

# 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 Q4	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"> <li>• Reports were received in February 2024 from: Mytime Active outlining its programmes for adults and young people to improve wellbeing; the Homeless Health Project which works with those in temporary accommodation, sofa surfing or rough sleeping to improve their health outcomes as well as an overview of the Smoking Cessation programme.</li> </ul>	<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"> <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> <li>• The new Health and Wellbeing Strategy 2024-2028 was agreed by the Health and Wellbeing Board in November 2023. Action plans for each of the 3 priority areas will be developed encompassing existing strategies and priorities. Outstanding areas will be identified and a way forward to monitor these areas agreed. The Strategy will be reviewed twice a year by the Health and Wellbeing Board.</li> <li>• The new Health and Wellbeing Strategy was published in February 2024.</li> </ul>	<p>Completed</p>

## Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	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"> <li>The Bromley Local Care Partnership has developed its 5 year strategy for Bromley and this was formally agreed in June 2023. An end of year progress report and update of the strategy was presented to the Local Care Partnership Board meeting in March 2024.</li> <li>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. A year end progress report update has been made in consultation with all SEL Health and Wellbeing Boards.</li> </ul>	<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"> <li>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 with a focus on joint arrangements across the local care and health system for hospital discharge and admissions avoidance. Quarterly progress reports on the plan are made to the Health and Wellbeing Board. A progress report will be made on the Plan to the DHSC in June 2024.</li> </ul>	<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 Q4	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"><li>The Bromley Local Care Strategy was agreed in June 2023. A progress report and update to the Strategy was agreed in March 2024.</li></ul>	Completed

## Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	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	B) Work with partners to deliver integrated health and care services across care pathways	Implement the winter plan with NHS partners  Hospital social workers moved to Single Point of Access	April 2024 [AP]  Autumn 2023	Assistant Director, Integrated Commissioning  Assistant Director, Operations	<ul style="list-style-type: none"> <li>The Winter Plan 2023-24 was agreed across care and health partners. Funding arrangements are included as part of the Better Care Fund Plan 2023-25. A successful winter pressures response was launched in October 2023. Over the winter period the Council with NHS partners supported hospital discharge of 427 residents discharged to domiciliary care, 265 residents supported with reablement services and 108 residents discharged into a care home setting.</li> <li>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.</li> </ul>	Ongoing  Completed

<p>use of our resources.</p>		<p>Deliver the integrated support programme to care homes programme</p>	<p>April 2024 [AP]</p>	<p>Assistant Director, Integrated Commissioning</p>	<ul style="list-style-type: none"> <li>• The dedicated MDT has successfully delivered meetings across 11 care settings that had the highest hospital conveyance rates and the most high-risk, complex residents. Full reviews of care and support plans have taken place, including treatment escalation plans and Advance Care Planning which are recorded on the Universal Care Plan (UCP); an electronic shared care record accessible by the care homes and all healthcare professionals across London. At the end of March, 40% of Older Peoples care setting residents had an active UCP. Since the start of the MDT meetings in November 23, there has been a 3-fold increase in the number of newly created UCPs with an average of 60 plans created per month. In addition, 5/7 SEL nursing homes using UCP are Bromley homes.</li> <li>• The rollout of Action Falls training was completed in March with training delivered in 40 care settings. 1,101 staff across the entire care setting workforce (including carers, nurses, cooks, cleaners, handymen etc.) were upskilled to assess an individual's risk of falls and implement personalised action plans, highlighting that falls are everyone's responsibility and collective efforts can have a greater impact. Staff reported an increase in knowledge and confidence and most homes reported a decrease in the number of falls since the training was delivered.</li> <li>• By the end of March, 88% homes in Bromley were using a Digital Social Care Record (DSCR), exceeding the 80% target. The remaining homes are in the process of finding a suitable DSCR provider or are in the implementation stage. Two homes are a part of the London Care Record</li> </ul>	<p>Ongoing</p>
------------------------------	--	---	------------------------	---	--	----------------

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
					early adopter project. The London Care Record will then be rolled out more widely in a phased approach. The London Care Records will also allow live access to the Universal Care Plan.	

