

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2021/22 Q4 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.F

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 Q4	Update Status
1) Raise awareness of adult safeguarding	A) Work with Adult Safeguarding Chair to promote multi-agency training	Training programme published and well attended	April 2022 [AP]	Director Adult Services	<ul style="list-style-type: none"> • The Learning & Development Training Programme is updated to include the following additional courses: <ul style="list-style-type: none"> - DoLs in the Community - Safeguarding Adults Review (SAR) Awareness - Safeguarding Adults Managers Masterclass (Level 4) • The online ME Learning programme continues to offer a range of safeguarding courses, which has been updated to include a course on suicide prevention. • Working together with the council's workforce development team, the BSAB in undergoing the tendering process for procurement of the 2022-25 training programme. • Safeguarding awareness information and other ad-hoc learning events are promoted on the BSAB website. These include subject areas such as Modern Day Slavery, SARs, Transitional Safeguarding, Financial Scamming, Domestic Abuse, Carers & Safeguarding and the implementation of Liberty Protection Safeguards (LPS), 	Rolling programme

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
1) Raise awareness of adult safeguarding cont'd)	A) Work with Adult Safeguarding Chair to promote multi-agency training (cont'd)	Annual Safeguarding Awareness Week promoted			<ul style="list-style-type: none"> A scams awareness talk for people with a learning disability is promoted via the BSAB website, organised by the Bromley Trading Standards teams. 	
	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"> Safeguarding adult awareness 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. These were produced in consultation with members of the Bromley Safeguarding Adults Board (BSAB) communications team. The BSAB's 2020/21 annual report, which raises awareness of the work carried out by the Board as well as the local safeguarding picture, is now published and also available in easy read format. The BSAB website offers access to information for professionals and service users, signposting to services and up-to-date news items. The Practitioners Library hosts local and Board documents along with regional & national resources. A page is now also dedicated to easy-read materials. A page on the BSAB website is dedicated to the Ukrainian crisis, which hosts useful local and national information. BSAB Twitter activity is carried out on a regular basis to further support with raising safeguarding awareness. 	Rolling programme
2) Maintain effective oversight of casework impact	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"> 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. Under the Quality Assurance programme six case file audits have been completed in key practice areas: transition planning in Learning Disability services; making safeguarding personal in mental health services; making safeguarding enquiries in locality teams; use of Direct Payments in care planning; compliance with Mental Capacity Act and s42 safeguarding enquiry decision-making. 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. 	Rolling programme

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
2) Maintain effective oversight of casework impact (cont'd)	A) Develop a programme of Adults' case audits (cont'd)				<ul style="list-style-type: none"> 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. 	
	B) Introduce and embed the quality assurance programme which ensures the compliance of Housing Revenue Account duties to maximise prevention outcomes.	<p>Hope system fully implemented.</p> <p>Quality assure Personal Housing Plans</p>	April 2022 [AP]	Director Housing, Regeneration & Planning	<ul style="list-style-type: none"> Corporate audit took place in November 2021.. Work ongoing to ensure the data submitted by the authority is H-CLIC compliant. 	Rolling programme
3) Review Adult Social Care services	A) Implement the Transforming Adult Social Care Programme	All actions implemented	April 2022	Director Adult Services	<ul style="list-style-type: none"> The Transformation Board has made progress on its action plan including: <ul style="list-style-type: none"> Plans to ensure that residents are signposted to appropriate pathways have been implemented following the re-structure of the front door service. Carelink and Reablement transferred to the Occupational Therapy services in October. New referral pathways and processes have been developed to ensure a seamless transfer for the service. 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. Phase 3 of the review of operational services is completed. The services covered were the Initial Contact Team, the four Locality Teams, the Coordination and Review Team and the Learning Disability Team. Best value reviews of packages of care in Mental Health Services and Learning Disability Services are delivering on efficiencies The retendering of domiciliary care services will contribute to Council financial efficiency targets. The Learning and Development Board for Adult Services is ensuring relevant training is available to all staff and drafting a long term workforce development plan. Work to refresh the Department's Strategy and Transformation Programme is underway. 	Ongoing

