



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 5 September 2019

To: Members of the  
**EXECUTIVE**

Councillor Colin Smith (Chairman)

Councillors Graham Arthur, Peter Fortune, William Huntington-Thresher, Kate Lymer,  
Peter Morgan and Diane Smith

A meeting of the Executive will be held at Bromley Civic Centre on **WEDNESDAY 18  
SEPTEMBER 2019 AT 7.00 PM**

MARK BOWEN  
Director of Corporate Services

*Copies of the documents referred to below can be obtained from  
<http://cds.bromley.gov.uk/>*

## A G E N D A

**1 APOLOGIES FOR ABSENCE**

**2 DECLARATIONS OF INTEREST**

**3 QUESTIONS**

In accordance with the Council's Constitution, questions that are not specific to reports on the agenda must have been received in writing 10 working days before the date of the meeting - by 5pm on Wednesday 4<sup>th</sup> September 2019.

Questions specifically relating to reports on the agenda should be received within two working days of the normal publication date of the agenda. Please ensure that questions specifically on reports on the agenda are received by the Democratic Services Team by **5pm on Thursday 12<sup>th</sup> September 2019.**

**4 TO CONFIRM THE MINUTES OF THE MEETINGS HELD ON 10TH JULY 2019 AND  
2 AUGUST 2019**

(Pages 5 - 28)

**5 MATTERS OUTSTANDING FROM PREVIOUS MEETINGS**

(Pages 29 - 32)

- 6 TACKLING LONELINESS SUMMIT**  
(Pages 33 - 54)
- 7 SALIX STREET LIGHTING LED UPGRADE**  
(Pages 55 - 60)
- 8 PROPOSALS FOR INTEGRATION OF HEALTH AND SOCIAL CARE IN BROMLEY**  
(To follow)
- 9 PROCEEDING TO PROCUREMENT (GATEWAY 1): DEMENTIA POST DIAGNOSIS SUPPORT SERVICE**  
(Pages 61 - 74)
- 10 AGEING WELL IN BROMLEY STRATEGY**  
(Pages 75 - 110)
- 11 GATEWAY REPORT - EXTENSION TO THE DIRECT PAYMENTS SUPPORT AND PAYROLL SERVICE CONTRACT WITH VIBRANCE - AND APPROVAL TO COMMENCE TENDER FOR A DIRECT PAYMENTS SUPPORT AND PAYROLL SERVICE CONTRACT (PART 1)**  
(Pages 111 - 124)
- 12 DISPOSAL OF Y BLOCKS - DECISION TO DISPOSE OF OPEN SPACE AND TO APPROPRIATE THE LAND AND BUILDINGS FROM OFFICE TO HOUSING USE UNDER SECTION 232 OF THE TOWN AND COUNTRY PLANNING ACT 1990 (PART 1)**  
(Pages 125 - 132)  
Bromley Town Ward
- 13 CONSIDERATION OF ANY OTHER ISSUES REFERRED FROM THE EXECUTIVE, RESOURCES AND CONTRACTS POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**
- 14 LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006 AND THE FREEDOM OF INFORMATION ACT 2000**

The Chairman to move that the Press and public be excluded during consideration of the items of business listed below as it is likely in view of the nature of the business to be transacted or the nature of the proceedings that if members of the Press and public were present there would be disclosure to them of exempt information.

**Items of Business**

**Schedule 12A Description**

- |  |  |
|--|--|
| <p><b>15</b>    <b>EXEMPT MINUTES OF THE MEETINGS HELD ON 10 JULY AND 2 AUGUST 2019</b><br/>(Pages 133 - 146)</p>  | <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> |
| <p><b>16</b>    <b>AWARD OF CONTRACT FOR THE MORTUARY SERVICE</b><br/>(Pages 147 - 154)</p>  | <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> |
| <p><b>17</b>    <b>GATEWAY REPORT - EXTENSION TO THE DIRECT PAYMENTS SUPPORT AND PAYROLL SERVICE CONTRACT WITH VIBRANCE - AND APPROVAL TO COMMENCE TENDER FOR A DIRECT PAYMENTS SUPPORT AND PAYROLL SERVICE CONTRACT (PART 2 )</b><br/>(Pages 155 - 170)</p> | <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> |
| <p><b>18</b>    <b>DISPOSAL OF Y BLOCKS - DECISION TO DISPOSE OF OPEN SPACE AND TO APPROPRIATE THE LAND AND BUILDINGS FROM OFFICE TO HOUSING USE UNDER SECTION 232 OF THE TOWN AND COUNTRY PLANNING ACT 1990 (PART 2)</b><br/>(Pages 171 - 214)</p>          | <p>Information relating to any individual.</p>   |

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## EXECUTIVE

Minutes of the meeting held on 10 July 2019 starting at 7.00 pm

### Present:

Councillor Colin Smith (Chairman)  
Councillors Graham Arthur, Peter Fortune,  
William Huntington-Thresher, Kate Lymer, Peter Morgan  
and Diane Smith

### Also Present:

Councillor Robert Evans, Councillor Simon Fawthrop and  
Councillor Angela Wilkins

## 19 APOLOGIES FOR ABSENCE

There were no apologies for absence.

## 20 DECLARATIONS OF INTEREST

The Director of Corporate Services declared an interest in relation to minutes 32 and 45 (Mental Health Flexible Support Service) as his wife was employed by one of the unsuccessful tenderers, but she was not involved in the process.

## 21 QUESTIONS

No questions had been received.

## 22 TO CONFIRM THE MINUTES OF THE MEETING HELD ON 21ST MAY 2019

**RESOLVED** that the minutes of the meeting held on 21<sup>st</sup> May 2019 be confirmed.

## 23 MATTERS OUTSTANDING FROM PREVIOUS MEETINGS Report CSD19100

The Executive noted a report on matters outstanding from previous meetings.

## 24 BUDGET MONITORING 2019/20 Report CSD19109

The Executive considered the first budget monitoring report for 2019/20, based on expenditure and activity levels up to the end of May 2019.

The report had been scrutinised at the Executive, Resources and Contracts PDS Committee meeting on 3<sup>rd</sup> July 2019 and the Committee supported the proposals.

**RESOLVED that**

- (1) The latest financial position be noted, including the projected net overspend on services of £2,084k forecast based on information as at 31<sup>st</sup> May 2019. Consider the latest financial position.**
- (2) The comments from Chief Officers detailed in Appendix 2 to the report be noted.**
- (3) The projected variation of £696k debit from investment income as detailed in sections 3.6 and 3.7 of the report be noted.**
- (4) The carry forwards being requested for drawdown as detailed in section 3.3 of the report be noted.**
- (5) The projected reduction to the General Fund balance of £2,788k as detailed in section 3.4 of the report be noted.;**
- (6) The full year cost pressures of £3.7m as detailed in section 3.5 of the report be noted.**
- (7) The release of £70k from the 2019/20 Central Contingency relating to street lighting costs be agreed as detailed in paragraph 3.2.2 of the report.**
- (8) The release of £52k from the 2019/20 Central Contingency relating to additional Exchequer and TFM contract costs as detailed in paragraph 3.2.4 of the report be agreed.**
- (9) The release of £584k credit from the 2019/20 Central Contingency relating to savings allocated to the review of staffing as detailed in paragraph 3.2.5 in the report be agreed.**
- (10) The return to the Central Contingency of £898k as detailed in paragraph 3.2.6 in the report be noted.**
- (11) £900k be allocated from the Health and Social Care Initiative Reserve to support additional Children's Social Care costs as detailed in paragraph 3.10 of the report.**
- (12) Council be recommended to agree that £1m transferred from the Health and Social Care Initiative Reserve to support the BCCG with their transformation plan for 2019/20 as detailed in paragraph 3.10 of the report.**

**25 CAPITAL PROGRAMME MONITORING - 1ST QUARTER  
2019/20**  
Report FSD19067

The report summarised the current position on capital expenditure and receipts following the first quarter of 2019/20 and sought approval for a revised Capital Programme.

The report had been scrutinised at the Executive, Resources and Contracts PDS Committee meeting on 3<sup>rd</sup> July 2019 and the Committee supported the proposals.

**RESOLVED that**

**(1) The report be noted, including a total re-phasing of £45,868k from 2019/20 into future years, and the revised Capital Programme be agreed.**

**(2) The following amendments to the Capital Programme be approved -**

- (i) Deletion of the £391k residual balance on the Beacon House Refurbishment scheme and increase of £391k to the Basic Need scheme as detailed in paragraph 3.3.2;**
- (ii) Deletion of £40k from the Phoenix Centre scheme as detailed in paragraph 3.3.3;**
- (iii) Addition of £239k for the Devolved Formula Capital 19/20 scheme as detailed in paragraph 3.3.4; and**
- (iv) Increase of £16k for the Banbury House Demolition/Site Preparation scheme as detailed in paragraph 3.3.5.**

**(3) It is noted that a report elsewhere on the agenda requests the addition of £1.5m to the Capital Programme for Boiler Plant Works;**

**(4) It is noted that a report elsewhere on the agenda requests the addition of £6.0m to the Capital Programme for the provision of modular homes as detailed in paragraph 3.3.6 of the report.**

**(5) Council be recommended to agree an increase of £1,922k on Transport for London (TfL) funded Traffic and Highways schemes as detailed in paragraph 3.3.1 of the report.**

**26 CENTRAL LIBRARY/CHURCHILL THEATRE DEFECTIVE  
TILING: REQUEST FOR ADDITIONAL FUNDING**  
Report DRR19/037

On 11 July 2018, the Executive approved a report agreeing funding of £427k from the earmarked reserve for infrastructure Investment to undertake temporary works at the Central Library/Churchill Theatre. Now that tenders had been received for the works additional funding was requested.

Planning permission granted for the works in 2016 expired on 17<sup>th</sup> August 2019, so it was essential that an order was as quickly as possible so that works could proceed under the existing permission. It was therefore recommended that the decision was urgent and not subject to the normal call-in arrangements.

The report had been scrutinised at the Executive, Resources and Contracts PDS Committee meeting on 3<sup>rd</sup> July 2019 and the Committee supported the proposals.

**RESOLVED that**

**(1) Additional funding of £110k be approved from the earmarked reserve for the Infrastructure Investment Fund to undertake temporary works.**

**(2) Call-in will not be applicable to allow the purchase order to be raised immediately so that there is sufficient lead-in time for commencement of the work prior to the expiry of the extant planning permission.**

**27            REPLACEMENT OF THE DISTRICT HEATING SYSTEM  
                 BOILERS AND RELATED WORKS TO WALNUTS LEISURE  
                 CENTRE**

Report DRR19/038

The District Heating System in Orpington was approximately forty years old and was subject to frequent breakdowns. Funding was requested to carry out the essential replacement of the boilers to prevent a total breakdown. In addition, associated repairs to the secondary heating plant at the Walnuts Leisure Centre were required. Officers confirmed that the leases for other users were being closely examined to ensure that appropriate costs were recovered. The Leader requested regular reports back on progress.

The report had been scrutinised at the Executive, Resources and Contracts PDS Committee meeting on 3<sup>rd</sup> July 2019 and the Committee supported the proposals.

**RESOLVED that**

**(1) Funding of £1.5m from capital receipts be approved to carry out the works outlined in the report, and, subject to the approval of full Council, the scheme be added to the Capital Programme.**

**(2) The procurement proposals outlined in sections 3.14 to 3.17 of the report be approved.**

**(3) Authority be delegated to the Director of Regeneration to approve variations using the contingency.**



**(4) Authority be delegated to the Director of Regeneration to finalise contributions from leaseholders which will reduce the net cost to the Council of the scheme.**

## **28 DRAFT HOUSING STRATEGY 2019 TO 2029**

A new draft Housing Strategy had been developed by the Council to take account of major changes in the housing sector and wider demographic and economic changes. The strategy addressed the key challenges of increased housing demand, rising cost pressures in relation to homelessness and provision of temporary accommodation, growth and regeneration in the borough. A public consultation with key stakeholders was proposed before the Strategy was finalised.

A Member asked for further details of the extent of the renewal areas mentioned in the summary documents. The Director of Housing confirmed that these renewal areas were as set out in the Local Plan, and that she could circulate a link to the documents showing the boundaries.

Councillor Angela Wilkins suggested that ward councillors in the north of the borough were encountering increasing problems with housing associations not carrying out maintenance and repairs. The Director of Housing suggested that these issues could be taken up through the Bromley Federation of Housing associations.

The report had been scrutinised at the Renewal, Recreation and Housing PDS Committee meeting on 2<sup>nd</sup> July 2019 and the Committee supported the proposals.

### **RESOLVED that**

**(1) The draft Housing Strategy be approved for public consultation.**

**(2) Officers be authorised to commence public consultation for a period of six weeks ; the results of the consultation will be referred back to the Executive together with officers' recommendations and the final version of the Housing Strategy for formal approval.**

## **29 BROMLEY'S DISCHARGE TO ASSESS SCHEME - OUTCOME OF THE PILOT**

The Executive received an update on the Bromley Discharge to Assess (D2A) scheme that had been operating in pilot form, and made decisions on the future shape and funding of the service. Members noted that there was a close link between discharge and reablement; it was important that reablement services were in place when people were discharged.

The report had been scrutinised at the Adult Care and Health PDS Committee meeting on 25<sup>th</sup> June 2019 and the Committee supported the proposals.

**RESOLVED that**

**(1) Progress on the Discharge to Assess scheme and the positive outcomes achieved for individuals be noted.**

**(2) A one year continuation of the Discharge to Assess scheme be agreed, revised in the light of learning from the pilot, pending an evaluation of the revised service and longer term recommendations due to be made to the Executive in July 2020.**

**(3) The cost of the overspend on the Discharge to Assess scheme be met with a contribution from the Better care Fund, currently estimated at £850k.**

**(4) Tenders be issued for the Discharge to Assess service for a one year contract to run from August 2020 to August 2021; tender award will be subject to further approval by the Executive in March 2020, and a recommendation to award the contract will only be presented if it is also recommended (following the service review in January 2020) that the model should be endorsed.**

**30            OPTIONS APPRAISAL FOR THE CONTINUED MEMBERSHIP  
                 OF THE LONDON COMMUNITY EQUIPMENT CONSORTIUM  
                 AND ONE YEAR EXTENSION TO CONTRACT**

Report ECHS19049

The report outlined current arrangements for the provision of Bromley's Integrated Community Equipment Service and set out options for future procurement. The contract, which was commissioned through the London Community Equipment Consortium (London Consortium) as a call-off contract, ended on 31<sup>st</sup> March 2021. Authorisation was sought to re-procure the service through continued membership of the London Consortium, which could include extending the current contract for a further year.

The report had been scrutinised at the Adult Care and Health PDS Committee meeting on 25<sup>th</sup> June 2019 and the Committee supported the proposals.

**RESOLVED that**

**(1) The Council participates in a joint re-tendering exercise through the London Consortium.**

**(2) An extension to the current contract with Medequip to the value of £2m be agreed, should it be required, under the London Consortium framework for up to one year commencing on 1<sup>st</sup> April 2021, to enable the tendering process to be undertaken.**

**31 GATEWAY REPORT: LEARNING DISABILITY SUPPORTED ACCOMMODATION PROCUREMENT STRATEGY (PART 1)**  
Report ECHS19052

The Council had 7 block contracts with 5 providers for supported living services for adults with a learning disability, providing 26 accommodation schemes for 125 service users. Developments taking place in 2019 suggested the need for a revised procurement plan. Firstly, the Council's Transformation Board had launched a programme designed to review the Council's offer and explore options for greater effectiveness and efficiency, and secondly, the Council and Bromley Clinical Commissioning Group (CCG) would be developing a Learning Disability Strategy Intended for approval in October 2019.

It was recommended that the timescale for procurement of learning disability supported living accommodation be adjusted to reflect the new direction of travel and provide an opportunity to align most of Bromley's supported living contracts to end during 2021. Two contracts, with Sanctuary Homecare Ltd regarding Johnson Court, and with Avenues regarding a range of schemes at 213 Widmore Road, Swingfield Court, Lancaster House, Goldsmith's Close and Amplio Road, were due to expire in January 2020 so it was proposed to award two short contracts to the existing suppliers.

The report had been scrutinised at the Adult Care and Health PDS Committee meeting on 25<sup>th</sup> June 2019 and the Committee supported the proposals.

**RESOLVED that**

**(1) It is agreed that procurement for the Learning Disability Supported Living contracts with Sanctuary Care and Avenues set out above should not proceed to allow them to be included in a wider commissioning exercise for Supported Living contracts.**

**(2) An exemption from procurement be granted and a new contract be awarded with Sanctuary Care for 15 months from 14<sup>th</sup> January 2020 to 24<sup>th</sup> April 2021.**

**(3) An exemption from procurement be granted and a new contract be awarded with Avenues for 15 months from 12<sup>th</sup> January 2020 to 24<sup>th</sup> April 2021.**

**32 CONTRACT AWARD - MENTAL HEALTH FLEXIBLE SUPPORT SERVICE (PART 1)**  
Report ECHS19048

The contract for Mental Health Flexible Support Services was due to expire on 30<sup>th</sup> September 2019 and there were no further options to extend the life of the contract. The Executive on 28<sup>th</sup> November 2018 had approved the tendering of the service and the results of the tendering process were now

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presented to enable a new contract to be awarded. A more detailed report was considered in Part 2.

The report had been scrutinised at the Adult Care and Health PDS Committee meeting on 25<sup>th</sup> June 2019 and the Committee supported the proposals.

**RESOLVED that the report be noted.**

**33 TRANSFORMING BROMLEY**  
Report CSD19108

The Executive received an overview of the Transforming Bromley roadmap 2019-2023, which set out the Council's eight strategic priorities to improve outcomes for residents. The roadmap set out the principles of the Transformation Programme, a four year programme of six cross-cutting work-streams that would deliver transformation options to address the Council's emerging budget gap of £31.7m by 2022.23 and identified growth pressure affecting service delivery.

The report had been scrutinised at the Executive, Resources and Contracts PDS Committee meeting on 3<sup>rd</sup> July 2019 and the Committee supported the proposals.

**RESOLVED that**

**(1) The report be noted.**

**(2) The relevant Chief Officers report back to their respective PDS Committees on the progress of the Transforming Bromley Programme as a standing item.**

**(3) It is noted that the Transformation Programme is on the Corporate Risk Register and will be monitored in line with the Council's risk management procedures.**

**34 REVIEW OF CORPORATE LEADERSHIP STRUCTURE**  
Report CSD19110

The report set out key proposals following a review of the corporate leadership structure to ensure an appropriately robust and effective leadership and management structure was in place to deliver the transformation agenda. The key reasons for reviewing the structure were to identify and address current and future business requirements to create a sustainable and fit for purpose leadership structure, and to reconfigure complementary functions/services to improve organisational performance.

Cllr Angela Wilkins commented that many councillors were not informed when there were staff changes and senior staff left the organisation - the Chief Executive stated that this would be improved.

The report had been scrutinised at the Executive, Resources and Contracts PDS Committee meeting on 3<sup>rd</sup> July 2019 and the Committee supported the proposals, making one additional recommendation.

**RESOLVED that**

**(1) The report be noted.**

**(2) The Leader agrees to the consequential name changes of officer titles for the Scheme of Executive Delegation to reflect the corporate leadership structure and Council be recommended to agree the necessary consequential officer name changes for the Non-Executive Scheme of Delegation and descriptive text in the Constitution.**

**(3) Prior to finalising the 2020/21 budget, the Executive ensures that there is adequate contingency to meet the Council's core capacity requirements to deliver services and key transformation challenges.**

**35 CHILDREN'S SPEECH & LANGUAGE THERAPY - BETTER CARE FUND AND FUTURE FUNDING STRATEGY (PART 1)**

Speech and Language Therapy for children and young people in Bromley was primarily provided by Bromley Healthcare through a contract held by NHS Bromley Clinical Commissioning Group (BCCG), jointly commissioned with the Council. In September 2018 the Executive had agreed additional one off funding from the Better Care Fund for the Speech and Language Therapy service.

The Executive received the outcome of a review carried out by commissioners from the Council and BCCG, including a recent Speech, language and Communications Needs (SLCN) analysis undertaken by Public Health, and proposing a re-designed and sustainable service.

The report had been scrutinised at the Children, Education and Families PDS Committee meeting on 9<sup>th</sup> July 2019 and the Committee supported the proposals.

**RESOLVED that the report be noted, and that a further allocation of funding be agreed (details set out in part 2.)**

**36 AUTHORISATION FOR EXEMPTION TO AWARD A FURTHER INTERIM CONTRACT FOR COMMUNITY WELLBEING SERVICE FOR CHILDREN AND YOUNG PEOPLE AND FUTURE PROCUREMENT OPTION (PART 1)**  
Report ECHS19067

The contract for the Children and Young People's Mental Health and Wellbeing Service had been held by Bromley Y since 1<sup>st</sup> December 2014, and had been extended to 31 May 2020. This contract worked alongside the local clinical and community mental health services for children and young people

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commissioned and procured by NHS Bromley CCG (BCCG), delivered primarily by NHS Oxleas but also by Bromley Y. The services commissioned by the Council and BCCG provided a pathway for children and young people's mental health support in the borough.

On 7 January 2019, the NHS long-term plan (NHS LTP) was published, setting out key ambitions for the NHS over the next 10 years. Among the policy directives revealed in the LTP were the intention for partnerships of commissioners and providers to lead Integrated Care Partnerships (ICPs) and a reduced necessity for market testing and competitive procurement in favour of collaborative work such as alliances and other partnerships.

In light of these significant changes in national policy, BCCG had confirmed that there will no longer be circumstances in the near term in which they would wish to re-procure the NHS Oxleas contract, including the Children and Adolescent Mental Health service (CAMHS). The report therefore set out a proposed joint response to this change in policy landscape to jointly commission a new service that incorporated both the community wellbeing and specialist clinical CAMHS services currently commissioned in Bromley.

Officers confirmed that a written assurance would be obtained from BCCG that they would be committed to the new arrangements.

The report had been scrutinised at the Children, Education and Families PDS Committee meeting on 9<sup>th</sup> July 2019 and the Committee supported the proposals.

#### **RESOLVED that**

**(1) The award of a further short term contract to Bromley Y, via an exemption to competitive tendering, for ten months from 1 June 2020 to 31 March 2021 be approved; this will ensure sufficient time for a successful tender process and adequate time for the production of a new service specification, while maintaining continuity of service and support to vulnerable young people; it will also avoid the disruption of the NHS England funded Trailblazer which is currently due to finish in March 2021.**

**(2) That the proposal for proceeding to procurement of an integrated Children and Young People's Mental Health and Wellbeing Service (Tier 1 & 2 only) with an initial contract term of five years, with two options to extend for two periods of up to two years each, making a total potential contract term of nine years, be approved; the contract will be procured with funding from both BCCG and the Council. (For more details of this proposed procurement, please see sections 4, 6 and 8 of the report. It is further proposed that a Gateway 2 report to seek approval to award a contract to the successful bidder will be brought before members in 2020.)**

**(3) It is noted that BCCG have given a commitment to provide resources to support the procurement and contract management of the Children**

and Young People's Mental Health and Wellbeing Service, as well as the transfer of core costs and NHS England Trailblazer funds to LBB in a joint funding agreement in accordance with Section 75 of the NHS Act 2006.

