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DATE: 13 November 2023

To: Members of the
**ADULT CARE AND HEALTH POLICY DEVELOPMENT AND SCRUTINY
COMMITTEE**

Councillor Mark Brock (Chairman)
Councillor Felicity Bainbridge (Vice-Chairman)
Councillors Jessica Arnold, Kim Botting FRSA, Graeme Casey, Robert Evans,
Dr Sunil Gupta FRCP FRCPATH, Mike Jack, David Jefferys and Kevin Kennedy-
Brooks

Non-Voting Co-opted Members
Jo Findlay, Lived Experience
Michelle Harvie, Carer
Stacey Agius, Safeguarding and Special Educational Needs

A meeting of the Adult Care and Health Policy Development and Scrutiny Committee
will be held at Bromley Civic Centre, Stockwell Close, Bromley, BR1 3UH on
TUESDAY 21 NOVEMBER 2023 AT 7.00 PM

TASNIM SHAWKAT
Director of Corporate Services & Governance

Paper copies of this agenda will not be provided at the meeting. Copies can
be printed off at <http://cds.bromley.gov.uk/>. Any member of the public
requiring a paper copy of the agenda may request one in advance of the
meeting by contacting the Clerk to the Committee, giving 24 hours notice
before the meeting.

Items marked for information only will not be debated unless a member of the
Committee requests a discussion be held, in which case please inform the
Clerk 24 hours in advance indicating the aspects of the information item you
wish to discuss

A G E N D A

PART 1 AGENDA

Note for Members: Members are reminded that Officer contact details are shown on
each report and Members are welcome to raise questions in advance of the meeting.

STANDARD ITEMS

1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

2 DECLARATIONS OF INTEREST

3 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING

In accordance with the Council's Constitution, members of the public may submit one question each on matters relating to the work of the Committee. Questions must have been received in writing 10 working days before the date of the meeting – by **5pm** on **Tuesday 7th November 2023**.

Questions seeking clarification of the details of a report on the agenda may be accepted within two working days of the normal publication date of the agenda – by **5pm** on **Wednesday 15th November 2023**.

4 MINUTES OF ADULT CARE AND HEALTH PDS COMMITTEE MEETING HELD ON 5TH SEPTEMBER 2023 (Pages 5 - 16)

5 WORK PROGRAMME AND MATTERS OUTSTANDING (Pages 17 - 24)

HOLDING THE ADULT CARE AND HEALTH PORTFOLIO HOLDER TO ACCOUNT

6 UPDATE FROM THE DIRECTOR OF ADULT SOCIAL CARE

7 ADULT CARE AND HEALTH PORTFOLIO PLAN 2023-2024 - HALF-YEARLY UPDATE (Pages 25 - 64)

8 ADULT CARE AND HEALTH SERVICES RISK REGISTER - QUARTER 2 2023/24 (Pages 65 - 78)

9 TACKLING LONELINESS STRATEGY ACTION PLAN 2022-2026 UPDATE (Pages 79 - 110)

10 PRE-DECISION SCRUTINY OF ADULT CARE AND HEALTH PORTFOLIO HOLDER REPORTS

Portfolio Holder decisions for pre-decision scrutiny.

a VARIATION TO THE PRIMARY AND SECONDARY INTERVENTION SERVICE CONTRACT (PART 1) (Pages 111 - 122)

b BUDGET MONITORING 2023/24 Q2 (Pages 123 - 132)

HOLDING THE EXECUTIVE TO ACCOUNT

11 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

- a **SECTION 31 AGREEMENT BETWEEN LONDON BOROUGH OF BROMLEY AND OXLEAS NHS FOUNDATION TRUST FOR THE INTEGRATED PROVISION OF MENTAL HEALTH SERVICES** (Pages 133 - 142)

POLICY DEVELOPMENT AND OTHER ITEMS

12 BROMLEY SAFEGUARDING ADULTS BOARD 2022/23 ANNUAL REPORT

To follow

13 ANNUAL MONITORING REPORT - DEMENTIA POST DIAGNOSIS SUPPORT SERVICES (DEMENTIA HUB) (Pages 143 - 154)

14 CONTRACTS REGISTER (PART 1) (Pages 155 - 164)

15 ADULT CARE AND HEALTH PDS INFORMATION BRIEFING

The briefing comprises:

- Minutes from the Health Scrutiny Sub-Committee meeting held on 5th September 2023
- Local Account 2022/23
- Capital Programme Monitoring Q2
- Annual Complaints Report and Local Government and Social Care Ombudsman Letter 2022/23

Members and Co-opted Members have been provided with advance copies of the briefing via email. The briefing is also available on the Council's website at the following link: <http://cds.bromley.gov.uk/ieListMeetings.aspx?CId=559&Year=0>

Printed copies of the briefing are available on request by contacting the Democratic Services Officer.

<p>This item will only be debated if a member of the Committee requests a discussion be held, in which case please inform the Clerk 24 hours in advance indicating the aspects of the information item you wish to discuss.</p>
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16 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.

- 17 **EXEMPT MINUTES OF ADULT CARE AND HEALTH PDS COMMITTEE MEETING HELD ON 5TH SEPTEMBER 2023** (Pages 165 - 166) Information relating to the financial or business affairs of any particular person (including the authority holding that information)
- 18 **PRE-DECISION SCRUTINY OF EXEMPT ADULT CARE AND HEALTH PORTFOLIO HOLDER REPORTS**
- a **VARIATION TO THE PRIMARY AND SECONDARY INTERVENTION SERVICE CONTRACT (PART 2)** (Pages 167 - 174) Information relating to the financial or business affairs of any particular person (including the authority holding that information)

PART 2 (CLOSED AGENDA) POLICY DEVELOPMENT AND OTHER ITEMS

- 19 **CONTRACTS REGISTER (PART 2)** (Pages 175 - 182) Information relating to the financial or business affairs of any particular person (including the authority holding that information)
- 20 **UPDATE: INTEGRATED COMMUNITY EQUIPMENT SERVICE (PART 2)** (Pages 183 - 192) Information relating to the financial or business affairs of any particular person (including the authority holding that information)

ADULT CARE AND HEALTH POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 5 September 2023

Present:

Councillor Mark Brock (Chairman)
Councillor Felicity Bainbridge (Vice-Chairman)
Councillors Kim Botting FRSA,
Dr Sunil Gupta FRCP FRCPath, Jessica Arnold,
Robert Evans, Mike Jack, David Jefferys and
Kevin Kennedy-Brooks

Stacey Agius, Jo Findlay and Michelle Harvie

Also Present:

Councillor Graeme Casey (*via conference call*)

19 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillor Diane Smith, Portfolio Holder for Adult Care and Health.

20 DECLARATIONS OF INTEREST

There were no declarations of interest.

21 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING

No questions had been received.

22 MINUTES OF ADULT CARE AND HEALTH PDS COMMITTEE MEETING HELD ON 27TH JUNE 2023

The minutes of the meeting held on 27th June 2023 were agreed, and signed as a correct record.

23 MATTERS OUTSTANDING AND WORK PROGRAMME

Report CSD23104

The Committee considered a report setting out matters outstanding from previous meetings and the proposed work plan for 2023/24.

RESOLVED that the update be noted.

24 UPDATE FROM THE DIRECTOR OF ADULT SOCIAL CARE

The Director of Adult Social Care gave an update to Members on work being undertaken across the Adult Social Care department.

The Director of Adult Social Care advised that it would normally be expected that things would quieten down over the summer months but this year they had certainly not experienced this – it had been extremely busy. Referrals had continued to be high, across all service areas, discharges from hospital had continued to increase and with a large proportion of staff taking much needed leave it had been very challenging to keep on top of demand.

As Members would hear during the meeting, the budget was under significant pressure, particularly in relation to spend against the Discharge to Assess arrangements, mental health services and growing demand coming through the Transition arrangements overseen by Children's Services. At this point in the year the department often showed increased pressures and the Director of Adult Social Care confirmed that management actions were being put in place to mitigate these pressures.

In response to a question, the Director of Adult Social Care advised that the respite service provided by BLG Mind was continuing – it had been paused for a period when it had reached capacity. There had been some changes in how people accessed the service, and this was something that would continue to be monitored. It was noted that, as agreed during the last budget setting, this had become a chargeable service.

As reported earlier in the year, there had been changes to the delivery of the Integrated Community Equipment Service. Members would recall that Bromley was part of a large consortium of Councils who accessed the same contract. It was disappointing to report that the initial teething problems, which were to be expected, had continued with a number of problems with delivery. These problems were largely created by frustration in the handover process from the previous provider, and the new provider working extremely hard to improve service delivery quickly. A future paper would be brought to the Committee once a robust set of plans had been put in place.

Work to transform services was continuing well, and a detailed report on some of this work would be presented later in the meeting. However, work had also continued to develop a robust workforce strategy, to make effective use of the grant to increase care fees with investment into local providers to grow local capacity and developing a further set of efficiencies that mirrored priorities going forward. The department were also continuing preparation for the assurance process, with all managers completing a self-assessment to

determine the biggest areas of risk. The department would be seeking Invest to Save funding to continue the relationship with the Social Care Institute for Excellence (SCIE) and to build on the excellent work they had been undertaking with the team.

The Director of Adult Social Care informed Members that it was an important day as the teams led by the Assistant Director for Safeguarding, Practice and Provider Relations had moved as 'early movers' into the new Churchill Court offices. The new offices would eventually enable the entire Directorate to be based together, rather than being scattered across the large site – a very welcome move indeed.

The Director of Adult Social Care said she also had some very sad news to share. Some Members of the Committee would know John Harrison, Head of Learning Disability Services, well – John had been fighting cancer for a couple of years, and sadly lost that fight on Saturday. It was noted that some interim cover arrangements were already in place. Thoughts were with John's wife and family at this very sad time. The Chairman asked that the condolences of the Committee be passed on to John's wife and his family.

RESOLVED that the update be noted.

25 PRE-DECISION SCRUTINY OF ADULT CARE AND HEALTH PORTFOLIO HOLDER REPORTS

The Committee considered the following reports where the Adult Care and Health Portfolio Holder was recommended to take a decision.

A FORMAL CONTRACT EXTENSION HEALTHWATCH BROMLEY SERVICE

Report ACH23-035

The Committee considered a report proposing the formal contract extension for the Healthwatch Bromley service. The current Healthwatch Bromley contract commenced on 1st April 2021 for an initial term of three years which was due to expire on 31st March 2024. However, as the contract included the option to extend for a period of three years, the purpose of the report was to seek permission from the Portfolio Holder (subject to the scrutiny of the ACH PDS) to extend the Healthwatch contract for the final term, which would result in a revised contract expiration date (31st March 2027). The current value of the contract was £81,580 per annum.

Healthwatch England was established in accordance with the 'Local Government and Public Involvement in Health Act 2007' (as amended by the Health and Social Care Act 2012) to provide NHS England with the views and experiences of people who used health and social care services. Healthwatch England was the conduit for conveying the local/borough level engagement and consultation activity, undertaken by borough Healthwatch organisations.

The Health and Social Care reforms (2012) also confirmed the ambition of putting people at the centre of health and social care. To help realise that ambition, the reforms created a local Healthwatch in every local authority area across England. Since this date, Bromley Council had commissioned, via a competitive tender, Healthwatch providers. The current provider was 'Your Voice in Health and Social Care'. Local Healthwatch were also regulated in accordance with 'The NHS Bodies and Local Authorities (Partnership Arrangements, Care Trusts, Public Health and Local Healthwatch) Regulations 2012'. The regulations required that local Healthwatch were both independent and impartial (despite being commissioned by the Local Authority).

The Head of Community Commissioning informed Members that the provider was doing a very good job in relation to delivery of the key performance indicators (KPIs) and positive feedback was also received from service users.

In response to a question, the Head of Community Commissioning advised that Healthwatch Bromley had a consistent group of volunteers – they had 12 volunteers which were believed to create around £10k worth of cost avoidance savings. In addition to this their Governing Body also consisted of volunteers, and they provided internships – as the organisation operated across London they had a good recruitment campaign.

RESOLVED that the Portfolio Holder for Adult Care and Health, in agreement with the Chief Officer, Director of Corporate Services, Assistant Director of Governance & Contracts and the Director of Finance be recommended to approve the Formal Contract Extension, resulting in the continuation of the contract with 'Your Voice in Health and Social Care' until 31st March 2027. The estimated value of the three-year extension is £245k.

B GATEWAY REPORT - EXTENDING THE SERVICE CONTRACT FOR CO-OCCURRING CONDITIONS OF MENTAL HEALTH AND SUBSTANCE MISUSE

Report ACH23-040

The Committee considered a report seeking approval to extend the existing service contract for co-occurring conditions of mental health and substance misuse for a further two years from 1st April 2024 to 30th March 2026. The total value for the 2-year extension was £259,679.

On 13th January 2021, the Executive approved the recommendation in report ACH20-088 that the direct award of contract, via an exemption from tendering, be granted to Oxleas NHS Foundation Trust (Oxleas) for delivery of the service for co-occurring mental health and alcohol/drug use conditions (COMHAD). The contract was for 3 years from 1st April 2021 (with the option to extend for up to a further two years) at an annual value of £87,000 (average) and a whole life value of £432,000. Approval from Chief Officers to vary the current contract for 6 months from 1st October 2023 was given to

ensure adequate capacity and the appropriate clinical skills and autonomy required was available to support those with co-occurring needs.

In response to questions, the Assistant Director of Public Health advised that this was a very small service with just 2 full-time equivalent members of staff – there was a limited number of specialist services in the market and therefore it was a benefit if the department continued to work with Oxleas. Between the services they were able to co-manage patients very well, without any push back. It was noted that they had previously looked to go out to tender, however there were no other providers that had been interested in delivering the contract.

A Member highlighted that this was a very specialist area and Oxleas had been providing a good service. There was a cost associated with the 2-year extension, however this could be met through the Public Health grant. It was anticipated that demand in this area would increase, and the proposal was supported.

RESOLVED that the Portfolio Holder for Adult Care and Health be recommended to approve the contract extension for two years from 1st April 2024 to 30th March 2026 with a total contract value of £259,679.

C BUDGET MONITORING 2023/24 Q1

Report FSD23047

The Committee considered a report providing the budget monitoring position for 2023/24 for the Adult Care and Health Portfolio, based on activity up to the end of July 2023.

The Head of Finance for Adults, Health and Housing advised that there were significant pressures, particularly across packages and placements budgets, including hospital discharge. It was noted that this could be mitigated by monies received from the Market Sustainability and Improvement Fund and discharge funding. At this early stage in the financial year an overspend of £450k was currently projected.

In response to questions regarding the Learning Disabilities (LD) underspend, the Head of Finance for Adults, Health and Housing said that this figure was based upon the current level of client numbers and costs. It was anticipated that the underspend would reduce as clients came into the service throughout the year. The Director of Adult Social Care advised that further growth was expected as young people transitioned into adulthood, however robust figures were not yet available. It was noted that this was an area of the budget where some growth had been built in. With regards to the LD/Autism Funding from the South East London ICB, the Director of Adult Social Care advised that a report would be presented later in the meeting – this referred to new money that had just been drawn down, but not yet spent.

In response to questions in relation to areas of overspend, the Director of Adult Social Care said that the budget was built based on the target number

of residential placements. As discussed at previous Committee meetings, the Local Authority was looking to reduce the reliance on residential care – the figures provided were below what had been expected which demonstrated success in not placing people into residential care. However, this came at a cost as those who were going into residential care had more complex needs and care homes were charging the Local Authority a higher rate. At the last meeting it had been highlighted that, following the Fair Cost of Care work, there was the expectation from providers that the Council would meet this, which was building pressure into the budget. With regards to domiciliary care, the overspend was related to both costs and activity. More people were being supported at home, specifically people discharged from hospital, which created a significant pressure on the social care budget as people had more complex needs. It was noted that the Local Authority had been looking to increase the number of people in receipt of direct payments over a number of years and the budget just needed to be realigned to reflect current activity.

RESOLVED that the Portfolio Holder for Adult Care and Health be recommended to:

- i.) Note the projected overspend of £450k on controllable expenditure based on information as at July 2023;**
- ii.) Agree the release of amounts carried forward from 2022/23 as set out in section 3.5 of the report; and,**
- iii.) Recommend that Executive agree the release of funds from the Central Contingency as set out in section 3.6 of the report.**

26 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

A SUBSTANCE MISUSE SERVICE CONTRACT AWARD (PART 1)

Report ACH23-033

The Committee considered a report seeking Executive approval for an award of contract for the Substance Misuse Service.

On 30th November 2022 (Report ACH22-037) the Executive agreed to proceed to procurement for the Bromley Substance Misuse Provider Service. The report provided details of the outcome of the tender process and recommended contract award.

RESOLVED that the Executive be recommended to:

- i.) Approve the award of contract for the Bromley Substance Misuse Service to the Service Provider named in the Part Two Report, commencing 1st April 2024 for five years with an option to extend for up to a further three years at an estimated contract value as detailed in the Part Two report;**

- ii.) **Approve delegated authority to the Chief Officer, subject to agreement with the Portfolio Holder, the Assistant Director Governance & Contracts, the Director of Finance and Director of Corporate Services, to apply the three-year extension in due course;**
- iii.) **Approve delegated authority to the Chief Officer, subject to agreement with the Portfolio Holder and the Director of Finance, to draw down expected Supplemental Substance Misuse Treatment and Recovery (SSMTR) Grants and future potential Substance Misuse grants that may be allocated by the Office for Health Improvements and Disparities (OHID) during the life of the contract; and,**
- iv.) **Approve delegated authority to the Chief Officer, subject to agreement with the Portfolio Holder, the Assistant Director Governance & Contracts, the Director of Finance and Director of Corporate Services, to vary the Substance Misuse Provider Service contract as required to incorporate additional requirements linked to the allocation of the SSMTR grant and other future Substance Misuse grants that may be allocated.**

B ADULT SOCIAL CARE STRATEGY

Report ACH23-012

The Committee considered a report seeking Executive approval of the Adult Social Care Strategy 2023-2028.

The Council had developed a new Adult Social Care Strategy for the period 2023 to 2028 to take account of developments across the social care market, changing government policy and wider technological, demographic and economic changes. The strategy considered the key challenges of increased service demand and rising costs pressures in relation to supporting vulnerable older residents and working age adults with a disability and/or a long-term health condition.

The Assistant Director for Integrated Commissioning advised that a draft of the strategy had been provided to the Adult Care and Health PDS Committee in March 2023. Further consultation had taken place over the summer and the key changes made to the document had been summarised in the report.

In response to questions, the Assistant Director for Integrated Commissioning advised that as the strategy consolidated and continued the work undertaken over the last three years, huge differences would not be seen. There had been a shift towards community-based services supporting more people to remain living at home and greater joint working with partners. The document communicated the offer being made to residents.

A Member suggested that the second bullet point within Priority 5 should separate digital inclusion and assistive technology as they were defined differently.

The Assistant Director for Integrated Commissioning confirmed that reporting in relation to the new service offer would be done through the Adult Care and Health Portfolio Plan. It was noted that the team were constantly trying to identify new providers that were willing to provide more respite care. A Co-opted Member highlighted that there was a lack of information, advice and guidance available in relation to respite care. The Director of Adult Social Care advised that the team were working with the SCIE on improvements relating to how information was provided/communicated to those that wanted to help themselves. The Assistant Director for Integrated Commissioning said that part of the issue was that care homes were reluctant to provide respite care as they wanted longer term placements. A Member questioned how care homes were able to dictate which placements they accepted. The Assistant Director for Integrated Commissioning advised that most contracts were single contracts in relation to the person being placed in their care. There were some block contracts, but when a person was to be placed providers would also have to consider the needs of the others already in the care home. The Director of Adult Social Care said that Bromley had a complex market as just under 50% of care was paid for privately, and at a higher rate. This reduced the Local Authority's negotiating power as the care homes did not rely on them for business.

A Member questioned whether a model for the Local Authority to provide its own care homes had been considered. The Director of Adult Social Care said that this had previously been looked into – however the responsibility, buildings and expertise had been passed over and it would not be economically viable to rebuild these elements in-house. When this was considered 2-3 years ago the cost of the Council providing the care itself was found to be significantly higher than the costs at which they were able to purchase care. The Assistant Director for Integrated Commissioning noted that there was also a focus on helping and supporting people at home.

In response to a question from a Co-opted Member, the Assistant Director for Integrated Commissioning advised that most of the provision was contracted and therefore a specification would be provided. A procurement exercise would be undertaken, and providers would submit their proposals and references. A lot of information was gathered to provide a high level of confidence. The Director for Adult Social Care noted that feedback was also provided through Healthwatch Bromley and the Quality Checkers who spoke with service users about how services were operating.

RESOLVED that the Executive be recommended to approve the proposed Adult Social Care Strategy 2023 to 2028.

C ADDITIONAL LEARNING DISABILITIES FUNDING (SECTION 256 FUNDING ALLOCATION)

Report ACH23-037

The Committee considered a report seeking Executive approval for the transfer of non-recurrent funds being made via a Section 256 arrangement.

The South East London Integrated Care Board (ICB) had made available financial support to the London Borough of Bromley (LBB) to help provide the borough with funding to support services to adults and children with autism and to support admission avoidance and prevention into adult Assessment and Treatment Units or children's CAMHS in patient provision.

The Strategic Commissioner advised that an additional recommendation was proposed as follows:

- iv.) *Note that the final non-recurring sum transferred for the Community Discharge Grant Funding is £281,000.*

In response to questions, the Strategic Commissioner advised that each provider was required to have an exit strategy, and it had been made very clear to them that these were time-limited projects. The all-age projects were for families and those over the age of 18 years – this covered the whole pathway, delivering preventative services, which were working very well.

With regards to a question in relation to the Travel Support Programme, the Strategic Commissioner said that some people may need support on just a couple of trips whilst they acquainted themselves with a new workplace or activity before travelling independently – whereas others may need a lot more ongoing support. The project had been costed based on 42 people, however more individuals may ultimately benefit from this service. It was noted that funding for autism had to be used for people in the community and it had been agreed with providers that the LD team would be able to refer people into the services. It was noted that the funding would be put into the services identified to further enhance them.

RESOLVED that the Executive be recommended to:

- i.) **Agree to receipt the funds from the Integrated Care Board under a Section 256 Agreement;**
- ii.) **Award contracts to the following organisations via an exemption from tendering:**
- **18 months contract with Bromley Mencap for an Autism Pathway Project at a total cost of £82,321**
 - **12 months contract with Bromley Mencap for an All-Age Autism Specialist Welfare Benefit Service at a total cost of £58,769**
 - **12 months contract with CASPA for a Travel Support Programme at a total cost of £40,000;**

- iii.) **Delegate to the Director of Adult Services, in consultation with the Portfolio Holder for Adult Care and Health Services, the Assistant Director Governance & Contracts, the Director of Finance and the Director of Corporate Services, authorisation to directly award the Community Discharge Grant funding; and,**
- iv.) **Note that the final non-recurring sum transferred for the Community Discharge Grant Funding is £281,000.**

27 SOCIAL CARE INSTITUTE OF EXCELLENCE AND ASSISTIVE TECHNOLOGY UPDATE

Report ACH23-038

The Committee considered a report providing an update on the directorate's work with the Social Care Institute of Excellence (SCIE) and assistive technology (AI).

In May 2023, Adult Services commissioned the SCIE to complete an independent review and produce a forward plan outlining the key findings, improvement recommendations and a roadmap for delivery, focussing on the opportunities to make better use of digital solutions. The report provided the initial findings from the independent review and a progress update on the AI offer in Bromley.

The Vice-Chairman highlighted the bespoke training sessions that had been mentioned in the report and enquired if Members would be able to participate in these session, or have oversight of the tools being used. The Assistive Technology Lead said he would be very happy to deliver a bespoke training session for Members to demonstrate the products and discuss some case studies.

In response to a question from a Co-opted Member, the Assistive Technology Lead said that AI provided clinical oversight to undertake appropriate assessment looking at whether an individual's needs could be met and if there were any products that could be trialled. It also brought a sense of process and governance. It was noted that there was no charge for the initial assessment. The Programme Manager – Adult Social Care Reform informed Members that part of the work being undertaken with SCIE was to explore external funding opportunities which would be outlined in the strategy presented at a future Committee meeting. The Director of Adult Social Care advised that the Department of Health and Social Care (DHSC) already had a relationship with SCIE and were watching the progress made in Bromley – they were keen to provide support and roll out the work being undertaken in Bromley across other areas.

The Chairman highlighted that AI technology had been moving at speed since the pandemic. The Assistive Technology Lead agreed, and noted that with this came challenges as they needed to be mindful of ethics, consent,

intrusiveness of the devices and co-ordination of data across services. The pilot had been very successful, generating efficiencies, and going forward they would need to consider managing the digital switchover for residents. In response to a question from a Member, the Assistive Technology Lead said that there were various challenges, with boroughs working slightly differently. Bromley was unique in terms of its makeup, with lots of individuals not wanting, or needing, to access social care. They were able to provide support for self-care which could potentially prevent the need to access care for longer.

A Member advised that there was a focus across London to promote science to children and young people, and this work showed direct relevance. It was suggested that an article in relation to the AI work could be published in the Council's new magazine.

RESOLVED that:

- i.) the key themes and opportunities emerging from SCIE's independent review, the next steps and business case method, and expected benefits (Appendix 1) be noted; and,**
- ii.) the progress, impact and outcomes associated with using Assistive Technology as part of Bromley's care and support offer (Appendix 2) be noted.**

28 ADULT CARE AND HEALTH PDS INFORMATION BRIEFING

The Adult Care and Health PDS Information Briefing comprised 1 reports:

- Capital Programme Monitoring Q1

RESOLVED that the Information Briefing be noted.

29 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 listed below as it was 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**

**30 PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE
REPORTS**

**A SUBSTANCE MISUSE SERVICES CONTRACT AWARD (PART
2)**

The Committee noted the Part 2 information within the report.

The Meeting ended at 8.11 pm

Chairman

Agenda Item 5

Report No.
CSD23122

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: ADULT CARE AND HEALTH POLICY DEVELOPMENT AND
SCRUTINY COMMITTEE

Date: Tuesday 21st November 2023

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

Title: MATTERS OUTSTANDING AND WORK PROGRAMME

Contact Officer: Jo Partridge, Democratic Services Officer
Tel: 020 8461 7694 E-mail: joanne.partridge@bromley.gov.uk

Chief Officer: Director of Corporate Services and Governance

Ward: All Wards

1. Reason for decision/report and options

- 1.1 The Adult Care and Health PDS Committee is asked to review its forward work programme and matters outstanding from previous meetings.

2. **RECOMMENDATION**

- 2.1 **The Committee is requested to review the Adult Care and Health PDS Committee forward work programme and matters outstanding from previous meetings, and indicate any changes required.**

Impact on Vulnerable Adults and Children

1. Summary of Impact: None
-

Transformation Policy

1. Policy Status: Not Applicable
 2. Making Bromley Even Better Priority (delete as appropriate): Not Applicable:
-

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £366k
 5. Source of funding: Revenue Budget
-

Personnel

1. Number of staff (current and additional): 6
 2. If from existing staff resources, number of staff hours:
-

Legal

1. Legal Requirement: None:
 2. Call-in: Not Applicable: Non-Executive reports are not subject to call-in
-

Procurement

1. Summary of Procurement Implications: Not Applicable
-

Property

1. Summary of Property Implications: Not Applicable
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications:
-

Customer Impact

1. Estimated number of users or customers (current and projected): This report is intended primarily for the benefit of Committee Members.
-

Ward Councillor Views

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

3. COMMENTARY

Matters Outstanding from Previous Meetings

- 3.1 The Adult Care and Health PDS Committee's matters outstanding table updates Members on "live" recommendations from previous meetings and is attached at **Appendix 1**.

Work Programme

- 3.2 The Adult Care and Health PDS Committee Work Programme outlines the programme of work for the Committee including areas identified at the beginning of the year, new reports and those referred from other committees, the Portfolio Holder for Adult Care and Health or the Council's Executive.
- 3.3 The Committee is asked at each meeting to consider its Work Programme and ensure that priority issues are being addressed; that there is an appropriate balance between the Committee's key roles of holding the Executive to account, policy development and review, and external scrutiny of local services, including health services; and that the programme is realistic in terms of Member time and Officer support capacity. The proposed Work Programme is attached at **Appendix 2**.
- 3.4 Other reports will be added to the 2023/24 Work Programme as items arise.