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
3) Review Adult Social Care services (cont'd)	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"> Work continues to recruit permanent staff and convert locum staff: 79% of frontline staff are permanent. This compares to 71% in 2019. 	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 Q4	Update Status
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"> • 71 targeted outreach courses took place Sept – Dec 2021. 433 adults enrolled on the remaining 59 courses, of which 146 were from the areas of deprivation (Cray Valley East and West, Penge & Cator, Crystal Palace, Mottingham) 	Rolling programme
2. Provide appropriate Health and Wellbeing functions	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"> • An overview of the weight management programmes for adults currently operating in Bromley and South East London was given to the Health and Wellbeing Board in February 2022. This included: an understanding of the need for an holistic approach to the issue; the national and local programmes providing both a universal offer as well as condition specific programmes for those with certain BMI levels and diabetes or hypertension as well as the extension of those able to refer into these programmes to enable greater take-up. 	Rolling programme – 6 monthly updates

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
2. Provide appropriate Health and Wellbeing functions (cont'd)	A) Monitor progress on the Health and Wellbeing Strategy for Bromley (cont'd)				<ul style="list-style-type: none"> A report on the Falls and Fracture Prevention highlighted how the service had been delivering support during the pandemic and plans to take the service forward. The aim of the service, especially the Rapid Access to Therapy Team, is to prevent the need for hospital admission by providing appropriate equipment, advice and support. A report on a stakeholder event focusing on rough sleepers was made in March 2022. The report highlighted that, although numbers were low, issues about safeguarding, access to GP and mental health services were considered. Progress was made on addressing these issues. 	
	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"> Approval to procure a 5 year Integrated Sexual Health service from 1 April 2023 was given by the Executive. All contacts are effectively monitored. The process is overseen by the Public Health Action Board at regular performance meetings. 	Rolling programme
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	<ul style="list-style-type: none"> 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. 	Rolling programme
4. Deliver Public Health responsibilities for COVID-19	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"> 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. 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. Communication and engagement plans continue to be developed and implemented for COVID-19 outbreaks. 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. 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. 	Ongoing

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4. Deliver Public Health responsibilities for COVID-19 (cont'd)	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"> 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. Support is also being provided to mitigate the wider impacts of COVID-19 such as mental health and wellbeing. 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. Focus on inequalities and support for the vulnerable and those with the most complex needs 	Ongoing
5. Appropriate accommodation for adults with special educational needs and/or disabilities (SEND)	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 & Planning</p> <p>Director Adult Services</p>	<ul style="list-style-type: none"> 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. An interim has been appointed to lead this work. A scoping document has been drafted to enable work to proceed as scheduled. Integrated Commissioning Board has approved Better Care Funding for delivery. 	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"> At 1 May 2022 there were 44 approved carers providing a combination of long term, respite and day support placements. There are 34 long term placements and 7 day support placements. There are 2 external respite placements being provided by the scheme alongside the internal respite placements. One new carer assessment has been completed and awaits approval at panel. 9 new carer applications have been received and will be assessed once staff are recruited due to two current vacancies within the team. Development plan devised to expand service, recruit new carers and offer more placements once staff are recruited. 	Rolling programme

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6. Integrated services 0-25	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"> The 0-25 Governance Board was established in June 2021 and oversees the work of the programme. 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 was made to both Children and Adult PDS Committees in October/November 2021. An options report was presented to the Transformation Board on 1 March 2022 sharing recommendations for a new 0-25 offer. A subsequent invest to save report, structure chart, pathways for client groups and implementation plan has been provided. This has been presented to the senior leadership team and is being reviewed in order to confirm the structure/finance to support a new 0-25 service. Alongside this there will be a sub-group set up to work on feedback from young people, parents and professionals, to co-produce any further developments. Within the scope of the project are the following workstreams: <ul style="list-style-type: none"> Review and development of information and advice for young people aged 14+ and their parents/carers: a successful Transition Event was held in October 2021 attended by 78 families. A further event was held on Monday 25 April, which saw about 100 parent/carers attend, 70+ young people from special schools and 	Ongoing

