Director Adult Services	<ul style="list-style-type: none"> <li>• A range of e-learning training covering 23 subjects from Safeguarding Awareness to priority areas and legislation is available. Face to face training has been postponed.</li> <li>• Coronavirus Awareness and other ad-hoc training events are promoted on the BSAB website.</li> <li>• BSAB members have been consulted about how to deliver the BSAB Conference this year.</li> </ul>	Ongoing
	B) Undertake a campaign to improve awareness of adult safeguarding with residents and professionals to make Bromley a place where preventing abuse and neglect is everybody's business	Campaigns launched	April 2022 [AP]	Director Adult Services	<ul style="list-style-type: none"> <li>• The Bromley Safeguarding Adults Board Strategy was launched in April 2020 with a vision that 'By listening we will empower all communities to work together to prevent abuse and neglect'.</li> <li>• A new website for the Bromley Safeguarding Adults Board has been developed offering a range of information, signposting to services and up-to-date news items. A Twitter account has also been launched.</li> </ul>	Completed  Ongoing development

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2020/21 Q1 update

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<b>2) Maintain effective oversight of casework impact</b>	A) Maintain and refine the Adults' Performance Framework	Improved management oversight of safeguarding through: <ul style="list-style-type: none"> <li>Weekly data</li> <li>Monthly digests</li> </ul>	April 2022 [AP]	Assistant Director: Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> <li>The Adult Services Performance Framework provides senior management oversight.</li> <li>Performance Digest for Adult Social Care refreshed and reviewed where appropriate on an on-going basis.</li> <li>Performance report to support Transformation Board has been developed to monitor progress.</li> <li>Analysis to understand COVID-19 impact has been delivered.</li> </ul>	On-going
	B) Develop a programme of Adults' case audits	Audits completed and recommendations implemented	April 2022 [AP]	Director Adult Services	<ul style="list-style-type: none"> <li>14 audits are scheduled to take place in 2020/21 with the first to be completed in July 2020. Outcomes are reviewed by senior management and action plans developed to improve practice.</li> <li>Quality standards across Adult Social Care have been developed as measures to be used in team audits. A review of quality assurance policy, procedures and audit forms has been undertaken to focus on a strengths based approach and streamlining audit systems to enable more audits to be carried out. There will be an on-going review of this process.</li> <li>The Adult Services Practice Advisory Group meets weekly to bring front-line experience to develop practice and provide input to the Transforming Adult Social Care Programme as well as the response to COVID-19 impact on working practices.</li> </ul>	Rolling programme
	C) Implement programme of Housing case audits, which include safeguarding of vulnerable adults and families	Audits completed and recommendations implemented	April 2022 [AP]	Director Housing, Regeneration & Planning	<ul style="list-style-type: none"> <li>Rolling programme of audits in place. Audits within Private Sector Lettings Service carried out.</li> <li>Monthly Personal Housing Plan audits carried out.</li> </ul>	Rolling programme

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2020/21 Q1 update

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<b>3) Review Adult Social Care services</b>	A) Implement the Transforming Adult Social Care Programme	All actions implemented	April 2022	Director Adult Services	<ul style="list-style-type: none"> <li>• The Transformation Board has made progress on its action plan including:                             <ul style="list-style-type: none"> <li>○ The Transformation Plan was refreshed in May 2020 to apply learning from the COVID-19 response. It includes revised timescales and plans for structure changes in assessment and care management, provider services and occupational therapy.</li> <li>○ A development plan to ensure that residents are signposted to appropriate pathways is being implemented.</li> <li>○ Review of Bromley Well has resulted in broadening the scope and depth of work with new specification and contract in place in April 2020.</li> <li>○ New financial monitoring and KPIs to track the impact of changes implemented.</li> <li>○ SCIS team influencing Transformation workstreams to maximise digitalisation opportunities.</li> <li>○ SCIE commissioned to support the development of the strengths based approach framework.</li> <li>○ Staff survey to inform the development of the Strengths and Outcomes Practice Framework to take place in the summer.</li> </ul> </li> </ul>	Ongoing
	B) Use the Recruitment and Retention Board to create a more stable workforce	All actions implemented  Workforce stabilised	April 2021	Director Adult Services  Director of HR and Customer Services	<ul style="list-style-type: none"> <li>• Work continues to recruit permanent staff and convert locum staff: 81% of staff are permanent.</li> </ul>	Ongoing

## Priority 2 Life Chances, Resilience and Wellbeing

### Our Ambitions:

The priority aligns to the following *Building a Better Bromley* ambitions:

- For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- To manage our resources well, individually and collectively, providing efficient and effective services and excellent value for money for Bromley's residents.