Non-Applicable Headings:	Impact on Vulnerable Adults and Children, Transformation/Policy Implications, Financial Implications, Personnel Implications, Legal Implications, Procurement Implications, Property Implications, Carbon Reduction/Social Value Implications, Impact on the Local Economy; Impact on Health and Wellbeing; Customer Impact, Ward Councillor Views
Background Documents: (Access via Contact Officer)	Minutes of previous meetings

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MATTERS OUTSTANDING FROM PREVIOUS MEETINGS

APPENDIX 1

PDS Minute number/title	Committee Request	Update	Completion Date
Minute 43 22 nd November 2022 Work Programme and Matters Outstanding	The possibility of re-establishing the programme of Member visits to be considered in the new year.	A plan to be brought forward in the new year – update to be provided at the next meeting.	In progress
Minute 43 27 th June 2023 Adult Care and Health Portfolio Plan 2022-23 Quarter 4 Update and 2023-24 Refresh	Information regarding what the Innovation Fund had been used for to be circulated to Members following the meeting. A structure of Committees, and a list of their responsibilities, to be provided to Members following the meeting.	List of Innovation Fund projects circulated to Members on 7 th November 2023 A structure of Committees circulated to Members on 7 th November 2023	Completed Completed

Adult Care and Health PDS – Work Programme 2023/24

Health Scrutiny Sub-Committee		21st November 2023
Item		Status
Update from King's College Hospital NHS Foundation Trust <i>(to include Postpartum Haemorrhage)</i>		Standing item
Update from Oxleas NHS Foundation Trust		
GP Access		Standing item
SEL ICS/ICB Update		Standing item
Bromley Healthcare Strategy		
Healthwatch Bromley – Patient Experience Report		Standing item
South East London Joint Health Overview & Scrutiny Committee (Verbal Update)		Standing item
Adult Care and Health PDS Committee		21st November 2023
Item		Status
Update from the Director of Adult Social Care - Including ASC reforms		Standing item
ACH Portfolio Plan half yearly report		
ACH Services Risk Register – Quarter 2 2023/24		
Tackling Loneliness Strategy Action Plan 2022-2026 Update		
Budget Monitoring 2023/24 Q2		PH item
Section 31 Agreement Between London Borough of Bromley and Oxleas NHS Trust for the Integrated Provision of Mental Health Services		Executive item
Variation to the Primary and Secondary Intervention Service Contract	Part 1 & 2	PH item
Bromley Safeguarding Adults Board 2022/23 Annual Report		PDS item
Update: Integrated Community Equipment Service	Part 2	PDS item
Dementia Post Diagnosis Support Contract Monitoring		PDS item
Contracts Register	Part 1 & 2	PDS item
Capital Programme Monitoring Q2		<i>Information item</i>
Local Account 2022/23		<i>Information item</i>
Annual Complaints Report and Local Government and Social Care Ombudsman Letter 2022/23		<i>Information item</i>
Health Scrutiny Sub-Committee		30th January 2024
Item		Status
Update from King's College Hospital NHS Foundation Trust		Standing item
GP Access		Standing item
Update from the London Ambulance Service		

SEL ICS/ICB Update		Standing item
Healthwatch Bromley – Patient Experience Report		Standing item
South East London Joint Health Overview & Scrutiny Committee (Verbal Update)		Standing item
Adult Care and Health PDS Committee		
		30th January 2024
Item		Status
Update from the Director of Adult Social Care - Including ASC reforms		Standing item
Draft Budget 2024/25		PH item
Orpington and Bromley Gateway Clubs		PH item
Gateway 2 Award - Adult Mental Health Recovery and Rehabilitation Support @ Home Service	Part 1 & 2	Executive item
Astley Road Day Centre		Executive item
Older People's Block Beds		Executive item
Contract Register	Part 1 & 2	PDS item
Adults and Children's Transport Framework		Executive item
Health Scrutiny Sub-Committee		
		12th March 2024
Item		Status
Update from King's College Hospital NHS Foundation Trust		Standing item
GP Access		Standing item
SEL ICS/ICB Update		Standing item
Healthwatch Bromley – Patient Experience Report		Standing item
South East London Joint Health Overview & Scrutiny Committee (Verbal Update)		Standing item
Adult Care and Health PDS Committee		
		12th March 2024
Item		Status
Update from the Director of Adult Social Care - Including ASC reforms		Standing item
Loneliness Action Plan Update		
Budget Monitoring 2023/24 Q3		PH item
Capital Programme Monitoring Q3		
Contract Register	Part 1 & 2	PDS item

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Agenda Item 7

Report No.
ACH23-048

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: ADULT CARE AND HEALTH POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Tuesday 21 November 2023

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

Title: ADULT CARE AND HEALTH PORTFOLIO PLAN 2023-2024 UPDATE –Half-Yearly Update

Contact Officer: Naheed Chaudhry, Assistant Director Strategy, Performance and Corporate Transformation
Tel: 020 8461 7554 Email: naheed.chaudhry@bromley.gov.uk

Denise Mantell, Strategy Officer
Tel: 020 8313 4113 E-mail: denise.mantell@bromley.gov.uk

Chief Officer: Kim Carey, Interim Director, Adult Social Care

Ward: N/A

1. Reason for decision/report and options

- 1.1 This report presents the Adult Care and Health Policy Development and Scrutiny Committee with the update of the Portfolio Plan for the first half of 2023/24.

2. **RECOMMENDATION(S)**

Members are asked to note progress on the actions associated with the Adult Care and Health Portfolio Plan for the first half of 2023/24 – Appendix 1.

Impact on Vulnerable Adults and Children

1. Summary of Impact:
-

Transformation Policy

1. Policy Status: Not Applicable
 2. Making Bromley Even Better Priority (*delete as appropriate*):
 - (2) For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
 - (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
-

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: From Adult Care and Health Portfolio
 3. Budget head/performance centre:
 4. Total current budget for this head: £
 5. Source of funding:
-

Personnel

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

Legal

1. Legal Requirement: None:
-

Procurement

1. None
-

Property

Carbon Reduction and Social Value

Impact on the Local Economy

1. Summary of Local Economy Implications:
-

Impact on Health and Wellbeing

1. Summary of Health and Wellbeing Implications: On vulnerable adults receiving social care in Bromley
-

Customer Impact

1. Estimated number of users or customers (*current and projected*):
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 The Adult Care and Health Portfolio Plan is refreshed each year in line with the Council's Transformation Programme and the Corporate Strategy 'Making Bromley Even Better'. The Plan also aligns with the new Adult Social Care Strategy.
- 3.2 Within each priority are a number of statements which are underpinned by actions and measures of success within the work of Adult Care and Health Services.
- 3.3 The first six months of 2023/24 has seen progress on the Portfolio Plan. Work also continues as part of the Transforming Adult Social Care programme to develop the working practices of front-line officers and the structure in which they operate to ensure best value support and services for vulnerable residents.
- 3.4 The Portfolio Plan 2023-24 focuses on 2 of the ambitions from Making Bromley Even Better which report into this Portfolio:
- Ambition 2 - For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
 - Ambition 5 - To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

The priorities of the Adult Care and Health Portfolio Plan have regard to the needs of the vulnerable adults of Bromley.

5. TRANSFORMATION/POLICY IMPLICATIONS

There are no policy implications arising directly from this report. Any policy implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

6. FINANCIAL IMPLICATIONS

There are no financial implications arising directly from this report. Any financial implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

7. PERSONNEL IMPLICATIONS

There are no personnel implications arising directly from this report. Any personal implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

8. LEGAL IMPLICATIONS

There are no legal implications arising directly from this report. Any legal implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

9. PROCUREMENT IMPLICATIONS

There are no procurement implications arising directly from this report. Any procurement implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

10 PROPERTY IMPLICATIONS

There are no property implications arising directly from this report. Any property implications arising from implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

11. CARBON REDUCTION/SOCIAL VALUE IMPLICATIONS

There are no such implications arising directly from this report. Any such implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

12. IMPACT ON THE LOCAL ECONOMY

There are no such implications arising directly from this report. Any such implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

13. IMPACT ON HEALTH AND WELLBEING

There are no such implications arising directly from this report. Any such implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

14. CUSTOMER IMPACT

There are no such implications arising directly from this report. Any such implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

15. WARD COUNCILLOR VIEWS

None

Non-Applicable Headings:	
Background Documents: (Access via Contact Officer)	N/A

Action plan

Ambition 2

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

Portfolio links

This priority has links with the following portfolio plans:

- Children, Education and Families
- Public Protection and Enforcement
- Renewal, Recreation and Housing

Strategic links:

This ambition has links with the following strategic plans:

- Transforming Bromley
- Roadmap to Excellence for Adult Social Care
- Health and Wellbeing Strategy
- Bromley Safeguarding Adults Board Safeguarding Strategy
- Ageing Well in Bromley
- Mental Health and Wellbeing Strategy
- Learning Disability Strategy
- Tackling Loneliness Strategy

What are we going to do?

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
<p>1) Deliver our Health and Wellbeing strategy to help improve health outcomes for adults.</p>	<p>A) Monitor progress on the Health and Wellbeing Strategy for Bromley</p>	<p>Health and Wellbeing Board receives regular reports on each priority.</p>	<p>April 2024 [AP]</p>	<p>Director Public Health</p>	<ul style="list-style-type: none"> An update on the Suicide Prevention workstream was received at the June meeting of the Health and Wellbeing Board. Progress on the current Suicide Prevention Plan has been made on pathways, training, awareness raising and sharing of good practice. A review of the Suicide and Self Harm data is being made to inform the renewed Plan in 2024. 	<p>Ongoing</p>
	<p>B) Produce a refreshed Health and Wellbeing Strategy in 2023</p>	<p>New Health and Wellbeing Strategy launched.</p>	<p>December 2023</p>		<ul style="list-style-type: none"> Work by the Brain Health Task and Finish Group to bring together current knowledge and workstreams has begun. The proposed structure of the new Health and Wellbeing Strategy was agreed in March 2023. It will include 3 overarching priority areas: Improving health and wellbeing of young people (including obesity, youth violence, adolescent mental health); Improving health and wellbeing of adults (including obesity, diabetes, dementia, mental health, substance misuse) and Disease prevention and helping to stay well. The new Health and Wellbeing Strategy was agreed by the Health and Wellbeing Board in September 2023. Work will continue with partners to outline how they will support the priorities in the strategy. 	<p>Ongoing</p>

Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
<p>2) Influence the health economy through the Bromley Local Care Partnership Board to ensure that the right services are commissioned for Bromley residents.</p>	<p>A) Support the Local Care Partnership Board in managing its Bromley delegated budgets to best serve residents</p>	<p>Work with the Local Care Partnership agencies to develop local health and care priorities for investment</p>	<p>April 2024 [AP]</p>	<p>Assistant Director, Integrated Commissioning</p>	<ul style="list-style-type: none"> • The Bromley Local Care Partnership has developed its 5 year strategy for Bromley and this was formally agreed in June 2023. • South East London Integrated Care System (SELICS) strategy and priorities have been drafted and consulted on. The final draft was taken to borough Health and Wellbeing Boards in June 2023 prior to being finalised on 30 June 2023. 	<p>Ongoing</p>
		<p>Develop further the integrated approach to planning and commissioning care and health</p>	<p>April 2024 [AP]</p>		<ul style="list-style-type: none"> • The Bromley Better Care Fund Plan 2023-2025 was agreed at the Health and Wellbeing Board on 29 June 2023. The Plan sets out arrangements for joint commissioning between the Council and ICB and joint arrangements across the local care and health system for hospital discharge and admissions avoidance. 	<p>Ongoing</p>

Adult Care and Health Portfolio Plan for 2023 to 2024

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

Adult Care and Health Portfolio Plan for 2023 to 2024

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

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
4) Develop and implement an Adult Services Strategy based on a strengths-based approach with a greater emphasis on prevention and early help and more strongly engaging family and community in supporting individuals.	A) Develop and implement a 5 year Adult Services Strategy	New Strategy agreed	October 2023	Director of Adult Services	<ul style="list-style-type: none"> Stakeholder consultation took place over the spring and summer with a final draft being presented to the ACH PDS Committee and Executive in September 2023. 	Completed
	B) Continue to increase the use of direct payments as a model of service delivery	Work to increase direct payments to continue	April 2024 [AP]	Assistant Director Operations	<ul style="list-style-type: none"> At the end of September 2023, performance continues to plateau between 24% and 25% for adults receiving a direct payment. There are 532 adults with a direct payment in total. The project group continues to meet 6 weekly. To hit the target of 27%, 2 new direct payments are needed each week. 	Ongoing
	C) Embed Strength based Practice	Implement the Learning and Development Strategy	April 2024 [AP]	Assistant Director Operations	<ul style="list-style-type: none"> Strength Based Practice has been highlighted as a need for the service. We have a new provider in place to deliver this training to the workforce. Training will now be a full day and face to face. A further strength based practice audit will be revisited early 2024. 	Ongoing

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

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

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
	G) Continue to prepare for the CQC Assurance process	<p>Continually evaluate strengths of practice and implement improvements in line with the CQC self-assessment framework</p> <p>Plan of action is implemented to address improvement areas</p> <p>Review and update existing Quality Assurance Framework for adult services in consultation and through co-production with staff</p>	April 2024 [AP]	Assistant Director, Safeguarding, Practice and Provider Relations	<ul style="list-style-type: none"> The Case File Audit Guidance and Process and audit tools have been updated to support and improve practice. The Bromley Safeguarding Adults Board's (BSAB) current 2023-24 business plan was produced factoring the expectations outlined in the Care Act. This focused on reviewing the achievement of a list of 15 supplementary duties outlined within paragraph 14.139 of the Care Act Statutory Guidance, in preparation for CQC assurance process. The Quality Assurance Framework was recently reviewed and updated. 	<p>Ongoing</p> <p>Ongoing</p> <p>Completed</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
	H) Implement service user and carer engagement strategy to listen to residents, including those from Bromley's diverse communities, and involve them in developing services	Forum established and engagement activities carried out with feedback informing service planning and quality assurance	April 2024 [AP]	Assistant Director, Safeguarding, Practice and Provider Relations	<ul style="list-style-type: none"> • The Resident Voice Group continues to meet every 6 weeks. This group is made up of department leads across the service, with its primary objective to identify resident engagement opportunities. • A resident engagement calendar has been developed to centralise activities and KPIs. This provides visibility of activities across the service and will be one of the tools identified in the corporate Curiosity and Engagement Framework. • A new Adult Social Care Communications and Engagement Strategy including an Action Plan has been developed and is being implemented in partnership with the Communications Team. The strategy is overseen by the Adult Care Communication Group, a sub-group of the corporate Public Affairs/Communication Group. The Plan identifies the engagements activities carried out across Adult Social Care, its target audience and communication/engagement channel. 	Ongoing

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
5) With a strong focus on wellbeing and prevention, build on improvements made including the	A) Commission primary and secondary intervention and prevention services	Increase information on and access to activities run by voluntary organisations	April 2024 [AP]	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> The new Primary and Secondary Intervention and Prevention Service contract with Bromley Well is mobilised with all new services now on offer. 	Ongoing

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
implementation of new multi-disciplinary preventive pathways and the establishment of Primary Care Networks.	B) With care and health partners develop the neighbourhood approach to working with communities	Pilot and/or support the development of new community-based services To continue to build on the success of Primary Care Networks by reviewing and strengthening the integrated arrangements.	April 2024 [AP] April 2024 [AP]	Assistant Director Operations	<ul style="list-style-type: none"> The Innovation Fund is supporting three new projects: Good Gym Social Visits, St Christopher's Palliative Care Champions and the Hygiene Bank for care products for vulnerable children. 14 bids are being considered in the current round of Innovation Fund. Other funds have been used to support the establishment of the Wellbeing Cafes/Hub in the Crays. The Primary Care Networks continue to work well and deliver services to residents. A review of the localities has taken place and some surgeries have been moved. Director of Operations in working closely with colleagues in Health to develop future integrated community preventative services. 	Ongoing Ongoing

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

Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
possible with the assistance of family, friends, faith and community groups, the voluntary sector and local authority and health services		Help more people to live at home through domiciliary care and assistive technology			<ul style="list-style-type: none"> • 74% of ASC service users are supported in the community (2,569 out of 3,471 at end of September 2023.) • The 2023-24 ONE Bromley Winter Plan has the key priority of supporting people to remain at, and return, home wherever possible with an increase in voluntary and non-statutory services to support people throughout winter and prevent deterioration of need. Maintaining discharge to assess and a strong Home first offer is enabling people to be discharged from hospital in a timely way to start their recovery and journey back to independence at home. • Market Sustainability and Improvement Funds have been allocated to domiciliary care patch providers to develop their capacity to take on more clients. 	Ongoing
7) Focus our efforts on ensuring older people are safe and safeguarded, protected from financial abuse, remain connected to their communities, live in homes suitable	A) Work with Adult Safeguarding Independent Chair to promote safeguarding for older adults	Bromley Safeguarding Adults Board annual report with success measured, also produced in easy-read and video presentation format	April 2024 [AP]	Director of Adult Services	<ul style="list-style-type: none"> • The Annual report of the Bromley Safeguarding Adults Board contains progress on the priority areas within its strategic plan, the achievements of the Board and its individual members as well as the outcomes of any Safeguarding Adult Reviews undertaken. The Annual Report for 2022/23 is currently under development and will be published in full and easy-read format, a recorded presentation will also be produced and made available on the Board's website. 	Ongoing

Adult Care and Health Portfolio Plan for 2023 to 2024

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

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
<p>8) Deliver our Mental Health and Wellbeing strategy, improving prevention and early intervention, developing integrated multi-disciplinary and multi-agency approaches to treatment and improving support to adults with long-term and complex needs, better supporting recovery and rehabilitation of all those with mental health challenges.</p>	<p>A) Work with partners to develop and deliver on the transformation of community based mental health services</p>	<p>Develop a new Mental Health Strategy</p>	<p>April 2025</p>	<p>Director of Adult Services</p>	<ul style="list-style-type: none"> • A new mental health JSNA is being commissioned and this will inform the development of a new strategy to take effect from 2025. 	<p>Ongoing</p>
		<p>Commission integrated housing support for adult mental health service users</p>	<p>April 2024</p>	<p>Assistant Director Integrated Commissioning</p>	<ul style="list-style-type: none"> • Approval to tender for a new joint adult mental health recovery and rehabilitation support@home service was given by Executive in November 2022. The commissioning process will be completed by April 2024 with the service commencing in October 2024. 	<p>Ongoing</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
<p>9) Develop our offer for adults who have learning disabilities in the borough, helping individuals to be as independent as possible and living in supportive and inclusive communities. We will seek to harness our multi-agency resources to tackle social isolation, to provide more choice of supported accommodation and housing and</p>	<p>A) Increase Shared Lives take-up</p>	<p>Increased number of people with learning disabilities taking part in Shared Lives programme increased.</p>	<p>April 2024 [AP]</p>	<p>Director of Adult Services</p>	<ul style="list-style-type: none"> • At 1 September there are 58 approved Shared Lives Carers providing combined long term, respite and day support placements. • 2 new carers are to be presented at panel in November once assessments completed. • Respite placements in Shared Lives for residents with a learning disability have increased. This work continues. • Respite placements in Shared Lives for residents known to the preparing for adulthood team has begun. • Development plans to expand the service continue. A communication plan to promote Shared Lives is being delivered through Twitter, LBB website and advertising boards across the borough. • Joint working with the Reablement Team to offer dual support is due to commence. • Joint working with the Mental Health team is planned. 	<p>Ongoing</p>
	<p>B) Develop more supported accommodation</p>	<p>Agree and begin the implementation of a housing with care strategy</p>	<p>June 2023</p>	<p>Assistant Director Integrated Commissioning</p>	<ul style="list-style-type: none"> • A Housing with Care Strategy, incorporating plans to develop Extra Care Housing and supported living schemes, was agreed by the Executive in July 2023. Work is under way with register social landlords to explore opportunities. 	<p>Completed</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
boost employment opportunities for this group.	C) New employment support service contract to be implemented	More people access employment opportunities	April 2024 [AP]		<ul style="list-style-type: none"> The new Mencap service has been in operation for one year. Currently 20 adults with a learning disability have been placed in paid employment. This equates to a total of 144 paid hours per week. Various employers including Bank of America, Bromley FC and local childcare nurseries etc are involved. 	Ongoing
10) Work with carers, including young carers, and those providing support to carers, to better understand and meet their needs and aspirations. Carers form one	A) Develop a new support offer to help and sustain unpaid carers including young carers	Develop and publish a Bromley Carers Plan	June 2023	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> Following consultation with carer and other stakeholders the Carers Plan was brought to ACH PDS for comment by Members in June 2023. The Plan was presented to the Executive for agreement in September 2023. A Carers Charter that will engage a wider group of local agencies in making a commitment of support to carers is under development and led by the Chief Executive of Bromley Well. Members of the Carers Forum participated in an event in August 2023 to review potential contents of the Charter. 	Completed

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
<p>of the most important foundation stones in Bromley’s health and social care system and we recognise the need to boost support to and resilience of this group.</p>		<p>Increase number of carers who have an independent carers assessment of their needs</p>	<p>April 2024 [AP]</p>	<p>Assistant Director, Operations</p>	<ul style="list-style-type: none"> • Work with Bromley Well to maximise the number of carers supported has commenced. • On-line carers assessment form has been launched in Liquidlogic for carers to complete their own assessment. • Promotion of independent carer assessments continues with social care staff. • Carer pathways are being reviewed and developed. 	<p>Ongoing</p>

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

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

<p>12) Explore and implement innovation in seeking to improve outcomes for service users and make best use of the resources at our disposal.</p>	<p>A) Develop the use of assistive technology to enable residents to remain in their homes.</p>	<p>Implement and review Assistive technology models for:</p> <ul style="list-style-type: none"> • Reablement • Autism and Learning Disabilities • Community Falls Service 	<p>April 2025</p>	<p>Director Adult Services</p>	<ul style="list-style-type: none"> • Pilot begun of wearable GPS tracking device which alerts next of kin when resident leaves a designated area around their property to ensure their safety and carer reassurance. • Assessing residents at hospital discharge with enhanced packages of care is now embedded including activity monitoring systems as part of the assessment process aimed at reviewing high level of care including 24 hour care. Wearable GPS devices and falls alarms to be piloted in the Discharge to Assess pathway. • Work underway with London Ambulance Service and Occupational Therapy to design new referral pathways and procedures for identifying appropriate residents for assistive technology and CareLink. • A referral service direct to the Urgent Community Response Falls Service from CareLink will enable clinical triage at home avoiding hospital admittance and use of London Ambulance Service. • As part of prevention agenda, a digital reablement offer will be available through the Reablement Service for those leaving hospital or in the community with either a wearable device to support independent living or an activity monitoring system to aid identification of need. • Access to the referral process for assistive technology by health professionals and provider services has gone live and aims to reduce time needed to process referrals. Awareness in the use of assistive technology in adult social care and assessment of AT has been rolled out for staff. Further training took place in June. • A pilot has begun using the digital OwnFone connected to the CareLink service for 4 weeks and issued to individuals 	<p>Ongoing</p>
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Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q2	Update Status
					<p>on hospital discharge without ongoing care but still with some vulnerabilities. Working with Transfer of Care Bureau and Bromley Well to identify patients with the phone being issued on hospital discharge.</p> <ul style="list-style-type: none"> A new Assessment and Prescription Guide has been produced covering CareLink and Assistive Technology for all health and social care staff. 	

Ambition 5

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

Portfolio links

This priority has links with the following portfolio plans:

- Renewal, Recreation and Housing

Strategic links:

This priority has links with the following strategic plans:

- Transforming Bromley
- Roadmap to Excellence for Adult Social Care
- Digital Strategy

What are we going to do?

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q2	Update Status
1) Living within our means. We are rightly expected to work within our budgets to deliver high quality services to our residents whilst ensuring the prudent and	A) Deliver change programme	Adult Social Care budget managed within means	April 2024 [AP}	Director of Adult Services	<ul style="list-style-type: none"> • In April 2023, the Adult Social Care Reform Programme was merged with the service’s main transformation programme. This is overseen by the Adult Social Care Transformation and Assurance Board, chaired by the Director of Adult Services. • The Transformation Programme lead is the Assistant Director of Integrated Commissioning supported by the Programme Manager – Adult Social Care Reform. • The Board reports progress on the Transformation Plan to COE Transformation Board and CLT. 	Ongoing

Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q2	Update Status
efficient management of our finances through the operation of sound finance systems and processes.	B) Implement Market Sustainability and Fair Cost of Care Fund legislation	<p>Market Sustainability Strategy implemented</p> <p>Additional information and support for self-funders enabling them to plan for the cost of care</p>	<p>April 2024 [AP]</p> <p>April 2024 [AP]</p>	Director of Adult Services and Director of Finance	<ul style="list-style-type: none"> • The Strategy was agreed by the Executive in March 2023. • The first Market Sustainability Improvement Fund return was submitted to the DHSC in May 2023 by the service, in accordance with the grant conditions. Funds from the Market Sustainability and Improvement Grant have been incorporated into fee uplifts for in borough care homes. Funds have also been targeted towards domiciliary care contract Patch Providers to support the scaling up of services. • Discussions and engagement with care providers based or delivering services to Bromley residents continue regarding fee uplifts, market sustainability and cost of care. • Continuing to review and embed, where appropriate, lessons learnt and good practice from LA's nationally, regionally and locally. • The new Bromley Well contract included additional resources to give more support to self-funders. 	<p>Ongoing</p> <p>Ongoing</p>

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q2	Update Status
<p>2) Being opportunistic and collaborative in making bids to Government and other funding sources to increase resources available to the Partnership. Lobby the Government and Government departments strongly for increased resources when we see a need or opportunity.</p>	<p>A) Pursue opportunities for additional grant funding</p> <p>B) Lobby government for funding appropriate to Bromley needs</p>	<p>Additional funding achieved</p>	<p>April 2024 [AP]</p>	<p>Director of Adults Services</p> <p>Director of Finance</p>	<ul style="list-style-type: none"> • The department is looking to pursue additional funds through seeking additional grants from DHSC or other agencies as well as through joint funding with NHS partners. These will be reported after their receipt. • Grant funding received this year include: <ul style="list-style-type: none"> ○ £2,788k Market Sustainability and Improvement Fund – Department of Health and Social Care ○ £1,084k Adult Social Care Discharge Fund - Department for Levelling Up, Housing and Communities ○ £1,810k – Market Sustainability and Improvement – Workforce Fund - Department of Health and Social Care ○ £65k - #WorkSafe – South East London Integrated Care System Workforce Programme 	<p>Ongoing</p>

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q2	Update Status
3) Recognising the importance of our workforce to the achievement of our ambitions and implementing workforce strategies which helps to recruit and retain the	A) Retain the Recruitment and Retention Board to ensure that adult social care is delivered through a stable well-trained workforce	<p>Maintain the stabilisation of the permanent front-line workforce.</p> <p>Implement Adult Social Care and Development Strategy</p>	<p>April 2024 [AP]</p> <p>April 2024 [AP]</p>	<p>Director of Adult Services</p> <p>Director of HR</p>	<ul style="list-style-type: none"> • Work continues to recruit permanent staff and convert locum staff: 89% of frontline staff are permanent. This compares to 71% in 2019. • All the annual programme of training courses have been awarded and started in September. As training needs emerge during the year, then courses will be spot purchased. • A subsidised training programme for all care providers has been awarded and will commence in October 2023. 	<p>Ongoing</p> <p>Ongoing</p>

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q2	Update Status
highest quality staff for services in the borough.		Implement Wake up to Care and other initiatives to support care and health provider recruitment and retention	April 2024 [AP]		<ul style="list-style-type: none"> • The Wake Up to Care Board oversees the promotion and implementation of the programme. • Promotion activities include: <ul style="list-style-type: none"> ○ Regular Market Stall in Bromley High Street ○ Website promotion – this is being reviewed during the autumn ○ The offer to support care homes with overseas recruitment remains ○ Digital promotion of the programme in The Glades is taking place. ○ Presentations on the programme to DWP took place to encourage returners to work to consider the care sector. • As carers have expressed an interest their CVs go straight to Board members for recruitment and training on mandatory courses. • The Carry on Caring approach now incorporated to attract experienced carers who are passed directly to partners on the Board – over 50 potential employees forwarded so far. • The Directorate has three Apprenticeship roles to enable existing unqualified staff to qualify as Social Workers. The course began in September 2023 with Kingston University. • Plans are being explored to supporting care homes with care apprenticeships. 	Ongoing

