

Action plan

Ambition 2

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

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	Update Q2	Update Status
<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>	<ul style="list-style-type: none"> • An update on the Suicide Prevention workstream was received at the June meeting of the Health and Wellbeing Board. Progress on the current Suicide Prevention Plan has been made on pathways, training, awareness raising and sharing of good practice. A review of the Suicide and Self Harm data is being made to inform the renewed Plan in 2024. 	<p>Ongoing</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>		<ul style="list-style-type: none"> • Work by the Brain Health Task and Finish Group to bring together current knowledge and workstreams has begun. • 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. • The new Health and Wellbeing Strategy was agreed by the Health and Wellbeing Board in September 2023. Work will continue with partners to outline how they will support the priorities in the strategy. 	<p>Ongoing</p>

Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
<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>	<ul style="list-style-type: none"> • The Bromley Local Care Partnership has developed its 5 year strategy for Bromley and this was formally agreed in June 2023. • South East London Integrated Care System (SELICS) strategy and priorities have been drafted and consulted on. The final draft was taken to borough Health and Wellbeing Boards in June 2023 prior to being finalised on 30 June 2023. 	<p>Ongoing</p>
		<p>Develop further the integrated approach to planning and commissioning care and health</p>	<p>April 2024 [AP]</p>		<ul style="list-style-type: none"> • The Bromley Better Care Fund Plan 2023-2025 was agreed at the Health and Wellbeing Board on 29 June 2023. The Plan sets out arrangements for joint commissioning between the Council and ICB and joint arrangements across the local care and health system for hospital discharge and admissions avoidance. 	<p>Ongoing</p>

Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
3) Continue the development of the One Bromley Local Care	A) Establish local governance arrangements	Local Care Strategy agreed	June 2023	Director of Adult Services	<ul style="list-style-type: none">The Bromley Local Care Strategy was agreed in June 2023.	Completed

Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
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.	B) Work with partners to deliver integrated health and care services across care pathways	Implement the winter plan with NHS partners	April 2024 [AP]	Assistant Director, Integrated Commissioning	<ul style="list-style-type: none"> The Winter Plan 2023-24 has been agreed across care and health partners. Funding arrangements are included as part of the Better Care Fund Plan 2023-25. Additional resources are being deployed to launch a comprehensive winter pressures response from October 2023. 	Ongoing
		Hospital social workers moved to Single Point of Access	Autumn 2023	Assistant Director, Operations	<ul style="list-style-type: none"> A consultation with the Hospital Discharge Team ended in May 2023. Social work staff are now based in the SPA on a rota basis on weekdays. A further review of the pathway has led to the Hospital Social Work team managing all Out of Borough hospital Discharges and Enhanced Care discharges. 	Completed
		Deliver the integrated support programme to care homes programme	April 2024 [AP]	Assistant Director, Integrated Commissioning	<ul style="list-style-type: none"> Trainers are supporting the roll out of REACT to Falls training for all remaining care homes in Bromley in partnership with University of Nottingham. Extra Care Housing are to begin the training once dates are agreed. Further training is offered for RESTORE2 – which is refresher training and competency sessions for recognising signs of deterioration – have been held and received a good turnout. Digital standards - All homes are now compliant to 'standards met'. Homes are encouraged to sign up to the universal care plan platform so we can begin the steps in supporting them in creating Universal Care Plans. The Digital Support Officers have organised a series of online DSCR demo events and will be supporting the remaining homes to get set up with a DSCR before March 2024. 	Ongoing

Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	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	October 2023	Director of Adult Services	<ul style="list-style-type: none"> Stakeholder consultation took place over the spring and summer with a final draft being presented to the ACH PDS Committee and Executive in September 2023. 	Completed
	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	<ul style="list-style-type: none"> At the end of September 2023, performance continues to plateau between 24% and 25% for adults receiving a direct payment. There are 532 adults with a direct payment in total. The project group continues to meet 6 weekly. To hit the target of 27%, 2 new direct payments are needed each week. 	Ongoing
	C) Embed Strength based Practice	Implement the Learning and Development Strategy	April 2024 [AP]	Assistant Director Operations	<ul style="list-style-type: none"> Strength Based Practice has been highlighted as a need for the service. We have a new provider in place to deliver this training to the workforce. Training will now be a full day and face to face. A further strength based practice audit will be revisited early 2024. 	Ongoing

Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
	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	<ul style="list-style-type: none"> The pages on Bromley Council website that relate to Adult Care and Health are reviewed yearly, and a separate, targeted review is being conducted to ensure key information displayed here is up-to-date and correct. 	Ongoing
	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	April 2024 [AP]	Assistant Director, Safeguarding, Practice and Provider Relations	<ul style="list-style-type: none"> A number of safeguarding awareness resources are being developed, this includes an animation on self-neglect, a key priority area of the Board, which is now published on the BSAB website. 	Ongoing
		Multi-agency partnerships share information and collaborate to act in timely and effective manner	April 2024 [AP]		<ul style="list-style-type: none"> An awareness week of learning sessions was held in July 2023. The Bromley SAB offered a series of online lunch and learn sessions to raise awareness of learning from complex safeguarding cases. This programme was for Council and all multi-agency staff including social workers, frontline healthcare practitioners, GPs, and Primary Care Staff who work with vulnerable adults who present with complex cases and/or at risk of self-neglect. The programme was also accessible to all professional colleagues working in health and social care outside of Bromley. 	Ongoing

Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
	F) Continually evaluate safeguarding processes and practices	Learning from the professional and service user experience of safeguarding implemented	April 2024 [AP]	Assistant Director, Safeguarding, Practice and Provider Relations	<ul style="list-style-type: none"> • Taking learning from local, regional and national case studies and Safeguarding Adult Reviews, the BSAB regularly reviews/updates its local practices, policies, and procedures. As a result, the BSAB identified a need to develop a webpage on sharing information on helpful resources/information on Transitional Safeguarding (a BSAB priority area). • The BSAB ran a week of lunch and learn sessions in July 2023 aimed at professionals. These were themed around the learning identified from recent local complex safeguarding cases. • Regular audits are carried out to identify areas of good practice, as well as identifying improvement areas. 	Ongoing
		Outcome of two annual audits will identify good practice and areas for improvement	April 2024 [AP]			Ongoing

Adult Care and Health Portfolio Plan for 2023 to 2024

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	G) Continue to prepare for the CQC Assurance process	<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>	April 2024 [AP]	Assistant Director, Safeguarding, Practice and Provider Relations	<ul style="list-style-type: none"> The Case File Audit Guidance and Process and audit tools have been updated to support and improve practice. The Bromley Safeguarding Adults Board's (BSAB) current 2023-24 business plan was produced factoring the expectations outlined in the Care Act. This focused on reviewing the achievement of a list of 15 supplementary duties outlined within paragraph 14.139 of the Care Act Statutory Guidance, in preparation for CQC assurance process. The Quality Assurance Framework was recently reviewed and updated. 	<p>Ongoing</p> <p>Ongoing</p> <p>Completed</p>

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	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	<ul style="list-style-type: none"> • The Resident Voice Group continues to meet every 6 weeks. This group is made up of department leads across the service, with its primary objective to identify resident engagement opportunities. • A resident engagement calendar has been developed to centralise activities and KPIs. This provides visibility of activities across the service and will be one of the tools identified in the corporate Curiosity and Engagement Framework. • A new Adult Social Care Communications and Engagement Strategy including an Action Plan has been developed and is being implemented in partnership with the Communications Team. The strategy is overseen by the Adult Care Communication Group, a sub-group of the corporate Public Affairs/Communication Group. The Plan identifies the engagements activities carried out across Adult Social Care, its target audience and communication/engagement channel. 	Ongoing

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5) With a strong focus on wellbeing and prevention, build on improvements made including the	A) Commission primary and secondary intervention and prevention services	Increase information on and access to activities run by voluntary organisations	April 2024 [AP]	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> The new Primary and Secondary Intervention and Prevention Service contract with Bromley Well is mobilised with all new services now on offer. 	Ongoing

