



Adult Care and Health

Portfolio Plan for 2024 to 2025

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Welcome

Message from the Portfolio Holder for Adult Care and Health

This Portfolio Plan presents the key priorities for Adult Care and Health Services for 2024-25. Members will monitor the progress of this Portfolio Plan through regular updates to the Council's Adult Care and Health Policy Development and Scrutiny Committee.

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

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

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

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

Cllr Diane Smith

Portfolio Holder for Adult Care and Health

About this Portfolio Plan

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

Our vision

We want Bromley to be...

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

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

Together we have five new ambitions:

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

Action plan

Ambition 2

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

Portfolio links

This priority has links with the following portfolio plans:

- Adult Care and Health Portfolio Plan

Strategic links:

This ambition has links with the following strategic plans:

- Transforming Bromley
- 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
- Adult Social Care Strategy

What are we going to do?

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
1) Deliver our Health and Wellbeing strategy to help improve health outcomes for adults.	A) Monitor progress on the Health and Wellbeing Strategy for Bromley	Health and Wellbeing Board receives regular reports on each priority.	April 2025 [AP]	Director Public Health

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
2) Influence the health economy through the Bromley Local Care Partnership Board to ensure that the right services are commissioned for Bromley residents.	A) Support the Local Care Partnership Board in delivering its Bromley 5 year Forward Plan and the SELICS 5 year Strategy	Where appropriate develop joint investment in the local care economy Develop further the integrated approach to planning, commissioning and delivering care and health	Ongoing - review April 2025 [AP] Ongoing – review April 2025 [AP]	Assistant Director, Integrated Commissioning

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
<p>3) Continue the development of the One Bromley Local Care Partnership, delivering integrated health and social care services in line with the NHS Long Term Plan. This means strengthening our partnership practice across social care and health services to make the best use of our resources.</p>	<p>A) Deliver on the priorities of the SELICS 5 year Strategy</p> <ul style="list-style-type: none"> - Improve the population physical and mental health and wellbeing through prevention & personalised care - High quality care closer to home delivered through our neighbourhoods - Good access to urgent and unscheduled care and support to meet people’s needs 	<p>Support the development of neighbourhood based integrated services with a focus on prevention and early help</p> <p>Support transfer of health services from hospitals to community settings</p> <p>Support the further development of hospital admissions avoidance and discharge arrangements</p>	<p>April 2025 [AP]</p>	<p>Assistant Director, Integrated Commissioning</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
	B) Work with partners to deliver integrated health and care services across care pathways	Implement the 2024/25 winter plan with NHS partners	Complete by April 2025 [AP]	Assistant Director, Integrated Commissioning
		Review of Hospital social work team to better support pathway	June 2024	Assistant Director, Operations
		Develop and deliver the 2024/25 integrated support programme to care homes programme	Deliver by April 2025 [AP]	Assistant Director, Integrated Commissioning

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
<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 with the use of independent advocates as appropriate.</p>	<p>Deliver the priorities of the Adult Services Strategy not included elsewhere in the Plan.</p> <p>A) Safeguarding - 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.</p>	<p>Deliver on BSAB priorities for Bromley</p> <p>Multi-agency partnerships share information and collaborate to act in timely and effective manner</p>	<p>Ongoing and review April 2025 [AP]</p> <p>April 2025 [AP]</p>	<p>Assistant Director, Safeguarding, Practice and Provider Relations</p>
	<p>B) Safeguarding - Continually evaluate safeguarding processes and practices</p>	<p>Learning from the professional and service user experience of safeguarding implemented</p>	<p>Ongoing [AP]</p>	<p>Assistant Director, Safeguarding,</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
		Outcome of two internal audits will identify good practice and areas for improvement	Review April 2025 [AP]	Practice and Provider Relations
	C) Safeguarding – Ensuring staff managing safeguarding cases are supported through supervision	Managed and monitored through Heads of Service Operational meeting	Ongoing [AP]	Assistant Director Operations
	D) Safeguarding – Continue to prepare for the CQC Assurance Process	Continually evaluate strengths of practice and implement improvements in line with the CQC self-assessment framework	Ongoing [AP]	Assistant Director, Safeguarding, Practice and Provider Relations