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q2	Update Status
	B) Ensure Bromley's Adult workforce is able to deliver the care needs of residents now and in the future	Produce an Adult Social Care Workforce Position Statement	June 2023	Programme Manager – Adult Social Care Reform	<ul style="list-style-type: none"> The Adult Social Care Workforce Position Statement was approved in July 2023. 	Completed
		Develop and publish a Bromley Adult Services Workforce Strategy	April 2024		<ul style="list-style-type: none"> Based on the Adult Social Care Workforce Position Statement, the Adult Social Care Workforce Strategy is being produced in partnership with Human Resources. 	Ongoing
	C) Ensure the safety of our workforce in fulfilling their roles.	Develop and implement the Work Safe approach	July 2024		<ul style="list-style-type: none"> Work on the implementation of the #WorkSafe campaign continues. A Business Case has been produced to request 'Invest to Save' funding to support on-going cost of the additional Peoplesafe devices required for front line staff in adult's and children's services. 	Ongoing

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q2	Update Status
4) Maintaining our focus on commissioning and market shaping, developing integrated and joint commissioning where it makes sense to do so, and ensuring we commission intelligently with clear outcomes in mind. Ensuring our commissioned services deliver what is expected through robust and active contract management.	A) Develop and publish a Market Position Statement setting out Council priorities for future commissioning of services and developing the local social care market	Market Position Statement published Independent health and care provider market supported and developed	April 2024 April 2024 [AP]	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> • Work is underway to develop statements for later in the year beginning with a statement for services to adults with learning disabilities/ASD. 	Ongoing
	B) Further develop the integrated commissioning of care and health services with NHS partners	Increase in joint and integrated commissioning of care and health services	April 2024 [AP]		<ul style="list-style-type: none"> • A Better Care Plan for 2023-25 outlines joint commissioning arrangements and investment plans for hospital discharge, admissions avoidance and prevention services • The Bromley Carers Plan, which was presented to Executive in September 2023, is a joint plan agreed across the Council and ICB. 	Ongoing

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q2	Update Status
5) Continuing to exploit the benefits of digitalisation in service delivery through a new Digital Strategy, integrating systems and processes where it is feasible and practical. The Council will learn	A) Develop the Social Care Information System (SCIS) for Adults and Children's Services	The Social Care Information System is developed to meet needs of workforce and performance management	April 2024 [AP]	Director of Adult Services Assistant Director of IT	<ul style="list-style-type: none"> • There continues to be generic and bespoke Liquidlogic training sessions as well as videos and GIFs and staff guides to support the officers. • Fortnightly Performance Review meetings continue to focus the Team Leaders on areas of the service ie Reviews, Outstanding tasks and areas for data cleansing. • The service has launched the Adult Social Care Portal for the public and professionals to make referrals online and track progress. The phone referral route is still available for people who are unable to use the self-service portal. 	Ongoing

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q2	Update Status
<p>from best practice with a view to utilising technologies which provide practical improvements to our services.</p>		<p>Continue to build on the implementation of the Social Care Information System by reviewing and strengthening the case management, data and performance management arrangements</p>	<p>April 2024 [AP]</p>	<p>Programme Manager – Adult Social Care Reform</p>	<ul style="list-style-type: none"> • Assessment, Care Plan and Review - forms have been reviewed with consultation from ASPAG and teams across the service. The forms have been revised to give a proportionate customer journey, bring consistency, and allow information to flow. We have started introductory sessions to involve the rest of Adult Social Care in the changes. • Portal forms – These are live and are being used each day pull information direct from the referral into LAS. The future development is looking at using the portal forms for DOLS and Oxleas. • Data tidy – By working with the locality teams we are cleaning the data in LAS to ensure we are meeting the retention schedule for keeping people’s data in LAS. • Continuing to work with strategic performance, identifying impacts of operational changes on data capture to ensure it remains effective and accurate allowing good performance monitoring. 	<p>Ongoing</p>

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q2	Update Status
	B) Digital transformation in Adult Social Care	<p>Complete an independent review and develop a forward plan of the approach to using data and digital technology to deliver improvements in Adult Social Care services and outcomes</p> <p>Develop and publish an Adult Services Digital Strategy</p>	<p>March 2024</p> <p>June 2024 [AP]</p>	<p>Programme Manager – Adult Social Care Reform</p> <p>Programme Manager – Adult Social Care Reform</p>	<ul style="list-style-type: none"> • Social Care Institute for Excellence (SCIE) was commissioned to undertake an independent review to identify themes and opportunities to develop a forward plan of the approach to using data and technology (digital), to deliver improvements to staff and resident experiences and outcomes. • A Project Steering Group has been established to oversee the delivery of the 14-week project. • Interviews with senior officers across the Council, SEL ICB and One Bromley have been completed and 8 workshops were held with stakeholders. • A ‘Case for Change’ setting out the recommendations from the independent review and proposed ‘Forward Plan’ developed by the Social Care Institute of Excellence was presented at ACH PDS in September 2023. • Work on the development of the Adult Services Digital Strategy will commence in September 2023, following the production of the ‘Case for Change’ and ‘Forward Plan’ by the Social Care Institute of Excellence. • A new Adult Social Care Digital Board has been established to oversee the digital transformation of the service. • Operational and strategic leads attend the Digital Operations Board to ensure alignment with the Digital Corporate Transformation Programme. 	<p>Ongoing</p> <p>Ongoing</p>

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q2	Update Status
	C) Integrated care systems	<p>Proposals developed to create a new digital offer to help enhance quality of care and improve outcomes</p> <p>Develop further the integrated approach to the use of the London Care Records by reviewing and strengthening performance arrangements and pathways</p>	<p>May 2024 [AP]</p> <p>April 2024 [AP]</p>		<ul style="list-style-type: none"> Proposals to develop a new digital offer will be included in the 'Case for Change' and 'Forward Plan'. Continuing to support the use of the London Care Records across the service. Users access has moved to a 'Role Based Access' allowing the information to only be accessed based on your LAS profile. This protects people's sensitive information. Workers are reporting how invaluable this resource is in supporting the work they are doing. 	<p>Ongoing</p> <p>Ongoing</p>

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q2	Update Status
<p>6) Developing information and knowledge sharing across Partnership agencies to enhance the intelligence available to all agencies in planning and evaluating our services.</p>	<p>A) Ensure our knowledge of the borough and client groups is up to date</p> <p>B) Enable an effective Performance Management Framework for Adult Services</p>	<p>The Joint Strategic Needs Assessment is updated regularly with focus on client groups as needed</p> <p>Continue to produce high quality performance management data and ensure statutory returns are met</p>	<p>Dec 2023 [AP]</p> <p>April 2024 {AP}</p>	<p>Director Public Health</p> <p>Assistant Director, Strategy, Performance and Corporate Transformation</p>	<ul style="list-style-type: none"> • The Substance Misuse Needs Assessment was presented at the March Health and Wellbeing Board. This assessment had been made prior to the recommissioning of the service in 2023. A separate Alcohol Needs Assessment has been completed and was presented to the Health and Wellbeing Board in September 2023. • A Homeless Needs Assessment is also being produced. • Future plans include work on Morbidity and Mortality and to update the demographic information as Census data becomes available. • Adults Performance Management Framework refreshed in 2021/22 with good input and oversight from ASC Managers. • New suite of performance reports from LiquidLogic built to enable weekly and monthly management oversight. • Weekly and monthly performance reporting has been established, enhanced by data cleaning reports. Monthly performance digest content and accessibility refreshed. • Ongoing work to improve holistic oversight of a number of multi-agency workstreams including: Bromley Well, Continuing Health Care, Integrated Care Networks, Learning Disabilities, Mental Health (Oxleas S31 agreement) and Domiciliary Care. • Statistical neighbour reports produced when appropriate. • Statutory data/performance returns 2022/23 being delivered on time to Government departments. 	<p>Ongoing</p>

Agenda Item 8

Report No.
ACH 23-049

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: ADULT CARE AND HEALTH POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Tuesday 21 November 2023

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

Title: ADULT CARE AND HEALTH SERVICES RISK REGISTER – QUARTER 2, 2023/24

Contact Officer: Naheed Chaudhry, Assistant Director Strategy, Performance and Corporate Transformation
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Denise Mantell, Strategy Officer
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Chief Officer: Kim Carey, Director, Adult Social Care

Ward: N/A

1. Reason for decision/report and options

- 1.1 Risk Management is the identification, analysis and overall control of those risks which can impact on the Council's ability to deliver its priorities and objectives. Adult Care and Health Services' Risk Register covers those risks which impact on its ability to deliver its priorities and objectives. This report enables the PDS to scrutinise those risks and the actions taken to control them in line with Audit Sub-Committee recommendations.

2. **RECOMMENDATION(S)**

Members of the Adult Care and Health Policy Development and Scrutiny Committee are asked to note:

- the current Adult Care and Health Services' Risk Register and the existing controls in place to mitigate the risks.

Impact on Vulnerable Adults and Children

1. Summary of Impact:
-

Transformation Policy

1. Policy Status: Not Applicable
 2. Making Bromley Even Better Priority (*delete as appropriate*):
 - (2) For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
 - (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
-

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre:
 4. Total current budget for this head: £
 5. Source of funding:
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications:
-

Property

1. Summary of Property Implications:
-

Carbon Reduction and Social Value

Impact on the Local Economy

Impact on Health and Wellbeing

Customer Impact

1. Estimated number of users or customers (*current and projected*):
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 Risk Management is the identification, analysis and overall control of those risks which can impact on the Council's ability to deliver its priorities and objectives. The Adult Care and Health Services Risk Register feeds into the Corporate Risk Register, via the Corporate Risk Management Group, and comprises the high level departmental risks which are underpinned by more detailed registers contained within the divisional business plans.
- 3.2 Audit Sub-Committee agreed that the Corporate and Departmental Risk Registers would be reviewed at their meetings twice a year and then subsequently scrutinised by the relevant PDS Committee. Internal processes require that the departmental risk registers be updated and agreed by the Departmental Leadership Team (DLT) on a quarterly basis and be reviewed by the Corporate Risk Management Group.
- 3.3 The Adult Care and Health Risk Register 2023/24 Quarter 2 update was agreed by Adult Services Leadership Team in October 2023.
- 3.4 The Adult Care and Health Services Risk Register is attached as Appendix 1. The risks included in the Risk Register are outlined below.

Risk Reference	Risk
1	Failure to deliver Financial Strategy
2	Failure to deliver effective Adult Social Care services
3	Failure to deliver effective Learning Disability services
4	Deprivation of Liberty
5	Recruitment and Retention - ASC
8	Inability to deliver an effective Public Health service
9	Business Interruption / Emergency Planning
10	Data Collections
11	Failure to deliver partial implementation of Health & Social Care Integration
12	Adult Social Care Reforms
13	Adult Transport
14	Community Equipment

- 3.5 Since June 2023, when PDS last saw the Risk Register, the following risks have been added:
- Risk 13 – Adult Transport
 - Risk 14 – Community Equipment

The following changes have been made to the gross and net (current) risks.

- Risk 4 – Deprivation of Liberty– change of gross risk from 16 to 12

3.6 Mitigating actions have seen four high risks reduced to significant risk, one high risk reduced to medium risk, three significant risks reduced to medium risk, one significant reduced to low risk and two medium risks reduced to low risk.

Level of Risk	Gross Risk		Net Risk	
	No.	%	No.	%
High	5	42%	0	0%
Significant	5	42%	5	42%
Medium	2	17%	1	8%
Low	0	0%	6	50%
Total	12	100	12	100

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

The controls already in place and the further actions outlined in the Risk Register mitigate against adverse impacts on vulnerable children.

5. TRANSFORMATION/POLICY IMPLICATIONS

There are no transformation or policy implications arising directly from this report. Any policy implications arising from the existing controls and the further action required to mitigate against the risks are reported to the Sub-Committee separately.

6. FINANCIAL IMPLICATIONS

There are no financial implications arising directly from this report. Any financial implications arising from the existing controls and the further action required to mitigate against the risks are reported to the Sub-Committee separately.

7. PERSONNEL IMPLICATIONS

There are no personnel implications arising directly from this report. Any personal implications arising from the existing controls and further action to mitigate against the risks are reported to the Sub-Committee separately.

8. LEGAL IMPLICATIONS

There are no legal implications arising directly from this report. Any legal implications arising from the existing controls and further action to mitigate against the risks are reported to the Sub-Committee separately.

9. PROCUREMENT IMPLICATIONS

There are no procurement implications arising directly from this report. Any procurement implications arising from the existing controls and further action to mitigate against the risks are reported to the Sub-Committee separately.

10. PROPERTY IMPLICATIONS

There are no property implications arising directly from this report. Any procurement implications arising from the existing controls and further action to mitigate against the risks are reported to the Sub-Committee separately.

11. CARBON REDUCTION/SOCIAL VALUE IMPLICATIONS

There are no environmental, social or economic implications arising directly from this report. Any implications arising from the existing controls and further action to mitigate against the risks are reported to the Sub-Committee separately.

12. IMPACT ON THE LOCAL ECONOMY

There is no impact on the local economy arising directly from this report. Any implications arising from the existing controls and further action to mitigate against the risks are reported to the Sub-Committee separately.

13. IMPACT ON HEALTH AND WELLBEING

There is no impact on health and wellbeing arising directly from this report. Any such implications arising from the existing controls and further action to mitigate against the risks are reported to the Sub-Committee separately.

14. CUSTOMER IMPACT

There is no impact on residents arising directly from this report. Any such implications arising from the existing controls and further action to mitigate against the risks are reported to the Sub-Committee separately.

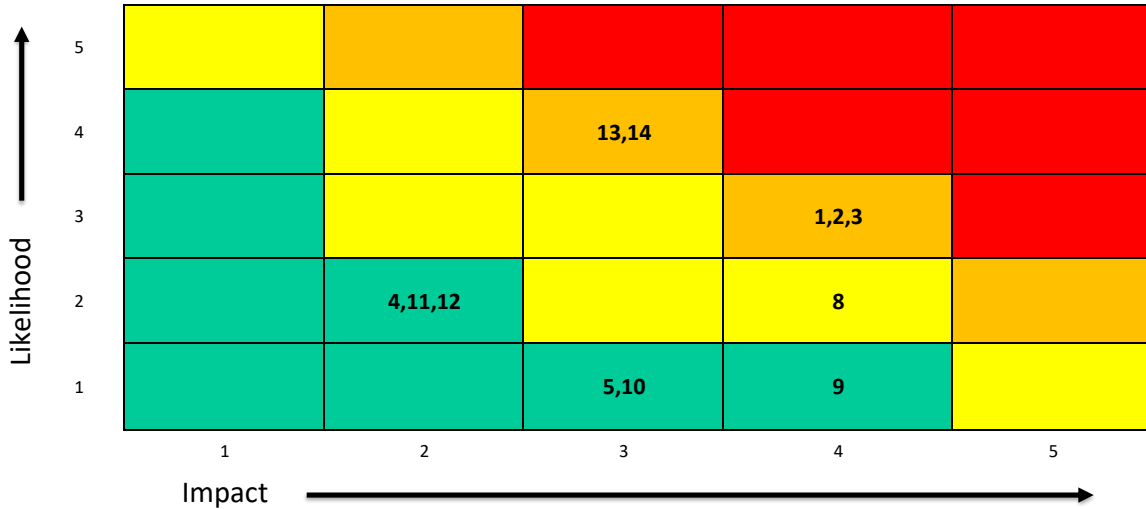
15. WARD COUNCILLOR VIEWS

N/A

Non-Applicable Headings:	
Background Documents: (Access via Contact Officer)	

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Adult Care and Health Risk Register



Risk Ref	Risk Description	Gross Risk Rating	Net Risk Rating
1	Failure to deliver Financial Strategy	25	12
2	Failure to deliver effective Adult Social Care services	16	12
3	Failure to deliver effective Learning Disability services	16	12
4	Deprivation of Liberty	12	4
5	Recruitment and Retention - ASC	20	3
8	Inability to deliver an effective Public Health service	12	8
9	Business Interruption / Emergency Planning	10	4
10	Data Collections	9	3
11	Failure to deliver partial implementation of Health & Social Care Integration	6	4
12	Adult Social Care Reform	10	4
13	Adult Transport	12	12
14	Community Equipment - Children and Adults	16	12

Adult Care and Health Risk Register

Q2 2023/24

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)					EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)					FURTHER ACTION REQUIRED	RISK OWNER
					LIKE	LIHO	OD	IMPA	CT		RISK	RA	TI	NG	LIKE		
1	All	Failure to deliver Financial Strategy	<p>Cause(s):</p> <ul style="list-style-type: none"> - Continual reduction in Central Government funding - Uncertainty of Government grant funding - Demographic changes - Increased demand for services - Demand led statutory services (c. 80% of operations) which can be difficult to predict - Increasing cost volatility due to rise of complex, high cost families or placements requiring services. - Impact of COVID-19 pandemic - Unpreparedness to deliver the new Adult Social Care Reforms <p>Effect(s):</p> <ul style="list-style-type: none"> - Lower than anticipated levels of financial resource - Failure to achieve a balanced budget - Failure to secure economy, efficiency, and effectiveness of use of resources leading to a Qualified Independent Auditors' Report - Objectives of the service not met - Reputation is impacted - Wider goals of the Council are not achieved 	Financial	5	5	25			<ul style="list-style-type: none"> - Budget monitoring and forecasting - Regular review of medium term strategy - Regular reporting to CLT and Members via the Committee reporting process - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Monitor demographics, economic indicators and develop insight into future demand - Match financial planning to Council priorities - Internal audit framework - Early intervention with service users - Constantly reviewing service operations for potential efficiencies - Developed a series of commissioning plans, with mitigating actions, for Adult Social Care (Mental Health, Learning Disabilities and Older People) including mitigating actions addressing financial pressures - Growth and mitigation discussions - Service strategies in place to mitigate growth - Establishment of an Adult Social Care Reform Programme Board to oversee the implementation of the White Paper led by the Directors of Adult Services and Finance - government has delayed the implementation of the charging reforms to 2025 - Success of the Transformation Programme has seen an underspend in the current Adult Social Care budget 	3	4	12			<ul style="list-style-type: none"> - Delivering commissioning actions in ASC Transformation Board programme. - Processes and capacity in place to understand implications of Fairer Funding policy implementation - Undertake the work to prepare and implement the changes embedded within the Adult Social Care Reform paper 2021 	Director, Adult Services Kim Carey
2	Adult Social Care	Failure to deliver effective Adult Social Care services The Council is unable to deliver an effective adult social care service to fulfil its statutory obligations including the safeguarding of Adults	<p>Cause(s):</p> <ul style="list-style-type: none"> - Increasing demand - Above compounded by associated longer waiting lists leading to deteriorating condition and ultimately increased service user/ carer costs - Failure to deliver effective safeguarding arrangements - Failure to comply with statutory requirements including the Care Act - Potential instability in social care workforce - Impact of COVID-19 pandemic <p>Effect(s):</p> <ul style="list-style-type: none"> - Impact on life chances and outcomes for service users - Failure to keep vulnerable adults safe from harm or abuse 	Legal	4	4	16			<p>Care Act - Redesigned processes, including amending forms, and operational procedures in place and Care Act compliance training</p> <p>Improved Better Care Fund - Programme overseen by the Joint Assistant Director of Commissioning and the CCG</p> <p>Safeguarding - 1. Multi Agency Bromley Adult Safeguarding Board (BSAB) in place. 2. BSAB Training programme (E Learning and Face to Face). 3. Awareness training for vulnerable groups. 4. Care Act compliance training</p> <p>Recruitment - Dedicated HR programme of support in place to recruit social workers to front line posts</p> <p>Performance Monitoring Framework - Review of Performance Management Indicators</p> <p>Procurement and Contract Monitoring - Effective procurement framework and contract monitoring arrangements to ensure acceptable quality of service provision and value for money</p> <p>Re-structure of assessment and care management service. Consultation for a new structure in the service which aims to improve outcomes for Bromley residents by creating a more effective social care pathway. Phase 2 of this re-structure will seek to further enhance services by developing OT, reablement and Carelink services</p>	3	4	12			<ul style="list-style-type: none"> - Actions as part of LBB's Adult Social Care Transformation Plan 	Director, Adult Services (Kim Carey)
3	Learning Disability Service	Failure to deliver effective Learning Disability services Failure to assess service users, establish eligibility criteria and carry out the review process.	<p>Cause(s):</p> <ul style="list-style-type: none"> - Failure to identify and meet service users' needs - Provision of service to ineligible clients - Provision of service prior to/without appropriate authorisation - Failure to manage the transition process of service users from Children's Services to Adult Services leading to increased risk of Judicial Review - Potential instability in social care workforce <p>Effect(s):</p> <ul style="list-style-type: none"> - Costs associated with Legal process - Ongoing care package costs as a result of Legal process outcome - Placement predictions leading to financial pressures (cross refer Budget risk) 	Legal	4	4	16			<ul style="list-style-type: none"> - Close monitoring of placements and eligibility criteria - Budget monitoring and forecasting - Regular review of medium term strategy - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Hold provider to account for poor performance - Monitor demographics, economic indicators and develop insight into future demand - Learning Disability Strategy agreed 	3	4	12			<ul style="list-style-type: none"> - Learning Disability Strategy Action Plan in development - Actions as part of LBB's Adult Social Care Transformation Plan 	Director, Adult Services (Kim Carey)

Adult Care and Health Risk Register

Q2 2023/24

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)					EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)					FURTHER ACTION REQUIRED	RISK OWNER
					LIKE LIHO OD	IMPA CT	RISK RATI NG	LIKE LIHO OD	IMPA CT		RISK RATI NG						
4	Adult Social Care	Deprivation of Liberty Failure to prevent unlawful deprivation of liberty	<p>Cause(s):</p> <ul style="list-style-type: none"> - The Government made the decision to delay the implementation of the Liberty Protection Safeguards "beyond the life of this Parliament". - The risk level remains significant due to the delay or non-implementation of the Liberty Protection Safeguards (LPS). - Any claim by service user with a community package of care if DoL not in place - Any claim by service user relating to a gap in DoLS authorisation in hospitals and care homes <p>Effect(s):</p> <ul style="list-style-type: none"> - Failure to comply with statutory requirements pursuant to Section 4 (Section 4A) and paras 129, 180 and 182 of Schedule A (Schedule A1) of the Mental Capacity Act 2005 (as amended to incorporate the Deprivation of Liberty Safeguards 2009) - Failure to comply with Mental Capacity (Amendment) Act 2019 when implemented if adequate preparations are not in place. 	Legal	3	4	12	<ul style="list-style-type: none"> - The focus is to maintain Mental Capacity Act 2005 practice and ensure that deprivation of liberty assessments are undertaken for people aged 16 years and above in the community, care homes and hospitals. - Core administrative function maintained and all received referrals are assessed for DoLS within timeframes. - Framework in place to deliver the functions of the Best Interest Assessor and the 'Section 12' doctors through the use of independent providers - LiquidLogic is providing up to date performance data on expired DoLS and is followed up to ensure no gap in DoLS cover for known service users. A general reminder email is sent to all Managing Authorities on a monthly basis. - The staffing resource for Community DoL now sits in the DoLS team to enable co-ordination across all Deprivation of Liberty. - Scoping of potential deprivation of liberty cases in the community completed and recorded on Liquidlogic and cases prioritised accordingly. Monthly data to be produced by Performance Team and added to Management Digest. - On-going partnership and collaborative work on Mental Capacity Act practice with all partners through quarterly solution-focussed partnership meetings. - Training collaboration with all partners in MCA and deprivation of liberty. 	2	2	4	- ASLT to be kept up to date with development in LPS implementation.	Director, Adult Services (Kim Carey)				
5	Adult Social Care	Recruitment and Retention - ASC Failure to recruit and retain key skilled staff with suitable experience/qualifications	<p>Cause(s):</p> <ul style="list-style-type: none"> - Failure to compete with other organisations to recruit the highest quality candidates to build an agile workforce - Small pool of experienced adult's Social Workers <p>Effect(s):</p> <ul style="list-style-type: none"> - Failure to identify and meet service user needs - Provision of service to ineligible clients - Provision of service prior to/without appropriate authorisation - Lack of skill set results in an inability to deliver effective adults' services to fulfil statutory safeguarding obligations, impacting on life chances and outcomes 	Personnel	5	4	20	<ul style="list-style-type: none"> - Joint meetings held between HR and employment agencies to improve the quality and speed of locum assignments - Review of the current Recruitment and Retention package through Recruitment and Retention Board - Recruitment drive to convert locums to permanent staff - Commissioning of improvements to the Council's recruitment web site to include a video virtual tour of the Council - Support in effectively managing staff performance - Provision of training measures to include targeted leadership and management training programmes including partners and other stakeholders - Tailored individual career plan for staff - Bespoke training for first line managers - Training and quality assurance of practice - Dedicated HR worker to focus on Adult Social Care recruitment - Senior management team in place with 82% permanent staff - Wake up to Care programme to recruit, support the training and oversee the development of care workers in Bromley including LBB staff. 	1	3	3		Director, Adult Services (Kim Carey) Director, Human Resources (Charles Obazuaye)				
8	Public Health	Inability to deliver an effective Public Health service The Council is unable to deliver an effective Public Health service to fulfil its statutory obligations	<p>Cause(s):</p> <ul style="list-style-type: none"> - Reduced budget which has led to funding cuts and withdrawal of non-statutory services. - Potential fluctuating medicines market and increased costs - Localised COVID-19 outbreaks <p>Effect(s):</p> <ul style="list-style-type: none"> - Increased clinical risk to patients and Bromley residents - Reputational risk to council - Gaps and potential blocks in health service between NHS and Local Authority 	Professional, Legal	3	4	12	<ul style="list-style-type: none"> - Working with partners including the SEL ICS and Hospital Trust to jointly deliver Public Health functions and mitigate impact of reduced funding - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Outbreak Control Plan published which provides framework for prevention and management of local outbreaks - Frameworks in place for response to COVID-19 outbreaks in specific settings and with vulnerable groups - Communication and engagement plans in place for potential COVID-19 outbreaks 	2	4	8	- Plans for further integration of some functions and services with ICS (OneBromley)	Director, Public Health (Nada Lemic)				

Adult Care and Health Risk Register

Q2 2023/24

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)					EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)					FURTHER ACTION REQUIRED	RISK OWNER
					LIKE LIHO OD	IMPACT	RISK RATING	LIKE LIHO OD	IMPACT		RISK RATING						
9	Adult Social Care Public Health Strategy, Performance & Corporate Transformation	Business Interruption / Emergency Planning Failure to provide Council services or statutory requirements of mass illness/fatalities scenario following a business interruption or emergency planning event	Cause(s): - Business Interruption could be caused by Loss of Facility (fire, flood etc.), Staff (illness, strike) or IT (cyber attack). - Mass fatalities or illness has a range of causes and this risk to the council could be caused by council staff being impacted resulting in failure to manage statutory requirements of mass illness/fatalities scenario (e.g. registering of deaths within timescales) Effect(s): - Business interruption - failure to deliver services, loss of customer / resident satisfaction. - Emergency planning - failure to deliver statutory duties.	Personnel	2	5	10	1	4	4	- Business Continuity Plans reviewed annually.	Director, Adult Services (Kim Carey) Director Public Health (Nada Lemic) Director, Strategy, Performance & Corporate Transformation (Naheed Chaudhry)					
10	Strategy, Performance and Corporate Transformation	Data Collections Failure to undertake statutory statistical data collections; including key housing and adults' social care information, thereby adversely affecting government grant allocations and performance assessments	Cause(s): - Business Interruption Effect(s): - Failure to commission effectively - Adverse impact on the timing and quality of decision making	Data and Information	3	3	9	1	3	3	- Schedule of statutory returns has been incorporated into the Performance and Information team's work programme - Specialist members of the team for each area - Other staff trained to provide 'back up' for specialist members of the team - Good project planning in place to co-ordinate all data collections including contributions from other services	Assistant Director, Strategy, Performance & Corporate Transformation (Naheed Chaudhry)					
11	Adult Services	Failure to deliver partial implementation of Health & Social Care Integration	Cause(s): - Difficulty in achieving rapid change in a system as complex as health and social care - Rising social care costs due to ageing population and people living longer with increasing complex needs - Difficulties with agreeing budgets (given likely funding reductions going forward), complex governance arrangements and workforce planning - Need to focus on collaborative working (cultural differences) - Pressure for social care services to be accessible 7 days a week in terms of our own workforce and contracts with external providers in line with NHS priority to deliver 7 day working across the health sector - LBB will need to contribute to a whole system review (led by BCCG) to ensure that funding follows the patient Effect(s): - Failure to deliver statutory duties - Failure to achieve our Making Bromley Even Better priorities	Financial Compliance /Regulation	2	3	6	2	2	4	- Adult Social Care Plan in development and to set our priorities and actions for joint working with ICB	Director, Adult Social Care (Kim Carey)					