**37 YORK RISE - AWARD OF CONTRACT FOR MODULAR HOUSING SCHEME (PART 1)**  
Report ECHS19061

Members had received regular reports on the pressure in relation to homelessness and temporary paid accommodation. On 10<sup>th</sup> January 2018 the Executive had agreed that tenders be sought to appoint a supplier of modular build accommodation at the York Rise site in Orpington. Tenders had now been received, and the Executive agreed proposals for the award of a contract. Further details were set out in a part 2 report.

Councillor Robert Evans attended the meeting representing the ward councillors for Farnborough and Crofton. Although the ward councillors supported the general principle of the development, they were concerned that in two years they had received no further details of the proposals, and that the number of units proposed had risen from 33 to 53. They wanted assurances that there would be full consultation with them before agreements were signed. The Director of Housing confirmed that there would be full consultation, and that planning permission would be required before the houses could be installed.

Councillor Simon Fawthrop suggested that officers should investigate the use of Section 106 money for this scheme - the Leader requested that officers review this and report back to himself and Councillor Fawthrop.

The report had been scrutinised at the Renewal, Recreation and Housing PDS Committee meeting on 2<sup>nd</sup> July 2019 and the Committee supported the proposals.

**RESOLVED that**

**(1) A contract be awarded for the provision of modular build accommodation with a management contract at the York Rise site for a contract period of 15 years, with the option to extend for a further 5 years.**

**(2) Modular units are purchased on day 1 of the contract.**

**(3) Council be recommended to approve the addition of funds to the Capital Programme funded from the Housing Investment Fund and the Investment Fund for the purchase of the modular constructed units, planning, preparation and associated construction costs.**

**38 CONSIDERATION OF ANY OTHER ISSUES REFERRED FROM THE EXECUTIVE, RESOURCES AND CONTRACTS POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

There were no additional issues to consider referred from the Executive, Resources and Contracts PDS Committee.

**39 LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006 AND THE FREEDOM OF INFORMATION ACT 2000**

**RESOLVED** that the Press and public be excluded during consideration of the items of business referred to below as it is likely in view of the nature of the business to be transacted or the nature of the proceedings that if members of the Press and public were present there would be disclosure to them of exempt information.

The following summaries  
refer to matters involving exempt information

**40 CAPITAL PROGRAMME MONITORING - 1ST QUARTER 2019/20 - APPENDIX E**

The Executive noted Appendix E to the Capital Programme report, setting out capital receipts.

**41 EXTENSION TO AGENCY CONTRACT**

The Executive agreed an extension to the contract for the provision of agency workers.

**42 AWARD OF RE-TENDERED CONTRACT FOR PHASE 2 WORKS AND EXTENSION OF CONTRACT FOR TEMPORARY ACCOMMODATION AT STEWART FLEMING PRIMARY SCHOOL**

The Executive awarded a contract for the remaining Phase 2 works at Stewart Fleming Primary School.

**43 OUTLINE PROCUREMENT STRATEGY FOR ADULTS AND CHILDRENS TRANSPORT SERVICES INCLUDING INTERIM ARRANGEMENTS FOR ADULTS TRANSPORT**  
Report ECHS19041

The Executive approved proposals for the tendering of transport services.



**44 GATEWAY REPORT: LEARNING DISABILITY SUPPORTED ACCOMMODATION PROCUREMENT STRATEGY (PART 2)**  
Report ECHS19052

The Executive agreed changes to the timescale for procurement of Learning Disability Supported Accommodation.

**45 CONTRACT AWARD - MENTAL HEALTH FLEXIBLE SUPPORT SERVICE (PART 2)**

The Executive awarded a contract for provision of Mental Health Flexible Support Services.

**46 CHILDREN'S SPEECH & LANGUAGE THERAPY - BETTER CARE FUND AND FUTURE FUNDING STRATEGY (PART 2)**

The Executive approved additional funding for Speech and Language Therapy for children and young people.

**47 AUTHORISATION FOR EXEMPTION TO AWARD A FURTHER INTERIM CONTRACT FOR COMMUNITY WELLBEING SERVICE FOR CHILDREN AND YOUNG PEOPLE AND FUTURE PROCUREMENT OPTION (PART 2)**  
Report ECH19067

The Executive agreed proposals for the future commissioning of community wellbeing services for children and young people.

**48 YORK RISE - AWARD OF CONTRACT FOR MODULAR HOUSING SCHEME (PART 2)**  
Report ECHS19061

The Executive awarded a contract for the provision of modular build accommodation at York Rise, Orpington.

The Meeting ended at 7.54 pm

Chairman

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## **EXECUTIVE**

Minutes of the meeting held on 2 August 2019 starting at 10.15 am

### **Present:**

Councillor Colin Smith (Chairman)  
Councillors Graham Arthur, Peter Fortune,  
William Huntington-Thresher and Diane Smith

### **49 APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Kate Lymer and Councillor Peter Morgan.

### **50 DECLARATIONS OF INTEREST**

The Deputy Leader declared an interest in that his wife was a teacher at the Step Academy Trust.

The Leader declared an interest in the Aquinas Trust as a member of the Aquinas Advisory Council and also declared an interest in St. George's School.

### **51 QUESTIONS**

Questions for oral reply to the Leader were received from Pamela Hicks and Paul Chute. The questions and responses are attached as an appendix to the minutes.

### **52 COUNCIL TAX SUPPORT/REDUCTION SCHEME 2020/21 Report FSD19068**

The Executive considered a report seeking a decision on the Authority's recommended Council Tax Support/Reduction scheme to be included in the annual public consultation exercise.

It was expected that the exercise would take place towards the end of August. The results of the consultation exercise would be reported to the meeting of the Executive on November 27<sup>th</sup>. To comply with statutory obligations, the scheme would need to be adopted by 31<sup>st</sup> January 2020.

At the Executive, Resources and Contracts PDS Committee meeting on 30<sup>th</sup> July, Members considered that, in view of the financial pressures on the Council, increasing the level of contributions from claimants occupying larger properties should be considered. It was confirmed that some authorities already did this. Additional information regarding this had been circulated before the Executive's meeting.

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The Head of Revenues and Benefits tabled additional information concerning the projected costs of schemes based on calculations being restricted to the liability of Council Tax Bands 'D', 'E', and 'F'.

The Executive considered the ER&C PDS' comments, but decided that a wider policy review for future years would be preferable to adapting the scheme as had been suggested.

**RESOLVED that**

**(1) The Council Tax Support/Reduction Scheme (CTS) is forwarded for public consultation based on 75% liability for working-age claimants. All other elements of the scheme should remain unchanged, subject to annual benefit uprating, legislative changes to the Council Tax Support/Reduction Scheme and maintaining alignment with the Housing Benefit Scheme.**

**53           EMPTY HOMES PREMIUM**  
Report FSD19063

The Executive considered a proposal that a public consultation exercise be undertaken where it was recommended that the Empty Homes Premium be introduced from April 2020.

At the meeting of the ER&C PDS Committee on 30<sup>th</sup> July, it had been proposed that the Council should apply the maximum premiums, although it was noted that the 300% extra for properties empty for more than ten years could only be applied from 2021/22 onwards, so a decision was not required for another year.

Additional information was circulated before the Executive's meeting, on the potential additional income from applying the premium, the linking of empty periods and the additional collection costs of £59k.

The Executive was clear in their view that the recommendations should be approved as listed.

**RESOLVED that:**

**(1) A public consultation exercise is undertaken on the introduction of the Empty Homes Premium**

**(2) The Authority recommends in the consultation document that the "Premium" be introduced from the financial year 2020/21 at the rate of 50% for properties empty longer than 2 years, increasing to 100% where the property has been empty for 5 years.**

**54           AWARD OF CONTRACT: PROVISION OF HOUSING IN BURNT**

**ASH LANE**  
Report DRR19/044a

The Executive considered a report setting out recommendations for the approval of a capital scheme for the design and construction of up to 25 residential units in a car park behind Burnt Ash Lane, off of Brindley Way, Bromley. In addition, the report sought approval to utilise the LHC, NH2 Framework for a direct contract award permitted under the Framework.

The Leader commented that the fine detail of the recommendations would be dealt with by the Planning Team in due course.

Also, that as part of that process, the Planning and Parking Teams would work carefully together to minimise any potential impact and effect on neighbouring roads and car parks.

The Executive accepted the recommendations as outlined in the report. .

**RESOLVED that:**

- 1. The Executive request that Council approve the addition of £3,786k to the Capital Programme funded from Section 106 contributions (£500k) and the Investment Fund earmarked reserve (£3,286k) for the provision of up to 25 residential units for the provision of housing for the purposes of temporary accommodation on the site known as Burnt Ash Lane car park.**
- 2. A direct contract award to Lesko Modular Housing, using the LHC, HN2 Framework, for a design and build of housing at the site, is approved as set out in the report**
- 3. The concept design for the proposed scheme is approved subject to planning permission and public consultation**
- 4. Officers apply for planning permission based on the proposed design; and**
- 5. The appropriation of land at the site known as Burnt Ash Lane Car Park from its current purpose to the purpose of housing land held under the general fund in accordance with section 122 of the Local Government Act 1972 is approved.**

**55            0-19 PUBLIC HEALTH NURSING**  
Report ECHS19074

The Executive considered a report setting out options for the future of the Health Visiting and School Nursing Service in terms of funding and commissioning options. Both the 0-4 years Health Visiting Service, incorporating the Family Nurse Partnership (HV) and the Health Support to Schools (HSS) contracts were due to expire at the end of September 2020.

The HV contract was held by Public Health, funded through the Public Health Grant at £3,288k per annum. The HSS contract was currently held by the Bromley Clinical Commissioning Group (CCG), funded through Public Health reserves at £603k per annum. In November 2018, the Executive agreed to fund this contract to September 2020 to align it with the expiry of the HV contract and commission a combined 0-19 service. A small contract for Primary Screening (vision screening and national child measurement programme in primary schools) was also due to expire at the end of September 2020. This contract was held by Public Health, funded through the Public Health Grant at £165k per annum. It was proposed to also include this contract in the 0-19 Public Health Nursing contract from 1<sup>st</sup> October 2020.

The Executive accepted the recommendations of the report.

**RESOLVED that a new 0-19 Public Health Nursing Service from 1<sup>st</sup> October 2020 for a period of 5 years, plus an optional 2 year extension at an estimated cost of £4 million per annum be tendered.**

**56            AWARD OF CONTRACT FOR EXCHEQUER SERVICES**  
Report FSD19073

The Executive considered the Part 1 (Public) report which accompanied the Part 2 report on the agenda recommending that the Council award a contract for the provision of Exchequer Services. The Director of Finance outlined the two recommendations that had been submitted by the ER&C PDS for consideration by the Executive.

The Director of Finance outlined the savings that would accrue to the Council as a result of the new contract award.

The Portfolio Holder for Environment and Community Services mentioned that he sat on the Orpington Bid Board and declared an interest to that effect. He said that the report did not mention how BIDs would be charged for the collection of levies and Liberata had been mandated to be used by the BIDS for this purpose. He requested that Liberata demonstrate how they would provide VFM (Value for Money) in this process. The Leader requested that the Head of Revenue and Benefits provide a written answer to the Portfolio Holder, copying in the rest of the Executive.

**RESOLVED that**

**(1) The Exchequer Services Contract be awarded, as detailed in the accompanying Part 2 report, for a contract period of 8 years, with the option to extend for a further 4 years (based on a 2 plus 2 option).**

**(2) The Head of Revenue and Benefits provide a written answer to the Portfolio Holder for Environment and Community Services, (copying in the rest of the Executive) regarding how Liberata would demonstrate VFM in the collection of levies from the Orpington BID.**

**57 LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006 AND THE FREEDOM OF INFORMATION ACT 2000**

**RESOLVED** that the Press and public be excluded during consideration of the items of business referred to below as it is likely in view of the nature of the business to be transacted or the nature of the proceedings that if members of the Press and public were present there would be disclosure to them of exempt information.

**The following summaries  
refer to matters involving exempt information**

**58 AWARD OF EXCHEQUER SERVICES CONTRACT**  
Report FSD19074

The Executive considered the report and awarded the contract in line with the recommendations outlined in the report.

**59 LEASE OF THE PLAYING FIELD AT THE WIDMORE CENTRE TO THE SECRETARY OF STATE FOR HOUSING COMMUNITIES AND LOCAL GOVERNMENT**  
Report ECHS19075

The Executive considered the report regarding the lease of the playing field at the Widmore Centre to the Secretary of State for Housing Communities and Local Government and agreed the recommendations.

**60 AWARD OF CONTRACT: PROVISION OF HOUSING IN BURNT ASH LANE**

Executive had considered the public aspects of this report during the public part of the meeting during the discussion of agenda item 54.

The Executive further considered the matter under the Part 2 section of the meeting, and agreed the recommendations as outlined in the Part 2 report.

The Meeting ended at 11.00 am.

Chairman

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**EXECUTIVE**

**2<sup>nd</sup> August 2019**

**QUESTIONS ON REPORTS ON THE AGENDA**

**1. From Pamela Hicks to the Leader of the Council**

In respect of paragraph 3.8 of the report (Item 6 - Provision of Housing in Burnt Ash Lane) - what evidence has been obtained to confirm that the proposed new development will not worsen on-street conditions or adversely affect the local economy, particularly in terms of the nearby parade of shops and use of the allotments? Please provide a copy of the report/analysis, which apparently shows the car park operates below its current capacity.

**Reply:**

A formal survey of the Burnt Ash Lane car park was undertaken by the Council's parking team which monitored usage throughout the week commencing 17<sup>th</sup> June 2019 from 6am to 10pm over different days of the week, including the weekend.

The current car park has 96 spaces available, plus 4 disabled bays, and 4 bays for electric charging. The number of spaces occupied throughout those days were recorded each hour.

The average occupied spaces throughout the monitored period was 38. A higher number of spaces were occupied, typically between midday and 2pm each day, this did not exceed 75, and a number of vehicles were there throughout the entire day.

The proposed design would offer a minimum of 84 spaces (including 4 disabled bays, and 4 e-charging bays), only 15 of which would be allocated to new residential properties, leaving 69 for general use.

It is important to note that the design being proposed preserves car parking, and it would be our view at this stage that the parking being preserved is adequate for the current typical usage. Full impact and transport surveys will of course form part of the formal planning process.

**Supplementary Question:**

Can clarification be provided regarding the actual number of car parking spaces remaining subsequent to the allocation of car parking spaces to the new residential units?

**Reply:**

I will ensure that clarification is provided.

**2. From Paul Chute to the Leader of the Council**

Is it confirmed that the existing car park will continue to be designated a car park for general public use? It is noted that only 15 car park spaces are to be allocated for residents of the car park dwellings, I assume they will be suitably identified and that all other spaces be identified for public use? It is also assumed the car park will continue to have height and type of vehicle restrictions and that the Council continue

to be responsible for upkeep and maintaining of the public part of car parking spaces?

**Reply:**

I am pleased to confirm that the answer to each of your three questions is yes.

**Supplementary Question:**

Will the scheme be a mixed usage of housing and parking? Is it designated as housing or a car park?

**Reply:**

There would be up to 15 spaces used by residents of the new units used on a first come, first served basis. It is designated as a car park.

**Supplementary Question:**

Is the housing association aware that they will have the responsibility to maintain everything above ground level, and that the Council would be responsible for the maintenance of any ground level issues.

**Reply:**

It is correct that the Housing Association are aware of their responsibilities and will maintain anything above ground level. The Council will still maintain the car park.

**3. From Pamela Hicks to the Leader of the Council**

Statement made in paragraph 8.1 of the report - how will the development support children and vulnerable people by housing them in temporary accommodation, given that the accommodation has no outdoor space apart from a small balcony and will be situated within a car parking environment (air quality, noise pollution considerations in particular)? Please provide a copy of the evidence supporting the statement made at 8.1.

**Reply:**

There are currently nearly 1,600 households in temporary accommodation. For many the accommodation they currently occupy is relatively insecure and the Council is unable to guarantee that it will be their only placement whilst they wait to secure longer term housing. 70% of these placements are located outside of the Borough boundaries with some being a considerable distance away.

If approved the proposal aims to provide much needed good quality, settled and affordable homes within the borough close to existing family support networks, education and employment.

Kings Meadow playing Fields, a recently enhanced local park, sits approximately 100 yards due south of the proposed housing.

The duration of engine run times in carparks and thus emission levels will be lower than on any reasonably busy road.

My advice remains that Zed pods are designed specifically to utilise air space over car parks and as such the construction actively addresses potential concerns regarding air quality and noise. The vapour permeable materials and ventilation system used reduces fumes entering the home whilst drawing fresh air from a high level. This has the added benefit of reducing the risk of condensation and mould thus further improving air quality within the units. The air tight construction, triple glazing and rubber pads used further serve to isolate the pods from any ground based vibration and mitigate against traffic and other noise.

It is also important to note that any proposal would be subject to the full rigor of the planning application process, including public consultation, and would be determined in light of the Bromley Local Plan (2019) and the emerging London Plan, both of which have stringent policies with regards to air quality.

If the scheme is agreed, it would go on to the planning stage when you would then be able to lobby your local councillors to raise your concerns through the planning process.

**Supplementary Question:**

Is the public consultation separate to the planning process?

**Reply:**

No - the public consultation would be part of the planning process which would be a 28 day process. If you have any other questions going forward, please feel free to raise them with me and with Councillor Morgan, who is leading on the project, and I will ensure that you are provided with a full answer.

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Report No.  
CSD19126

## London Borough of Bromley

### PART ONE - PUBLIC

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**Decision Maker:** EXECUTIVE

**Date:** 18<sup>th</sup> September 2019

**Decision Type:** Non-Urgent Executive Non-Key

**Title:** MATTERS OUTSTANDING FROM PREVIOUS MEETINGS

**Contact Officer:** Graham Walton, Democratic Services Manager  
Tel: 0208 461 7743 E-mail: graham.walton@bromley.gov.uk

**Chief Officer:** Mark Bowen, Director of Corporate Services

**Ward:** N/A

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1. Reason for report

1.1 **Appendix A** updates Members on matters outstanding from previous meetings.

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## 2. RECOMMENDATION

2.1 **The Executive is invited to consider progress on matters outstanding from previous meetings.**

<b>Non-Applicable Sections:</b>	Impact on Vulnerable Adults and Children/Policy/Financial/Personnel/Legal/Procurement
Background Documents: (Access via Contact Officer)	Minutes of previous Executive meetings

### Impact on Vulnerable Adults and Children

1. Summary of Impact: Not applicable
- 

### Corporate Policy

1. Policy Status: Existing Policy: The Executive receives an update on matters arising from previous meetings at each meeting.
  2. BBB Priority: Excellent Council:
- 

### Financial

1. Cost of proposal: No Cost:
  2. Ongoing costs: Not Applicable:
  3. Budget head/performance centre: Democratic Services
  4. Total current budget for this head: £358,740
  5. Source of funding: 2019/20 Revenue Budget
- 

### Personnel

1. Number of staff (current and additional): 8 posts (6.79fte)
  2. If from existing staff resources, number of staff hours: Monitoring the Executive's matters arising takes at most a few hours per meeting.
- 

### Legal

1. Legal Requirement: None:
  2. Call-in: Not Applicable:
- 

### Procurement

1. Summary of Procurement Implications: Not Applicable
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): This report is intended primarily for the benefit of Executive Members
- 

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: Not Applicable

**Appendix A**

<u>Minute Number/Title</u>	<u>Executive Decision/Request</u>	<u>Update</u>	<u>Action by</u>	<u>Completion Date</u>
<b>10<sup>th</sup> January 2018</b>				
<b>389 Update on Service Proposals and Procurement Strategy for Modular Homes</b>	All Members to be invited to a site visit to see modular homes in a neighbouring borough.	Visits are on hold pending the award of contracts - once contractors have been identified and contracts signed visits will be arranged to relevant sites that they have developed. As members are aware, a modular home has been set up in the St Blaise car park as an example.	Director of Housing, Planning & Regeneration	Autumn 2019
<b>10<sup>th</sup> July 2019</b>				
<b>York Rise - Award of Contract for Modular Housing Scheme</b>	The Leader requested that officers investigate the use of S.106 money for this scheme, and report back to himself and Cllr Fawthrop.	This work has been completed and the £1m requested from s106 housing contributions has been identified.	Director of Housing, Planning & Regeneration	August 2019
<b>2<sup>nd</sup> August 2019</b>				
<b>56 Award of Contract for Exchequer Services</b>	Members requested further information on the collection of BID levies.	Information was circulated to members of the Executive on 15 <sup>th</sup> August 2019.	Head of Revenues & Benefits	August 2019
<b>60/1 Award of contract: Provision of Housing in Burnt Ash Lane</b>	Members requested an update at the meeting on 18 <sup>th</sup> September.	Update to be provided at the meeting.	Director of Housing, Planning and Regeneration	September 2019

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Report No.

London Borough of Bromley

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**Decision Maker:** Executive

**Date:** 18 September 2019

**Decision Type:** Non-Urgent Executive Non-Key

**Title:** Tackling Loneliness Summit

**Contact Officer:** Naheed Chaudhry  
Assistant Director Strategy, Performance and Corporate Transformation

**Chief Officer:** Ade Adetosoye, Chief Executive

**Ward:** N/A

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## 1. Summary

The Leader of Bromley Council commissioned a Summit on the issue of Tackling Loneliness to be held during national Loneliness week 2019. Over 120 delegates attended the summit and contributed wholeheartedly to its intended objectives.

The summit enabled local organisations and services to connect those at risk of loneliness, focusing particularly on intergenerational activity for new mums, care leavers and older people.

A well facilitated 'market place' hosted community groups in the Grand Hall, supporting summit delegates to network and share ideas; the intention to facilitate, enable and encourage an active community sector.

Ultimately the summit intended on facilitating a conversation around loneliness to raise awareness and reduce stigma. The summit celebrated considerable attendance and positive evaluations and feedback.

This report provides a summary of the Summit and its outcomes.

## 2. Reason for Report going to Executive

2.1 To report on participation of the Loneliness Summit.

---

## 3. Recommendations

3.1 Members are asked to note the activities that took place at the Loneliness Summit and its outcomes.

## Health & Wellbeing Strategy

1. Related priority: Diabetes Hypertension Obesity Anxiety and Depression Children with Complex Needs and Disabilities Children with Mental and Emotional Health Problems Children Referred to Children's Social Care Dementia Supporting Carers

---

## Financial

1. Cost of proposal: Not Applicable:
  2. Ongoing costs: Not Applicable:
  3. Total savings: Not Applicable:
  4. Budget host organisation:
  5. Source of funding:
  6. Beneficiary/beneficiaries of any savings:
- 

## Supporting Public Health Outcome Indicator(s)

Yes

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#### **4. COMMENTARY**

4.1. At the beginning of the municipal year the Leader of the Council expressed his desire to tackle the issue of Loneliness in his address to Full Council. Through Councillor Cuthbert he went on to commission a Loneliness summit to be held during National Loneliness Awareness week 2019.

