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DATE: 10 June 2024

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, Mike Botting, Graeme Casey,
Robert Evans, Mike Jack, Kevin Kennedy-Brooks and Gemma Turrell

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

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 18 JUNE 2024 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 **APPOINTMENT OF CO-OPTED MEMBERS 2024-25** (Pages 5 - 8)

3 **DECLARATIONS OF INTEREST**

4 **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 4th June 2024**.

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 12th June 2024**.

5 **MINUTES OF ADULT CARE AND HEALTH PDS COMMITTEE MEETINGS HELD ON 12TH MARCH 2024 AND 15TH MAY 2024** (Pages 9 - 20)

6 **WORK PROGRAMME AND MATTERS OUTSTANDING** (Pages 21 - 28)

HOLDING THE ADULT CARE AND HEALTH PORTFOLIO HOLDER TO ACCOUNT

7 **UPDATE FROM THE DIRECTOR OF ADULT SOCIAL CARE**

8 **ADULT CARE AND HEALTH PORTFOLIO PLAN 2023-24 HALF YEARLY UPDATE AND 2024-25 REFRESH** (Pages 29 - 106)

9 **ACH RISK REGISTER - QUARTER 4** (Pages 107 - 120)

10 **TACKLING LONELINESS STRATEGY ACTION PLAN 2022-2026 - UPDATE** (Pages 121 - 156)

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

Portfolio Holder decisions for pre-decision scrutiny.

a **FINAL OUTTURN REPORT 2023/24** (Pages 157 - 172)

b **CONTRACT VARIATION: DIGITAL TRANSFORMATION** (Pages 173 - 184)

HOLDING THE EXECUTIVE TO ACCOUNT

12 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

a PERMISSION TO PROCURE A FRAMEWORK FOR DOMICILIARY CARE SERVICES 2025-2029 (Pages 185 - 194)

Members of the Children, Education and Families Policy Development and Scrutiny Committee are invited to attend the meeting for consideration of this item

b CONTRACT AWARD: DOMICILIARY CARE (PART 1) (Pages 195 - 204)

Members of the Children, Education and Families Policy Development and Scrutiny Committee are invited to attend the meeting for consideration of this item

c ADULT SOCIAL CARE TRANSFORMATION - DIGITAL STRATEGY 2024-2034 (PART 1) (Pages 205 - 236)

POLICY DEVELOPMENT AND OTHER ITEMS

13 CONTRACTS REGISTER (PART 1) (Pages 237 - 246)

14 ADULT CARE AND HEALTH PDS INFORMATION BRIEFING

The briefing comprises:

- Briefing on Member Visits
- Minutes from the Health Scrutiny Sub-Committee meeting held on 12th March 2024
- Bromley Well Contract Monitoring Report
- 0-19 Years Public Health Nursing Service Performance Report

This briefing is circulated for information only, but issues can be debated at the meeting at the request of any member of the Committee. Such requests should be made to the Democratic Services Officer at least 24 hours before the meeting and should set out which aspects of the information briefing need to be discussed.

Members have been provided with advance copies of the briefing via e-mail. 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.

15 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.

- 16 EXEMPT MINUTES OF ADULT CARE AND HEALTH PDS COMMITTEE MEETING HELD ON 12TH MARCH 2024** (Pages 247 - 250) Information relating to the financial or business affairs of any particular person (including the authority holding that information)

17 PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE REPORTS

- a CONTRACT AWARD: DOMICILIARY CARE (PART 2)** (Pages 251 - 256) Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Members of the Children, Education and Families Policy Development and Scrutiny Committee are invited to attend the meeting for consideration of this item

- b ADULT SOCIAL CARE TRANSFORMATION - DIGITAL STRATEGY 2024-2034 (PART 2)** (Pages 257 - 300) 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

- 18 CONTRACTS REGISTER (PART 2)** (Pages 301 - 310) Information relating to the financial or business affairs of any particular person (including the authority holding that information)

Report No.
CSD24062

London Borough of Bromley

PART ONE - PUBLIC

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

Date: **Tuesday 18th June 2024**

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

Title: **CO-OPTIONS TO THE ADULT CARE AND HEALTH PDS
COMMITTEE AND COMMITTEE MEMBERSHIPS FOR 2024/25**

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 confirm the following appointments for 2024/25:

- Co-opted Member appointments to the Adult Care and Health PDS Committee (for the remainder of the four-year term of the Council); and,
- Member appointments to the South East London Joint Health Overview and Scrutiny Committee.

2. **RECOMMENDATIONS**

2.1 **The Adult Care and Health PDS Committee is requested to:**

- 1) **Agree the following Adult Care and Health PDS Committee Co-opted Membership appointments for 2024/25 (and to be re-appointed annually until the end of the current four-year term of the Council):**

Co-opted Member	Organisation / Key area of interest
Jo Findlay	Lived experience
Michelle Harvie	Carer
Stacey Agius	Safeguarding and Special Educational Needs
Charlotte Bradford (Health Scrutiny Sub-Committee)	Healthwatch Bromley

- 2) **Agree the appointment of two Members to the South East London Joint Health Overview and Scrutiny Committee for 2024/25 – Councillors Mark Brock and Felicity Bainbridge.**

Impact on Vulnerable Adults and Children

1. Summary of Impact: Any Co-opted Members appointed to the PDS Committee will give due consideration to the impact of the work of the Committee on vulnerable adults.
-

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.
-

Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: Not Applicable: There is a marginal cost attached to printing agendas and posting to co-opted Members.
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £402k
 5. Source of funding: Revenue Budget
-

Personnel

1. Number of staff (current and additional): 6fte
 2. If from existing staff resources, number of staff hours: Not Applicable
-

Legal

1. Legal Requirement: None
 2. Call-in: Applicable Not Applicable: This report does not involve an executive decision.
-

Procurement

1. Summary of Procurement Implications: N/A
-

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): N/A
-

Ward Councillor Views

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

3. COMMENTARY

3.1 Co-opted Members bring their own area of interest and expertise to the work of a PDS Committee and, in representing the interests of key groups within a Portfolio, can ensure that their views are taken into account on issues. It is proposed that Co-opted Members be appointed to the Adult Care and Health PDS Committee for 2024/25 (and to be re-appointed annually until the end of the current four-year term of the Council) as follows:

Co-opted Member	Organisation / Key area of interest
Jo Findlay	Lived experience
Michelle Harvie	Carer
Stacey Agius	Safeguarding and Special Educational Needs
Charlotte Bradford (Health Scrutiny Sub-Committee)	Healthwatch Bromley

3.2 Healthwatch Bromley have indicated that their representative will attend only the Health Scrutiny Sub-Committee, unless specific issues require their attendance at any meeting of the Adult Care and Health PDS Committee.

3.3 A Joint Health Scrutiny Committee comprising the boroughs of Bromley, Bexley, Greenwich, Lambeth, Lewisham and Southwark was formed in 2015 for the purpose of scrutinising health services across the South East London region. Members are asked to confirm the reappointment of Councillor Mark Brock and Councillor Felicity Bainbridge as Bromley's representatives on the South East London Joint Health Overview and Scrutiny Committee for the 2024/25 municipal year.

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)	Not applicable

ADULT CARE AND HEALTH POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 12 March 2024

Present:

Councillor Mark Brock (Chairman)

Councillors Jessica Arnold, Kim Botting FRSA,
Graeme Casey, Robert Evans,
Dr Sunil Gupta FRCP FRCPath, Mike Jack, David Jefferys
and Kevin Kennedy-Brooks

Michelle Harvie

Also Present:

Councillor Felicity Bainbridge (*via conference call*)
Councillor Diane Smith, Portfolio Holder for Adult Care and Health
Councillors Kira Gabbert and Kate Lymer (*via conference call - item 70a*)
and Shamilah Martin (*via conference call - item 70a*)

63 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Co-opted Members Stacey Agius and Jo Findlay.

64 DECLARATIONS OF INTEREST

There were no declarations of interest.

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

No questions had been received.

66 MINUTES OF ADULT CARE AND HEALTH PDS COMMITTEE MEETING HELD ON 30TH JANUARY 2024

The minutes of the meeting held on 30th January 2024 were agreed, and signed as a correct record.

67 WORK PROGRAMME AND MATTERS OUTSTANDING

Report CSD24036

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

The Director of Adult Social Care advised that some teething problems were still being experienced with regards to setting up Member visits, and this would be followed up with the Assistant Director for Strategy, Performance and Corporate Transformation. A Member noted that they had recently visited Southmore Court (Petts Wood), which had been extremely interesting and encouraged others to attend when presented with the opportunity. These comments were echoed by another Member who advised that, as a local Ward Councillor, they regularly visited Cedarmore Court (Chislehurst). In response to a question, the Director of Adult Social Care said that invites for future visits would be sent out in a timely manner to provide as much notice as possible. The request from Members to explore the possibility of evening and weekend sessions had been noted, however this was not always appropriate.

In relation to the Assistive Technology session, the Director of Adult Social Care advised that these would be arranged at the beginning of the new municipal year once the membership of the Adult Care and Health Policy Development and Scrutiny Committee was confirmed.

RESOLVED that the update be noted.

68 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.

In relation to the budget, the Director of Adult Social Care advised that whilst there had continued to be a number of pressures relating to the spend, a downturn in spend against Discharge to Assess was being seen following work undertaken to tighten up on the process of ongoing funding post hospital discharge. Care costs continued to present challenges and they were about to enter into negotiations in relation to inflationary increases for the coming year. It was anticipated that, going forwards, there would be some challenging conversations as the expectations of providers were unrealistic in terms of growth that the Council was able to afford.

Members were advised that as part of the work to deliver transformation savings in the next year, the department had started a piece of work to explore the potential of the Council delivering a care home direct. It was noted that some other London Boroughs had gone down this route, so they were seeking to learn from them whilst exploring this for Bromley – previous work indicated that this was not a cost effective model, but it was considered to be

worth exploring again. In response to questions, the Director of Adult Social Care said that the Assistant Director for Integrated Commissioning would be leading on this work and a wide range of options would be considered. This would be a significant piece of work and therefore findings would not be available until the autumn. The Portfolio Holder for Adult Care and Health noted that proposals had previously been considered in 2018 and 2019, and therefore a template had already been established that the Assistant Director for Integrated Commissioning would be working to. The work undertaken would need to be thorough to ensure they met both service delivery needs and remained within the financial envelope.

The Director of Adult Social Care said she was pleased to report that the department was on target to deliver 100% of the efficiency and transformation savings that had been planned for this year, a sum of over £3.5m – huge thanks were extended to every team member that helped to achieve this.

The Director of Adult Social Care informed Members that the department continued to prepare for the Care Quality Commission (CQC) Assurance process and were making good progress with the new Principal Social Worker who was taking a forensic look at all the work undertaken, particularly in relation to practice.

Members were advised that, sadly, two long standing Heads of Service would shortly be leaving the Council. Grace John-Baptiste, who had headed up the mental health service in Oxleas was retiring and Jane Campbell, Principal Occupational Therapist and Service Lead had also decided to leave her role, to take up opportunities to work more directly with service users. The Director of Adult Social Care expressed her thanks to both for all their work and wished them well for the future.

The Director of Adult Social Care informed Members that she had attended an event the previous evening, organised by the Social Care Institute for Excellence, to share experience of working with them on the digital opportunities. David Walker from Bromley Third Centre Enterprise had also attended and together they shared how the engagement with staff and people that used services could positively impact on change. They had been commended for the work they had undertaken by some major national partners, such as the Department of Health and Social Care (DHSC), CQC, the national carers lead and also a colleague from Denmark who was visiting to learn more about Adult Social Care and how it was delivered. The Director of Adult Social Care advised that she had also been interviewed by a colleague from the Chartered Institute of Public Finance and Accountancy (CIPFA) about how, as a Director, she managed the need to make efficiencies against growing demand – they were wanting to showcase good practice and were keen to learn from their experience in Bromley.

The Director of Adult Social Care highlighted the successes last week of colleagues in Public Health, and the Principal Loneliness Champion and Strategy Officer at the IESE awards. It had been a great evening with Bromley bringing home two awards for the work supporting people who were homeless

and also the loneliness work. The Chairman asked that congratulations be extended to officers on behalf of the Committee.

The Director of Adult Social Care informed Members that, with regards to the Adult Social Care Award ceremony, the celebrations had been scaled back this year as they did not have the same level of available funding as last year. Thanks to the support of a number of sponsors, they were now planning for the event to take place at the Civic Centre on the evening of 27th June 2024 – apologies were extended to Members for the change of date.

RESOLVED that the update be noted.

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

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

A BUDGET MONITORING 2023/24 Q3 (PART 1)

Report FSD24022-A

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 December 2023.

The Head of Finance for Adults, Health and Housing advised that the current position for the Adult Care and Health Portfolio was a projected overspend of £1.9m on the controllable budget – this was an increase of £0.4m from the quarter 2 forecast. The main area of increase was within Assessment and Care Management which included an overspend on the Community Equipment contract budget – it was noted that further information was provided within the Part 2 appendix.

The Head of Finance for Adults, Health and Housing advised that an underspend of £160k was forecasted in Quality Assurance and Safeguarding, which would be offset against the Learning Disabilities overspend of £155k, based upon the current level of client numbers and costs. In response to questions, the Head of Finance for Adults, Health and Housing said that the Quality Assurance and Safeguarding underspend was mainly against the Deprivation of Liberty Safeguards (DoLS) and Mental Capacity Act supplies and services budget, which was responsive to the in-year needs. The Director of Adult Social Care advised that the DoLS budget funded staff and the medical assessments undertaken by doctors – as demand was lower, they did not need to pay for as many assessments which had created the underspend. It was difficult to say if this would continue as they would not know if DoLS would apply until a referral was received. However if the lower numbers going into residential nursing care continued to be maintained the demand for assessment was likely to be less.

A Member noted that domiciliary care had areas of overspend within all categories. In response to questions, the Director of Adult Social Care said that this related to the demands of the individuals they were supporting – needs were more complex, and the packages of care required were more costly. It was noted that the number of people being supported in their own homes was increasing and consideration may need to be given to moving the budget to sit within the right service area.

In response to a question regarding the Integrated Community Equipment Service contract, the Assistant Director for Integrated Commissioning confirmed that the use of credits had been included in other contracts. Members were advised that in this contract credits were paid to the Council against returned equipment which could be recycled and reused by the provider.

RESOLVED that the Portfolio Holder be recommended to note the projected overspend of £1,925k on controllable expenditure based on information as at December 2023.

70 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

A PERMISSION TO COMMENCE WITH THE PROCUREMENT TO REPLENISH THE DOMICILIARY CARE PATCH ARRANGEMENTS

Report ACH24-006

The Chairman welcomed Members of the Children, Education and Families Policy Development and Scrutiny Committee, and the Portfolio Holder for Children, Education and Families, to the meeting for consideration of this item.

On 29th June 2021 the Executive agreed the award of geographical Patch contracts to deliver domiciliary care services for a up to an eight-year period (5+3 years) that commenced on 28th August 2021 (Report ACH21-031). The current value of the contract spend was an overall value of £16.4 million per annum. The overall remaining whole life value of £82 million for 2+3 years (both Framework and Patch). Since the award of the contract, two of the four patches (East and South) had delivered well and had progressed to accept circa 70% of the domiciliary care packages at the end of year two of the eight-year contract. However, because some designated providers had not been able to deliver packages of care the Integrated Commissioning Service was now seeking to replenish the Central Patch with one new provider alongside four back-up providers to be used when required.

In response to a question, the Head of Finance for Adults, Health & Housing advised that confirmation of the Children and Young People's element of the domiciliary care budget could be provided to Members following the meeting.

Post-meeting note:

Following the meeting, the Head of Finance for Adults, Health & Housing clarified that paragraph 3.13 of the report should read:

'With reference to Children and Young people (CYP) there are ninety-nine children and young people in receipt of a domiciliary care package. Currently with an estimated cost for 2023/24 at £2.4m.'