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implementation of new multi-disciplinary preventive pathways and the establishment of Primary Care Networks.	B) With care and health partners develop the neighbourhood approach to working with communities	Pilot and/or support the development of new community-based services To continue to build on the success of Primary Care Networks by reviewing and strengthening the integrated arrangements.	April 2024 [AP] April 2024 [AP]	Assistant Director Operations	<ul style="list-style-type: none"> The Innovation Fund is supporting three new projects: Good Gym Social Visits, St Christopher's Palliative Care Champions and the Hygiene Bank for care products for vulnerable children. 14 bids are being considered in the current round of Innovation Fund. Other funds have been used to support the establishment of the Wellbeing Cafes/Hub in the Crays. The Primary Care Networks continue to work well and deliver services to residents. A review of the localities has taken place and some surgeries have been moved. Director of Operations in working closely with colleagues in Health to develop future integrated community preventative services. 	Ongoing Ongoing

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Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
	C) Work with partners to develop and deliver new models of care	Pilot and/or support the development of new community hubs	April 2024 [AP]	Programme Manager – Adult Social Care Reforms	<ul style="list-style-type: none"> • 'Next Steps to People at the Heart of Care' government policy was published in April 2023, which sets out the 6 policy areas that comprise of the 'Systems Reform'. The service is currently reviewing national, regional, and local best practice undertaken by other LA's to deliver the 'Next Steps to People at the Heart of Care' is helping to inform the 'transformation work'. • The service is using existing data and information to explore where development of new community hubs should be piloted and/or supported, as part of the transformation work with the Social Care Institute of Excellence. 	Ongoing
6) Enable older people to retain their independence for as long as	A) Develop services to enable older people to continue to live at home	Pilot and/or support the development of new models of care	April 2024 [AP]	Programme Manager – Adult Social Care Reforms	<ul style="list-style-type: none"> • A 'Case for Change' setting out the recommendations from the independent review and proposed forward plan developed by the Social Care Institute of Excellence was presented at ACH PDS in September 2023. 	Ongoing
		Create more day opportunities for older people	April 2024 [AP]	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> • Funds have been used to support the establishment of a Wellbeing Café in the Crays. Plans to support a second Wellbeing Café are underway. Proposals to develop more day activities are included in the current round of Innovation Fund bids under evaluation. 	Ongoing

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possible with the assistance of family, friends, faith and community groups, the voluntary sector and local authority and health services		Help more people to live at home through domiciliary care and assistive technology			<ul style="list-style-type: none"> • 74% of ASC service users are supported in the community (2,569 out of 3,471 at end of September 2023.) • The 2023-24 ONE Bromley Winter Plan has the key priority of supporting people to remain at, and return, home wherever possible with an increase in voluntary and non-statutory services to support people throughout winter and prevent deterioration of need. Maintaining discharge to assess and a strong Home first offer is enabling people to be discharged from hospital in a timely way to start their recovery and journey back to independence at home. • Market Sustainability and Improvement Funds have been allocated to domiciliary care patch providers to develop their capacity to take on more clients. 	Ongoing
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	A) Work with Adult Safeguarding Independent Chair to promote safeguarding for older adults	Bromley Safeguarding Adults Board annual report with success measured, also produced in easy-read and video presentation format	April 2024 [AP]	Director of Adult Services	<ul style="list-style-type: none"> • 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 2022/23 is currently under development and will be published in full and easy-read format, a recorded presentation will also be produced and made available on the Board's website. 	Ongoing

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Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
for their needs and aspirations while maintaining and improving their health.	B) Continue to focus on implementation of current Mental Capacity Act	Multi-agency Mental Capacity Act Forum to support agencies to implement Act	April 2024 [AP]	Assistant Director, Safeguarding, Practice and Provider Relations	<ul style="list-style-type: none"> Agencies supported to implement Act through the Mental Capacity Act Forum and ensure good practice. 	Ongoing
	C) Housing needs and aspirations of older people are met	Agree and begin the implementation of a housing with care strategy	June 2023	Assistant Director, Integrated Commissioning	<ul style="list-style-type: none"> A Housing with Care Strategy, incorporating plans to develop Extra Care Housing, was agreed by the Executive in July 2023. Work is under way with registered social landlords to look at opportunities. 	Completed

Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
<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>	<ul style="list-style-type: none"> A new mental health JSNA is being commissioned and this will inform the development of a new strategy to take effect from 2025. 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. 	<p>Ongoing</p> <p>Ongoing</p>

Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
<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</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>	<ul style="list-style-type: none"> • At 1 September there are 58 approved Shared Lives Carers providing combined long term, respite and day support placements. • 2 new carers are to be presented at panel in November once assessments completed. • Respite placements in Shared Lives for residents with a learning disability have increased. This work continues. • Respite placements in Shared Lives for residents known to the preparing for adulthood team has begun. • Development plans to expand the service continue. A communication plan to promote Shared Lives is being delivered through Twitter, LBB website and advertising boards across the borough. • Joint working with the Reablement Team to offer dual support is due to commence. • Joint working with the Mental Health team is planned. 	<p>Ongoing</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>	<ul style="list-style-type: none"> • A Housing with Care Strategy, incorporating plans to develop Extra Care Housing and supported living schemes, was agreed by the Executive in July 2023. Work is under way with register social landlords to explore opportunities. 	<p>Completed</p>

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boost employment opportunities for this group.	C) New employment support service contract to be implemented	More people access employment opportunities	April 2024 [AP]		<ul style="list-style-type: none"> The new Mencap service has been in operation for one year. Currently 20 adults with a learning disability have been placed in paid employment. This equates to a total of 144 paid hours per week. Various employers including Bank of America, Bromley FC and local childcare nurseries etc are involved. 	Ongoing
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	A) Develop a new support offer to help and sustain unpaid carers including young carers	Develop and publish a Bromley Carers Plan	June 2023	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> Following consultation with carer and other stakeholders the Carers Plan was brought to ACH PDS for comment by Members in June 2023. The Plan was presented to the Executive for agreement in September 2023. A Carers Charter that will engage a wider group of local agencies in making a commitment of support to carers is under development and led by the Chief Executive of Bromley Well. Members of the Carers Forum participated in an event in August 2023 to review potential contents of the Charter. 	Completed

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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.		Increase number of carers who have an independent carers assessment of their needs	April 2024 [AP]	Assistant Director, Operations	<ul style="list-style-type: none"> • Work with Bromley Well to maximise the number of carers supported has commenced. • On-line carers assessment form has been launched in Liquidlogic for carers to complete their own assessment. • Promotion of independent carer assessments continues with social care staff. • Carer pathways are being reviewed and developed. 	Ongoing

Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
<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>Action Plan delivered with partners</p>	<p>April 2024 [AP]</p>	<p>Assistant Director Strategy, Performance and Corporate Transformation</p>	<ul style="list-style-type: none"> • Work continues with partners to deliver on the Strategy Action Plan by collaborative working on specific projects and promotion of initiatives by fellow partners. • Intergenerational work to provide cards to celebrate religious festivals and a pen-pal scheme have linked schools, Children and Family Centres and Mytime Active after-schools clubs with faith groups, older adults living in care homes and Extra Care Housing as well those receiving domiciliary care and treatment in hospital. 	<p>Ongoing</p>
	<p>B) Raise awareness of loneliness and how to mitigate against it</p>	<p>Annual campaigns in Loneliness Awareness Week and throughout the year</p>	<p>April 2024 [AP]</p>		<ul style="list-style-type: none"> • Loneliness Awareness Week in June saw 5 Big Lunches taking place. Two were held at the Civic Centre for Council staff and three were organised by Friends of Parks and the BEECHE centre at High Elms. Families were encouraged to attend with activities and information provided by Bromley Children’s Project, libraries, Rotary Clubs and other organisations. Over 200 people attended in total. • The Tackling Loneliness Summit was held on 16 June with over 100 participants celebrating the projects and initiatives by the Council and partners since 2019 to mitigate loneliness. • Plans for events for Silver Sunday and Befriending Week are being formulated. 	<p>Ongoing</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
		<p>Deliver multi-agency training to increase understanding of loneliness and its mitigation tools</p>			<ul style="list-style-type: none"> The Tackling Loneliness workshop has been undertaken by 123 individuals from the statutory, voluntary and community sectors. 96% of attendees have found it to be extremely useful or useful. Further targeted promotion of the workshop is planned with sessions for individual teams and divisions being scheduled for the autumn. These include sessions for library staff, trainee police officers, registrars and all officers within Children's Services Early Intervention Division. 	