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
6. Integrated services 0-25 (cont'd)	A) Review assessment, decision making and planning processes across services to ensure that transition between children's and adult services are effective including commissioning (cont'd)				<p>colleges and 35 providers from across the local area, alongside the running of multiple workshops for young people and their parent/carers.</p> <ul style="list-style-type: none"> ○ Ensure timely information and assessments for those transitioning to adult services. ○ Review gaps in present transitional arrangements for those with identified care and support needs as well as the offer for care leavers. ○ Develop localised services such as short breaks and overnight support for young people aged 14-25 and their families. ○ Preparation for the introduction of Liberty Protection Safeguards for those aged 16+ has been undertaken – national implementation has been delayed beyond the expected April 2022 date. 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. ○ Co-production of priorities and how to progress them with young people, familie and professionals. This is in progress . ○ 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. 	

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
6. Integrated services 0-25 (cont'd)	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"> • Work on community equipment services was put on hold during further waves of the pandemic, but recommenced in October following the appointment of a project manager. The initial focus has been on reducing high cost prescription items with c£200k of efficiencies identified so far. • The Community Equipment Service is to be retendered in 2022/23 with Bromley taking part in a consortium tender with other London boroughs. • A review of Speech and Language Therapies (SLT) was completed and its recommendations agreed at the SEND Board in April 2021. Work on establishing a new model of therapies support with a framework for SLT providers in partnership with schools is under way. • An interim contract to purchase additional Occupational Therapy support has been put to tender with negotiations under way with an identified provider. 	Ongoing
		Progress on the 0-25 Transformation Programme resulting in an integrated EHC commissioning strategy	April 2022		<ul style="list-style-type: none"> • 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 was made to both Children and Adult PDS in October/November 2021. • An options report was presented to the Transformation Board on 1 March 2022 sharing recommendations for a new 0-25 offer. A subsequent invest to save report, structure chart, pathways for client groups and implementation plan has been provided. This has been presented to the senior leadership team and is being reviewed in order to confirm the structure/finance to support a new 0-25 service. 	Ongoing
		Develop Children and Young People's Integrated Commissioning Programme with SELCCG.	Sept 2021		<ul style="list-style-type: none"> • 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 is progressing. 	Ongoing

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
7. Preventative early help	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"> The Primary and Secondary Interventions Service was tendered in September 2021. The award of the contract was approved by Executive in March 2022 and contract commencement will take place in Octoberber 2022. The contract was awarded to the incumbent provider, Bromley Third Sector Enterprises. Contract mobilisation for the new service specification is now under way. 	Ongoing

Priority 3 Integrated Health and Social Care

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.
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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 Q4	Update Status
1. Strategies shape services	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"> • Community-based services with new providers are now in place. Service users have been helped into the new provision and options for support through a care management assessment and taster sessions run by the new providers. 	Completed
		Award and mobilise contract for learning disability complex day services	August 2021		<ul style="list-style-type: none"> • 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. The Saturday Respite Club is now being run by the new provider. 	Completed
					<ul style="list-style-type: none"> • The mobilisation of the retendered respite provision is complete with the new provider accepting new referrals. 	Ongoing
					<ul style="list-style-type: none"> • A strategy to commission new respite services in 2022/23 will be presented to the ACH PDS Committee in June 2022. • A Learning Disabilities employment support service contract was awarded to Mencap in February 2022. 	Ongoing

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
1. Strategies shape services (cont'd)	A) Implement a Learning Disability Strategy (cont'd)	Award and mobilise contracts for learning disability supported living services	January 2022	Director Adult Services	<ul style="list-style-type: none"> The new supported living provision began in April 2021. Further supported living contracts were approved by the Executive in September 2021 with contracts commencing in January 2022. Gateway proposals for a further supported living contract are being made to PDS and Executive in June 2022. 	Ongoing
	A) Implement a Learning Disability Strategy (cont'd)	With the Learning Disability Partnership Board develop and publish the Learning Disabilities Action Plan	January 2022		<ul style="list-style-type: none"> The commissioning action plan to deliver the priorities in the Strategy are being developed with input from the Learning Disabilities Partnership Board. 	Ongoing
2. 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	With SELCCG implement revised health and care governance arrangements in response to the NHS White Paper	July 2021	Director Adult Services Director Children's Services	<ul style="list-style-type: none"> Borough leadership and governance arrangements have been agreed between the Council and SELCCG. A Local Care Partnership Board, jointly chaired between the Council and ICS, will be established as a committee of the Integrated Care Services NHS body with delegated authority to take decisions about the use of ICS NHS resources. Implementation will take effect from July 2022. 	Ongoing
		Complete integrated review of children's and adult health and care therapies November 2021			<ul style="list-style-type: none"> 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.. 	Ongoing