**Adult Care and Health Portfolio Plan for 2023 to 2024**

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
<p>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.</p>	<p>A) Develop and implement a 5 year Adult Services Strategy</p>	<p>New Strategy agreed</p>	<p>October 2023</p>	<p>Director of Adult Services</p>	<ul style="list-style-type: none"> <li>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. The ASC Portfolio Holder Plan for 2024/25 will be developed in support of the new strategy.</li> </ul>	<p>Completed</p>
	<p>B) Continue to increase the use of direct payments as a model of service delivery</p>	<p>Work to increase direct payments to continue</p>	<p>April 2024 [AP]</p>	<p>Assistant Director Operations</p>	<ul style="list-style-type: none"> <li>At the end of March 2024, performance was just under 26% for adults receiving a direct payment. There are 549 adults with a direct payment in total. The project group continues to meet 6 weekly. To hit the target of 27%, 3 new direct payments are needed each week.</li> </ul>	<p>Ongoing</p>
	<p>C) Embed Strength based Practice</p>	<p>Implement the Learning and Development Strategy</p>	<p>April 2024 [AP]</p>	<p>Assistant Director Operations</p>	<ul style="list-style-type: none"> <li>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.</li> </ul>	<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 Q4	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"> <li>Information for the public relating to Adult Care and Health on the Bromley Council website is now subject to a regular review schedule. Pages that contain specific costing information are now being reviewed to ensure they are correct for the new financial year.</li> </ul>	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"> <li>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. An awareness campaign is being developed on domestic abuse which will be co-produced with those with lived experience.</li> <li>The BSAB is working with partners agencies to deliver safeguarding awareness sessions for vulnerable community groups. This included running an awareness session together with Trading Standards colleagues for members of Kent Association for the Blind.</li> <li>The BSAB featured a double-page article in 'Our Bromley' magazine, a printed article distributed to all households across the Borough. This includes an interview with the Board's Independent Chair and Board Manager.</li> </ul>	Ongoing

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
	F) Continually evaluate safeguarding processes and practices	<p>Multi-agency partnerships share information and collaborate to act in timely and effective manner</p> <p>Learning from the professional and service user experience of safeguarding implemented</p>	<p>April 2024 [AP]</p> <p>April 2024 [AP]</p>	Assistant Director, Safeguarding, Practice and Provider Relations	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Taking learning from local, regional and national case studies and Safeguarding Adult Reviews, the BSAB regularly reviews/updates its local practices, policies, and procedures. The BSAB has developed and published 7 minute briefings on all SARs and key Board policies, procedures and guidance.</li> <li>• Learning from local SARs, the BSAB scheduled a learning session in 2024, delivered by Environmental Health colleagues, to support professionals in recognising the impact of neglected living environments and taking an appropriate response.</li> </ul>	<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 Q4	Update Status
	G) Continue to prepare for the CQC Assurance process	<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>April 2024 [AP]</p> <p>April 2024 [AP]</p>	Assistant Director, Safeguarding, Practice and Provider Relations	<ul style="list-style-type: none"> <li>Regular audits are carried out to identify areas of good practice, as well as identifying improvement areas.</li> <li>The Case File Audit Guidance and Process and audit tools have been updated to support and improve practice.</li> </ul>	<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 Q4	Update Status
		<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>			<ul style="list-style-type: none"> <li>• 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.</li> <li>• The BSAB Board Manager was part of a London-wide working group, which looked at revising the pan-London Safeguarding Adults Partnership Audit Tool (SAPAT), designed for partner agencies to evaluate the Board's current position. The SAPAT was piloted when revising the current 2023-24 Business Plan for 2024-25.</li> <li>• The Quality Assurance Framework was recently reviewed and updated.</li> </ul>	<p>Ongoing</p> <p>Completed</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
	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"> <li>• 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.</li> <li>• 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.</li> <li>• The Adult Social Care Transformation and Improvement Team have continued discussions with Bromley Third Sector Enterprise (BTSE) and Bromley Well about the transformation programme and future projects the Service would like to co-produce with the Voluntary and Community Sector, Service Users, Carers, and residents.</li> <li>• As part of the Adult Social Care Transformation and Improvement Programme, we will work with SCIE on the delivery of a Strategic Co-production Project, which will lead to the creation of a co-production strategy for Adult Services with accompanying resources and implementation framework.</li> </ul>	Ongoing