##### **Objectives of the Summit**

4.2. Over 120 delegates attended the summit hosted by the Council on 21 June 2019. The summit objectives were in line with the National strategy and the Council's local aspirations; objectives:

- a) Enable everyday services to connect those at risk of loneliness. Focusing on intergenerational working: new mums, care leavers and older people.
- b) Enable community groups to support people to come together – what can we do better together?
- c) Building a local conversation, tackling stigma around loneliness. Just as we understand the importance of looking after our physical health and increasingly our mental health, so too must we look after our social connections, and understand that they are key to our wellbeing.

4.3. Through feedback evaluation forms over 90% of delegates stated that the Summit had met its objectives.

##### **4.4. What is Loneliness and Social Isolation?**

4.5. Loneliness is defined nationally as “a subjective, unwelcome feeling of lack or loss of companionship. It happens when we have a mismatch between the quantity and quality of social relationships that we have, and those that we want”. Loneliness is therefore, simply put, a personal experience and can mean different things to different people.

4.6. Loneliness is often used interchangeably with isolation, but while they are linked and can often overlap, they are not the same. It is possible to be isolated without feeling lonely and conversely to feel lonely while surrounded by people.

4.7. Loneliness and social isolation can affect anyone at any time.

##### **4.8. Loneliness Summit Outcomes**

4.9. The Summit introduced the issue of tackling loneliness by presenting the known causes of loneliness and its well documented impact on physical and mental wellbeing. Key triggers of loneliness were presented alongside key statistics of known prevalence locally. See appendix one Summit presentation.

4.10. Best practice research advises that intergenerational activity has particular benefit for older people. With an aging population set to rise further, focus on intergenerational ideas felt appropriate. The Summit facilitated idea generating workshops to tackle the issue of loneliness for new mums, care leavers and older people from the perspective of intergenerational work.

4.11. A broad range of ideas were generated by delegates including raising awareness, developing projects within their existing organisational objectives or in conjunction with other organisations. Delegates committed to working more with other organisations, publicising existing activities and becoming more involved in the community.

4.12. Eight workshops were held during the Summit: four focussed on older people and two each on new mums and care leavers. During each workshop delegates were asked to share examples of intergenerational projects which had worked well and identify projects which members of the workshop could take forward. Workshops were well very attended, with 52 people participating in a conversation about new mums, 62 contributing to ideas about how to support young people who leave care and 92 people sharing ideas about how to mitigate loneliness for older people.

4.13. Projects identified during the workshops included

<b>New Mums:</b>	<ul style="list-style-type: none"> <li>• Create a Facebook page for all activities and events for new mums and families and publicise events/activities</li> <li>• Holding joint 'Me and My Baby' and 'Primetime' activities in Mytime Active</li> <li>• Start buddy schemes for new mums with Dementia Centres</li> <li>• Replicating good practice to deliver workshops and activities for new mums across the borough</li> <li>• Promote a family event through the Children and Family Centres and support families without access to transport to attend</li> </ul>
<b>Care Leavers:</b>	<ul style="list-style-type: none"> <li>• Housing Associations to work with Leaving Care team to provide white goods</li> <li>• Trading Standards to offer 'Test Purchasing' role to looked after children and care leavers</li> <li>• Care Homes to offer work experience opportunities for care leavers</li> <li>• Utilising community kitchen facilities in children centres to teach 'cooking' independence skills to care leavers</li> </ul>
<b>Older People:</b>	<ul style="list-style-type: none"> <li>• Age UK Bromley and Greenwich to access funding and develop an information portal for services and activities</li> <li>• Dementia Intergenerational Project involving Mindcare, Community Links Bromley, Mytime Active, Libraries and Glebe Housing</li> <li>• Young Volunteers Project - Inviting participants in Duke of Edinburgh Award schemes to volunteer at residential homes</li> <li>• Intergenerational Dementia Choir</li> <li>• Volunteer Transport/Drivers Co-ordination Scheme</li> </ul>

4.14. In addition Councillor Cuthbert has been exploring Clarion Housing Futures funding to identify if groups can access funding (up to 200k) and is working with interested resident's associations and the Shaw Trust on implementing new projects that bring together older and younger residents.

4.15. Councillor Cuthbert has also been working with the local media to regularly promote and highlight groups and activities taking place in the borough.

4.16. During the Summit delegates were given the opportunity to network whilst visiting the Market Place in the Great Hall. Twelve organisations manned stalls in the Market Place providing information on services and volunteering opportunities, a further four organisations provided literature about their organisations.

#### **4.17. Feedback**

4.18. Feedback was sought from delegates to rate the usefulness of the presentations, Market Place, workshop discussions and networking opportunities on a scale of one to five, with five being the highest rating. All four elements were rated as four or above: the workshops received the highest rating at 4.7. Over 90% of delegates stated that the Summit had met its objectives.

4.1. When asked what they had learnt from the day, individuals stated that they had come to a greater understanding of loneliness as well as the needs of care leavers in particular. Most mentioned an increase in knowledge of the number and range of services and activities already available in the borough and the associated need to ensure that this information was readily available to organisations which come in contact with people at risk of or experiencing loneliness.

#### **5. IMPACT ON VULNERABLE PEOPLE AND CHILDREN**

5.1 Vulnerable people and children are more likely to experience worse outcomes in their physical health, wellbeing and behaviour when they are affected by loneliness and social isolation. By raising awareness of the potential impact on individuals and enabling those to participate more fully in their community such outcomes can be reduced.

5.2 Participants attending the Summit were those most likely to support vulnerable residents this included:

- Health and social care providers in the statutory and voluntary sectors, such as, Age UK Bromley and Greenwich, Bertha James Day Centre, Bromley Healthcare, Bromley, Lewisham and Greenwich Mind, Bromley Mencap, Bromley Well, Oxleas NHS Foundation Trust, Shaw Trust and St Christopher's Hospice;
- Voluntary groups such as Citizens Advice Bureau, Community Links Bromley, Contact the Elderly, Careplus, CASPA and Latch Project;
- Community groups including residents' and village associations as well as Rotary Clubs, Neighbourhood Watch and U3A;
- Extra care housing providers, care and nursing homes and housing associations;
- Faith groups from across Bromley;
- Local businesses including The Glades and
- Leisure providers such as Bromley libraries and Mytime Active.

#### **6. FINANCIAL IMPLICATIONS**

Not applicable.

#### **7. LEGAL IMPLICATIONS**

Not applicable.

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# THE BROMLEY LONELINESS SUMMIT



CONNECTING  
BROMLEY

## WELCOME

FRIDAY 21 JUNE 2019

10AM TO 2PM  
BROMLEY CIVIC CENTRE

Page 39



SUMMIT

#LETSTALKLONELINESS

FIND OUT MORE AT  
[www.bromley.gov.uk/loneliness](http://www.bromley.gov.uk/loneliness)

# Welcome Councillor Colin Smith, Leader of the Council



# Objectives of the Summit

## Councillor Aisha Cuthbert

THE BROMLEY  
LONELINESS SUMMIT



1. Enabling everyday services to connect those at risk of loneliness. Focusing on intergenerational working: New Mums, Care Leavers and Older people
2. Enabling community groups to support people to come together – what can we do differently?
3. Building a local conversation, tackling stigma around loneliness. Just as we understand the importance of looking after our physical health and increasingly our mental health, so too must we look after our social connections, and understand that they are key to our wellbeing.



# National and Local context

## Naheed Chaudhry, Assistant Director Strategy, Performance and Engagement

# Defining Loneliness

## Loneliness

- Loneliness is a personal experience and can mean different things to different people
- Loneliness is defined nationally as “*a subjective, unwelcome feeling of lack or loss of companionship. It happens when we have a mismatch between the quantity and quality of social relationships that we have, and those that we want*”<sup>1</sup>

## Isolation

- Loneliness is often used interchangeably with isolation, but while they are linked and can often overlap, they are not the same.<sup>1</sup>
- It is possible to be isolated without feeling lonely and conversely to feel lonely while surrounded by people.

# What causes loneliness?



- Loneliness seems to fluctuate over the life course, with different causes and needs at different ages.
- It's not just about a decline in contact or change in relationships, but about a person's identity and sense of belonging, and whether they feel their social network is 'normal' for their life stage.
- The causes of loneliness will vary from person to person and we don't always know exactly what it is about. But there are some common themes.

Previous experiences and personal perspectives are thought to be important, combined with 'trigger' events can push a person into loneliness

# Impact of Loneliness



Loneliness and social isolation affects people's health, wellbeing and behaviour.

41% of victims of doorstep crime reported they felt lonely and 57% lived alone.<sup>5</sup>

Social isolation has been proven to lead to engagement in adverse health behaviours such as smoking, drinking and maintaining an unhealthy diet, increasing risk of coronary heart disease, stroke and depression.<sup>2</sup>

Loneliness can be as harmful for our health as smoking 15 cigarettes a day.<sup>6</sup>

Lack of supportive social networks has been linked to a 60% increase in risk of dementia and cognitive decline.<sup>4</sup>

Individuals who are socially isolated are between 2 and 5 times more likely than those who have strong social ties to die prematurely.<sup>3</sup>



# Loneliness can impact everyone

**"Loneliness doesn't discriminate"**  
- JO COX

CERTAIN LIFE EVENTS CAN MAKE US MORE LIKELY TO FEEL LONELY  
- HERE ARE SOME...



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# New Mums



The sudden loss of time to socialise, the change in lifestyle and challenges such as lack of sleep and reduced resources, almost inevitably impacts the opportunity to maintain social contacts.

82% of mums under 30 feel lonely some of the time.<sup>8</sup>

18-25 years: 49%  
26-30 years: 37%  
feel lonely often or always.<sup>9</sup>

80% of mums under 30 meet their friends less after having their child.<sup>7</sup>

Mindful Mums: 90% said they felt less isolated because of involvement with activities.

# Care Leavers



The transition undergone by young people in care to independent living can create a risk of loneliness and care leavers continue to feel lonely and isolated much later in life.

1 in 5 Care Leavers (19%) reported being lonely often/always. This compares with 10% of the general population (16-24 year olds).<sup>10</sup>

The Bright Spots Survey found that: Care Leavers in Bromley were 2.5 times more likely to report that they often or always felt lonely (26%) compared to young people generally.

Coram Voice found that 23% of care leavers have low well-being.<sup>11</sup>

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# Older People



Three life events in particular are associated with social isolation and loneliness among older people:

1. Retirement and losing connection with colleagues
2. Falling ill and becoming less mobile
3. A spouse dying or going into care.

Over 1 million older people said they always or often feel lonely (Age UK, 2014).<sup>12</sup>

Half of people aged over 65 said the television or pets are their main form of company (Age UK, 2014).<sup>14</sup>

2017/18 Adult Social Care Survey (aged 65+):

- 22% had some social contact but not enough
- 4% felt socially isolated
- 55% don't leave their home

3 in 10 of those aged 80 and over report being lonely (ONS, 2015).<sup>13</sup>

A study on experiences of loneliness in Older Men (April, 2019), found that groups did not want to be siloed in groups for 'old people', but mixed-generational groups were preferred.<sup>17</sup>

# Building on what works

THE BROMLEY  
LONELINESS SUMMIT



- The most effective answer to the challenge of loneliness is the simple decision of families, friends, faith groups and communities to include each other and to be open to new social connections.
- Communities can play an active role in connecting people and building resilience by creating opportunities to bring people together, taking active steps to include the most isolated and vulnerable members of the community, as well as those from different backgrounds.
- The voluntary sector already plays a vital role in tackling loneliness and bringing people together. It can create strong, integrated communities and challenge obstacles that isolate people or groups.

# Intergenerational Projects

THE BROMLEY  
LONELINESS SUMMIT



## In Bromley:

- Shaw Trust – Older people, people with learning disabilities and primary school pupils participating in horticulture activities.
- Bromley Mentoring Initiative – Linking adults, including recent retirees, with care leavers to provide motivation and encouragement.
- Connecting the Elderly – Sunday afternoon tea linking older people with adult volunteers.
- Mindcare Day Centres – New mums and babies visiting people with dementia at day centres.





The All Party Parliamentary Group found (May 2019) there were benefits in nurseries, schools and care homes fostering connections between the different generations who use their services.<sup>16</sup>

# Workshops



- Share examples of projects/activities that have worked well, either in Bromley or elsewhere – what made them a success.
- Brainstorm intergenerational projects which members of the group could take forward.
- Identify 1 or 2 projects which the group will commit to delivering and develop.

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Code	Group	Location	Facilitator
	Older People 1	Committee Room 3	Kelly Sylvester
	Older People 2	Committee Room 5	Mark Ellison
	Care Leavers	Council Chamber	Melissa Bob-Amara
	New Mums	Council Chamber	Rachel Dunley

# Workshop feedback



- Feedback on the intergenerational projects that the workshops developed and want to take forward



# Closing remarks

## Councillor Aisha Cuthbert

- ✓ Our summit today enabled services to connect those at risk of loneliness. We focused on intergenerational working: we will follow up on our project to support New Mums, Care Leavers and Older people
- ✓ Our summit and market place enabled community groups to network, we want to support a thriving community to reduce loneliness
- ✓ Our summit today facilitated a conversation around loneliness. We understand that tackling loneliness is key to the wellbeing of our communities

Report No.  
ES19056

London Borough of Bromley

PART ONE - PUBLIC

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Decision Maker: **EXECUTIVE**

**For Pre-Decision Scrutiny by the Environment and Community Services  
PDS Committee on:**

Date: **28<sup>th</sup> August 2019**

Decision Type: Non-Urgent Executive Key

Title: **SALIX STREET LIGHTING LED UPGRADE**

Contact Officer: Lee Gullick, Carbon Programme Manager  
Tel: 020 8461 7623 E-mail: lee.gullick@bromley.gov.uk

Chief Officer: Colin Brand, Director of Environment & Public Protection

Ward: All Wards

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## 1. Reason for report

- 1.1 This report details a proposal to upgrade 3,870 street lights across the borough with new energy efficient LED lanterns and photocells, using the Carbon Management Fund and funding from an interest-free Salix Energy Efficiency Loan Scheme (SEELS) loan.

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## 2. RECOMMENDATIONS

2.1 The ECS PDS is asked to review and provide their comments on the proposal to replace a further 3,870 street lights with improved LED lighting and photocells to the Executive for consideration.

2.2 The Executive is asked to:

- i) Approve the proposal set out in this report to replace a further 3,870 street lights with improved LED lighting and photocells, at a cost of £1.124m, funded from the Carbon Management Fund of £500k and an additional interest-free SEELS loan of £624k.
- ii) Agree that the scheme is added to the capital programme at an estimated cost of £1.124m, subject to approval of Full Council.
- iii) Note that following payback of the loans, annual savings of £221.1k will be achieved in 2025/26 and £229.4k from 2026/27 onwards, excluding any increases in energy prices.

### Impact on Vulnerable Adults and Children

1. Summary of Impact: Positive, broad impact on members of the community/users of the highway.
- 

### Corporate Policy

1. Policy Status: Existing Policy: Carbon Management Programme
  2. BBB Priority: Excellent Council
- 

### Financial

1. Cost of proposal: £1,123,952
  2. Ongoing costs: Potential revenue savings of £229k per annum following repayment of the Carbon Management Fund and SEELS loan.
  3. Budget head/performance centre: Capital Programme Salix Fund & Street Lighting Energy budget
  4. Total current budget for this head: £500k (Salix Fund) and £1.498m
  5. Source of funding: Carbon Management Fund (£500k) and SEELS loan (£624k) for capital works, Existing revenue budget for 2019/20 for energy
- 

### Personnel

1. Number of staff (current and additional): 1fte
  2. If from existing staff resources, number of staff hours:
- 

### Legal

1. Legal Requirement: Statutory Requirement
  2. Call-in: Applicable
- 

### Procurement

1. Summary of Procurement Implications:
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): This project will mainly benefit local residents and motorists.
- 

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments: n/a



### **3. COMMENTARY**

#### **Background**

- 3.1 The Executive established a Carbon Management Programme (CMP) in 2008 to take action to reduce energy consumption, revenue costs and carbon emissions.
- 3.2 To fund initiatives, the Executive also established a Carbon Management Fund (£500k), authorising officers to deliver projects. Savings derived from these projects are repaid into the fund, thereby creating a self-sustaining source of investment for new energy reduction initiatives.
- 3.3 The Council's Carbon Management Fund, which invests in energy reduction measures, started operating in 2008/09. Projects such as the multi-storey car parks LED lighting upgrade project help reduce both the Council's energy costs and carbon emissions.
- 3.4 In 2013 the Council approved an invest to save project, which resulted in the replacement of 14,000 street light lanterns with energy efficient LED lanterns, bringing both cost savings and improved light quality to residents and motorists.
- 3.5 A Council Motion on Monday 15th July 2019 unanimously approved a ten year plan to ensure that the council will have net zero carbon emissions by 2029.
- 3.6 Street lighting consumes a significant amount of electricity, and is responsible for a high proportion of LBB's direct carbon emissions.
- 3.7 With energy prices increasing, it is imperative that the Council takes action to reduce lighting costs where possible.

#### **Proposed Project**

- 3.8 It is proposed to reduce operating costs further by replacing 3,870 existing street lights on the boroughs main traffic routes with new energy efficient LED lanterns.
- 3.9 The work detailed in this report will be undertaken by JB Riney & Co Ltd who was awarded the Council's eight year Highway Maintenance contract in 2018.
- 3.10 These particular lights have been identified as offering the largest energy and cost savings, importantly resulting in a project payback period of less than five years, therefore satisfying SALIX funded project criteria.
- 3.11 The 3,870 lights are located across the borough, comprising of:
  - 951 x 6m columns
  - 2,140 x 8m columns
  - 779 x 10m columns
- 3.12 In addition to replacing the lights, the proposal includes the installation of improved controls with daylight sensor (i.e. photocells) and dimming during the early hours of the night, to reduce electricity and running costs still further.
- 3.13 Actual energy costs for the 3,870 street lights is approximately £345,575 per annum. Detailed calculations indicate that LBB's current electricity consumption and costs could be reduced by approximately 60% or over £200k per annum, by replacing the 3,870 street lights with LED lanterns.

- 3.14 Currently the existing 3,870 street lights operate at 100% capacity for approximately 4,100 hours per year. The installation of a photocell with dimming capability will mean that the new LED lights will only come on at 100% capacity for 2,000 hours per year, and 75% capacity for 2,100 hours per year.
- 3.15 At the moment different wattage light bulbs are used for each column height. This project will standardise this by using the same wattage LED bulb for each given column height:
- 6m columns – 30 watts
  - 8m columns – 65 watts
  - 10m columns – 126 watts
- 3.16 The estimated cost of the project is £1,123,952, which has been derived from an agreed ‘supply and fit’ schedule of rates with LBB’s Highways Maintenance contractor JB Riney & Co Ltd. The project cost includes a 10% contingency to cover any required traffic route management requirements.
- 3.17 A SEELS loan application has been submitted to SALIX to secure a provisional offer. It is therefore proposed that the cost of the project is funded from a combination of the SEELs loan of £623,952 and the Carbon Management Fund of £500k.
- 3.18 It is estimated that at least 1,935 street lights will be replaced by 31 March 2020 and the remaining 1,935 will be replaced by the end of June 2020.
- 3.19 The estimated savings are based on a number of assumptions detailed below:
- Existing lights on 4,100 hours per year at 100% capacity
  - Proposed LED lights on 2000 hours per year at 100% capacity, and 2100 hours per year at 75% capacity.
  - Street lights on during the winter period for 2,450 hours per year
  - Street lights on during the summer period for 1,650 hours per year
  - LBB currently has two street lighting electricity meters which each have different energy tariffs. These tariffs also vary between summer and winter; hence there are four different rates in one year that have to be considered when costing energy costs. To simplify the energy cost calculations two averages were used: winter tariff (17.68p per kWh) and summer tariff (9.52p per kWh).

3.20 Summary project information:

Annual energy kWh savings LED	1,512,168	kWh
Climate Change Levy rate	0.847	p/kWh
Annual Climate Change Levy savings	£12,808	£
Annual energy cost savings (excl CCL)	£216,582	£
Total Annual savings incl CCL	£229,390	£
Annual carbon savings	419	tCO <sub>2</sub>
Total project cost (supply and fit)	<b>£1,123,952</b>	£
Cost of carbon reduction over 20 year lifetime	£134	£/tCO <sub>2</sub>
Project payback	4.9	years

- 3.21 The project payback period is 4.9 years, and the anticipated carbon reduction equates to 134 tCO<sub>2</sub> per annum. The UK Government 2019 emission factors for electricity generation were used to calculate carbon emissions.

#### 4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

4.1 Improving lighting in the borough will help ensure improved access to the Council's highways, and will contribute to a safer highway.

#### 5. POLICY IMPLICATIONS

5.1 This report accords with the Building a Better Bromley's 'Excellent Council' ambition in relation to 'scrutinising everything we do and how we do it to provide efficient services' and 'continue a financial strategy that focuses on stewardship and sustainability'.

5.2 This activity also contributes to delivering the Council's agreed objective for the Carbon Management Programme to reduce energy consumption, costs, and carbon emissions by 15% over five years.

5.3 This project will also contribute to achieving the Council's 2029 net zero carbon target, since energy consumption from street lighting is a major component of Bromley's direct carbon emissions.

5.4 Approximately half of Bromley's 29,000 street lights have been upgraded with LED lights. This project supports LBB's ambition of replacing the remaining lanterns with LEDs to maximise energy savings and provide better light quality to residents and motorists.

#### 6. FINANCIAL IMPLICATIONS

6.1 This report is recommending that 3,870 street lights are replaced with new energy efficient LED lanterns at an estimated cost of £1.124m. It is proposed that the costs are funded from the existing Carbon Management Fund of £500k and an additional interest free SEELs loan of £624k.

6.2 Should this project proceed, energy consumption/costs could be reduced by 60%, realising £216.6k in savings per annum and £12.8k savings would be achieved each year from the reduced Climate Change Levy (CCL) cost.

6.3 The estimated annual savings of £229.4k will initially be used to pay back the Carbon Management Fund and SEELs loan within five years. Once fully repaid, the annual savings would permanently reduce revenue costs. The table below shows the estimated savings and payback of the loans over the next 7 years: -

	2020/21	2021/22	2022/23	2023/24	2024/25	2024/25	2026/27
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Energy savings from initial 1,935 lights	-108.3	-108.3	-108.3	-108.3	-108.3	-108.3	-108.3
Energy savings from final 1,935 lights	-81.2	-108.3	-108.3	-108.3	-108.3	-108.3	-108.3
CCL savings	-9.6	-12.8	-12.8	-12.8	-12.8	-12.8	-12.8
<b>Total Savings</b>	<b>-199.1</b>	<b>-229.4</b>	<b>-229.4</b>	<b>-229.4</b>	<b>-229.4</b>	<b>-229.4</b>	<b>-229.4</b>
Payback of SEELs loan & Carbon Fund	199.1	229.4	229.4	229.4	229.4	7.3	0.0
<b>Balance of revenue savings</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>-222.1</b>	<b>-229.4</b>

6.4 It should be noted that the savings above do not take account of any future potential increases electricity prices over the payback period.