Adult Care and Health Risk Register

Q2 2023/24

REF	DIVISION	RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title)	RISK CAUSE & EFFECT	RISK CATEGORY	GROSS RISK RATING (See next tab for guidance)				EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK	CURRENT RISK RATING (See next tab for guidance)				FURTHER ACTION REQUIRED	RISK OWNER
					LIKE LIHO OD	IMPACT	RISK RATING	LIKELIHOOD		IMPACT	RISK RATING				
12	Adult Services	Adult Social Care Reform Failure to deliver on Adult Social Care Reform legislation including Fair Cost of Care and Market Sustainability	<p>Cause(s):</p> <ul style="list-style-type: none"> - Continual reduction in Central Government funding - Uncertainty of Government grant funding - Demographic changes - Increased demand for services - Demand led statutory services (c80% of operations) which can be difficult to predict - Increasing cost volatility due to rise of complex, high cost families or placements requiring services. - Potential employer liability issues for direct payment users - Impact of COVID-19 pandemic - Unpreparedness to deliver the new Adult Social Care Reforms <p>Effect(s):</p> <ul style="list-style-type: none"> - Lower than anticipated levels of financial resource - Failure to achieve a balanced budget - Failure to secure economy, efficiency, and effectiveness of use of resources leading to a Qualified Independent Auditors' Report - Objectives of the service not met - Reputation is impacted - Wider goals of the Council are not achieved 	Financial, Legal	2	5	10	<ul style="list-style-type: none"> - Continued work on the Adult Social Care Reform overseen by the Directors of Adult Services and Finance. - The Adult Social Care Reform Programme has been embedded into the service's main transformation programme and is overseen by the Transformation and Assurance Board, ASLT, COE Transformation Board and CLT. - The implementation of the White Paper charging reforms is delayed to 2025 - Understand the number of self-funders in the Bromley - Budget monitoring and forecasting - Regular review of medium term strategy - Regular reporting to CLT and Members via the Committee reporting process - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Monitor demographics, economic indicators and develop insight into future demand - Match financial planning to Council priorities - Early intervention with service users - Constantly review service operations for potential efficiencies - Review commissioning plans, with mitigating actions, for Adult Social Care (Mental Health, Learning Disabilities and Older People) including mitigating actions addressing financial pressures and service gaps in relation to the Reforms. - Growth and mitigation discussions - Service strategies in place to mitigate growth - Adult Social Care Reform Strategy agreed. 	2	2	4		Director, Adult Services Kim Carey		
13	Adult Services	Adult Transport Failure to provide appropriate home to day activities for vulnerable adults	<p>Cause(s):</p> <ul style="list-style-type: none"> - Increasing demand year on year - Impact of COVID-19 on the stability of the provider market - Impact of the cost of living crisis on people seeking high paid work - Impact on Uber and other 'self employed' status perks <p>Effect(s):</p> <ul style="list-style-type: none"> - Heightened competition between services and other LAs due to demand out stretching supply and the correlating increased cost - Impact on outcomes for vulnerable adults 	Legal Financial	4	3	12	<ul style="list-style-type: none"> - Budget monitoring and forecasting - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Route review and rationalisation - Framework contracts to multiple providers via call-off contracts and mini-tender agreements provide a sense of security for providers - Provider support available, but not the amount that some providers have requested, which may impact on post pandemic relations 	4	3	12	<ul style="list-style-type: none"> - Review of policy - Investigate feasibility of having an adult specific service for the remainder of the current contract 	Director, Adult Services (Kim Carey)		
14	Adult Social Care & Children's Social Care	Community Equipment - Children and Adults Failure to provide community equipment to children and young people and adults	<p>Cause(s):</p> <ul style="list-style-type: none"> - The new NRS contract commenced on 1 April 2023.. Due to the legal proceedings issued by the previous provider the mobilisation period has been truncated. New staff, new IT, new ways of working, inaccurate activity information have all had an impact <p>Effect(s):</p> <ul style="list-style-type: none"> - There is a backlog of orders, repairs and recycled items - Impact on the wellbeing and outcomes for children and young people and adults - Impact on budget due in the initial term, owing to purchasing higher cost equivalent equipment and delays in turning around recycled stock. 	Legal Financial	4	4	16	<ul style="list-style-type: none"> - Budget monitoring and forecasting - Bromley is part of the London Consortium which accesses the Framework contract with the provider led by the Royal Borough of Kensington and Chelsea and Westminster City Council - Due to the concerns about contract delivery, LB Bromley has initiated 5 borough (SEL) weekly meetings with the provider to ensure acceptable quality of service provision and value for money - SEL ICB Directors Meetings formulating an integrated response to the budget management issues - Monthly review of activity data - Continued communication and meetings with the consortium 	4	3	12	<ul style="list-style-type: none"> - Weekly review meetings 	Director, Adult Services (Kim Carey) 'Director, CEF (Richard Baldwin)		

Risk Assessment Guidance

Likelihood	Almost Certain (5)	5	10	15	20	25	<table style="border: none;"> <tr> <td style="background-color: red; width: 20px; height: 15px; display: inline-block;"></td> <td>High Risk - review controls and actions every month</td> </tr> <tr> <td style="background-color: orange; width: 20px; height: 15px; display: inline-block;"></td> <td>Significant Risk - review controls and actions every 3 months</td> </tr> <tr> <td style="background-color: yellow; width: 20px; height: 15px; display: inline-block;"></td> <td>Medium Risk - review controls and actions every 6 months</td> </tr> <tr> <td style="background-color: lightgreen; width: 20px; height: 15px; display: inline-block;"></td> <td>Low Risk - review controls and actions at least annually</td> </tr> </table>		High Risk - review controls and actions every month		Significant Risk - review controls and actions every 3 months		Medium Risk - review controls and actions every 6 months		Low Risk - review controls and actions at least annually
		High Risk - review controls and actions every month													
		Significant Risk - review controls and actions every 3 months													
		Medium Risk - review controls and actions every 6 months													
		Low Risk - review controls and actions at least annually													
Highly likely (4)	4	8	12	16	20										
Likely (3)	3	6	9	12	15										
Unlikely (2)	2	4	6	8	10										
Remote (1)	1	2	3	4	5										
		Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)									
		Impact													

Risk Likelihood Key					
	Score - 1	Score - 2	Score - 3	Score - 4	Score - 5
	Remote	Unlikely	Possible	Likely	Definite
Expected frequency	10 - yearly	3 - yearly	Annually	Quarterly	Monthly

Risk Impact Key					
Risk Impact	Score - 1	Score - 2	Score - 3	Score - 4	Score - 5
	Insignificant	Minor	Moderate	Major	Catastrophic
Compliance & Regulation	Minor breach of internal regulations, not reportable	Minor breach of external regulations, not reportable	Breach of internal regulations leading to disciplinary action Breach of external regulations, reportable	Significant breach of external regulations leading to intervention or sanctions	Major breach leading to suspension or discontinuation of business and services
Financial	Less than £50,000	Between £50,000 and £100,000	Between £100,000 and £1,000,000	Between £1,000,000 and £5,000,000	More than £5,000,000
Service Delivery	Disruption to one service for a period of 1 week or less	Disruption to one service for a period of 2 weeks	Loss of one service for between 2-4 weeks	Loss of one or more services for a period of 1 month or more	Permanent cessation of service(s)
Reputation	Complaints from individuals / small groups of residents Low local coverage	Complaints from local stakeholders Adverse local media coverage	Broader based general dissatisfaction with the running of the council Adverse national media coverage	Significant adverse national media coverage Resignation of Director(s)	Persistent adverse national media coverage Resignation / removal of CEX / elected Member
Health & Safety	Minor incident resulting in little harm	Minor Injury to Council employee or someone in the Council's care	Serious Injury to Council employee or someone in the Council's care	Fatality to Council employee or someone in the Council's care	Multiple fatalities to Council employees or individuals in the Council's care

INSTANT GUIDE TO RISK MANAGEMENT

The Process	Identify your risks	Assess your risks	Control your risks	Monitor and Review your risks
<p>Risk Management is an important element of the system of internal control. It is based on a process designed to identify and prioritise risks to achieving Bromley's policies, aims and objectives.</p> <p>The Risk Management process is a continuous cycle:</p> <p>Using your objectives Identify your risks> Assess your risks > Control your risks> Monitor and Review your risks.</p> <p>Useful definitions:</p> <p>Risk Management is the identification, analysis and overall control of those risks which can impact on the Council's ability to deliver its priorities and objectives.</p> <p>Risk is the chance of something happening which will have an impact on objectives.</p> <p>The message is that if you don't manage your risks then you are unlikely to achieve your objectives</p>	<p>Brainstorming session using IE&E plans and departmental objectives, to identify threats and opportunities.</p> <p>Useful analytical tools:</p> <p>Political Economic Social Technological Legal Environmental</p> <p>PESTLE provides a simple and useful framework for identifying and analysing external factors which may have an impact on your service.</p> <p>Strengths Weaknesses Opportunities Threats</p> <p>Using the PESTLE output SWOT is a technique that can help a service to focus on areas for improvement and opportunities that could be pursued.</p> <p>Remember if it can go wrong it will go wrong.</p>	<p>We use a 5 x 5 matrix to assess risks (see Risk Assessment Guidance tab).</p> <p>Risk is scored using a traffic light system:</p> <p>Red = High Amber = Significant Yellow = Medium Green = Low</p> <p>There are two risk variables that make up the overall risk rating:</p> <p>Impact – how minor / severe is it when it happens?</p> <p>Likelihood – how likely is it / how often does it happen?</p> <p>The Risk Management Toolkit provides detailed guidance on how to score these.</p> <p>Some of these assessments can be based on past experience. In other cases you will need to take a view.</p> <p>We measure both gross risk (before any controls are taken into account) and net or residual risk.</p>	<p>Consider the controls you have in place to mitigate or reduce the risk.</p> <p>What further controls are required? Record these as actions until they are completed.</p> <p>Consider the cost of any controls against the potential benefit gained.</p> <p>What is our Risk Appetite? An element of risk is unavoidable or we would never do anything!</p> <p>AVOID a risk – stop doing the activity</p> <p>REDUCE a risk – put additional controls in place</p> <p>TRANSFER a risk – by insuring or passing the risk to a third party</p> <p>TAKE a risk – monitor to ensure the impact and likelihood do not change</p> <p>Risk of service failure can be minimised by ensuring effective Business Continuity Plans are in place. For guidance contact Laurie Grasty x4764..</p>	<p>Risks should be reviewed at least annually and whenever your business plans change.</p> <p>Remember risks evolve and change over time. Are the controls still effective?</p> <p>Your aim should be to:</p> <p>Manage threats that may hinder delivery of priorities and maximise opportunities that will help to deliver them.</p> <p>The Bromley Risk Register is maintained centrally by Audit and includes details of the risks, risk owners, controls and actions. Contact James Newell x4842.</p> <p>Further guidance on Risk Management can be found in the Managers' Toolkit on onebromley. This also provides links to the Risk Management Strategy, Risk Management Toolkit and Risk Register.</p> <p>The site also provides a link to the Health and Safety Unit who carry out H&S risk assessments. For guidance contact the Corporate Safety Advisor Charlotte Faint x7584.</p>

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Report No.
ACH23-054

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: ADULT CARE AND HEALTH POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Tuesday 21st November 2023

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

Title: TACKLING LONELINESS STRATEGY ACTION PLAN 2022-2026

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

Helayna Jenkins Principal Loneliness Champion
Tel: 020 8313 4113 E-mail: Helayna.jenkins@bromley.gov.uk

Denise Mantell, Strategy Officer

Chief Officer: Kim Carey, Director, Adult Social Care

Ward: N/A

1. Reason for report

- 1.1 This report presents an update in delivering the Tackling Loneliness Strategy Action Plan.
- 1.2 The Tackling Loneliness Strategy was approved by Adult Care and Health PDS (Pre-Decision Scrutiny) in November 2021 and launched at the end of 2021.
- 1.3 Members were advised that an updated Action Plan would be brought to the Adult Care and Health PDS with evidence of progress throughout the lifetime of the Strategy.

2. **RECOMMENDATION(S)**

- 2.1 Members are asked to note the progress made in delivering the Tackling Loneliness Strategy Action Plan 2022–2026.
- 2.2 Members are asked to comment on any additional actions they would seek to encourage.

Impact on Vulnerable Adults and Children

1. Summary of Impact: To provide the Scrutiny Committee with a regular update on Council and partnerships performance in mitigating Loneliness and Social Isolation.
-

Transformation Policy

1. Policy Status: Existing Policy: Monitoring of the Loneliness Strategy and Action Plan is part of the performance management framework developed to ensure that there is strong leadership and management oversight of services in Bromley.
 2. Making Bromley Even Better Priority
 - (1) *For children and young people to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.*
 - (2) *For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence, and making choices.*
 - (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
-

Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: Not Applicable
-

Personnel

1. Number of staff (current and additional): Not Applicable
 2. If from existing staff resources, number of staff hours: Not Applicable
-

Legal

1. Legal Requirement: Non-Statutory - Government Guidance
 2. Call-in: Not Applicable
-

Procurement

1. Summary of Procurement Implications: Not Applicable
-

Property

1. Summary of Property Implications: Not Applicable
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: Not Applicable
-

Impact on the Local Economy

1. Summary of Local Economy Implications: Not Applicable
-

Impact on Health and Wellbeing

1. Summary of Health and Wellbeing Implications:

The Tackling Loneliness Strategy is a preventative strategy which helps to positively impact health and wellbeing services as well as users/ patients within the London borough of Bromley.

Customer Impact

1. Estimated number of users or customers (current and projected): Not Applicable

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable

3. COMMENTARY

Background

- 3.1 As part of its commitment to mitigate loneliness, Bromley Council has acted as a systems leader to bring together the work that is being carried out by statutory, private, and voluntary partners throughout Bromley.
- 3.2 Bromley Council led on the work to produce the Tackling Loneliness Strategy following engagement with stakeholders and which was approved by Adult Care and Health PDS in November 2021.
- 3.3 An Action Plan was brought to the Adult Care and Health PDS based upon the three key priorities:
 - Priority One: Organisation and services
 - Priority Two: Community infrastructure that empowers social connections
 - Priority Three: Building a culture that encourages strong social relationships
- 3.4 It was agreed that the Action Plan would be brought to ACH PDS on a regular basis for oversight on the delivery of the Strategy.

Progress against the Action Plan in this update includes:

- ✓ The London Borough of Bromley Tackling Loneliness Workshop started in March 2023, 133 people have attended the workshop so far. 96% of participants who have taken the Tackling Loneliness Workshop have found it to be *useful or extremely useful*. Future workshops have been planned with frontline professionals.
 - ✓ Intergenerational project with Schools, Children and Family centres and Mytime Active afterschool clubs have been creating cards for various different religious festivals, such as Rosh Hashanah, Diwali, and Christmas time as part of the Festival of Cards Scheme.
 - ✓ Work by partners in the libraries, leisure, and community sectors to support groups at risk of and experiencing loneliness by participating in targeted activities such as Silver Sunday celebrations.
 - ✓ Bromley Well continues to offer a service to reduce isolation and loneliness and enhance the befriending offer across all pathways in the service. From April – June 2023, 37 people have received 1 – 1 befriending support from a dedicated volunteer, with 835 befriending phone calls being made to those waiting for 1 to 1 support. Over 460 attendances were made across all Age Uk Bromley Friendship Hubs in the same period.
 - ✓ The Platinum Jubilee Parks Fund applications so far have seen saw £468,000 being awarded to projects across the borough, with a number of these initiatives aiming to help tackle loneliness and social isolation.
 - ✓ Communication with national organisations and other local authorities on various platforms to promote good practice, share knowledge and ideas to tackle loneliness together continues.
 - ✓ A new SharePoint Page has been created to support all staff in their roles when supporting Bromley residents and work colleagues who may experience loneliness or social isolation. Resources and information on this website are regularly updated by the Principal Loneliness Champion.
 - ✓ The Department of Culture, Media and Sport commissioned a report around interventions to help tackle loneliness and social isolation which the Principal Loneliness Champion was invited to partake in. The report Exploring Interventions to Tackle Loneliness can be found [here](#).
- 3.5 As the work to tackle loneliness develops, new actions will be incorporated where appropriate to ensure that the Action Plan remains relevant to the needs of the residents of Bromley.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

The Bromley Tackling Loneliness Strategy will help to mitigate loneliness for people throughout the life course who are at risk of, or experiencing, loneliness. This will prevent a greater likelihood of developing negative physical, emotional, and social outcomes as well as an adverse financial impact for individuals and families.

5. TRANSFORMATION/POLICY IMPLICATIONS

There are no policy implications arising directly from this report. Any policy implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

6. FINANCIAL IMPLICATIONS

There are no financial implications arising directly from this report. Any financial implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

7. PERSONNEL IMPLICATIONS

There are no personnel implications arising directly from this report. Any Personnel implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

8. LEGAL IMPLICATIONS

There are no legal implications arising directly from this report. Any legal implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

9. PROCUREMENT IMPLICATIONS

There are no procurement implications arising directly from this report. Any procurement implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

10. PROPERTY IMPLICATIONS

There are no property implications arising directly from this report. Any property implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

11. CARBON REDUCTION/SOCIAL VALUE IMPLICATIONS

There are no Carbon reduction or social value implications arising directly from this report. Any carbon reduction or social value implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

12. IMPACT ON THE LOCAL ECONOMY

There are no local economy implications arising directly from this report. Any impact to the local Economy arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

13. IMPACT ON HEALTH AND WELLBEING

The Tackling Loneliness Strategy is a preventative strategy which helps to positively impact health and wellbeing services as well as users/ patients within the London borough of Bromley.

14. CUSTOMER IMPACT

There are no customer implications arising directly from this report. Any customer implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee separately.

15. WARD COUNCILLOR VIEWS

There are no Ward Councillor views from this report.

Non-Applicable Headings:	4 -12, 14 and 15
Background Documents: (Access via Contact Officer)	

Tackling Loneliness Strategy Action Plan – November 2023 Update

Priority One: Organisation and services

Bromley already has a wide range of services, groups and activities which can help to tackle loneliness. However, during our consultation we found out it was difficult for people to find information, advice, and guidance to access these.

To respond to this, we will...	Action	Lead	Timescale	Update
a) make it easier to access information about local community groups, activities, and support services for loneliness	i) Develop a service e-directory for residents in order to know what is available: residents, carers, care workers and other advisers need to have access to a reliable directory of community-based services.	Community Links Bromley	Ongoing	<p><u>Bromley Simply Connect</u> The Bromley Simply Connect database continues to be developed to promote information about local groups, activities and support services which can be accessed by all. 1,492 activities are currently available to view online. A filmed demonstration was created to showcase how to use the Simply Connect Bromley platform which can be viewed here.</p>
	Community Links Bromley have been funded to update their Simply Connect e-directory resource and to put in place volunteers to sustain the database thereafter.	London Borough of Bromley/AD Commissioning	Ongoing	<p>626 organisations are now promoted. A staff member continues searching and working with volunteers to further increase the offer.</p>
	The Simply Connect e-directory will be accessible via the Council website and promoted on Council social media channels.	London Borough of Bromley/AD Corporate Transformation	Completed	<p>Links to the Simply Connect e-directory can be found on the following pages on the Bromley website: www.bromley.gov.uk/loneliness, www.bromley.gov.uk/befriending</p> <p>Links can also be found on the Tackling Loneliness Intranet page available for all London Brough of Bromley staff to view and share.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
a) make it easier to access information about local community groups, activities, and support services for loneliness (cont'd)	ii) Continue to produce the Adult Care Services Directory Early Help Directory – consultation feedback included the need for printed as well as digital materials.	London Borough of Bromley/AD Children Social Care Specialist Services AD Corporate Transformation	Completed 2023 Annual action.	The Adult Care Services Directory – Your Guide to Independent Living Support and Care Services is updated annually and published during the summer each year both in printed and electronic formats. 9,000 copies were distributed to front-line health and social care professionals, voluntary organisations, libraries, GP practices, pharmacies, and faith groups in September 2023. Bromley Local Offer (website for those with special education needs and disabilities) and Bromley IASS — Bromley Information, Advice and Support Service (IASS) website- Free, impartial, confidential information, advice and support about special educational needs and disabilities (SEND) and their parents and carers
	iii) Showcase the service e-directory and to demonstrate how it may be used to support giving advice and guidance to residents – working with public facing services such as library staff, social care staff and GP Link workers.	Community Links Bromley	Completed	Promotional materials for staff and residents will remain in circulation with ongoing promotion.
	iv) Update the Befriending page on Council website annually.	London Borough of Bromley/AD Corporate Transformation	Annual action	The Befriending webpage and Befriending Guide were reviewed and updated for Loneliness Awareness week in June 2023 and continues to be updated for Befriending Week in November 2023. www.bromley.gov.uk/befriending . New information includes ' Compassionate Neighbours ' project where terminally ill or end of life clients at St. Christophers Hospice in Bromley are linked with befrienders in the community.

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>'The Great London Friendship project' promotes group activities and meeting likeminded individuals from across London for 20- to 30-year-olds. Further embedded links were added to enable easy access to other web pages.</p>
	v) Support families from Ukraine to connect with other refugees and their local communities.	London Borough of Bromley/ Director, Housing, Planning & Regeneration	Ongoing	<p>Under the Homes for Ukraine scheme, the weekly Support Hub at the Civic Centre enables families to connect with others whilst receiving multi-agency support and advice. This Hub is still on going with people meeting regularly. The team are continuing to work to re-match households for guests whose placements are coming to an end.</p> <p>An event to mark Ukraine Independence Day took place at the Civic Centre in August, guests and sponsors were invited, with 60 people in attendance. This event is important for raising awareness and recognising the importance of this day for our guests.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
/b) improve our ability to recognise people at risk of experiencing loneliness at certain life trigger points by providing appropriate training to staff and volunteers supported by information and advice	<p>i) Train a network of champions to raise awareness about trigger points and key events that can help to tackle loneliness</p> <p>Multi agency front line workers, voluntary sector, and faith groups</p> <p>Training resources to be sourced and made available for all Council staff and partner organisations.</p>	<p>London Borough of Bromley</p> <p>AD Corporate Transformation AD HR Learning and Development</p>	March 2023	<p>The bespoke Tackling Loneliness Workshop for all professionals working with residents of all ages, stages of life and backgrounds in the borough who may be experiencing loneliness has been developed. The workshop was piloted March 2023. So far, 133 participants have attended the workshop. To date 96% attendees taking the workshop survey have found it to be <i>extremely useful or useful</i> within their job roles.</p> <p>The Tackling Loneliness Workshop is being advertised on the Bromley Safeguarding Adults Board (BSAB) website and the Bromley Safeguarding Children's Partnership (BSCP) website as well as internally to all Bromley Council officers as well as statutory partners.</p> <p>Internal promotion of the Tackling Loneliness Workshop continues with a promotional drive from September – January 2024, helping to support departments, divisions and team members who support residents in Bromley within their role.</p> <p>In early September 2023 the Principal Loneliness Champion delivered 2 Tackling Loneliness Workshops to GLL Bromley Better library staff with more sessions to follow.</p> <p>Later in the year and across to 2024 Tackling Loneliness Workshops are also planned with Bromley Childrens Project staff, new police recruits, officers in the Registrars division, health professionals and teaching staff across Bromley Schools.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
	ii) Ensure commissioned services have identifying and mitigating loneliness as part of their service specification	London Borough of Bromley AD Corporate Procurement	Completed	Procurement gateway report templates have been adjusted to include the following “Bromley’s corporate Tackling Loneliness Strategy commits to have identifying and mitigating loneliness as part of the service specification in all appropriate contracts, please consider how this contract could help towards these outcomes.’
	iii) Continue Befriending services through voluntary organisations established during pandemic.	Bromley Well	Completed	<p>Between April to June 2023, 37 people received 1-to1 befrienders support via Bromley Well volunteers. 50 new assessments were completed by staff to determine need.</p> <p>During this period, 835 befriending calls were made by staff to those not yet allocated a volunteer. Bromley Well also provides Friendship Hubs for older residents in the community which are held in Bromley, Orpington, and Chislehurst with 461 attendances between all HUBS between April and June of this year. Case studies can be viewed here in Bromley Well’s latest 2022 – 2023 impact report.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
<p>c) through social prescribing in GP practices and potentially other front-line services we will connect people at risk of or experiencing loneliness.</p>	<p>i) Ensure that CCG Social Prescribing Link Workers in GP practices use the e-directory resources and identifies loneliness</p>	<p>Bromley GP Alliance</p>	<p>Ongoing</p>	<p>Social Prescribing Link Workers have met with Community Links Bromley to demonstrate its content and how it can be used with patients.</p> <p>The Principal Loneliness Champion is in regular contact with the Head of Social Prescribing in Bromley, with all parties sharing information and initiatives on a regular basis to support residents of all ages in the borough.</p> <p>Several Social Prescribers have attended the Tackling Loneliness Workshop to help support patients further in Bromley.</p> <p>Since the last report, Five Elms Wellbeing Café has opened, meeting once a month. This is a total of 4 wellbeing cafés now operating in Bromley for older people to attend.</p> <p>The Principal Loneliness Champion regularly communicates with the One Bromley Community Champions to relay information via their programme to residents.</p>
	<p>ii) Use Children and Family Assessments (early help through Children and Family Centres) to identify loneliness as a factor in family members and signpost to services</p>	<p>London Borough of Bromley/ AD Children Social Care Specialist Services</p>	<p>Ongoing</p>	<p>As part of the Children and Family Assessments loneliness and social isolation are identified and families are sign-posted to appropriate services.</p> <p>The Children and Family Centres were involved in The Big Lunch, in June via a 'Teddy Bear's picnic' session across all 6 centres, which brought children and adults together to discuss loneliness and the importance of connection.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
	<p>iii) Work with schools and other partners to raise awareness of loneliness and resources available to mitigate it.</p>			<p>The Principal Loneliness Champion took part in the Health and Wellbeing Sub-Group – Change for Care leavers project scheme. Loneliness was pitched as a workstream which children looked after and care leavers could focus on as a project emerging from the Bright Spots survey.</p> <p>Information has been shared directly with the Mental Health education leads and on projects, research and papers which may help teachers and governing bodies support children within education who are experiencing mental ill-health issues and loneliness. This information has also been published in the Mental Health and Wellbeing Toolkit for teachers Mental Health & Wellbeing Toolkit (adobe.com)</p> <p>The Principal Loneliness Champion continues to have a resident spot on the Agenda at the Schools Mental Health and Wellbeing leads networking (MHWLN) event which occurs numerous times throughout the year. Schools receive an update on how they can get involved in helping to tackle loneliness in the local community, workshops, assemblies, and relevant research/ initiatives within schools. In September 2023, all teaching staff who attended the MHWLN event received a dedicated pack about loneliness, social isolation and training available.</p> <p>Information, initiatives, research, and projects relevant to children of school ages in continually communicated to schools and internal children's services/ departments.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>The Principal Loneliness Champion received 120 Rebel Girl and Nike books from The Reading Agency called 'Kick It'. These books were created to raise awareness and support for female footballers in time for the FIFA Women's World Cup 2023.</p> <p>The Principal Loneliness Champion collaborated with Bromley Football Club Community Trust to give these books away at Bromley Football Club to all girls ages 7 – 12 years old during the Women's World Cup final on 20th August – 'Women's Super Sunday'. This event saw over 300 people come together to watch the Women's World Cup final game.</p> <p>The Principal Loneliness Champion attended the Bromley Children and Families Forum Super School Zone's event at Harris Academy School in Orpington, on 24th August to deliver a talk to over 30 people about youth loneliness to children of primary and secondary school age. 22 'Kick It' books were also given out at this event as the theme was 'sports and health'.</p> <p>The remaining books were distributed to the following locations:</p> <ul style="list-style-type: none"> - Children looked after. - Young carers - Bromley Youth Council - Bromley Youth Justice - Bromley Children's Project. - Free Football Clubs for girls at Crofton Junior School

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>Further books are to be distributed at other events across the year.</p> <p>The Principal Loneliness Champion has now established connection with Bromley Youth Council and meets members on a regular basis to share information</p>
	<p>iii) Ensure that the Adult Social Care ‘front door service’ can signpost to appropriate pathways – including Bromley Well as the early intervention service</p>	<p>London Borough of Bromley/ AD Adult Social Care</p>	<p>Completed</p>	<p>The Initial Contact Team continues to make referrals and signposting clients to the Bromley Well service when appropriate. As part of the new Bromley Well contract, a worker from Bromley Well service will be joining the Initial Response Team.</p> <p>Heads of Service in Adult Social Care have had a demonstration of Simply Connect Bromley as well as the Team Leads in the Operational Team.</p>

Priority Two: Community infrastructure that empowers social connections

Voluntary and community groups have told us that it can be difficult to find appropriate venues to hold activities at affordable prices. Residents have also told us that some find it difficult to travel to activities because of ill-health or disability. Some others fed back that their own confidence using technology was a barrier to accessing online services.