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
	<p>E) Work with residents and carers in planning and delivering services - Implement service user and carer engagement strategy to listen to residents, including those from Bromley's diverse communities, and involve them in developing services</p> <p>F) Personalisation, Choice and Control - Enable residents to access information about support and services more easily and access care and support themselves</p>	<p>Deliver on the Forward Plan to address improvement areas</p> <p>Forum established and engagement activities carried out with feedback informing service planning and quality assurance</p> <p>Develop and implement a new Adult Social Care Co-production Strategy</p> <p>Improve access to information through the Council website and other channels</p>	<p>Review April 2025 [AP]</p> <p>April 2025 [AP]</p> <p>Complete by April 2025 [AP]</p> <p>April 2025 [AP]</p>	<p>Assistant Director, Safeguarding, Practice and Provider Relations</p> <p>Head of Adult Social Care Transformation and Improvement</p> <p>Director of Adult Services</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
	G) Personalisation, Choice and Control - Continue to increase the use of direct payments as a model of service delivery	Work to increase direct payments to continue	Ongoing [AP}	Assistant Director Operations

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
5) With a strong focus on wellbeing and prevention, build on improvements made including the implementation of new multi-disciplinary preventive pathways	A) Commission primary and secondary intervention and prevention services	Increase information on and access to activities run by voluntary organisations	By April 2025 [AP]	Assistant Director Integrated Commissioning

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
and the establishment of Primary Care Networks.		<p>Pilot and/or support the development of new community-based services</p> <p>Develop new preventative approaches in health and social care</p>	<p>By April 2025 [AP]</p> <p>By April 2025 [AP]</p>	<p>Assistant Director Integrated Commissioning</p>
	<p>B) With care and health partners develop the neighbourhood approach to working with communities</p>	<p>To continue to build on the success of Primary Care Networks by reviewing and strengthening the integrated arrangements.</p>	<p>Ongoing [AP]</p>	<p>Assistant Director Operations</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
		Develop a Neighbourhood Services Strategy with Local Care Partnership	By April 2025 {AP}	Assistant Director Integrated Commissioning
		Pilot and/or support the development of new community-based services and hubs	Ongoing – review by April 2025 [AP]	Head of Adult Social Care Transformation and Improvement Assistant Director Operations

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
	C) Work with partners to develop and deliver new models of care	Pilot and/or support the development of new ways of working and models of care	April 2025 {AP}	Head of Adult Social Care Transformation and Improvement
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 including end of life care	<p>Create more day activity opportunities for older people</p> <p>Help more older people to live at home through domiciliary care and assistive technology</p>	<p>By April 2025 [AP]</p> <p>April 2025 [AP]</p>	Assistant Director Integrated Commissioning

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
		Develop more opportunities for older people to be volunteers and be supported by volunteers	April 2025 [AP]	
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	Complete by April 2025 [AP]	Director of Adult Services
	B) Continue to focus on implementation of current Mental Capacity Act	Multi-agency Mental Capacity Act Forum continues to support agencies to implement Act	Ongoing [AP]	Assistant Director, Safeguarding, Practice and Provider Relations