6.5 Executive is therefore asked to agree the project and to add the scheme to the capital programme for an estimated cost of £1.124m, subject to agreement of Full Council.

## 7. LEGAL IMPLICATIONS

- 7.1 The Highways Act 1980 empowers the Council as Highway Authority to provide lighting. The Council has a duty of care to the highway user and must ensure it can demonstrate it has systems and programmes in place to ensure the safety of all highway lighting equipment.
- 7.2 The works can be delivered by the Council's contractor under the Highway Major Services Contract 2018 which includes street lighting (as well as other work streams) . The specific details of this work will need to be included in the contract in accordance with the Contract and Councils requirements.

## 8. PROCUREMENT IMPLICATIONS

- 8.1 This report details a proposal to upgrade 3870 street lights across the borough with new energy efficient LED lanterns and photocells. There are no direct procurement implications as the schemes are to be implemented by the Council's term highways contractor. This is provided for by the inclusion of this type of work, within an EU compliant tender, and therefore there is not a requirement to tender this work separately.

<b>Non-Applicable Sections:</b>	Personnel Implications
Background Documents: (Access via Contact Officer)	Carbon Management Programme: Executive Report ED98067 (7 October 2008)  Inventory - Street Lighting LED Upgrade Business Case Calculations (spreadsheet).  Salix Business Case (spreadsheet)  salix_loans_single_fuel_compliance_tool (spreadsheet)

Report No.  
ACH19001

London Borough of Bromley

PART 1 - PUBLIC

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**Decision Maker:** Executive

**For pre-decision scrutiny by Adult Care & Health Policy and Development Scrutiny Committee on 17<sup>th</sup> September 2019**

**Date:** 18 September 2019

**Decision Type:** Non-Urgent Executive Key

**Title:** PROCEEDING TO PROCUREMENT (GATEWAY 1): DEMENTIA POST DIAGNOSIS SUPPORT SERVICE

**Contact Officer:** Heather Sinclair-Constance, Integrated Strategic Commissioner  
Tel: 020 8313 4641 E-mail: [heather.sinclair-constance@bromley.gov.uk](mailto:heather.sinclair-constance@bromley.gov.uk)

**Chief Officer:** Kim Carey, Director of Adult Social Care

**Ward:** Not Applicable

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## 1. REASON FOR REPORT

- 1.1 The contract for Dementia Post Diagnosis Support Service expires on 30<sup>th</sup> June 2020. There are no further options to extend the current contract which has an annual value of £451k and cumulative spend over the life of the contract is £1.8m. It is necessary to commence a procurement process to ensure ongoing service provision and this report summarises options as to how the commissioning process should be undertaken.
- 1.2 As the value of the new contract is expected to exceed £1m, this report seeks Executive approval to commence the procurement of services in alignment with LBB Commissioning Plans, Bromley Clinical Commissioning Group (CCG) Commissioning Plans and the Health and Wellbeing Strategy 2019 to 2023.

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## 2. RECOMMENDATIONS

2.1 Members of the Adult Care and Health PDS are asked to note and comment on the report.

2.2 Executive are recommended to:

- i) Approve the commencement of a procurement process for a new Dementia Post Diagnosis Support Service (thereafter referred to as the Dementia Hub) from October 2019, subject also to CCG agreement. The new contract would commence on 1<sup>st</sup> July 2020 for a period of 5 years with the option to extend for up to a further two years at an estimated annual value of £490k (whole life value estimated at £3.43m.)

### Impact on Vulnerable Adults and Children

1. Summary of Impact: To ensure people with a diagnosis of dementia and their carers are supported to remain living in the community and are able to avoid the need for intensive, high cost services.

### Corporate Policy

1. Policy Status: Existing policy.
  2. BBB Priority: Supporting Independence.
- 

### Financial

1. Cost of proposal: Estimated cost £490k
  2. Ongoing costs: Recurring cost. £490k
  3. Budget head/performance centre: Better Care Fund
  4. Total current budget for this head: £530k
  5. Source of funding: Better Care Fund (within existing budget envelope)
- 

### Staff

1. Number of staff (current and additional): N/A
  2. If from existing staff resources, number of staff hours: N/A
- 

### Legal

1. Legal Requirement: Non-statutory - Government guidance.
  2. Call-in: Call-in is applicable
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 4,146 people with dementia and their carers, projected to rise to 6,034 by 2030.
- 

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments: N/A

### 3. COMMENTARY

- 3.1 The Dementia Hub is a comprehensive support service for people who have been diagnosed with Dementia, their carers and the professionals who support them. It aims to improve health and wellbeing, reduce and/or delay the need for more costly or intensive services by delivering support in the community, where possible.
- 3.2 The Council is committed to ensuring that people in Bromley live an independent, healthy and happy life for as long as possible. Priority 4 in Bromley's Health and Wellbeing Strategy 2019 to 2023 is focused on Dementia. It sets out the partnership work we will undertake to address the following areas:
- Significantly improving awareness and understanding of dementia so people have the information they need to reduce the risk of developing dementia as well as live well with dementia.
  - Ensure people with dementia have equal access to the health and wellbeing support which is available.
- 3.3 The Strategy supports both national and local priorities including the Care Act 2014, The National Dementia Strategy (2009) and the Prime Minister's Challenge (2015).
- 3.4 Dementia mainly affects people over the age of 65. The likelihood of developing dementia increases significantly with age. The NHS Long Term Plan 2019 commits to improving the care provision available to people with Dementia whether they are in hospital or at home. According to national data, one in six people over the age of 80 has dementia and 70% of people in care homes have dementia or memory problems. There will be over one million people with dementia in the UK by 2025. Dementia can affect younger people too; more than 42,000 people in the UK under 65 have dementia.
- 3.5 There is good evidence that a healthy lifestyle can help reduce an individual's risk of developing dementia. It can also help prevent cardiovascular diseases, such as stroke and heart attacks, which are themselves risk factors for Alzheimer's disease and vascular dementia. Research indicates that by modifying the risk factors people are able to control the risk of dementia, which could be reduced by up to 30%.
- 3.6 The national strategy is to increase the number of individuals receiving an early Dementia diagnosis due to the positive impact this can have on both health and social care outcomes. Whilst the Council does not have a statutory requirement to provide a community based service, it is an important part of the Dementia Pathway in Bromley, which continues to see increasing numbers access local support for early onset Dementia – a growing trend across London.
- 3.7 A recent campaign by NHS England to increase diagnosis of dementia has seen the diagnosis rate in the borough increase to almost 72%. A diagnosis of dementia does not in itself mean that a person is eligible for Council funded support or services, as their needs are often not considered to be substantial or critical at this time.
- 3.8 The Dementia Hub provides an established pathway from the point of diagnosis to the point when a person becomes eligible for statutory services. The majority of referrals for the Dementia Hub are received from the Memory Clinic delivered by Oxleas NHS Foundation Trust. Other referral sources include GPs, self-referrals, family, friends and third sector organisations.
- 3.9 Service users are provided with information, advice and support allowing them to better manage their conditions or medication, increase their independence which in turn helps them to remain at home longer, minimises the risk of people being left in vulnerable situations leading to a crisis, presenting less at hospital, social care services or to their GP. Carers are

supported to better understand dementia and the impact it can have on the individual and are supported to manage their own well being. Professionals are provided with skills training and support to ensure Bromley residents are treated with respect and dignity and that their lifestyle is maintained as much as possible.

- 3.10 The existing Dementia Hub contract is jointly commissioned by the Council and Bromley Clinical Commissioning Group (CCG). It has been in place with Bromley, Lewisham and Greenwich MIND since 1<sup>st</sup> July 2016 and will expire on 30<sup>th</sup> June 2020. There are no further options to extend the contract and so a procurement exercise must be undertaken to ensure ongoing provision.
- 3.11 A review of the service was completed by the Council and Bromley CCG in July 2019 in their capacity as joint funders. Its scope was to review the existing service to establish what is and is not working; identify gaps or duplication of services, the key vulnerability areas and risk factors that most impact our service users. The analysis of the findings has informed the proposed commissioning intentions in relation to this service.
- 3.12 This report seeks Executive approval to progress the procurement of services to meet the current and future needs of people requiring post diagnosis dementia support in the community, which are aligned with LBB Commissioning Plans, Bromley CCG Commissioning Plans and the Health and Wellbeing Strategy.

#### **4. SUMMARY OF THE BUSINESS CASE**

- i) The population of Bromley currently stands at approximately 330,000 and is predicted to increase by a further 10% in the next 10 years to 351,841 in 2027, one in 10 residents will be 75+ by this time. Life expectancy in Bromley has been increasing steadily for the last 20 years and is currently 81.3 years for men and 85.1 years for women (JSNA 2017).
- ii) The over 65s population is forecast to increase from 60,100 currently to 82,500 by 2035. The proportion of residents with dementia is currently estimated at 4,146. This figure is predicted to rise to 6,034 by 2030. Overall analysis indicates that the older population (65+) contributes significantly to the dementia prevalence in Bromley. However, according to Public Health England 2018 data Bromley has significantly higher rates of young-onset dementia (under 65s) compared to London.
- iii) One of the key aims of the Dementia Hub is to reduce and delay the need for more costly statutory health and social care services, relieving pressure on long term support budgets.

#### **4.1 SERVICE PROFILE/DATA ANALYSIS**

- 4.1.1 The contract with Bromley, Lewisham and Greenwich MIND to deliver the Dementia Hub commenced on 1<sup>st</sup> July 2016 and will expire on 30<sup>th</sup> June 2020. There are no further options to extend the contract and procurement should be undertaken in conjunction with LBB Commissioning Plans, Bromley CCG Commissioning Plans and the Health and Wellbeing Strategy.
- 4.1.2 The contract was awarded to a consortium of providers for two years with the option to extend for up to two further years on a 2+1+1 basis. The lead provider is Bromley, Lewisham and Greenwich MIND, however service delivery is undertaken by Mind Care, its specialist dementia division. Sub-contractors are Age UK Bromley and Greenwich, and Oxleas NHS Foundation Trust.
- 4.1.3 There are four components of the existing service:
  - 1) Dementia advice and navigation service
  - 2) Community development and support service
  - 3) Carer training service



4) Skills training and support in Extra Care Housing (ECH)

4.1.4 These service elements have specific outcomes that the provider works towards and measures through Key Performance Indicators.

- **Dementia Advice and Navigation Service** has been successful in establishing a clear route from clinical diagnosis to community support through a single point of access for all referrals and follow up contacts. From 1<sup>st</sup> July 2016 until 31<sup>st</sup> March 2019, the Dementia Hub received 2224 enquiries/referrals from people within a diagnosis of dementia. Demand for the service has increased on an annual basis, as detailed below.

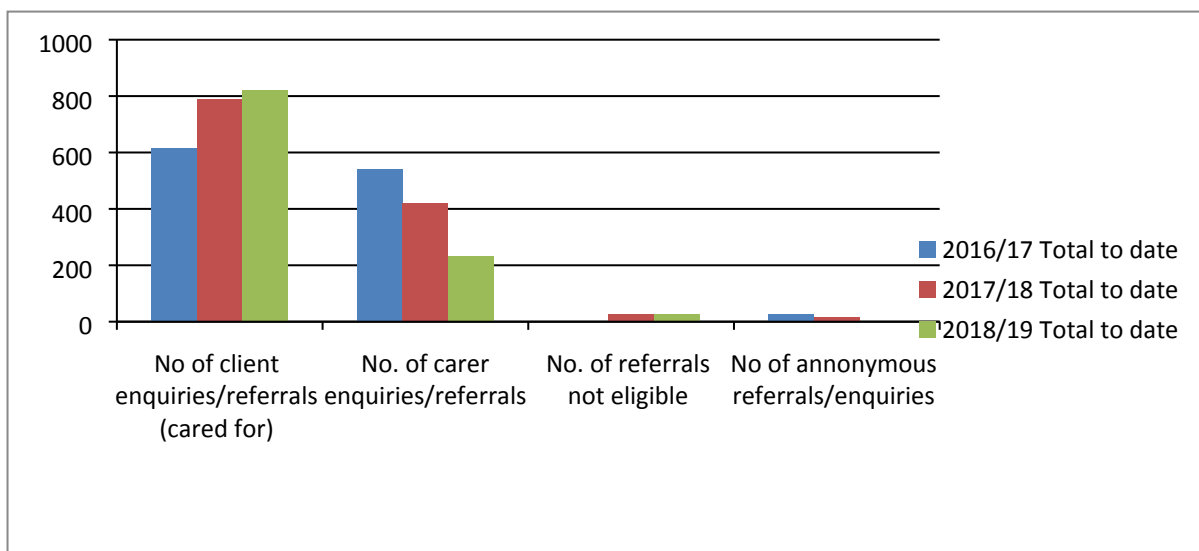


Figure 1: Total Clients

In contrast, there has been a decline in the number of enquiries/referrals from carers over the three year period, although the services target is to administer a minimum of 300 enquiries/referrals per annum. It has been reported that the decline is due to the comprehensive carers support offer delivered by Bromley Well. There were 2,317 unique contacts through the Dementia Hub.

At the end of three year reporting period, Dementia Advisor's achieved the following outputs:

Measure	Target	At the end of 2016/17	At the end of 2017/18	At the end of 2018/19	Overall Total
Total number of new cases (people with dementia and carers combined)	195	362	674	669	1705
Total number of active cases	160	536	1554	1861	3951
Total number of new referrals - with at least 1 home visit	-	229	333	429	991

Measure	Target	At the end of 2016/17	At the end of 2017/18	At the end of 2018/19	Overall Total
Total number of 1:1 visits in period	-	358	591	817	1766
Total cases moved to dormant/closed	-	207	520	764	1491
New support plans completed	-	142	175	160	477
Future wishes plans discussed	-	163	123	124	410

- **Community Development and Support Service** has been successful in helping to raise the profile and understanding of dementia across the borough. As a result a variety of activities have been organised by local community groups, organisations and businesses that are either self-funded, run on a voluntarily basis or are externally funded.

At the end of March 2019, the service has helped to establish 20 Dementia Cafes across the borough. In addition, to delivering the Memory Lane Dementia café on a weekly basis.

At the end of three year reporting period, the Service achieved the following outputs:

Measure	Target	At the end of 2016/17	At the end of 2017/18	At the end of 2018/19	Overall Total
Total number of volunteers enquiring	-	10	62	33	105
Total number of Volunteers recruited	-	4	27	11	42
Total number of active volunteer befrienders	-	4	46	53	103
Total number of people matched to a befriender	-	0	55	132	187
Total number of clients using befrienders	-	2	47	53	102
Total no of befriending hours	-	7	561	752	1320
Total number of community dementia training sessions delivered	12	5	12	14	31
Total number of people attending the sessions	-	69	141	137	347

- **Carers Training Service** has been successful in supporting carers to develop understanding, knowledge and the skills to cope with a diagnosis of dementia, whilst addressing their own needs. Carers benefit from increased wellbeing and quality of life as a result of the support, which helps them to remain in their caring role. 100% of

attendees rated the content, trainer's knowledge, experience, coping strategies and resilience as 'good to excellent'.

At the end of three year reporting period, the Service achieved the following outputs:

Measure	Target	At the end of 2016/17	At the end of 2017/18	At the end of 2018/19	Overall Total
Total number of workshop sessions held	40 year	24	37	22	83
Total number of attendees	120 year	68	102	68	238
Total number of 1:1 Coaching Sessions delivered within the home	100 year	54	101	101	256
Total number of carers receiving in-home coaching	130	64	178	148	390

In addition, the Carer Advisor successfully supported 219 carers over the three year period.

- **Skills Training and Extra Care Housing (ECH) Support** has successfully equipped and supported staff within Extra Care Housing Schemes and other professionals supporting people with dementia and their carers to provide high quality care to service users with dementia living in or moving into properties. It achieved this by helping professionals to develop the skills and techniques to promote the independence of tenants in a way that maintains their lifestyle, dignity and privacy.

There has been good uptake of the Skills Training and Extra Care Housing Support sessions by Adult Social Care Teams and Health professionals. Commissioners received positive feedback about the high quality of the training and specialist support. However, additional marketing and promotional resources were required to recruit Extra Care Housing schemes staff onto the training sessions. This is due to a number of factors including unforeseen circumstance arising on the training day, which in some cases has led to non-attendance. Commissioners will be building attendance at training in as a KPI in the future.

At the end of three year reporting period, the Service achieved the following outputs:

Measure	Target	At the end of 2016/17	At the end of 2017/18	At the end of 2018/19	Overall Total
Total number of ECH schemes delivered	-	11	12	12	35
Total number of ECH's staff attending	-	68	12	14	94
Total number of staff attending	-	31	130	136	297

- Qualitative indicators such as positive feedback obtained through case studies, annual reports and service reviews report that the Dementia Hub is an effective and valued provision.

### Current Outcomes

- A universal post diagnosis offer of support is established in Bromley
- Quick access into the appropriate information, guidance and support services from initial referral
- A single point of access for universal dementia support with a single contact number and web page (may be linked to wider local web resource such as Bromley MyLife)
- A clear care pathway that support residents with dementia and their carers maximise their independence for as long as possible
- All those with a dementia diagnosis through the memory clinic are offered direct support
- GPs are aware of the service and are confident to refer into the dementia hub that will deliver positive outcomes for their patients
- People with dementia feel better supported within their community
- Carers feel better supported to continue their caring role
- Professionals in ECH settings are better equipped to deal with the specific challenges of caring for people with dementia

## **4.2 OPTIONS APPRAISAL COMMENCE OPEN TENDER FOR NEW DEMENTIA POST DIAGNOSIS SUPPORT SERVICE CONTRACT**

4.2.1 The following options are being considered:

### **4.2.2 Option 1: Commence Tender (Recommended)**

4.2.3 It is proposed that a formal tender process to procure a new Dementia Post Diagnosis Support Service that will operate as a single entity with one organisation managing the contact is undertaken. The service would commence on 1<sup>st</sup> July 2020.

4.2.4 This option will require market engagement. A new service specification will be developed based upon best practice, performance monitoring, consultation and stakeholder engagement and market engagement. The following areas would be reviewed in the development of a new service specification.

- Service description - client group, referral route
- Monitoring data, feedback from Service Users and Professionals
- Service provision under the contract
- Key Performance Indicators and outcomes (included Appendix 1)
- Market Engagement
- Alignment with other commissioned and local services

4.2.5 It is recommended that a tender process commence for a new contract to start on 1<sup>st</sup> July 2020 for a period of 5 years with an option to extend for a further 2 years. (Procurement route/strategy is outlined in 6.1 below). The contract length supports the sustainability of Bromleys' voluntary and community sector and enables the Council to forward plan.

### **4.2.6 Option 2: Bring the service In-house (Not Recommended)**

4.2.6 This option is not viable as Officers have considered bringing the service in house as part of the Service Review carried out in July 2019. This option was not seen as a viable option as the services provided by the current provider is seen as a specialist service and could potentially end up costing the Council more.

#### **4.2.7 Option 3: Commence Tender - Separate LOTs (Not Recommended)**

4.2.8 This option is not viable as Officers have considered procuring a new Dementia Post Diagnosis Support Service as separate LOTs. This would reverse the Dementia Hub model creating separate contracts potentially managed by a range of organisations, which was the commissioning model prior to the creation of the support service in July 2016. This model was considered as part of the Service Review carried out in July 2019. However, this was not seen as a viable option. A change in model and approach could potentially end up costing the Council more, as the established dementia pathway would no longer be effective as a result of delays in the system.

#### **4.2.9 Option 4: Decommission the service (Not Recommended)**

4.2.10 Decommissioning the service is not a viable option as there is an ongoing and increasing need for the post diagnosis dementia support service. Whilst the Council does not have a statutory requirement to provide a community based service, it is an important part of the Dementia Pathway in Bromley, which continues to see increasing numbers access local support for early onset Dementia – a growing trend across London.

### **4.3 PREFERRED OPTION**

4.3.1 As explained at 4.4 below, in view of the current situation in Bromley, commencing a procurement process for a new Dementia Hub is the most equitable option as there is a pool of viable providers. The market within Bromley for universal and specialist dementia provision has developed and grown since July 2016. It is therefore proposed that further market engagement is undertaken once the draft Service Specification is produced to gain feedback from the market on the proposals and develop competition.

4.3.2 It is recommended that, following market engagement, procurement will be undertaken in accordance with Option 1, with the contract awarded to a single provider. The contract will be let on a fixed price basis. Bidders will be required to submit a pricing schedule that includes the providers annual cost of delivering the service. No inflationary uplifts will be provided over the life time of the contract. Therefore, bidders will need to factor in inflationary increases into their cost and forecast increase demand for the service annually.

4.3.3 The new contract will commence on 1<sup>st</sup> July 2020 for a period of 5 years with an option to extend for a further 2 years, if approval is granted.

### **4.4 MARKET CONSIDERATIONS**

4.4.1 The Council and Bromley CCG had an initial engagement with service users (people with dementia and their carers), professionals supporting people with dementia as well as senior managers and frontline staff from the Dementia Hub. The key findings are outlined in 5.1 onwards.

4.4.2 The Council and Bromley CCG will undertake further market engagement in the form of a market engagement day. The growth of dementia support provision in Bromley has helped to stimulate the market over the 3 year contract period.

4.4.2 People with a diagnosis can be challenging to support as their needs progress overtime, and become complex. Therefore, care staff must be well trained and possess particular skills to engage with people with dementia, carers and other professionals successfully.

4.4.3 It is important for the provider to have a local base to interact with care coordinators and to be skilled in the provision of post diagnosis dementia support. The scoping identified that there are local providers of specialist dementia services in Bromley other than the existing provider.

4.4.4 A benchmarking exercise was conducted to understand the dementia post diagnosis service models commissioned by other London Councils. Of the 22 boroughs that were contacted 8 responded as detailed below:

Borough	Method	Funder
London Borough of Barnet	Commissioned Service – specialist community based service.	Local Authority
Royal Borough of Kingston	Commissioned Service – specialist community based service.	Local Authority and CCG
London Borough of Ealing	Commissioned Service – specialist community based service.	CCG
London Borough of Newham	Commissioned Service – specialist community based service.	Local Authority and CCG
Havering CCG	Commissioned Service – specialist community based service.	CCG
London Borough of Havering	Commissioned Service - Dementia Activities	Local Authority
Wandsworth CCG	Commissioned Service – specialist community based service.	CCG
London Borough of Richmond Upon Thames	Commissioned Service – specialist community based service.	Local Authority

## 5. STAKEHOLDER ENGAGEMENT

5.1 An extensive consultation and engagement exercise was undertaken by the Council and Bromley CCG from June to July 2019 as part of the Service Review. Online and hard copy surveys were completed by people with dementia, their carers and professionals who support them. 77 surveys were completed by professionals and 81 by people with dementia and their carers. In addition, commissioners interviewed senior managers from the current provider and Adult Social Care as well as focus groups sessions with front line staff.

