

# Adult Care and Health Portfolio Plan for 2018 to 2022 – 2021/22 Q2 update

## Priority 1 Safeguarding

### Our Ambitions:

The priority aligns to the following *Making Bromley Even Better* 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
- Bromley Safeguarding Adults Board Safeguarding Strategy
- Ageing Well in Bromley Strategy
- Mental Health Strategy
- Learning Disability Strategy

Action	Detail	Measures Of Success	Target Date	Lead	Update Q2	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 Safeguarding Awareness Week promoted	April 2022 [AP]	Director Adult Services	<ul style="list-style-type: none"> <li>• A digital Learning &amp; Development Training Programme is now available, which outlines the BSAB training for the year ahead. This is available on the Board's website.</li> <li>• A range of e-learning training covering 40 subjects from Safeguarding Awareness to priority areas and legislation is available. New courses for 2021 include Hoarding &amp; Scamming, Multi-Agency Working and Personal Safety – Lone Working. Face to face training remains in webinar format.</li> <li>• Following a training needs analysis the new 2021/23 training strategy has been developed to include additional, identified courses. This document makes reference to the new learning management system (Evolve).</li> <li>• Safeguarding awareness information and other current ad-hoc learning events are promoted on the BSAB website.</li> <li>• Safeguarding Boards in SE London are working together for National Safeguarding Awareness Week in November.</li> </ul>	Rolling programme

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q2	Update Status
<b>1) Raise awareness of adult safeguarding</b>	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>Promotional materials are available to access via the BSAB website, these include safeguarding awareness posters (with easy-read formats available), and a pocket-sized concertina style information leaflet in support services for downloading and printing. This was produced in consultation with members of the Bromley Safeguarding Adults Board (BSAB) communications team.</li> <li>The BSAB website offers a range of information, signposting to services and up-to-date news items. A page is now dedicated to easy-read materials.</li> <li>BSAB Twitter activity carried out on a regular basis to further support with raising safeguarding awareness.</li> </ul>	Rolling programme
<b>2) Maintain effective oversight of casework impact</b>	A) 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>The case file audit tools and quality standards have been applied to measure compliance with legislation, assess adherence to policy, measure the customer experience and monitor frontline practitioners and team performance.</li> <li>Under the Quality Assurance programme three case file audits have been carried out in three key practice areas: transition practice in Learning Disability services, partnership working with hospitals and making safeguarding personal in mental health safeguarding teams and making safeguarding enquiries in locality teams. The audits, in addition to data analysis, identifies good practice and learning needs. Advice and guidance on complex safeguarding cases and individual coaching and mentoring are provided to support staff when needed.</li> <li>The Supervision Policy was updated in June 2021. Nine interactive workshops were held to aid understanding of supervision and highlight quality standards. The 84 attendees were able to reflect on experiences of supervision and practice issues.</li> <li>The Adult Services Practice Advisory Group meets monthly to ensure staff share commitments and accountability for implementing the Transformation Adult Social Care Programme; develop and promote a culture of learning and collaborative working, build trust in the workforce and further promote strengths-based practice.</li> </ul>	Rolling programme

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q2	Update Status
<b>2) Maintain effective oversight of casework impact</b>	B) Introduce and embed the quality assurance programme which ensures the compliance of Housing Revenue Account duties to maximise prevention outcomes.	Hope system fully implemented.  Quality assure Personal Housing Plans	April 2022 [AP]	Director Housing, Regeneration & Planning	<ul style="list-style-type: none"> <li>Meetings held with group manager and team leaders to support them with implementing and delivery of performance management strategies, as part of their day to day business.</li> </ul>	Rolling programme
<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 operational service structure changes in assessment and care management went live in July 2021. A formal review of the new structure will take place by December 2021. A number of cases have transferred to locality teams. Staff have been working hard to reduce pending assessments with a target to reduce to zero by December 2021.</li> <li>A development plan to ensure that residents are signposted to appropriate pathways has been implemented following the re-structure of the front door service.</li> <li>Carelink and Reablement will transfer to the Occupational Therapy services in October. New referral pathways and processes have been developed to ensure a seamless transfer for the service.</li> <li>A series of assistive technology tools are being trialed across health and care services including monitoring residents discharged from hospital and assistance devices for residents with a learning disability.</li> <li>SCIS team influencing Transformation workstreams to maximise digitalisation opportunities.</li> <li>Best value reviews of packages of care in Mental Health Services and Learning Disability Services are being supported by new project manager posts.</li> <li>The retendering of domiciliary care services will contribute to Council financial efficiency targets.</li> <li>A newly created Learning and Development Board for Adult Services is ensuring relevant training is available to all staff and drafting a long term workforce development plan.</li> </ul> </li> </ul>	Ongoing