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
	C) Housing needs and aspirations of older people are met	<p>Implement the housing with care strategy providing more supported housing opportunities for older people</p> <p>Develop the business case for a new Council owned older people's care home</p>	<p>By April 2025 [AP]</p> <p>April 2025</p>	<p>Assistant Director, Integrated Commissioning</p> <p>Assistant Director, Integrated Commissioning</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
8) Deliver our Mental Health and Wellbeing strategy, improving prevention and early intervention, developing integrated multi-disciplinary and multi-agency approaches to treatment and improving support to adults with long-term and complex needs, better supporting recovery and rehabilitation of all those with mental health challenges.	A) Work with partners to develop and deliver on the transformation of community based mental health services	<p>Develop a new integrated Mental Health and Emotional Wellbeing Strategy for 2025 to 2030</p> <p>Implement the integrated housing support and community rehabilitation service for adult mental health service users</p>	<p>April 2025</p> <p>April 2025</p>	<p>Assistant Director Integrated Commissioning</p> <p>Assistant Director Integrated Commissioning</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
<p>9) Develop our offer for adults who have learning disabilities in the borough, helping individuals to be as independent as possible and living in supportive and inclusive communities. We will seek to harness our multi-agency resources to tackle social isolation, to provide more choice of supported accommodation and housing and boost employment opportunities for this group.</p>	<p>A) Increase Shared Lives take-up</p>	<p>Increased number of people with learning disabilities taking part in Shared Lives programme.</p>	<p>Ongoing [AP]</p>	<p>Director of Adult Services</p>
	<p>B) Develop more supported accommodation</p>	<p>Implement the housing with care strategy for adults with learning disabilities creating more opportunities for housing with support</p>	<p>April 2025 [AP]</p>	<p>Assistant Director Integrated Commissioning</p>
	<p>C) Create more employment and volunteering opportunities for adults with a learning disability</p>	<p>More people access employment opportunities</p>	<p>April 2025 [AP]</p>	<p>Assistant Director Integrated Commissioning</p>
	<p>D) Increase take up of activities for people with learning disabilities to mitigate loneliness</p>	<p>Greater promotion of existing opportunities for adults with learning disabilities and development of new schemes to mitigate loneliness and social isolation</p>	<p>April 2025 [AP]</p>	<p>Assistant Director Integrated Commissioning</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
<p>10) Work with carers, including young carers, and those providing support to carers, to better understand and meet their needs and aspirations. Carers form one of the most important foundation stones in Bromley's health and social care system and we recognise the need to boost support to and resilience of this group.</p>	<p>A) Implement the Carers Plan</p>	<p>Increase awareness across unpaid carers of the support available to them</p>	<p>Ongoing [AP]</p>	<p>Assistant Director Integrated Commissioning</p>
		<p>Agree a Carers Charter across the Local Care Partnership</p>	<p>December 2024</p>	
		<p>Improving support to unpaid carers at the point of hospital discharge</p>	<p>By April 2025 [AP]</p>	
		<p>Increase number of carers who have an independent carers assessment of their needs</p>	<p>Ongoing [AP]</p>	<p>Assistant Director, Operations</p>
		<p>Increase direct payments for carers</p>	<p>Ongoing [AP]</p>	

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
<p>11). Deliver our mitigating Loneliness Initiative – aiming to reduce isolation and improve the wellbeing of Bromley residents. Ensuring we maximise the use of volunteers to achieve community resilience and that we appropriately acknowledge and encourage their contribution to the community.</p>	<p>A) Work with partners to deliver the Loneliness Strategy Action Plan</p> <p>B) Raise awareness of loneliness and how to mitigate against it</p>	<p>Action Plan delivered with partners</p> <p>Annual campaigns in Loneliness Awareness Week and throughout the year</p> <p>Deliver multi-agency training to increase understanding of loneliness and its mitigation tools</p>	<p>Review April 2025 [AP]</p> <p>April 2025 [AP]</p> <p>Ongoing [AP]</p>	<p>Assistant Director, Safeguarding, Practice and Provider Relations</p>
<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>

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:

- Adult Care and Health Portfolio Plan

Strategic links:

This priority has links with the following strategic plans:

- Transforming Bromley
- Digital Strategy

What are we going to do?