Adult Care and Health Portfolio Plan for 2023 to 2024

<p>12) 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"> • Reablement • Autism and Learning Disabilities • Community Falls Service 	<p>April 2025</p>	<p>Director Adult Services</p>	<ul style="list-style-type: none"> • 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. • 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. • 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. • 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. • As part of prevention agenda, a digital reablement offer will be available through the Reablement Service for those leaving hospital or in the community with either a wearable device to support independent living or an activity monitoring system to aid identification of need. • 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 took place in June. • A pilot has begun using the digital OwnFone connected to the CareLink service for 4 weeks and issued to individuals 	<p>Ongoing</p>
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					<p>on hospital discharge without ongoing care but still with some vulnerabilities. Working with Transfer of Care Bureau and Bromley Well to identify patients with the phone being issued on hospital discharge.</p> <ul style="list-style-type: none"> • A new Assessment and Prescription Guide has been produced covering CareLink and Assistive Technology for all health and social care staff. 	

Ambition 5

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

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	Details	Measures of Success	Target Date	Lead	Update Q2	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 2024 [AP}	Director of Adult Services	<ul style="list-style-type: none"> • In April 2023, the Adult Social Care Reform Programme was merged with the service's main transformation programme. This is overseen by the Adult Social Care Transformation and Assurance Board, chaired by the Director of Adult Services. • The Transformation Programme lead is the Assistant Director of Integrated Commissioning supported by the Programme Manager – Adult Social Care Reform. • The Board reports progress on the Transformation Plan to COE Transformation Board and CLT. 	Ongoing

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<p>efficient management of our finances through the operation of sound finance systems and processes.</p>	<p>B) Implement Market Sustainability and Fair Cost of Care Fund legislation</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>Director of Adult Services and Director of Finance</p>	<ul style="list-style-type: none"> The Strategy was agreed by the Executive in March 2023. The first Market Sustainability Improvement Fund return was submitted to the DHSC in May 2023 by the service, in accordance with the grant conditions. Funds from the Market Sustainability and Improvement Grant have been incorporated into fee uplifts for in borough care homes. Funds have also been targeted towards domiciliary care contract Patch Providers to support the scaling up of services. Discussions and engagement with care providers based or delivering services to Bromley residents continue regarding fee uplifts, market sustainability and cost of care. Continuing to review and embed, where appropriate, lessons learnt and good practice from LA’s nationally, regionally and locally. The new Bromley Well contract included additional resources to give more support to self-funders. 	<p>Ongoing</p> <p>Ongoing</p>

Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q2	Update Status
<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>	<ul style="list-style-type: none"> • 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. • Grant funding received this year include: <ul style="list-style-type: none"> ○ £2,788k Market Sustainability and Improvement Fund – Department of Health and Social Care ○ £1,084k Adult Social Care Discharge Fund - Department for Levelling Up, Housing and Communities ○ £1,810k – Market Sustainability and Improvement – Workforce Fund - Department of Health and Social Care ○ £65k - #WorkSafe – South East London Integrated Care System Workforce Programme 	<p>Ongoing</p>

