

# Action plan

## Ambition 2

**For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.**

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### Portfolio links

This priority has links with the following portfolio plans:

- Children, Education and Families
- Public Protection and Enforcement
- Renewal, Recreation and Housing

### Strategic links:

This ambition 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
- Mental Health and Wellbeing Strategy
- Learning Disability Strategy
- Tackling Loneliness Strategy

## What are we going to do?

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
1) Deliver our Health and Wellbeing strategy to help improve health outcomes for adults.	A) Monitor progress on the Health and Wellbeing Strategy for Bromley	Health and Wellbeing Board receives regular reports on each priority.	April 2023 [AP]	Director Public Health	<ul style="list-style-type: none"> <li>A report on the Falls and Fracture Prevention Service was presented at the Health and Wellbeing Board in December 2022. The report highlighted the routine work of the service together with the introduction of the Falls Pick Up Service pilot in December 2022 to respond to calls to 999 or 111 and the project to work with care homes and extra care housing schemes with the highest ambulance requests for falls to reduce the number of such occurrences.</li> <li>A report on cancer screening was presented to the March 2023 meeting</li> </ul>	Ongoing
	B) Produce a refreshed Health and Wellbeing Strategy in 2023	New Health and Wellbeing Strategy launched.	December 2023		<ul style="list-style-type: none"> <li>A workshop on the new Health and Wellbeing Strategy was held in December 2022.to progress the development of the Strategy.</li> <li>It was proposed that the Health and Wellbeing Strategy and the One Bromley Strategy should align to ensure a joined-up approach with better use of resources including maximising preventative opportunities.</li> <li>The proposed structure of the new Health and Wellbeing Strategy was agreed in March 2023. It will include 3 overarching priority areas: Improving health and wellbeing of young people (including obesity, youth violence, adolescent mental health; Improving health and wellbeing of adults (including obesity, diabetes, dementia, mental health, substance misuse) and Disease prevention and helping to stay well.</li> </ul>	Ongoing

## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
2) Influence the health economy through the Bromley Local Care Partnership Board to ensure that the right services are commissioned for Bromley residents.	A) Support the Local Care Partnership Board in managing its Bromley delegated budgets to best serve residents	<p>Work with the Local Care Partnership agencies to develop local health and care priorities for investment</p> <p>Develop further the integrated approach to planning and commissioning care and health</p>	<p>April 2023</p> <p>April 2023</p>	Assistant Director, Integrated Commissioning	<ul style="list-style-type: none"> <li>The Bromley Local Care Partnership is developing its strategy for formal agreement in May 2023.</li> <li>South East London Integrated Care System (SELICS) strategy and priorities have been drafted and being consulted on. A final draft will be taken to borough Health and Wellbeing Boards in June 2023 prior to being finalised on 30 June 2023.</li> </ul>	Ongoing

## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
3) Continue the development of the One Bromley Local Care Partnership, delivering integrated health and social care services in line with the NHS Long Term Plan. This means strengthening our partnership practice across social care and health services to make the best use of our resources.	A) Establish local governance arrangements	Local Care Partnership Board established	July 2022	Director of Adult Services	<ul style="list-style-type: none"> <li>The new Integrated Care System arrangements for South East London came into effect on 1 July 2022. Governance arrangements include a Local Care Partnership Board for Bromley jointly chaired by the Leader of the Council.</li> </ul>	Completed
	B) Work with partners to deliver integrated health and care services across care pathways	Agree and implement new Hospital Discharge Partnership arrangements and pathways	November 2022	Assistant Director, Integrated Commissioning	<ul style="list-style-type: none"> <li>The new model of hospital discharge was agreed last year and went live in October 2022. Further improvements to the model will be completed in May 2023. Multi-agency teams, including LBB staff, are co-located in the hospital and as part of a Single Point of Access for hospital discharge. Performance on hospital discharge pressures was very positive over the winter period with very few delayed discharges.</li> </ul>	Completed
		Deliver an integrated support programme to care homes programme	April 2023		<ul style="list-style-type: none"> <li>Following local and national recognition of the work of the integrated Care Home Support Network the workplan was delivered on a series of projects including: reduction in falls; managing deterioration; developing the care home market; establishing urgent care plans; reviewing the training offer for the workforce as well as improving the support for residents' physical health.</li> </ul>	Ongoing

## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
4) Develop and implement an Adult Services Strategy based on a strengths-based approach with a greater emphasis on prevention and early help and more strongly engaging family and community in supporting individuals.	A) Develop and implement a 5 year Adult Services Strategy	New Strategy agreed	September 2023	Director of Adult Services	<ul style="list-style-type: none"> <li>Staff consultation on priorities took place during Q3. A draft Adult Services Strategy has been prepared and was shared at the March ACH PDS Committee. Stakeholder consultation is taking place over the spring and summer with a final draft being presented to the ACH PDS Committee in September and Executive in October 2023.</li> </ul>	Ongoing
	B) Continue to increase the use of direct payments as a model of service delivery	Review of Direct Payments pilot  Direct payments increased	November 2022  April 2023 [AP}	Assistant Director Operations	<ul style="list-style-type: none"> <li>Following the launch of new resources and support in February 2022, the new direct Payment Advisory Service and Set up Teams are in place.</li> <li>A communications campaign was carried out with residents and information about direct payments was sent to all households with Council Tax bills.</li> <li>The Action Plan to raise number of direct payments is being reviewed.</li> <li>At the end of March 2023, 25% of adults received a direct payment, an improvement from 10% at the beginning of 2018/19. There are 513 adults with a direct payment in total.</li> </ul>	Completed  Ongoing
	C) Embed the 'Making Practice Personal' approach	Learning and Development Strategy, training and reflective sessions undertaken by workforce	April 2023	Assistant Director Operations	<ul style="list-style-type: none"> <li>Training on Making Practice Personal and direct payments training delivered by SCIE (The Social Care Institute for Excellence) has been commissioned and rolled out for team managers and leads and the Direct Payment Advisory team. This will be extended to the wider workforce.</li> </ul>	Ongoing

**Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update**

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
	D) Implement service user and carer engagement strategy to listen to residents and involve them in developing services	Forums established and feedback informing service planning and quality assurance	April 2023 [AP]	Assistant Director, Safeguarding Practice and Provider Relations	<ul style="list-style-type: none"> <li>• A Resident Voice Group has been established, aiming to solicit specific feedback from residents and to centre their voices in the improvement of Adult Services procedures. The group meets every 6 weeks to discuss new developments and share lessons and experiences in resident engagement.</li> <li>• A resident engagement calendar is being developed to centralise activities and KPIs. This will provide visibility of activities across the service.</li> <li>• A resident engagement guidance document is in initial stages of development. Teams across Adult Social Care will be consulted in February.</li> </ul>	Ongoing

## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
5) With a strong focus on wellbeing and prevention, build on improvements made including the implementation of new multi-disciplinary preventive pathways and the establishment of Primary Care Networks.	A) Commission primary and secondary intervention and prevention services	Mobilise new Bromley Well contract and service specification	April 2023	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> <li>The new contract and specification began on 1 October 2022 with mobilisation of all changes to the provision either completed or making good progress. This has been a successful start to the new service offer.</li> </ul>	Completed
		Increase information on and access to activities run by voluntary organisations	April 2023 [AP]	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> <li>The Simply Connect website commissioned from Community Links Bromley has been under development since last year. A formal launch of the resource took place in September 2022. The new carers strategy for completion in June 2023 will include a directory of services for carers.</li> </ul>	Ongoing
		Implement the Innovation Fund to pilot and or support the development of new community-based services	April 2023 [AP]	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> <li>Management of the fund was transferred back to the Council from Bromley Well in October 2022. Seven new projects were established in 2022/23 with focuses on tackling isolation, homelessness and digital access for older people.</li> </ul>	Ongoing

## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
	B) Develop Primary Care Networks	To continue to build on the success of Primary Care Networks by reviewing and strengthening the integrated arrangements.	April 2023	Assistant Director Operations	<ul style="list-style-type: none"> <li>Ongoing discussions taking place to strengthen integrated arrangements. We have in place dedicated care managers aligned with PCNs (Primary Care Networks), these posts have now been made permanent.</li> </ul>	Ongoing
6) Deliver our Ageing Well strategy, enabling older people to retain their independence for as long as possible with the assistance of family, friends, faith and community groups, the voluntary sector and local authority and health services.	A) Promote opportunities for engagement with local communities and groups	Develop older people's day opportunities across the borough according to demand	April 2023	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> <li>A range of initiatives are under way to develop more opportunities with care homes, extra care providers and community groups. There has not been the anticipated return to day services following the lifting of lockdown restrictions with an extremely low take up for older people's services since the beginning of the year. A survey of carers' priorities for respite provision took place in December 2022 and this data will be used to develop priorities for day opportunities that can give carers short breaks.</li> </ul>	Ongoing



## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
7) Focus our efforts on ensuring older people are safe and safeguarded, protected from financial abuse, remain connected to their communities, live in homes suitable for their needs and aspirations while maintaining and improving their health.	A) Work with Adult Safeguarding Chair to promote safeguarding for older adults	Annual Chair's report with success measured	April 2023 [AP]	Director of Adult Services	<ul style="list-style-type: none"> <li>The Annual report of the Bromley Safeguarding Adults Board contains progress on the priority areas within its strategic plan, the achievements of the Board and its individual members as well as the outcomes of any Safeguarding Adult Reviews undertaken. The Annual Report for 2021/22 is published in full and easy-read format, a recorded presentation is also published on the Board's website. Since its publication, the report has been viewed over 250 times.</li> </ul>	Ongoing
	B) Prepare for implementation of Liberty Protection Safeguards	Plans in place for national implementation of LPS. Implementation carried out successfully.	April 2023 [AP]	Assistant Director, Safeguarding Practice and Provider Relations	<ul style="list-style-type: none"> <li>The Government announced in April 2023 that the implementation would be delayed beyond the life of this Parliament.</li> <li>The focus is to maintain Mental Capacity Act 2005 practice and ensure that deprivation of liberty assessments are undertaken for people 16 years and above in the community, care home and hospitals.</li> <li>On-going partnership and collaborative work on Mental Capacity Act practice with all partners through quarterly solution-focused partnership meetings.</li> <li>Training collaboration with all partners in MCA and deprivation of liberty.</li> </ul>	Ongoing

## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
	C) Raise awareness of financial abuse with older people	Awareness of scams and rogue traders promoted  Promote Bromley Trading Standards Checked website	April 2023 [AP]  April 2023 [AP]	Director of Environment and Public Protection	<ul style="list-style-type: none"> <li>By the end of March 2023, 35 Trading Standards Alerts had been disseminated to estimated wider audience of 47,000 borough wide with the majority focusing specifically on scams and doorstep crime. 46 talks given to partner and community groups with a total audience of 1,314.</li> <li>Trading Standards Checked formally launched in July 2022 with 7 Bromley specific organisations to date. Plans to increase membership are currently taking place.</li> </ul>	Ongoing
	D) Housing needs and aspirations of older people are met	Extra Care Housing Review:  The Disabled Facilities Grant is used to make improvements as required.	June 2023  April 2023 [AP]	Assistant Director, Integrated Commissioning  Assistant Director, Housing	<ul style="list-style-type: none"> <li>A Housing with Care Strategy, incorporating plans to develop Extra Care Housing, will be presented to the ACH PDS Committee and Executive in June 2023.</li> <li></li> <li>A new Housing Assistance Policy is being developed to focus available resources to improve housing conditions across the borough. The aim is to make the policy more accessible to the most vulnerable residents. A series of stakeholder meetings will capture the views of residents and raise awareness of the policy.</li> </ul>	Ongoing  Ongoing

## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
8) Deliver our Mental Health and Wellbeing strategy, improving prevention and early intervention, developing integrated multi-disciplinary and multi-agency approaches to treatment and improving support to adults with long-term and complex needs, better supporting recovery and rehabilitation of all those with mental health challenges.	A) Work with partners to develop and deliver on the transformation of community based mental health services	Refresh integrated Mental Health and Emotional Wellbeing Strategy including Child and Young People's provision	Autumn 2023	Director of Adult Services	<ul style="list-style-type: none"> <li>A mid-point review of the Strategy was presented to the Health and Wellbeing Board in March 2023. Excellent progress has been made. Going forward a new mental health JSNA is being commissioned and this will inform the development of a new strategy to take effect from 2025.</li> </ul>	Ongoing
		Commission integrated housing support for adult mental health service users	April 2024	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> <li>Approval to tender for a new joint adult mental health recovery and rehabilitation support@home service was given by Executive in November 2022. The commissioning process will be completed by April 2024 with the service commencing in October 2024.</li> </ul>	Ongoing
		Establish a Children and Young People's Mental Health and Emotional Wellbeing Partnership Board	June 2022		<ul style="list-style-type: none"> <li>The Board held its inaugural meeting in June 2022. Initial focus has been on developing the joint Oxleas NHS Trust and Bromley Y response to the post pandemic demand on services. A Single Point of Access has been implemented and this is making positive progress on reducing waiting times.</li> </ul>	Completed

## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
9) Develop our offer for adults who have learning disabilities and autism in the borough, helping individuals to be as independent as possible and living in supportive and inclusive communities. We will seek to harness our multi-agency resources to tackle social isolation, to provide more choice of supported accommodation and housing and boost employment	A) Implement the new 0-25 service	Recruitment taken place and new service fully staffed	April 2023	Director of Children's Services	<ul style="list-style-type: none"> <li>The establishment of the combined 0-25 service, incorporating Children's Social Care, Adult Social Care and health, was agreed in March 2022 to improve arrangements for the transition into adulthood for young people.</li> <li>A new Head of Service has been appointed with four teams comprising Children with Disabilities social care, Short breaks, Transition and Occupational Therapy teams beginning in September 2022. A new Group Manager has been recruited for the Disability service and the short breaks team will be developed within the current workforce.</li> <li>Further work on the structure and staffing of the new service is being finalised with an additional staff member recruited in the Preparing for Adulthood team to support young people with whose primary need is a physical disability.</li> </ul>	Ongoing
		Care pathways and plans map transition from children's services to adult services	April 2023 [AP]		<ul style="list-style-type: none"> <li>Pathways have been designed, but will need to be reviewed, once structure and capacity of the service has been established,</li> <li>A Transitional Working Group is being established to take forward future Preparing for Adulthood events and deliver information and operational practices for all pathways.</li> <li>A transition assessment from 14 years will be implemented, this has been drafted and will be added to Liquidlogic.</li> <li>Work with commissioners of adult services to ensure day opportunities, short breaks and housing support those in transition.</li> </ul>	

## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
opportunities for this group.	B) Increase Shared Lives take-up	Increased number of people with learning disabilities taking part in Shared Lives programme increased.	April 2023 [AP]	Director of Adult Services	<ul style="list-style-type: none"> <li>At 1 April there are 52 approved Shared Lives Carers providing a combined long term, respite and day support placements.</li> <li>5 new prospective carers have been assessed with panel date set for May 2023. This will allow for a possibility of 8 new long-term, respite or day support placements following approval at panel.</li> <li>Respite placements in Shared Lives for residents with a learning disability have increased. This work continues.</li> <li>Development plans to expand the service continue.</li> </ul>	Ongoing
	C) Develop more supported accommodation	Proposals developed to increase supported accommodation	April 2025	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> <li>A Housing with Care Strategy, incorporating plans to develop Extra Care Housing and supported living schemes will be presented to the ACH PDS Committee and Executive in June 2023.</li> <li>A project to reduce supported living voids from the high of 17 at the end of the pandemic when it was not possible to place people has succeeded in housing 14 residents.</li> </ul>	Ongoing
	D) New employment support service contract to be implemented	More people with a learning disability access employment opportunities	April 2023		<ul style="list-style-type: none"> <li>The new Mencap employment contract was introduced in April 2022 and is now mobilised.</li> <li>A scheme to support the development of social enterprises that employ adults with learning disabilities is now in place with offers of start-up funding being made to potential providers.</li> </ul>	Ongoing

**Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update**

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
	E) Deliver the all-age Autism Strategy	<p>Autism awareness raising and training delivered to social care staff and community providers</p> <p>Access to accessible housing information, advice and guidance</p>	<p>April 2027</p> <p>November 2022</p>	Director of Children's Services	<ul style="list-style-type: none"> <li>The Autism Education Trust introductory module, 'Making sense of Autism' module has been delivered to professionals across health and social care services in children's and adult services.</li> <li>The AET programme was delivered to over 300 delegates with feedback averaging 4.64/5.00. A second year of AET training has been licensed with work to identify the needs of services to identify specific training needs.</li> <li>An autism ambassador programme is being developed, to enable people with autism to support key services, such as housing, to review and edit service information to be accessible and understood by autistic people. The needs of people with autism and the Housing Allocation scheme have been reviewed and autism has been discussed at the Homelessness Forum.</li> </ul>	Ongoing

## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
10) Work with carers, including young carers, and those providing support to carers, to better understand and meet their needs and aspirations. Carers form one of the most important foundation stones in Bromley's health and social care system and we recognise the need to boost support to and resilience of this group.	A) Develop a new support offer to help and sustain unpaid carers including young carers	Develop and publish a Bromley Carers Strategy	June 2023	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> <li>A strategy is under development with voluntary and community organisations. Consultation with carers and other stakeholders took place in Q4. The strategy is on schedule for agreement by Members in June 2023.</li> </ul>	Ongoing
		Increase number of carers who have an independent carers assessment of their needs	April 2023 [AP]	Assistant Director, Operations	<ul style="list-style-type: none"> <li>Work with Bromley Well to maximise the number of carers supported has commenced.</li> <li>On-line carers assessment form being developed in Liquidlogic for carers to complete their own assessment. Staff at Bromley Well will be trained to assist in completing assessments from October 2022.</li> <li>Promotion of independent carer assessments continues with social care staff.</li> <li>Carer pathways are being reviewed and developed.</li> </ul>	Ongoing

## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

<p>11) Continue to encourage education and skills development in our adult population maintaining and developing our education and skills offer in Bromley, to enable residents to be well placed for employment opportunities in Bromley and elsewhere.</p>	<p>Offer targeted adult education programmes and support to improve the life chances of adults.</p>	<p>Increased number of participants in provision that will enhance ability to participate in employment and voluntary work</p>	<p>April 2023 (AP)</p>	<p>Director, Education</p>	<ul style="list-style-type: none"> <li>• During the period October to March 2023, 460 courses were taking place at the 2 main centres, in community venues and online.</li> <li>• BAEC continued to work in partnership with LBB and LSEC to provide courses for Ukrainians, who were placed into mainstream classes, along with other local residents needing to increase their English language skills. A new Family Learning programme to support ESOL families in local schools was piloted in partnership with the LBB education team.</li> <li>• 32 ESOL classes ended in the Autumn term with another 41 starting in January, helping over 500 Bromley residents to learn English and improve their employment opportunities. Students on ESOL courses also had the opportunity to attend employability workshops including interview skills and completing job applications.</li> <li>• A wider programme of employability courses began with 35 students attending a variety of topics including Interview Skills as well as dedicated support for staff at a local employer who were facing redundancy</li> <li>• 40 courses for 85 local residents with learning difficulties and disabilities took place, mainly at the Poverest Centre, giving people vital skills towards increased independence.</li> <li>• 35 courses for the essential skills of English, Maths and Digital Skills started during the autumn term, with nearly 300 enrolments. These continued into the new year, with 180 learners in English and maths progressing onto new Functional Skills courses. 35 learners in Digital Skills progressed from Level 1 Office Skills to Level 2. A new</li> </ul>	<p>Ongoing</p>
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Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
					<p>Essential Digital Skills qualification course started in January.</p> <ul style="list-style-type: none"> <li>• A large programme of family learning, parenting and partnership work took place in the community, which attracted over 700 enrolments across 94 courses.</li> <li>• The Digital Drop In centres at both sites are open weekly and have around 10-15 students and other local residents attending each week. People are given employment support such as help with CVs and job interview techniques.</li> </ul>	

## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
12) Build further on DWP-led partnership initiatives to develop a 'one stop' wraparound approach in Jobcentres to improve access of jobseekers to services which meet their broader needs including housing and health support. DWP will maintain a focus on supporting specific groups into employment including care leavers, working aged adults with disabilities and older people wishing to return to work	A) Improve employment outcomes for care leavers	Successful delivery of care leavers Education Employment and Training strategy	April 2023	Director of Children's Services	<ul style="list-style-type: none"> <li>A series of programmes and projects support children looked after to continue with education and training and prepare for employment. This includes providing training and employment opportunities, mentoring schemes for university students and support to apply for internships.</li> <li>A weekly Leaving Care panel, including DWP, considers all 16+ who are NEET to develop and progress individual plans.</li> <li>A pre-employability course, New Beginnings for Care Leavers, takes place twice a year.</li> </ul>	Ongoing
	B) Work with DWP to hold Disability Confident employer events in Bromley	Disability Confident events held with opportunities to gain employment with local employers	April 2023		<ul style="list-style-type: none"> <li>A Disability Confident event was held at the Civic Centre in May 2022 organised in conjunction with DWP and Bromley Mencap. Over 300 attendees had the opportunity to meet with local and regional employers and training providers.</li> <li>20 job offers have since been confirmed, and an additional 33+ referrals have been made to job support programmes.</li> </ul>	Ongoing

## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
13). Deliver our mitigating Loneliness Initiative – aiming to reduce isolation and improve the wellbeing of Bromley residents. Ensuring we maximise the use of volunteers to achieve community resilience and that we appropriately acknowledge and encourage their contribution to the community.	A) Work with partners to deliver the Loneliness Strategy Action Plan	Appoint Principal Loneliness Champion to deliver action plan	September 2022	Assistant Director Strategy, Performance and Corporate Transformation	<ul style="list-style-type: none"> <li>• The Principal Loneliness Champion took up the role in September 2022 and is working across the Council and with partners to deliver the action plan.</li> <li>• A multi-agency Action Plan Group has been established to assist in delivery of the action plan and co-ordinate partnership working.</li> <li>• A presentation to the Borough Partnership in November has led to a number of initiatives within these agencies.</li> <li>• Promotion of local befriending services via social media and through flyers placed throughout the borough were delivered during Befriending Week in November.</li> <li>• Press releases and the Christmas 2022 Update newsletter have continued to remind residents that their neighbours may be experiencing loneliness during the winter, with suggestions on how to support neighbours in small ways.</li> <li>• Plans for Loneliness Awareness Week 2023 are being developed including a Tackling Loneliness Summit.</li> <li>• The multi-agency training programme was piloted at the beginning of March 2023. By the end of March, 53 individuals had attended the training session with a rating of 3.7/4.</li> </ul>	Completed
	B) Raise awareness of loneliness and how to mitigate against it	Annual campaign in Loneliness Awareness Week and throughout the year	April 2023 [AP]			Ongoing
		Deliver multi-agency training to increase understanding of loneliness and its mitigation tools	April 2023 [AP]			

## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

<p>14) Explore and implement innovation in seeking to improve outcomes for service users and make best use of the resources at our disposal.</p>	<p>A) Develop the use of assistive technology to enable residents to remain in their homes.</p>	<p>Implement and review assistive technology models for:</p> <ul style="list-style-type: none"> <li>• Reablement</li> <li>• Autism and Learning Disabilities</li> <li>• Self care for residents with long-term covid</li> <li>• Hospital discharge step down flats</li> <li>• Community Falls Service</li> </ul>	<p>April 2025</p>	<p>Director Adult Services</p>	<ul style="list-style-type: none"> <li>• Pilot begun of wearable GPS tracking device which alerts next of kin when resident leaves a designated area around their property to ensure their safety and carer reassurance.</li> <li>• Assessing residents at hospital discharge with enhanced packages of care is now embedded including activity monitoring systems as part of the assessment process aimed at reviewing high level of care including 24 hour care. Wearable GPS devices and falls alarms to be piloted in the Discharge to Assess pathway.</li> <li>• Extra Care Housing assessment flats are now live with Connected Care technology for those leaving hospital before returning to the own homes. This will rise to a total of 16 flats.</li> <li>• Work underway with London Ambulance Service and Occupational Therapy to design new referral pathways and procedures for identifying appropriate residents for assistive technology and CareLink.</li> <li>• A referral service direct to the Urgent Community Response Falls Service from CareLink will enable clinical triage at home avoiding hospital admittance and use of London Ambulance Service.</li> <li>• Activity monitoring systems for early assessment and identification of need to support clients to return to previous levels of function and decrease reliance on long term domiciliary care is now embedded in practice.</li> <li>• Access to the referral process for assistive technology by health professionals and provider services has gone live and aims to reduce time needed to process referrals. Awareness in the use of assistive technology in adult social care and assessment of AT has been rolled out for staff. Further training is planned for June.</li> </ul>	<p>Ongoing</p>
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## Ambition 5

**To manage our resources well, providing value for money, efficient and effective services for Bromley's residents.**

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### Portfolio links

This priority has links with the following portfolio plans:

- Renewal, Recreation and Housing

### Strategic links:

This priority has links with the following strategic plans:

- Transforming Bromley
- Roadmap to Excellence for Adult Social Care
- Digital Strategy

## What are we going to do?

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
1) Living within our means. We are rightly expected to work within our budgets to deliver high quality services to our residents whilst ensuring the prudent and	A) Deliver change programme	Adult Social Care budget managed within means	April 2023 [AP}	Director of Adult Services  Director of Adult Services and Director of Finance	<ul style="list-style-type: none"> <li>Adult Social Care Reform Programme Board established to steer and lead on implementing and embedding the reform changes in Bromley.</li> <li>The Board will oversee the Reform Action Plan which details how the measures of success in the White Paper (People at The Heart of Care) will be delivered in Bromley.</li> </ul>	Ongoing

## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
efficient management of our finances through the operation of sound finance systems and processes.	B) Implement Market Sustainability and Fair Cost of Care Fund and Care Cap legislation	Fair Cost of Care review completed  Strategy for implementation agreed	October 2022  April 2023		<ul style="list-style-type: none"> <li>• The Fair Cost of Care data collection and government returns were made in October 2022. The Council's Market Sustainability Plan 2023/24 was agreed by the Executive in March 2023.</li> <li>• In November 2022, the government announced via the Autumn Statement that the Adult Social Care Charging Reform would be delayed by two years to October 2025. However, the Systems Reform is still being implemented which includes: <ul style="list-style-type: none"> <li>○ CQC Assurance Framework,</li> <li>○ widespread digitalisation across social care,</li> <li>○ new models of social care,</li> <li>○ support to unpaid carers,</li> <li>○ integrating housing into care,</li> <li>○ developing and supporting the Adult Social Care Workforce,</li> <li>○ better use of data to help manage current and future demand and</li> <li>○ improving system navigation, access to information, advice, and guidance as well as support.</li> </ul> </li> <li>• A strategy for implementing the Systems Reform has been developed and agreed with the Programme Board.</li> <li>• Communication and engagement strategy commenced in November 2022, through staff engagement workshops and surveys to care providers</li> <li>• Continuing to embed lessons learnt and good practice from the Trailblazer sites.</li> </ul>	Completed