### Strategic links:

This priority has links with the following strategic plans:

- Transforming Bromley
- Roadmap to Excellence for Adult Social Care
- Health and Wellbeing Strategy
- Ageing Well in Bromley Strategy
- Mental Health Strategy
- Learning Disability Strategy

Action	Detail	Measures Of Success	Target Date	Lead	Update Q1	Update Status
<b>1. Improve life chances through adult learning</b>	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"> <li>• 2019/20 had seen an increase in enrolment with good levels of engagement by adults from disadvantaged communities.</li> <li>• However, the impact of COVID-19 meant that courses delivered at the main Adult Education centres were delivered on-line whilst those at community venues had to be cancelled. It is expected that this will reduce participation by adults from disadvantaged communities.</li> </ul>	Rolling programme
<b>2. Provide appropriate Health and Wellbeing functions</b>	A) Monitor progress on the Health and Wellbeing Strategy for Bromley	Health and Wellbeing Board receives regular reports on each priority	April 2022 [AP]	Director Public Health	<ul style="list-style-type: none"> <li>• The Health and Wellbeing Board focused on obesity at its July meeting and agreed that an Obesity Task and Finish Group be established with the aim of building on existing good practice to address both adult and child obesity.</li> </ul>	Rolling programme – 6 monthly updates
	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	April 2022 [AP]	Director Public Health	<ul style="list-style-type: none"> <li>• The award of the 0-19 years public health service contract has been approved by Executive and the combined service will commence on 1 October 2020. Work is on-going to ensure the successful implementation of the service.</li> <li>• All contacts are effectively monitored. The process is overseen by the Public Health Action Board at regular</li> </ul>	Oct 2020  Ongoing

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2020/21 Q1 update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q1	Update Status
		service provision and value for money			performance meetings.	
<b>3. Provide Public Health advice to the NHS</b>	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	<ul style="list-style-type: none"> <li>The Director of Public Health is a member of the Bromley CCG Clinical Executive where the work plan and any additional support is agreed. Joint working and collaboration between the two agencies covers both children and young people and adults. It includes clinical advice to support commissioning and development of pathways to prevent long-term conditions.</li> </ul>	Ongoing
<b>4. Deliver Public Health responsibilities for COVID-19</b>	A) Develop plans for outbreak control ensuring effective communication with residents and partnership working with key stakeholders	Outbreak control and communication plans in place	July 2020	Director Public Health	<ul style="list-style-type: none"> <li>Health Protection COVID Board established and Outbreak Control Plan published which provides framework for prevention and management of local outbreaks.</li> <li>Frameworks in development for response to COVID-19 outbreaks in specific settings and with vulnerable groups.</li> <li>Communication and engagement plans in development for potential COVID-19 outbreaks.</li> </ul>	Completed – July 2020
<b>5. Appropriate accommodation for adults with special educational needs and/or disabilities (SEND)</b>	A) Review how the Disabled Facilities Grant (DFG) is used across the borough	<p>Effective use of DFG</p> <p>Ensure integrated working between Home Improvement and OT Teams</p>	April 2021	<p>Director Housing, Regeneration &amp; Planning</p> <p>Director Adult Services</p>	<ul style="list-style-type: none"> <li>The grant continues to be spent and the review is in planning stages.</li> <li>Home Improvement Team now located in the Housing Service and work to ensure full integration is taking place.</li> <li>Further review of the service to support the wider Transformation agenda is planned.</li> <li>Review of the DFG has been undertaken.</li> <li>Integrated Commissioning Board has approved Better Care Funding for delivery.</li> </ul>	April 2021