RESOLVED that the Executive be recommended to approve permission to procure up to five new Patch providers, these contracts will run co-terminus with the Patch providers that have been delivering services since 28th August 2021. This action is due to one provider ending their contract. The additional four new providers will replace any providers that are not able to meet the terms of the contract.

B RESIDENTIAL HOME CARE FOR OLDER PEOPLE BLOCK CONTRACT (PART 1)

Report ACH24-018

The Committee considered a report seeking Executive approval for the award of a residential home care block contract for 20 Bromley based beds to the provider named in the accompanying Part 2 report. The block contract would result in the Council securing access to more in borough residential care provision and would also support achievement of medium-term financial savings targets with regards to managing the market more efficiently. The proposed arrangements would yield efficiencies in commissioning costs by continuing to secure a reduced purchasing rate per placement through a block contract as compared to existing spot placement rates and help to manage the increasing pressure of seeking and finding suitable placement in Bromley.

In response to questions, the Strategic Commissioner for Extra Care and Care Homes said that if the block contract was successful they could look to increase the provision over time. It was noted that the proposed provider had a 'good' CQC rating.

RESOLVED that the Executive be recommended to:

- i.) **Approve the award of the Residential Care Services block contract as set out in the accompanying Part 2 report, the block contract being for 20 beds for a two-year contract commencing 1st April 2024 with the option to extend for up to a further two years; and,**
- ii.) **Approve delegated authority to the Director of Adult Social Care, subject to agreement with the Portfolio Holder, the Assistant Director Governance & Contracts, the Director of Finance and Director of Corporate Services, to apply the two-year extension option.**

C ADULT MENTAL HEALTH RECOVERY AND REHABILITATION SUPPORT@HOME SERVICE (PART 1)

Report ACH24-014

The Committee considered a report seeking Executive approval to award the Support@Home service contract in accordance with the arrangements set out in the report and the accompanying Part 2 report to commence the new service on 1st October 2024.

Mental Health recovery and rehabilitation accommodation-based support and floating support services aimed to support mental health service users away from reliance on hospital and residential provision towards enabling and cost-effective services such as supported accommodation, support in the community and targeted support towards independent living. The LBB Mental Health Flexible Support Service contract would expire on 30th September 2024. The current contract had been in place since 1st October 2019 and had no further options to extend.

The South East London Integrated Care Board (SELICB) Adult Mental Health Residential and Supported Accommodation Services contract would expire on 30th September 2024. The current contract had been in place since 1st April 2019 and had an estimated value of £1,432k per annum. The contract had no further extension options remaining and had a cumulative value of approximately £6,963k over the 5-year term. In addition to the block contracted services, LBB held individual placement contracts for clients placed into SELICB contracted provision. In 2021/22 the combined annual value of these placements was estimated to be approximately £1.12m per annum. In total these two services had an estimated combined value more than £2.94m per annum.

The Gateway 0 report ACH22-018, presented to Executive on 29th June 2022, advised Members on the procurement options for future housing support mental health services in Bromley and gained approval to replace the existing service model with a new joint adult mental health recovery and rehabilitation Support@Home service contract in 2024, underpinned by the section 75 agreement between LBB and SELICB, and with a combined total contract value estimated at £2.66m per annum, split 50:50 between LBB and SELICB. The Gateway 1 report ACH22-035, presented on 30th November 2022, sought and obtained Executive approval to commence the procurement of the service in accordance with the arrangements set out in the report with the intent to commence the new service on 1st October 2024 with LBB acting as the contracting authority.

In response to questions, the Associate Director of Integrated Commissioning – NHS South East London ICB (Bromley) said that, with regards to residents being able to take up tenancies, these would be in place for as long as required. Residents would have more rights with a tenancy than they did in a residential care home, and they would be assessed to determine when they were able to move on. The model being developed was for service users and providers to deliver floating support – this would provide an opportunity for people to move on to their own homes and receive ongoing support. This

would allow for better planning when service users moved out and it was not expected to cause any bottlenecks.

A Member noted that, in terms of service delivery, they would be keen to see the voluntary sector involved in providing support. The Associate Director of Integrated Commissioning – NHS South East London ICB (Bromley) advised that this linked with a piece of work being undertaken in relation to the Bromley mental health hub.

RESOLVED that the Executive be recommended to:

- i.) Approve award of contract for the Support@Home service contract as detailed in this report and the accompanying Part 2 report:**
 - **for an initial period of 5 years from 1st October 2024 to 30th September 2029**
 - **with two options to extend for a further period of 2 years from 1st October 2029 to 30th September 2031 and 1st October 2031 to 30th September 2033**
 - **at an estimated total contract value as set out in Part 2 of this report; and,**

- ii.) Delegate authority to the Chief Officer, subject to Agreement with the Assistant Director Governance & Contracts, the Director of Corporate Services, the Director of Finance and the Portfolio Holder for Adult, Care & Health, to approve the contract extension period(s) for up to four years on satisfactory achievement of the contract performance indicators.**

**D PUBLIC SWITCH TELEPHONE NETWORK (PSTN)
REQUIREMENTS TO UPGRADE THE ADULTS CARELINK
SERVICE**

Report ACH24-015

The Committee considered a report seeking Executive approval to draw down capital funds. An analysis of the work and resources required to complete the upgrade of all the devices currently in operation for the Bromley residents that use the Council's Carelink Service to support the Council's statutory obligation to support vulnerable residents as directed by the Care Act 2014 had been provided.

The Public Switch Telephone Network (PSTN) would close in December 2025 – this in effect meant that there would be a switching off the old analogue telephone network. It would be replaced with an all-digital fibre-based network and was consistent with an imperative for digital transformation of all related services including telecare. The report outlined recommendations of the resources required to meet the digital upgrade before the end of 2025.

In response to questions, the Assistive Technology Project Manager – Adult Services said that the figures provided were based on the scale of the current employees and included on-costs. It was noted that this covered a period of 8-10 months.

RESOLVED that the Executive be recommended to:

- i.) Note the options explored and analysis in this report;**
- ii.) Approve the plan and budget for the phase of work (procurement and transition) as set out in Section 8 of this report. This will incur costs estimated at £416k in total (£139k in 2023/24 and £277k in 2024/25);**
- iii.) Approve delegation of authority to the Portfolio Holder for Adult Care and Health and to the Director of Adult Services for agreeing any relevant decisions to enable the implementation and delivery of the recommendations in this report that are agreed by Executive; and,**
- iv.) Consider the preferred procurement option of a new call handling platform to replace the current service provider contract which expires in November 2024.**

71 QUESTIONS ON THE ADULT CARE AND HEALTH PDS INFORMATION BRIEFING

The Adult Care and Health PDS Information Briefing comprised 4 reports:

The briefing comprises:

- Minutes from the Health Scrutiny Sub-Committee meeting held on 30th January 2024
- Capital Programme Monitoring Q3
- Loneliness Action Plan Update
- Contract Register

RESOLVED that the Information Briefing be noted.

72 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

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

A BUDGET MONITORING 2023/24 Q3 (PART 2 APPENDIX)

The Committee noted the Part 2 information within the appendix.

74 PRE-DECISION SCRUTINY OF EXEMPT EXECUTIVE REPORTS

A RESIDENTIAL HOME CARE FOR OLDER PEOPLE BLOCK CONTRACT (PART 2)

The Committee noted the Part 2 information within the report.

B ADULT MENTAL HEALTH RECOVERY AND REHABILITATION SUPPORT@HOME SERVICE (PART 2)

The Committee noted the Part 2 information within the report.

The Meeting ended at 7.51 pm

Chairman

**ADULT CARE AND HEALTH
POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

Minutes of the special meeting held at 8.31 pm on 15 May 2024

Present:

Councillor Mark Brock (Chairman)
Councillors Jessica Arnold, Kim Botting FRSA,
Mike Botting, Graeme Casey, Robert Evans, Mike Jack,
Kevin Kennedy-Brooks and Gemma Turrell

75 PROPORTIONALITY OF SUB-COMMITTEE

RESOLVED that the following proportionality be agreed for 2024/25.

	SIZE	CONS	LAB	LDEM	CHIS	BH IND	IND
Health Scrutiny Sub-Committee	10	6	2	1	1	-	-

76 MEMBERS OF SUB-COMMITTEE

RESOLVED that the following Schedule of Members to serve on the Health Scrutiny Sub-Committee of the Adult Care and Health PDS Committee be agreed for 2024/25.

	Councillors
1	Cllr Mark Brock (CON)
2	Cllr Felicity Bainbridge (CON)
3	Cllr Robert Evans (CON)
4	Cllr Dr Sunil Gupta (CON)
5	Cllr Colin Hitchins (CON)
6	Cllr Gemma Turrell (CON)
7	Cllr Alisa Igoe (LAB)
8	Cllr Tony McPartlan (LAB)
9	Cllr Will Connolly (LDEM)
10	Cllr Mike Jack (CHIS)
	Plus co-opted Members as appropriate

**77 APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN OF
SUB-COMMITTEE**

RESOLVED that the following Councillors be appointed as Chairman and Vice Chairman of the Health Scrutiny Sub-Committee for 2024/25.

HEALTH SCRUTINY SUB-COMMITTEE	Cllr Mark Brock	Cllr Felicity Bainbridge
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The Meeting ended at 8.32 pm

Chairman

Agenda Item 6

Report No.
CSD24068

London Borough of Bromley

PART ONE - PUBLIC

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

Date: Tuesday 18th June 2024

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: £402k
 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 2024/25 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.	'Briefing on Member Visits' provided in the Information Briefing (18 th June 2024).	In progress
Minute 56 30 th January 2024 Update from the Director of Adult Social Care	A one-off information session to be arranged for Members to explore the opportunities for extending the use of Assistive Technology.	Date to be arranged early in the autumn.	In progress
Minute 70a 12 th March 2024 Permission to Commence with the Procurement to Replenish the Domiciliary Care Patch Arrangements	Confirmation of the Children and Young People's element of the domiciliary care budget to be provided to ACH and CEF PDS Members following the meeting.	Figures circulated to ACH and CEF PDS Members on 14 th March 2024.	Completed

Adult Care and Health PDS – Work Programme 2024/25

Adult Care and Health PDS Committee		18th June 2024
Item		Status
Update from the Director of Adult Social Care		Standing item
Appointment of Co-opted Members		Annual item
Outturn Report 2023/24		PH item
Contract Variation: Digital Transformation		PH item
Tackling Loneliness Strategy Action Plan 2022-2026 – Update		
ACH Portfolio Plan End of year 2023/24 report and 2024/25 Portfolio Plan		
ACH Risk Register Q4 Report		
Permission to Procure a Framework for Domiciliary Care Services 2025-2029		Executive item <i>Joint item with CEF PDS</i>
Contract Award: Domiciliary Care	Part 1 & 2	Executive item <i>Joint item with CEF PDS</i>
Adult Social Care Transformation - Digital Strategy 2024-2034	Part 1 & 2	Executive item
Contracts Register	Part 1 & 2	
Bromley Well Contract Monitoring Report		Information item
0-19 Years Public Health Nursing Service Performance Report		Information item
Briefing on Member Visits		Information item
Health Scrutiny Sub-Committee		16th July 2024
Item		Status
Update from King's College Hospital NHS Foundation Trust (<i>to include Postpartum Haemorrhage</i>)		Standing item
Update from Bromley Healthcare		
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		10th September 2024
Item		Status
Update from the Director of Adult Social Care		Standing item
Gateway 0 - Commissioning Strategy for Transport Services Prior to Proceeding to Procurement		Executive item <i>Joint item with CEF PDS</i>
Older People Care Home Block Beds Contract		Executive item
2024/25 Q1 Budget Monitoring Report		
2024/25 Q1 Capital Programme Monitoring Report		
Loneliness Update		

0-19 Contract with Bromley Healthcare		
Employment Support for Adults with Learning Disabilities – Contract Monitoring Report		
Carelink and Call Handling Options Appraisal		
Learning Disability Supported Living Schemes - Contracting Monitoring Report		Information item
Infrastructure Support Services to the Voluntary and Community Sector Organisations – Contract Monitoring		Information item
Learning Disabilities Short Breaks Service (118 Widmore Road) – Contract Monitoring Report		Information item
Annual Compliment and Complaints Report		Information item
<i>0-25 Service Update</i>		<i>Joint item with CEF PDS 01.09.24</i>
Health Scrutiny Briefing		
		22nd October 2024
Item		Status
Update from King's College Hospital NHS Foundation Trust		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		
		19th November 2024
Item		Status
Update from the Director of Adult Social Care		Standing item
2024/25 Q2 Budget Monitoring Report		
2024/25 Q2 Capital Programme Monitoring Report		
Adult Social Care Transformation - Workforce Strategy 2023-28		
Portfolio Plan Half Yearly Report		
Risk Register Q2 Report		
Local Account 2023/24		
Loneliness Update		
Permission to Award Domiciliary Care Framework		Executive item
Contract Award for Specialist Stop Smoking Service		Executive item
Integrated Community Equipment Services (ICES) – Contract Monitoring		
Advocacy Service – Contract Monitoring		
Bromley Safeguarding Adult Board Annual Report		
Contract Register		
Health Scrutiny Sub-Committee		
		10th December 2024
Item		Status
Update from King's College Hospital NHS Foundation Trust		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		4th February 2025
Item		Status
Update from the Director of Adult Social Care		Standing item
Adult Care and Health Portfolio Draft Budget 2025/26		
Adults – Direct Payments Support & Payroll Service – Contract Monitoring		
Adult Care and Health PDS Committee		18th March 2025
Item		Status
Update from the Director of Adult Social Care		Standing item
2024/25 Q3 Budget Monitoring Report		
2024/25 Q3 Capital Programme Monitoring Report		
Older People - Dementia Post-Diagnosis Support Services – Contract Monitoring		
Health Scrutiny Briefing		8th April 2025
Item		Status
Update from King's College Hospital NHS Foundation Trust		Standing item
Healthwatch Bromley – Patient Experience Report		Standing item
South East London Joint Health Overview & Scrutiny Committee (Verbal Update)		Standing item

Agenda Item 8

Report No.
ACH24-030

London Borough of Bromley

PART ONE - PUBLIC

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

Date: **Tuesday 18 June 2024**

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

Title: **ADULT CARE AND HEALTH PORTFOLIO PLAN 2023-24 HALF YEARLY UPDATE AND 2024-25 REFRESH**

Contact Officer: Dirk Holtzhausen, Assistant Director for Safeguarding, Practice and Provider Relations
Tel: 020 8461 7374 E-mail: Dirk.holtzhausent@bromley.gov.uk

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

Chief Officer: Kim Carey
Director of Adult Social Care

Ward:

1. Reason for decision/report and options

This report presents the Adult Care and Health Policy Development and Scrutiny Committee with the half-yearly update of the 2023-24 Portfolio Plan and the refresh of the Portfolio Plan for 2024-25.

2. **RECOMMENDATION(S)**

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

2.2 Members are asked to note the refresh of the Portfolio Plan for 2024/25– Appendix 2.

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.
-

Property

- 1.
-

Carbon Reduction and Social Value

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

Background

- 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'.
- 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 Progress in the second half of 2023-24 has been made on all of the actions within the Portfolio Plan:
- 3.4 The Portfolio Plan 2024-25 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.

The Plan also aligns with the Adult Social Care Strategy.

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 adults.

5 TRANSFORMATION/POLICY IMPLICATIONS

There are no 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 property 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 such implications 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.

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 customer impact implications arising directly from this report. Any customer impact implications arising from the existing controls and further action to mitigate against the risks are reported to the Sub-Committee separately.