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2) Being opportunistic and collaborative in making bids to Government and other funding sources to increase resources available to the Partnership. Lobby the Government and Government departments strongly for increased resources when we see a need or opportunity.	<p>A) Pursue opportunities for additional grant funding</p> <p>B) Lobby government for funding appropriate to Bromley needs</p>	Additional funding achieved	April 2023 [AP]	<p>Director of Adults Services</p> <p>Director of Finance</p>	<ul style="list-style-type: none"> <li>• The department is looking to pursue additional funds through seeking additional grants from DHSC or other agencies as well as through joint funding with NHS partners. These will be reported after their receipt.</li> <li>• New funding achieved in 2022/23 includes: <ul style="list-style-type: none"> <li>○ £247k LD/Autism ring fenced funding from ICB.</li> <li>○ £3,308k Hospital Discharge funding from the ICB</li> <li>○ £612k Winter Pressure funding from ICB</li> <li>○ £361k Discharge Transformation funding from ICB</li> <li>○ £500k funding from Kings University Hospital NHS Trust to support hospital discharge arrangements.</li> <li>○ £804k for Market Sustainability and Fair Cost of Care Fund and £104k Charging Reform Implementation Support Grant from DHSC</li> <li>○ <u>£992k additional adult hospital discharge funding from DHSC.</u></li> <li>○</li> </ul> </li> </ul>	Ongoing



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3) Recognising the importance of our workforce to the achievement of our ambitions and implementing workforce strategies which helps to recruit and retain the highest quality staff for services in the borough.	A) Retain the Recruitment and Retention Board to ensure that adult social care is delivered through a stable well-trained workforce	Maintain the stabilisation of the permanent front-line workforce.	April 2023 [AP]	Director of Adult Services	<ul style="list-style-type: none"> <li>• Work continues to recruit permanent staff and convert locum staff: 81% of frontline staff are permanent. This compares to 71% in 2019.</li> </ul>	Ongoing	
		Implement Adult Social Care Learning and Development Strategy	April 2023 [AP]	Director of HR		<ul style="list-style-type: none"> <li>• Learning and Development Board established chaired by Assistant Director, Operations and including Heads of Service and HR representation.</li> <li>• Learning and Development Strategy in place and being rolled out. The L&amp;D Board monitor and review implementation of the training programme. Training programme for 2023/24 being commissioned with 2 tenders currently out for specialist and generic courses to commence in summer 2023: meantime courses are provided as spot purchases.</li> </ul>	Ongoing
		Implement Wake up to care and other initiatives to support care and health provider recruitment and retention	April 2023 [AP]			<ul style="list-style-type: none"> <li>• A Workforce Strategy for Adult Social Care, which includes social care providers, is being developed by a Task and Finish Group with data currently being gathered to inform the Strategy.</li> <li>• New Wake Up to Care Board established with domiciliary care and care home providers. The Board oversees the promotion and implementation of the programme.</li> <li>• Promotion activities include: <ul style="list-style-type: none"> <li>○ Regular Market Stall in Bromley High Street</li> <li>○ Website promotion</li> <li>○ Supporting some care homes with overseas recruitment</li> <li>○ A Borough Partnership recruitment event on 16 January attracted over 300 individuals and included a Wake up to Care stall</li> </ul> </li> </ul>	

Action	Detail	Measures Of Success	Target Date	Lead	Update Q4	Update Status
					<ul style="list-style-type: none"> <li>○ An event at London South East Colleges, Bromley Campus, for entry level roles including Wake up to Care was held on 10 February, attended by over 300 people, which has generated a lot of interest in the programme.</li> <li>○ Digital promotion of the programme in The Glades is taking place.</li> <li>○ Presentations on the programme to DWP are being planned to encourage returners to work to consider the care sector.</li> <li>● As carers have expressed an interest their CVs go straight to Board members for recruitment and training. A 10 day training programme will take place once a cohort has been established to make the programme viable.</li> <li>● The Carry on Caring approach now incorporated to attract experienced carers who are passed directly to partners on the Board – over 30 potential employees forwarded so far.</li> <li>● The Directorate is offering two Apprenticeship roles to enable existing unqualified staff to qualify as Social Workers.</li> </ul>	