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2020/21 Q1 update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q1	Update Status
<b>5. Appropriate accommodation for adults with special educational needs and/or disabilities (SEND)</b>	B) Increase Shared Lives take-up	Expand Shared Lives programme  Increase in number of vulnerable adults living with families	April 2022 [AP]	Director Adult Services	<ul style="list-style-type: none"> <li>At June 2020 there were 46 carers providing 33 long term placements. Respite will be provided by respite carers for named service users as well as carers approved to provide respite. There are also 3 day support placements which compares well with other Shared Lives schemes in neighbouring local authorities.</li> <li>Due to COVID19 there have been no new carers approved this quarter. The next panel is proposed for September 2020 when 4 new carers should be presented.</li> <li>One long term placement was made in July for an individual on emergency respite at Widmore Road.</li> <li>3 further carers are in the assessment process.</li> </ul>	Ongoing
<b>6. Integrated services 0-25</b>	A) Review assessment, decision making and planning processes across services to ensure that transition between children's and adult' services are effective including commissioning	Improved understanding of demand and need that enables effective budgeting and commissioning for adult services over a three-year period  Care pathways and plans agreed with young people, schools/college, parents/carers that map transition from children's services to adult services and manage expectations	April 2021	Director Children's Services  Director Adult Services	<ul style="list-style-type: none"> <li>The 0-25 project remains at the scoping stage.</li> </ul>	

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2020/21 Q1 update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q1	Update Status
	B) Improve systems for joint commissioning	<p>New commissioning plans for adult and children's therapies services and equipment provision</p> <p>Progress on the 0-25 Transformation Programme resulting in an integrated education, health and care commissioning strategy</p>	April 2021	<p>Director Children's Services</p> <p>Director Adult Services</p>	<ul style="list-style-type: none"> <li>The Integrated Commissioning Board has launched an Integrated Therapies Programme to develop a more joined up approach to therapies commissioning and provision across health, social care and education agencies</li> <li>The 0-25 project remains at the scoping stage.</li> </ul>	Ongoing

## Priority 3 Integrated Health and Social Care

### Our Ambitions:

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### Strategic links:

This priority has links with the following strategic plans:

- Transforming Bromley
- Roadmap to Excellence for Adult Social Care
- Health and Wellbeing Strategy
- Ageing Well in Bromley Strategy
- Mental Health Strategy
- Learning Disability Strategy

Action	Detail	Measures Of Success	Target Date	Lead	Update Q1	Update Status
<b>1. Strategies shape services</b>	A) Implement a Learning Disability Strategy	<p>Learning Disability Strategy agreed</p> <p>Learning Disability Partnership Board established</p> <p>Recommission community based learning disabilities provision (day care and respite)</p> <p>Launch recommission of supported living provision</p>	April 2021	Director Adult Services	<ul style="list-style-type: none"> <li>• The Learning Disabilities Strategy was agreed across health and care partners at the Integrated Commissioning Board in June and will be presented to Adult Care and Health PDS.</li> <li>• The first meeting of the new Learning Disability Partnership Board is being scheduled for September 2020.</li> <li>• Work has begun on the recommissioning of supported living, respite and day provision for adults with a learning disability.</li> </ul>	Ongoing



Adult Care and Health Portfolio Plan for 2018 to 2022 – 2020/21 Q1 update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q1	Update Status
<b>2. Integrated health services</b>	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	With SELCCG implement revised health and care governance arrangements – Borough Based Board and One Bromley governance	November 2020	Director Adult Services  Director Children's Services	<ul style="list-style-type: none"> <li>The SEL CCG and LBB health and care Bromley Based Board held its inaugural meeting on 9 July</li> <li>Proposals on the governance arrangements for the One Bromley multi-agency health care partnership are in development.</li> </ul>	Ongoing
		Complete integrated review of children's and adult health and care therapies	April 2021		<ul style="list-style-type: none"> <li>Resources and project management arrangements for an Integrated Therapies Programme have been launched</li> </ul>	Ongoing
		Recommission Community Child and Adolescent Mental Health Services	April 2021		<ul style="list-style-type: none"> <li>The Invitation to Tender (ITT) for community Child and Adolescent Mental Health Services has been published with a deadline in August 2020.</li> </ul>	Ongoing
		Agree Integrated Mental Health Action Plan	January 2021		<ul style="list-style-type: none"> <li>Draft Action Plan is being updated in light of demand and delivery changes as a result of COVID-19.</li> </ul>	Ongoing
		Integrate health and care brokerage provision	April 2021		<ul style="list-style-type: none"> <li>Integrated arrangements put in place in response to COVID-19 are to be developed further and tested over the Winter with final arrangements to be agreed in time for April 2021.</li> </ul>	Ongoing