13 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 Q4	Update Status
<p>1) Deliver our Health and Wellbeing strategy to help improve health outcomes for adults.</p>	<p>A) Monitor progress on the Health and Wellbeing Strategy for Bromley</p>	<p>Health and Wellbeing Board receives regular reports on each priority.</p>	<p>April 2024 [AP]</p>	<p>Director Public Health</p>	<ul style="list-style-type: none"> • Reports were received in February 2024 from: Mytime Active outlining its programmes for adults and young people to improve wellbeing; the Homeless Health Project which works with those in temporary accommodation, sofa surfing or rough sleeping to improve their health outcomes as well as an overview of the Smoking Cessation programme. 	<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"> • 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 2024-2028 was agreed by the Health and Wellbeing Board in November 2023. Action plans for each of the 3 priority areas will be developed encompassing existing strategies and priorities. Outstanding areas will be identified and a way forward to monitor these areas agreed. The Strategy will be reviewed twice a year by the Health and Wellbeing Board. • The new Health and Wellbeing Strategy was published in February 2024. 	<p>Completed</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
<p>2) Influence the health economy through the Bromley Local Care Partnership Board to ensure that the right services are commissioned for Bromley residents.</p>	<p>A) Support the Local Care Partnership Board in managing its Bromley delegated budgets to best serve residents</p>	<p>Work with the Local Care Partnership agencies to develop local health and care priorities for investment</p>	<p>April 2024 [AP]</p>	<p>Assistant Director, Integrated Commissioning</p>	<ul style="list-style-type: none"> • The Bromley Local Care Partnership has developed its 5 year strategy for Bromley and this was formally agreed in June 2023. An end of year progress report and update of the strategy was presented to the Local Care Partnership Board meeting in March 2024. • South East London Integrated Care System (SELICS) strategy and priorities have been drafted and consulted on. The final draft was taken to borough Health and Wellbeing Boards in June 2023 prior to being finalised on 30 June 2023. A year end progress report update has been made in consultation with all SEL Health and Wellbeing Boards. • The Bromley Better Care Fund Plan 2023-2025 was agreed at the Health and Wellbeing Board on 29 June 2023. The Plan sets out arrangements for joint commissioning between the Council and ICB with a focus on joint arrangements across the local care and health system for hospital discharge and admissions avoidance. Quarterly progress reports on the plan are made to the Health and Wellbeing Board. A progress report will be made on the Plan to the DHSC in June 2024. 	<p>Ongoing</p>
		<p>Develop further the integrated approach to planning and commissioning care and health</p>	<p>April 2024 [AP]</p>			<p>Ongoing</p>

Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
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. A progress report and update to the Strategy was agreed in March 2024. 	Completed

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
Partnership, delivering integrated health and social care services in line with the NHS Long Term Plan. This means strengthening our partnership practice across social care and health services to make the best	B) Work with partners to deliver integrated health and care services across care pathways	Implement the winter plan with NHS partners	April 2024 [AP]	Assistant Director, Integrated Commissioning	<ul style="list-style-type: none"> The Winter Plan 2023-24 was agreed across care and health partners. Funding arrangements are included as part of the Better Care Fund Plan 2023-25. A successful winter pressures response was launched in October 2023. Over the winter period the Council with NHS partners supported hospital discharge of 427 residents discharged to domiciliary care, 265 residents supported with reablement services and 108 residents discharged into a care home setting. 	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

<p>use of our resources.</p>		<p>Deliver the integrated support programme to care homes programme</p>	<p>April 2024 [AP]</p>	<p>Assistant Director, Integrated Commissioning</p>	<ul style="list-style-type: none"> • The dedicated MDT has successfully delivered meetings across 11 care settings that had the highest hospital conveyance rates and the most high-risk, complex residents. Full reviews of care and support plans have taken place, including treatment escalation plans and Advance Care Planning which are recorded on the Universal Care Plan (UCP); an electronic shared care record accessible by the care homes and all healthcare professionals across London. At the end of March, 40% of Older Peoples care setting residents had an active UCP. Since the start of the MDT meetings in November 23, there has been a 3-fold increase in the number of newly created UCPs with an average of 60 plans created per month. In addition, 5/7 SEL nursing homes using UCP are Bromley homes. • The rollout of Action Falls training was completed in March with training delivered in 40 care settings. 1,101 staff across the entire care setting workforce (including carers, nurses, cooks, cleaners, handymen etc.) were upskilled to assess an individual's risk of falls and implement personalised action plans, highlighting that falls are everyone's responsibility and collective efforts can have a greater impact. Staff reported an increase in knowledge and confidence and most homes reported a decrease in the number of falls since the training was delivered. • By the end of March, 88% homes in Bromley were using a Digital Social Care Record (DSCR), exceeding the 80% target. The remaining homes are in the process of finding a suitable DSCR provider or are in the implementation stage. Two homes are a part of the London Care Record 	<p>Ongoing</p>
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Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
					early adopter project. The London Care Record will then be rolled out more widely in a phased approach. The London Care Records will also allow live access to the Universal Care Plan.	

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	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. The ASC Portfolio Holder Plan for 2024/25 will be developed in support of the new strategy. 	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 March 2024, performance was just under 26% for adults receiving a direct payment. There are 549 adults with a direct payment in total. The project group continues to meet 6 weekly. To hit the target of 27%, 3 new direct payments are needed each week. 	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 Q4	Update Status
	D) Enable residents to access information about support and services more easily and access care and support themselves	Improve access to information through the Council website and other channels	April 2024 [AP]	Director of Adult Services	<ul style="list-style-type: none"> Information for the public relating to Adult Care and Health on the Bromley Council website is now subject to a regular review schedule. Pages that contain specific costing information are now being reviewed to ensure they are correct for the new financial year. 	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. An awareness campaign is being developed on domestic abuse which will be co-produced with those with lived experience. The BSAB is working with partners agencies to deliver safeguarding awareness sessions for vulnerable community groups. This included running an awareness session together with Trading Standards colleagues for members of Kent Association for the Blind. The BSAB featured a double-page article in 'Our Bromley' magazine, a printed article distributed to all households across the Borough. This includes an interview with the Board's Independent Chair and Board Manager. 	Ongoing

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
	F) Continually evaluate safeguarding processes and practices	<p>Multi-agency partnerships share information and collaborate to act in timely and effective manner</p> <p>Learning from the professional and service user experience of safeguarding implemented</p>	<p>April 2024 [AP]</p> <p>April 2024 [AP]</p>	Assistant Director, Safeguarding, Practice and Provider Relations	<ul style="list-style-type: none"> 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. Taking learning from local, regional and national case studies and Safeguarding Adult Reviews, the BSAB regularly reviews/updates its local practices, policies, and procedures. The BSAB has developed and published 7 minute briefings on all SARs and key Board policies, procedures and guidance. Learning from local SARs, the BSAB scheduled a learning session in 2024, delivered by Environmental Health colleagues, to support professionals in recognising the impact of neglected living environments and taking an appropriate response. 	<p>Ongoing</p> <p>Ongoing</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
	G) Continue to prepare for the CQC Assurance process	<p>Outcome of two annual audits will identify good practice and areas for improvement</p> <p>Continually evaluate strengths of practice and implement improvements in line with the CQC self-assessment framework</p>	<p>April 2024 [AP]</p> <p>April 2024 [AP]</p>	Assistant Director, Safeguarding, Practice and Provider Relations	<ul style="list-style-type: none"> Regular audits are carried out to identify areas of good practice, as well as identifying improvement areas. The Case File Audit Guidance and Process and audit tools have been updated to support and improve practice. 	<p>Ongoing</p> <p>Ongoing</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
		Plan of action is implemented to address improvement areas			<ul style="list-style-type: none"> 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 BSAB Board Manager was part of a London-wide working group, which looked at revising the pan-London Safeguarding Adults Partnership Audit Tool (SAPAT), designed for partner agencies to evaluate the Board's current position. The SAPAT was piloted when revising the current 2023-24 Business Plan for 2024-25. 	Ongoing
		Review and update existing Quality Assurance Framework for adult services in consultation and through co-production with staff			<ul style="list-style-type: none"> The Quality Assurance Framework was recently reviewed and updated. 	Completed

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
	H) Implement service user and carer engagement strategy to listen to residents, including those from Bromley's diverse communities, and involve them in developing services	Forum established and engagement activities carried out with feedback informing service planning and quality assurance	April 2024 [AP]	Assistant Director, Safeguarding, Practice and Provider Relations	<ul style="list-style-type: none"> • 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. • The Adult Social Care Transformation and Improvement Team have continued discussions with Bromley Third Sector Enterprise (BTSE) and Bromley Well about the transformation programme and future projects the Service would like to co-produce with the Voluntary and Community Sector, Service Users, Carers, and residents. • As part of the Adult Social Care Transformation and Improvement Programme, we will work with SCIE on the delivery of a Strategic Co-production Project, which will lead to the creation of a co-production strategy for Adult Services with accompanying resources and implementation framework. 	Ongoing

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
5) With a strong focus on wellbeing and prevention, build on improvements made including the implementation of	A) Commission primary and secondary intervention and prevention services	Increase information on and access to activities run by voluntary organisations	April 2024 [AP]	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> The new Primary and Secondary Intervention and Prevention Service contract with Bromley Well is mobilised with all new services now on offer. It was agreed at ACH PDS in November to expand the Elderly Frail Pathway by including the Handyperson service and Care Navigators Service provided through the Bromley Well Service. 	Ongoing

<p>new multi-disciplinary preventive pathways and the establishment of Primary Care Networks.</p>		<p>Pilot and/or support the development of new community-based services</p>	<p>April 2024 [AP]</p>	<ul style="list-style-type: none"> The Innovation Fund has supported 20 new community support projects over the year: <ul style="list-style-type: none"> Hygiene Bank – doubling their storage capacity to hold food and medical supplies. St Christopher’s Hospice – identifying palliative care needs and support for homeless people at the end of their lives. GoodGym – befriending and practical tasks for adults that need short term help. Community Links Bromley – fitness for staff and volunteers working in care and health service. Greener and Cleaner – diversifying volunteering project. Unity Church – Get Active dance classes for women over 40. Community Links Bromley in partnership with Public Health – community health champions. CANDI – Rhiannon’s Café, a café run by people on the autistic spectrum. Crystal Palace Development Trust – intergenerational activities at Anerley Town Hall. Clear Community Web – supporting vulnerable adults with IT to beat digital exclusion. Advocacy for All – programmes to give people with learning disabilities and autistic spectrum conditions skills to develop friendships and intimate relationships. CareDogs – group walks for isolated older people. Bromley Dementia Alliance – working with local businesses and services so that they are dementia friendly. Orpington and Bromley Gateway Club – Tuesday service for people with complex needs, and supporting people to achieve Gateway Awards. 	<p>Ongoing</p>
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Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
					<p>Kent Association for the Blind – art therapy group for people affected by sight loss.</p> <p>Successful Mums – workshops for women facing mid life challenges.</p> <p>Quest Soul Theatre – workshops for young people with special educational needs and disabilities that allow them to explore the creative use of media.</p> <p>BTSE – Mental Health First Aid for volunteers and staff across the sector to help retain skilled people by equipping them to meet the needs of people approaching services.</p> <p>Memory Box – exercise sessions for people with dementia, delivered by MyTime Active.</p> <p>Buddies for All – buddying and friendship for people with physical disabilities.</p> <ul style="list-style-type: none"> • With Council support the Orpington & Beckenham Gateway Club will establish a Learning Disabilities Café in the Walnuts in 2024-25. The Café will not only be Learning Disability-friendly but look to train and employ people with learning disabilities and support them to achieve a NVQ qualification in hospitality. 	

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

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
	C) Work with partners to develop and deliver new models of care	Pilot and/or support the development of new models of care	April 2024 [AP]	Programme Manager – Adult Social Care Reforms	<ul style="list-style-type: none"> A range of transformation projects have been co-produced as part of the Adult Service Digital Strategy, which will support the development of new models of care. The Strategy was presented to Executive for agreement in February 2024 with pre-decision scrutiny at ACH PDS in January 2024. 	Ongoing
6) Enable older people to retain their independence for as long as possible with the assistance of family, friends, faith and community groups, the voluntary sector and local authority and health services	A) Develop services to enable older people to continue to live at home	<p>Create more day opportunities for older people</p> <p>Help more people to live at home through domiciliary care and assistive technology</p>	April 2024 [AP]	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> Funds have been used to support the establishment of a Wellbeing Café in the Crays. Plans to support a second Wellbeing Café are underway. Proposals to develop more day activities are included in the Innovation Fund awards (see section 5 above). 74.1% of ASC service users were supported in the community at the end of March 2024. 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. 	<p>Ongoing</p> <p>Ongoing</p>

Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
<p>7) Focus our efforts on ensuring older people are safe and safeguarded, protected from financial abuse, remain connected to their communities, live in homes suitable for their needs and aspirations while maintaining and improving their health.</p>	<p>A) Work with Adult Safeguarding Independent Chair to promote safeguarding for older adults</p>	<p>Bromley Safeguarding Adults Board annual report with success measured, also produced in easy-read and video presentation format</p>	<p>April 2024 [AP]</p>	<p>Director of Adult Services</p>	<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 published in full and easy-read format, a recorded presentation is also produced and made available on the Board's website. 	<p>Ongoing</p>
	<p>B) Continue to focus on implementation of current Mental Capacity Act</p>	<p>Multi-agency Mental Capacity Act Forum to support agencies to implement Act</p>	<p>April 2024 [AP]</p>	<p>Assistant Director, Safeguarding, Practice and Provider Relations</p>	<ul style="list-style-type: none"> Bromley agencies are supported to implement the Mental Capacity Act through the multi-agency Mental Capacity Act Forum to ensure good practice. Complete the Mental Capacity Act Practice Guidance for all Bromley staff. A comprehensive training offer on MCA is available via the Bromley Safeguarding Adults Board, which is mandatory for professionals who sign off MCAs. 	<p>Ongoing</p>
	<p>C) Housing needs and aspirations of older people are met</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, was agreed by the Executive in July 2023. Work is under way with registered social landlords to develop opportunities with outputs to be reported in 2024-25. 	<p>Completed</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
<p>8) Deliver our Mental Health and Wellbeing strategy, improving prevention and early intervention, developing integrated multi-disciplinary and multi-agency approaches to treatment and improving support to adults with long-term and complex needs, better supporting recovery and rehabilitation of all those with mental health challenges.</p>	<p>A) Work with partners to develop and deliver on the transformation of community based mental health services</p>	<p>Develop a new Mental Health Strategy</p>	<p>April 2025</p>	<p>Director of Adult Services</p>	<ul style="list-style-type: none"> • A new mental health JSNA is being commissioned and this will inform the development of a new strategy to take effect from 2025. • Led by SELICB work is under way to procure a new integrated community mental health hub provision with services going to tender early in 2024-25. 	<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"> • In March 2024 the Executive approved the award of a new integrated health and care contract to provide mental health recovery and rehabilitation accommodation-based support and floating support services. These services support mental health service users away from reliance on hospital and residential provision towards enabling and cost-effective services such as supported accommodation, support in the community and targeted support towards independent living. 	<p>Completed</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
<p>9) Develop our offer for adults who have learning disabilities in the borough, helping individuals to be as independent as possible and living in supportive and inclusive communities. We will seek to harness our multi-agency resources to tackle social isolation, to provide more</p>	<p>A) Increase Shared Lives take-up</p>	<p>Increased number of people with learning disabilities taking part in Shared Lives programme increased.</p>	<p>April 2024 [AP]</p>	<p>Director of Adult Services</p>	<ul style="list-style-type: none"> • At 1 April there are 32 Long term placements in Shared Lives. • 1 new carer to be presented at panel in June. • Respite placements in Shared Lives for residents with a learning disability have increased. This work continues. • Respite placements in Shared Lives for the Preparing for Adulthood Team has increased due to joint working. • Development plans to expand the service continue. Shared Lives steering group has been set up with Heads from other teams involved to increase referrals. • Carer recruitment drive in action. 	<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 registered social landlords to explore and develop opportunities. Outputs will be reported in 2024-25. 	<p>Completed</p>