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q2	Update Status
	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: 82% of frontline staff are permanent. This compares to 71% in 2019.</li> </ul>	Rolling programme

## Priority 2 Life Chances, Resilience and Wellbeing

### Our Ambitions:

The priority aligns to the following *Making Bromley Even Better* 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 Q2	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>• The majority of Adult Education courses have returned to in person learning with some blended learning for a small number of courses.</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 Cancer Group continues to focus on increasing the uptake of cancer screenings whilst the Diabetes Group had considered the impact of the pandemic on routine care for those already diagnosed and the delays in diagnosing those who had developed the condition during the pandemic.</li> <li>• The Mental Health workstream will be providing a report on their progress at the Health and Wellbeing Board in November 2021.</li> </ul>	Rolling programme – 6 monthly updates

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q2	Update Status
<b>2. Provide appropriate Health and Wellbeing functions</b>	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"> <li>All contacts are effectively monitored. The process is overseen by the Public Health Action Board at regular performance meetings.</li> </ul>	Rolling programme
<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 OneBromley 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>	Rolling programme
<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	April 2022	Director Public Health	<ul style="list-style-type: none"> <li>Health Protection COVID Board established and the Local Outbreak Control Plan published which provides framework for prevention and management of local outbreaks. The plan was updated in March 2021.</li> <li>Frameworks have been developed for response to COVID-19 outbreaks in specific settings and with vulnerable groups whilst monitoring levels of infection in those settings.</li> <li>Communication and engagement plans continue to be developed and implemented for COVID-19 outbreaks.</li> <li>Advice and training on safe working practices continues to be provided to care homes and social care providers as well as enabling testing of front-line professionals.</li> <li>The local Contact, Test and Trace programme is now embedded within Public Health and has continued to work to contact residents who have not been able to be contacted by the national team with high levels of success.</li> </ul>	Ongoing

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<b>4. Deliver Public Health responsibilities for COVID-19</b>	B) Deliver local Public Health responsibilities as agreed within the Local Outbreak Management Plan.	Health Protection function fully established within the local Public Health department as per national requirements.	April 2022	Director Public Health	<ul style="list-style-type: none"> <li>Public Health continues to be responsible for ongoing surveillance and monitoring including the management of variants and provision of non-pharmaceutical interventions to prevent the spread of infection.</li> <li>Support is also being provided to mitigate the wider impacts of COVID-19 such as mental health and wellbeing.</li> <li>Public Health is working with SEL CCG to support the vaccination programme in areas of low take up through the use of pop-up clinics and programmes to address vaccine hesitancy.</li> <li>Focus on inequalities and support for the vulnerable and those with the most complex needs</li> </ul>	Ongoing
<b>5. Appropriate accommodation for adults with special educational needs and/or disabilities (SEND)</b>	A) Ensure effective running of existing grant programmes including Disabled Facilities Grant (DFG) and Discretionary Loans.	<p>Eradication of backlog of DFG applications to be dealt with.</p> <p>Effective budgetary control.</p>	April 2022	<p>Director Housing, Regeneration &amp; Planning</p> <p>Director Adult Services</p>	<ul style="list-style-type: none"> <li>Review of the use of DFG's and the associated policy is being undertaken for Member scrutiny / approval in late spring 2022 having been delayed by COVID-19 and the retirement of the former Head of Service.</li> <li>Integrated Commissioning Board has approved Better Care Funding for delivery.</li> </ul>	Ongoing
	B) Increase Shared Lives take-up	<p>Expand Shared Lives programme</p> <p>Increase in number of vulnerable adults living with families</p>	April 2022 [AP]	Director Adult Services	<ul style="list-style-type: none"> <li>At 1 October 2021 there were 45 approved carers providing 34 long term placements. These are a combination of long term carers as well as named respite carers. The number of long term placements has been maintained despite 5 recently approved carers having dropped out of the scheme for a number of reasons.</li> <li>There are 2 external respite placements being provided by the Shared Lives scheme.</li> <li>There are 4 day support placements, this has reduced as 4 individuals have returned to day activities.</li> <li>There are several applications for new carers in the assessment process.</li> <li>Business plan to expand service being developed with support from sector experts.</li> </ul>	Rolling programme