5.2 The key findings from the initial engagement process were:

- There is a high level of satisfaction with the services provided by the Dementia Hub with a high proportion of respondents not finding anything that could be further improved or providing recommendations on areas of development that were seen as tweaks rather than major improvements.
- Particularly appreciated was the knowledge and understanding of staff, having someone to contact for advice and support, the high quality of the service and how friendly and welcoming staff and volunteers are.
- Waiting times for some services need to be reduced – perhaps consider providing additional capacity or funding so that more staff and befrienders are available.
- There needs to be further targeted promotion of the range of services that are provided to raise awareness of what is available and to also provide clarity on what service provides what support. This is particularly important for those services that have a lower take up such as the befriending service which only a small number of respondents were aware of but was highlighted as a major need.
- Increase the scope of the befriending service including the number of volunteers, which was also highlighted as a priority in Bromley's Loneliness Initiative.
- Develop a provision for Young Onset Dementia.

- Create a specialist training and workforce development offer across the dementia pathway for people with dementia, their carers and professionals at a universal, targeted and specialist level.
- Remove the Carer Advisor and Support role as this is extensively provided through Bromley Well and is therefore duplication.
- Provide clear information to professionals about the referral routes into the service.
- Consider that a range of other services are now available to people with Dementia and how these are promoted to those people who may wish to use them.
- A range of other dementia support services are available in Bromley and used by respondents.
- Commissioners will seek feedback on affordable respite, activities that could take place at the weekends including going out, being more active, physical activity and more support for people with early onset dementia. This will be established via market engagement events proceeding to the procurement phase in October 2019.
- Consider the reach of the service and if it is covering all areas of Bromley.

5.3 Information gathered through the consultation and engagement exercise will be used to inform the re-commissioning of the Service. Discussions will continue with service users and stakeholders throughout the tender process to ensure their involvement and develop a service that is co-produced.

## 6. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS

6.1 **Procurement Strategy and Contract Proposal:** Authorisation is sought from the Executive to commence a tender exercise for a new Dementia Hub from October 2019. The new contract will start on 1<sup>st</sup> July 2020 for a period of 5 years with the option to extend for up to a further two years. A service specification and performance targets will be developed as part of the tender pack.

6.2 **Estimated Contract Value –£490k per annum**

6.3 **Proposed Contract Period – 1<sup>st</sup> July 2020 to 30<sup>th</sup> June April 2025** (with the option to extend for up to a further two years)

6.4 **Other associated costs – None identified**

6.4 **Indicative timetable for the procurement of new Dementia Post Diagnosis Support Service Contract.** The following table details the proposed elements of the procurement process.

Activity	Date From	Date To
Market Engagement	16 <sup>th</sup> September	20 <sup>th</sup> September
Tender Period (PQQ and ITT combined)	28 October 2019	28 November 2019
Tender Close	28 November 2019	
Tender Evaluation & Interviews	28 November 2019	28 <sup>th</sup> January 2020
PDS (Award)	13 <sup>th</sup> March 2020	24 <sup>th</sup> March 2020
Executive Approval (Award)	17 <sup>th</sup> March 2020	1 <sup>st</sup> April 2020
Standstill	1 <sup>st</sup> April 2020	13 <sup>th</sup> April 2020
Notification & Mobilisation	2 <sup>th</sup> April 2020	30 <sup>th</sup> June 2020
<b>Commencement of contract</b>	<b>1<sup>st</sup> July 2020</b>	

6.5 Tenders will be awarded on the basis of price (60%) and how bidders have answered and evidenced their responses against award criteria (40%).

- 6.6 The selection criteria for the new contract will be in one stage (Light Touch). In order to progress to stage 2 organisations must pass stage 1 which will run concurrently. The Key Performance Indicators and Outcomes that will be applied to the contract are detailed in Appendix 1. Included below are indicative Stage 2 Questions.

### Stage 2 Questions

- |  |  |
|--|--|
| 1. Mandatory Finance Question (5%)                     | 6. Safeguarding and Whistleblowing (10%) |
| 2. Mandatory GDPR Question (10%)                       | 7. Risk Management (10%)                 |
| 3. Service Delivery and Organisational Structure (15%) | 8. Quality Assurance (10%)               |
| 4. Innovation and Social Value (10%)                   | 9. Service Demand (10%)                  |
| 5. Service Development (10%)                           | 10. Conflict of Interest (10%)           |

- 6.7 There will be engagement with stakeholders during the process and service users will form part of the interview panel with bidders.

- 6.8 The timescales will allow for contract mobilisation in the event that TUPE applies.

## 7. SUSTAINABILITY AND IMPACT ASSESSMENTS

- 7.1 There are no sustainability related issues that would result from the recommendation within the paper.

## 8. POLICY CONSIDERATIONS

- 8.1 The provision of the Dementia Hub is in accordance with the Care Act 2014. The provision of the post diagnosis dementia support services within the community is a fundamental element of community based services detailed within the Care Act.

- 8.2 The Building a Better Bromley principles underpin the strategy and look to enable people within their communities. Community based specialist provision is in alignment with this goal.

## 9. IT AND GDPR CONSIDERATIONS

- 9.1 The service specification will include the standard wording and expectations upon providers in relation to IT and GDPR by the Council.

## 10. PROCUREMENT RULES

- 10.1 This report seeks to re-tender the service for Dementia support for a period of five (5) years with the option to extend the contract for a period of up to two (2) years.

- 10.2 Health, social and related services are covered by Schedule 3 of the Public Contract Regulations 2015, and thus any tender would be subject to the application of the "Light Touch" Regime (LTR) under those regulations. Authorities have the flexibility to use any process or procedure they choose to run the procurement, as long as it respects the following obligations:

- i. The tender must be advertised in OJEU and on Contracts Finder;
- ii. The relevant contract award notices must be subsequently published;



- iii. the procurement must comply with the EU Treaty principles of transparency and equal treatment;
- iv. The procurement must conform with the information provided in the OJEU advert regarding any conditions for participation; time limits for contacting / responding to the authority; and the award procedure to be applied;
- v. Time limits imposed, such as for responding to adverts and tenders, must be reasonable and proportionate. There are no stipulated minimum time periods in the LTR rules, so contracting authorities should use their discretion and judgement on a case by case basis.

10.3 In compliance with the Council’s Contract Procedure Rules (Rule 3.6.1), this procurement must be carried out using the Council’s e-procurement system.

10.4 The actions identified in this report are provided for within the Council’s Contract Procedure Rules, and the proposed actions can be completed in compliance with their content.

## 11. FINANCIAL CONSIDERATIONS

11.1 The current contract has an annual value of £451k and total life value of £1.8m.

11.2 The budget for the current service is funded from an allocation of £530k from the Better Care Fund for dementia universal support.

## 12. PERSONNEL CONSIDERATIONS

12.1 There are no staffing implications for LBB staff arising from this report.

## 13. LEGAL CONSIDERATIONS

13.1 The current contract for the provision of dementia post diagnosis support will come to an end in June 2020. This report seeks approval to retender the service so that a new contract is in place to deliver services from the 1 July 2020. The proposed duration of the contract is five years with an option to extend the contract for up to a further two years. The annual value of the contract is detailed in section 6.2 , £490 k.

13.2 Due to the proposed value of the contact the procurement will be subject to the Public Contract Regulations 2015. However, due to the nature of the services, health, social and related services the tender would be subject to the” Light Touch Regime as detailed in Section 10. As well as complying with the Public Contract Regulations 2015 the procurement must also be carried out in accordance with the Councils own Contract Procedure Rules as detailed in Section 10.3. This report details how the planned tender process will be carried out to comply with the requirements together with re-tender market engagement. The proposed process and actions detailed are in accordance with procurement requirements.

13.3 The report author will need to consult with the Legal Department regarding the contract terms and conditions.

13.4 Rule 5 of the Contract Procedure Rules provides that for a contract with a total value of £1,000,000 or more the Executive will be formally consulted on the intended action and contracting arrangements

<b>Non-Applicable Sections:</b>	
Background Documents: (Access via Contact	

Officer)	
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Report No.  
ACH19004

## London Borough of Bromley

### PART ONE - PUBLIC

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**Decision Maker:** **Executive**  
**For pre-decision scrutiny by Adult care and Health PDS Committee on 17 September 2019**

**Date:** **18<sup>th</sup> September 2019**

**Decision Type:** Non-Urgent                      Executive                      Key

**Title:** **Ageing Well in Bromley Strategy**

**Contact Officer:** Naheed Chaudhry, Assistant Director Strategy, Performance and Engagement  
Tel: 020 8461 7554 E-mail: [naheed.chaudhry@bromley.gov.uk](mailto:naheed.chaudhry@bromley.gov.uk)  
Kelly Sylvester, Head of Commissioning  
Tel: 020 8461 7653 E-mail: [kelly.sylvester@bromley.gov.uk](mailto:kelly.sylvester@bromley.gov.uk)

**Chief Officer:** Kim Carey, Director of Adults Social Care

**Ward:** All

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1. Reason for report
  - 1.1 The Ageing Well in Bromley Strategy is a joint LBB and Bromley Clinical Commissioning Group endeavour, and a joint commitment to Bromley residents.
  - 1.2 The aim of the Ageing Well in Bromley Strategy is to set out how we will work together (LBB, Bromley CCG and the third sector) to ensure that older people retain their independence for as long as possible with the assistance of family, friends, faith and community groups, the voluntary sector and, where necessary, the Council and Health services.
  - 1.3 In order to deliver this vision we have coproduced four key outcomes which signify the community priorities:
    - Outcome 1: I socialise, participate and make my own choices
    - Outcome 2: I feel healthy and can get the health and care service I need when I need
    - Outcome 3: My home meets my aspirations and needs
    - Outcome 4: I am safe and I feel safe and I trust people around me

- 1.3 The strategy illustrates the actions that are already being taken to deliver on the Outcomes and their corresponding Priorities. The Strategy also provides an insight into the future actions that will be initiated in order to deliver the overriding aims.
- 

## **2. RECOMMENDATION**

**For Members to endorse the Ageing Well in Bromley Strategy.**

### Impact on Vulnerable Adults and Children

1. Summary of Impact: The strategy sets out a vision for promoting independence, whereby older people are happy and healthy and well at home; preventing people from reaching a crisis and needing to use hospital services is important for the person and the system.

### Corporate Policy

1. Policy Status: New Policy:
  2. BBB Priority: Excellent Council Quality Environment Safe Bromley Supporting Independence Healthy Bromley:
- 

### Financial

1. Cost of proposal: No Cost:
  2. Ongoing costs: Not Applicable:
  3. Budget head/performance centre: NA
  4. Total current budget for this head: NA
  5. Source of funding: NA
- 

### Personnel

1. Number of staff (current and additional): NA
  2. If from existing staff resources, number of staff hours: NA
- 

### Legal

1. Legal Requirement: None:
  2. Call-in: Not Applicable:
- 

### Procurement

1. Summary of Procurement Implications: NA
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Older people - community wide
- 

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments:

### **3. COMMENTARY**

- 3.1 The Borough has more people living longer and improved chances of survival into later life. Life expectancy in Bromley has risen steadily to 81.4 years for men (England average 79.3) and 85.3 years for women (England average 83.1). This is expected to continue to rise.
- 3.2 We want to ensure that older people retain their independence for as long as possible with the assistance of family, friends, faith and community groups, the voluntary sector and, where necessary, the Council and Health services.
- 3.3 We want our residents to receive, the right care, in the right place at the right time. By working together, we believe we can identify those people most at risk and provide the support they need. We believe a strong multi-disciplinary approach, good use of community assets and good community support can positively impact on people's health and wellbeing. These approaches also reduce pressures on hospitals. We understand the importance of keeping people well at home.
- 3.4 In developing this strategy, we have worked closely with older people and a range of local organisations to identify what matters to people as they grow older. Our engagement sessions focused on four key Outcomes, these directly inform our four Priorities:

Outcome 1: I socialise, participate and make my own choices

Outcome 2: I feel healthy and can get the health and care service I need when I need

Outcome 3: My home meets my aspirations and needs

Outcome 4: I am safe and I feel safe and I trust people around me

Priority 1: Ensure that individuals can remain connected to their community

Priority 2: Build on our health and wellbeing early intervention offer

Priority 3: Ensure that people are able to live in the best home for them

Priority 4: Ensure that people, particularly the most vulnerable, are kept safe

#### 4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 The strategy sets out a service model that places early intervention and prevention at the heart of ensuring that people are able to remain independent at home, in comfort and security. The strategy aims to avoid increases in complex care.
- 4.2 The strategy also seeks to support the development of more community based early intervention which will provide improved access to targeted intervention and support, and involve coproduction with communities and services users.
- 4.3 Identifying vulnerable people who may find themselves lonely or isolated is a key aim of the strategy and we will work in partnership with voluntary and community sector organisations to support this aim.

<b>Non-Applicable Sections:</b>	Policy Implications, Financial Implications, Personnel Implications, Legal Implications, Procurement Implications
Background Documents: (Access via Contact Officer)	None

# AGEING WELL

## in Bromley









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# FOREWORD

from the Portfolio Holder  
of Adult, Care and  
Health Services  
and the Chair of NHS  
Bromley Clinical  
Commissioning Group

**We are delighted to  
introduce Bromley's first  
Ageing Well Strategy.**

We are extremely grateful to an impressive number of local people, voluntary and community groups who talked to us about their hopes and aspirations for 'Ageing Well' in Bromley during the development of the strategy.

The Council and NHS Bromley Clinical Commissioning Group (CCG) will continue to shift our focus towards a number of priorities based on what we heard. Where possible, people want to be supported in the communities they live in, being as independent as possible. People told us that having access to support at home helps them to live the life they want and continue to contribute to their community. We want to enable people and communities to have the information, knowledge and support to take control and do more for themselves.



Maintaining good health is a clear priority. We have reflected on how people are supported to remain healthy and well at home. Preventing people from reaching a crisis and needing to use hospital services is important for the person and the system. We also heard that it is important to have good quality housing and social care options when people eventually need more support. We will target our services to support people to be healthy, safe and live at home for as long as they choose to.

Many of the plans set out in this strategy are ambitious, and will require close and effective partnerships across a range of local organisations from the statutory, community and private sectors and, crucially, with local communities so they can be realised.

We will work together with community services to ensure individuals receive the right care, in the right place and at the right time.



**Cllr Diane Smith**

Portfolio Holder: Adult Care and Health  
*London Borough of Bromley*



**Dr Andrew Parson**

Chair  
*NHS Bromley Clinical Commissioning Group*

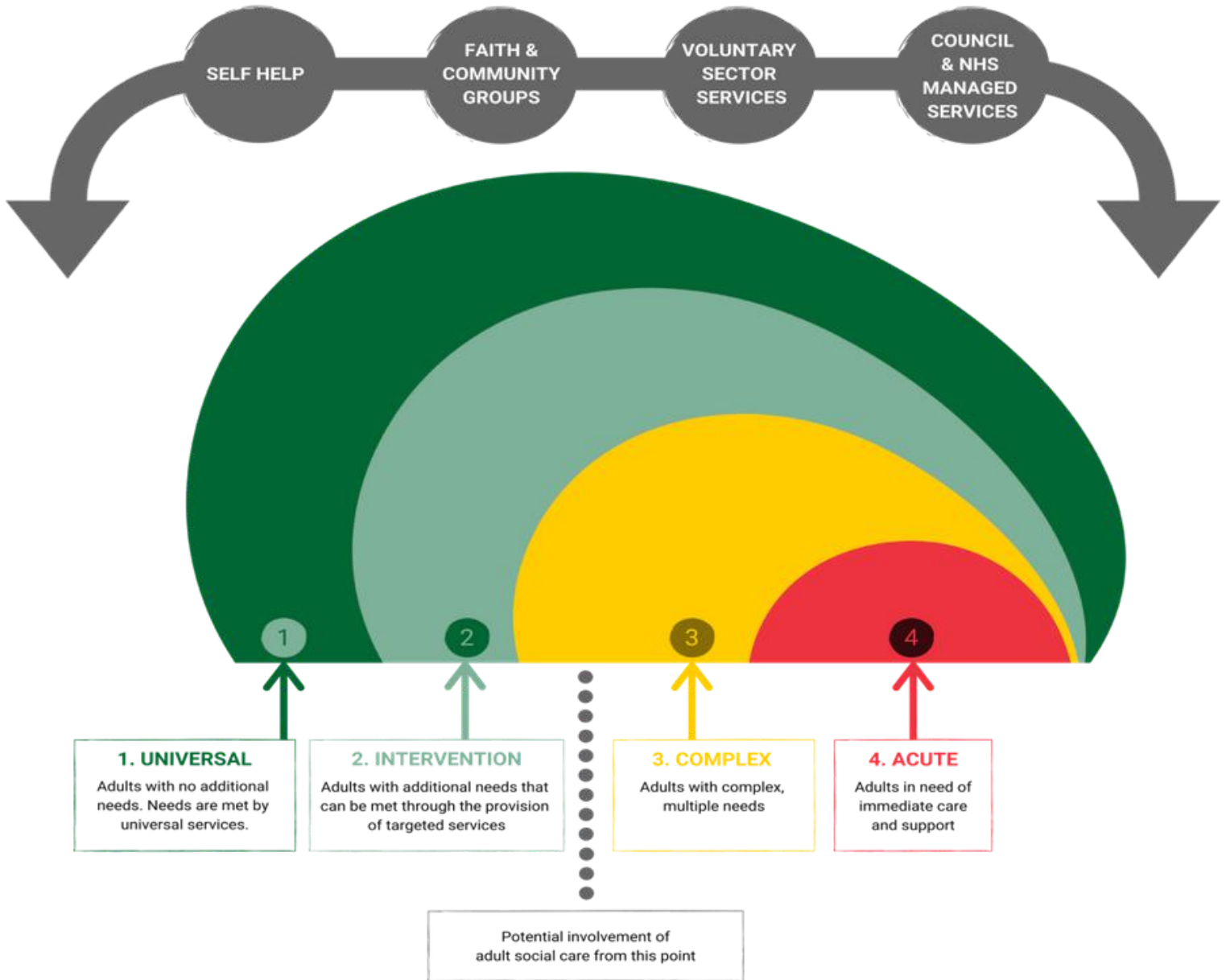
# OUR VISION

## to enable our residents to Age Well in Bromley

We want to ensure that older people retain their independence for as long as possible with the assistance of family, friends, faith and community groups, the voluntary sector and, where necessary, the Council and Health services.



# BROMLEY'S CONTINUUM OF CARE



We want our residents to receive the right care, in the right place at the right time.

By working together, we believe we can identify those people most at risk and provide the support they need. We believe a strong multi-disciplinary approach, good use of community assets and good community support can positively impact on people's health and wellbeing. These approaches also reduce pressures on hospitals. We understand the importance of keeping people well at home.



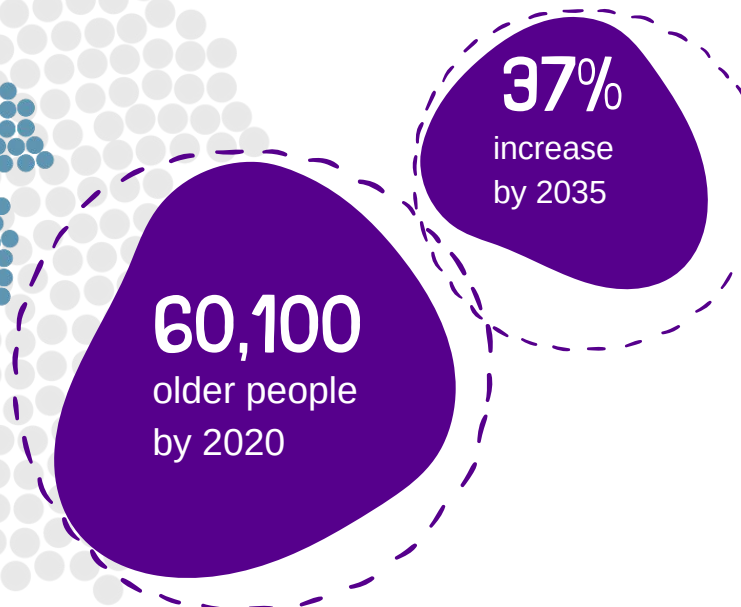
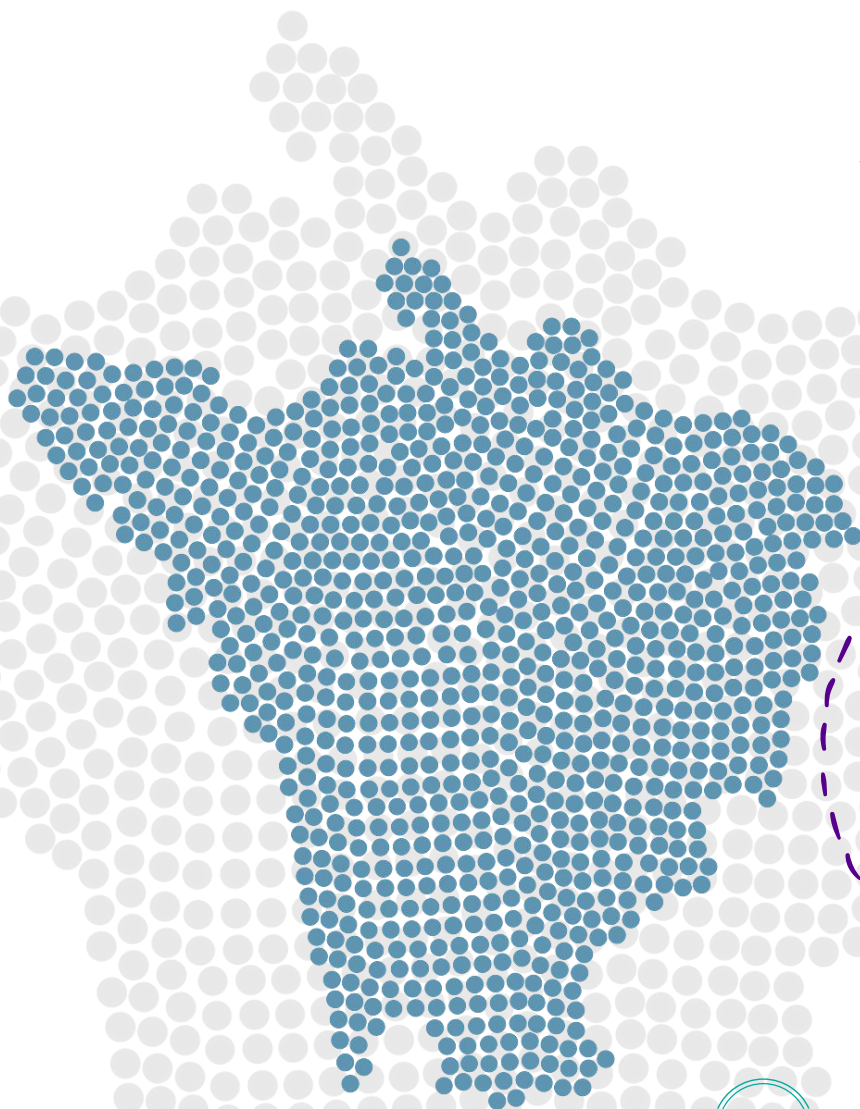
# WHAT WE KNOW

## AND WHAT PEOPLE HAVE TOLD US

The fact that we are an ageing society has been well known for many years. The average age of the UK population is expected to increase significantly over the coming decades. This change will bring both challenges and opportunities for the NHS, central and local government and wider public and community services.