To respond to this, we will...	Action	Lead	Timescale	Update
a) unlock the potential of underutilised community space.	i) Finding Community Spaces – With Community Links Bromley identify low cost and no cost community spaces that can be used for day activities.	Community Links Bromley	Completed	<u>Halls and Rooms for hire</u> The majority of this information can now be found on the Simply Connect database https://bit.ly/3QcLcfi with over 90 venues now being promoted on this platform.
	ii) Review of community facilities to streamline and maximise usage as community resources.	London Borough of Bromley/ Assistant Director of Culture and Regeneration	April 2023	The Simply Connect data base for venue hire is continually monitored and maintained.
	iii) Work with Extra Care Housing landlords and residential care homes to utilise their facilities for the local community.	Extra Care Housing landlords Care Homes		A range of initiatives are under way to develop more opportunities with care homes, extra care providers and community groups. The Principal Loneliness Champion was approached by Extra Care Housing provider Mears to inform residents what activities and events they could be involved in. Mears have now been linked to a number of organisations operating in Bromley which help to bring people together. The Principal Loneliness Champion was invited to attend the South-East London Extra Care Housing forum in August. The Loneliness Champion shared best practice initiatives to Lambeth, Sutton,

To respond to this, we will...	Action	Lead	Timescale	Update
				Croydon, and Merton Councils on how the local authority is helping to support residents who may be experiencing loneliness and social isolation within Extra Care Housing. These included Intergenerational working, befriending, volunteering, the home library service, and other creative projects.

To respond to this, we will...	Action	Lead	Timescale	Update
a) unlock the potential of underutilised community space(cont'd)	iv) Promoting the use of communal spaces, gardens, walks etc. increasing access to spaces that encourage people to meet and socialise	London Borough of Bromley AD Environment AD Culture and Regeneration		<p>The Platinum Jubilee Parks Fund was launched in July 2022. The £1 million fund aims to contribute towards community led projects that improve Bromley Council's green spaces in line with the Open Space Strategy, with £40k assigned per ward. This includes initiatives to tackle social isolation and loneliness.</p> <p>The deadline for the third round of applications of the Council's Jubilee Parks Fund is 1 October 2023. The fund is set up to contribute £1 million pounds towards community led projects that improve the borough's green spaces.</p> <p>The Council has received 40 applications for a wide range of proposals including playground improvements, biodiversity enhancements, community orchards and a dog agility course. Over £468,000 has been awarded to date. All projects are assessed against 5 key strategic objectives including their ability to positively benefit community physical and mental health. The proposals received contained initiatives to facilitate networking, by creating garden clubs, increased access to nature, enhancement of spaces and areas of relaxation.</p> <p>Additional projects to improve greenspaces and help tackle loneliness include Friends of Kelsey Park receiving £20,000 to help create a space for the community to come together as part of the Platinum Jubilee Fund. Watch the video here about Kelsey Parks' conservation milestone here.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>The Friends of Beckenham Green are working with a Green Gym organisation to provide community garden sessions that promote getting people outdoors and increasing physical activity. They have received funds to create a woodland walk and to create a planting scheme in the unused planters adjacent to the green.</p> <p>Other notable Platinum Jubilee Parks funded projects include:</p> <ul style="list-style-type: none"> • Chislehurst Cemetery, Baby Memorial Garden • Queensmead Recreation Ground, Playground Improvement • Richmal Crompton Fields, Community Orchard, and Sensory Garden Project • Winsford Gardens Stumpery and Woodland Garden Project. <p>As part of the Ramblers Wellbeing Walks programme, Mytime Active is continuing its series of walks in Bromley which aim to create new friendships while promoting health and wellbeing. There are 5 free wellbeing walks scheduled each week here.</p>
b) raise awareness of a transport network that supports people's social connections and helps people be connected to their community – through accessible and inclusive transport.	i) Update the Council's Guide to Accessible Transport	London Borough of Bromley/ AD Corporate Transformation	Completed	The Bromley Guide to Accessible Transport has been updated and can be found on the Bromley website .

To respond to this, we will...	Action	Lead	Timescale	Update
c) maximise the power of digital tools through connecting people, particularly older and disabled adults, and addressing loneliness and internet safety.	i) Evaluate series of pilot assistive technology tools being trialled across health and care services including assistance devices for older residents and those with learning disabilities.	London Borough of Bromley/ Director Adult Social Care	TBC	<p>OwnFone is a Mobile handset which allows the user to make calls to pre-programmed numbers including Carelink, family and receive calls from anyone who has been given their number.</p> <p>A pilot of <i>OwnFone</i> has commenced at the PRUH with support from the voluntary sector, Bromley Well and Age UK. The aim is to support patients on discharge who have experienced a longer hospital stay than anticipated and are returning home with no formal care. The use of a wearable <i>OwnFone</i> is issued free of charge for a period of 4 weeks that is automatically connected to the Carelink service and offers the ability for a patient's family to keep in contact with the person when in their own home.</p> <p>This pilot aims to increase social interaction, confidence when living independently and support the prevention agenda in the community. The pilot includes 50 <i>OwnFone</i> device with 3 devices being used so far. The project expects to receive feedback from users in coming months and integrated funding for future support.</p> <p>Funding secured for pilot project of 20 units for an Alexa-style system which monitors activity, provides prompts and enables communication with other service users through the device. Plans to implement the project are still in discussion.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
c) maximise the power of digital tools through connecting people, particularly older and disabled adults, and addressing loneliness and internet safety (cont'd)	ii) Promote the continued use of Library activities delivered face to face and online activities for all ages, including virtual groups for new parents, people with dementia, the hard of hearing, carers, and children. Outreach to less mobile through the Home Library Service.	GLL/ AD Culture and Regeneration	Ongoing	<p><u>Activities in Bromley Libraries</u> A full programme of activities and events is underway and continues to develop.</p> <p>Additional Restrictions Grant Cultural Grant funding has provided a portable Magic Table and the Happiness programme from <u>Social-Ability</u>. Groups are located at Beckenham, Bromley Central, Chislehurst, Orpington, Shortlands and St Paul's Cray libraries.</p> <p>A regular coffee morning Chat-a-Cups is one of the many coffee mornings now established across Bromley Libraries.</p> <p>As part of the 'BR1 Lates' Bromley Central Library held a special showing of 'Bromley Boys' to bring residents together.</p> <p>The Summer Reading Challenge ran in all Bromley Libraries over summer term and provided opportunities for children and families to come together over the enjoyment of reading. There were events in every library including visits by live owls which appealed to all.</p> <p>Young volunteers assisted with the Summer Reading Challenge by engaging with children as they came into libraries to share which library books they had been reading.</p> <p>Mottingham and Penge Libraries continues to promote their Exergame unit to encourage physical activity. Mottingham Library continues to</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>be autistic friendly library aimed at people on the autistic spectrum. <u>Bromley Home Library Service</u> Promotion of this free service for residents continues across Bromley. The Principal Loneliness Champion continues to promote this service wherever possible, including Extra Care and care home residents.</p>

Priority Three: Building a culture that encourages strong social relationships

Sharing knowledge and best practice of support that can successfully tackle loneliness we want to strengthen existing activities and identify potential new kinds of support.

To respond to this, we will...	Action	Lead	Timescale	Update
<p>a) Continue to build on this conversation to raise awareness and reduce the stigma surrounding loneliness.</p>	<p>iii) Deliver a communications campaign every year of this strategy, to raise awareness and reduce the stigma of loneliness</p>	<p>London Borough of Bromley/ AD Corporate Transformation</p>	<p>Annual 2022-2026</p>	<p>Silver Sunday (1st October 2023):</p> <ul style="list-style-type: none"> - All event listings can be found at here on the Silver Sunday interactive Event Map. - Extra Care homes, Care Homes, Age UK Bromley and Greenwich, Bromley Childrens Project, Bromley Libraries and Mytime Active were all involved in the campaign by hosting free events to bring people together for this campaign. - A number of social media posts were shared to promote activities listed on the Silver Sunday Interactive Map prior to Silver Sunday. <p>Befriending week (1st – 7th November):</p> <ul style="list-style-type: none"> - The Principal Loneliness Champion visited various locations during National Befriending Week including the Bromley outreach service locations, libraries, PRUH, markets and other locations to speak with Bromley residents. - Befriending leaflets will be distributed across the borough to help aid support and companionship. - A number of social media posts will be shared for National Befriending Week within Bromley, promoting initiatives, and providing information.

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>The Principal Loneliness Champion has also supported efforts in helping the Council and Libraries to partner together to provide information to support closing the digital divide via 'Get online week' which runs from 16th – 22nd October. Events can be found here.</p>
	<p>iv) Promote Loneliness Awareness Week in June each year</p>	<p>London Borough of Bromley/ AD Corporate Transformation</p>	<p>Annual 2022-2026</p>	<p>A communication plan has been drawn up from September 2023 to June 2024, to focus on Loneliness Awareness Week in June and other appropriate events throughout the year.</p> <p>A communication campaign was be carried out for Loneliness Awareness Week, and the month of Community in June.</p> <ul style="list-style-type: none"> - Tackling Loneliness Summit on Friday 16th June at the Civic Centre saw over 100 people attend the marketplace and Summit from 10 am – 1pm. The Summit highlighted various initiatives which are helping to support residents through leisure, health, voluntary sector, and varying council initiatives. - The Tackling Loneliness Summit also saw presentations from the Programme Director for the Campaign to End Loneliness and a dedicated video from the Minister of Loneliness, Stuart Andrew MP. - The Tackling Loneliness Summit received positive feedback from those who attended, with many stating that they had made new contacts, started new projects, and found out more about support in Bromley by attending this event.

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>- There were also 3 free Community Big Lunches to celebrate Bromley residents coming together in June. These events were located within Queens Gardens, Bromley, Betts Park, Anerley and the BEECHE Centre, Orpington. Over 120 residents attended these 3 community events, with an additional 80 Council officers coming to 2 Big Lunches for staff in the Old Palace grounds.</p>
<p>b) Encourage grassroot opportunities to strengthen local social relationships and community ties - through volunteering sectors and threading awareness of social connections through new and existing programmes such as our partnerships working with libraries, museums, and the arts.</p>	<p>i) Promote volunteering to mitigate against loneliness</p>	<p>Community Links Bromley</p>	<p>Ongoing</p>	<p>Befriending opportunities are promoted on the Simply Connect Bromley site and through the Volunteering Update newsletter. The befriending leaflets were sent out as part of the National Befriending week programme in early November. These leaflets went to libraries, all 6 Children and Family centres, faith groups, LSEC, Schools as well as all Civic Centre help desks and public receptions.</p> <p>Mytime Active offers volunteering opportunities through the Primetime Buddies initiative and the Wellbeing Walks programme. Mytime currently have 24 Primetime Buddies who are all older people who support and encourage their peers to be physically active.</p> <p>Bromley Council has developed an Employee Volunteering Strategy allowing staff to volunteer for 2 days a year. Bromley Staff are regularly updated about volunteering opportunities via Wellbeing Wednesday emails.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
	ii) Additional grassroots activities	London Borough of Bromley/ AD Corporate Transformation Loneliness Champion	Ongoing	<p>Festival of Cards Scheme. The Festival of Cards scheme is an initiative to help those who may be experiencing loneliness and isolation during different religious festivals throughout the year though appropriately decorated cards. 5 schools and a Mytime Active after school clubs have made cards for the following religious holidays:</p> <p>Rosh Hashana – Jewish New Year - 190 cards delivered to the Bromley Reform Synagogue which will be distributed to those who are part of this community.</p> <p>Plans are in place to produce cards for Diwali in November and restart the Christmas Card scheme again in December 2023.</p> <p>Intergenerational Pen-Pal Scheme The Principal Loneliness Champion has helped to facilitate a Pen-pal scheme between 4 schools in Bromley who are now matched with residents receiving domiciliary care or living in extra care housing facilities. Schools and teaching staff will ensure all who are taking part in the project stay safe whilst writing letters.</p> <p>Everyone who has taken part in the project came together for a small celebration for Silver Sunday on 2nd October at Crofton Junior School. Delegates can either met in person or virtually.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
	ii) Supporting community groups in establishing new day activities for older people in a number of new and safe settings across the borough	London Borough of Bromley/ AD Commissioning	Ongoing	Work to identify the type of day activities that older people want to participate in is on-going.
	iii) Promote leisure, cultural and sporting activities with our partners in the arts and Proactive Bromley.	London Borough of Bromley/ AD Culture and Regeneration	Ongoing	The Tackling Loneliness Strategy has been reviewed with Mytime Active and partners in ProActive Bromley to identify current programmes which can support the aims of the Strategy and consider further actions which can be undertaken. This will be an agenda item for all future Pro-active meetings.
b) Encourage grassroot opportunities to strengthen local social relationships and community ties - through volunteering sectors and threading awareness of social connections through new and existing programmes such as our partnerships working with libraries, museums, and the arts (cont'd)	iii) Promote leisure, cultural and sporting activities with our partners in the arts and Proactive Bromley (cont'd)			<p><u>Mytime Active</u> MyClub and MyClub Junior activities promote inclusion for people of all ages with Special Educational Needs and/or Disabilities and for those with learning disabilities and Dementia. Activities include quieter soft play and bowling sessions, sports of all kinds as well as social activities. 104 people are registered as part of MyClub and MyClub Junior. Mytime Active have recorded an average attendance of 120 attendees each week.</p> <p>Mytime Active held a free '1 year birthday party' for MyClub participants in September. 65 young people with special needs and disabilities attended alongside over 20 carers.</p> <p>Over 90 Primetime activities are run in community venues such as Farnborough and Biggin Hill each week with over 2,500 members attending. Mytime</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>Active continue to promote their programme at the Orpington Wellbeing Café on a monthly basis.</p> <p>Due to Dementia Friends training for Primetime group instructors the number of dementia friendly sessions for Primetime users have now increased with more sessions now available here, including weekly dementia friendly golf at Bromley Golf centre.</p> <p>Mytime Active created an Afternoon Tea Party for Primetime and MyClub users at Orpington Golf Club. Over 120 people attended the event.</p> <p>Mytime Active and Bromley Children and Families Voluntary Sector Forum (VSF) have collaborated in a programme of swimming lessons for young mums and their babies. From September 2022 - July 2024 Mytime Active are supporting with pool time and VSF have resourced the swimming teacher. This autumn 2023 term has seen 20 young mothers with their babies registered for this activity.</p>
	<p>iv) Mapping gaps – The Simply Connect e-directory work will map existing community activities and other assets. We will want to understand access to activities across the borough and identify any gaps of provision or coverage across the borough.</p>	<p>Community Links Bromley / London Borough of Bromley/ AD Commissioning</p>	<p>Ongoing</p>	<p>During the promotional work with front-line professionals, additional activities not currently on the e-directory are being identified and groups invited to join the database. Where groups do not meet the safeguarding and equalities threshold, CLB will work with them to put policies and procedures in place.</p> <p>CLB have also identified certain activities and groups where voluntary and community sector provision is limited. These include alcohol and substance misuse; digital inclusion; general advice</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				and information; legal advice; safety and security (violence and abuse); transport and mobility; bereavement and support services; smoking cessation and weight management.
	v) Pump priming funds for new services – Working with Bromley Well we will prioritise the Innovation Fund to support the development of new local day activity projects. The aim will be to develop a set of new and diverse activities across the borough that may be financially sustainable over time through a mix of self-funding and Direct Payments.	London Borough of Bromley/ AD Commissioning	Ongoing	<p>The Innovation fund is administered by the Bromley Commissioning team. The Innovation Fund plays a key role in supporting the Council's strategy to tackle loneliness. Much good work and new initiatives continue in the community with projects to support residents and help reduce loneliness, including:</p> <p><u>The Good Gym Social Visits</u>: Volunteers improving their exercise regime and visiting an elderly person for befriending and small task services.</p> <p><u>Greener & Cleaner</u>: Eco Diversity project - better volunteering for better places: A project to train and increase volunteer diversity and participation in Eco active volunteer opportunities.</p> <p>A number of projects currently under assessment include:</p> <ul style="list-style-type: none"> - Developing a Café to develop a hub and activity centre to support the neuro diverse community to access the community and gain employment opportunities. - What we can do together: An intergenerational project to bring the older generation and the young generation in community activities

To respond to this, we will...	Action	Lead	Timescale	Update
				<ul style="list-style-type: none"> - Supporting the development of a community dance class through match funding to encourage regular health improving activities and create community cohesion. - Technology Training to increase IT Literacy and confidence for online working, accessing health and protecting against fraud etc. Instructor led training supports persons to access local centres and engage in community activities.
c) Be the catalyst to the sharing of knowledge and good practice	Learn from national and local evaluations of services to mitigate against loneliness	London Borough of Bromley/ AD Corporate Transformation		<p>The Principal Loneliness Champion has been connecting to other local and national organisations including local authorities across the UK to share ideas and good practice via the Tackling Loneliness HUB and Tackling Loneliness HUB Coffee morning roulette scheme which runs monthly.</p> <p>The Principal Loneliness Champion has been engaging with the Campaign to End Loneliness and What Works Wellbeing to assist the Department of Culture, Media, and Sport (DCMS) create a review of initiatives and best practice across the UK. Bromley's support can be found in the DCMS's latest report on 'Exploring interventions to tackle loneliness' published September 2023.</p> <p>The <u>Tackling Loneliness HUB</u> is an online platform for professionals, policy makers and those helping people experiencing loneliness. The Principal Loneliness Champion continues to share good practice and maintain the 'Council' only group on the Tackling Loneliness HUB, sharing initiatives</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				with other local authorities. The Principal Loneliness Champion has been named an Ambassador of the HUB due to continued support and communication on the network.
	Established a post funded by LBB to coordinate and deliver this strategy	London Borough of Bromley/ AD Corporate Transformation	Completed	Appointment to post of Principal Loneliness Champion made with successful candidate starting in September 2022. The Principal Loneliness Champion, Helayna Jenkins also won the London Borough of Bromley Rising Star award in 2023.

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Report No.
ACH23-053

London Borough of Bromley

Part 1

PUBLIC

Decision Maker: PORTFOLIO HOLDER
WITH PRE-DECISION SCRUTINY FROM ADULT CARE AND HEALTH
SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: 21 November 2023

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

Title: Variation to the Primary and Secondary Intervention Service Contract

Contact Officer: Tel: 0208 313 4744 E-mail: Ola, Akinlade@bromley.gov.uk

Chief Officer: Kim Carey, Director of Adult Services, Education, Care & Health Services

Ward: All

1. REASON FOR REPORT

- 1.1 This report requests that PDS support the recommendation to vary the current Primary and Secondary Intervention Service (PSIS) Contract. This service (also known as Bromley Well) is managed by Bromley Third Sector Enterprise (BTSE). The London Borough of Bromley is the lead commissioning organisation for this contract acting on the behalf of both the council and the South East London Integrated Commissioning Board (ICB) Bromley.
- 1.2 The PSIS service consists of nine pathways with a single point of access providing a triage function and eight specialist service pathways for those that need further support following triage. (Further detail is provided in section 3). The contract variation will revise the service offer of one of the nine PSIS service pathways.
- 1.3 This pathway is the Elderly Frail Pathway and the contract variation will change the existing service offer and the PSIS contract in the following ways:
- i. Expand the capacity of the current Handyperson service pathway to include the activity that has been previously commissioned and funded through the ICB.
 - ii. Enable the one-off purchase of an additional Van for use by additional handyperson (This is not currently part of the PSIS contract)

- iii. Incorporate, the Frailty Navigator service. (The Frailty Navigator Service is currently not part of the PSIS contract). Historically, this service was funded via Innovation funding and more recently, through ICB directly procuring this service with Age UK (Bromley and Greenwich).
 - iv. Enable the allocation of additional funds to the PSIS contract over a 4.5-year period. These funds are detailed in Part 2 of this report.
- 1.4 The current PSIS contract commenced 1st October 2022 and is a 5-year contract which expires 30th September 2027 with the option to extend for another 2 years to 30th September 2029.
- 1.5 The contract variation will mean an increase in contract value over the whole life of the contract. This detail is provided in Part 2 of this report. This value will cover the contract for 4.5 years (to the end September 27-28 which is when the current contract expires).
- 1.6 The cost of this variation and full contract costs are included in Part 2 of this report.

2. RECOMMENDATION(S)

- 2.1 That ACH PDS support the recommendation to vary the PSIS contract as specified in section 1.3 above.
- 2.2 That ACH PDS note the anticipated increase in service activity.

Impact on Vulnerable Adults and Children

1. Summary of Impact: There are no negative impacts due to the proposal to vary the contract. The service and contract variation support both the local Corporate Plan priorities and statutory duty as detailed under section 3.1.
-

Transformation Policy

1. Policy Status: Existing Policy:
2. Making Bromley Even Better Priority:

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

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

Financial

1. Cost of proposal: Estimated Cost: In Part 2 of this report.
 2. Ongoing costs: Recurring Cost: In Part 2 of this report.
 3. Budget head/performance centre: In Part 2 of this report.
 4. Total current budget for this head: £ In part 2 of this report
 5. Source of funding: In part 2 of this report.
-

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: Non-Statutory
 2. Call-in: Not Applicable:
-

Procurement

1. Summary of Procurement Implications: Detailed in section 9 of this report
-

Property

1. Summary of Property Implications: N/A
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: N/A
-

Customer Impact

1. Estimated number of users or customers (current and projected):
 2. Current number of service users (240 per annum for Handyperson service) none for Frailty Navigator Service
 3. Projected number of service users per annum (600 for Handyperson and 772 for Frailty Navigator services)
-

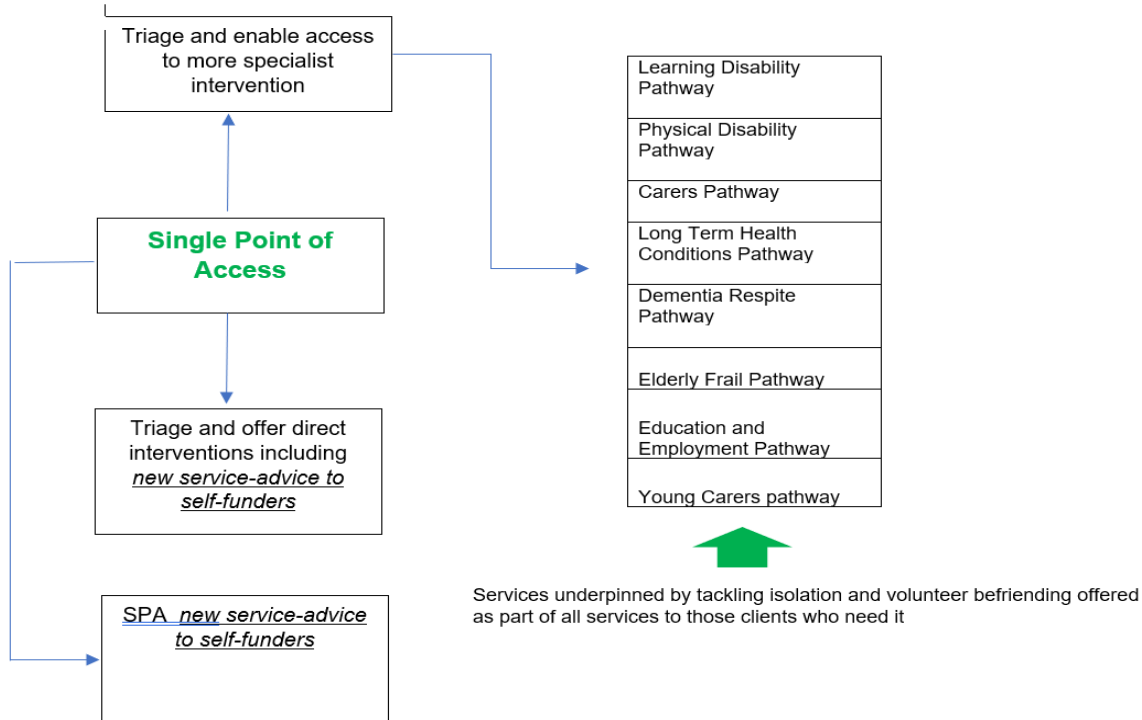
Ward Councillor Views

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

3. COMMENTARY

3.1 The Care Act 2014 places a statutory duty on Local Authorities to prevent, reduce and /or delay the need for statutory services by putting in place prevention and early intervention services. PSIS forms part of the London Borough of Bromley’s discharge of these duties and as a service comprises of nine pathways as detailed below in table 1.

Table 1: Bromley Well Pathway



3.2 The contract to deliver these service pathways commenced on the 1st of October 2022 following a tendering of the service and award of contract. The current provider, Bromley Third Sector Enterprise, was the successful bidder and awarded the contract.

3.3 The proposed changes will revise the service offer for the Elderly Frail Pathway in terms of capacity (as far as Handyperson services are concerned) and scope (in terms of the Frailty Navigator service, which currently sits outside this service contract)

3.4 The Elderly Frail pathway delivers information, advice and guidance, as well as practical and emotional support to frail residents living in Bromley. These residents will meet level 4 and 5 of the Rockwood frailty scale (These levels of the frailty scale cover individuals who are vulnerable or mildly frail¹).

3.5 The Elderly Frail pathway delivers the following interventions, all of which support effective discharge from hospital:

- A handyperson service providing minor repairs and adaptations.
- A Take Home and Settle Service
- A Hospital Aftercare service

¹ [rockwood-frailty-scale .pdf \(england.nhs.uk\)](#)
 Gateway Report Member Decision
 August 2022

3.6 Proposed elements of the contract variation are to

- Increase the capacity of the Handyperson service.
- Incorporate into this contract the Frailty Navigator service which currently sits outside of this service contract but forms a critical part of how residents in hospital access the Elderly Frail services.

3.7 Description of Handyperson and Frailty Navigator services

Handyperson Service: The Handyperson service is free, and access is via referral from health and social care professionals. The service is for older people with mild frailty and the aim of the service is to carry out minor repairs that keep people in the community or enable them to return home following discharge from hospital.

Frailty Care Navigator Service: The Frailty Care Navigator builds relationships; problem solves and helps locate resources crucial to discharging elderly frail clients. It thus enables (for the purposes of this report) the effective transfer of people in hospital into the Bromley Well Services from the Transfer of Care Bureau, Hospital Wards and the Hospital Single Point of Access. The service consists of 2 staff with one based at the PRUH and one at the Discharge Single Point of Access. Service capacity, based on quarterly referral figures, is 772 referrals per annum.²

3.8 Current Service Activity

In the first 6 months of the new contract (October 2022 to March 2023) activity has more than doubled for the Handyperson service. System demand for these services and the capacity to fund these extra slots has been due to increased BCF focus on hospital discharges. The additional funding to support hospital discharges was made available via BCF (ICB) from December 2022 onwards (Additional Discharge Fund). This funding has been used to fund both additional Handyperson slots and the Frailty Care Navigator service and is the additional funding that will fund the variation of contract.