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q2	Update Status
<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	<p>Improved understanding of demand and need that enables effective budgeting and commissioning for adult services over a three-year period</p> <p>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</p>	April 2022	<p>Director Children's Services</p> <p>Director Adult Services</p>	<ul style="list-style-type: none"> <li>• A scoping exercise has been carried out and was presented with an action plan to the Childrens' Services Transformation Board in June 2021. A progress report will be made to both Children and Adult PDS in October/November 2021.</li> <li>• The 0-25 Governance Board was established in June 2021 and will oversee the work of the programme.</li> <li>• Within the scope of the project are the following workstreams: <ul style="list-style-type: none"> <li>○ Review and development of information and advice for young people aged 14+ and their parents/carers: a Transition Event will be held in October 2021.</li> <li>○ Ensure timely information and assessments for those transitioning to adult services.</li> <li>○ Review gaps in present transitional arrangements for those with identified care and support needs as well as the offer for care leavers.</li> <li>○ Develop localised services such as short breaks and overnight support for young people aged 14-25 and their families.</li> <li>○ Preparation for the introduction of Liberty Protection Safeguards in April 2022 for those aged 16+ has been undertaken. This includes reviewing current practices for those being deprived of their liberty, reviewing children in care below the age of 16 and completing a readiness tool which highlights actions needed.</li> <li>○ Co-production of priorities and how to progress them with young people, familie and professionals. This is in progress and further feedback will be sought at the October Transitional Event.</li> <li>○ Understanding the needs of young people who will require adult services in the future will improve individualised planning and strategic commissioning. The Integrated Transition Register is being reviewed and the best model to collate information for the future will be considered.</li> </ul> </li> </ul>	Ongoing

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q2	Update Status
<b>6. Integrated services 0-25</b>	B) Improve systems for joint commissioning	New commissioning plans for adult and children's therapies services and equipment provision	Sept 2021	Director Children's Services  Director Adult Services	<ul style="list-style-type: none"> <li>Work on community equipment services had been put on hold during Wave 2 of the pandemic, but has now recommenced following the appointment of a project manager. The initial focus has been on reducing high cost prescription items.</li> <li>A review of Speech and Language Therapies was completed and its recommendations agreed at the SEND Board in April 2021.</li> <li>Proposals on an integrated approach for children and young people's therapies were agreed at the Integrated Commissioning Board on 12 July 2021. Proposals on developing an integrated approach to commissioning therapy services across the CCG, LBB and Bromley Schools are being discussed with schools.</li> </ul>	Ongoing
		Progress on the 0-25 Transformation Programme resulting in an integrated education, health and care commissioning strategy	April 2022		<ul style="list-style-type: none"> <li>A scoping exercise has been carried out and was presented with an action plan to the Children's Services Transformation Board in June 2021. A progress report will be made to both Children and Adult PDS in October/November 2021.</li> <li>The 0-25 Governance Board was established in June 2021 and will oversee the work of the programme.</li> </ul>	Ongoing
		Develop Children and Young People's Integrated Commissioning Programme with SELCCG.	Sept 2021		<ul style="list-style-type: none"> <li>A Children and Young People's Integrated Commissioning Programme has been agreed with SELCCG in July 2021. The initial focus will be on therapy services, community paediatrics and recommissioning Bromley Healthcare children and young people services. Work has begun on the programme.</li> </ul>	Ongoing
<b>7. Preventative early help</b>	Improve early intervention and preventative health and wellbeing services	Primary and secondary interventions service reviewed and recommissioned	Sept 2022	Director Adult Services	<ul style="list-style-type: none"> <li>Approval was given in June 2021 to proceed with the tender process for re-procuring the service with a new service specification. The service was tendered in September 2021. The contract award will take place in March 2022 and contract commencement in September 2022.</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
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- Ageing Well in Bromley Strategy
- Mental Health Strategy
- Learning Disability Strategy