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
choice of supported accommodation and housing and boost employment opportunities for this group.	C) New employment support service contract to be implemented	More people access employment opportunities	April 2024 [AP]		<ul style="list-style-type: none"> The Bromley Mencap Employment Brokerage service has been in operation for two years. To date it has secured 37 employment placements for adults with a learning disability in paid employment. 32 of these individuals have an adult social care package whilst others have care and support needs and other assessed services involved in their care. This year has seen 12 placements currently totalling 87 hours. Roles within various employers include Bank of America, ISS World, NHS, CBRE and local childcare nurseries. 	Ongoing

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
<p>10) Work with carers, including young carers, and those providing support to carers, to better understand and meet their needs and aspirations. Carers form one of the most important foundation stones in Bromley’s health and social care system and we recognise the need to boost support to and resilience of this group.</p>	<p>A) Develop a new support offer to help and sustain unpaid carers including young carers</p>	<p>Develop and publish a Bromley Carers Plan</p>	<p>June 2023</p>	<p>Assistant Director Integrated Commissioning</p>	<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. • With the other 5 South-East London authorities the Council has secured additional DHSC funding to explore and pilot new ways of supporting unpaid carers at the point of hospital discharge. The Council is the lead SEL authority on this project. 	<p>Completed</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>

<p>11). Deliver our mitigating Loneliness Initiative – aiming to reduce isolation and improve the wellbeing of Bromley residents. Ensuring we maximise the use of volunteers to achieve community resilience and that we appropriately acknowledge and encourage their contribution to the community.</p>	<p>A) Work with partners to deliver the Loneliness Strategy Action Plan</p>	<p>Action Plan delivered with partners</p>	<p>April 2024 [AP]</p>	<p>Assistant Director Strategy, Performance and Corporate Transformation</p>	<ul style="list-style-type: none"> • Work continues with partners to deliver on the Strategy Action Plan by collaborative working on specific projects and promotion of initiatives by fellow partners. Members receive a regular update report to PDS on the delivery of the Loneliness Strategy and Action plan, updates have been received at PDS in June and November 2023 and March 2024. • Intergenerational work saw the expansion of the project to 44 schools, Children and Family Centres and Mytime Active after-schools clubs. Nearly 5,000 Christmas cards were produced and distributed to older adults living in care homes and Extra Care Housing as well those receiving domiciliary care and treatment in hospital. Cards also went to wellbeing cafes, borough libraries, the homeless, people supported by the voluntary sector, carers of all ages and young people and families supported by the Youth Justice team and Bromley Y. • A survey has been developed and has been piloted with our partners in the Strategy Action Plan Group. 249 surveys have been received. 60% of respondents stated they feel less lonely and isolated by taking part in their activity/group. The average rating for feeling connected to the community was 3.53/4 compared to 2.6/4 before joining their group/activity. • The work to deliver the Tackling Loneliness Strategy was recognised at the iESE Public Sector Transformation Awards in March 2024. The Gold Award was received in the Community and Customer Focus category. 	<p>Ongoing</p>
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Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
	B) Raise awareness of loneliness and how to mitigate against it	<p>Annual campaigns in Loneliness Awareness Week and throughout the year</p> <p>Deliver multi-agency training to increase understanding of loneliness and its mitigation tools</p>	April 2024 [AP]		<ul style="list-style-type: none"> • Silver Sunday in October saw a number of events held in Extra Care Housing, libraries, care homes and Mytime Active to celebrate our older residents. • Befriending Week saw the revision of the Befriending pages on the Council website as well as promotion of befriending and volunteering opportunities. The Principal Loneliness Champion also took part in a number of visits to community venues throughout November, reaching 500 residents, to raise awareness of loneliness and promote activities which can mitigate against it. • Plans are being formulated for Loneliness Awareness Week in June including a number of community Big Lunches across the borough. • The Tackling Loneliness workshop has been undertaken by over 330 individuals from the statutory, voluntary and community sectors. All attendees have found it to be extremely useful or useful. Sessions were organised for individual teams including library staff, trainee police officers, registrars, and all officers within Children’s Services Early Intervention Division. Invitations are being extended to the voluntary and community sectors. • The training workshop received its professional accreditation in January 2024. 	Ongoing

<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"> • Ongoing workstream to explore GPS style tracking devices which alert next of kin when resident leaves a designated area around their property to ensure their safety and carer reassurance. • Assessing residents at hospital discharge with enhanced packages of care is now embedded as part of the assessment process for clients presented to the enhanced care weekly Multidisciplinary Team Home First Huddle meetings. These include activity monitoring systems as part of the assessment process aimed at reviewing high level of care including 24-hour care. • A new Assistive Technology Technician post and role has been established and successful recruitment has been completed. This role supports with the identification and management of risk reviewing each individual case to ensure staff can meet client need, identifying unmet need and referring onto appropriate community teams when required. • 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 future aim is to offer a digital component as part of the Reablement Service for those leaving hospital or in the community with either a wearable device to support independent living or an activity monitoring system to aid identification of need. • New ongoing workstream issuing digital devices 'OwnFone' supporting hospital discharge since September 2023. These AT devices are connected to the CareLink service for 4 weeks and issued to individuals 	<p>Ongoing</p>
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Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead	Update Q4	Update Status
					<p>without ongoing care but still with some vulnerabilities. Working with the Frailty Unit / Frailty & Care Navigators / Transfer of Care Bureau and Bromley Well at the PRUH (Kings) to identify and support appropriate patients when going home.</p> <ul style="list-style-type: none"> • A new Assessment and Prescription Guide has been produced and distributed to covering CareLink and Assistive Technology for all health and social care staff to offer guidance when incorporating AT into the assessment of care needs. 	

Ambition 5

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

Portfolio links

This priority has links with the following portfolio plans:

- Renewal, Recreation and Housing

Strategic links:

This priority has links with the following strategic plans:

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

What are we going to do?

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q4	Update Status
<p>1) Living within our means. We are rightly expected to work within our budgets to deliver high quality services to our residents whilst ensuring the prudent and efficient management of our finances</p>	<p>A) Deliver change programme</p>	<p>Adult Social Care budget managed within means</p>	<p>April 2024 [AP}</p>	<p>Director of Adult Services</p>	<ul style="list-style-type: none"> • 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 Head of Adult Social Care Transformation and Improvement. The Adult Social Care Transformation and Improvement Team has been built into the establishment and is a ‘Spoke’ of the ‘Corporate Transformation Hub’ that has been established. • The Board reports progress on the Transformation Plan to COE Transformation Board and CLT. 	<p>Ongoing</p>

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q4	Update Status
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. Fee levels for 2024-25 will be agreed over the spring 2024. A Market Sustainability and Improvement Fund Plan for 2024-25 will be submitted to the DHSC in June 2024. 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 Q4	Update Status
<p>2) Being opportunistic and collaborative in making bids to Government and other funding sources to increase resources available to the Partnership. Lobby the Government and Government departments strongly for increased resources when we see a need or opportunity.</p>	<p>A) Pursue opportunities for additional grant funding</p> <p>B) Lobby government for funding appropriate to Bromley needs</p>	<p>Additional funding achieved</p>	<p>April 2024 [AP]</p>	<p>Director of Adults Services</p> <p>Director of Finance</p>	<ul style="list-style-type: none"> • 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 ○ £1,300k – Department of Health and Social Care Accelerating Reform Fund – shared with the 5 other SEL councils and SELICB 	<p>Ongoing</p>

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q4	Update Status
<p>3) Recognising the importance of our workforce to the achievement of our ambitions and implementing workforce strategies which helps to recruit and retain the highest quality staff for services in the borough.</p>	<p>A) Retain the Recruitment and Retention Board to ensure that adult social care is delivered through a stable well-trained workforce</p>	<p>Maintain the stabilisation of the permanent front-line workforce.</p> <p>Implement Adult Social Care and Development Strategy</p>	<p>April 2024 [AP]</p> <p>April 2024 [AP]</p>	<p>Director of Adult Services</p> <p>Director of HR</p>	<ul style="list-style-type: none"> • Work continues to recruit permanent staff and convert locum staff: 77% of qualified 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. The 2023-24 programme has been reviewed and the annual programme for 2024-25 started on 1 April 2024. • A subsidised training programme for all care providers has been awarded and will commence in October 2023, funded through the centralised training budget. The 2023-24 programme has been reviewed and the annual programme for 2024-25 started on 1 April 2024. 	<p>Ongoing</p> <p>Ongoing</p>

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q4	Update Status
		Implement Wake up to Care and other initiatives to support care and health provider recruitment and retention	April 2024 [AP]		<ul style="list-style-type: none"> • 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 was reviewed during the autumn ○ The offer to support care homes with overseas recruitment remains ○ 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. 	Ongoing

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q4	Update Status
	<p>B) Ensure Bromley's Adult workforce is able to deliver the care needs of residents now and in the future</p> <p>C) Ensure the safety of our workforce in fulfilling their roles.</p>	<p>Produce an Adult Social Care Workforce Position Statement</p> <p>Develop and publish a Bromley Adult Services Workforce Strategy</p> <p>Develop and implement the Work Safe approach</p>	<p>June 2023</p> <p>September 2024</p> <p>April 2024 [AP]</p>	<p>Programme Manager – Adult Social Care Reform</p> <p>Assistant Director, HR</p>	<ul style="list-style-type: none"> • The Adult Social Care Workforce Position Statement was approved in July 2023. • The Adult Social Care Workforce Strategy is being updated in partnership with Workforce Development Team due to the release of new Government policy and guidance. The Strategy will be presented to Executive post pre-decision scrutiny at ACH PDS. • The PeopleSafe fob devices have been piloted with the Carelink Team as part of the WorkSafe project pilot. Staff have reported that the devices have helped them to feel safer. • 290 Lanyard PeopleSafe devices are being purchased and will be rolled out to Adult Services staff in with training. 	<p>Completed</p> <p>Ongoing</p> <p>Ongoing</p>

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q4	Update Status
4) Maintaining our focus on commissioning and market shaping, developing integrated and joint commissioning where it makes	A) Develop and publish a Market Position Statement setting out Council priorities for future commissioning of services and developing the local social care market	Market Position Statement published Independent health and care provider market supported and developed	April 2024 April 2024 [AP]	Assistant Director Integrated Commissioning	<ul style="list-style-type: none"> Work is underway to develop statements for later in the year beginning with statements for services to adults with learning disabilities/ASD and for care homes and housing with care provision. 	Ongoing

Adult Care and Health Portfolio Plan for 2023 to 2024

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q4	Update Status
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.	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 joint strategy for mental health and emotional wellbeing is being refreshed. • The Bromley Carers Plan, which was presented to Executive in September 2023, is a joint plan agreed across the Council and ICB. • A joint strategy for adults with a learning disability is under development. • The Bromley Local Care Partnership Plan details priorities and actions for joint work across LBB and NHS and other health partners. • A contract for the integrated provision of mental health supported housing and rehabilitation was awarded in March 2024. The service begins in October 2024. 	Ongoing

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q4	Update Status
<p>5) Continuing to exploit the benefits of digitalisation in service delivery through a new Digital Strategy, integrating systems and processes where it is feasible and practical. The Council will learn from best practice with a view to utilising technologies which provide practical improvements to our services.</p>	<p>A) Develop the Social Care Information System (SCIS) for Adults and Children's Services</p>	<p>The Social Care Information System is developed to meet needs of workforce and performance management</p>	<p>April 2024 [AP]</p>	<p>Director of Adult Services Assistant Director of IT</p>	<ul style="list-style-type: none"> • 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. 	<p>Ongoing</p>
		<p>Continue to build on the implementation of the Social Care Information System by reviewing and strengthening the case management, data and performance management arrangements</p>	<p>April 2024 [AP]</p>	<p>Programme Manager – Adult Social Care Reform</p>	<ul style="list-style-type: none"> • Assessment, Care Plan and Review - - review of forms within Liquidlogic continues. • Portal forms – created a set of portal forms to allow providers to submit their applications, review, and renewals directly into LAS via the portal. This reduces the risk of applications being lost, errors when copying and pasting, time efficiency for the team. • Data tidy – the data tidy work is continuing within Liquidlogic 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 Q4	Update Status
	B) Digital transformation in Adult Social Care	<p>Complete an independent review and develop a forward plan of the approach to using data and digital technology to deliver improvements in Adult Social Care services and outcomes</p> <p>Develop and publish an Adult Services Digital Strategy</p> <p>Proposals developed to create a new digital offer to help enhance quality of care and improve outcomes</p>	<p>March 2024</p> <p>June 2024 [AP]</p> <p>May 2024 [AP]</p>	<p>Programme Manager – Adult Social Care Reform</p> <p>Programme Manager – Adult Social Care Reform</p>	<ul style="list-style-type: none"> The independent review has been completed by the Social Care Institute for Excellence (SCIE). The Strategy was presented to Executive for agreement in February 2024 with pre-decision scrutiny at ACH PDS in January 2024. We have identified a range of “big ideas” that have been developed and explored during the Strategy development. These form the basis of the digital strategy and the Digital Transformation Programme (DTP). The Project Steering Group continues to oversee the delivery of the work. 	<p>Completed</p> <p>Ongoing</p> <p>Ongoing</p>

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q4	Update Status
	C) Integrated care systems	Develop further the integrated approach to the use of the London Care Records by reviewing and strengthening performance arrangements and pathways	April 2024 [AP]		<ul style="list-style-type: none"> Continuing to support the use of the London Care Records across the service. Bromley is the highest user of LCR and workers are very positive about being able to access health records within LAS. 	Ongoing

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead	Update Q4	Update Status
<p>6) Developing information and knowledge sharing across Partnership agencies to enhance the intelligence available to all agencies in planning and evaluating our services.</p>	<p>A) Ensure our knowledge of the borough and client groups is up to date</p> <p>B) Enable an effective Performance Management Framework for Adult Services</p>	<p>The Joint Strategic Needs Assessment is updated regularly with focus on client groups as needed</p> <p>Continue to produce high quality performance management data and ensure statutory returns are met</p>	<p>Dec 2023 [AP]</p> <p>April 2024 {AP}</p>	<p>Director Public Health</p> <p>Assistant Director, Strategy, Performance and Corporate Transformation</p>	<ul style="list-style-type: none"> • A Homeless Needs Assessment is also being produced. The multi-agency Bromley Homeless Health Project won Silver in the Working Together category at the iESE Transformation Awards. • Future plans include work on Morbidity and Mortality and to update the demographic information as Census data becomes available. • The Annual Public Health Report 2023 reviewed the outcomes of prevention, early detection and management of risk factors for non-communicable diseases such as cardiovascular disease over the past 23 years. • 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>

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Adult Care and Health

Portfolio Plan for 2024 to 2025

www.bromley.gov.uk/corporatestrategy



Welcome

Message from the Portfolio Holder for Adult Care and Health

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

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

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

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

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

Cllr Diane Smith

Portfolio Holder for Adult Care and Health

About this Portfolio Plan

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

Our vision

We want Bromley to be...

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

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

Together we have five new ambitions:

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

Action plan

Ambition 2

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

Portfolio links

This priority has links with the following portfolio plans:

- Adult Care and Health Portfolio Plan

Strategic links:

This ambition has links with the following strategic plans:

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

What are we going to do?