**Adult Care and Health Portfolio Plan for 2023 to 2024**

Making Bromley Even Better	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	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"> <li>The new Primary and Secondary Intervention and Prevention Service contract with Bromley Well is mobilised with all new services now on offer. It was agreed at ACH PDS in November to expand the Elderly Frail Pathway by including the Handyperson service and Care Navigators Service provided through the Bromley Well Service.</li> </ul>	Ongoing

<p>new multi-disciplinary preventive pathways and the establishment of Primary Care Networks.</p>		<p>Pilot and/or support the development of new community-based services</p>	<p>April 2024 [AP]</p>	<ul style="list-style-type: none"> <li>The Innovation Fund has supported 20 new community support projects over the year:                     <ul style="list-style-type: none"> <li><b>Hygiene Bank</b> – doubling their storage capacity to hold food and medical supplies.</li> <li><b>St Christopher’s Hospice</b> – identifying palliative care needs and support for homeless people at the end of their lives.</li> <li><b>GoodGym</b> – befriending and practical tasks for adults that need short term help.</li> <li><b>Community Links Bromley</b> – fitness for staff and volunteers working in care and health service.</li> <li><b>Greener and Cleaner</b> – diversifying volunteering project.</li> <li><b>Unity Church</b> – Get Active dance classes for women over 40.</li> <li><b>Community Links Bromley</b> in partnership with Public Health – community health champions.</li> <li><b>CANDI</b> – Rhiannon’s Café, a café run by people on the autistic spectrum.</li> <li><b>Crystal Palace Development Trust</b> – intergenerational activities at Anerley Town Hall.</li> <li><b>Clear Community Web</b> – supporting vulnerable adults with IT to beat digital exclusion.</li> <li><b>Advocacy for All</b> – programmes to give people with learning disabilities and autistic spectrum conditions skills to develop friendships and intimate relationships.</li> <li><b>CareDogs</b> – group walks for isolated older people.</li> <li><b>Bromley Dementia Alliance</b> – working with local businesses and services so that they are dementia friendly.</li> <li><b>Orpington and Bromley Gateway Club</b> – Tuesday service for people with complex needs, and supporting people to achieve Gateway Awards.</li> </ul> </li> </ul>	<p>Ongoing</p>
---	--	---	------------------------	--	----------------

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
					<p><b>Kent Association for the Blind</b> – art therapy group for people affected by sight loss.</p> <p><b>Successful Mums</b> – workshops for women facing mid life challenges.</p> <p><b>Quest Soul Theatre</b> – workshops for young people with special educational needs and disabilities that allow them to explore the creative use of media.</p> <p><b>BTSE</b> – Mental Health First Aid for volunteers and staff across the sector to help retain skilled people by equipping them to meet the needs of people approaching services.</p> <p><b>Memory Box</b> – exercise sessions for people with dementia, delivered by MyTime Active.</p> <p><b>Buddies for All</b> – buddying and friendship for people with physical disabilities.</p> <ul style="list-style-type: none"> <li>• With Council support the Orpington &amp; Beckenham Gateway Club will establish a Learning Disabilities Café in the Walnuts in 2024-25. The Café will not only be Learning Disability-friendly but look to train and employ people with learning disabilities and support them to achieve a NVQ qualification in hospitality.</li> </ul>	



## Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
	B) With care and health partners develop the neighbourhood approach to working with communities	To continue to build on the success of Primary Care Networks by reviewing and strengthening the integrated arrangements.	April 2024 [AP]	Assistant Director Operations	<ul style="list-style-type: none"> <li>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.</li> </ul>	Ongoing
		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"> <li>Meetings with Local Authorities delivering Asset Based Community Development (ABCD) approaches have taken place during the quarter and a review of what good looks like when engaging communities to help build community connectivity and resilience, access support services, help maintain their health and wellbeing and develop social networks to help reduce social isolation and loneliness.</li> <li>The information is being used to inform how Adult Service develops new community services and hubs as part of the transformation work with the SCIE.</li> </ul>	Ongoing

## Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
	C) Work with partners to develop and deliver new models of care	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"> <li>A range of transformation projects have been co-produced as part of the Adult Service Digital Strategy, which will support the development of new models of care. The Strategy was presented to Executive for agreement in February 2024 with pre-decision scrutiny at ACH PDS in January 2024.</li> </ul>	Ongoing
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	<ul style="list-style-type: none"> <li>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 Innovation Fund awards (see section 5 above).</li> <li>74.1% of ASC service users were supported in the community at the end of March 2024.</li> <li>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.</li> <li>Market Sustainability and Improvement Funds have been allocated to domiciliary care patch providers to develop their capacity to take on more clients.</li> </ul>	<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 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 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"> <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 2022/23 is published in full and easy-read format, a recorded presentation is also produced and made available on the Board's website.</li> </ul>	Ongoing
	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"> <li>Bromley agencies are supported to implement the Mental Capacity Act through the multi-agency Mental Capacity Act Forum to ensure good practice.</li> <li>Complete the Mental Capacity Act Practice Guidance for all Bromley staff.</li> <li>A comprehensive training offer on MCA is available via the Bromley Safeguarding Adults Board, which is mandatory for professionals who sign off MCAs.</li> </ul>	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"> <li>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 develop opportunities with outputs to be reported in 2024-25.</li> </ul>	Completed

## Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	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>April 2025</p>	<p>Director of Adult Services</p>	<ul style="list-style-type: none"> <li>• A new mental health JSNA is being commissioned and this will inform the development of a new strategy to take effect from 2025.</li> <li>• Led by SELICB work is under way to procure a new integrated community mental health hub provision with services going to tender early in 2024-25.</li> </ul>	<p>Ongoing</p>
		<p>Commission integrated housing support for adult mental health service users</p>	<p>April 2024</p>	<p>Assistant Director Integrated Commissioning</p>	<ul style="list-style-type: none"> <li>• In March 2024 the Executive approved the award of a new integrated health and care contract to provide mental health recovery and rehabilitation accommodation-based support and floating support services. These services support mental health service users away from reliance on hospital and residential provision towards enabling and cost-effective services such as supported accommodation, support in the community and targeted support towards independent living.</li> </ul>	<p>Completed</p>

**Adult Care and Health Portfolio Plan for 2023 to 2024**

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	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</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"> <li>• At 1 April there are 32 Long term placements in Shared Lives.</li> <li>• 1 new carer to be presented at panel in June.</li> <li>• Respite placements in Shared Lives for residents with a learning disability have increased. This work continues.</li> <li>• Respite placements in Shared Lives for the Preparing for Adulthood Team has increased due to joint working.</li> <li>• Development plans to expand the service continue. Shared Lives steering group has been set up with Heads from other teams involved to increase referrals.</li> <li>• Carer recruitment drive in action.</li> </ul>	<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"> <li>• 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 registered social landlords to explore and develop opportunities. Outputs will be reported in 2024-25.</li> </ul>	<p>Completed</p>

**Adult Care and Health Portfolio Plan for 2023 to 2024**

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
choice of supported accommodation and housing and 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"> <li>The Bromley Mencap Employment Brokerage service has been in operation for two years. To date it has secured 37 employment placements for adults with a learning disability in paid employment. 32 of these individuals have an adult social care package whilst others have care and support needs and other assessed services involved in their care. This year has seen 12 placements currently totalling 87 hours.</li> <li>Roles within various employers include Bank of America, ISS World, NHS, CBRE and local childcare nurseries.</li> </ul>	Ongoing

## Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
<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 Plan</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>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• With the other 5 South-East London authorities the Council has secured additional DHSC funding to explore and pilot new ways of supporting unpaid carers at the point of hospital discharge. The Council is the lead SEL authority on this project.</li> <li>• Work with Bromley Well to maximise the number of carers supported has commenced.</li> <li>• On-line carers assessment form has been launched in Liquidlogic for carers to complete their own assessment.</li> <li>• Promotion of independent carer assessments continues with social care staff.</li> <li>• Carer pathways are being reviewed and developed.</li> </ul>	<p>Completed</p> <p>Ongoing</p>

## Adult Care and Health Portfolio Plan for 2023 to 2024

<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"> <li>• Work continues with partners to deliver on the Strategy Action Plan by collaborative working on specific projects and promotion of initiatives by fellow partners. Members receive a regular update report to PDS on the delivery of the Loneliness Strategy and Action plan, updates have been received at PDS in June and November 2023 and March 2024.</li> <li>• Intergenerational work saw the expansion of the project to 44 schools, Children and Family Centres and Mytime Active after-schools clubs. Nearly 5,000 Christmas cards were produced and distributed to older adults living in care homes and Extra Care Housing as well those receiving domiciliary care and treatment in hospital. Cards also went to wellbeing cafes, borough libraries, the homeless, people supported by the voluntary sector, carers of all ages and young people and families supported by the Youth Justice team and Bromley Y.</li> <li>• A survey has been developed and has been piloted with our partners in the Strategy Action Plan Group. 249 surveys have been received. 60% of respondents stated they feel less lonely and isolated by taking part in their activity/group. The average rating for feeling connected to the community was 3.53/4 compared to 2.6/4 before joining their group/activity.</li> <li>• The work to deliver the Tackling Loneliness Strategy was recognised at the iESE Public Sector Transformation Awards in March 2024. The Gold Award was received in the Community and Customer Focus category.</li> </ul>	<p>Ongoing</p>
---	---	--	------------------------	--	--	----------------



Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
	B) Raise awareness of loneliness and how to mitigate against it	<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>	April 2024 [AP]		<ul style="list-style-type: none"> <li>• Silver Sunday in October saw a number of events held in Extra Care Housing, libraries, care homes and Mytime Active to celebrate our older residents.</li> <li>• Befriending Week saw the revision of the Befriending pages on the Council website as well as promotion of befriending and volunteering opportunities. The Principal Loneliness Champion also took part in a number of visits to community venues throughout November, reaching 500 residents, to raise awareness of loneliness and promote activities which can mitigate against it.</li> <li>• Plans are being formulated for Loneliness Awareness Week in June including a number of community Big Lunches across the borough.</li> <li>• The Tackling Loneliness workshop has been undertaken by over 330 individuals from the statutory, voluntary and community sectors. All attendees have found it to be extremely useful or useful. Sessions were organised for individual teams including library staff, trainee police officers, registrars, and all officers within Children's Services Early Intervention Division. Invitations are being extended to the voluntary and community sectors.</li> <li>• The training workshop received its professional accreditation in January 2024.</li> </ul>	Ongoing

**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"> <li>• Reablement</li> <li>• Autism and Learning Disabilities</li> <li>• Community Falls Service</li> </ul>	<p>April 2025</p>	<p>Director Adult Services</p>	<ul style="list-style-type: none"> <li>• Ongoing workstream to explore GPS style tracking devices which alert 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 as part of the assessment process for clients presented to the enhanced care weekly Multidisciplinary Team Home First Huddle meetings. These include activity monitoring systems as part of the assessment process aimed at reviewing high level of care including 24-hour care.</li> <li>• A new Assistive Technology Technician post and role has been established and successful recruitment has been completed. This role supports with the identification and management of risk reviewing each individual case to ensure staff can meet client need, identifying unmet need and referring onto appropriate community teams when required.</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>• As part of prevention agenda, a future aim is to offer a digital component as part of 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.</li> <li>• New ongoing workstream issuing digital devices 'OwnFone' supporting hospital discharge since September 2023. These AT devices are connected to the CareLink service for 4 weeks and issued to individuals</li> </ul>	<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 Q4	Update Status
					<p>without ongoing care but still with some vulnerabilities. Working with the Frailty Unit / Frailty &amp; Care Navigators / Transfer of Care Bureau and Bromley Well at the PRUH (Kings) to identify and support appropriate patients when going home.</p> <ul style="list-style-type: none"> <li>• A new Assessment and Prescription Guide has been produced and distributed to covering CareLink and Assistive Technology for all health and social care staff to offer guidance when incorporating AT into the assessment of care needs.</li> </ul>	