Action	Detail	Measures Of Success	Target Date	Lead	Update Q2	Update Status
<b>1. Strategies shape services</b>	A) Implement a Learning Disability Strategy	Award and mobilise contracts for learning disability community based day services	May 2021	Director Adult Services	<ul style="list-style-type: none"> <li>• Community-based services with new providers are now in place. Service users are being supported into the new provision and options for support through a care management assessment and taster sessions ran by the new providers.</li> </ul>	Completed
		Award and mobilise contract for learning disability complex day services	August 2021		<ul style="list-style-type: none"> <li>• The award of the contract for the buildings-based day service for those with complex needs was agreed in June 2021 with the day centre opening its doors to residents in August 2021.</li> <li>• The mobilisation of the retendered respite provision is complete with the new provider accepting new referrals.</li> <li>• A respite plan to commission new services in 2022 is underway.</li> </ul>	Completed
		Award and mobilise contracts for learning disability supported living services	January 2022		<ul style="list-style-type: none"> <li>• The new supported living provision began in April 2021.</li> <li>• Further supported living contracts were approved by the Executive in September 2021. Contract commencement will be in January 2022..</li> </ul>	Ongoing

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q2	Update Status
<b>1. Strategies shape services</b>	A) Implement a Learning Disability Strategy	With the Learning Disability Partnership Board develop and publish the Learning Disabilities Action Plan	January 2022	Director Adult Services	<ul style="list-style-type: none"> <li>The commissioning action plan to deliver the priorities in the Strategy are being developed with input from the Learning Disabilities Partnership Board with publication planned for January 2022.</li> </ul>	Ongoing
<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	<p>With SELCCG implement revised health and care governance arrangements in response to the NHS White Paper</p> <p>Complete integrated review of children's and adult health and care therapies November 2021</p>	July 2021	Director Adult Services Director Children's Services	<ul style="list-style-type: none"> <li>Further proposals on governance are under development in light of changes being consulted on in the NHS White Paper Integrating Care: next steps to building strong and effective integrated care systems across England</li> <li>The review of Community Equipment Services have now re-commenced with the Occupational Therapy clinical lead now in post focusing on developing an integrated approach to the prescribing and management of equipment and reducing high spend areas.</li> <li>Proposals on an integrated approach to children's therapies were agreed at the Integrated Commissioning Board in July 2021 and are now being taken forward in discussion with schools..</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q2	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	Appoint to Associate Director for Children and Young People's Integrated Commissioning to develop and lead on integrated Commissioning Programme for children's health and care services	July 2021		<ul style="list-style-type: none"> <li>An appointment has been made to the post of Associate Director for Children and Young People's Integrated Commissioning with the appointee starting in post on 17 August 2021.</li> </ul>	Ongoing
		Implement Integrated brokerage services with SELCCG	April 2022		<ul style="list-style-type: none"> <li>Some integrated arrangements were put in place in response to COVID-19 and tested over this period. Proposals on the integration of LBB and CCG brokerage and placements services were agreed at the Integrated Commissioning Board in July 2021. Recommendations will be developed in Quarter 4.</li> </ul>	Ongoing
		With SELCCG and Oxleas NHS MH Trust develop and deliver on the transformation of community based mental health services	April 2024		<ul style="list-style-type: none"> <li>Key to this transformation is the implementation of a Mental Health and Emotional Wellbeing Hub. This new service is an innovative NHS/voluntary sector partnership, which is being led in its pilot stage by MIND and NHS Oxleas. The Hub will be comprised of a multi-disciplinary team drawn from both clinical and non-clinical backgrounds, including psychologists, welfare and outreach staff. The first phase of the Hub opened in September 2021 with services scaling up thereafter. The Hub is expected to be fully operation in January 2022.</li> </ul>	Ongoing
		Develop and implement post-COVID-19 Care Homes Strategy and support plans	January 2022		<ul style="list-style-type: none"> <li>A care home stock take has been undertaken with proposals on an interim market position statement that will support the care home market in recovering from COVID-19. A significant number of the processes and associated infrastructure developed through the pandemic have now been mainstreamed. An action plan is under development for completion in Q3.</li> </ul>	Ongoing