In line with the UK, the population of Bromley is ageing. Bromley has the largest population of older people of all the London boroughs. The borough will have 60,100 older people by 2020 which is set to increase to 82,500 by 2035 (37% increase). <sup>[1]</sup>

In line with national trends, the Borough has more people living longer and improved chances of survival into later life. Life expectancy in Bromley has risen steadily to 81.4 years for men (England average 79.3) and 85.3 years for women (England average 83.1). This is expected to continue to rise.



[1] Projecting Older People Population Information (POPPI)

**85.3**

years life expectancy for women

**81.4**

years life expectancy for men

**21%**

people aged over 65 will be living with a long term illness by 2035

However, increased life expectancy can come with health challenges. By 2035 16,994 (21%) people aged over 65 in Bromley will be living with a long term illness which may limit their day-to-day activities.<sup>[1]</sup> Limiting long-term health conditions include diabetes, heart disease, respiratory disease, cancer, arthritis and dementia.

It is estimated that 18,644 Bromley residents aged 65+ live alone (2019) and this is predicted to increase to 23,929 by 2035. This represents 41% of all 65+ households and a 28.3% increase in single households between 2019 and 2035. We know that as people age their circle of friends gets smaller. This can often lead to social isolation or loneliness, both of which are known to reduce physical and mental health and wellbeing.

**18,644**

residents aged 65+ live alone

which is

**41%**

of all 65+ households



# OUR PRIORITIES

## FOUR OUTCOMES = FOUR PRIORITIES

In developing this strategy, we have worked closely with older people and a range of local organisations to identify what matters to people as they grow older.

Our engagement sessions focused on four key outcomes: these directly informed our four priorities -



### **Outcome 1:**

I socialise, participate and make my own choices

### **Outcome 2:**

I feel healthy and can get the health and care service I need when I need

### **Priority 1:**

Ensure that individuals can remain connected to their community

### **Priority 2:**

Build on our health and wellbeing early intervention offer

We will...





**Outcome 3:**  
My home meets my aspirations and needs



**Priority 3:**  
Ensure that people are able to live in the best home for them



**Outcome 4:**  
I am safe and I feel safe and I trust people around me



**Priority 4:**  
Ensure that people, particularly the most vulnerable, are kept safe

We will...

# PRIORITY 1

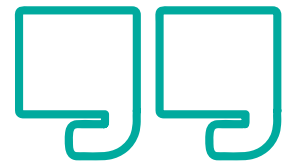
## Ensure that individuals can remain connected to their community

Focusing on individuals having the right information to access opportunities and make choices which impact positively on their wellbeing.



### Outcome 1

“I socialise, participate and make my own choices”



### Why is this important?

As people age their circle of friends and networks can diminish and it becomes very easy for older residents to become socially isolated and lonely. Loneliness affects us all emotionally but it can also impact us physically making daily routines and engaging socially with people more difficult. These physical impacts can be linked to, lower energy, feeling stressed or anxious and mental health problems developing or worsening.

Participation in physical, leisure and social activities improves older people's lives. However, maintaining an active retirement can be a challenge to those who, for example, have poor mobility, dementia or live alone. It means they may no longer be able to do the things they enjoyed previously.

## What we aim to do

Our Action Plan includes a full set of actions and timescales.

- ✔ Continue to develop opportunities that enable people to maintain a sense of purpose in the community
- ✔ Ensure that people are able to access information, advice and services, encouraging and enabling people from all walks of life to play a more active part in society
- ✔ Enable the voluntary and community sector to compete to offer people high quality services, promoting independence and self-management
- ✔ Encourage social inclusion for both younger and older people providing opportunities for people to come together across the generations

## What are some of the key things we are already doing?

In partnership with voluntary and community sector organisations we are taking steps to support people who find themselves lonely or isolated. We will focus on providing solutions for people that support their needs, lifestyle and other commitments.

In July 2019 the Council hosted a '**Tackling Loneliness**' summit. Our objective was to ensure that the issue of loneliness was understood and that we enabled organisations to come together to think differently about the community we support. 120 delegates attended and generated a good number of interesting ideas and projects – many with an 'intergenerational' agenda.



## Navigating services and support

### Information and guidance

Community Links Bromley is the umbrella organisation that supports the voluntary sector and enables **Volunteering in Bromley**. They provide advice and guidance to organisations and residents to get involved in the local community. There are many different opportunities in Bromley with over 300 different organisations involving volunteers. The Community Links website hosts a list of services or activities by type, age, need and location including befriending and volunteering opportunities. Volunteers can help with short outings such as going to the library, a trip out for coffee, give help and support to regain confidence and assist people to continue living independently at home.

We know from our engagement that not all our residents are ‘Silver Surfers’ and do not feel comfortable accessing information online. So we’re committed to continuing to publish a printed **“Guide to Independent Living, Support and Care Service”** specifically for older people. The guide provides essential information to help people stay as healthy, independent and safe as possible in their own homes. The guide aims to help our residents make informed decisions about receiving the right care in the right place at the right time. A copy of our guide can be picked up for free in our libraries and in the Civic Centre reception.

We also know that sometimes our older residents simply don’t want to read a website or booklet, but instead want to have a conversation. We recognise that navigating the health and care system can be confusing and that sometimes people are not able to access the support they need because they don’t know where to go – so in 2017 we jointly commissioned **“Bromley Well” a specific service to help people navigate the system**, essentially known as our single point of access and Bromley’s primary and secondary intervention service. Bromley Well provides help to older people, those with learning disabilities, long term conditions, physical disabilities and mental health conditions and carers to stay emotionally and physically well and to remain independent. Since its launch 2,247 older people have contacted the service for Information, Advice and Guidance.

We recognise that sometimes our residents are still finding accessing services complicated and confusing – so we are keeping this on our agenda, we want to make sure that the right people are accessing the right level of support at the right time.

We want to **Age-proof our universal services** which we know contribute to the support of older people such as libraries, leisure centres and parks.. We want to make sure that they remain older people friendly. The **Bromley Dementia Action Alliance** has been recognised officially as working towards Bromley becoming a dementia friendly community by promoting awareness and the understanding of dementia.

Our **Libraries** offer a range of friendly clubs including coffee mornings, exhibitions and reading groups in 16 key locations in Bromley. We also offer a home library service. For many, visits to the library offer an opportunity to make lasting friendships, learn new skills and share similar experiences and memories. Our libraries provide access to free computers and internet access, with staff able to provide basic IT support and deliver courses for those that need more help.

We encourage **Befriending services** as we know they build and develop relationships which prove mutually enriching and worthwhile. We have several groups of enthusiastic volunteers who are appropriately trained and matched to someone who has similar interests. There are a number of community organisations delivering befriending services across the borough with varying levels of support including one to one home based visits, group based activity and telephone support.



Our Bromley Well Befriending Service is only one example; over the last 18 months or so making 566 telephone contacts, 579 face-to-face contacts and delivering 88 group sessions.

For many people, participation in learning in their later years is an enriching social and personal development activity. The transformative power of **lifelong learning** and its ability to enhance the quality of life of individuals and communities is well established. We've invested in providing a wide range of learning opportunities either free of charge or at affordable rates. Our Adult Education College was rated Good by Ofsted in 2019. Ofsted recognised that we are working hard to be inclusive, especially for "Older learners, particularly those at risk of social isolation or suffering from degenerative conditions". Our Adult Education College works well with partners including Bromley Well, Extra Care Housing Units, retirement housing schemes and Age UK. Additionally, there are 3 U3A organisations in the borough, led by volunteers, enabling those who have reached retirement to continue their educational, social and creative interests in a friendly and informal environment.



Bromley's four Day Centres give people the opportunity for day time socialising, activities and company outside of the home. With professional staff and volunteers, our day centres give carers a short break knowing their loved ones are being looked after safely and appropriately. The day centres may also offer a range of services such as lunch and refreshments, hairdressers, nail-cutting and assisted bathing facilities.



## Unable to get out?

During our engagement our residents told us that they found it difficult to get out. This was particularly an issue for those without access to cars or public transport. We need to get better at sharing information about other transport schemes with people. Transport for London provides several schemes to assist people with disabilities and those aged 60+ to travel for free or at subsidised rates: These include: the Disabled Freedom Pass for those under 60 with a range of disabilities; the Taxicard scheme for those who may find it difficult to use public transport and Dial-a-Ride which is a free, bookable door-to-door service using accessible minibuses. Many of our voluntary organisations also provide transport for those unable to get out on their own.

Organisations such as: Biggin Hill Community Care Association provides weekly transport for people over 50 living in Biggin Hill to go shopping; Careplus Bromley provides help around the home, shopping and transport services; Age UK Bromley & Greenwich provide help with getting out and about and RVS Bromley offers assisted transport at a reduced cost for over 55s. All of these service providers are listed in our Guide to Independent Living, Support and Care Services.

# PRIORITY 2

## Build on our health and wellbeing early intervention offer

Enabling people to make lifestyle changes to improve and maintain their health and ensuring those in need and in times of crisis are able to get the right quality care and support at the right time, in the right place.



### Outcome 2

“I feel healthy and can get the health and care service I need when I need”

### Why is this important?

There is overwhelming evidence that healthy lifestyles, such as physical activity and healthy eating, can improve or delay many of the physiological and psychological health conditions associated with older age and can also assist older people to maintain their independence. Three-quarters of all those that we surveyed said that they want to make positive health changes and want to do more exercise.

Research shows that physical activity in older age has multiple benefits, including reduced mortality, improvement of physical and mental capacities and enhanced social outcomes.

**Stopping smoking:** it is never too late to stop smoking, and after the age of 35-40, a person loses three months of life expectancy for every year of continued smoking.

**Reducing alcohol consumption:** chronic conditions caused by alcohol misuse include liver cirrhosis, and evidence suggests that regular excessive drinking increases the risk of the most common forms of dementia, such as Alzheimer's and vascular dementia.

**Improving diet and maintaining a healthy weight:** a healthy diet is key to staying well as people age and there are a number of causes of malnutrition in older people including socio-economic hardship, a lack of knowledge about nutrition, disease and the use of medications and social isolation.

## What we aim to do

Our Action Plan includes a full set of actions and timescales.

- ✔ Enable people to make positive lifestyle choices that allow them to manage their own health and to ease pressure on the need for more complex health and care services
- ✔ Provide access to health and care services at the right time and place for those who need it
- ✔ Ensure that local systems that deliver health and care services continue to work towards better integration and give people choice and control over how their health and care needs are met





## What are some of the key things we are already doing?

A lot can be done to help improve and maintain general health and fitness that is of particular relevance to people over the age of 65 such as: staying active; checking eye health; maintaining good oral health; getting hearing tested and being vaccinated against flu.

Being active and eating a balanced diet are an important part of a healthy lifestyle for everybody. We want to provide everyone in Bromley the opportunity to remain fit, healthy and active. Working in partnership with others we have a range of opportunities. The Council runs **leisure centres with our partner Mytime Active** which have modern quality facilities including swimming pools, fitness suites, sports halls and dance studios. The centres offer a range of activities including exercise and special activity sessions and classes. There are also a range of concessions available including those for people in later life, the 'Primetime' classes and events are for everyone, but are particularly suitable for those aged 60 and over.

**Pro-Active Bromley** is a local network where residents can find out about local sport and physical activities. It has a programme of safe physical activity for people with long term conditions or recovering from illness, and a buddy scheme for people trying something new.

**Social prescribing** is also enabling GPs, nurses and other primary care professionals to refer people to a range of local, non-clinical services – such as sport and leisure, local activities, clubs and support groups.

Public Health promotes programmes which give advice and support about preventing and living with long term health conditions, such as the **NHS Diabetes Prevention Programme**. This identifies those at high risk and refers them onto a behaviour change programme. Some GP surgeries in Bromley provide support to help you **stop smoking** or you can call the Stop Smoking London helpline, we also commission **alcohol and drug misuse services** for flexible, confidential treatment and support for adults living in Bromley.

**Pharmacists** are often a quick way of getting some simple advice and support and our pharmacists are already working well to support our older residents.

Bromley **GP services** are offered from 8.00am to 8.00pm including weekends, either at your registered GP or one of three GP Hubs in Bromley. The quality and reach of our general practice is generally high in Bromley. However, the general practice workforce is stretched,

and this impacts people's access to their GP. When our GP surgeries are closed all residents can use the South East London enhanced 111 Integrated Urgent Care service for out-of-hours advice service. We recognise that not being able to access the GP can sometime impede our residents from getting the right support at the right time, and can lead to people relying on hospital services. So Bromley CCG's "General Practice Strategy for Bromley" will include plans to have more non-clinical staff in surgeries to offer support and advice where appropriate.

**NHS Health Checks** are for people aged between 40 and 74 who have not already been diagnosed with heart disease, type 2 diabetes, kidney disease or stroke. The Health Check will give you a clearer picture of your health and will help you take action to reduce your risk of developing those conditions. **Screenings** for women include a cervical screening between 25 to 64 years and a breast screening between 50 to 70 years. People between 60 to 74 years can also be screened for bowel cancer.

**Vaccinations** are available including the yearly flu vaccine for people aged 65+, those with certain medical conditions and people who provide unpaid care. The shingles vaccination is available for most people aged 70 and the pneumonia vaccine for people aged 65+ or those with certain long-term health conditions.

Having a fall, illness or other life-changing event can mean a person needs extra help and support to get back on their feet. There is a range of different services and support available to help people stay independent for as long as possible. Some services focus on helping our residents to remain at home while receiving healthcare or support to stay independent and avoiding preventable hospital admissions. Others are for those who have had to stay in hospital, helping you continue your recovery out of hospital and regain your independence. Our **Integrated Care Networks** are three multi-disciplined teams working together to design the right package of care for individuals. In 2018 three social work posts were made part of the multi-disciplined teams strengthening the focus on prevention.

**Community Health Services:** Bromley Healthcare provides services for people with long-term conditions, such as diabetes, chronic lung disease or bowel and bladder problems. Bromley Healthcare also provides health services to keep you safe, healthy and out of hospital or help with your recovery following discharge from hospital. Some services are available to everyone, whilst others are targeted at those with a particular need and are arranged before you leave hospital.

Following an accident, illness or a hospital stay, or because of a long-term disability or health condition, it may be harder for you to manage in your own home. **Reablement** is an intensive short-term support programme to help people to re-learn daily skills and regain confidence to live independently. There is no charge for up to six weeks of reablement if you are eligible. The vast majority of residents supported by the Council's reablement service successfully recovered and stayed at home.

**Coming out of hospital:** For a lot of people, returning home after a stay in hospital, particularly if you live alone, can be a daunting prospect. Hospital Aftercare accepts referrals from health and social care professionals, friends and relatives, and from the person directly. The service provides short-term support and practical help for people aged 50+ living in Bromley but does not offer personal care. The Discharge to Assess (D2A) model moves people out of hospital quickly - back home or to a safe place - where extra support is put in place whilst we can assess their ongoing needs.

The **'Take Home and Settle'** service is for people aged 50+ living in Bromley who are being discharged from the Princess Royal University Hospital or Orpington Hospital. This service has enabled the safe discharge of 594 frail patients from hospital during 2017/18.

**Older People Home Treatment Team** continues to provide short-term therapeutic interventions for Bromley residents who are suffering from an acute mental health crisis in order to prevent avoidable admission into hospital for psychiatric care, as well as to provide an early discharge from hospital



## What to expect from the Council

Everyone who appears to have care and support needs is entitled to a **care assessment**. If you feel that you have needs that cannot be met by family, friends or through the voluntary sector, you can ask Bromley Council to complete a care assessment. This must be undertaken before the Council can provide any help.

The care assessment will be undertaken by a trained professional, such as a social worker (also known as care manager) or occupational therapist. They will work with you to understand: your own strengths and capabilities; the support available from your family, friends or within the community to help you; your own needs and the outcomes that matter to you. This will include achieving as much independence as possible, in the way you want to do so, and with the right support for your short-term or long-term care needs.

The purpose of the assessment is to get a complete picture of you, your needs and goals. Following this, Bromley Council will decide if any of the needs identified mean you are eligible for support.

If the Council has identified your care needs and established that you are eligible for support, you will have a discussion about what support you require to meet your identified needs and a support plan will be drawn up outlining how this will be achieved. The amount of money to meet your eligible needs becomes your personal budget. A personal budget can be spent as through a supported service or received as Direct Payment. Bromley Council has a legal duty to provide any services you have been assessed as requiring, but this does not necessarily mean that you will not have to contribute towards the cost of your care. The amount the Council might pay and the amount you will pay will be determined by a financial assessment.





# PRIORITY 3

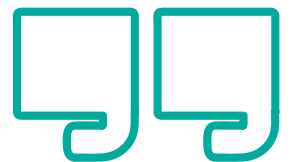
## Ensure that people are able to live in the best home for them

People's homes should meet their needs enabling them to live independently for as long as they wish, and to ensure those who experience a crisis can settle back in a place that meets their needs and aspirations.



### Outcome 3

“My home meets my aspirations and needs”



### Why is this important?

The preference of the overwhelming number of older people from all backgrounds is unequivocal – to be able to live at home for as long as possible and, if they have to move, to live in supported housing that feels as much like home as possible.

There are steps that people can take at earlier stages of retirement whilst still active to ‘future proof’ their home. Options include adapting it to make it safer to get around, purchasing equipment to help with daily living tasks or to consider installing assistive technology devices to help them to remain independent for longer when their mobility reduces or following a diagnosis of dementia.

We want to support people to be more independent by taking advantage of community resources, stay in their homes longer, taking responsibility for the management of their long term health conditions (with support) and have community provisions in place that help to prevent, reduce or delay people requiring statutory services.

Sometimes moving to a care or nursing home may be the most appropriate and safest option. Home ownership amongst the older age groups is high in Bromley, and therefore a substantial number of people are able and expected to fund their own care. When residents are eligible the Council and CCG commission care home placements from the private and independent sector. The average age of new care home residents is rising, they are increasingly frailer when they move in and their length of stay is shorter.

## What we aim to do

Our Action Plan includes a full set of actions and timescales.

- ✔ Have implemented a range of initiatives and service improvements which will enable people to remain safe and independent in their own home
- ✔ Ensure there is a range of housing options that meet the changing needs of people as they get older
- ✔ Support people to address the barriers which prevent them from moving to housing that most suits their needs



## What are some of the key things we are already doing?

Often, people who have a disability, illness or increasing frailty find everyday tasks difficult to manage which means that they struggle to live in their homes for as long as they would want. To help manage everyday tasks, a wide range of **equipment** can be directly bought or supplied through health care professionals if eligibility criteria are met. Enabling equipment can include aids for: washing and dressing; bathing; using the toilet; kitchen and meal preparation; getting around the home and remembering to take medication. There are many suppliers who sell these simple aids and they can provide advice on the best product to meet your needs. Suppliers can be found on the high street, such as pharmacies, mobility or DIY shops, through mail-order catalogues or on the internet. Bromley Well can help you navigate your way through your choices.

**CareLink Community Alarm and Assistive Technology** enable people to live in their own homes with greater independence. Also known as ‘telecare’, these devices include community alarms, fire or gas detectors or falls monitors which can simply be installed in a person’s home and are linked to a response team via telephone or internet.

We also offer ‘**Just Checking**’ software which supports people to live in their own homes for longer by showing family and professionals their day-to-day capabilities, or where support is needed. The information helps care providers deliver the right care at the right time as well as reassuring family members and helping individuals stay at home for as long as possible.

Ensuring that your home is well maintained and safe to live in is important. However, people worry about employing reliable companies to carry out work in their home. Therefore the Council has joined with **Checktrade** to ensure residents can easily find reputable traders. Our **Handyperson Scheme and Help at Home Service** is also really popular, helping 719 people in the last year or so. The Handyperson Scheme can undertake minor home adaptations following a referral from a health or social care professional. Help at Home services include cleaning, ironing, accompanied shopping, collecting pensions and extends to gardening and home maintenance. You might also be eligible for a means-tested grant Disabled Facilities Grant for which the criteria are set nationally: this will pay for property adaptations to support independence.

You may find you are unable to carry out day-to-day tasks such as washing and dressing, using the toilet, getting out of bed, moving around your home and preparing and eating meals even with simple aids for everyday living and the support of family and friends. Additional help from paid care workers may be necessary to continue to live in your home. This is something that you and your family may wish to organise yourselves with a service provider in Bromley. You can talk to providers about the type of help that you need. If you arrange your support directly with one of these agencies you will need to pay for this service. These providers are often called **domiciliary care agencies**. The Council recommends that you view the most recent inspection report from the Care Quality Commission (CQC) before contacting a home care provider. A list of these agencies can be found in the "Guide to Independent Living, Support and Care Services".

**Support for carers:** A carer is a person who provides unpaid support to a partner, family member, friend or neighbour who is ill, struggling or disabled and could not manage without this help. This vast army of almost invisible people is one of the main resources that keep the health and social care system going. The **Bromley Well Service** provides support for carers to ensure that they are supported.

For some people, continuing to live in their own home is no longer possible due to their own increasing needs or the limits of their current property. This means that they have to find new accommodation. There are a variety of options to consider, including: supported housing schemes such as sheltered housing, Extra Care Housing, Bromley Shared Lives and care homes which include care homes with nursing care.

**Supported housing schemes:** In supported housing, you may own or rent your home. Additional support is available either on-site or via a contact system with communal facilities and activities.

**Sheltered or retirement housing** allows individuals to live an independent life in the community with some support if required. There are sheltered schemes throughout Bromley, operated by housing associations, consisting of groups of flats, houses or bungalows. A number of **retirement living schemes** are now available with leasehold properties available where a property can be bought. Some schemes have communal facilities such as on-site laundrettes. In Bromley there are over 3,500 sheltered or retirement housing units, offering self-contained homes with communal facilities and services, usually with a manager to provide support and advice to residents as well as organising social events. In Housing Association Schemes



support is given to residents by staff who generally live off-site and are known as wardens or managers. The level of rent and service charge varies between schemes and depends on the standard of accommodation and the facilities provided.

**Shared Lives** provides care and support to vulnerable adults. The scheme recruits, trains and assesses individuals and families who can provide support within their own homes to people needing support or assistance. The Shared Lives Service is for people who live in Bromley, meet the eligibility criteria and need support to live independently. This includes: people with learning disabilities; people with mental ill-health or people with general or complex disabilities.



**Extra Care Housing** is for people who are unable to live safely and independently in their own homes, but do not need the level of care provided in a care home or care home with nursing. It allows people to remain secure in the knowledge that help is on hand should they need it. Some schemes specialise in supporting people with dementia to live fulfilled lives. There are a range of accommodation types, including bedsits, studios, and one or two bedroom apartments. Extra Care Housing, provided by housing associations in Bromley, is allocated on the basis of an applicant's care needs.