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead
<p>1) Living within our means. We are rightly expected to work within our budgets to deliver high quality services to our residents whilst ensuring the prudent and efficient management of our finances through the operation of sound finance systems and processes.</p>	<p>A) Deliver change programme</p>	<p>Adult Social Care budget managed within means</p>	<p>April 2025 [AP}</p>	<p>Director of Adult Services</p>
	<p>B) Implement Market Sustainability</p>	<p>New Market Sustainability Strategy for 2024/25 agreed</p>	<p>July 2024</p>	<p>Assistant Director Integrated Commissioning and Director of Finance</p>
		<p>Additional information and support for self-funders enabling them to plan for the cost of care</p>	<p>By April 2025 [AP]</p>	<p>Head of Adult Social Care Transformation and Improvement</p>

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead
<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>Ongoing [AP]</p>	<p>Director of Adults Services</p> <p>Director of Finance</p>

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead
<p>3) Recognising the importance of our workforce to the achievement of our ambitions and implementing workforce strategies which helps to recruit and retain the highest quality staff for services in the borough.</p>	<p>A) Retain the Recruitment and Retention Board to ensure that adult social care is delivered through a stable well-trained workforce</p>	<p>Increase the stabilisation of the permanent front-line workforce.</p>	<p>Ongoing [AP]</p>	<p>Director of Adult Services</p>
		<p>Implement Adult Social Care and Development Strategy</p>	<p>April 2025 [AP]</p>	<p>Assistant Director - HR</p>
		<p>Implement Wake up to Care and other initiatives to support care and health provider recruitment and retention</p>	<p>April 2025 [AP]</p>	
	<p>B) Ensure Bromley's Adult workforce is able to deliver the care needs of residents now and in the future</p>	<p>Develop and publish a Bromley Adult Services Workforce Strategy</p>	<p>November 2024</p>	<p>Head of Adult Social Care Transformation and Improvement</p>

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead
	C) Ensure the safety of our workforce in fulfilling their roles.	Continue to develop and implement the Work Safe approach	April 2025 [AP]	

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead
<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 Statements published</p>	<p>December 2024</p>	<p>Assistant Director Integrated Commissioning</p>
	<p>B) Further develop the integrated commissioning of care and health services with NHS partners</p>	<p>Independent health and care provider market supported</p>	<p>April 2025 [AP]</p>	<p>Assistant Director, Safeguarding, Practice and Provider Relations</p>
		<p>Developing providers and new suppliers</p>	<p>Ongoing [AP]</p>	<p>Assistant Director Integrated Commissioning</p>

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead
<p>5) Continuing to exploit the benefits of digitalisation in service delivery through a new Digital Strategy, integrating systems and processes where it is feasible and practical. The Council will learn from best practice with a view to utilising technologies which provide practical improvements to our services.</p>	<p>A) Develop the Social Care Information System (SCIS) for Adults and Children’s Services</p>	<p>The Social Care Information System is developed to meet needs of workforce and performance management</p>	<p>Ongoing [AP]</p>	<p>Director of Adult Services</p>
	<p>B) Digital transformation in Adult Social Care</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>Ongoing [AP]</p>	<p>Assistant Director of IT Head of Adult Social Care Transformation and Improvement</p>
		<p>Develop and publish an Adult Services Digital Strategy</p>	<p>November 2024</p>	<p>Head of Adult Social Care Transformation and Improvement</p>
<p>Implement the Digital Transformation programme to create a new digital offer to help enhance quality of care and improve outcomes</p>	<p>April 2025 [AP]</p>			

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead
	C) Integrated care systems	Develop further the integrated approach to the use of the London Care Records by reviewing and strengthening performance arrangements and pathways	Review April 2025 [AP]	

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead
<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>The Joint Strategic Needs Assessment is updated regularly with focus on client groups as needed</p>	<p>Dec 2024 [AP]</p>	<p>Director Public Health</p>
	<p>B) Enable an effective Performance Management Framework for Adult Services</p>	<p>Continue to produce high quality performance management data and ensure statutory returns are met</p>	<p>Ongoing {AP}</p>	<p>Assistant Director, Safeguarding, Practice and Provider Relations</p>