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q2	Update Status
<b>3. Improve Transfer of Care</b>	A) Work with SEL Clinical Commissioning Group to explore how we can jointly improve the transfer of care processes	Develop proposals and sustainable funding for post-COVID-19 transfer of care arrangements (Single Point of Access and Discharge Pathways)	May 2021	Director Adult Services	<ul style="list-style-type: none"> <li>Proposals on a sustainable Single Point of Access model with additional funds provided by the PRUH have been developed. The model, which focuses on recovery, independence and staying well, is being mainstreamed and strengthened to ensure it is financially viable.</li> <li>These arrangements made the finals of the prestigious Municipal Journal Achievement Award 2021 for Care and Health Integration. Bromley was declare the winner of the award in September 2021.</li> </ul>	Completed
		Implement integrated Single Point of Access (SPA) arrangements	November 2021		<ul style="list-style-type: none"> <li>The ONE Bromley Discharge Partnership new model will be implemented from October 2021.</li> </ul>	Ongoing
	B) Review our Reablement Service	Improved reablement service integrated as part of Adults' therapies provision	April 2022	Director Adult Services	<ul style="list-style-type: none"> <li>The period of redeployment for reablement staff to the Single Point of Access has now ended and staff will return to their substantive posts within the inhouse Reablement service in October 2021.</li> <li>The service will continue to run a 7 day intake service and predominantly support the SPA, The service operating model and referral pathways have been developed. There has been some service redesign to ensure a robust management structure is in place.</li> <li>There are plans for the service to also provide some support and resilience to the front door service being developed within the Hospital as part of the long term plan.</li> <li>Further developments are being considered to ensure clients within the community are also benefiting from re-ablement interventions to improve and promote better outcomes and delay the need for long term care.</li> </ul>	Ongoing

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q2	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  Implement joint Direct Payment and Personal Health Budgets with SELCCG	April 2022 [AP]  December 2021	Director Adult Services	<ul style="list-style-type: none"> <li>At the end of September 2021, 23% of adults received a direct payment, an improvement from 10% at the beginning of 2018/19. There are 444 adults with a direct payment in total.</li> <li>Extensive workforce engagement has taken place with health and social care staff to identify the challenges to direct payment delivery and the take up rate by Bromley residents. Integrated solutions to increase the uptake of direct payments, improve health and social care workforce confidence to promote and embed direct payment delivery have been agreed.</li> <li>A direct payment set up team (3 staff) is to be piloted to improve direct payment delivery. Additionally a specialist direct payment advisory service (2 staff) will provide support and training to officers to deliver direct payments and understand personalisation. These, together with material to promote direct payments, the pre-paid card and personal assistants will be launched in November 2021.</li> </ul>	Rolling programme  Ongoing
<b>5. Domiciliary care</b>	A) Improve the Domiciliary care offer for Bromley residents	New Domiciliary Care provision contracts awarded  Mobilisation of new domiciliary care contracts	July 2021  March 2022	Director Adult Services	<ul style="list-style-type: none"> <li>Contract awards for both the Framework contracts and Patch contracts were approved at the June 21 Executive meeting.</li> <li>Mobilisation of the new contracts took effect from 21 August 2021.</li> </ul>	Completed  Ongoing
<b>6. Appropriate accommodation for vulnerable adults</b>	A) Develop a more strategic approach to the provision of accommodation and information in relation to securing and sustaining tenancy in the borough through the Transformation Board	Supported accommodation provision used appropriately and effectively.  Extra Care Housing Provision used appropriately and effectively.	April 2023	Director Housing, Regeneration & Planning  Director Adult Services	<ul style="list-style-type: none"> <li>Engaged with All Age Autism Board.</li> <li>High level discussions held with Learning Disability team on existing accommodation provisions.</li> <li>Refuge contract provisions being retendered in 2021.</li> <li>Supported housing contracts being retendered in 2022.</li> <li>A review of the Extra Care Housing model in Bromley with a view of further developing and enhancing the opportunities for residents of Bromley is being carried out.</li> </ul>	Ongoing