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2020/21 Q1 update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q1	Update Status
<b>3. Improve Transfer of Care</b>	A) Work with Bromley Clinical Commissioning Group to explore how we can jointly improve the transfer of care processes	Sustain and develop the Single Point of Access (SPA) service established in response to the COVID-19 pandemic  Develop proposals and sustainable funding for post-COVID-19 transfer of care arrangements	April 2021	Director Adult Services	<ul style="list-style-type: none"> <li>• A Single Point of Access (SPA) service was implemented in April 2020 and, as part of Winter Planning, will be sustained through to April 2021.</li> <li>• Post COVID-19 transfer of care arrangements are to be developed and consulted on over the Winter.</li> </ul>	Ongoing
	B) Review our Reablement Service	Improved reablement service integrated as part of Adults' therapies provision	April 2021	Director Adult Services	<ul style="list-style-type: none"> <li>• Further developments to the Reablement Service including improvements around client flow, resulting in an increased capacity in the service</li> <li>• Temporary moving of half of the Reablement support workers to the Single Point of Access working in an integrated way alongside wider health and social care colleagues supporting hospital discharge. As a result there has been a 25% increase in capacity across the rehab and reablement provision</li> </ul>	Ongoing

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2020/21 Q1 update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q1	Update Status
<b>4. Improve access to Direct Payments</b>	A) Continue to 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 2022 [AP]	Director Adult Services	<ul style="list-style-type: none"> <li>• Work continues to be carried out to improve and promote the Direct Payment offer to service users and their families.</li> <li>• Learning from engagement with direct payment users has been incorporated into the review of the direct payment process to improve the customer journey. It has also fed into the re-commissioning of the direct payment support service.</li> <li>• The implementation of the pre-paid cards contract went live in September 2019: this simplifies and reduces the need for detailed monitoring of spend making Direct Payments more attractive to individuals. Teams are working to identify those who would benefit from the new offer. At the end of June 2020 58 pre-paid cards had been issued to adult social care service users.</li> <li>• At the end of June 2020, 21.4% of adults received a Direct Payment, an improvement from 10% at the beginning of 2018/19. There are 426 Direct Payments, an increase of 62 since April 2019.</li> <li>• Guidance for service users using a direct payment who employ a personal assistant was circulated in April 2020 to inform them of best practice during the COVID-19 pandemic.</li> </ul>	Ongoing
<b>5. Domiciliary care</b>	A) Improve the Domiciliary care offer for Bromley residents	New Domiciliary Care provision commissioned and implemented	September 2021	Director Adult Services	<ul style="list-style-type: none"> <li>• Member approval was given allowing the re-tendering of the service to commence. Tendering has had to be deferred to start in September 2020 due to the COVID-19 pandemic: however, the September 2021 deadlines will still be in place.</li> <li>• The delivery model within the re-tendering process will focus on outcome-based services and enabling approaches to give more choice and control to service users and their families. Using patch-based lead providers should result in more efficient and effective services. It will also facilitate transitional arrangements between Children and Adult Services,</li> </ul>	Delayed

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2020/21 Q1 update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q1	Update Status
<b>6. Appropriate accommodation for vulnerable adults</b>	A) Develop a more strategic approach to the provision of accommodation for vulnerable adults in the borough through the Housing Transformation Board including supported accommodation, extra care housing and residential/nursing care	Implement Housing Strategy including vulnerable adults element	April 2022	Director Housing, Regeneration & Planning	<ul style="list-style-type: none"> <li>Housing Strategy approved by Executive in February 2020, due to be published in June 2020.</li> </ul>	Completed
					<ul style="list-style-type: none"> <li>Review of Extra Care Housing completed and the nomination of extra care housing into the wider allocation scheme will take place early 2020 to ensure most effective use of stock. Delayed due to problems associated with COVID-19.</li> </ul>	Delayed
					<ul style="list-style-type: none"> <li>Agreement at Executive in April 2020 to proceed with tender of a new supported accommodation contract to begin in April 2021. However, this is being reviewed in light of COVID-19 with a view to being extended.</li> </ul>	Under review