Summary of Business Case

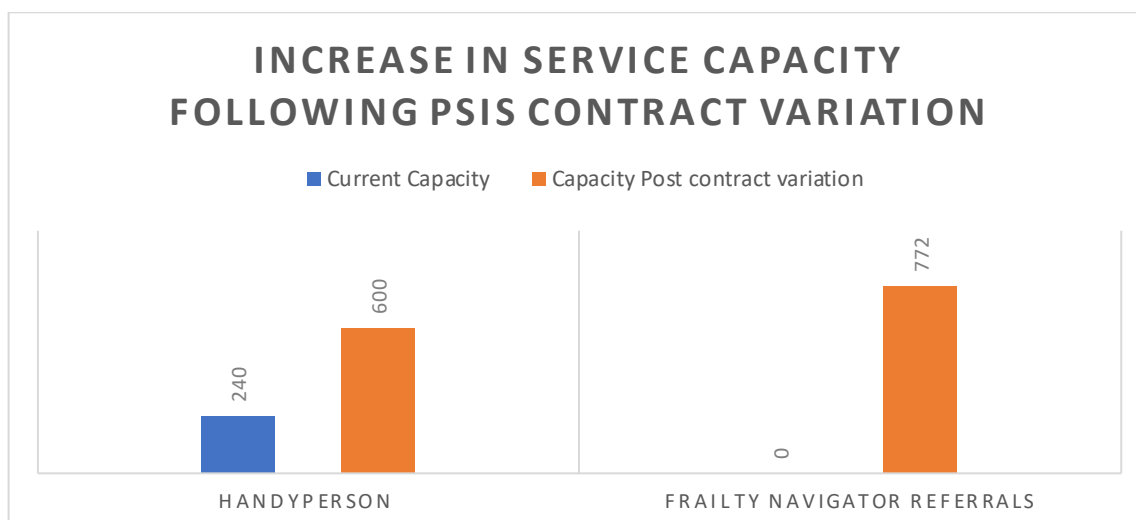
- 3.9 BTSE were invited to outline a service proposal to host the Frailty Care Navigator Service and expand the capacity of the Handyperson service. This led to the development of a pilot for both services which continues to run independently of the PSIS contract.
- 3.10 Service activity from the pilots demonstrate an ongoing need for increased service capacity for the Handyperson service and a need to align the Frailty Care Navigator service to the PSIS contract to maximise benefits of this service and enhance continuity of care.
- 3.11 The Council and the ICB have proposed the incorporation of these services in the substantive contract as the services will be ongoing for the duration of the PSIS current 5-year contract.
- 3.12 The contract variation proposed, is to expand capacity within the Handyperson service and incorporate the Frailty Care Navigator service into the PSIS contract as this service currently sits outside of the PSIS contract but is delivered by one of the service sub-contractors, Age UK Bromley and Greenwich.

² Based on quarterly referral figures of 193
Gateway Report Member Decision
August 2022

3.13 Works/ Services being purchased.

- Additional Handy person service slots³. This service enables the carrying out of minor works and adaptations in people's homes and is a critical component of discharge and hospital aftercare activity, ensuring that residents can be discharged safely into their home environment.
- The Frailty Navigator⁴. This is a critical part of ensuring that residents are supported to access the right service and that this happens prior to discharge from hospital. This service acts as a link between the hospital and Bromley Well ensuring that residents can access Bromley Well services including those delivered within the Elderly Frail pathway.
- An additional van to enable an additional Handy person to be deployed within the borough and to priority cases as part of supporting discharge planning.

3.15 Increase in Service Activity. It is anticipated that the increase in service activity and the incorporation of the Frailty Navigator Service will increase contract capacity of this service. This is detailed below.



3.16 Reason for letting the contract - Currently this capacity (Increased Handy person service capacity and the Frailty Care Navigator service) is delivered via two pilots, both of which sit outside the current PSIS contract. The service is funded directly via ICB funds. This proposal incorporates this activity within the core PSIS contract.

3.17 Costs: Detailed in Part 2 of this Report.

³ [Handyperson Service - Bromley Well](#)

⁴ [Care Navigation Competency Framework Final.pdf \(hee.nhs.uk\)](#)

3.18 **Source of Funding: Detailed in Part 2 of this report.**

Options Appraisal

3.19 Commissioning have considered 4 options. These are detailed in the table below.

<p>Option 1</p>	<p>Do Nothing</p>	<p>Pros</p> <p>Services continue as they are.</p>	<p>Cons</p> <p>Service economies of scale not maximised.</p> <p>Separate services could cost more as stand-alone projects.</p> <p>Demand for the Handyperson service is over subscribed.</p> <p>Risk of underspend if service cannot be commissioned with possibility of funds clawed back and risk of overspend with increase in spot purchases for slots over current capacity.</p>
<p>Option 2</p>	<p>Tender both services</p>	<p>Pros</p> <p>Will allow further market testing and interest in delivering the service</p>	<p>Cons</p> <p>Previous Market tests for service has not yielded any levels of interest for Handyperson service.</p> <p>Cost for Elderly Frail service would be significantly higher than profiled due to increase in management costs as well as running costs of stand-alone service.</p> <p>Operationally, it makes sense for the</p>

			service to be embedded in the current PSIS service.
Option 3	Tender Frailty Care Navigator Service only	Pros Will allow market test	Cons The Frailty Care Navigator in integral to the Elderly Frail service functioning and a stand-alone service would cost significantly more than current funding available
Option 4	Vary existing contract	Pros Will mean commissioning will achieve economies of scale. Significant reduction in carry over and risk of claw back of BCF / Additional discharge funds by NHS England	Cons Contract value might open us up to challenge-Mitigation The variation stated above can be completed in compliance with Regulation 72 of the Public Contracts Regulations 2015. Subject to compliance with Regulation 72 of the Public Contracts Regulations 2015 (which allows change to a contract without re-advertisement on Find a Tender where the proposed change, irrespective of monetary value, is provided for in the initial procurement documents in a clear, precise and unequivocal option clause which specifies the conditions of use and the scope and nature of the change).

Recommended Option: Option 4: Vary existing PSIS contract to expand the capacity of the Handyperson service and incorporate the Frailty Navigator service offer.

4. MARKET CONSIDERATIONS

- 4.1 The market for stand-alone small-scale Handyperson and Frailty Navigator services is limited and this represents a challenge to procuring the service within allocated budget. Previous market engagement activities regarding these services have also shown limited scope for stand-alone services.
- 4.2 Market engagement has been carried out with the hospital as well as service providers as part of ICB procuring the initial pilot services with Bromley Third Sector Enterprises

5. STAKEHOLDER ENGAGEMENT

- 5.1 Service users have been engaged for the purposes of expanding this service and there has been wider stakeholder engagement, all of which indicate a need to expand the service. User satisfaction is also captured via BTSE and Age UK Bromley and Greenwich Quality Assurance team. This quality assurance framework is aligned to Bromley QAF and requires the team to contact service users to understand their experience of using the service and make service adjustment as required.

6. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS

6.1 Estimated Value of Proposed Action:

The estimated value of the proposed action is detailed in PART 2 of this report

6.2 Other Associated Costs: None Identified

6.3 Proposed Contract Period: Up to September 30th, 2027.

- 6.4 The service mobilisation will be immediate, with reduced risks of disruption to the current service as these pilots are being delivered by the current provider, Bromley Third Sector Enterprise.

7. IMPACT ASSESSMENTS (INCLUDING VULNERABLE ADULTS AND CHILDREN)

- 7.1 An impact assessment was completed on the Bromley Well offer prior to the service being tendered. The additional service complements the Bromley Well offer and will positively impact on elderly and frail residents living in Bromley who need support to be able to be discharged from hospital and will support the hospital discharge policy and support increased discharges from acute as well.

8. TRANSFORMATION.POLICY IMPLICATIONS

This service variation will support the Better Care Fund policy around supporting discharges from acute settings. A key policy objective for the Better Care Fund is to tackle immediate pressures in delayed discharges by bringing sustained improvements to wider system flow and stronger joint working between the NHS local government and the voluntary sector.

9 PROCUREMENT CONSIDERATIONS

- 9.1 The report seeks a variation to the Bromley Well contract with The Bromley Third Sector Enterprise to increase the capacity of the Handyman Service and introduce a new Frailty Navigator Service. The value of the proposed variation is included in PART 2 of this Report.
- 9.2 This was originally procured as an above-threshold contract following a competitive tendering process. The variation stated above can be completed in compliance with Regulation 72 of the Public Contracts Regulations 2015. Subject to compliance with Regulation 72 of the Public Contracts Regulations 2015 (which allows change to a contract without re-advertisement on Find A Tender where the proposed change, irrespective of monetary value, is provided for in the initial procurement documents in a clear, precise, and unequivocal option clause which specifies the conditions of use and the scope and nature of the change).
- 9.3 The Council's requirements for authorising a variation are covered in CPR 23.7 and 13.1. For a contract of this value, the Approval of the Portfolio Holder following Agreement by the Chief Officer, the Assistant Director Governance & Contracts, the Director of Corporate Services and the Director of Finance must be obtained.
- 9.4 In accordance with CPR 2.1.2, Officers must take all necessary professional advice.
- 9.5 Following Approval, the variation must be applied via a suitable Change Control Notice, or similar, agreed with the Provider.
- 9.6 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.

10 FINANCIAL CONSIDERATIONS

- 10.1 The contract variation and overall service costs are detailed in PART 2 of this report.

11. LEGAL CONSIDERATIONS

- 11.1 This Contract is about Primary and Secondary Care Intervention Services under the Care Act 2014. The London Borough of Bromley holds a general duty of a local authority, in exercising a function under this Part in the case of an individual, ... to promote that individual's wellbeing. (Care Act 2014 s.1).
- 11.2 In exercising this function the local authority must have regard to ...the importance of preventing or delaying the development of needs for care and support or needs for support and the importance of reducing needs of either kind that already exist. (Care Act 2014 s.3).
- 11.3 The Authority can lawfully procure the Services required to fulfil its obligations, such as the London Borough of Bromley does in this matter by procuring the Services through a third sector organisation.
- 11.4 The Authority can lawfully vary the Services procured pursuant to s72 of the Procurement Regulations 2015 in the manner described.
- 11.5 Under London Borough of Bromley's Contract Procedure Rules it provides under 13.1, "*A decision to directly award a contract to a single Candidate or to negotiate with one or more Candidates on any arrangements required within the Procurement process shall not be made*

except in compliance with the following and any PCR 2015 requirements". Compliance has been fulfilled.

- 11.6 Contract Procedure Rules Cl 23.7 provides for Variations and from the report it is apparent, compliance has been fulfilled.
- 11.7 It would appear from the content of this report that the Council's fiduciary duty under the Care Act 2014 is being met and through this Gateway report London Borough of Bromley is following its Contract Procedure Rules.

12 IMPACT ON HEALTH AND WELLBEING

This service and the contract variation will have a positive impact on the health and wellbeing of Bromley Residents discharged from Hospital by ensuring that services to support their effective discharge from hospital and aftercare are in place and increase system capacity to meet demand for these services.

Non-Applicable Headings:	Social Value, Carbon Reduction and local/national priorities, IT and GDPR Considerations, Strategic Property Considerations, Personnel, Impact on local economy, Ward councillor views
Background Documents: (Access via Contact Officer)	None

Report No.
FSD23071

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: PORTFOLIO HOLDER FOR ADULT CARE AND HEALTH

Date: For Pre-Decision Scrutiny by the Adult Care and Health Policy Development and Scrutiny Committee on Tuesday 21st November 2023

Decision Type: Non-Urgent Executive Non-Key

Title: BUDGET MONITORING 2023/24

Contact Officer: John Johnstone, Head of Finance, Adults, Health & Housing
Tel: 020 8461 7006 E-mail: John.Johnstone@bromley.gov.uk

Chief Officer: Director of Adult Social Care

Ward: All Wards

1. Reason for report

1.1 This report provides the budget monitoring position for 2023/24 for the Adult Care and Health Portfolio based on activity up to the end of September 2023.

2. RECOMMENDATION(S)

2.1 The Adult Care and Health PDS Committee is invited to:

- i) Note the net overspend of £1,501k on controllable expenditure based on information as at September 2023;
- ii) Note the full year effect cost pressures of £5,999k in 2023/24 as set out in section 3.4;
- iii) Note the comments of the Director of Adult Social Care in section 3.5; and
- iv) Refer the report to the Portfolio Holder for approval.

2.2 The Adult Care and Health Portfolio Holder is requested to:

- i) Note the projected overspend of £1,501k on controllable expenditure based on information as at September 2023;

Impact on Vulnerable Adults and Children

1. Summary of Impact: None directly arising from this report
-

Corporate Policy

1. Policy Status: Existing Policy: Sound financial management
 2. MBEB Priority: For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices. To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
-

Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: AC&H Portfolio Budgets
 4. Total current budget for this head: £84.7m
 5. Source of funding: AC&H approved budget
-

Personnel

1. Number of staff (current and additional): 312 Full time equivalent
 2. If from existing staff resources, number of staff hours: Not applicable
-

Legal

1. Legal Requirement: Statutory Requirement: The statutory duties relating to financial reporting are covered within the Local Government Act 1972; the Local Government Finance Act 1998; the Accounts and Audit Regulations 1996; the Local Government Act 2000 and the Local Government Act 2002
 2. Call-in: Applicable
-

Procurement

1. Summary of Procurement Implications: Not Applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The 2023/24 budget reflects the financial impact of the Council's strategies, service plans etc. which impact on all of the Council's customers (including council tax payers) and users of the services
-

Ward Councillor Views

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

3. COMMENTARY

3.1 The 2023/24 projected outturn for the Adult Care and Health Portfolio is detailed in Appendix 1A, broken down over each division within the service. Appendix 1B gives explanatory notes on the movements in each service. The current position is a projected overspend of £1,501k on the controllable budget, and some of the main variances are highlighted below.

3.2 Senior officers meet on a regular basis to scrutinise and challenge the expenditure position and formulate management action to address any issues.

3.3 ADULT SOCIAL CARE

3.3.1 Overall the position for Adult Social Care is a projected £1,501k overspend. The main reasons for this are:

Assessment and Care Management - £550k overspend

3.3.2 Assessment and Care Management is currently estimated to overspend by £550k. This is mainly due to the cost of care package and placements, including hospital discharge packages, partly offset by the application of grant funding.

Learning Disabilities – nil variance

3.3.3 Learning Disabilities is currently projecting a nil variance, based upon the current level of client numbers and costs.

Mental Health - £951k overspend

3.3.4 The forecast on mental health is projecting an overspend of £951k. This is split between £287k on services for 18-64 year-olds, £452k on services for adults over 65, and £212k delay in achievement of savings.

3.4 FULL YEAR EFFECT GOING INTO 2024/25

3.4.1 The cost pressures identified in section 3.3 above are projected to impact in 2024/25 by £5,999k as detailed in Appendix 2.

3.5 COMMENTS FROM THE DIRECTOR OF ADULT SOCIAL CARE

3.5.1 The second quarter of the financial year has seen a continuation of the pressures experienced during the first quarter, with continuing demand from the hospitals to discharge patients as soon as possible. The integrated system is working hard to avoid people being admitted directly from hospital to a care facility, helping them to continue their recovery at home. Whilst this is a better outcome for individuals, this is building an additional pressure into the social care budget and continued discussions are taking place with health partners to address this.

3.5.2 The teams continue to experience pressure in relation to those moving into adulthood from children's services and this is being given due attention at a senior level within the Council. There is also significant growth in demand from those experiencing mental health issues, part of the pressure relating to the current under delivery of efficiencies.

3.5.3 The upturn in the cost of care has continued, partly due to the increase in the cost of living, but also with the expectation from providers that the Council moves closer to the Fair Cost of Care, with prices increasing significantly.

3.5.4 Officers are seeking to draw down the ongoing underspend in the Better Care Fund to quite legitimately offset the current pressures in the budget.

4. POLICY IMPLICATIONS

- 4.1 One of the “Making Bromley Even Better” ambitions is to manage our resources well, providing value for money, and efficient and effective services for Bromley’s residents and to meet this we will need to maintain a relentless focus on efficiency, outcomes of services and prudent management of our finances.
- 4.2 The “2023/24 Council Tax” report highlighted the financial pressures facing the Council. It remains imperative that strict budgetary control continues to be exercised in 2023/24 to minimise the risk of compounding financial pressures in future years.
- 4.3 Chief Officers and Departmental Heads of Finance are continuing to place emphasis on the need for strict compliance with the Council’s budgetary control and monitoring arrangements.

5. FINANCIAL IMPLICATIONS

- 5.1 A detailed breakdown of the projected outturn by service area is shown in appendix 1A with explanatory notes in appendix 1B. Appendix 2 shows the latest full year effects. Other financial implications are contained in the body of this report and Appendix 1B provides more detailed notes on the major services.
- 5.2 Overall the current overspend position stands at £1,501k (£5,999k overspend full year effect), although as there are a number of significant assumptions within the forecasts, for example relating to younger people transitioning to adult’s services, these figures are likely to change during the year.
- 5.2 Costs attributable to individual services have been classified as “controllable” and “non-controllable” in Appendix 1. Budget holders have full responsibility for those budgets classified as “controllable” as any variations relate to those factors over which the budget holder has, in general, direct control.
- 5.3 “Non-controllable” budgets are those which are managed outside of individual budget holder’s service and, as such, cannot be directly influenced by the budget holder in the shorter term. These include, for example, building maintenance costs and property rents which are managed by the Property Division but are allocated within individual departmental/portfolio budgets to reflect the full cost of the service. As such, any variations arising are shown as “non-controllable” within services but “controllable” within the Resources, Commissioning and Contracts Management Portfolio. Other examples include cross departmental recharges and capital financing costs.
- 5.4 This approach, which is reflected in financial monitoring reports to budget holders, should ensure clearer accountability by identifying variations within the service that controls financial performance. Members should specifically refer to the “controllable” budget variations relating to portfolios in considering financial performance.

Non-Applicable Sections:	Legal, Personnel and Procurement Implications
Background Documents: (Access via Contact Officer)	2023/24 Budget Monitoring files in ECHS Finance Section

Adult Care and Health Portfolio Budget Monitoring Summary								
2022/23	Division	2023/24	2023/24	2023/24	Variation	Notes	Variation	Full Year
Actuals	Service Areas	Original	Latest	Projected			Last	Effect
£'000		Budget	Approved	Outturn	£'000		Reported	£'000
		£'000	£'000	£'000	£'000		£'000	£'000
	PEOPLE DEPARTMENT							
	Adult Social Care							
23,554	Assessment and Care Management	22,816	23,788	24,338	550	1	450	4,637
118	Direct Services	117	117	117	0		0	0
2,334	Quality Assurance & Safeguarding	2,075	2,075	2,075	0		0	0
43,807	Learning Disabilities	48,075	47,943	47,943	0	2	Cr 758	833
8,650	Mental Health	8,415	8,415	9,366	951	3	758	529
907	Placement and Brokerage	979	659	659	0		0	0
Cr 255	Better Care Fund - Protection of Social Care	0	0	0	0		0	0
79,115		82,477	82,997	84,498	1,501		450	5,999
	Integrated Commissioning Service							
1,299	Integrated Commissioning Service	1,400	1,400	1,400	0		0	0
	Information & Early Intervention							
1,205	- Net Expenditure	3,761	3,761	3,761	0		0	0
Cr 1,205	- Recharge to Better Care Fund	Cr 3,756	Cr 3,756	Cr 3,756	0		0	0
	Better Care Fund							
25,602	- Expenditure	28,226	28,226	28,226	0	4	0	0
Cr 25,622	- Income	Cr 28,246	Cr 28,246	Cr 28,246	0		0	0
	Improved Better Care Fund							
10,327	- Expenditure	8,130	8,130	8,130	0	5	0	0
Cr 10,327	- Income	Cr 8,130	Cr 8,130	Cr 8,130	0		0	0
1,279		1,385	1,385	1,385	0		0	0
	Public Health							
16,166	Public Health	15,927	16,436	16,436	0		0	0
Cr 15,876	Public Health - Grant Income	Cr 15,611	Cr 16,120	Cr 16,120	0		0	0
290		316	316	316	0		0	0
80,684	TOTAL CONTROLLABLE ADULT CARE & HEALTH	84,178	84,698	86,199	1,501		450	5,999
421	TOTAL NON CONTROLLABLE	559	559	559	0		0	0
4,092	TOTAL EXCLUDED RECHARGES	3,494	3,494	3,494	0		0	0
85,197	TOTAL ADULT CARE & HEALTH PORTFOLIO	88,231	88,751	90,252	1,501		450	5,999

Reconciliation of Latest Approved Budget		£'000
2023/24 Original Budget		88,231
Carry forwards:		
Supplementary Substance Misuse Treatment & Recovery Funding		
- expenditure		57
- income		-57
Improved Better Care Fund (IBCF)		
- expenditure		1,911
- income		-1,911
Public Health Grant		
- expenditure		2,874
- income		-2,874
LD/Autism Funding from South East London ICB		
- expenditure		208
- income		-208

Discharge Transformation Funding from South East London ICB			
- expenditure			256
- income			-256
Shared Lives Transformation Posts			
- expenditure			400
- income			-400
Charging Reform Implementation Support Grant			
- expenditure			104
- income			-104
Omicron Support Fund			
- expenditure			136
- income			-136
Test and Trace service support grant			
- expenditure			368
- income			-368
Contain Outbreak Management Fund grant			
- expenditure			54
- income			-54
Contingency:			
Market Sustainability and Improvement Fund			2,788
Adult Social Care Discharge Fund		Cr	1,084
Market Sustainability and Improvement Fund - Workforce Fund			
- expenditure			1,810
- income		Cr	1,810
ICB Funding for Hospital Discharges			
- expenditure			1,511
- income		Cr	1,511
Work Safe Project			
- expenditure			65
- income		Cr	65
Social Care grant re ASC reforms		Cr	720
Other:			
Transfer of Staff from LD Care Management to Children's 0-25 years' service		Cr	144
Transfer of Care Placements Team Staff to Children's Services		Cr	320
Latest Approved Budget for 2023/24			
			88,751

1. Assessment and Care Management - Dr £550k

The overspend in Assessment and Care Management can be analysed as follows:

	<u>Current</u>
	<u>Variation</u>
	£'000
<u>Physical Support / Sensory Support / Memory & Cognition</u>	
Services for 65 +	
- Placements	Cr 140
- Domiciliary Care / Direct Payments	2,431
	<u>2,291</u>
Services for 18-64	
- Placements	180
- Domiciliary Care / Direct Payments	845
	<u>1,025</u>
Market Sustainability and Improvement Fund (MSIF)	
- 23/24 MSIF allocation	Cr 1,227
- 23/24 MSIF Workforce Fund allocation	Cr 1,810
	<u>Cr 3,037</u>
Hospital Discharge Packages	
- Placements	2,444
- Domiciliary Care	1,646
- Enhanced Care	1,464
- LBB Discharge Funding	Cr 324
- ICB Discharge Funding	Cr 1,133
- Adult Social Care Reform growth	Cr 817
- BCF use of underspend	Cr 1,300
- Management action	Cr 1,306
	<u>674</u>
Other	
Extra Care Housing	Cr 70
Day Care	Cr 333
	<u>550</u>

The 2023/24 budget includes funding for the full year effect of the September 2022 overspend as reported to Members in the September Budget Monitoring report.

Services for 65+ - Dr £2,291k

Numbers in residential and nursing care to date are 15 below the budget provision of 489 (was 31 below in Q1), however an overspend of £241k is currently projected. This is due to placements having to be made above the guide rates, as well as additional 1:1 support packages required for some service users in their placements. Offsetting this is a projected underspend in emergency and temporary placements of £336k and respite care of £45k.

The overall position on the domiciliary care and direct payments budgets (65+) is a projected overspend of £2,431k, which is a reduction of £39k from last time. Domiciliary care is projected to overspend by £2,094k and direct payments to overspend by £337k.

Services for 18-64 - Dr £1,025k

Placements for 18-64 age group are projected to overspend by £387k this year based on current service user numbers which are currently 5 above budgeted levels (also 5 above in Q1). Offsetting this is a projected underspend on emergency and temporary placements of £199k and respite of £8k

The overall position on the domiciliary care and direct payments budgets (18-64) is a projected overspend of £845k. Domiciliary care is currently projected to overspend by £467k and direct payments to overspend by £378k.

Hospital Discharge - Dr £674k

Discharges from hospital continue to follow the new pathway set up with Health. Currently a full year overspend of £5,554k is projected, split between placements of £2,444k, domiciliary care of £1,646k and enhanced care of £1,464k. This is however offset by management action of £1,036k, aiming to reduce the length of time a service user spends in a D2a setting, as well as the application of discharge funding (£324k LBB and £1,133 ICB) and use of BCF reserve (£1,300k). Officers also continue to ensure that service users are moved on from these packages to normal packages of care as soon as possible, ensuring that client contributions are being maximised. The numbers of residents being discharged are broadly within trend for Bromley, however, the packages of care are more expensive and for longer duration.

Other - Cr £403k

Extra Care Housing is currently projected to underspend by £70k and Day Care services by £333k, the latter still being down on pre-covid numbers as service users switched to other services when the centres were closed during covid.

2. Learning Disabilities - £0k

The 2023/24 Learning Disabilities (LD) budget includes funding for anticipated 2023/24 demand-related pressures and the full year effect (FYE) of the 2022/23 overspend but also reductions relating to planned savings.

A breakeven position is now presented for this budget (Q1 projected underspend £758k) which is based upon the current level of costs and client numbers. The change in the projection from Q1 mainly relates to uplifts in weekly placement costs now applied and the additional support required by high-needs clients and those clients transitioning from Children's Services. Work is still on-going around transitions in order to scrutinise any future impact on costs.

3. Mental Health - Dr £951k

The 2023/24 budget includes an adjustment for the full year effect of the September 2022 underspend reported to Members as part of the September Budget Monitoring report.

Placements for 65+ age group are projected to overspend by £278k this year based on current service user numbers of 50 (also 50 in Q1).

The overall position on the domiciliary care and direct payments budgets (65+) is a projected overspend of £9k. Domiciliary care is currently projected to overspend by £109k and direct payments to underspend by £100k.

Placements for the 18-64 age group are projected to overspend by £337k this year based on current service user numbers of 107 (also 107 in Q1), and mainly relates to placements in Nursing homes.

The overall position on the domiciliary care and direct payments budgets (18-64) is a projected overspend of £115k, with Domiciliary care currently projected to underspend by £7k and direct payments to overspend by £122k.

In addition to the above, savings of £212k in the budget to date have not been achieved therefore this is being reported as an overspend. A further £212k is still to be achieved for the remainder of the year.

4. Better Care Fund (BCF) - Nil variation

Other than variations on the protection of social care element, any underspends on Better Care Fund budgets will be carried forward for spending in future years under the pooled budget arrangement with South East London ICB.

The final 2023/24 allocation is a 5.66% increase above 2022/23 levels. It is likely that this allocation will be needed to offset the cost of hospital discharge care packages.

5. Improved Better Care Fund (IBCF) - Nil Variation

The total amount of funding available in 2023/24 is:

	£'000
2023/24 IBCF allocation	7,731
Carry forward from previous years	1,911
	<hr/>
	9,642

Waiver of Financial Regulations

The Council's Contract Procedure Rules state that where the value of a contract exceeds £50k and is to be exempt from the normal requirement to obtain competitive quotations the Chief Officer has to obtain the agreement of the Director of Corporate Services, the Director of Finance and the Director of Commissioning and (where over £100,000) approval of the Portfolio Holder and report use of this exemption to Audit Sub-Committee bi-annually. The Director of Adult Social Care has additional authority in respect of placements.

Since the last report to the Executive, 20 waivers for Adult placements have been agreed for between £50k and £100k and 6 for more than £100k.

Virements Approved to date under Director's Delegated Powers

Details of virements actioned by Chief Officers under delegated authority under the Financial Regulations "Scheme of Virement" will be included in financial monitoring reports to the Portfolio Holder. There have been no virements since the last report to Executive.