## 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 Q2	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	April 2022	Director Adult Services  Director Public Health  Borough Director SELCCG	<ul style="list-style-type: none"> <li>• Integrated commissioning arrangements and One Bromley collaborative working has enabled the strong local response to Winter pressures and the second wave of COVID-19.</li> <li>• Live integrated commissioning projects referred to elsewhere in this report include:                             <ul style="list-style-type: none"> <li>○ Integrated hospital discharge arrangements – SPA</li> <li>○ Mental Health and Wellbeing Strategy</li> <li>○ Integrating Brokerage and Placements</li> <li>○ Direct Payments expansion</li> <li>○ Community Equipment Service review</li> <li>○ Primary and Secondary Intervention Service retender</li> <li>○ Children and Young People's Integrated Commissioning Programme</li> </ul> </li> <li>• Further proposals on One Bromley and Borough Based governance are under development in light of changes being consulted on in the NHS White Paper Integrating Care: next steps to building strong and effective integrated care systems across England. Borough based governance arrangements for Bromley are to be finalised in November 2021.</li> </ul>	Ongoing

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q2	Update Status
<b>1. Ensure strategic and support services are effective</b>	A) Engagement with One Bromley to strengthen the borough based structure	Align Council and One Bromley Transformation Programmes and the One Bromley Recovery Plan	April 2022		<ul style="list-style-type: none"> <li>Work has taken place 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> </ul>	Ongoing
<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>Contract for new social care information system awarded in May 2020. Optimum go live on track for November 2021, programme end date March 2022.</li> <li>The configuration of new system continues in order to align with current and developing business processes and staff restructuring as well as workflow forms. New ways of recording and managing quality assurance and safeguarding are being developed. A programme to transfer and test data from Carefirst into the new system continues to ensure live data is transferred successfully prior to implementation.</li> <li>An e-learning programme began in September 2021 for all users of the systems with bespoke training for individual teams as required.</li> </ul>	Completed  Ongoing
<b>3. Ensure that our approach to commissioning is robust</b>	A) Development and implementation of commissioning plans	<p>Develop and implement Care Homes Market Position Statement</p> <p>With the Learning Disability Partnership Board develop and publish the Learning Disabilities Action Plan</p>	<p>January 2022</p> <p>January 2022</p>	Director Adult Services	<ul style="list-style-type: none"> <li>A care home stock take has been undertaken with a proposed interim market position statement that will support the care home market in recovering from COVID-19.</li> <li>The commissioning action plan to deliver the priorities in the Strategy are being drafted with input from the Learning Disabilities Board and will be published in January 2022.</li> </ul>	Ongoing  Ongoing

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2021/22 Q2 update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q2	Update Status
<b>3. Ensure that our approach to commissioning is robust</b>	A) Development and implementation of commissioning plans	With SELCCG and Oxleas NHS MH Trust develop and deliver on the transformation of community based mental health services	April 2024		<ul style="list-style-type: none"> <li>Key to this transformation is the establishment of the new Bromley Mental Health and Wellbeing Hub. This new service is an innovative NHS/voluntary sector partnership, which is being led in its pilot stage by MIND and NHS Oxleas. The Hub will be comprised of a multi-disciplinary team drawn from both clinical and non-clinical backgrounds, including psychologists, welfare and outreach staff. The first phase of the Hub opened in September 2021 with services scaling up thereafter. The Hub is expected to be fully operation in January 2022.</li> </ul>	Ongoing
<b>3. Ensure that our approach to commissioning is robust</b>	A) Development and implementation of commissioning plans	Develop and implement post-COVID-19 Care Homes Strategy and support plans  Implement integrated Single Point of Access (SPA) arrangements	January 2022  November 2021		<ul style="list-style-type: none"> <li>A care home stock take has been undertaken with a proposed interim market position statement that will support the care home market. An Action Plan is to follow.</li> <li>Proposals on a sustainable SPA model have been developed between One Bromley agencies and agreed at the ACH PDS in September. Implementation of the ONE Bromley Discharge Partnership (SPA arrangements) takes effect from October 2021.</li> </ul>	Ongoing  Ongoing
<b>4. 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

**Abbreviations:**

AP = Annual Programme  
CCG = Clinical Commissioning Group  
DFG = Disabled Facilities Grant  
OT =Occupational Therapy

PRUH = Princess Royal University Hospital  
SCIS = Social Care Information System  
SEL CCG = South East London Clinical Commissioning Group  
SEND = Special Educational Needs and/or Disabilities