



# Adult Care and Health

Portfolio Plan for 2023 to 2024

[www.bromley.gov.uk/corporatestrategy](http://www.bromley.gov.uk/corporatestrategy)



# Welcome

## Message from the Portfolio Holder for Adult Care and Health

This Portfolio Plan presents the key priorities for Adult Care and Health Services for 2023-24. Members will monitor the progress of this Portfolio Plan through regular updates to the Council's Adult Care and Health Policy Development and Scrutiny Committee.

The Portfolio Plan is shaped around two of the ambitions from Corporate Strategy – Making Bromley Even Better 2021-2031:

- Ambition 2 - For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- Ambition 5 - To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.

Achieving these ambitions in a changing regulatory, financial and physical environment remains a challenge and should not be underestimated. By implementing these strategic objectives, I truly believe that we can enable our Bromley residents to achieve, thrive and reach their full potential.

I am extremely proud of the achievements that have taken place in past years, as Adult Social Care and providers have continued to support vulnerable residents to keep people safe. I now anticipate that we will continue to deliver improving services and outcomes through the Transforming Bromley programme during this coming year.

**CLlr Diane Smith**

**Portfolio Holder for Adult Care and Health**

# About this Portfolio Plan

This Portfolio Plan will contribute to the delivery of our long-term vision as presented in our corporate strategy, **Making Bromley Even Better**; available from [www.bromley.gov.uk/corporatestrategy](http://www.bromley.gov.uk/corporatestrategy)

## Our vision

We want Bromley to be...

**a fantastic place to live and work, where everyone can lead healthy, safe and independent lives**

Our plan will be delivered jointly by the Council and partner agencies. We firmly believe that strong partnerships formed the foundation of our previous plan 'Building a Better Bromley'.

Together we have five new ambitions:

- 1** For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
- 2** For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
- 3** For people to make their homes in Bromley and for business, enterprise and the third sector to prosper.
- 4** For residents to live responsibly and prosper in a safe, clean and green environment great for today and a sustainable future.
- 5** To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.

# 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?

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>1) Deliver our Health and Wellbeing strategy to help improve health outcomes for adults.</p>	<p>A) Monitor progress on the Health and Wellbeing Strategy for Bromley</p>	<p>Health and Wellbeing Board receives regular reports on each priority.</p>	<p>April 2024 [AP]</p>	<p>Director Public Health</p>
	<p>B) Produce a refreshed Health and Wellbeing Strategy in 2023</p>	<p>New Health and Wellbeing Strategy launched.</p>	<p>December 2023</p>	
<p>2) Influence the health economy through the Bromley Local Care Partnership Board to ensure that the right services are commissioned for Bromley residents.</p>	<p>A) Support the Local Care Partnership Board in managing its Bromley delegated budgets to best serve residents</p>	<p>Work with the Local Care Partnership agencies to develop local health and care priorities for investment</p>	<p>April 2024 [AP]</p>	<p>Assistant Director, Integrated Commissioning</p>
		<p>Develop further the integrated approach to planning and commissioning care and health</p>	<p>April 2024 [AP]</p>	

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>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.</p>	<p>A) Establish local governance arrangements</p>	<p>Local Care Strategy agreed</p>	<p>June 2023</p>	<p>Director of Adult Services</p>
	<p>B) Work with partners to deliver integrated health and care services across care pathways</p>	<p>Implement the winter plan with NHS partners</p>	<p>April 2024 [AP]</p>	<p>Assistant Director, Integrated Commissioning</p>
		<p>Hospital social workers moved to Single Point of Access</p>	<p>Autumn 2023</p>	<p>Assistant Director, Operations</p>
		<p>Deliver the integrated support programme to care homes programme</p>	<p>April 2024 [AP]</p>	<p>Assistant Director, Integrated Commissioning</p>

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
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	October 2023	Director of Adult Services
	B) Continue to increase the use of direct payments as a model of service delivery	Work to increase direct payments to continue	April 2024 [AP}	Assistant Director Operations
	C) Embed Strength based Practice	Implement the Learning and Development Strategy	April 2024 [AP]	Assistant Director Operations

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
	D) Enable residents to access information about support and services more easily and access care and support themselves	Improve access to information through the Council website and other channels	April 2024 [AP]	Director of Adult Services
	E) Work with partners and residents through the Bromley Safeguarding Adult Board to promote safety and wellbeing of vulnerable adults and prevent or respond to abuse and neglect	Deliver on BSAB priorities for Bromley  Multi-agency partnerships share information and collaborate to act in timely and effective manner	April 2024 [AP]  April 2024 [AP]	Assistant Director, Safeguarding, Practice and Provider Relations



MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
	<p>F) Continually evaluate safeguarding processes and practices</p> <p>G) Continue to prepare for the CQC Assurance process</p>	<p>Learning from the professional and service user experience of safeguarding implemented</p> <p>Outcome of two annual audits will identify good practice and areas for improvement</p> <p>Continually evaluate strengths of practice and implement improvements in line with the CQC self-assessment framework</p> <p>Plan of action is implemented to address improvement areas</p> <p>Review and update existing Quality Assurance Framework for adult services in consultation and through co-production with staff</p>	<p>April 2024 [AP]</p> <p>April 2024 [AP]</p> <p>April 2024 [AP]</p>	<p>Assistant Director, Safeguarding, Practice and Provider Relations</p> <p>Assistant Director, Safeguarding, Practice and Provider Relations</p>

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
	H) Implement service user and carer engagement strategy to listen to residents, including those from Bromley's diverse communities, and involve them in developing services	Forum established and engagement activities carried out with feedback informing service planning and quality assurance	April 2024 [AP]	Assistant Director, Safeguarding, Practice and Provider Relations

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>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.</p>	<p>A) Commission primary and secondary intervention and prevention services</p>	<p>Increase information on and access to activities run by voluntary organisations</p>	<p>April 2024 [AP]</p>	<p>Assistant Director Integrated Commissioning</p>
		<p>Pilot and/or support the development of new community-based services</p>	<p>April 2024 [AP]</p>	
	<p>B) With care and health partners develop the neighbourhood approach to working with communities</p>	<p>To continue to build on the success of Primary Care Networks by reviewing and strengthening the integrated arrangements.</p>	<p>April 2024 [AP]</p>	<p>Assistant Director Operations</p>
		<p>Pilot and/or support the development of new community hubs</p>	<p>April 2024 [AP]</p>	<p>Programme Manager – Adult Social Care Reforms Programme Manager – Adult Social Care Reforms</p>
	<p>C) Work with partners to develop and deliver new models of care</p>	<p>Pilot and/or support the development of new models of care</p>	<p>April 2024 {AP]</p>	

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
6) Enable 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) Develop services to enable older people to continue to live at home	<p>Create more day opportunities for older people</p> <p>Help more people to live at home through domiciliary care and assistive technology</p>	April 2024 [AP]	Assistant Director Integrated Commissioning

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>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.</p>	<p>A) Work with Adult Safeguarding Independent Chair to promote safeguarding for older adults</p>	<p>Bromley Safeguarding Adults Board annual report with success measured, also produced in easy-read and video presentation format</p>	<p>April 2024 [AP]</p>	<p>Director of Adult Services</p>
	<p>B) Continue to focus on implementation of current Mental Capacity Act</p>	<p>Multi-agency Mental Capacity Act Forum to support agencies to implement Act</p>	<p>April 2024 [AP]</p>	<p>Assistant Director, Safeguarding, Practice and Provider Relations</p>
	<p>C) Housing needs and aspirations of older people are met</p>	<p>Agree and begin the implementation of a housing with care strategy</p>	<p>June 2023</p>	<p>Assistant Director, Integrated Commissioning</p>

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>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.</p>	<p>A) Work with partners to develop and deliver on the transformation of community based mental health services</p>	<p>Develop a new Mental Health Strategy</p> <p>Commission integrated housing support for adult mental health service users</p>	<p>April 2025</p> <p>April 2024</p>	<p>Director of Adult Services</p> <p>Assistant Director Integrated Commissioning</p>

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>9) Develop our offer for adults who have learning disabilities 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 opportunities for this group.</p>	<p>A) Increase Shared Lives take-up</p>	<p>Increased number of people with learning disabilities taking part in Shared Lives programme increased.</p>	<p>April 2024 [AP]</p>	<p>Director of Adult Services</p>
	<p>B) Develop more supported accommodation</p>	<p>Agree and begin the implementation of a housing with care strategy</p>	<p>June 2023</p>	<p>Assistant Director Integrated Commissioning</p>
	<p>C) New employment support service contract to be implemented</p>	<p>More people access employment opportunities</p>	<p>April 2024 [AP]</p>	

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>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.</p>	<p>A) Develop a new support offer to help and sustain unpaid carers including young carers</p>	<p>Develop and publish a Bromley Carers Strategy</p> <p>Increase number of carers who have an independent carers assessment of their needs</p>	<p>June 2023</p> <p>April 2024 [AP]</p>	<p>Assistant Director Integrated Commissioning</p> <p>Assistant Director, Operations</p>
<p>11). 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.</p>	<p>A) Work with partners to deliver the Loneliness Strategy Action Plan</p> <p>B) Raise awareness of loneliness and how to mitigate against it</p>	<p>Action Plan delivered with partners</p> <p>Annual campaigns in Loneliness Awareness Week and throughout the year</p> <p>Deliver multi-agency training to increase understanding of loneliness and its mitigation tools</p>	<p>April 2024 [AP]</p> <p>April 2024 [AP]</p> <p>April 2024 [AP]</p>	<p>Assistant Director Strategy, Performance and Corporate Transformation</p>



MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
12) Explore and implement innovation in seeking to improve outcomes for service users and make best use of the resources at our disposal.	A) Develop the use of assistive technology to enable residents to remain in their homes.	Implement and review Assistive technology models for: <ul style="list-style-type: none"> <li>• Reablement</li> <li>• Autism and Learning Disabilities</li> <li>• Community Falls Service</li> </ul>	April 2025	Director Adult Services

## 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?

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>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 efficient management of our finances through the operation of sound finance systems and processes.</p>	<p>A) Deliver change programme</p> <p>B) Implement Market Sustainability and Fair Cost of Care Fund legislation</p>	<p>Adult Social Care budget managed within means</p> <p>Market Sustainability Strategy implemented</p> <p>Additional information and support for self-funders enabling them to plan for the cost of care</p>	<p>April 2024 [AP]</p> <p>April 2024 [AP]</p> <p>April 2024 [AP]</p>	<p>Director of Adult Services</p> <p>Director of Adult Services and Director of Finance</p>
<p>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>	<p>A) Pursue opportunities for additional grant funding</p> <p>B) Lobby government for funding appropriate to Bromley needs</p>	<p>Additional funding achieved</p>	<p>April 2024 [AP]</p>	<p>Director of Adults Services</p> <p>Director of Finance</p>

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>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.</p>	<p>A) Retain the Recruitment and Retention Board to ensure that adult social care is delivered through a stable well-trained workforce</p>	<p>Maintain the stabilisation of the permanent front-line workforce.</p>	<p>April 2024 [AP]</p>	<p>Director of Adult Services</p>
		<p>Implement Adult Social Care Learning and Development Strategy</p>	<p>April 2024 [AP]</p>	<p>Director of HR</p>
		<p>Implement Wake up to care and other initiatives to support care and health provider recruitment and retention</p>	<p>April 2024 [AP]</p>	
	<p>B) Ensure Bromley's Adult workforce is able to deliver the care needs of residents now and in the future</p>	<p>Produce an Adult Social Care Workforce Position Statement</p>	<p>June 2023</p>	<p>Programme Manager – Adult Social Care Reform</p>
		<p>Develop and publish a Bromley Adult Services Workforce Strategy</p>	<p>April 2024</p>	

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
	C) Ensure the safety of our workforce in fulfilling their roles.	Develop and implement the Work Safe approach	July 2024	Programme Manager – Adult Social Care Reform
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.	<p>A) Develop and publish a Market Position Statement setting out Council priorities for future commissioning of services and developing the local social care market</p> <p>B) Further develop the integrated commissioning of care and health services with NHS partners</p>	<p>Market Position Statement published</p> <p>Independent health and care provider market supported and developed</p> <p>Increase in joint and integrated commissioning of care and health services</p>	<p>April 2024</p> <p>April 2024 [AP]</p> <p>April 2024 [AP]</p>	Assistant Director Integrated Commissioning

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
<p>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.</p>	<p>A) Develop the Social Care Information System (SCIS) for Adults and Children’s Services</p>	<p>The Social Care Information System is developed to meet needs of workforce and performance management</p> <p>Continue to build on the implementation of the Social Care Information System by reviewing and strengthening the case management, data and performance management arrangements</p>	<p>April 2024 [AP]</p> <p>April 2024 [AP]</p>	<p>Director of Adult Services</p> <p>Assistant Director of IT</p> <p>Programme Manager – Adult Social Care Reform</p>

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
	B) Digital transformation in Adult Social Care	<p>Complete an independent review and develop a forward plan of the approach to using data and digital technology to deliver improvements in Adult Social Care services and outcomes</p> <p>Develop and publish an Adult Services Digital Strategy</p> <p>Proposals developed to create a new digital offer to help enhance quality of care and improve outcomes</p>	<p>March 2024</p> <p>June 2024 [AP]</p> <p>May 2024 [AP]</p>	Programme Manager – Adult Social Care Reform

MAKING BROMLEY EVEN BETTER	DETAIL	MEASURES OF SUCCESS	TARGET DATE	LEAD
	C) Integrated care systems	Develop further the integrated approach to the use of the London Care Records by reviewing and strengthening performance arrangements and pathways	April 2024 [AP]	Programme Manager – Adult Social Care Reform
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 2023 [AP]	Director Public Health
	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 2024 {AP}	Assistant Director, Strategy, Performance and Corporate Transformation