## Priority 4 Ensuring Efficiency and Effectiveness

### Our Ambitions:

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### Strategic links:

This priority has links with the following strategic plans:

- Transforming Bromley
- Roadmap to Excellence for Adult Social Care
- NHS Long Term Plan (One Bromley Implementation)

Action	Detail	Measures Of Success	Target Date	Lead	Update Q1	Update Status
<b>1. Ensure strategic and support services are effective</b>	A) Engagement with One Bromley to strengthen the borough based structure	Develop integrated commissioning through the Integrated Commissioning Service  Align Council and One Bromley Transformation Programmes and the One Bromley Recovery Plan	April 2022	Director Adult Services  Director Public Health  Managing Director, Bromley borough	<ul style="list-style-type: none"> <li>• Assistant Director for Integrated Commissioning came into post on 6 April.</li> <li>• Work is under way to align the One Bromley and Council Transformation Programmes to achieve better community outcomes and efficiencies through an integrated approach to health, care and education.</li> <li>• The SELCCG led One Bromley Recovery Plan will be proposed for LBB Member approval in September 2020.</li> </ul>	Ongoing

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2020/21 Q1 update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q1	Update Status
<b>2. Effective use of IT</b>	A) Deliver new Social Care Information System for adults and children	New system in place and providing individual and performance management information	April 2022	Assistant Director, Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> <li>Experienced and qualified Programme Manager appointed together with a multi-disciplinary team to support procurement and implementation of a new system.</li> </ul>	Completed
					<ul style="list-style-type: none"> <li>Contract for new social care information system awarded in May 2020. Optimum go live on track for autumn 2021, programme end date March 2022.</li> </ul>	Completed
					<ul style="list-style-type: none"> <li>Configuration of new system commenced to align with current and developing business processes. Carefirst data being prepared for migration to new system.</li> </ul>	Ongoing
<b>3. Understand the perspective of service users and residents</b>	A) Develop a User Voice Framework and regular approach to feeding back intelligence	User Voice Framework implemented	April 2022	Assistant Director Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> <li>The User Voice Framework and the staff provides guidance and best practice to achieve the desired outcomes from user engagement. This management tool has been rolled out. Annual highlight report produced.</li> </ul>	Completed
					<ul style="list-style-type: none"> <li>The Adult Social Care Survey took place in January to March 2020 with over 680 users of adult social care responding.</li> </ul>	Ongoing
					<ul style="list-style-type: none"> <li>Surveys carried out with residents supported by the COVID-19 Assistance Helpline and the Shielding Team to improve current and future support.</li> </ul>	Ongoing
<b>4. Ensure that our approach to commissioning is robust</b>	A) Development and implementation of commissioning plans	Develop and implement Care Homes Market Position Statement  Develop evidence based commissioning of services for: <ul style="list-style-type: none"> <li>Older people</li> <li>Mental health</li> <li>Learning Disability</li> <li>Working age adults with disability</li> </ul>	April 2021	Director Adult Services	<ul style="list-style-type: none"> <li>A Care Homes Market Position statement was drafted for agreement in April 2020 but is now to be updated in light of the impact of COVID-19 on the Bromley care home market.</li> <li>A health and care demand and cost analysis has been completed and this will be used to update health and care commissioning priorities and action plans.</li> </ul>	Ongoing

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2020/21 Q1 update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q1	Update Status
<b>5. Effective performance management</b>	A) Continue to develop/refine performance products to support the ongoing development of performance management across the department	Improved management oversight through: <ul style="list-style-type: none"> <li>• Weekly data</li> <li>• Monthly digests</li> <li>• Annual Frameworks review</li> </ul>	April 2022 [AP]	Assistant Director, Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> <li>• Ongoing work to improve holistic oversight of a number of multi-agency workstreams including: Bromley Well, Continuing Health Care, Integrated Care Networks, Learning Disabilities, Mental Health (Oxleas S31 agreement) and Domiciliary Care.</li> <li>• Regular reporting enhanced by fortnightly data cleaning reports</li> <li>• Statistical neighbour reports produced when appropriate</li> </ul>	Rolling programme