Description	2023/24 Latest	Variation To	Potential Impact in 2024/25
	Approved	2023/24	
	Budget	Budget	
	£'000	£'000	
Assessment and Care Management - Care Placements	31,253	550	The full year impact of the current overspend is estimated at £4,637k . Of this amount Cr £69k relates to residential and nursing home placements for 65+ and Dr £160k for the 18-64's. Domiciliary care & direct payments 65+ is £2,540k overspent and for 18-64 £889k.This is based on service user numbers as at the end of September 2023. There is also a £1,117k FYE of current level of Discharge to Assess costs. It assumed that management action of £1,306k continues into future years and that discharge funding also continues at current level.
Learning Disabilities - including Care Placements, Transport and Care Management	42,273	0	The full year effect (FYE) variation is estimated at a net overspend of £833k (Q1 £456k). This figure is greater than the in-year underspend as demand-related growth pressures, for example transition and increased client needs, have only a part year impact in 2023/24 but a greater financial impact in a full year.
Mental Health - Care Placements	6,598	951	A full year overspend of £529k is anticipated on Mental Health care packages , with residential , nursing and supported living placements £412k overspent and domiciliary care and direct payments £117k overspent.

Report No.
ACH23-052

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: EXECUTIVE WITH PRE-DECISION SCRUTINY FROM ADULT CARE & HEALTH POLICY DEVELOPMENT & SCRUTINY COMMITTEE (21 NOVEMBER 2023)

Date: 29 November 2023

Decision Type: Non-Urgent Executive Key

Title: SECTION 31 AGREEMENT BETWEEN LONDON BOROUGH OF BROMLEY AND OXLEAS NHS FOUNDATION TRUST FOR THE INTEGRATED PROVISION OF MENTAL HEALTH SERVICES (SOCIAL WORK TEAM)

Contact Officer: Tel: 020 8461 7653 E-mail: kelly.sylvester@bromley.gov.uk

Chief Officer: Kim Carey – Director of Adults Social Care

Ward: All

1. REASON FOR REPORT

- 1.1 On 21 July 2004, Executive granted permission for the London Borough of Bromley to enter into an agreement with Oxleas NHS Foundation Trust for the provision of Adult Mental Health services. The agreement established the framework for Oxleas NHS Foundation Trust to undertake their role as the lead provider for Bromley's Adult Mental Health Services (including the Community Mental Health Team), permissible under s31 of the Health Act 1999. Subsequently the London Borough of Bromley and Oxleas NHS Foundation Trust established a pooled budget to deliver the service and transferred/seconded staff to the new arrangement.
- 1.2 The current Agreement is due to expire on 30 November 2024 consequently, the purpose of this report is to seek Executive approval to extend the partnership arrangement for the provision of Adult Mental Health Services between the London Borough of Bromley and Oxleas NHS Trust. The extension will enable the partners to continue to operationalise the required improvements, that were set out in the s31 Review (2021), and ultimately enable the Council to recommend a service model for the longer term.

2. RECOMMENDATION(S)

2.1 Executive is asked to:

- Authorise that the Council enters into a 2 year (extension) agreement with Oxleas NHS Foundation Trust resulting in the continuance of their role as the lead provider of Adult Mental

Health Services including operational management. Resulting in an estimated cost of £3,787,914 over the two year extension period (up to 30 November 2026).

- Agree the extension of the pooled budget provision, the value of which will continue to be in line with CPI and the National Minimum Wage (which preserves the current value for money arrangement)
- Agree that the power to sign this agreement and to finalise negotiations is delegated to the Chief Officer (Director of Adults Social Care) as the agreement primarily relates to staff who would normally be directly located in the Adults Social Care Directorate.
- Note that the Integrated Commissioning Board supports and has consented to the Trust retaining these arrangements with the Council.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The arrangements provides a impact for service users who need the essential and statutory support. The service reflects the local Corporate Plan priorities.
-

Transformation Policy

1. Policy Status: Not Applicable
 2. Making Bromley Even Better Priorities:
 - (2) For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
 - (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
-

Financial

1. Cost of proposal: Estimated cost £3,787,914 over two year extension period
 2. Ongoing costs: Current agreement value £1,780,440 per annum
 3. Budget head/performance centre: Mental Health
 4. Total current budget for this head: £8,415k
 5. Source of funding: Revenue budget
-

Personnel

1. Number of staff (current and additional): 35 Posts with 6 Vacancies
 2. If from existing staff resources, number of staff hours: 1,000 hours
-

Legal

1. Legal Requirement: Statutory Requirement
 2. Call-in: Not Applicable:
-

Procurement

1. Summary of Procurement Implications: Not applicable
-

Property

1. Summary of Property Implications: Not applicable
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: Oxleas NHS Foundation Trust have a corporate commitment to carbon reduction (section 5 below).
-

Customer Impact

1. Estimated number of users or customers (current and projected): On average 364 referrals per annum and 212 assessments over 12 months
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments: Not applicable

3. COMMENTARY

- 3.1 On 21 July 2004, Executive granted permission for the London Borough of Bromley to enter into an agreement with Oxleas NHS Foundation Trust for the provision of Adult Mental Health services. The approval was sought via report DSSH04050.
- 3.2 Executive authorised a 20-year agreement with Oxleas NHS Foundation Trust to enable them to become the lead provider of Adult Mental Health Services including operational management and the establishment of a pooled budget.
- 3.3 The partnership arrangements with Oxleas Mental Health Foundation Trust provide:
- a seamless service that simplifies access to services for Service Users and carers, enhancing the delivery of safe, sound and supportive services.
 - a single line management structure with clear lines of service and professional accountability within a single integrated service framework.
 - an integrated and co-ordinated approach to the assessment of individual needs based on a combined application of the policies of both the Council and the Trust.
 - a co-ordinated approach to the planning and development of services.
 - an integrated approach to clinical, case and service audit.
 - integrated programmes of service improvement based on joint standards and service monitoring.
- 3.4 When the partnership was originally established 3 members of the Council's staff transferred to Oxleas NHS Foundation Trust under TUPE arrangements, whilst the other Council staff (32 at the time) remained employed by the Council but seconded to Oxleas NHS Trust. The reason for this was because social work staff who are authorised to act as Approved Social Workers under the 1983 Mental Health Act must be employed by a Local Authority. A head of social work post was created and the 'Head of Bromley Mental Health Social Care' continues to be funded by the Council, reporting to the Director of Oxleas NHS Foundation Trust and the Social Care Assistant Director for Operations. The team continues to include 35 posts but there are 6 vacancies.
- 3.5 Since the original Agreement was made, there have been many changes to the provision of mental health services, NHS services and social care services locally and nationally. The Partnership therefore needed to ensure that these joint arrangements mirror the changes, along with the changing expectations of those who accessed the service.
- 3.6 The Care Act 2014 has transformed the approach taken by local authority Adult Social Care services to working with people with care and support needs and with carers. The Care Act 2014 also introduced a code of practice for safeguarding vulnerable adults. For these reasons it was agreed that it was important to jointly review existing arrangements, with specific attention paid to Care Act 2014 compliance and recording (including Safeguarding). The review also incorporated consideration of the arrangements in place for the supervision, management and professional development of staff seconded through the Partnership Agreement and their links to the Council; along with an appraisal of the contribution made by this Partnership to the Bromley Mental Health & Wellbeing Strategy.
- 3.7 The review was sponsored by the Director for Adult Services, LBB and the Chief Operating Officer, Oxleas NHS Foundation Trust. A working group of senior managers from across the two organisations led the review. Two external consultants were employed to firstly collect information to inform the review and to then engage with staff, service users and other stakeholders on the development of an action plan. The review was undertaken in the second

half of 2021 with an action plan agreed for implementation from 2022. Health Scrutiny Sub Committee were presented with the outcome of the Review in April 2023 (ACH23-019).

- 3.8 In summary the Review made the following recommendations for action:
- 3.8.1 That the Partnership agree a joint statement of intent and action plan to improve the partnership working arrangements.
 - 3.8.2 That the governance arrangements for the partnership, the then Section 31 Monitoring Group, be reviewed.
 - 3.8.3 A line of sight is provided to the Bromley Assistant Director with responsibility for Safeguarding for assurance purposes in relation to the oversight of cases of concern following referral to Oxleas.
 - 3.8.4 All Care Act assessments, statutory reviews, Carers assessments and Safeguarding enquiries by Oxleas practitioners working in Bromley (and not limited to seconded social workers only) are recorded on the Oxleas information and management system. This record is shared with Bromley Council to inform performance monitoring and review.
 - 3.8.5 All LBB seconded social work staff at Oxleas have the same access to the Bromley Council staff intranet and shared resources as Council social workers. Seconded social work staff, in turn, will be required to log in frequently to the Council system to maintain their contact and make use of such resources.
 - 3.8.6 The Head of Social Care role for Bromley at Oxleas is clearly defined and the post-holder is supported. The role and tasks of other Oxleas managers, in relation to the delivery of social care related targets, is more clearly defined, including assurance around Care Act compliance.
 - 3.8.7 Care Act training is undertaken by non-social worker practitioners working in the Oxleas community service line and by Team managers, including the Primary Care Plus team.
 - 3.8.8 A joint commitment to introducing the co-production process with people in need of care and support, including the introduction of measurable targets is jointly produced and agreed by the partners in co-operation with stakeholders with a direct experience of mental health issues.
 - 3.8.9 Senior strategic officers for each partner organisation shall together identify areas for improvement in relation to pinch-points in the system, for example, (i). at the Safeguarding referral stage, and (ii). at the point of decision about which team is best placed to carry out an assessment of an adult with complex needs who is not easily categorised according to criteria used in the current care pathways.
 - 3.8.10 Written guidance is produced to improve the care pathways between the partner organisations, including the work carried out by each organisation before and after receiving a referral and in the process of the transfer of tasks and responsibilities.
- 3.9 Following the agreement of these recommendations an Action Plan was developed through engaging those staff affected by the review and following a period of engagement with service

users and wider stakeholders. Work on implementing the improvements is being overseen by the newly established Community Mental Health Partnership Board.

- 3.10 Progress is being made on the Action Plan and most actions had been completed within the timeframes. For example, new partnership governance arrangements have been established and those LBB staff seconded to the Trust now have full access to LBB IT systems. The implementation of the Adult Social Worker career development pathway and competency framework has helped to provide a clear set of expectations for professional development. All other actions were reported as being on track for completion. However, there are still some work to do regarding Care Act compliance and the approach to Safeguarding and these remain on the Action Plan as areas for improvement.
- 3.11 Permission to extend the agreement for 2 years will enable the service time to fully scope the current commissioning options and agree any future service requirement with Oxleas NHS Foundation Trust.
- 3.12 The 2022/23 Pooled budget consisted of £ 1,618,413 contributed by the council, whilst Oxleas contribute £16,828, 651 which illustrates that the service delivered substantial added value and cost avoidance. The revised contribution is confirmed at the end of each financial year.

4. AGREEMENT RECOMMENDATION

4.1 **Recommended Provider(s): Oxleas NHS Foundation Trust**

4.2 **Estimated Agreement Value (annual and whole life): Currently (£1,780,440 per annum estimated whole life cost:**

2024	£1,824,951.00
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2025	£1,870,575.00
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2026	£1,917,339.00
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Total for the extension - £3,787,914

4.3 **Other Associated Costs:** NA

4.4 **Proposed Agreement Period:** 2 Years

4.5 Key Performance Indicators are included in the current agreement and are currently being reviewed via the quarterly agreement management meetings.

5. SOCIAL VALUE, CARBON REDUCTION AND LOCAL / NATIONAL PRIORITIES

5.1 As a major local employer and provider of health services across south-east London Oxleas NHS Foundation Trust aim to be a positive partner in Bromley, in addition to providing healthcare to local people, they have made a commitment to the following social value priorities (including carbon zero):

- Developing job opportunities – they recruit locally and most of their staff live locally. They offer volunteering and lived experience opportunities and have created a wide range of apprenticeship and work experience placements.

- Environmental sustainability – Oxleas are taking steps to reduce their carbon footprint and to become a carbon zero organisation.
- Championing diversity and inclusivity – Oxleas are a leading organisation for promoting diversity and inclusion and they are taking action to make their services more accessible as illustrated by their award-winning ‘Building a Fairer Oxleas’ programme.
- Supporting local businesses and organisations – Oxleas work in partnership with many local businesses and organisations particularly in the voluntary sector.
- Supporting veterans – Oxleas are a forces-friendly employer and ensure that their services are accessible too. Their commitment has been recognised through the Armed Forces Covenant scheme, resulting in a Gold award.
- Keeping well – Oxleas work with partners to help local people stay well both physically and mentally. This includes taking part in community events, sharing information and health tips through their trust membership and supporting the ‘South London Listens programme’.

6. FINANCIAL CONSIDERATIONS

- 6.1 This report recommends that Executive authorises a 2-year (extension) agreement with Oxleas NHS Foundation Trust resulting in the continuance of their role as the lead provider of Adult Mental Health Services including operational management. This will result in the agreement ending on 30 November 2026. The estimated total cost for the extension over two years is £3,787,914.
- 6.2 The Council has budget provision within the Mental Health service revenue budget for the Council’s contribution to the pooled budget. The partnership agreements cover the budgetary arrangements for the pooled fund including avoiding overspends and managing any underspends. The Agreement requires each partner agency to have agreed their financial contribution by 31 March for the subsequent financial year and that each Partner’s contribution allows them to discharge their statutory obligations (the risk ownership stays with each partner as at present).

7. PERSONNEL CONSIDERATIONS

- 7.1 This report seeks to extend the current arrangement of formal secondments within the provisions of Section 31 of the National Health Service Act 2006.
- 7.2 During this period, existing seconded staff will remain employees of the London Borough of Bromley.
- 7.3 Although the proposed extension will have no impact on the current arrangement with employees, the service have communicated the proposals and will continue to keep staff up to date.
- 7.4 As per the Council’s Managing Change procedure, the service would need to consult with affected staff and Trade Unions regarding any proposed changes following the longer term review of service models.

8. LEGAL CONSIDERATIONS

- 8.1 This report seeks approval from the Executive to:

- Authorise a 2 year (extension) agreement with Oxleas NHS Foundation Trust to provide Adult Mental Health Services including operational management ending on 30 November 2026 at a value of £3,787,914
- Agree the extension of the pooled budget provision
- Delegate power to enter the agreement to the Chief Officer (Director of Adults Social Care) as the agreement primarily relates to staff who would normally be directly located in the Adults Social Care Directorate
- Note that the Integrated Commissioning Board supports and has consented to the Trust retaining these arrangements with the Council.

8.2 Section 31 of the Health Act 1999 allows the NHS and local authorities to work together by enabling them to pool their resources, delegate functions and resources from one party to another and enable a single provider to provide both health and local authority services. Despite the operational arrangements the legal duty for meeting assessed needs will remain with the Council

8.3 The Council's requirements for authorising an extension are covered in CPR 23.6.1 and 23.6.2. The thresholds for authorisation for a formal agreement extension are set out in CPR 13.1. In accordance with CPR 13.1, extensions over £1,000,000 require approval from the Chief Officer in Agreement with Director of Corporate Services, Assistant Director Governance & Contracts, Director of Finance and the approval of Executive

Non-Applicable Headings:	Transformation/Policy Implications IT and GDPR Considerations Procurement Considerations Strategic Property Considerations
Background Documents: (Access via Contact Officer)	None

Report No.
ACH23-036

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: **ADULT CARE AND HEALTH SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

Date: **21 November 2023**

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

Title: **ANNUAL MONITORING REPORT - DEMENTIA POST DIAGNOSIS SUPPORT SERVICES (DEMENTIA HUB).**

Contact Officer: Bola Bakare, Integrated Strategic Commissioner, Tel: 0208 461 7614
E-mail: bola.bakare@bromley.gov.uk

Chief Officer: Kim Carey, Director Adult Services

Ward: All

1. REASON FOR REPORT

- 1.1 This report is presented in order to meet the requirement regarding monitoring updates for Policy Development and Scrutiny Committees. The Dementia Post Diagnosis Support, (Dementia Hub) Service is currently provided by Bromley, Lewisham, and Greenwich (BLG) Mind, in partnership with Age UK Bromley, with BLG Mind as the Lead organisation.
- 1.2 This report provides a summary of how the service has performed over the last 12 months in addressing the requirements of the specification, by demonstrating how community-based support is a key element in meeting the Council's statutory duties by preventing or delaying the need for more expensive accommodation / health-based provision whilst meeting the primary aim of achieving the best possible health and wellbeing outcomes for service users and their carers.
- 1.3 The Dementia Hub is a specialist service that delivers a one stop support service for adults who have a diagnosis of dementia, their carers, and the professionals who support them. The current contract was awarded to BLG Mind on 1 July 2020 – 30 June 2025, with the option to extend for a further 2 years.

2. RECOMMENDATION(S)

- 2.1 That the Adult Care and Health PDS Committee (ACH PDS) note the contents of this contract monitoring report on the performance of BLG Mind.

Impact on Vulnerable Adults

Summary of Impact:

- Improving awareness and understanding of Dementia so people have the information they need to reduce the risk of developing Dementia as well as living well with Dementia.
- Ensure people with Dementia have equal access to the health and wellbeing support which is available to enable them to remain living in the community for as long as possible thus reducing the reliance on statutory services.

Transformation Policy

1. Policy Status: Existing Policy: Care Act 2014- promoting wellbeing and to safeguard adults; Equality Act 2010, and the Disability Discrimination Act,1995 - that people with dementia have a legal right to be protected from discrimination, in all areas of their lives.
2. Making Bromley Even Better Priorities:
 - (2) For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
 - (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.

Financial

1. Cost of proposal: Estimated Cost: Please see ACH PDS Part 2 Report No. ACH20-015(1 April 2020)
2. Ongoing costs: Recurring Cost Please see ACH PDS Part 2 Report No. ACH20-015(1 April 2020)
3. Budget head/performance centre:
4. Total current budget for this head: £ Please see ACH PDS Part 2 Report No. ACH20-015(1 April 2020)
5. Source of funding: Better Care Fund,

Personnel

1. Number of staff (current): Approximately 0.1 FTE LBB Contract Compliance Officer to Quality Assure the Contract.
2. If from existing staff resources, number of staff hours:

Legal

1. Legal Requirement: Non-Statutory - Government Guidance
2. Call-in: Applicable

Procurement

1. Summary of Procurement Implications: See section 10
-

Property

1. Summary of Property Implications: n/a
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: See section 4
-

Customer Impact

1. Estimated number of users or customers (current and projected): Current 2611 clients per annum
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 Dementia is the loss of cognitive functioning, thinking, remembering, and reasoning, to such an extent that it interferes with a person's daily life and activities. Some people with dementia cannot control their emotions, and their personalities may change which can impact negatively on the wellbeing of their families and other carers.
- 3.2 The Dementia Hub is a specialist service that delivers a one stop support service for adults who have a diagnosis of dementia, their carers, and the professionals who support them. The aim of the service is to provide appropriate early care and support that also reduces and or delays the need for more costly or intensive interventions, by delivering personalised community-based post diagnosis dementia support, that addresses the client's circumstances based on the level of need, and the stage of their condition.
- 3.3 Living Well with Dementia: a national dementia strategy published in February 2009, set out a vision for transforming dementia services with the aim of achieving better awareness of dementia, early diagnosis, and high-quality support at whatever stage of the illness and in whatever setting, be it in the community, extra care housing or even residential care. The Dementia Hub service ensures that the Council meets its duties under the Care Act 2014, and also supports both national and local priorities.
- 3.4 The Dementia Hub is jointly commissioned by The London Borough of Bromley (LBB), and the Southeast London Integrated Care Board (ICB) with the commitment to ensure that people in Bromley live independent and healthy lives for as long as possible. Maintaining the independence of people with Dementia is a key aim as they move along the Dementia Pathway.
- 3.5 The Dementia Hub provides an established pathway from the point of diagnosis to the point when a person becomes eligible for statutory services. There are 7 service delivery areas within the Hub, and they are as follows: -
1. **Information, advice and assisted referrals (triage)** - An information and advice line where users are provided with information, advice and support allowing them to better manage their conditions or medication, retain their independence and remain at home longer.
 2. **Dementia Advisors** – who provide help and support to service users and their carers, by offering a person-centred approach, targeting support to an individual's primary issues of concern relevant to their needs and circumstances.
 3. **Young onset dementia Support** - A variable service targeted at those with a dementia diagnosis aged 64 and under. Working with input from (Young Dementia UK), to involve people with Young Onset Dementia in co-producing the type of activities to meet the needs of this specific cohort.
 4. **Befriending** - A dementia volunteer befriending service, that works with people with dementia and their carers, offering support within their local community, including accompanying them to activities they enjoy.
 5. **Extra Care Housing (ECH), Care & support** - A Specialist advice and training element for extra care housing care managers and staff to empower staff to: -

- a. Assist new tenants settle into ECH schemes, through training and consultancy regarding how individual's needs can be managed to ensure a smooth transition into the scheme.
- b. Support tenants with dementia more sensitively and thereby deliver improved wellbeing and quality of life, as a result of increased confidence, enhanced skills and techniques and increased understanding of dementia.
- c. Make tangible changes to the way support is provided to maintain and respect tenants' privacy, dignity and lifestyle.

6. **Training and workforce development** - providing specialist dementia training for carers and professionals, where carers are supported to better understand dementia and to manage their own wellbeing. Professionals are provided with skills training and support to ensure Bromley residents are treated with respect and dignity, and their lifestyle is maintained as much as possible.

7. **Memory Lane café & Peer support** - Dementia cafes run by AGE UK which is like a Day Centre specifically for people with dementia and their Carers, where they go to socialise and offer each other support.

3.6 Age UK are responsible for the delivery of the Befriending Service, Memory Lane Café and the Young Onset Dementia Service in partnership with BLG Mind. Age UK also provide two dementia advisors to support the casework element of referrals where a dementia advisor is needed.

3.7 SERVICE PERFORMANCE

3.7.1 There have been no concerns with this provider, the service delivered is compliant with the specification and contract, and it is operating well within the defined parameters.

3.7.2 The service is not subject to CQC regulations, however, the LBB Quality Assurance (QA) team, do conduct annual QA visits to the providers offices and complete a Quality Assessment Framework (QAF) on an annual basis. The QAF assesses the providers management of the service and looks at staffing, policies and procedures, the QAF rates each area assessed from A to D, with A being the highest rating attainable and D the lowest. The outcome of the most recent QAF report (July 2023) was very good with ratings of B and above.

3.7.3 There is a strong collaborative relationship between LBB and the service provider. They have worked together to improve various aspects of service delivery. One example is the joint effort to enhance the monitoring dashboard, which indicates a commitment to improving service quality.

3.7.4 There have been no complaints against the service provider to date. Which suggests that the provider has been delivering services satisfactorily, and there have been no major issues or grievances raised by service users or stakeholders. Safeguarding concerns are promptly addressed by the service provider, and the correct procedures are followed. All safeguarding concerns are monitored, and the outcomes discussed at the quarterly monitoring meetings.

3.7.5 The service provider actively promotes the Dementia Hub service within the borough and among LBB teams. They are engaged in efforts to make LBB staff aware of the services

offered and how they can complement other services. This proactive approach helps maximize the impact of the Dementia Hub service.

3.7.6 Referrals into the service are not prescriptive, and can come from a variety of sources -:

- The Bromley Memory Clinic
- Family member/friend
- Self-referral
- VCS Organisations
- CMHT
- GP

3.8 Service Profile / Data Analysis / Specification

3.8.1 The service is monitored quarterly, and the provider submits a workbook covering the KPI's in addition to a progress report and case studies. During the year 2022-23, the service supported 2611 clients across all 7 areas of the Hub.

Demographics

a) Gender breakdown of those supported by the service.

Table1

Gender	Dementia Client	Carers	Total
Female	1251	215	1466
Male	1049	92	1141
Unknown	4**	0	4
Total	2304	307	2611

** refused disclose**

Table 1 highlights the fact that there are more females accessing the service both as dementia clients and as carers.

b) Age

The client age ranged between 35 and 104, with 77% aged between 75 and 94.

The carer age ranged between 25 and 94 with 86% aged between 55 and 84.

An area that is being closely monitored is the the age range of 35 to 64 for Young Onset Dementia clients coming into the service, although not yet seen as significant, this could be an emerging issue.

c) Ethnicity

Of the known ethnicity, 85% of the clients and carers that access the service are white British, mirroring the demographic of Bromley.

3.8.2 Key Performance Indicators

1. *Information, Advice and Assisted Referrals (Triage)*

There was a total of **1382** enquires to the service over the last 12 months, where people are triaged to assess their need and are either directed to other services or referred into the Hub.

2. *Dementia Advisors*

The dementia advisors currently have 1256 active cases, with 329 new cases during the period of 2022-23. They completed 120 case audits during the year at 30 per quarter as per the service specification, which meets the target of 100%. All cases are to be assessed within 10 days, during 2022-23, 328 cases were assessed within the 10-day parameter specified in the service specification, which is equivalent to 99.6% of the 100% target.

3. *Young Onset Dementia Group*

There were 61 Young Onset clients supported during the year, with 49 Young Onset groups convened with each group having an average of 8 clients attending each group.

4. *Befriending Service*

This service completed 1,008 befriending sessions over the year. There are currently 24 befriending volunteers, with 96 out of a possible 129 people being supported by a befriender. There is a waiting list of 33 people waiting to be matched to a befriender. This is regularly monitored during the quarterly meetings, as the expectation is 100% of clients requiring a befriender to be matched, this currently stands at 74%. Age UK have reported a difficulty in recruiting volunteers, and are constantly devising new ways to recruit, through advertising locally visiting local community groups and churches, electronically, via the LBB website and twitter. During Covid, this did not appear to be an issue, but now that people have gone back to work it is more difficult to get people to commit to the 9-5-time frame that is required. This continues to be monitored.

5. *Extra Care Housing (ECH), Care & support*

There have been 8 ECH visits over the last 12 months, even though there is no set target, it is expected that the provider offer support to ECH staff prior to a client with dementia moving into a scheme in the form of training etc, to enable a smooth transition. There were 11 ECH consultations, whereby both ECH s and LBB practitioners are supported with advice on working with people with dementia within the ECH environment.

6. *Memory Lane café & Peer support*

There has been a total of 108 memory lane and peer support cafes held over the last year, with an average of 21 clients attending each. There are currently 18 people on the waiting list to attend, due to lack of volunteers as stated above in 3.9.2, (4) above.

7. *Training and workforce development*

There were 16 full day training sessions completed by professionals, with a total of 167 professionals attending through the year. There were 51 carers' home coaching sessions with 80 carers' trained, there were 9 carers' workshops convened, with a total of 84 carers' attending. There are currently 55 carers' awaiting training.

3.9 Continuous Improvement and Value for Money

- 3.9.1 The provider has continued to work collaboratively with the local authority on improving the service, an example was the reconfiguration of the monitoring dashboard to ensure that the data collected was more informative and usable.
- 3.9.2 The provider in conjunction with the Memory Clinic, commenced a pilot for a new Cognitive stimulation surgery in May 2022. The Memory Clinic already provides therapy courses for people in the later stages of dementia. The new service offers Cognitive Stimulation information and resources for people and their carers at the early stage of their dementia journey. The pilot ran for a year, and due to the positive feedback from service users and their carers', and professionals, the pilot has now become part of the service offer and is added value to the general provision for Bromley residents as there are no additional costs involved.
- 3.9.3 In 2022, LBB commissioned Healthwatch Bromley to conduct an Enter and View (E&V) visit to the service. The visit covered all aspects of the service, such as observing the different groups, interviewing staff, volunteers, service users and carers. The overall report was positive. They did however give some recommendations to which the provider has responded and provided feedback.
- 3.9.10 The contract continues to operate within the original budget envelope.

4. SOCIAL VALUE, CARBON REDUCTION AND LOCAL / NATIONAL PRIORITIES

- 4.1 The Public Services (Social Value) Act 2012 requires local authorities to have regard to economic, social, and environmental wellbeing in connection with public service contracts.
- 4.2 The provider has a Bromley designated environmental champion who sets environmental goals for service staff and volunteers alike, advising on ways to save energy and to reduce waste, and raising awareness of environmental issues.
- 4.3 In line with LBB's Net zero strategy, the provider: -
- Installed cycle stands to encourage cycling instead of driving.
 - Encourages the use of public transport.
 - Promotes recycling – e.g., opting for second hand office furniture instead of new. minimising waste
- 4.4 The provider continues to offer employment and volunteer opportunities to Bromley residents.

5. STAKEHOLDER ENGAGEMENT / USER SATISFACTION

- 5.1 Initial feedback from operational colleagues has been positive; they have found the service very responsive in meeting the needs of the service users.
- 5.2 Feedback from the provider has also been positive, and state that 'Bromley is one of the few boroughs they have worked in where there has been such a joined-up approach in delivering a service.