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

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

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

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

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
<p>4) Develop and implement an Adult Services Strategy based on a strengths-based approach with a greater emphasis on prevention and early help and more strongly engaging family and community in supporting individuals with the use of independent advocates as appropriate.</p>	<p>Deliver the priorities of the Adult Services Strategy not included elsewhere in the Plan.</p> <p>A) Safeguarding - Work with partners and residents through the Bromley Safeguarding Adult Board to promote safety and wellbeing of vulnerable adults and prevent or respond to abuse and neglect.</p>	<p>Deliver on BSAB priorities for Bromley</p> <p>Multi-agency partnerships share information and collaborate to act in timely and effective manner</p>	<p>Ongoing and review April 2025 [AP]</p> <p>April 2025 [AP]</p>	<p>Assistant Director, Safeguarding, Practice and Provider Relations</p>
	<p>B) Safeguarding - Continually evaluate safeguarding processes and practices</p>	<p>Learning from the professional and service user experience of safeguarding implemented</p>	<p>Ongoing [AP]</p>	<p>Assistant Director, Safeguarding,</p>

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

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

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

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

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

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

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
	C) Work with partners to develop and deliver new models of care	Pilot and/or support the development of new ways of working and models of care	April 2025 {AP}	Head of Adult Social Care Transformation and Improvement
6) Enable older people to retain their independence for as long as possible with the assistance of family, friends, faith and community groups, the voluntary sector and local authority and health services	A) Develop services to enable older people to continue to live at home including end of life care	<p>Create more day activity opportunities for older people</p> <p>Help more older people to live at home through domiciliary care and assistive technology</p>	<p>By April 2025 [AP]</p> <p>April 2025 [AP]</p>	Assistant Director Integrated Commissioning

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
		Develop more opportunities for older people to be volunteers and be supported by volunteers	April 2025 [AP]	
7) Focus our efforts on ensuring older people are safe and safeguarded, protected from financial abuse, remain connected to their communities, live in homes suitable for their needs and aspirations while maintaining and improving their health.	A) Work with Adult Safeguarding Independent Chair to promote safeguarding for older adults	Bromley Safeguarding Adults Board annual report with success measured, also produced in easy-read and video presentation format	Complete by April 2025 [AP]	Director of Adult Services
	B) Continue to focus on implementation of current Mental Capacity Act	Multi-agency Mental Capacity Act Forum continues to support agencies to implement Act	Ongoing [AP]	Assistant Director, Safeguarding, Practice and Provider Relations

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

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

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

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

Making Bromley Even Better	Detail	Measures of Success	Target Date	Lead
<p>11). Deliver our mitigating Loneliness Initiative – aiming to reduce isolation and improve the wellbeing of Bromley residents. Ensuring we maximise the use of volunteers to achieve community resilience and that we appropriately acknowledge and encourage their contribution to the community.</p>	<p>A) Work with partners to deliver the Loneliness Strategy Action Plan</p> <p>B) Raise awareness of loneliness and how to mitigate against it</p>	<p>Action Plan delivered with partners</p> <p>Annual campaigns in Loneliness Awareness Week and throughout the year</p> <p>Deliver multi-agency training to increase understanding of loneliness and its mitigation tools</p>	<p>Review April 2025 [AP]</p> <p>April 2025 [AP]</p> <p>Ongoing [AP]</p>	<p>Assistant Director, Safeguarding, Practice and Provider Relations</p>
<p>12) Explore and implement innovation in seeking to improve outcomes for service users and make best use of the resources at our disposal.</p>	<p>A) Develop the use of assistive technology to enable residents to remain in their homes.</p>	<p>Implement and review Assistive technology models for:</p> <ul style="list-style-type: none"> • Reablement • Autism and Learning Disabilities • Community Falls Service 	<p>April 2025</p>	<p>Director Adult Services</p>

Ambition 5

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

Portfolio links

This priority has links with the following portfolio plans:

- Adult Care and Health Portfolio Plan

Strategic links:

This priority has links with the following strategic plans:

- Transforming Bromley
- Digital Strategy

What are we going to do?

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

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead
<p>2) Being opportunistic and collaborative in making bids to Government and other funding sources to increase resources available to the Partnership. Lobby the Government and Government departments strongly for increased resources when we see a need or opportunity.</p>	<p>A) Pursue opportunities for additional grant funding</p> <p>B) Lobby government for funding appropriate to Bromley needs</p>	<p>Additional funding achieved</p>	<p>Ongoing [AP]</p>	<p>Director of Adults Services</p> <p>Director of Finance</p>

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

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

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead
<p>4) Maintaining our focus on commissioning and market shaping, developing integrated and joint commissioning where it makes sense to do so, and ensuring we commission intelligently with clear outcomes in mind. Ensuring our commissioned services deliver what is expected through robust and active contract management.</p>	<p>A) Develop and publish a Market Position Statement setting out Council priorities for future commissioning of services and developing the local social care market</p>	<p>Market Position Statements published</p>	<p>December 2024</p>	<p>Assistant Director Integrated Commissioning</p>
	<p>B) Further develop the integrated commissioning of care and health services with NHS partners</p>	<p>Independent health and care provider market supported</p>	<p>April 2025 [AP]</p>	<p>Assistant Director, Safeguarding, Practice and Provider Relations</p>
		<p>Developing providers and new suppliers</p>	<p>Ongoing [AP]</p>	<p>Assistant Director Integrated Commissioning</p>

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

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

Making Bromley Even Better	Details	Measures of Success	Target Date	Lead
6) Developing information and knowledge sharing across Partnership agencies to enhance the intelligence available to all agencies in planning and evaluating our services.	A) Ensure our knowledge of the borough and client groups is up to date	The Joint Strategic Needs Assessment is updated regularly with focus on client groups as needed	Dec 2024 [AP]	Director Public Health
	B) Enable an effective Performance Management Framework for Adult Services	Continue to produce high quality performance management data and ensure statutory returns are met	Ongoing {AP}	Assistant Director, Safeguarding, Practice and Provider Relations

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Agenda Item 9

Report No.
ACH24-031

London Borough of Bromley

PART ONE - PUBLIC

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

Date: Tuesday 18 June 2024

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

Title: ADULT CARE AND HEALTH SERVICES RISK REGISTER – QUARTER 4, 2023/24

Contact Officer: Dirk Holtzhausen, Assistant Director for Safeguarding, Practice and Provider Relations
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Denise Mantell, Strategy Officer
Tel: 020 8313 4113 E-mail: denise.mantell@bromley.gov.uk

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 4 update was agreed by Adult Services Leadership Team in May 2024.
- 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
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 November 2023, when PDS last saw the Risk Register, the following risk has been removed:

- Risk 10 – Data Collections

The following change has been made to the gross and net (current) risks.

- Risk 1 – Financial Strategy– change of net risk from 12 to 16

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

Level of Risk	Gross Risk		Net Risk	
	No.	%	No.	%
High	5	45%	1	9%
Significant	5	45%	4	36%
Medium	1	9%	1	9%
Low	0	0%	5	45%
Total	11	100%	11	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.

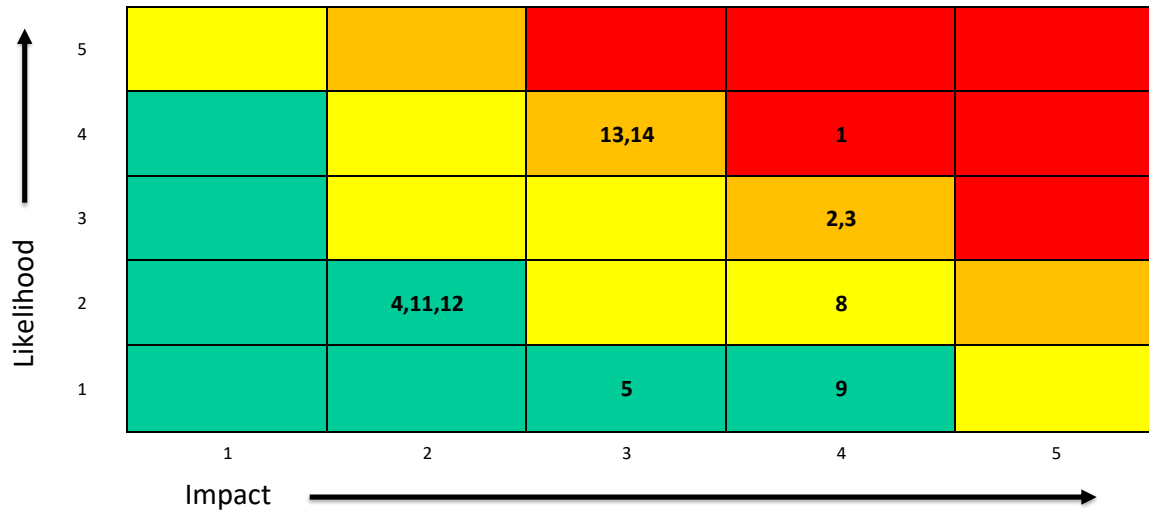
15. WARD COUNCILLOR VIEWS

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	16
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	Emergency Response/Business Continuity	10	4
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

Q4 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
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 		4		4		16	<ul style="list-style-type: none"> - Delivering commissioning actions in ASC Transformation Board programme - ongoing - 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. New structure in the service which aims to improve outcomes for Bromley residents by creating a more effective social care pathway.</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

Q4 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
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. - Complete the Mental Capacity Act Practice Guidance for all Bromley Staff to increase awareness of likely areas of deprivation. - Community DoL training re-introduced to ensure all staff are aware of how to identify potential individuals for progression to the Court of Protection. 		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 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. - Unfunded inflation and provider pay awards creating significant pressures on all existing block contracts. <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 - Bromley Outbreak Management Plan published and regularly updated. This provides framework for prevention and management of local 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

Q4 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	Emergency Response/Business Continuity Failure to respond effectively to an emergency incident internally or externally: lack of up to date and tested business continuity arrangements	<p>Cause(s):</p> <ul style="list-style-type: none"> - Ineffective emergency response arrangements in place to respond to an incident such as loss of Facility (fire, flood etc.), Staff (illness, strike) or IT (cyber attack). - Lack of suitable business continuity plans at service and departmental level <p>Effect(s):</p> <ul style="list-style-type: none"> - Failure to deliver statutory duties - Failure to deliver services to vulnerable adults 	Financial Legal Reputational		2		5		10		1		4		4	- Annual Business Continuity testing programme to further embed arrangements - December to February	Director, Adult Services (Kim Carey) Director Public Health (Nada Lemic) Director, Strategy, Performance & Corporate Transformation (Naheed Chaudhry)
11	Adult Services	Failure to deliver partial implementation of Health & Social Care Integration	<p>Cause(s):</p> <ul style="list-style-type: none"> - 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 to ensure that funding follows the patient <p>Effect(s):</p> <ul style="list-style-type: none"> - Failure to deliver statutory duties - Failure to achieve our Making Bromley Even Better priorities 	Financial Compliance /Regulation		2		3		6		2		2		4		Director, Adult Social Care (Kim Carey)
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		2		2		4	- Adult Social Care Digital Strategy and Digital Transformation Programme (DTP) in development - Adult Social Care Workforce Strategy and 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

Q4 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		
13	Adult Services	Adult Transport Failure to provide appropriate home to day activities for vulnerable adults	Cause(s): - 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 Effect(s): - 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	- 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 - Feasibility of having an adult specific service for the remainder of the current contract has led to the identification of a single provider which will operate to support all adults needing day activity transport.	4	3	12	- Review of policy - Procurement and contract arrangements for a single adult provider to be advanced which will reduce the risk to the service.	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	Cause(s): - 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 Effect(s): - 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	- 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	- 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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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, 349 people have attended the workshop so far. 97% 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, health visitors, teachers, and voluntary organisations across Bromley.
- ✓ The London Borough of Bromley is carrying out research in the form of a survey to understand what impact local groups are having on residents regarding their experience of loneliness and isolation. So far 249 responses have been received to date. The data suggests that from joining a local group, users are more likely to feel more connected to their community. The current results show a 23% increase in connectivity and a reduction in loneliness.
- ✓ Bromley Well continues to offer a service to reduce isolation and loneliness and enhance the befriending offer across all pathways in the service. From January – March 2024, 66 people have received 1 – 1 befriending support from a dedicated volunteer, with 867 befriending phone calls being made to those waiting for 1 to 1 support. Over 690 attendances were made across 55 Age UK Bromley Friendship Hub sessions in the same period.
- ✓ To celebrate Childrens Mental Health week in February, 4 schools supporting 1,200 students received an assembly around loneliness, connection, and support at Primary schools. A bespoke Workbook was created for primary and secondary school students to complete. Currently 127 students have completed this workbook. At the end of the academic year over 1,000 pupils should have completed the workbook.
- ✓ The Platinum Jubilee Parks Fund applications so far has seen £650,000 being awarded to 59 projects across the borough, with a number of these initiatives aiming to help tackle loneliness and social isolation.
- ✓ Big lunches have been planned across the borough in June 2024 to bring residents together in 4 locations highlighted through London's Festival of Architecture. Community initiatives will be promoted to increase social connection at these events.
- ✓ Communication with national & global organisations and other local authorities on various platforms to promote good practice, share knowledge and ideas to tackle loneliness together continues.
- ✓ The London Borough of Bromley's Tackling Loneliness Strategy won the Gold iESE Transformation Public Sector award, in the Community & Customer Focus category in March 2024.

- 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 – June 2024 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. 1,478 activities are currently available to view online. A filmed demonstration on how to use the Simply Connect Bromley platform 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>636 organisations are now promoted. Staff member continues searching and working with volunteers to further increase the offer.</p> <p>Over the past 12 months, Simply Connect Bromley have had over 72,000 page views.</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 Advice and support – London Borough of Bromley</p> <p>Links can also be found on the Tackling Loneliness Intranet page available for all London Borough of Bromley staff to view and share. Tackling Loneliness - Home (sharepoint.com)</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>This page is regularly updated with the latest research, events, and initiatives to support staff within their job roles and personal wellbeing.</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 for National Befriending Week in November 2023 www.bromley.gov.uk/befriending One of the new services promoted is Independent Age 'Good to know groups' which offers older residents in Bromley and the UK the opportunity to come together on the phone to hear from experts on a wide range of subjects.

To respond to this, we will...	Action	Lead	Timescale	Update
	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 20 - 30 people meeting on a weekly basis.</p> <p>The team are continuing to work to re-match households for guests whose placements are coming to an end. The pilot called Pathway 2 Employment has been completed and the offer of language support was sent to all Ukrainian Guests, but response was limited, so this has now ended.</p>
	vi) Support carers to connect with carers groups and their local communities		Ongoing	<p>The Principal Loneliness Champion is working closely with Bromley Well & BTSE to support carers of all ages through the service in a variety of ways.</p> <p>The Principal Loneliness Champion was invited to attend the Mutual Carers Lunch in April. The Champion reviewed the activities and support that is available in Bromley through the community and voluntary sector. Further links have been made since attending the carers lunch.</p>
	vii) Support people with learning disabilities to connect with activities for people with learning disabilities and their local community		Ongoing	<p>The Principal Loneliness Champion was invited to attend the Learning Disability Partnership Board in March, with Loneliness being one of this year's themes which groups wanted to discuss across 2024. The Loneliness Champion is working closely with commissioners to promote the Board and support users.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				Further connections have been made with Bromley Local Offer team and SEND officers working within the community to support residents of all ages.