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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	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. Implement Adult Social Care and Development Strategy	April 2024 [AP] April 2024 [AP]	Director of Adult Services Director of HR	<ul style="list-style-type: none"> • Work continues to recruit permanent staff and convert locum staff: 89% of frontline staff are permanent. This compares to 71% in 2019. • All the annual programme of training courses have been awarded and started in September. As training needs emerge during the year, then courses will be spot purchased. • A subsidised training programme for all care providers has been awarded and will commence in October 2023. 	Ongoing Ongoing

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highest quality staff for services in the borough.		Implement Wake up to Care and other initiatives to support care and health provider recruitment and retention	April 2024 [AP]		<ul style="list-style-type: none"> • The Wake Up to Care Board oversees the promotion and implementation of the programme. • Promotion activities include: <ul style="list-style-type: none"> ○ Regular Market Stall in Bromley High Street ○ Website promotion – this is being reviewed during the autumn ○ The offer to support care homes with overseas recruitment remains ○ Digital promotion of the programme in The Glades is taking place. ○ Presentations on the programme to DWP took place to encourage returners to work to consider the care sector. • As carers have expressed an interest their CVs go straight to Board members for recruitment and training on mandatory courses. • The Carry on Caring approach now incorporated to attract experienced carers who are passed directly to partners on the Board – over 50 potential employees forwarded so far. • The Directorate has three Apprenticeship roles to enable existing unqualified staff to qualify as Social Workers. The course began in September 2023 with Kingston University. • Plans are being explored to supporting care homes with care apprenticeships. 	Ongoing

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	B) Ensure Bromley's Adult workforce is able to deliver the care needs of residents now and in the future	Produce an Adult Social Care Workforce Position Statement	June 2023	Programme Manager – Adult Social Care Reform	<ul style="list-style-type: none"> The Adult Social Care Workforce Position Statement was approved in July 2023. 	Completed
		Develop and publish a Bromley Adult Services Workforce Strategy	April 2024		<ul style="list-style-type: none"> Based on the Adult Social Care Workforce Position Statement, the Adult Social Care Workforce Strategy is being produced in partnership with Human Resources. 	Ongoing
	C) Ensure the safety of our workforce in fulfilling their roles.	Develop and implement the Work Safe approach	July 2024		<ul style="list-style-type: none"> Work on the implementation of the #WorkSafe campaign continues. A Business Case has been produced to request 'Invest to Save' funding to support on-going cost of the additional Peoplesafe devices required for front line staff in adult's and children's services. 	Ongoing

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<p>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>	<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>Market Position Statement published</p> <p>Independent health and care provider market supported and developed</p>	<p>April 2024</p> <p>April 2024 [AP]</p>	<p>Assistant Director Integrated Commissioning</p>	<ul style="list-style-type: none"> • Work is underway to develop statements for later in the year beginning with a statement for services to adults with learning disabilities/ASD. 	<p>Ongoing</p>
	<p>B) Further develop the integrated commissioning of care and health services with NHS partners</p>	<p>Increase in joint and integrated commissioning of care and health services</p>	<p>April 2024 [AP]</p>		<ul style="list-style-type: none"> • A Better Care Plan for 2023-25 outlines joint commissioning arrangements and investment plans for hospital discharge, admissions avoidance and prevention services • The Bromley Carers Plan, which was presented to Executive in September 2023, is a joint plan agreed across the Council and ICB. 	<p>Ongoing</p>

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Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q2	Update Status
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	A) 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 2024 [AP]	Director of Adult Services Assistant Director of IT	<ul style="list-style-type: none"> • There continues to be generic and bespoke Liquidlogic training sessions as well as videos and GIFs and staff guides to support the officers. • Fortnightly Performance Review meetings continue to focus the Team Leaders on areas of the service ie Reviews, Outstanding tasks and areas for data cleansing. • The service has launched the Adult Social Care Portal for the public and professionals to make referrals online and track progress. The phone referral route is still available for people who are unable to use the self-service portal. 	Ongoing