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
2. Integrated health services (cont'd)	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 (cont'd)	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"> The Associate Director for Children and Young People's Integrated Commissioning started in post in August 2021. An integrated commissioning programme is in place and being implemented. 	Ongoing
		Implement Integrated brokerage services with SELCCG	April 2022		<ul style="list-style-type: none"> On the advice of the Financial Strategy Group proposals on integrated brokerage are to be first piloted on a small scale and evaluated before any scaling up. 	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"> 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. Local planning for the 2022/23 expansion of the hub is now complete, with additional services including housing support and improved links with GPs and other voluntary sector organisations. 	Ongoing
		Develop and implement post-COVID-19 Care Homes Strategy and support plans	Summer 2022		<ul style="list-style-type: none"> A care home stock take has been completed 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. 	Ongoing

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Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
3. Improve Transfer of Care	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"> The Single Point of Access model is now jointly commissioned as a permanent service. The model, which focuses on recovery, independence and staying well, is being mainstreamed and strengthened to ensure it is financially viable. The Service won a Municipal Journal Achievement award for integrated services in September 2021. 	Completed
		Implement integrated Single Point of Access (SPA) arrangements	November 2021		<ul style="list-style-type: none"> The ONE Bromley Discharge Partnership new model was implemented in October 2021. Further work on enhancing the provision with additional funds from the PRUH will be developed in 2022. These discharge arrangements are under review and being remodelled to take account of post covid changes to the hospital discharge regulations and government funding. Proposals for the revised arrangements will be finalised in the summer. 	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"> The service is functioning well and meeting the current demand from the hospital and social care front door; bridging care is used occasionally to support rapid hospital discharges. The service delivery is well integrated with the SPA and LBB attend the daily SPA operational calls to update on capacity and ensure smooth workflow. Work is being undertaken to ensure robust statistical reporting. Recruitment push continues to grow capacity, and a business case will be needed in the longer term to further increase capacity. 	Ongoing

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4. Improve access to Direct Payments	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"> At the end of December 2021, 22% of adults received a direct payment, an improvement from 10% at the beginning of 2018/19. There are 449 adults with a direct payment in total. 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. A direct payment set up team (3 staff) is being 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 were launched in January 2022. 	Rolling programme
		Implement joint Direct Payment and Personal Health Budgets with SELCCG	December 2021			Ongoing
5. Domiciliary care	A) Improve the Domiciliary care offer for Bromley residents	New Domiciliary Care provision contracts awarded	July 2021	Director Adult Services	<ul style="list-style-type: none"> Contract awards for both the Framework contracts and Patch contracts were approved at the June 21 Executive meeting. Mobilisation of the new contracts took effect from 21 August 2021. Additional support is being made to providers during the surge in demand over winter with a focus on recruiting and retaining staff. Further mobilisation work is taking place. 	Completed
		Mobilisation of new domiciliary care contracts	March 2022			Ongoing
6. Appropriate accommodation for vulnerable adults	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"> This is being considered as part of the allocations scheme review and review of choice based lettings. Initial discussions have been held in respect of extra care and LD requirements. Initial scoping exercise in respect of CBL has been undertaken by the Strategy, Performance and Corporate Transformation Division Work has begun on a review of Extra Care Housing and this will be reported on in Summer 2022. Work began in February on a review of Mental Health housing and housing support to adults with the retendering of services to begin in June 2022. 	Ongoing

Priority 4 Ensuring Efficiency and Effectiveness

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
- NHS Long Term Plan (One Bromley Implementation)