**Care homes** provide long-term care for people who can no longer remain safely at home, even with support. There are two types of care home. Care homes provide accommodation, meals and 24-hour personal care and attention, but do not provide nursing care. Care homes with nursing provide all of the services above and also provide nursing care which can only be provided by a qualified nurse. Care homes in Bromley support many adults, including older people, people with learning disabilities, physical disabilities, mental ill-health and dementia. Couples with differing care needs can also live together in a dual-registered care home.

Local GP practices have been working in partnership with the Bromley Council, housing associations, extra care housing managers, care homes and tenants to launch a new service that provides **additional primary care services** in people's own homes.

# PRIORITY 4

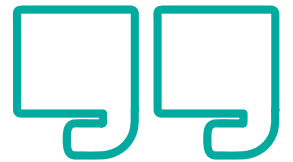
## Ensure that people, particularly the most vulnerable, are kept safe

Enabling them to live within their community whilst being as independent as possible.



### Outcome 4

"I am safe and I feel safe and I trust people around me"



### Why is this important?

Safeguarding aims to protect vulnerable adults from the risk of harm or abuse and is a key priority for the Council and CCG. The majority of safeguarding incidents are concerned about older people, particularly those with dementia, physical disability and frailty.

Some groups of people are more at risk of being subject to abuse than others. Vulnerable people may be unable to tell others easily that they have been harmed or abused. Someone may be vulnerable due to their age, physical or learning disability, mental health needs or other conditions that limit their communication. Abuse is mistreatment by any other person or persons. It can vary from treating someone with disrespect in a way which significantly affects the person's quality of life to causing actual physical suffering. It can happen anywhere – at home, in a care home, hospital or day service, in the workplace or in the street.

Bromley has a well-established and effective Safeguarding Adults Board which is particularly focused on making sure vulnerable adults are kept safe from harm and abuse. It has a three year strategic plan in place to meet its statutory duty under the Care Act 2014. The Safeguarding Adults Board shares a vision for a workforce that has the right knowledge, skills and confidence to recognise and respond effectively to adult abuse and to those at risk of abuse.

## What we aim to do

Our Action Plan includes a full set of actions and timescales.

- ✔ Ensure that people have access to the right information to keep themselves and others safe
- ✔ Identifying those who are most vulnerable, ensure that safeguarding is well understood
- ✔ Ensure that our staff are well trained to safeguard our residents



## What are some of the key things we are already doing?

A **multi-agency safeguarding training programme**, developed by Safeguarding Adults Board to suit all levels of training need, is available free of charge and open to all organisations providing a service within Bromley. This training and awareness ensures that all services and agencies safeguard residents and raise an alert or concern when appropriate to do so.

Anyone concerned about an adult can make a referral to the Council for a Safeguarding assessment. If an issue is found we utilise '**Making Safeguarding Personal**' (MSP). This is an initiative which aims to develop a person-centred and outcomes focus to safeguarding work in supporting people to improve or resolve their circumstances. MSP is applicable to all agencies working with adults in relation to safeguarding including those at the initial stages of a safeguarding concern being identified.

**Bromley Trading Standards** works hard to prevent Bromley residents becoming victims of scams and doorstep crime and will work with the police to prosecute offenders. This includes Rogue Traders who exploit the vulnerable by convincing them to pay for shoddy or incomplete repair work, charging extortionate fees for their services or threatening residents who do not comply. The Council's Trading Standards team invest resources in prevention and early intervention through awareness raising in the community and training for partner organisations, with 70 talks a year to groups reaching 3,000 people.



# GOVERNANCE, MONITORING AND MORE ENGAGEMENT

Across the lifecycle of this strategy we will have an Action Plan detailing what we are going to achieve and by when.

The Council and CCG will jointly monitor our action plan and will deliver an annual report to:

- the Bromley Health and Wellbeing Board
- the Adult, Care and Health Council Scrutiny Committee
- the CCG governing body

Our engagement and co-design process is only the start of our community conversation. Most members of our co-design groups have expressed their desire to be part of a 'standing' group with whom we will consult on a regular basis.



*Produced by:*

Adult Services  
**London Borough of Bromley**  
Civic Centre  
Stockwell Close  
Bromley BR1 3UH



Report No.  
ACH19003

London Borough of Bromley

## PART ONE

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**Decision Maker:** **Executive**  
**For Pre-Decision scrutiny by Adult Care and Health Policy Development and Scrutiny Committee on 17 September 2019**

**Date:** **18 September 2019**

**Decision Type:** Non-Urgent                      Executive                      Key

**Title:** **GATEWAY REPORT - EXTENSION TO THE DIRECT PAYMENTS SUPPORT AND PAYROLL SERVICE CONTRACT WITH VIBRANCE - AND APPROVAL TO COMMENCE TENDER FOR A DIRECT PAYMENTS SUPPORT AND PAYROLL SERVICE CONTRACT**

**Contact officer:** Garnett Clough, Commissioning Officer  
Tel: 020 461 7304 E-mail: [garnett.clough@bromley.gov.uk](mailto:garnett.clough@bromley.gov.uk)

**Chief Officer:** Kim Carey – Director of Adults Social Care

**Ward:** All

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### 1. REASON FOR REPORT

- 1.1 This Gateway Report seeks agreement to apply the second and final formal 1 year extension of the Direct Payments Support and Payroll Service Contract, from 8 April 2020 to 7 April 2021 and approval to commence a full tender exercise for a new Direct Payments Support and Payroll Service Contract by end 2019.
- 1.2 The current contract was awarded following a competitive tender and commenced in April 2017 for a period of two years with the option to extend up to a further two years on a 1 year +1 year basis. The 2<sup>nd</sup> extension from 8 April 2020 will allow time for the implementation of the Pre-Payment Cards in Bromley as outlined in Option 1 – 4.8.2 below.
- 1.3 The additional rationale for the extension is that (as demonstrated in Section 4.2 and 5.2) the provider is delivering a good service and is operating in accordance with the current contract and service specification. Additionally the service was reviewed with a satisfactory outcome in April 2018 and again in June 2018. In summary there is compelling justification and benefits from the contract extension, which also guarantees no increase in the budget for a further year (retaining the 2017 price).

- 1.4 It is proposed that following a competitive tender the new contract will commence in April 2021 for a period of five years with the option to extend up to a further two years on a 1 year +1 year basis.
- 

## **2. RECOMMENDATIONS**

- 2.1 Members of the Adult Care and Health PDS Committee and Executive are requested to note and comment on the report.

### **The Portfolio Holder is recommended to approve:-**

- 2.2 That the contract with Vibrance is extended for a period of 1 year, from 8 April 2020 – 7 April 2021. To run continuously from the current contract to enable the Council to have arrangements in place to fulfil its statutory duties.

### **Executive are recommended to approve:-**

- 2.3 The commencement of a formal tender process for a Direct Payments Support and Payroll Service Contract, by the end of 2019 to ensure a new service is commissioned at the end of this extension. The new service will commence on 8 April 2021 for a period of 5 year with an option to extend by a period of up to but not exceeding 1 year followed by a further period of up to one year.



### Impact on Vulnerable Adults and Children

1. Summary of Impact: None

### Corporate Policy

1. Policy Status: N/A
  2. BBB Priority: Supporting Independence<please select>
- 

### Financial

1. Cost of proposal
  2. Ongoing costs:
  3. Budget head/performance centre:
  4. Total current budget for this head:
  5. Source of funding: Council's General Fund
- 

### Staff

1. Number of staff (current and additional): NA There are no London Borough Bromley employed staff affected by this contract extension.

The contract is monitored by the Council and Liberata staff

2. If from existing staff resources, number of staff hours: NA
- 

### Legal

1. Legal Requirement: <please select>
  2. Call-in: <please select>
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): March 2019 there were 351 Registered employers (Service Users)
- 

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments: N/A

- 3.1 Direct Payments (DP) are sums of money (personal budgets) paid to people who have been assessed by the local authority as meeting the eligibility criteria for care services. A DP allows people to receive cash payments from their local authority instead of care services and gives people much more flexibility and greater choice and control on how their support service is arranged.
- 3.2 The DP Support and Payroll Service Contract enables the Council to fulfil its statutory duty to provide DP as well as meeting its target to increase DP take up in Bromley.
- 3.3 A Direct Payment can be used to purchase the following:
- Personal Care;
  - Domiciliary Care;
  - Short Term Breaks (Respite);
  - Day Care;
  - Assistance to attend an activity; or
  - Services including equipment to help meet people's assessed needs

### 3.4 The Direct Payments Support Service

This service, directly commissioned by the London Borough of Bromley includes the following elements:

- **Information and advice** regarding DP to new and current user
- **Support planning** (Self Directed Support) putting the person at the centre of the support planning, ensuring choice and control over how their individual budget will meet their assessed needs and outcome. This will include the DP user linking with other self-directed, community based services
- **Finding Personal Assistants 'PA's'** - people who provide flexible care and support, based on individual needs. Vibrance do this by:
  - Helping people identify personal assistants in their own network;
  - Using the Vibrance personal assistant finding webpage called LinkMeUp, where personal assistants can register, complete references and Disclosure and Barring checks so they are ready to start work
  - In addition, they assist with advertising locally for a personal assistant for a particular person if the other two routes are not fruitful.
- **Payroll Service** for DP users to pay their personal assistant includes:
  - A general offer including managing timesheets, payroll, tax and pension payments, or
  - Fund holding - A fully-managed, account-holding service where all the funds are managed by the payroll service, where there is no one else available to do this and includes holding funds in individual accounts on behalf of Service Users, payment to employees and HM Revenues & Customs
- **The promotion of Direct Payments in Bromley**

- Contribution to the promotion and support of the development of DP in Bromley.

### **3.5 These figures show the areas of support provided by Vibrance and the number of Service Users who have been accessing these services from April 2018 to March 2019.**

- Number of Registered Employers (Service Users) 351
- Payroll Service with Fund Holding Managed (holds funds in individual accounts on behalf of the Service User): 266
- Payroll Service process only (Service User holds own funds): 80
- Support Planning: 12
- Total number of people accessing Information, Advice and Guidance: 238 (159 new +78 additional work)
- Number of employed Personal Assistants registered in the Borough: 797
- Number of PA's utilised in February 2019 – 380

#### **3.5.1 Review of the support provided to Direct Payments users**

The contract is monitored through quarterly contract management meetings to ensure compliance with the terms of the contract and specification including the Key Performance Indicators (KPI) which were revised in October 2018 and will continue to be reviewed annually. A Quality Assurance Framework review (QAF) is conducted annually. DP Champions were asked to gather feedback from their teams about any issues/strengths of the Vibrance contract (See section 5.2 below). There were no safeguarding issues identified as a result of Vibrance practice identified and no substantial concerns were raised.

3.5.2 Delivery levels have increased on previous years and are expected to increase further following the implementation of Prepayment Cards (a card similar to debit card), controlled by the local authority and the person, loaded with people's Personal Budget for them to manage themselves and monitored remotely by the local authority. Vibrance is considered to be providing an effective and efficient service in all areas of the contract. All referrals are responded to on the date of receipt of referrals within the set timescales included in the Service Specification and a detailed explanation is provided in a Narrative Report if there are lapses in meeting timescales.

3.6 A Quality Assurance Framework review (QAF) was conducted in April 2018. This assessed the performance of the contract during the first year as being satisfactory.

### **3.7 Review of Direct Payments**

3.7.1 The Education, Care and Health Service Department (ECHS) are currently carrying out an extensive review of DP. This encompasses Adults, Health, and Children and Young People with Disabilities. A key objective is to increase the number of adult DP users. The main areas of focus have been:

- Review of the DP process
- Review of Service Specification
- Review of the support provided to people with DP
- Implementation of Prepaid cards
- Increasing the offer of DP's

3.7.2 The review included surveys, interviews, working with voluntary organisations such as (Mencap) regarding people with learning disabilities to ensure engagement. It also included working with a user led and community based organisation i.e. Bromley Experts by Experience user focus groups.

3.7.3 Surveys were sent to all DP users in Bromley with questions covering the DP process and the support provided by Vibrance. The result of the survey revealed that 91% of respondents were either very satisfied (49%) or quite satisfied (42%) with their DP.

#### 4. SUMMARY OF THE BUSINESS CASE

4.1 The contract with Vibrance supports the Council in meeting its statutory duty to provide DP under the Care Act, Care and Support (Direct Payments) Regulations 2014 which supports people to have choice, control and independence in choosing the service that meets their individual needs.

4.2 The current contract was awarded following a competitive tender and commenced in April 2017 for a period of two years with the option to extend up to a further two years on a 1 year +1 year basis. The contract is now in its first +1 year extension period that commenced on 8 April 2019 – 7 April 2020.

4.3 It is proposed that the final 1 year extension is approved to allow time for a full tender exercise for a new Direct Payments Support and Payroll Service Contract to begin. In the meanwhile the Pre-Payment Cards will be implemented in Bromley and later reviewed to ascertain the effect they have on the Direct Payments Support and Payroll platform, which will ultimately inform the commissioning strategy and development of a new service specification and contract for this service. It is proposed to commence the tender for this service by end of 2019 to ensure a new contract is in place by 8 April 2021.

4.4 An Equalities Impact Assessment has been completed in advance of the tender to ensure that no group (Protected Characteristics) is directly or indirectly discriminated against in this service provision.

#### 4.7 SERVICE PROFILE/DATA ANALYSIS

Key Performance Indicators (KPIs) and Desired Outcomes for this contract was updated through a Contract Change Notice in October 2018. KPIs have been set for each area of the service delivery (Information, Advice, Guidance, Payroll and Support Planning).

##### Revised KPIs in force from November 2018

Service Area	Performance Indicator	Target	Provision of Monitoring information
Information, Advice and Guidance	Period between the initial referral and making contact with the service area	95% within 3 working days	Qtrly Monitoring Meeting
	Period between referral and date of the first visit to Service User	(75%) 7 working days (10 days in total from date of referral)	Qtrly Monitoring Meeting
	Number of complaints dealt	98%	Qtrly Monitoring

	with in compliance with the Provider's internal QA system and procedures (IAG)		Meeting
	Level of Service User satisfaction	90% satisfied	Annual Satisfaction Survey
<b>Payroll Service</b>	Period between set up notification and set up as an employer	95% within 5 working days	Qtrly Monitoring
	Number of complaints dealt with in compliance with the Provider's internal QA system and procedures	98%	Qtrly Monitoring
	Level of Service User satisfaction	90% satisfied	Qtrly Monitoring
	Accuracy level for payrolls processed including return to the HMRC	95%	Qtrly Monitoring
	Number of pension auto-enrolments completed within legislative time lines	100%	Qtrly Monitoring
	Number of Complaints (Payroll)	Less than 5% of total payroll transactions in the quarter	Qtrly Monitoring

- 4.7.1 The revised KPIs are outcome focused and are used to robustly monitor the contract. It was not possible give a full report on the new KPIs as they were introduced during the penultimate quarter of the year. Officers meet with the provider on a quarterly basis where performance targets are examined and discussed. The provider has committed additional resources to fully deliver on the new KPIs at no extra cost.
- 4.7.2 The number of referrals increased by 40% in the 4<sup>th</sup> Quarter of 2018/19 from 33 in 3<sup>rd</sup> Quarter, to 55 in the 4<sup>th</sup> Quarter. The new KPIs are now fully embedded, the provider has implemented a new structure to address the increase in referrals and they have appointed an additional Self Directed Support Co-ordinator, allocated to the provision of Information, Advice and Guidance.
- 4.7.3 An example of the Desired Outcomes are attached in Appendix 1. By the service supporting clients to use DP, the service is expected to meet the Desired Outcomes.
- 4.7.4 In order to ensure delivery and improvement to the present and future KPIs, Officers will continue to monitor the performance targets quarterly at Contract Management meetings and review the KPIs and Outcomes annually to ensure they are still relevant and fit for purpose to support the Council to meet its statutory duties and vision.

#### **4.8 OPTIONS APPRAISAL 1 – EXTENSION**

4.8.1 The following options have been considered at this time:

4.8.2 **Option 1 - Recommended - Extend current contract for the permissible 1 year (8 April 2020 – 7 April 2021)** – The extension would ensure continuation of the service provided by Vibrance and would support the Council in meeting its statutory

duty in providing Direct Payments under the Care Act, Care and Support (Direct Payments) Regulations 2014. The extension will allow time for the implementation of Pre-Payment Cards in Bromley and its impact on the current service and uptake of DP in Bromley to established.

4.8.3 Officers have discussed with Vibrance the possibility of extending the contract for the permissible 1 year extension period and Vibrance are keen to continue providing this service at no extra cost. The provider also demonstrated in section 4.2 and 5.2 that they are delivering a good service in accordance with the current contract and specification.

4.8.4 **Option 2 - Tender as is - Not Recommended**, this is not a viable option as the service would be tendered on the present contract and specification and would not allow consideration of the current review to be included in the new service. It would also be a tight timeline to contract and implement by April 2020.

4.8.5 To fully understand the impact of Pre-Payment cards on uptake of DP in Bromley, it would be preferred to have the new system in place for at least 6 months in order to fully evaluate its impact on the Direct Payments Support and Payroll service.

4.8.6 **Option 3 - Decommission the service (Not Recommended)** - Not a viable option as the Council has a statutory duty to provide DP under the Care Act, Care and Support (Direct Payments) Regulations 2014.

#### 4.8.7 **OPTIONS APPRAISAL 2 – COMMENCE OPEN TENDER FOR NEW DIRECT PAYMENTS SUPPORT AND PAYROLL SERVICE CONTRACT**

4.8.8 The following options are being considered: The recommendation is to proceed to procure once approval to the extension of the present contract with Vibrance from 8 April 2020 has been agreed and approval to commence open tender for a new Direct Payments Support and Payroll Service Contract by end 2019.

#### 4.8.9 **Option 1: Commence Tender (Recommended)**

4.8.91 Council has a statutory duty to provide DP under the Care Act, Care and Support (Direct Payments) Regulations 2014. It is proposed that a formal tender process for a new Direct Payments Support and Payroll service to commence in January 2020. A new service specification will be developed based upon best practice, experience gained through years of contract monitoring, user feedback, and any learning gained from the implementation of prepayment cards in Bromley. The following areas would be reviewed in the development of a new service specification.

- Service description - client group, referral route
- Monitoring data, feedback from Service Users
- Service provision under the contract and an indication of the volume
- Key performance Indicators and outcomes (included in 4.7 and Appendix 1 which were reviewed in October 2018)
- Co-production

#### 4.8.92 **Pre-Payment Card Evaluation Period**

4.8.93 To fully understand the impact of Pre-Payment cards on the uptake of DP in Bromley, it would be ideal to have this service in place for at least 6 months in order to fully evaluate its impact on DP uptakes and the IAG service.

4.8.94 During the six month Pre-payment evaluation period, the pre-tender process will begin. This is to ascertain the most efficient and value for money specification that will be required to deliver and support the Council's overarching direct payment strategic direction. This will include:

- evaluate the impact of pre-payment cards on the uptake of DP in Bromley and apply the learning to new specification benchmarking
- review and development of tender evaluation criteria based on the new service requirements
- test market, review the model of service required for the future, including in order to determine the future commissioning strategy
- begin stakeholder consultation and engagement plan which will be founded on a co-production approach.
- assess and test the market in order to determine the future commissioning strategy
- Annual review of KPI's

4.8.95 It is recommended that a tender process commence for a new contract to start on 8 April 2021 for a period of 5 years with an option to extend for a period up to but not exceeding 1 year, followed by a further period of up to one year. (Procurement route/strategy is outlined in 6.1 below).

#### **4.8.96 Option 2: Bring the service In-house (Not Recommended)**

4.8.97 This option is not viable as Officers considered bringing the service in house during the Direct Payment Review carried out in 2018 and concluded that this is a specialist service that could potentially cost the council more to provide directly.

#### **4.8.98 Decommission the service (Not Recommended)**

4.8.99 Not a viable option as the Council has a statutory duty to provide DP under the Care Act, Care and Support (Direct Payments) Regulations 2014.

### **4.9 PREFERRED OPTION**

4.9.1 See Option Appraisal 1 and Option Appraisal 2 - paragraph 4.8 .2 and 4.8.9 above.

4.9.2 Under the terms and conditions outlined in 4.8.2, Vibrance is in agreement with the extension of the contract for an additional 1 year period. It is proposed that the contract with Vibrance is extended from 8 April 2020 to 7 April 2021 to ensure the Council meets its legal obligations to provide DP.

4.9.3 It is also proposed that a formal tender process for a new Direct Payments Support and Payroll service with one provider commences in by end 2019. The new contract will begin on 8 April 2021 for a period of 5 year with an option to extend up to but not exceeding one year followed by a further period of up to one year.

## **5. STAKEHOLDER ENGAGEMENT**

5.1 A Service User consultation was conducted by the Council in 2018 during the Direct Payments review and the service provided was found to be satisfactory.

5.2 In order to get a view of the service provided by Vibrance feedback was sought from the Council's Direct Payments Champions on all areas of support provided by Vibrance during the Direct Payments Review and at Self-Directed Support group Meetings. Feedback was as follows:

- Recruitment of Personal Assistant - Linkup register, it was felt that the Vibrance Link Me Up register is needed as it provides a list of PAs in the locality and it would be harder to source PAs without Linkup.
- Advice and Support to new and existing clients – Vibrance help with areas such as Tax, National Insurance, HMRC and Payroll
- Payroll Services (general and fund holding managed service) – without this function, the employer (Service User) would have to do their own monitoring which is burdensome. There would be a higher risk of mismanaging surplus and the Service User would have no one to consult with on complex matters
- Promotion of Direct Payments – It is a major selling point that Bromley commission these services, without this we cannot promote DP as effectively and we cannot offer as much reassurance to potential Service Users/employers

5.3 The current provider will continue to engage with stakeholders throughout the lifetime of the contract. A formal stakeholder engagement will be conducted during a competitive tender process which is expected to begin at the end of 2019.

5.4 Discussions will continue with service users and stakeholders throughout the tender process to ensure their involvement in order for the service to be co-produced.

## **6. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS - EXTENSION**

**6.1 Procurement Strategy and Contract Proposal:** Authorisation is sought from the Portfolio Holder, to extend the current contract with Vibrance (final +1 year), from 8 April 2020 to 7 April 2021. The extension would be based on the current contract and specification and performance targets as the current provider are meeting all of the requirements.

**6.2 Proposed Contract Period – 8 April 2020 to 7 April 2021 (final +1 year extension)**

## **6.3 PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS - NEW CONTRACT**

**6.4 Procurement Strategy and Contract Proposal:** Approval is sought from the Adult Social Care Executive, to commence a tender process for a new Direct Payments Support and Payroll Service Contract to start at the end of the extension period on 8 April 2021 for a period of 5 year with an option to extend up to but not exceeding one year followed by a further period of up to one year.