To respond to this, we will...	Action	Lead	Timescale	Update
<p>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>	<p>i) Train a network of champions to raise awareness about trigger points and key events that can help to tackle loneliness including 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>	<p>Ongoing</p>	<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, 349 participants have attended the workshop. To date 97% attendees taking the workshop survey have found it to be <i>extremely useful</i> or <i>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 through the Tackling Loneliness SharePoint page, Wellbeing Wednesday emails and other forms of internal communication avenues.</p> <p>In February the latest cohort of Prince's Trust students attending LSEC Orpington Campus took part in the Tackling Loneliness Workshop to support them through their 12-week programme and future support within the community.</p> <p>Workshops have now been delivered to Wellbeing staff across the King's Trust sites to better support staff with training to medical professionals to follow later in the year.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>The workshop is professionally accredited through CPD Accreditation service to give participants the assurance of quality training being provided by the London borough of Bromley.</p> <p>Further Tackling Loneliness Workshops will be delivered to new Bromley Youth Council members, health visitors, NHS staff, teachers, Councillors, fire fighters and the voluntary & community sector across 2024 and beyond.</p> <p>The Principal Loneliness Champion is looking into options to promote the Tackling Loneliness Workshop to private organisations on a cost basis.</p>
	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>From January – March 2024, 66 people received 1-to1 befrienders support via Bromley Well volunteers. 57 new assessments were completed by staff to determine need.</p> <p>During this period, 867 befriending calls were made by staff to those not yet allocated a volunteer bring the total number of hours spent befriending to 716 hours.</p> <p>Bromley Well also provides Friendship Hubs for older residents in the community which are held in Bromley, Orpington, and Chislehurst with 690 attendances between all 55 Hub sessions, across the 3-month period.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
c) through social prescribing in GP practices and potentially other front-line services we will connect people at risk of or experiencing loneliness.	i) Ensure that CCG Social Prescribing Link Workers in GP practices use the e-directory resources and identifies loneliness	Bromley GP Alliance	Ongoing	<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 and continues to share information regularly. Several Social Prescribers have taken part in the Tackling Loneliness Workshop. Bromley Y have now put an employee in post for a Youth Social Prescribing role.</p> <p>There are now a total of 6 wellbeing cafés operating in Bromley for older people to attend. The Principal Loneliness Champion regularly visits the Wellbeing Cafés to offer support to staff and signpost services for residents. Since the last report over 40 residents heard about the support available through the Tackling Loneliness Strategy i.e., Simply Connect Bromley database.</p> <p>The Principal Loneliness Champion regularly communicates with the One Bromley Community Champions to relay information via their programme to residents.</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	London Borough of Bromley/ AD Children Social Care Specialist Services	Ongoing	<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>Bromley Children’s Project via the 6 Children and Family Centres continues to support initiatives (such as the Christmas card scheme, teddy bear tea parties and engaging in training opportunities)</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>across the year as well as bringing families and children together to raise awareness of loneliness.</p> <p>The Principal Loneliness Champion regularly takes part in the Health and Wellbeing Sub-Group – Change for Care leavers project scheme. The Loneliness Champion continues to provide ideas to support young people via online tools & toolkits.</p> <p>The Principal Loneliness Champion attended a ‘Come Dine with me’ session with children looked after in February. Over 10 people attended, including council officers. The group spoke about loneliness, how it can affect people from various backgrounds and how this feeling is normal. Leaflets were distributed to all those in attendance.</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>To celebrate mental health awareness week a dedicated leaflet and primary & secondary school workbooks were created to support students learn more about loneliness, how to support themselves, others, and the community. To date 127 students have completed the workbook from 4 primary & 1 secondary school. 6 more schools</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>will be taking part in dedicated workbook sessions with over 1,000 students taking part in the dedicated workbook sessions before the end of the 2024 academic year.</p> <p>The Principal Loneliness Champion continues to deliver assemblies across Bromley Schools including St James RC Primary School, Unicorn Primary School, and Steward Flemming School.</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.</p> <p>Information, initiatives, research, and projects relevant to children of school ages is continually communicated to schools and internal children's services/ departments.</p> <p>The Principal Loneliness Champion has been working with the peri-natal mental health team at Bromley's 0-19 Service to create a leaflet for all new parents to receive at their 6–8-week check with their baby. The leaflet details local support and help in the community, mental health support, questions to ask your partner and information on local resources.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>London South East Colleges (LSEC) have again run their Warm Wednesday lunches out of their BR6 restaurant.</p> <p>2 warm Wednesday events took place on the 7th and 21st of February. Both events were extremely well attended with people of all ages, stages of life and backgrounds receiving a meal and interaction with other members of the community and LSEC staff during their dining experience. LSEC are looking at how they can continue to work with London Borough of Bromley throughout the year on the Tackling Loneliness Strategy.</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 following initiatives are happening within Extra Care housing initiatives to support residents to be socially connected. - Day trips to the seaside - Seated exercise classes Interaction among residents and with the community include a local school visiting on a regular basis, a Japanese art club, a tuck shop run by residents at Crown Meadow Court. A

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>communal iPad is being used to facilitate contact with family members who are unable to visit.</p> <p>Additionally a daily afternoon tea to spend time with other residents, enjoy day trips, monthly musical experiences, and an ad hoc gardening club are taking place.</p>

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 fourth round of applications of the Council's Jubilee Parks Fund closed on the 1st April 2024. The deadline for the final round of applications will be 1st October 2024. The fund is set up to contribute £1 million pounds towards community led projects that improve the borough's green spaces. The fund officially comes to an end in March 2025.</p> <p>The Council has received 59 applications for a wide range of proposals including playground improvements, biodiversity enhancements, community orchards and a dog agility course. Nearly £650,000 has been awarded to the forty-five successful applications to date and seven are currently pending a decision.</p> <p>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>

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>The Friends of Kelsey Park have used their funding for the creation of a community garden to be used for growing certain types of plants including vegetables. Works on the garden started on site in January 2024 and are due to be completed in May. Watch the video here about Kelsey Parks' conservation milestone here.</p> <p>The Friends of Richmal Crompton Fields created an orchard and sensory garden in commemoration of the late HM Queen Elizabeth II. The group, which reignited in 2022 to form a 'green gym' or 'wellness group' to tackle loneliness, isolation and improve physical and mental health. The group hopes to encourage people to get involved with the management of the Orchard and Community Garden through community events.</p> <p>The Queensmead Playground Regeneration project group are regenerating the existing playground and bringing it up to a renewed standard with more imaginative and inclusive play items with a focus on younger children. They also hope to create a space for parents and carers to socialise in order to reduce loneliness in the community. It is hoped that the new playground will be completed in May 2024.</p> <p>The Friends of Winsford Gardens are transforming a disused garden site into a community site called 'The Winsford Gardens Stumpery and Woodland Garden'. The work in creating the garden started in 2023 with the works ongoing and volunteers benefitting from this project mentally and physically.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>Other notable Platinum Jubilee Parks funded projects include:</p> <ul style="list-style-type: none"> - Chislehurst Cemetery, Baby Memorial Garden - Beckenham Green, Green Improvements - Jubilee Country Park, Community Orchard - Biggin Hill Recreation Ground, Outdoor Gym - Farnborough New Inn Fields - Palace Square playground - McAndrews Recreation Ground - Goddington Park - Playground Improvements. <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	<p>The Bromley Guide to Accessible Transport has been updated and can be found on the Bromley website.</p> <p>This document is in the process of being updated with Super Loop information to better support residents in planning their journeys across Bromley and beyond.</p>
c) maximise the power of digital tools through connecting people, particularly	i) Evaluate series of pilot assistive technology tools being trialled across health and care services including assistance	London Borough of Bromley/	TBC	New ongoing workstream commenced with the local hospital, particularly working with the Care Navigators in the Frailty unit to support patients that do not have any formal care, or who do not

To respond to this, we will...	Action	Lead	Timescale	Update
<p>older and disabled adults, and addressing loneliness and internet safety.</p>	<p>devices for older residents and those with learning disabilities.</p>	<p>Director Adult Social Care</p>		<p>feel the need for care when being discharged home to their own residence. The issuing of Assistive Technology (AT) digital devices - 'OwnFones' have been key to supporting vulnerable and often isolated individuals in the community. These Ownfone devices are connected to the Carelink service for a short period of time post hospital discharge. Working with the Frailty Unit / Frailty & Care Navigators / Transfer of Care Bureau and Bromley Well at the PRUH to further identify and support appropriate patients that would benefit from this type of connected device when going home. These devices will be rolled out to the in-patient rehabilitation unit at QMS and to include them as part of the reablement offer for residents.</p> <p>A new Assessment and Prescription Guide has been produced and distributed to covering Carelink and Assistive Technology for all health and social care staff to offer guidance when incorporating 'Ownfones' into the assessment of care needs.</p> <p>There are plans to further engage with the voluntary sector to engage with residents to offer a connected AT device to improve their ability to communicate and access support if required.</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> Our activities and events programme continues across the borough with a range of events and activities for all ages and interests.</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. 1,500 adults and children have joined in various activities and events across Bromley using this innovative offer.</p> <p>Bromley Libraries' Reading Groups continue to be a popular and expanding offer; from January to March our libraries hosted over 165 Reading Groups for all ages, with 1,174 attendees.</p> <p>There were 62 sessions of Teen and Children's reading groups, with 435 attendees to inspire children's engagement with books and boost their literacy attainment.</p> <p>Biggin Hill Library, Petts Wood Library and Southborough Library continue to have great feedback from their Reading Friends Calls. These calls can cover a range of topics and keep local residents linked with their library.</p> <p>Branch library coffee mornings continue to bring members of the community together.</p> <p>Mottingham Library have seen great success with their Saturday Space Autism Group. Mottingham</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>and Penge Library also offer family OBIE sessions, encouraging both children and adults to participate in educational and exciting motion games with the interactive projector units.</p> <p>The Bromley Libraries Children's Team have run a series of events and workshops over the past months, including a school aged fully booked Quiz, with 6 schools competing and interacting with each other to find the Bromley book-knowledge champions.</p> <p><u>Bromley Home Library Service</u> Promotion of this free service for residents continues across Bromley. It continues to be available for any Bromley residents who are unable to reach and use their local library. Volunteers visit residents each month, with deliveries tailored to individual interests whilst building a relationship in their homes.</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><u>Loneliness Awareness Week 10th – 14th June 2024:</u></p> <p>5 Council run Big Lunches have been organised at various park locations across the borough to coincide with London Festival of Architecture locations. These Big Lunches will be held across the month of June at the following dates and locations:</p> <p>Saturday 1st June – Priory Gardens – Orpington Saturday 22nd June – Chislehurst common Saturday 23rd June – Crystal Palace Park Saturday 29th June – Queens Gardens, Bromley Date TBC - Biggin Hill Memorial Museum</p> <p>At these events various council programmes, , voluntary organisations, and community groups will showcase their services available to residents and ‘bring the community to the Big Lunch’.</p> <p>Big lunches for council staff members will also take place during loneliness awareness week to bring colleagues together and showcase support available to those working within the organisation around loneliness & wellbeing.</p> <p>The council has also waived all fees for residents to close their road on Saturday 1st &</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>Sunday 2nd June to allow neighbours to come together and create their own Big Lunch, encouraging and increasing social connectivity within hyperlocal communities.</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 2024 to June 2025, to focus on Loneliness Awareness Week in June and other appropriate events throughout the year.</p> <p>A communication campaign was carried out for Loneliness Awareness Week, and the month of Community in June.</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>ii) Research in tackling loneliness in Bromley</p>	<p>Community Links Bromley</p> <p>London Borough of Bromley/ AD Corporate Transformation</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Befriending opportunities are promoted on the Simply Connect Bromley site and through the Volunteering Update newsletter.</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 including Volunteering fairs, positive volunteering stories and initiatives to get involved in.</p> <p>A survey was created to understand what impact local groups have on residents and their experience of loneliness. The survey has initially been piloted with Mytime Active, Bromley</p>

To respond to this, we will...	Action	Lead	Timescale	Update
		Loneliness Champion		<p>Childrens Project, GLL Libraries and Age UK Bromley and Greenwich.</p> <p>The Survey started in January 2024, and so far, 249 responses have been received with very positive results.</p> <p>The results from the survey clearly shows that before joining a group people felt less connected (2.6/4 stars or 65%). By taking part in an activity or group people stated that they felt more connected (3.51/4 stars or 88%). This is a 23% improvement in connectedness. Some of the main outcomes of this survey is that people have stated that being part of a community or social group has improved their mental health alongside forming new friendships and reducing the risk of loneliness. One survey respondent stated that being part of the social group brought them a 'huge sense of purpose and belonging.' Another respondent stated that 'Being a young mum and new to the area was very daunting (but) having the community vision centre is a complete lifeline for me and has helped me in so many ways to be more connected within the community and get new skills.' Several other survey user stated that being part of a particular group was their 'lifeline.' It was also commented on that 'Meeting new people, friendships, improved health and fun' were the best part of their group/activity.</p>
	ii) Supporting community groups in establishing new day activities for older people in a number of	London Borough of Bromley/	Ongoing	Work to identify the type of day activities that older people want to participate in is on-going.

To respond to this, we will...	Action	Lead	Timescale	Update
	new and safe settings across the borough	AD Commissioning		The Principal Loneliness Champion continues to promote and work with the Saxon Day Centre to promote the organisation to all Bromley residents, including their organisation in the Tackling Loneliness Workshop.
	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	<p>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.</p> <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. With over 8 activities are planned each week including bowling, dance, and golf for members to come together. Over 100 weekly attendances are recorded with members giving positive feedback.</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 Active continue to promote their programme at the Orpington, Biggin Hill and Beckenham Wellbeing Café's on a monthly basis.</p> <p>Mytime Active are part of the Bromley Dementia Steering Group and have organised an Indoor Street Party with afternoon tea and entertainment for Dementia Action Week in May at Crofton Halls.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>Mytime Active are also working closely with Bromley's Drug and Alcohol Team to support people who have been referred. A grant from Change Grow Live is supporting participants to improve their health and social connections through free Mytime Active memberships.</p> <p>Mytime Active is working closely with Bromley Council's care leavers team and to date have supported the delivery of taster sessions:</p> <ul style="list-style-type: none"> - soft play for care leavers who have children, which 9 children attended. - Gym and ten pin bowling sessions at the Pavilion Leisure Centre, where 12 care leavers attended. <p>As a result of feedback from the taster sessions the care leavers team have booked monthly soft play sessions for young care leaver mums and their babies.</p> <p>10 weeks of gym and golf sessions for care leavers who are not in education, employment, or training have also been arranged.</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 until March 2025. Mytime Active are supporting with pool time and VSF have resourced the swimming teacher.</p> <p>The swimming programme has been promoted via the Family Nurse Partnership and to care leavers with babies. There are now 38 young mothers registered. The sessions provide mothers and their babies with water confidence, swimming</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>skills and allow the new parents to connect and make friends.</p> <p>Mytime Active have reconnected with Clarion Housing Community Team and Bromley Youth Support Team and with a small grant from Clarion Community, offered young people attending Bromley Youth Support sessions:</p> <ul style="list-style-type: none"> - 10-pin Bowling - over 70 young people and youth workers attended. - Swimming –100+ young people and youth workers attended. <p>Those attending the Bromley Youth support programme have also been offered the chance to take part in a gym session scheduled in May.</p> <p>The Arts Train programme which is funded from the Arts Council. Mytime Active are currently working with the Bromley Youth Support Team and are due to start delivering a 10-week project for young people attending the Link Youth Centre in St Paul's Cray.</p> <p>Work is also being undertaken to support young people write songs, create lyrics and record music at Bishop Justice school, Langley School for Girls. Bromley care leavers, Jus B youth club and supporting those taking part at the London Jaxx festival project.</p>