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
1. Ensure strategic and support services are effective	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"> • Integrated commissioning arrangements and One Bromley collaborative working has enabled the strong local response to Winter pressures and COVID-19 in 2021/22. • Current integrated commissioning projects referred to elsewhere in this report include: <ul style="list-style-type: none"> ○ Integrated hospital discharge arrangements – SPA ○ Mental Health and Wellbeing Strategy ○ Integrating Brokerage and Placements ○ Direct Payments expansion ○ Community Equipment Service review ○ Primary and Secondary Intervention Service retender ○ Children and Young People's Integrated Commissioning Programme • One Bromley Borough leadership and governance arrangements have been agreed between the Council and SELCCG. A Local Care Partnership Board will be established as committee of the South East London Integrated Care Board with delegated authority to take decisions about the use of local NHS resources. Implementation will take effect from July 2022. 	Ongoing

Adult Care and Health Portfolio Plan for 2018 to 2022 – 2021/22 Q4 update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
1. Ensure strategic and support services are effective (cont'd)	A) Engagement with One Bromley to strengthen the borough based structure (cont'd)	Align Council and One Bromley Transformation Programmes and the One Bromley Recovery Plan	April 2022		<ul style="list-style-type: none"> 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. 	Ongoing
2. Effective use of IT	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"> Contract for new social care information system awarded in May 2020. The Liquidlogic Adults System went live on 19 November 2021 with data from CareFirst having been transferred onto the new system. The configuration of new system is aligned with current and developing business processes and staff restructuring as well as workflow forms. An e-learning programme began in September 2021 for all users of the systems with bespoke training for individual teams as required. Support for the new system was provided through MS Team Rooms allowing users of the service to receive help with questions about their individual team's usage of the system. Business as usual management of the system has been handed over to the IT department with post go live fixes being resolved. Business as usual training for new starters and supplementary needs has been developed and is being implemented. Systems governance board and arrangements have been established to enable business as usual systems management. Performance reports from the new system have been established and are in weekly circulation to ASC managers. Performance team will deliver end of financial year statutory data returns on time as scheduled. 	Completed
						Ongoing

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3. Ensure that our approach to commissioning is robust	A) Development and implementation of commissioning plans	Develop and implement Care Homes Market Position Statement	Summer 2022	Director Adult Services	<ul style="list-style-type: none"> A care home stock take has been completed with a proposed interim market position statement that will support the care home market in meeting the current and future needs of Bromley residents. The commissioning action plan to deliver the priorities in the Strategy are being drafted with input from the Learning Disabilities Board. 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. Local planning for the 2022/23 expansion of the hub is now complete, with additional services including housing support and improved links with GPs and other voluntary sector organisations. A care home stock take has been completed with a proposed interim market position statement that will support the care home market in meeting the current and future needs of Bromley residents. Implementation of the ONE Bromley Discharge Partnership (SPA arrangements) took effect from October 2021. These arrangements are now under review following changes to government hospital discharge guidance and funding. 	Ongoing
		With the Learning Disability Partnership Board develop and publish the Learning Disabilities Action Plan	Summer 2022			Ongoing
		With SELCCG and Oxleas NHS MH Trust develop and deliver on the transformation of community based mental health services	April 2024			Ongoing
		Develop and implement post-COVID-19 Care Homes Strategy and support plans	Summer 2022			Ongoing
		Implement integrated Single Point of Access (SPA) arrangements	November 2021			Ongoing

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4. Effective performance management	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"> • Weekly data • Monthly digests • Annual Frameworks review 	April 2022 [AP]	Assistant Director, Strategy, Performance & Corporate Transformation	<ul style="list-style-type: none"> • Adults Performance Management Framework refreshed in 2021/22 with good input and oversight from ASC Managers. • New suite of performance reports from LiquidLogic built to enable weekly and monthly management oversight. • Weekly and monthly performance reporting established enhanced by data cleaning reports • 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. • Statistical neighbour reports produced when appropriate. • Performacne service on track to delivery 2021/22 annual statutory data to Government departments. 	Rolling programme

Abbreviations:

AP = Annual Programme

CCG = Clinical Commissioning Group

DFG = Disabled Facilities Grant

EHC = Education, Health and Care

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