**6.5 Indicative timetable for the procurement of new Direct Payments Support and Payroll Service Contract.** The following table details the proposed elements of the procurement process.



Activity	Date from	Date To
Market Engagement	End 2019	Feb 2020
Tender Period	March 2020	May 2020
Tender close and evaluation and Interviews	June 2020	July 2020
Award report authorisation	August 2020	September 2020
Notification and Mobilisation	September 2020	April 2021
Commencement of contract	8 April 2021	

- 6.6 It is proposed to tender both the Support Service and Payroll service with one provider as outlined in (4.8.7 above) on the basis of the learning from the previous tender where the service was procured in two lots then awarded to Vibrance on a single contract bringing in some efficiencies.
- 6.7 The contract specification will be informed by the market engagement, co-production, current provider performance data and learning from Prepayment card implementation as outlined in 4.8.91 and 4.8.94 above.
- 6.8 Proposed Contract Period – 8 April 2021 to 7 April 2026 (5 years with a 2 year extension option)**
- 6.81 Tenders will be awarded on the basis of price (60%) and how bidders have answered and evidenced their responses against award criteria (40%).
- 6.8.2 The selection criteria for the new contract will be in two stages as detailed below. In order to progress to stage 2 organisations must pass stage 1. The Key Performance Indicators and Outcomes that will be applied to the contract are included in 4.7 and Appendix 1. Included below is indicative Stage 2 Questions.

#### Indicative Stage 2 Questions

- |  |  |
|--|--|
| 1. Mandatory Finance Question (5%)                     | 6. Safeguarding and Whistleblowing (10%) |
| 2. Mandatory GDPR Question (10%)                       | 7. Risk Management (10%)                 |
| 3. Service Delivery and Organisational Structure (15%) | 8. Quality Assurance (10%)               |
| 4. Innovation and Social Value (10%)                   | 9. Service Demand (10%)                  |
| 5. Service Development (10%)                           | 10. Conflict of Interest (10%)           |

## 7. SUSTAINABILITY AND IMPACT ASSESSMENTS

- 7.1 The Council recognises that people with a social care need may require help to plan what outcomes they want to achieve with their DP as well as support to manage their budget and ensure they are fulfilling their legal and financial responsibilities as an employer. The provision of appropriate accessible Direct Payments Support and Payroll service is a key element in successfully implementing the DP scheme in Bromley.

7.2 The service delivered by Vibrance supports the Council in meeting their statutory duty and vision by helping people to maximise their independence, giving them choice and control about who and how their care services are delivered to help them to remain healthy and safe in their own home for as long as possible.

7.3 No groups are considered to be disadvantaged by the proposals in this report.

## **8. POLICY CONSIDERATIONS**

8.1 The Direct Payments Support and Payroll Service enables the Council to fulfil its statutory duty to provide Direct Payments under sections 31 to 33 of the Care Act 2014, and the Care and Support (Direct Payments) Regulations 2014

## **9. IT AND GDPR CONSIDERATIONS**

9.1 The contract has been updated to ensure it is GDPR compliant and Vibrance has signed the contract variation document.

The internal business process is under review and we are working with the current provider to optimise how we deliver Direct Payments in Bromley.

## **10. PROCUREMENT RULES**

10.1 This report seeks a one year extension to the Contract with Vibrance, utilising the formal extension option built into the Contract.

10.2 The Council's requirements for authorising an extension are covered in CPR 23.7 and 13.1. For an extension this value, the Approval of the Portfolio Holder following Agreement by the Chief Officer and the Assistant Director Governance & Contracts must be obtained.

10.3 Following approval, the extension must be applied via a suitable letter, or similar, as specified in the Contract.

10.4 This report also seeks approval to proceed to procurement on the retendering of the provision of Direct Payments Support and Payroll Service Contract for duration of five years with a two year extension option..

10.5 A two stage process will be used and a timetable is included in Section 6 of this report.

10.6 Due to the estimated contract value and the classification of the contract as a services contract, the procurement process shall comply with the Public Contract Regulations 2015 for an OJEU procurement process. These obligations include the following:

- i) The tender must be advertised in OJEU and Contracts Finder.
- ii) The relevant contract award notices must subsequently be published.
- iii) The procurement must comply with EU Treaty principles of transparency and equal treatment.
- iv) The procurement must conform with the information provided in the OJEU advert regarding any conditions for participation; time limits for contacting/responding to the authority; and the award procedure to be applied.

v) Time limits imposed, such as for responding to adverts and tenders, must be reasonable and proportionate.

- 10.7 The Council's specific requirements for authorising proceeding to procurement are covered in 1.3 of the Contract Procedure Rules with the need to obtain the formal Agreement of the Assistant Director Governance & Contracts, the Director of Corporate Services and the Director of Finance for a procurement of this value.
- 10.8 In compliance with the Council's Contract Procedure Rules (Rule 3.6.1), this procurement must be carried out using the Council's e-procurement system.
- 10.9 The actions identified in this report are provided for within the Council's Contract Procedure Rules, and the proposed actions can be completed in compliance with their content.

## **11. PERSONNEL CONSIDERATIONS**

- 11.1 There is no Bromley staff directly delivering the service. Should the contract be retendered in the future, then TUPE considerations may apply to the current provider.

## **12. LEGAL CONSIDERATIONS**

- 12.1 As detailed in in this report a further extension of the Contract with Vibrance is requested. Under clause 2.2 the contract can be extended after the initial period for a further 1 year plus another 1 year. This report deals with the second extension – from 8 April 2020. As detailed in Section 10 the extension requirement has to comply with both Public Contract Regulations and the Councils Contract Procedure Rules. The tender process that has been carried out and the contract included the ability to extend the contract.
- 12.2 The contract will need to be extended in accordance with the contracts requirements. Legal in put can be sought if required.

In addition this report also seeks approval to proceed to procurement on retendering of the provision of Direct Payments Support and Payroll service for a contract duration of five years with an option to extend.

Given the estimated value of the contract and the services required the procurement will be subject to The Public Contract Regulations 2015 as detailed in section 10 of this report.

In addition for approval to proceed to procurement for a contract of this value must be sought in compliance with the Councils own Contract Procedure Rules. ( Rule 1.3)

The procurement must also be carried out in accordance with the Councils requirements as detailed in section 10.8.

The report details how this procurement is to be carried out and is in accordance with the Councils requirements

Appendix 1

### **DESIRED CUSTOMER OUTCOMES**

NOTE: All the information below is to be recorded separately for children and adults. Conversation/contact must be made to the Care Management regarding any anticipated delays in the referrals process e.g. service user declining DP, joint visit with care management.

An Outcome Focused Service User Satisfaction Survey (based on the outcomes below) must be handed out at the initial meeting with service user for completion after their Direct Payments has been setup. By supporting clients to use Direct Payments, the Service is expected to deliver the following outcomes to clients and their carers.

Outcomes	Indicators	Evidence
1) I feel supported and enabled to exercise <b>Choice and Control</b> in meeting my needs.	<ul style="list-style-type: none"> <li>▪ <i>Clients define and realise goals and aspirations through support planning, mutual support and provision of advice and information.</i></li> <li>▪ <i>Clients define when, how and by whom support is provided.</i></li> <li>▪ <i>People from black and minority ethnic communities are enabled to access services appropriate to them.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ Individual person centred Support Schedules</li> <li>▪ Outcomes of reviews</li> <li>▪ Client feedback</li> </ul>
2) <b>My Health and wellbeing</b> is supported and maintained.	<ul style="list-style-type: none"> <li>▪ <i>Quality of life is improved through access to appropriate individualised support</i></li> <li>▪ <i>Physical and mental well-being are positively maintained to their highest possible level.</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ Numbers progressing to higher level services</li> <li>▪ Access to health related activities</li> <li>▪ User feedback.</li> </ul>
3) <b>My Independence</b> is actively promoted.	<ul style="list-style-type: none"> <li>▪ <i>Clients develop, regain or retain skills required for independence</i></li> <li>▪ <i>Clients acquire new skills e.g. staff management, organisational, financial;</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ Activity Schedules</li> <li>▪ Support Schedules</li> <li>▪ Client feedback</li> </ul>
4) <b>My family is supported</b> in maintaining their caring role	<ul style="list-style-type: none"> <li>▪ <i>Carers receive regular breaks and access to advice and information.</i></li> <li>▪ <i>Carers' are able to purchase service solutions that provide support tailored to meet their needs, life style and other commitments, supporting their ability to continue caring</i></li> </ul>	<ul style="list-style-type: none"> <li>▪ Carers Assessment</li> <li>▪ Feedback from carers (Via User satisfaction Survey)</li> </ul>

Report No.  
DRR19/045

## London Borough of Bromley

### PART 1

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**Decision Maker:** EXECUTIVE

**Date:** Wednesday 18<sup>th</sup> September 2019

**Decision Type:** Non-Urgent Executive Key

**Title:** Disposal of Y Blocks – Decision to Dispose of Open Space

**Contact Officer:** Michael Watkins Head of Asset and Investment Management  
[Michael.Watkins@bromley.gov.uk](mailto:Michael.Watkins@bromley.gov.uk) 0208 313 4178

**Chief Officer:** Sara Bowrey, Director of Planning, Regeneration and Housing

**Ward:** Bromley Town;

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#### 1. Reason for report

- 1.1 The Executive resolved, on the 11 July 2018, that the Y Blocks should be disposed of and further resolved on 30<sup>th</sup> April 2019 to accept an unconditional offer from a purchaser (identified in the Executive Part 2 Report of 30<sup>th</sup> April 2019) for the freehold title of the Y Blocks and associated land.
- 1.2 As part of the Y Blocks and associated land comprises of open space the Council has advertised its intention to the disposal of the open space land in a local newspaper for two consecutive weeks. The Council has also advertised its intention to appropriate the Y Blocks and associated land for residential use in accordance with the Town and Country Planning Legislation.
- 1.3 The Executive resolved on 30<sup>th</sup> April 2019 that the Y Blocks and associated land are to be appropriated from office to housing use. As that resolution was made in reference to an internal Report, this report-re-affirms that Resolution in a public format.
- 1.4 A number of objections were received in respect of both advertisements' and this report considers these with appropriate responses to mitigate concerns raised.

## **2. RECOMMENDATION(S)**

- 2.1 That the Executive notes that the Council has advertised the intention to dispose the open space land together with the intention to appropriate the buildings and land to residential use in both cases for two consecutive weeks in accordance with the relevant Legislation.
- 2.2 That the Executive considers the objections made together with the responses' to these contained within the Report and formally agree to the Disposal of the Open Space Land.
- 2.3 That the Executive considers the objections made together with the responses' to these contained within the Report and formally agrees to the appropriation of the buildings and land to residential use.

### Impact on Vulnerable Adults and Children

1. Summary of Impact: It is not considered that there will be any impact on Vulnerable Adults and Children.
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### Corporate Policy

1. Policy Status: Existing Policy:
  2. BBB Priority: Excellent Council Quality Environment Vibrant, Thriving Town Centres:
- 

### Financial

1. Cost of proposal: N/A
  2. Ongoing costs: N/A
  3. Budget head/performance centre: N/A
  4. Total current budget for this head: N/A
  5. Source of funding: N/A
- 

### Personnel

1. Number of staff (current and additional):N/A
  2. If from existing staff resources, number of staff hours: N/A
- 

### Legal

1. Legal Requirement: Statutory Requirement: Section 123 Local Government Act 1972, Section 232 and 233 Town and Country Planning Act 1990 and S203 to 205 Housing and Planning Act 2016.
  2. Call-in: Applicable:
- 

### Procurement

1. Summary of Procurement Implications: N/A
- 

### Customer Impact

1. None
- 

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? Yes
2. Summary of Ward Councillor's comments: Ward Councillors have been briefed and are aware of the objections received. The contents of this report have been advised to them and an invitation to meet with the Purchaser as soon as contracts have been exchanged has been made and the Purchaser is enthusiastic to accept this offer.

### 3. COMMENTARY

#### Background:

- 3.1 The Y Blocks comprise of Anne Springman House and Joseph Lancaster House, which were originally built as Student Accommodation when the current Civic Centre site was a Teacher Training College. The buildings were latterly used as Office Accommodation by the Council, with occupation ceasing in 2012. It should be noted that the adjoining Palace Garden Park is part accessed from Rafford Way via the Y Blocks site.
- 3.2 The Executive resolved, on the 11 July 2018, that the Y Blocks as surplus to requirements should be disposed and further resolved on the 30<sup>th</sup> April 2019 to accept an unconditional offer from a purchaser (identified in the Part 2 Report of 30<sup>th</sup> April 2019 Executive) for the freehold title of the Y Blocks and associated land following an open market disposal exercise to provide residential accommodation.
- 3.3 The Executive further resolved that the Y Blocks and associated land are to be appropriated from office to housing use under Section 232 of the Town and Country Planning Act.
- 3.4 The Executive also agreed that as part of the Y Blocks and associated land comprises of open space land that the Council would need to advertise the disposal of the open space land in a local newspaper for two consecutive weeks and consider any objections made.
- 3.5 In relation to the disposal of Open Space a newspaper advert was published on 29<sup>th</sup> May 2019 and again on the 5<sup>th</sup> June 2019 to allow for a notice period of 2 weeks. The time to lodge objections expired 19<sup>th</sup> June 2019. With regard to the Appropriation a newspaper advert was published on 25<sup>th</sup> July 2019 and again on 1<sup>st</sup> August 2019. The time to lodge objections expired on the 14<sup>th</sup> August 2019.
- 3.6 The Council has received a total of 59 objections from Bromley residents in respect of the Intention to Dispose of Open Space Notice and 8 objections in respect of the Intention to Appropriate Notice. The Part 2 appendix summarises the objections received together with the names and contact details of those submitting. It should be noted that a number of objections were received after the expiry dates in both cases and for completeness these have been included within the number of objections received figures contained at 3.5.
- 3.7 These objections received can be summarised as follows:
- a) Planning concerns as to what is to be developed.
  - b) What exactly is being sold?
  - c) How will access to the Park be maintained?
  - d) Should the Council should dispose of the site?
  - e) The proximity of the Bishop's Palace to the land being sold.
  - f) How will the Rafford Way Grade 2 Listed Folly be safeguarded?
- 3.8 These points are considered below with appropriate responses to mitigate concerns raised.
- 3.9 **Planning** – many of the objections raised the point that as no planning application has yet been submitted, it is therefore difficult for objectors to see the worth of any scheme development. The Purchaser's intention is to, via Permitted Development conversion of the two buildings,



provide residential let apartments with a separate full planning application to provide additional floors to parts and exterior finishes. The scheme is based on 100% private let tenure housing. The purchaser intends to simultaneously submit prior approval for change of use under Permitted Development rights and submit a full Planning Application for the external improvement works to the buildings on exchange of contracts. In order to progress to this stage the Executive's resolution to dispose of this Open Space, should it so desire to do so, is required.

- 3.10 **What is being sold?** – It would appear that a number of objections were made on the premise that the Council was selling the Palace Park. The Plan attached at Appendix 1 details the extent of the disposal site and the retained Palace Park together with Rafford Way. The Plan was referenced in the advertisement but was not available on-line – however it was available on request at the Civic Centre Office Reception. Consequently a number of residents assumed that the Council was either selling part of the Palace Complex or parts of the Public Park. The Y Blocks and associated land are not contained within the designated Palace Park, however the Park is accessed from Rafford Way through the Y Blocks site. A condition of the disposal, which the purchaser has fully accepted, is the need to provide unfettered pedestrian access to the park through the site on the same basis as the rest of the Council's Parks.
- 3.11 **Park Access** - Access through the Y Blocs site will be on the same basis as the rest of the Council's Parks. These times are as follows and the purchaser will also erect signage to this effect.

Jan to Mar	07.00-18.30hrs
April to June	07.00-21.30hrs
July to Sept	07.00-21.00hrs
Oct to Dec	07.00-18.00hrs

The Plan at Appendix 1 shows a Point A and a Point B. This will be the main protected route from Rafford Way existing entrance to the Park and vice a versa. As currently accessed that route will via the existing pathway between the two buildings on the site.

- 3.12 **Should the Council should dispose of the site?** – A number of objectors have stated that the site should not be disposed of but demolished and returned to the Park as Open Space. Also that the land in question may be designated as Urban Open Space or Local Green Space, the Assistant Director Planning has confirmed that the land is not designated as either of these in the 2019 Local Plan. The Executive resolved, on the 11 July 2018, that the Y Blocks as surplus to requirements should be disposed and further resolved on the 30th April 2019 to accept an offer subject to the Executive firstly considering objections following publication of its Intention to Dispose of Open Space Notice and Intention to Appropriate Notice.
- 3.13 **The proximity of the Bishop's Palace to the land being sold** – Reference was made in a number of objections that the area of land is within the setting of the listed Bishop's Palace and the separately listed Folly and that the existing Y Blocks are harmful to this historic setting particularly as they intervene and obstruct views from one listed building to the other and consequently any redevelopment proposals should factor in this consideration or demolition be considered to return the site to Parkland. Historic England provide some guidance of curtilage listing which suggests that they would not be considered as curtilage listed structures. This view is taken on the basis that the Old Palace was listed in 1955, most likely prior to the construction of the Ann Springman and Joseph Lancaster buildings which are not mentioned in the list descriptions and appear to be of 1970s construction. The guidance also refers to 3 legal tests to assess whether a building is to be considered curtilage listed; this includes a) physical layout of the listed building and the structure, b) ownership and c) use or function. The buildings would not be relevant to this 3rd test as they did not exist at the time of listing. Furthermore as with the

decision to dispose of the site, The Executive resolved, on the 11 July 2018, that the Y Blocks as surplus to requirements should be disposed and further resolved on the 30th April 2019 to accept an offer subject to the Executive firstly considering objections following publication of its Intention to Dispose of Open Space Notice and Intention to Appropriate Notice.

3.14 **How will the Rafford Way Grade 2 Listed Folly be safeguarded?** The listed Folly contained within the Rafford Way entrance will be included within the disposal. However as a listed structure the preservation of it will become the responsibility of the purchaser. The Folly is further protected by its English Heritage designation and also the Council’s Conservation Team responsibilities of monitoring such structures.

**4. IMPACT ON VULNERABLE ADULTS AND CHILDREN**

It is not considered that there will be any impact on Vulnerable Adults and Children.

**5 POLICY IMPLICATIONS**

The Council’s aims include being an authority which manages its assets well.

**6 FINANCIAL IMPLICATIONS**

6.1 Financial commentary was provided within the Executive Part 2 Report of 30<sup>th</sup> April 2019.

**7. PERSONNEL IMPLICATIONS**

N/A

**8. LEGAL IMPLICATIONS**

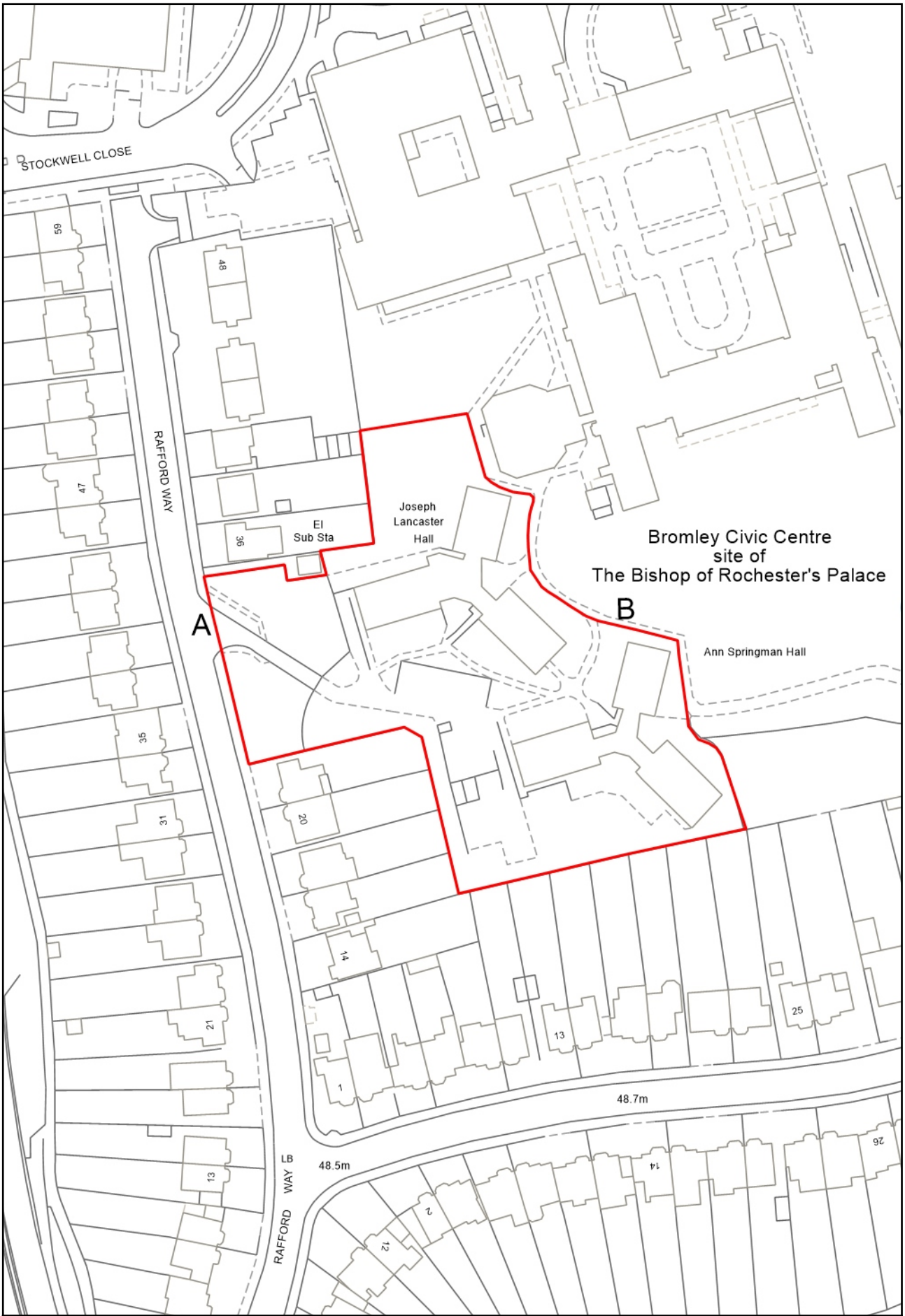
8.1 In order to appropriate the land the Council followed the statutory procedure in accordance with s232(1) & (4) of the Town and Country Planning Act 1990 (“TCPA”). Consequently the Council published its Notice of Intention to Appropriate in the local newspaper for two consecutive weeks together with the requisite period for receiving objections.


8.2 The Council can appropriate the office buildings for residential use pursuant to s232(1) of the TCPA.

**9. PROCUREMENT IMPLICATIONS**

N/A

<b>Non-Applicable Sections:</b>	PERSONNEL IMPLICATIONS and PROCUREMENT IMPLICATIONS
Background Documents: (Access via Contact Officer)	



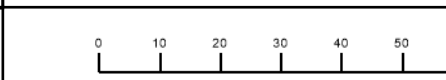
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