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q2	Update Status
<p>from best practice with a view to utilising technologies which provide practical improvements to our services.</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>Programme Manager – Adult Social Care Reform</p>	<ul style="list-style-type: none"> • Assessment, Care Plan and Review - forms have been reviewed with consultation from ASPAG and teams across the service. The forms have been revised to give a proportionate customer journey, bring consistency, and allow information to flow. We have started introductory sessions to involve the rest of Adult Social Care in the changes. • Portal forms – These are live and are being used each day pull information direct from the referral into LAS. The future development is looking at using the portal forms for DOLS and Oxleas. • Data tidy – By working with the locality teams we are cleaning the data in LAS to ensure we are meeting the retention schedule for keeping people’s data in LAS. • Continuing to work with strategic performance, identifying impacts of operational changes on data capture to ensure it remains effective and accurate allowing good performance monitoring. 	<p>Ongoing</p>

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	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>March 2024</p> <p>June 2024 [AP]</p>	<p>Programme Manager – Adult Social Care Reform</p> <p>Programme Manager – Adult Social Care Reform</p>	<ul style="list-style-type: none"> • Social Care Institute for Excellence (SCIE) was commissioned to undertake an independent review to identify themes and opportunities to develop a forward plan of the approach to using data and technology (digital), to deliver improvements to staff and resident experiences and outcomes. • A Project Steering Group has been established to oversee the delivery of the 14-week project. • Interviews with senior officers across the Council, SEL ICB and One Bromley have been completed and 8 workshops were held with stakeholders. • A 'Case for Change' setting out the recommendations from the independent review and proposed 'Forward Plan' developed by the Social Care Institute of Excellence was presented at ACH PDS in September 2023. • Work on the development of the Adult Services Digital Strategy will commence in September 2023, following the production of the 'Case for Change' and 'Forward Plan' by the Social Care Institute of Excellence. • A new Adult Social Care Digital Board has been established to oversee the digital transformation of the service. • Operational and strategic leads attend the Digital Operations Board to ensure alignment with the Digital Corporate Transformation Programme. 	<p>Ongoing</p> <p>Ongoing</p>

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	C) Integrated care systems	<p>Proposals developed to create a new digital offer to help enhance quality of care and improve outcomes</p> <p>Develop further the integrated approach to the use of the London Care Records by reviewing and strengthening performance arrangements and pathways</p>	<p>May 2024 [AP]</p> <p>April 2024 [AP]</p>		<ul style="list-style-type: none"> Proposals to develop a new digital offer will be included in the 'Case for Change' and 'Forward Plan'. Continuing to support the use of the London Care Records across the service. Users access has moved to a 'Role Based Access' allowing the information to only be accessed based on your LAS profile. This protects people's sensitive information. Workers are reporting how invaluable this resource is in supporting the work they are doing. 	<p>Ongoing</p> <p>Ongoing</p>

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<p>6) Developing information and knowledge sharing across Partnership agencies to enhance the intelligence available to all agencies in planning and evaluating our services.</p>	<p>A) Ensure our knowledge of the borough and client groups is up to date</p> <p>B) Enable an effective Performance Management Framework for Adult Services</p>	<p>The Joint Strategic Needs Assessment is updated regularly with focus on client groups as needed</p> <p>Continue to produce high quality performance management data and ensure statutory returns are met</p>	<p>Dec 2023 [AP]</p> <p>April 2024 {AP}</p>	<p>Director Public Health</p> <p>Assistant Director, Strategy, Performance and Corporate Transformation</p>	<ul style="list-style-type: none"> • The Substance Misuse Needs Assessment was presented at the March Health and Wellbeing Board. This assessment had been made prior to the recommissioning of the service in 2023. A separate Alcohol Needs Assessment has been completed and was presented to the Health and Wellbeing Board in September 2023. • A Homeless Needs Assessment is also being produced. • Future plans include work on Morbidity and Mortality and to update the demographic information as Census data becomes available. • 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 has been established, enhanced by data cleaning reports. Monthly performance digest content and accessibility refreshed. • 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. • Statutory data/performance returns 2022/23 being delivered on time to Government departments. 	<p>Ongoing</p>