## Adult Care and Health Portfolio Plan for 2022 to 2023 – Q4 Update

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4) Maintaining our focus on commissioning and market shaping, developing integrated and joint commissioning where it makes sense to do so, and ensuring we commission intelligently with clear outcomes in mind. Ensuring our commissioned services deliver what is expected through robust and active contract management.	A) Develop and publish a Market Position Statement setting out Council priorities for future commissioning of services and developing the local social care market	Market Position Statement published	Autumn 2023	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> <li>A draft is in production with completion postponed until later in the year in order that the interdependent Market Sustainability Plan was agreed by Executive first.</li> </ul>	Ongoing
	B) Further develop the integrated commissioning of care and health services with NHS partners	Increase in joint and integrated commissioning of care and health services	April 2023 [AP]		<ul style="list-style-type: none"> <li>Joint commissioning arrangements for mental health housing support services were agreed at the Executive meeting in June 2022.</li> <li>Arrangements for the recommissioning of Integrated Community Equipment Services will be reported to ACH PDS and Executive in March 2023. The contract is in place and operating with a new provider from April 2023.</li> <li>Through additional government ringfenced funds to support hospital discharge, the Council and SELICB established an integrated fund of £2.3m to support and commission extra support to people leaving hospital over the winter 2022/23.</li> <li>The new model for hospital discharge with multi-agency teams including LBB staff will be implemented in Q4.</li> <li>A review of and action plan for integrated community mental health services between the Council and Oxleas MH Trust was implemented in 2022/23.</li> </ul>	Ongoing

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5) Continuing to exploit the benefits of digitalisation in service delivery through a new Digital Strategy, integrating systems and processes where it is feasible and practical. The Council will learn from best practice with a view to utilising technologies which provide practical improvements to our services.	A) Implement and develop the Social Care Information System (SCIS) for Adults and Children's Services	The Social Care Information System is developed to meet needs of workforce and performance management	April 2023 [AP]	Director of Adult Services  Director of Children's Services  Assistant Director of IT	<ul style="list-style-type: none"> <li>• There continues to be generic and bespoke Liquidlogic training sessions and staff guides to support the workers.</li> <li>• Fortnightly Performance Review meetings focus on the data and what areas of the service need more support, training or a process ie Reviews, Outstanding tasks and areas for data cleansing.</li> <li>• Priorities have been the online portals which allows self-assessments, professional referrals and financial calculations to be made and feed directly into LAS. These are due to go live in May 2023.</li> <li>• Forms are being reviewed to ensure they continue to meet the needs of the service.</li> </ul>	Ongoing

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6) Developing information and knowledge sharing across Partnership agencies to enhance the intelligence available to all agencies in planning and evaluating our services.	A) Ensure our knowledge of the borough and client groups is up to date	The Joint Strategic Needs Assessment is updated regularly with focus on client groups as needed	Dec 2022 [AP]	Director Public Health	<ul style="list-style-type: none"> <li>The Substance Misuse Needs Assessment was presented at the June Health and Wellbeing Board. This assessment had been made prior to the recommissioning of the service in 2023. A separate Alcohol and Substance Misuse Needs Assessment is underway which will provide additional information for the new service.</li> <li>A Homeless Needs Assessment is also being produced.</li> <li>Future plans include work on Morbidity and Mortality and to update the demographic information as Census data becomes available.</li> </ul>	Ongoing
	B) Enable an effective Performance Management Framework for Adult Services	Continue to produce high quality performance management data and ensure statutory returns are met	April 2023 {AP}	Assistant Director, Strategy, Performance and Corporate Transformation	<ul style="list-style-type: none"> <li>Adults Performance Management Framework refreshed in 2021/22 with good input and oversight from ASC Managers.</li> <li>New suite of performance reports from LiquidLogic built to enable weekly and monthly management oversight.</li> <li>Weekly and monthly performance reporting has been established, enhanced by data cleaning reports. Monthly performance digest content and accessibility refreshed.</li> <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>Statistical neighbour reports produced when appropriate.</li> <li>Statutory data/performance returns 2021/22 delivered on time to Government departments.</li> </ul>	Ongoing

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7) Working across the Partnership to make the best use of the public estate in Bromley utilising our own buildings as best as possible and exploring further opportunities for co-location and integration of service delivery.	A) Explore co-location with NHS partners as part of Civic Centre campus development	Agreement over co-location with NHS and other health partners	April 2023	Director of Housing, Regeneration and Planning	<ul style="list-style-type: none"> <li>• Discussions continue about the feasibility of co-locating the Bromley Health and Wellbeing Centre with the Civic Centre.</li> <li>• The potential move to a new Council site has created opportunities for co-location with NHS colleagues and these are being investigated.</li> </ul>	Ongoing