- 5.3 In addition to quarterly case studies, the provider also conducts an annual Service user survey, a Carers survey, and a Volunteers survey, as per service specification, the results of which are relayed to LBB. Feedback from people accessing the service include the following:

Service User:

"Thank you for your help. You've helped me push through the psychological barriers of getting help. I was tucked away inside myself in depression, and you have made such a positive contribution. I really want you to know this." (DA service)

"The group's got me doing my poems again and thinking more. I've learnt to slow down and let things go; it's got my brain going again." (Young onset group)

Professional and Volunteers:

*"What I have gained today has given me the power to help people with dementia".
"I have thoroughly enjoyed and personally benefitted from being a befriender." (Befriending)*

Carers'

*"It has allowed me to look at dementia from the perspective of the person with the disease."
(Carer training)*

"Following the input of the Dementia Advisor, I had a better understanding of the impact of dementia on my uncle's level of functioning and learnt some new communication approaches that focussed more on validating how he felt than giving information that was often not understood. I also had a great awareness of my own needs and well-being as well as my uncles. I now feel better equipped to handle difficult conversations".

"The Memory Lane Cafe is Dad's highlight of the week, and he always speaks so highly of both you and the volunteer group." (Dementia café)

6. PROCUREMENT AND CONTRACT ISSUES

- 6.1 There are no current procurement or contract issues attached to this service.

7. TRANSFORMATION/POLICY IMPLICATIONS

- 7.1 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.

- 7.2 Making Bromley Even Better Priorities:

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

7.3 Other national and local policies/guidelines include the following: -

National

- The Care Act (2014)
- Mental Health Act (2007)
- Mental Health National Service Framework (1999)
- Mental Capacity Act (2007)
- Protecting Adults at Risk: London Multi-Agency Policy and Procedures to Safeguard Adults from Abuse (2014)
- NHS 10 Year Plan (2019)

Local Policies and Strategies

- Transforming Bromley (2019)
- Ageing Well in Bromley
- One Bromley
- Building a Better Bromley
- Bromley Health and Wellbeing Strategy (2019)
- Older Peoples' Strategy
- Joint Mental Health and Wellbeing Strategy

8. IT AND GDPR CONSIDERATIONS

8.1 There have been no IT or GDPR concerns attached to this service.

9. STRATEGIC PROPERTY CONSIDERATIONS

9.1 There are no Strategic Property considerations attached to this contract.

10. PROCUREMENT CONSIDERATIONS

10.1 In line with 23.2 of the Council's Contract Procedure Rules, an annual report must be submitted to the Portfolio Holder for all contracts with a value higher than £500k.

11. FINANCIAL CONSIDERATIONS

11.1 There are no direct financial implications from noting the contents of this report.

12. PERSONNEL CONSIDERATIONS

12.1 There are no Personnel considerations attached to this service.

13. LEGAL CONSIDERATIONS

13.1 This Committee is requested to note and comment on the information contained within this annual monitoring report as to the contract performance of BLG Mind regarding Dementia Post Diagnosis Support Services (Dementia Hub) which commenced on July 2020, for a five-year period and lasts until 30 June 2025 with the option to extend for up to a further two years. These services are provided due to the statutory requirements highlighted in this report.

- 13.2 The Council has a duty of care to have regard to the economic, social and environmental wellbeing in connection with public service Contracts as echoed in 'The Public Services (Social Value) Act 2022'. This Local Authority duty is also reflected under the 'Care Act 2014' promoting the wellbeing and safeguarding of adults. Similarly, the 'Equality Act 2010' and the 'Disability Discrimination Act 1995' promotes people with dementia in having a legal right to be protected from discrimination in all areas of their lives. The general principles of Dementia are also reflected in 'Bromley's Health and Wellbeing Strategy (2019-2023)' as outlined in clause 7.1 of the Report; 'Making Bromley Even Better Priorities' as outlined in clause 7.2 of the Report and are also reflected in the 'Other National and Local Policies/Guidelines' as outlined in clause 7.3 of the Report.
- 13.3 The Council also has both an implied and a specific power under section 111 of the Local Government Act 1972 to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions.
- 13.4 The Council's Constitution, at Part 4 – Rules of Procedure, provides the terms of reference for the Adult Care and Health Policy Development and Scrutiny Committee (ACH PDS) as it relates to the Adult Health & Care Portfolio. Under these terms of reference, this Committee is responsible for receiving reports and making recommendations on performance monitoring of services falling within the remit of this portfolio.
- 13.5 Contract Procedure Rule 23.2 provides that for all Contracts with a value higher than £500,000, or which are High Risk, an annual report must be submitted to the Portfolio Holder, the responsible Officers having submitted for consideration a formal Gateway Review, covering, as appropriate, the matters identified in the Council's standard Gateway Review Template for consideration as part of Contract Monitoring/Management requirements.

Non-Applicable Headings:	[List any of headings 4 to 16 that do not apply.]
Background Documents: (Access via Contact Officer)	[Title of document and date]

Report No.
ACH23-051

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: **ADULT CARE AND HEALTH PDS COMMITTEE**

Date: **Tuesday 21st November 2023**

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

Title: **Contracts Register**

Contact Officer: Christian Markandu, Interim Head of Complex & Long-Term Commissioning – Education, Care & Health Services. Email: Christian.Markandu@bromley.gov.uk

Chief Officer: Kim Carey, Director of Adult Services

Ward: All Wards

1. Reason for report

- 1.1 This report presents an extract from September 2023's Contracts Register of contracts with a whole life value of £50k or higher, for detailed scrutiny by PDS Committee – all PDS committees will receive a similar report each contract reporting cycle, based on data as at 30th August 2023 and presented to ER&C PDS on 18th September 2023.
- 1.2 The Contracts Register contained in 'Part 2' of this agenda includes a commentary on each contract to inform Members of any issues or developments. A covering report will also be included where additional commentary is required.
-

2. **RECOMMENDATIONS**

That the Adult Care and Health PDS Committee:

- 2.1 Reviews and comments on the Contracts Register as at 30th August 2023.
- 2.2 Note that in Part 2 of this agenda the Contracts Register contains additional, potentially commercially sensitive, information in its commentary.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The appended Contracts Register covers services which may be universal or targeted. Addressing the impact of service provision on vulnerable adults and children is a matter for the relevant procurement strategies, contracts award and monitoring reports, and service delivery rather than this report.
-

Corporate Policy

1. Policy Status: Existing Policy:
 2. MBEB Priority: Excellent Council:
-

Financial

1. Cost of proposal: - N/A
 2. Ongoing costs: - N/A
 3. Budget head/performance centre: Adult Care and Health Portfolio
 4. Total current budget for this head: - £84,178
 5. Source of funding: - Existing relevant budget 2023/2024
-

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:
 2. Call-in: Not Applicable:
-

Procurement

1. Summary of Procurement Implications: Improves the Council's approach to contract management
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): N/A
-

Ward Councillor Views

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

3. COMMENTARY

Contracts Register Background

- 3.1 The Contracts Database is fully utilised by all Contract Managers across the Council as part of their Contract Management responsibilities, which includes the updating the information recorded on the database. The Register is generated from the Contracts Database which is administered by Corporate Procurement and populated by the relevant service managers (Contract Owners) and approved by their managers (Contract Approvers).
- 3.2 As a Commissioning Council, this information is vital to facilitate a full understanding of the Council's procurement activity and the Contracts Registers is a key tool used by Contract Managers as part of their daily contract responsibilities. The Contract Registers are reviewed by the Procurement Board, Chief Officers and the Corporate Leadership Team.
- 3.3 The Contracts Register is produced four times a year for members and is a 'snapshot' at the time of each report – though the CDB itself is always 'live'. The quarterly reporting cycle is based on the Executive, Resources and Contracts PDS timetable with reports for each Portfolio prepared and distributed at the same time. There may be a timelag between the quarterly reporting cycle and the next available date of the relevant Policy, Development and Scrutiny Committee for each Portfolio. Report authors for each Portfolio have the opportunity to provide updates on any contracts through the accompanying Part 2 report.
- 3.4 It is important to note that the date of the snapshot is fixed and is well in advance of PDS. At the time of the last snapshot it showed 5 amber rated contracts. However, if we were to take the snapshot today, all contracts would be rated green.
- 3.5 Each PDS committee is expected to undertake detailed scrutiny of its contracts – including scrutinising suppliers – and hold the Portfolio Holder to account on service quality and procurement arrangements.

Contract Register Summary

- 3.6 The Council has 235 active contracts across all Portfolios as of 30th August 2023 for the September 2023 reporting cycle as set out in Appendix 1.
- 3.7 The summary for the Adult Care and Health Portfolio is as follows:

Item	Category	February 2023	May 2023	September 2023
Total Contracts	£50k+	49	47	48
Concern Flag	Concern Flag	0	0	0
Risk Index	Higher Risk	27	29	29
	Lower Risk	22	18	19
Procurement Status for Contracts approaching end date	Red	0	0	0
	Amber	3	0	5
	Green	21	14	11
	Neutral	25	33	32

4. IMPACT ON VULNERABLE ADULTS & CHILDREN

4.1 The Corporate Contracts Register covers all Council services: both those used universally by residents and those specifically directed towards vulnerable adults and children. Addressing the impact of service provision on the vulnerable is a matter for the relevant procurement strategies, contracts, and delivery of specific services rather than this summary register.

5. POLICY IMPLICATIONS

5.1 The Council's renewed ambition is set out in [Making Bromley Even Better 2021 - 2031](#) and the Contracts Database (and Contract Registers) help in delivering the aims (especially in delivering Ambition Five – Resources & Efficiencies). For Ambition Five, this activity specifically helps by supporting 'robust and active contract management'.

6. PROCUREMENT IMPLICATIONS

6.1 Most of the Council's (£50k plus) procurement spend is now captured by the Contracts Database. The database will help in ensuring that procurement activity is undertaken in a timely manner, that Contract Procedure Rules are followed and that Members are able to scrutinise procurement activity in a regular and systematic manner.

7. FINANCIAL IMPLICATIONS

7.1 The Contracts Database and Contract Registers are not primarily financial tools – the Council has other systems and reports for this purpose such as the Budget Monitoring reports. However, the CDB and Registers do contain financial information both in terms of contract dates and values and also budgets and spend for the current year.

8. PERSONNEL IMPLICATIONS

8.1 There are no direct personnel implications but the Contracts Database is useful in identifying those officers directly involved in managing the Council's contracts.

9. LEGAL IMPLICATIONS

9.1 There are no direct legal implications but the Contracts Database does identify those contracts which have a statutory basis and also those laws which should be complied with in delivering the contracted services.

9.2 A list of the Council's active contracts may be found on Bromley.gov.uk to aid transparency (this data is updated after each ER&C PDS meeting).

Non-Applicable Sections:	None
Background Documents: (Access via Contact Officer)	<ul style="list-style-type: none"> • Appendix 1 – Key Data (All Portfolios) • Appendix 2 - Contracts Database Background information • Appendix 3 – Contracts Database Extract PART 1


Appendix 1 Key Data (All Portfolios)

Item	Category	February 2023	May 2023	September 2023
Contracts (>£50k TCV)	All Portfolios	246	231	235
Flagged as a concern	All Portfolios	1	2	2
Portfolio	Executive, Resources and Contracts	88	79	76
	Adult Care and Health	49	47	48
	Environment and Community Services	23	22	23
	Children, Education and Families	45	40	39
	Renewal and Recreation and Housing	38	35	40
	Public Protection and Enforcement	8	8	9
Risk Index	Higher Risk	74	69	84
	Lower Risk	172	162	151
Procurement Status for Contracts approaching end date	Red	1	2	2
	Amber	18	11	14
	Green	78	73	73
	Neutral	149	145	146

Appendix 2 - Contracts Register Key and Background Information

Contract Register Key

1.1 A key to understanding the Corporate Contracts Register is set out in the table below.

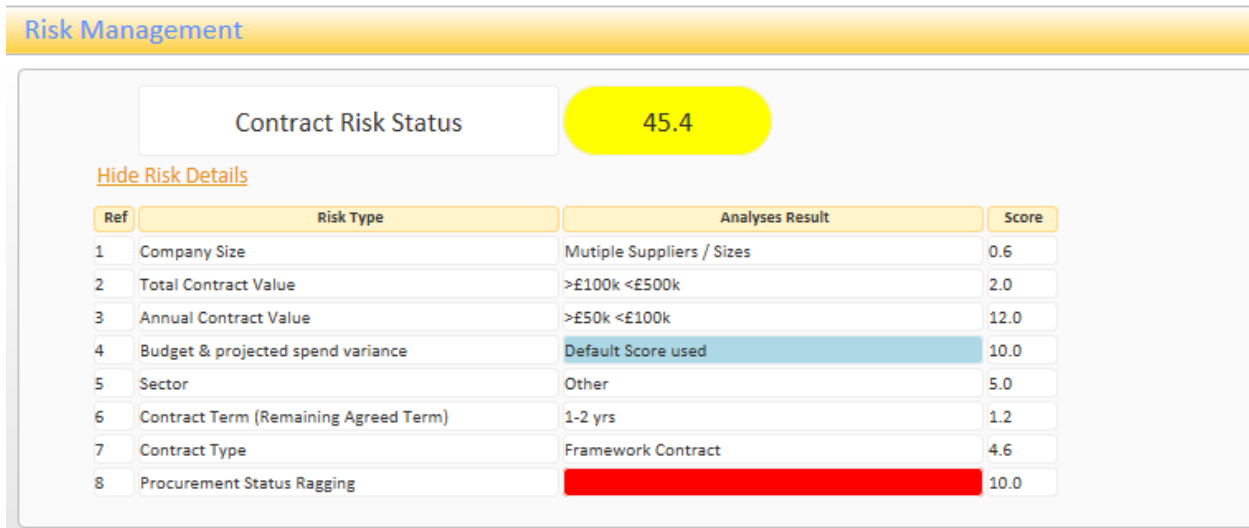
Register Category	Explanation
Risk Index	Colour-Ranking system reflecting eight automatically scored and weighted criteria providing a score (out of 100) reflecting the contract's intrinsic risk – reported as either Higher Risk or Lower Risk
Contract ID	Unique reference used in contract authorisations
Owner	Manager/commissioner with day-to-day budgetary / service provision responsibility
Approver	Contract Owner's manager, responsible for approving data quality
Contract Title	Commonly used or formal title of service / contract
Supplier	Main contractor or supplier responsible for service provision
Portfolio	Relevant Portfolio for receiving procurement strategy, contract award, contract monitoring and budget monitoring reports
Total Contract Value	The contract's value from commencement to expiry of formally approved period (excludes any extensions yet to be formally approved)
Original Annual Value	Value of the contract its first year (which may be difference from the annual value in subsequent years, due to start-up costs etc.)
Procurement Status	For all contracts automatically ranked by the Database as approaching their end date, a manual RAG rating is assigned by the Assistant Director Governance & Contracts to reflect the status of the contract. The RAG ratings are as follows: Red – there are potential issues with the contract or the timescales are tight and it requires close monitoring. Amber – appropriate procurement action is either in progress or should be commencing shortly. Green – appropriate procurement action has been successfully taken or there is still sufficient time to commence and complete a procurement action.
Start & End Dates	Approved contract start date and end date (excluding any extension which has yet to be authorised)
Months duration	Contract term in months
Attention 	Red flag or Red RAG indicates that there are potential issues, or that the timescales are tight and it requires close monitoring. Further commentary may be provided in the Part 2 report.
Commentary	Contract Owners provide a comment –where contracts approach their end date. Corporate Procurement may add an additional comment for Members' consideration <i>The Commentary only appears in the 'Part 2' Contracts Register</i>
Capital	Most of the Council's contracts are revenue-funded. Capital-funded contracts are separately identified (and listed at the foot of the Contracts Register) because different reporting / accounting rules apply

Contract Register Order

1.2 The Contracts Register is ordered by Procurement Status, Portfolio, and finally Contract Value. Capital contracts appear at the foot of the Register and 'contracts of concern' (to Corporate Procurement) are flagged at the top.

Risk Index

- 1.3 The Risk Index is designed to focus attention on contracts presenting the most significant risks to the Council. Risk needs to be controlled to an acceptable level (our risk appetite) rather than entirely eliminated and so the issue is how best to assess and mitigate contract risk. Contract risk is assessed (in the CDB) according to eight separate factors and scored and weighted to produce a Risk Index figure (out of 100). The Risk Index is reported as either 'Higher Risk' or 'Lower Risk'.



Procurement Status

- 1.4 The Database will highlight contracts approaching their end date through a combination of the Total Contract Value and number of months to expiry . For all contracts highlighted by the Database as potentially requiring action soon, a commentary is provided on the status of the contract and a manual RAG rating is assigned.

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Contract Register Report - £50k Portfolio Filtered - Adult Care and Health

September 2023

Risk Index	Main Contract Data						Finance Data			Contract Terms					
	Contract ID	Owner	Approver	Contract Title	Supplier Name	Portfolio	Total Value	Original Annual Value	Current Annual Value (Estimated)	Proc. Status	Start Date	End Date	Months Duration	Attention	Capital
Higher Risk	3813	Mimi Morris-Cotterill	Nada Lemic	Public Health - Adults Substance Misuse Service	Change Grow Live (CGL)	Adult Care and Health	7,702,728	1,348,824		■	01/12/2018	31/03/2024	64		
Higher Risk	3814	Mimi Morris-Cotterill	Nada Lemic	Public Health - Young Persons Substance Misuse Service	Change Grow Live (CGL)	Adult Care and Health	846,100	148,620		■	01/12/2018	31/03/2024	64		
Lower Risk	5076	Mimi Morris-Cotterill	Nada Lemic	Service for Co-Occuring Mental Health, Alcohol and Drugs Conditions	Oxleas NHS Foundation Trust	Adult Care and Health	261,000	87,000		■	01/04/2021	31/03/2024	36		
Lower Risk	5062	Kelly Sylvester	Kim Carey	Healthwatch Bromley	Healthwatch Bromley	Adult Care and Health	221,994	81,398		■	01/04/2021	31/03/2024	36		
Lower Risk	5207	Christian Markandu	Kim Carey	Employment Support for Adults with Learning Disabilities	Bromley Mencap	Adult Care and Health	99,970	49,985		■	01/04/2022	31/03/2024	24		
Higher Risk	230	Kelly Sylvester	Kim Carey	Mental Health - Section 31 Agreement for the Exercise of Mental Health Function - LBB and Oxleas	Oxleas NHS Foundation Trust	Adult Care and Health	30,438,550	1,570,450		■	01/12/2004	30/11/2024	240		
Higher Risk	3795	Christian Markandu	Kim Carey	Older People - Nursing Beds (PF & EMI)	Mission Care Trading Ltd	Adult Care and Health	17,873,000	2,482,000		■	02/01/2018	01/01/2025	84		
Higher Risk	2597	Jamie Currie	Kim Carey	Adults - Extra Care Housing, Lot 2 - Norton Court, Crown Meadow Court, Durham House	Mears Limited	Adult Care and Health	12,913,000	1,966,000		■	01/08/2017	31/07/2024	84		
Higher Risk	2596	Jamie Currie	Kim Carey	Adults - Extra Care Housing, Lot 1 - Apsley Court, Sutherland House, Regency Court	Creative Support Ltd	Adult Care and Health	11,777,000	1,663,000		■	01/08/2017	31/07/2024	84		
Higher Risk	5006	Kelly Sylvester	Kim Carey	Dementia Post Diagnosis Support Services	Bromley, Lewisham and Greenwich Mind	Adult Care and Health	3,430,000	490,000		■	01/07/2020	30/06/2025	60		
Higher Risk	5117	Christian Markandu	Kim Carey	Learning Disability Complex Needs Day Service	Eleanor Nursing & Social Care Ltd	Adult Care and Health	2,577,000	859,000		■	16/08/2021	15/08/2024	36		
Lower Risk	4921	Grace John-Baptiste	Kim Carey	Hestia - Provision of Mental Health Flexible Support Services	Hestia Housing and Support	Adult Care and Health	2,011,000	391,000		■	01/10/2019	30/09/2024	60		
Lower Risk	5014	Jane Campbell	Kim Carey	Services for the Blind and Partially Sighted	Kent Association for the Blind	Adult Care and Health	592,000	148,000	148,000	■	01/10/2020	30/09/2024	48		
Lower Risk	3715	Kelly Sylvester	Kim Carey	Building Management - Lewis House	Bromley Experts By Experience CIC	Adult Care and Health	218,000	36,000	38,000	■	01/01/2018	31/12/2023	72		
Lower Risk	4939	Jane Campbell	Kim Carey	Carelink Telephone Answering Service	Careium	Adult Care and Health	175,770	35,154	35,154	■	04/11/2019	03/11/2024	60		
Lower Risk	4890	Kelly Sylvester	Kim Carey	Bromley Council Prepaid Cards Solution	Allpay Limited	Adult Care and Health	172,000	24,000		■	13/09/2019	12/09/2023	48		
Higher Risk	5016	Dr Jenny Selway	Nada Lemic	Public Contract Award for 0-19 Years Public Health Nursing Service	Bromley Healthcare CIC Ltd	Adult Care and Health	20,245,000	4,049,000			01/10/2020	30/09/2025	60		
Higher Risk	5136	Kelly Sylvester	Kim Carey	Domiciliary Care Framework Contract	Multiple Suppliers	Adult Care and Health	16,080,000	4,020,000			28/08/2021	27/08/2025	48		
Higher Risk	6343	Kelly Sylvester	Kim Carey	Integrated Community Equipment Service	NRS Healthcare	Adult Care and Health	13,000,000	2,600,000			01/04/2023	31/03/2028	60		
Higher Risk	6287	Kelly Sylvester	Kim Carey	Primary & Secondary Intervention Service	Bromley Third Sector Enterprise	Adult Care and Health	11,945,000	2,389,000			01/10/2022	30/09/2027	60		
Higher Risk	5183	Christian Markandu	Kim Carey	Learning Disabilities Supported Living – 213 Widmore Road, Lancaster House, Amplio House, Swingfield Court, Goldsmiths Close	Avenues Trust Group	Adult Care and Health	9,696,500	1,939,300			25/01/2022	24/01/2027	60		
Higher Risk	5077	Christian Markandu	Kim Carey	Learning Disability Supported Living Services	Diagrama	Adult Care and Health	8,765,000	1,753,000			01/04/2021	31/03/2026	60		
Higher Risk	6232	Kelly Sylvester	Kim Carey	Patch Domiciliary Care Framework Provider	Enterprise Care Support Ltd	Adult Care and Health	8,442,000	1,688,400			01/03/2022	27/04/2026	49		
Higher Risk	5140	Kelly Sylvester	Kim Carey	Patch Domiciliary Care Framework Provider	Carepoint Services Ltd	Adult Care and Health	8,442,000	1,688,400			28/08/2021	27/08/2026	60		
Higher Risk	6316	Mimi Morris-Cotterill	Nada Lemic	Integrated Sexual Health Services	Kings College Hospital NHS Foundation Trust	Adult Care and Health	7,158,345	1,551,538			01/04/2023	31/03/2028	60		
Higher Risk	5137	Kelly Sylvester	Kim Carey	Patch Domiciliary Care Framework Provider	Absolute Care Services Ltd	Adult Care and Health	6,097,000	1,219,400			28/08/2021	27/08/2026	60		
Higher Risk	5139	Kelly Sylvester	Kim Carey	Patch Domiciliary Care Framework Provider	Care Outlook	Adult Care and Health	6,097,000	1,219,400			28/08/2021	27/08/2026	60		
Higher Risk	5181	Christian Markandu	Kim Carey	Learning Disabilities Supported Living – Coppice, Spinney and the Glade	The Brandon Trust	Adult Care and Health	6,022,500	1,204,500			25/01/2022	24/01/2027	60		
Higher Risk	5180	Christian Markandu	Kim Carey	Learning Disabilities Supported Living – 109 & 111 Masons Hill, 18 Century Way, 19 Century Way	The Regard Partnership t/a Achieve Together	Adult Care and Health	5,995,000	1,199,000			25/01/2022	24/01/2027	60		
Higher Risk	5182	Christian Markandu	Kim Carey	Learning Disabilities Supported Living – 173 Crofton Road, 182 Crofton Road, 26 Devonshire Road, Johnson Court	Lewisham Nexus Services Ltd	Adult Care and Health	5,381,500	1,076,300			25/01/2022	24/01/2027	60		
Higher Risk	5138	Kelly Sylvester	Kim Carey	Patch Domiciliary Care Framework Provider	Bluefield Care Services Ltd	Adult Care and Health	5,315,333	1,063,067			28/08/2021	27/08/2026	60		
Higher Risk	5143	Kelly Sylvester	Kim Carey	Patch Domiciliary Care Framework Provider	Soma Healthcare	Adult Care and Health	5,315,333	1,063,067			28/08/2021	27/08/2026	60		
Higher Risk	5144	Kelly Sylvester	Kim Carey	Patch Domiciliary Care Framework Provider	Supreme Care Services	Adult Care and Health	5,315,333	1,063,067			28/08/2021	27/08/2026	60		
Higher Risk	6340	Christian Markandu	Kim Carey	Supported Living Services at 3 Properties: Brosse Way, Bromley Road & Padua Road	Creative Support Ltd	Adult Care and Health	3,195,000	799,000			06/03/2023	05/03/2027	48		
Higher Risk	7375	Christian Markandu	Kim Carey	Learning Disability Short Breaks Service	Ambient	Adult Care and Health	2,350,000	470,000			01/04/2023	31/03/2028	60		

Lower Risk	5015	Gillian Fiumicelli	Nada Lemic	Public Health - GP SLAs	General Practitioners	Adult Care and Health	2,100,000	420,000			01/04/2021	31/03/2026	60		
Higher Risk	5142	Kelly Sylvester	Kim Carey	Patch Domiciliary Care Framework Provider	Profad Care Agency Limited	Adult Care and Health	1,876,000	375,200			28/08/2021	27/08/2026	60		
Lower Risk	6352	Kelly Sylvester	Kim Carey	Advocacy Services for Bromley	Advocacy for All	Adult Care and Health	1,425,000	285,000			01/04/2023	31/03/2028	60		
Lower Risk	5063	Kelly Sylvester	Kim Carey	Direct Payment Support and Payroll Service	Vibrance	Adult Care and Health	1,101,000	202,000			08/04/2021	07/04/2026	60		
Lower Risk	5011	Kelly Sylvester	Kim Carey	Infrastructure support services to the voluntary, community and social enterprise sector	Community Links Bromley	Adult Care and Health	779,305	155,861			01/10/2020	30/09/2025	60		
Lower Risk	4841	Jane Campbell	Kim Carey	Physical Disability and Sensory Impairment – DeafPlus Resource Centre for the Deaf	DeafPlus	Adult Care and Health	341,026	48,718	50,667		01/10/2018	30/09/2025	84		
Lower Risk	5210	Gillian Fiumicelli	Nada Lemic	Point of Care Testing Service	BHR Pharmaceuticals Ltd	Adult Care and Health	154,915	51,638			01/04/2022	31/03/2025	36		
Lower Risk	5068	Gillian Fiumicelli	Nada Lemic	Public Health - NHS Health Checks	Bromley GP Alliance Ltd	Adult Care and Health	120,000	24,000			01/04/2021	31/03/2026	60		
Higher Risk	204	Christian Markandu	Kim Carey	Learning Disabilities - Capital Works and Housing Management at 4 Homes for Adults with Learning Disabilities	Croydon Churches Housing Association	Adult Care and Health	100,000	100,000			18/11/2013	17/11/2038	300		
Lower Risk	7402	Mary King	Antoinette Thorne	** Now Live ** Inspire Social Work International	Inspire Social Work	Adult Care and Health	95,000	47,500			01/06/2023	31/05/2025	24		
Lower Risk	6339	Heather Sinclair-Constance	Kim Carey	CareCubed	IESE Innovation Limited	Adult Care and Health	60,000	35,000	25,000		01/10/2022	30/09/2024	24		
Lower Risk	6247	Jane Campbell	Kim Carey	CM2000 Reablement Monitoring Service	The Access Group	Adult Care and Health	52,440	26,220	26,220		01/07/2022	31/05/2024	23		
Lower Risk	6286	Kelly Sylvester	Kim Carey	** Now Live ** Bromley Council Prepaid Cards Solution	Allpay Limited	Adult Care and Health	50,000	25,000			13/09/2023	12/09/2025	24		

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