## 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 Q4	Update Status
<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</p>	<p>A) Deliver change programme</p>	<p>Adult Social Care budget managed within means</p>	<p>April 2024 [AP}</p>	<p>Director of Adult Services</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• The Transformation Programme lead is the Head of Adult Social Care Transformation and Improvement. The Adult Social Care Transformation and Improvement Team has been built into the establishment and is a 'Spoke' of the 'Corporate Transformation Hub' that has been established.</li> <li>• The Board reports progress on the Transformation Plan to COE Transformation Board and CLT.</li> </ul>	<p>Ongoing</p>



Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q4	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"> <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>• Grant funding received this year include:                             <ul style="list-style-type: none"> <li>○ £2,788k Market Sustainability and Improvement Fund – Department of Health and Social Care</li> <li>○ £1,084k Adult Social Care Discharge Fund - Department for Levelling Up, Housing and Communities</li> <li>○ £1,810k – Market Sustainability and Improvement – Workforce Fund - Department of Health and Social Care</li> <li>○ £65k - #WorkSafe – South East London Integrated Care System Workforce Programme</li> <li>○ £1,300k – Department of Health and Social Care Accelerating Reform Fund – shared with the 5 other SEL councils and SELICB</li> </ul> </li> </ul>	<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 Q4	Update Status
<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>Implement Adult Social Care and Development Strategy</p>	<p>April 2024 [AP]</p> <p>April 2024 [AP]</p>	<p>Director of Adult Services</p> <p>Director of HR</p>	<ul style="list-style-type: none"> <li>• Work continues to recruit permanent staff and convert locum staff: 77% of qualified frontline staff are permanent. This compares to 71% in 2019.</li> <li>• 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. The 2023-24 programme has been reviewed and the annual programme for 2024-25 started on 1 April 2024.</li> <li>• A subsidised training programme for all care providers has been awarded and will commence in October 2023, funded through the centralised training budget. The 2023-24 programme has been reviewed and the annual programme for 2024-25 started on 1 April 2024.</li> </ul>	<p>Ongoing</p> <p>Ongoing</p>



Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q4	Update Status
		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"> <li>• The Wake Up to Care 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 – this was reviewed during the autumn</li> <li>○ The offer to support care homes with overseas recruitment remains</li> <li>○ Presentations on the programme to DWP took place to encourage returners to work to consider the care sector.</li> </ul> </li> <li>• As carers have expressed an interest their CVs go straight to Board members for recruitment and training on mandatory courses.</li> <li>• 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.</li> <li>• 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.</li> </ul>	Ongoing

**Adult Care and Health Portfolio Plan for 2023 to 2024**

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q4	Update Status
	<p>B) Ensure Bromley's Adult workforce is able to deliver the care needs of residents now and in the future</p> <p>C) Ensure the safety of our workforce in fulfilling their roles.</p>	<p>Produce an Adult Social Care Workforce Position Statement</p> <p>Develop and publish a Bromley Adult Services Workforce Strategy</p> <p>Develop and implement the Work Safe approach</p>	<p>June 2023</p> <p>September 2024</p> <p>April 2024 [AP]</p>	<p>Programme Manager – Adult Social Care Reform</p> <p>Assistant Director, HR</p>	<ul style="list-style-type: none"> <li>• The Adult Social Care Workforce Position Statement was approved in July 2023.</li> <li>• The Adult Social Care Workforce Strategy is being updated in partnership with Workforce Development Team due to the release of new Government policy and guidance. The Strategy will be presented to Executive post pre-decision scrutiny at ACH PDS.</li> <li>• The PeopleSafe fob devices have been piloted with the Carelink Team as part of the WorkSafe project pilot. Staff have reported that the devices have helped them to feel safer.</li> <li>• 290 Lanyard PeopleSafe devices are being purchased and will be rolled out to Adult Services staff in with training.</li> </ul>	<p>Completed</p> <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 Q4	Update Status
4) Maintaining our focus on commissioning and market shaping, developing integrated and joint commissioning where it makes	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  Independent health and care provider market supported and developed	April 2024  April 2024 [AP]	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> <li>Work is underway to develop statements for later in the year beginning with statements for services to adults with learning disabilities/ASD and for care homes and housing with care provision.</li> </ul>	Ongoing

## Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q4	Update Status
<p>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>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"> <li>• A Better Care Plan for 2023-25 outlines joint commissioning arrangements and investment plans for hospital discharge, admissions avoidance and prevention services</li> <li>• The joint strategy for mental health and emotional wellbeing is being refreshed.</li> <li>• The Bromley Carers Plan, which was presented to Executive in September 2023, is a joint plan agreed across the Council and ICB.</li> <li>• A joint strategy for adults with a learning disability is under development.</li> <li>• The Bromley Local Care Partnership Plan details priorities and actions for joint work across LBB and NHS and other health partners.</li> <li>• A contract for the integrated provision of mental health supported housing and rehabilitation was awarded in March 2024. The service begins in October 2024.</li> </ul>	<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 Q4	Update Status
<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>April 2024 [AP]</p>	<p>Director of Adult Services  Assistant Director of IT</p>	<ul style="list-style-type: none"> <li>• There continues to be generic and bespoke Liquidlogic training sessions as well as videos and GIFs and staff guides to support the officers.</li> <li>• Fortnightly Performance Review meetings continue to focus the Team Leaders on areas of the service ie Reviews, Outstanding tasks and areas for data cleansing.</li> <li>• 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.</li> </ul>	<p>Ongoing</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"> <li>• <b>Assessment, Care Plan and Review</b> - - review of forms within Liquidlogic continues.</li> <li>• <b>Portal forms</b> – created a set of portal forms to allow providers to submit their applications, review, and renewals directly into LAS via the portal. This reduces the risk of applications being lost, errors when copying and pasting, time efficiency for the team.</li> <li>• <b>Data tidy</b> – the data tidy work is continuing within Liquidlogic to ensure we are meeting the retention schedule for keeping people's data in LAS.</li> <li>• 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.</li> </ul>	<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 Q4	Update Status
	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>	<p>Programme Manager – Adult Social Care Reform</p> <p>Programme Manager – Adult Social Care Reform</p>	<ul style="list-style-type: none"> <li>The independent review has been completed by the Social Care Institute for Excellence (SCIE).</li> <li>The Strategy was presented to Executive for agreement in February 2024 with pre-decision scrutiny at ACH PDS in January 2024.</li> <li>We have identified a range of “big ideas” that have been developed and explored during the Strategy development. These form the basis of the digital strategy and the Digital Transformation Programme (DTP).</li> <li>The Project Steering Group continues to oversee the delivery of the work.</li> </ul>	<p>Completed</p> <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 Q4	Update Status
	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]		<ul style="list-style-type: none"> <li>Continuing to support the use of the London Care Records across the service.</li> <li>Bromley is the highest user of LCR and workers are very positive about being able to access health records within LAS.</li> </ul>	Ongoing

**Adult Care and Health Portfolio Plan for 2023 to 2024**

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q4	Update Status
<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"> <li>• A Homeless Needs Assessment is also being produced. The multi-agency Bromley Homeless Health Project won Silver in the Working Together category at the iESE Transformation Awards.</li> <li>• Future plans include work on Morbidity and Mortality and to update the demographic information as Census data becomes available.</li> <li>• The Annual Public Health Report 2023 reviewed the outcomes of prevention, early detection and management of risk factors for non-communicable diseases such as cardiovascular disease over the past 23 years.</li> <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 2022/23 being delivered on time to Government departments.</li> </ul>	<p>Ongoing</p>