To respond to this, we will...	Action	Lead	Timescale	Update
	<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 and information; legal advice; safety and security (violence and abuse); transport and mobility; bereavement and support services; smoking cessation and weight management.</p>
	<p>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.</p>	<p>London Borough of Bromley/ AD Commissioning</p>	<p>Ongoing</p>	<p>Gateway Club Tuesday Group – this service is aimed at people with complex needs who have learning and physical disabilities. Those who attend can enjoy socialising with others but also have the opportunity undertake exciting programmes that will develop their skills, which will lead to a bronze, silver and gold award.</p> <p>Kent Association for the Blind – their new art therapy group will help people with sight loss developing new skills, reduce their social isolation and help people to adjust with their sight loss.</p> <p>Successful Mums – Workshops have been developed for women to build confidence and be inspired in their middle years to help them return to work (paid, self-employed or voluntary).</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>Memory Box – exercise developed for people with dementia delivered by a tutor from Mytime Active.</p> <p>Creative Junction – a project that is aimed at young adults with special educational needs and disabilities (SEND). Participants will take part in projects through various mediums such as drama, art, short films, or podcasts. Projects run 6-12 weeks with a final showcase in the local community. It compliments college courses for the young people, in that provision is available three days a week and is collaborative and co-produced with participants. It offers something very different to college.</p> <p>MH First Aid – Bromley Well will be training volunteers and paid staff to increase staff retention. Members of BTSE, not just staff and volunteers dedicated to the Bromley Well contract, are able to benefit from the training.</p> <p>Buddies for All – disability-led organisation that matches volunteers (including people with physical disabilities) with people with physical disabilities so they can get to know each other, socialise, and develop an ongoing friendship.</p>
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		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

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>HUB Coffee morning roulette scheme which runs monthly.</p> <p>The Principal Loneliness Champion has been in conversations with the Department of Culture, Media, and Sport (DCMS) around their campaign to raise awareness on youth loneliness. The Principal Loneliness Champion will be presenting Bromley's Tackling Loneliness Strategy to the Department of Levelling Up Housing & Communities (DLUH&C) later in 2024.</p> <p>Bromley's support for the national Tackling Loneliness Strategy research can be found in the DCMS's latest report on 'Exploring interventions to tackle loneliness' published September 2023.</p> <p>The Principal Loneliness Champion is now an 'Expert' within the Local Government Association (LGA) Transformation programme to support other local authorities working with residents experiencing loneliness. Norfolk County Council is among those receiving support.</p> <p>The Principal Loneliness Champion has also been working with the Local Government Association (LGA) and has started a Special Interest Group as part of the LGA's behaviour change programme. 11 councils have signed up to take part in the group to share best practice and discuss ideas to prevent loneliness.</p> <p>The Principal Loneliness Champion is also supporting other organisation which are part of the</p>

To respond to this, we will...	Action	Lead	Timescale	Update
				<p>Global Initiative of Loneliness and Connection (GILC), commissioned by WHO.</p> <p>The Tackling Loneliness HUB 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 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.</p>
	Established a post funded by LBB to coordinate and deliver this strategy.	London Borough of Bromley/ AD Corporate Transformation	Completed	<p>Appointment to post of Principal Loneliness Champion made with successful candidate starting in September 2022 – 2026.</p> <p>London Borough of Bromley received the Gold iESE Transformation Awards 2024 within the Community and Customer Focus category in March 2024.</p>

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Report No.
FSD24038

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 18th June 2024

Decision Type: Non-Urgent Executive Non-Key

Title: FINAL OUTTURN REPORT 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 details of the final outturn position for 2023/24 for the Adult Care and Health Portfolio.

2. **RECOMMENDATION(S)**

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

- i) **Note the net overspend of £1,311k on controllable expenditure at the end of 2023/24 and consider any issues arising from it.**

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

- i) **Endorse the 2023/24 final outturn position for the Adult Care and Health Portfolio.**

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: £85.9m
 5. Source of funding: AC&H approved budget
-

Personnel

1. Number of staff (current and additional): 350 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 This report provides the final outturn position for the Adult Care and Health Portfolio for 2023/24, which is broken down in detail in Appendix 1, along with explanatory notes.
- 3.2 The final outturn for the “controllable” element of the Adult Care and Health budget in 2023/24 is a net overspend of £1,311k compared to the last reported figure of a net forecast overspend of £1,925k which was based on activity at the end of December 2023.

Summary of Major Variations

- 3.3 The main variations comprising the £1,311k net overspend are summarised in the table below:

	£'000
Adult Social Care	
Assessment and Care Management	1,013
Direct Services	84
Quality Assurance & Safeguarding	Cr 156
Learning Disabilities	Cr 175
Mental Health	1,333
Placement and Brokerage	50
Better Care Fund - Protection of Social Care	Cr 123
	2,026
Integrated Commissioning Service	
Integrated Commissioning Service	Cr 103
Information & Early Intervention	
- Net Expenditure	Cr 151
- Recharge to Better Care Fund	Cr 461
	Cr 715
TOTAL	1,311

Public Health

- 3.4 There was total expenditure funded from Public Health grant of £16,267k in 2023/24. The cumulative balance of unspent Public Health grant brought-forward into 2023/24 was £2,874k and the Council's 2023/24 allocation of Public Health grant was £16,120k. This means the balance on the Public Health reserve now stands at £2,727k, and it is requested that the remaining cumulative balance of £2,727k is carried forward, that will be utilised for initiatives and challenges in 2024/25 and future years.

Full Year Effect

- 3.5 The cost pressures identified in this report are projected to impact in 2024/25 by £7,533k. This is consistent with the value of growth that has been included in the 2024/25 budget for full year effect cost and growth pressures. Transformation programme savings of £2,193k have been identified and included in the 2024/25 budget.
- 3.6 Given the significant financial savings that the Council will need to make over the next four years, it is important that all future cost pressures are contained and that savings are identified early to mitigate these pressures. Further details are contained within Appendix 3.

Carry Forward Requests

- 3.7 On the 22nd May the Executive was recommended to approve a number of carry forward requests relating to either unspent grant income, or delays in expenditure where cost pressures will follow through into 2024/25.
- 3.8 Appendix 2 provides a detailed breakdown of all of the carry forward requests for Adult Care & Health Portfolio. The carry forwards included in section 1 will have repayment implications if not approved, and those in section 2 relate to grants which will not have to be repaid if not agreed but will impact on service delivery in 2024/25. Future reports to the Portfolio Holder will be required to approve their release from the 2024/25 Central Contingency.

Comments from the Director of Adult Social Care

- 3.9 As can be seen, pressures on the budget have continued but at the end of Q4 show a slightly improved position. There remain three main pressure areas: hospital discharge, community equipment and costs relating to the transition of young people into adult services.
- 3.10 Whilst pressures are being managed in relation to hospital discharge, the current pressures within the health system may have a knock on to the adult's budget. Systems are in place to monitor this on a very regular basis and any impacts will be challenged and managed through the One Bromley Executive. The Director is currently chairing this board so has a direct influence on information provided to the board for all partners. Where appropriate, funding has been drawn down from joint pots of money with health to minimise the impact on the Councils budget.
- 3.11 The new Integrated Community Equipment Service continues to generate some concerns and alternative options for the delivery of this service are currently being explored, including managing a move away from the current collaborative approach across London. The risk highlighted at the end of the last quarter around the non-payment of credits did not materialise and all credits were received before the end of the financial year.
- 3.12 It is important to note also that the Directorate overdelivered against the Transformation savings, which is credit to all staff within the Directorate at a time of increased demand and cost. I am proud of what has been delivered within the year.

Comments from the Director of Public Health

- 3.13 Recurring cost pressures of annual NHS pay awards and inflation continue to put pressure on the new and existing public health contracts, specifically Sexual Health and 0-19 Services. However, these have been managed through careful budget monitoring and contract management during 23/24. In part due to late notification of the final amount of Public Health grant for 23/24, the service had an underspend against the delivery of core programmes which enabled an additional contribution of £599k towards the cost of the Primary and Secondary Intervention Service contract with Bromley Well. It is requested that the remaining cumulative balance of Public Health grant of £2,727k is carried forward, that will be utilised for initiatives and challenges in 2024/25 and future years.

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 “2024/25 Council Tax” report highlighted the financial pressures facing the Council. It remains imperative that strict budgetary control continues to be exercised in 2024/25 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 The financial implications are included in the body of the report. A detailed breakdown of the projected outturn by service area is shown in appendix 1A with explanatory notes in appendix 1B. Appendix 2 outlines the requested carry forwards to 2024/25. Appendix 3 shows the latest full year effects and Appendix 4 gives the analysis of the latest approved budget.
- 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 Actuals	Division Service Areas	2023/24 Original Budget £'000	2023/24 Latest Approved £'000	2023/24 Projected Outturn £'000	Variation £'000	Notes	Variation Last Reported £'000	Full Year Effect £'000
	PEOPLE DEPARTMENT							
	Adult Social Care							
23,554	Assessment and Care Management	22,816	24,400	25,413	1,013	1	970	4,637
118	Direct Services	117	116	200	84	2	0	0
2,334	Quality Assurance & Safeguarding	2,075	2,695	2,539	Cr 156	3	Cr 160	0
43,807	Learning Disabilities	48,075	47,944	47,769	Cr 175	4	155	2,367
8,650	Mental Health	8,415	8,415	9,748	1,333	5	960	529
907	Placement and Brokerage	979	659	709	50	6	0	0
Cr 255	Better Care Fund - Protection of Social Care	0	0	Cr 123	Cr 123		0	0
79,115		82,477	84,229	86,255	2,026		1,925	7,533
	Integrated Commissioning Service							
1,299	Integrated Commissioning Service Information & Early Intervention	1,400	1,400	1,297	Cr 103	7	0	0
1,205	- Net Expenditure	3,761	3,870	3,719	Cr 151	8	0	0
Cr 1,205	- Recharge to Better Care Fund	Cr 3,756	Cr 3,735	Cr 4,196	Cr 461		0	0
	Better Care Fund							
25,602	- Expenditure	28,226	28,048	28,048	0	9	0	0
Cr 25,622	- Income	Cr 28,246	Cr 28,068	Cr 28,068	0		0	0
	Improved Better Care Fund							
10,327	- Expenditure	8,130	8,130	8,130	0	10	0	0
Cr 10,327	- Income	Cr 8,130	Cr 8,130	Cr 8,130	0		0	0
1,279		1,385	1,515	800	Cr 715		0	0
	Public Health							
16,166	Public Health	15,927	16,308	16,308	0		0	0
Cr 15,876	Public Health - Grant Income	Cr 15,611	Cr 16,120	Cr 16,120	0		0	0
290		316	188	188	0		0	0
80,684	TOTAL CONTROLLABLE ADULT CARE & HEALTH	84,178	85,932	87,243	1,311		1,925	7,533
421	TOTAL NON CONTROLLABLE	559	441	441	0		0	0
4,092	TOTAL EXCLUDED RECHARGES	3,494	3,413	3,413	0		0	0
85,197	TOTAL ADULT CARE & HEALTH PORTFOLIO	88,231	89,786	91,097	1,311		1,925	7,533

REASONS FOR VARIATION

1. Assessment and Care Management - Dr £1,013k

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

		Final Variation £'000
Physical Support / Sensory Support / Memory & Cognition		
Services for 65 +		
- Placements	Cr	222
- Domiciliary Care / Direct Payments		3,172
		<u>2,950</u>
Services for 18-64		
- Placements	Cr	268
- Domiciliary Care / Direct Payments		1,068
		<u>800</u>
Market Sustainability and Improvement Fund (MSIF)		
- 23/24 MSIF allocation	Cr	1,368
- 23/24 MSIF Workforce Fund allocation	Cr	1,810
		<u>3,178</u>
Hospital Discharge Packages		
- Placements		2,178
- Domiciliary Care		1,327
- Enhanced Care		1,147
- LBB Discharge Funding	Cr	654
- ICB Discharge Funding	Cr	779
- Adult Social Care Reform growth	Cr	1,000
- BCF use of underspend	Cr	1,300
- Winter Resilience funding	Cr	400
		<u>519</u>
Other		
Staffing		503
Extra Care Housing	Cr	253
Day Care	Cr	350
Adult Transport	Cr	305
Community Equipment		389
Other	Cr	62
	Cr	<u>78</u>
		<u><u>1,013</u></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 £2,950k

Numbers in residential and nursing care were approximately 3 placements below budget during the year, finishing with an underspend of £152k. Placements continued to be made above the guide rates due to market demands, and costs were also incurred for additional 1:1 support packages required for some service users in their placements. In addition to this, emergency and temporary placements underspent by £19k and respite care by £51k.

The overall position on the domiciliary care and direct payments budgets (65+) is a final overspend of £3,172k. Domiciliary care overspent by £2,511k and direct payments by £661k.

Services for 18-64 - Dr £800k

Placements for 18-64 age group overspent by £30k this year. Offsetting this was an underspend on emergency and temporary placements of £283k and respite care of £15k.

The overall position on the domiciliary care and direct payments budgets is a final overspend of £1,068k. Domiciliary care overspent by £662k and direct payments overspent by £406k.

The Market Sustainability and Improvement Fund funding from central government has been utilised during the year to support increasing costs of services, with £3.178m made available for this purpose.

Hospital Discharge - Dr £519k

Discharges from hospital continued to follow the new pathway set up with Health ending the year with an overspend of £4,652k, split between placements of £2,178k, domiciliary care of £1,327k and enhanced domiciliary care of £1,147k.

Additional funding of £4.133m was identified during the year to offset some of this cost: Hospital Discharge funding (£654k from LBB and £779k from the ICB); use of Better Care Fund reserve (£1,300k); additional Adult Social Care Reform funding of £1m and Winter Resilience funding brought forward of £400k, resulting in a net overspend of £519k.

Officers 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. Use of expensive Enhanced care packages was also reduced significantly during the year. The numbers of residents being discharged are broadly within trend for Bromley, however, the packages of care are more expensive and for longer duration. Action is ongoing to reduce the length of stays in all hospital discharge placements to reduce the costs going into 2024/25.

Staffing - Dr £503k

The final position on staffing budgets for the Assessment and Care Management Division within Adult Social Care is an overspend of £503k. A combination of the use of more expensive agency staff and the non-achievement of the turnover saving (due to not carrying vacancies) of 3% built into the budget has resulted in this overspend.

Extra Care Housing - Cr £253k

Extra Care Housing underspent by £253k as a result of the net impact of voids (reduced care hours offset by Void payments to housing provider).

Day Care - Cr £350k / Transport - Cr £305k

Day Care services underspent by £350k, with numbers attending day centres being down on pre-covid numbers as service users switched to other services (such as Direct Payments) when the centres were closed during covid. This has also impacted the transport budget, which is showing a final underspend of £305k.

Community Equipment - Dr £389k

The community equipment budget has ended the year with a net overspend of £389k. A gross pressure of £1,732k is reported, which has been offset by an additional contribution from the ICB of £275k and a drawdown from Health reserves of £1.068m. There are expected to be continued pressures on this budget going into 2024/25.

Other - Cr £62k

The budget for administration of the Taxicard scheme run by London Councils underspent by £35k at year end. Additionally there were other minor under and overspends within Assessment and Care Management, across various premises and supplies and services budgets, that underspent by a net £27k.

2. Direct Services - Dr £84k

The Reablement Service ended the year with a small overspend of £9k relating mainly to staffing costs, due to increased activity in the service.

The Carelink Service ended the year with an overspend of £75k. Staffing costs were overspent by £7k, supplies and services underspent by £42k and income underachieved by £110k.

3. Quality Assurance & Safeguarding - Cr £156k

The final year end outturn for QA&S is an underspend of £156k. and is due to the following factors :-

The combined budget for DoLS assessments has ended the year with an underspend of £305k.

Staffing across the teams within the service has overspent by £100k, this includes a one off settlement

The remaining budgets across the service has resulted in an overspend of £49k, which mainly relates to Legal fees.

4. Learning Disabilities - Cr £175k

The 2023/24 Learning Disabilities (LD) budget included funding for 2023/24 demand-related pressures and the full year effect (FYE) of the 2022/23 overspend but also reductions relating to planned savings, significantly £0.5m on review of High cost placements.

An underspend of £175k achieved (Q3 £155k overspend variance forecast) based upon the current level of costs and service user numbers. Work still on-going around transitions in order to scrutinise any future impact on costs.

LD savings target of £500k built in the 2023/24 budget were achieved, in light of the outturn, with constant review of high residential and supported living placements, compounded by Direct Payments reviews.

5. Mental Health - Dr £1,333k

The 2023/24 budget included 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 overspent by £657k (increase of £355k from Q3) on 64 service users (increased by 12 from Q3).

The overall position on the domiciliary care and direct payments budgets (65+) is an overspend of £70k. Domiciliary care overspent by £220k and direct payments to underspend by £150k. Budget will be realigned in 2024-25, with a shift from contracted service to DP.

Placements for the 18-64 age group overspent by £83k this year based on current service user numbers of 107 (also 107 in Q3), and mainly relates to placements in Nursing homes.

Domiciliary care and direct payments budgets (18-64) overspent by £343k as follows; Domiciliary care overspent by £265k and direct payments overspent by £77k. There is currently high demand with 40% of the cost invoiced in the last quarter.

There was an underspend of £85k achieved on recruitment and retention, and a £46k underspend on contingency budgets.

A savings target of £324k has not been achieved in 2023/24.

Transport costs underspent by £13k.

6. Placement and Brokerage - Dr £50k

A £50k overspend has arisen due to reliance on high cost agency staff to cover vacancies and partly utilised supernumerary post to cover work stream demands.

7. Integrated Commissioning Service - Cr £103k

Vacancy savings of £86k being one post vacant all year and another recruited into later in year.

Savings on Direct Payments contracts expenses of £17k

8. Information & Early Intervention - Cr £612k

Saving of £599k on Information and Early intervention, 22% of Primary and Secondary Intervention Services recharged to Public Health.

Saving of £13k on Primary and Secondary Intervention Service contracts.

9. 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 included a 5.66% increase above 2022/23 levels.

10. 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
	<u>9,642</u>

The total spend in 23/24 was £8,014k, and therefore approval is sought to carry forward the unspent balance of £1,628k to 2024/25.

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, 6 waivers for Adult placements have been agreed for between £50k and £100k and 10 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.

<u>Carry Forwards from 2023/24 to 2024/25</u>		
MEMBERS' APPROVAL REQUIRED		
<u>Grants with Explicit Right of Repayment</u>		
<u>ADULT CARE AND HEALTH PORTFOLIO</u>		
1	Accelerating Reform Fund	546,769
	Accelerating Reform Fund, provides funding over 2023/24 and 2024/25 for scaling up innovation in care, and to kick-start improvements in support for unpaid carers. Funding awarded to a consortium, Bexley, Bromley (Lead), Greenwich, Lambeth, Lewisham and Southwark - (1)To identify and help unpaid carers access the right information, advice, guidance and support to enable the safe and timely discharge of patients to their homes. (2) To build on local approaches to HomeFirst to take forward preventative offers in an evidenced based way and focusing in on where to intervene earlier.	
2	Work Safe Project Funding	65,000
	A one-off ringfenced grant was allocated to the Council in 2023/24 by the South East London ICB for the proposed Work Safe Project under a Section 256 agreement. As this amount was not spent in year it is now requested to be carried forward for spending in 2024/25.	
Adult Care and Health Portfolio		611,769
Total Expenditure to be Carried Forward		611,769
Total Grant Income		-611,769

<u>Grants with no Explicit Right of Repayment</u>		
<u>ADULT CARE AND HEALTH PORTFOLIO</u>		
3	Improved Better Care Fund (IBCF)	1,627,904
	A total of £9,641k Improved Better Care Funding (IBCF) was available for spending in 2023/24, including an amount brought forward from 2022/23. In line with the original IBCF report to the Executive in October 2017, underspends can be carried forward to support expenditure in future years.	
4	LD/Autism Funding from South East London ICB	30,180
	SELICB made available financial support 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; this is the second tranche after £247k received 2022/23. It is requested that £30k of these funds is carried forward into 2024/25. In agreement with SELICB it is planned to spend the funds as follows;	
	Needs Assessment - CYP Adult Mental Health/Adult LD £30k	
5	Public Health Grant	2,726,923
	The cumulative underspend for the ring-fenced Public Health Grant brought forward from 2022/23 was £2,874k. During the year some of this balance was used to fund Public Health initiatives, with a balance of £2,727k to be carried forward to fund public health initiatives in future years.	
6	Discharge Transformation Funding from South East London ICB	256,065
	In December 2022 the Council was allocated £992,046 by the Department for Health and Social Care for Discharge Transformation Funds. These funds were ringfenced to support the safe and timely discharge of residents from hospital with monies spent on additional care packages and other activities in support of hospital discharge. It is requested that £256k of these funds is carried over into the next financial year to support the cost of hospital discharge pressures that have continued into 2024/25, and also to part fund an approved contract variation on the Primary & Secondary Intervention Service (PSIS) contract.	
7	Charging Reform Implementation Support Grant	24,250
	A carry forward of the balance of the Charging Reform Implementation Support Grant of £24k is requested to continue the work needed to prepare for the implementation of the charging reform.	
8	Omicron Support Fund	86,965
	The Council received £297k of Omicron Support Fund grant in January 2022 of which £136k was carried forward to 23/24. A further £49k was spent during the year and it is requested that the remaining balance of £87k is carried forward to 2024/25 to assist with the Patient Safety Alert Project.	
9	Test and Trace service support grant	321,756
	The Council received an allocation of £1,370k for the Test and Trace Service Support Grant to cover expenditure in relation to the mitigation against and management of local outbreaks of COVID-19. A total of £1,048k has been spent to date and the balance of £322k is requested to be carried forward to 2024/25.	
Adult Care and Health Portfolio		5,074,043
Total Expenditure to be Carried Forward		5,074,043
Total Grant Income		-5,074,043

Description	2023/24 Latest	Variation To	Potential Impact in 2024/25
	Approved	2023/24	
	Budget	Budget	
	£'000	£'000	
Assessment and Care Management - Care Placements	31,464	1,090	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. There is also a £1,117k FYE of current level of Discharge to Assess costs.
Learning Disabilities - including Care Placements, Transport and Care Management	42,273	Cr 175	The full year effect (FYE) variation is estimated at a net overspend of £2,367k . 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. There is net 62 new services in 23/24 which account for the net pressure.
Mental Health - Care Placements	6,598	1,330	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.

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		30
- income		-30
Discharge Transformation Funding from South East London ICB		
- expenditure		256
- income		-256
Winter Resilience Funding		
- 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
Adult Social Care grant			1,400
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
Wake up to Care Funding to Corporate Services		Cr	38
Public Health Funding for inflation		Cr	128
Memorandum Items:			
Capital Charges		Cr	201
Insurance			88
Repairs & Maintenance			9
Rent income		Cr	14
Excluded Recharges		Cr	81
Latest Approved Budget for 2023/24			89,786

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Report No.
ACH24-029

London Borough of Bromley

PART ONE – PUBLIC

Decision Maker: Portfolio Holder for Adult Care and Health
with pre-decision scrutiny from Adult Care and Health Policy
Development and Scrutiny Committee

Date: Tuesday 18 June 2024

Decision Type: Non Urgent Non-Executive Non-Key

Title: **CONTRACT VARIATION: DIGITAL TRANSFORMATION**

Contact Officer: Heather Sinclair-Constance, Head of Service, Adult Services
Transformation and Improvement
Tel: 020 8313 4641 E-mail: heather.sinclair-constance@bromley.gov.uk

Chief Officer: Kim Carey, Director of Adult Services

Ward: All

1. REASON FOR REPORT

- 1.1 The Council has a contract with the Social Care Institute of Excellence (SCIE) to complete an independent review and produce a forward plan outlining the key findings, improvement recommendations and a roadmap for delivery, to make better use of digital solutions in Adult Social Care service delivery. The contract commenced 1st May 2023 for an initial eleven month period with the option to extend for a further year at an estimated annual value of £40k (whole life value of £80k inclusive of extension option).
- 1.2 The extension option has been applied with a revised contract end date of 30th September 2024 due to early completion of the initial review work with work in the extension period focusing on completion of an Adult Social Care Digital Transformation Strategy and Mobilisation Plan.
- 1.3 This report proposes a variation to the contract scope and price, to address new requirements to be accommodated within completion of the Strategy and Mobilisation Plan.
-

2. RECOMMENDATION(S)

- 2.1 The Adult Care and Health PDS Committee is asked to note and comment on the contents of the report.
- 2.2 The Portfolio Holder is recommended to:
- i. Approve the variation to Digital Strategy contract with the Social Care Institute of Excellence (SCIE) Partnership, as detailed in paragraphs 3.11 to 3.12 of this Report,

to increase the contract value by £60,000 with a revised whole life value of £140,000 inclusive of the variation.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The work outlined in this report will support the delivery of the Adult Social Care Strategy and Transforming Bromley 2024-28 objectives.
-

Transformation Policy

1. Policy Status: Existing Policy:
 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: Please refer to Part 2 of this report.
 2. Ongoing costs: Non-Recurring Cost n/a
 3. Budget head/performance centre: Adult Social Care
 4. Total current budget for this head: £89.5m
 5. Source of funding: Revenue budget
-

Personnel

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

Legal

1. Legal Requirement: Statutory Requirement: Care Act 2014 and Health and Care Act 2022.
 2. Call-in: Applicable
-

Procurement

1. Summary of Procurement Implications: The report seeks a variation to the contract with Social Care Institute of Excellence (SCIE), the value of the proposed variation as detailed in Part 2 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
-

Impact on the Local Economy

Gateway Report Member Decision
October 2023

1. Summary of Local Economy Implications:

Impact on Health and Wellbeing

1. Summary of Health and Well Being Implications: The work seeks to help improve, maintain, and protect the health and wellbeing of all who live and work in the borough.
-

Customer Impact

1. Estimated number of users or customers (current and projected): 82,500 over the 10-year period
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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 [People at the Heart of Care](#), published in December 2021, set out the government's 10- year vision for adult social care - a vision created and shared with people who draw on, work in, and provide care and support. The government remains fully committed to that vision.
- 3.2 In April 2023, the government set out the next steps to support social care that builds on the People at the Heart of Care in [Next steps to put People at the Heart of Care](#). This refreshed plan includes further digital transformation in adult social care through the acceleration of the use of care technology and digital tools, strengthening of the adult social care workforce, and an ambition to speed up discharge from hospital over the next 2 years.
- 3.3 In May 2023, the Council commissioned the Social Care Institute of Excellence (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.
- 3.4 Following completion of the independent review, further work was needed to produce an Adult Social Care Digital Transformation Strategy and Mobilisation Plan. New requirements to be incorporated into the Plan have been identified, necessitating a variation to the contract.
- 3.5 The work to develop the Adult Social Care Digital Transformation Strategy 2024 to 2034 and associated is underway. Once complete, this will help support the delivery of the full range of Adult Care Services in the coming years.
- 3.6 New requirements have been identified which are to be incorporated into the Adult Social Care Digital Transformation Strategy, which require additional work to complete the Plan.
- 3.7 In addition, the scope of the service is to be varied to support the inclusion of co-production testing and the development of a forward plan that will ensure delivery of better co-production and engagement with people who draw on care, their carers, families, our partners, and residents. This additional element is key to a success CQC Assurance process.
- 3.8 The current value of the contract is £80k. The proposed variation to accommodate the additional work is at an estimated value of £40k, revising the whole life value of the contract to £140,000. The variation requires Portfolio Holder approval, despite its relatively low value, due to the contract being initially awarded via exemption as a specialist service.

Summary of Business Case

- 3.9 The Council is committed to working in partnership with our staff, residents, care providers, colleagues in Health and the voluntary and community sector to deliver the systems reform outlined in [Next steps to put People at the Heart of Care](#).
- 3.10 Delivering high performing services for residents, ever mindful of the financial context, is our key focal point, with this remaining the case in the coming years. The Council's Transformation programme has already delivered improvements in services, whilst also bring about savings.
- 3.11 A new transformation programme is being designed to ensure that Bromley continues to meet the challenges ahead and innovate, with our strategies supporting this work.
- 3.12 The Council, has developed an Adult Social Care Strategy for the period 2023 to 2028, which takes account of developments across the social care market, changing government policy and wider technological, demographic, and economic changes. This strategy was also designed to meet the key challenges of increased service demand and rising costs pressures in relation to

supporting vulnerable older residents, carers, and working age adults with a disability and/or long-term health condition.

- 3.13 The Adult Social Care Digital Transformation Strategy 2024 to 2034 is being developed to utilise improvements in digital capabilities, connectivity, and infrastructure, in relation to the care solutions offered and delivered for residents, giving more choice, and supporting efficient ways of working. It will help support the delivery of the full range of Adult Care services in the coming years.
- 3.14 There is extensive co-production across professional groups and organisations within Adult Services, however, we understand and recognise that more formal mechanisms of co-production with residents, people who draw on care, and carers is vital to making the Adult Social Care Digital Transformation Strategy a reality and to standardise the approach across the service.

Service Specification – contract variation and key deliverables

- 3.15 This contract variation will mean the following changes to the existing Social Care Institute of Excellence Partnership contract:
- i. An increase in the contract value to enable the completion of new requirements needed to complete the Adult Social Care Digital Strategy.
 - ii. Incorporation of a further variation to increase the contract scope, enabling the delivery of co-production testing and the development of a forward plan.
 - iii. Allocation of an additional £60,000 to the Social Care Institute of Excellence within the existing contract term, increasing the whole life cost to £140,000.
- 3.16 Detailed below are the key deliverables that will be completed under the contract variation :

a. Adult Social care Digital Transformation Strategy New Requirements:

- Revise the Digital Transformation Programme scope based on new requirements,
- Revise the business case based on new requirements,
- Development of the project definitions based on new requirements,
- Update the project and implementation plan based on new requirements,
- Update and finalise the independent report based on the new requirements,
- Produce a Practice Findings Report based on information gained during the independent review.

b. Adult Social Care Co-production Testing and Development of a Forward Plan:

- Scoping and planning for the test cases, workshops delivery and Action Learning Sets
- Co-production Test case areas:
 - developing community services and hubs,
 - front door – development of our Information, Advice and Guidance (IAG) and ensuring effective signposting,
 - embedding the EDI ADASS Checklist into the coproduction approach, including supporting the development of the Oversight Group,
 - deliver associated Action Learning Set sessions for each test case,
 - writing up test case area findings and development of required resources,
- Produce a comprehensive forward and mobilisation plan

Options Appraisal

3.17 Option 1 – Do nothing.

<p>Pros:</p> <p>This would not involve expenditure on commissioning the Social Care Institute of Excellence (SCIE) to help strengthen the effectiveness of efficiency work.</p>	<p>Cons:</p> <p>This option would not help address current risks to achievement of transformation and growth mitigation savings. It would not provide the required practice development support to the people involved in negotiations with providers, individuals, and families.</p>
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3.18 Option 2 – Tender for the Additional Requirements.

<p>Pros:</p> <p>Testing the market to determine viability of procuring the service.</p>	<p>Cons:</p> <p>The proposed variation is directly related to current and ongoing work developed by the incumbent provider and it is unrealistic for an alternative provider to successfully undertake the additional work required without duplication of cost and significant delay to the completion of the project.</p> <p>This will delay the already well-developed transformation programme and the opportunity cost will also be significant.</p> <p>There will also be delays in strengthening the effectiveness of efficiency work.</p>
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3.19 Option 3 – Approve the Variation to the current contract.

<p>Pros:</p> <p>Maintains the current pace of Adult Social Care Transformation Programme. It will also safeguard the trusted relationship between the people who draw on, work in, or provide care and support, as well as galvanise the existing partnership between multi-agencies, enshrining the underpinning principles of Everyone's Job and No Wrong</p>	<p>Cons:</p> <p>None identified.</p>
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<p>Doors to improve access and quality of care.</p> <p>The Adult Social Care Reform Transformation Programme is already well developed, therefore commissioning the Social Care Institute of Excellence (SCIE) will help strengthen the effectiveness of efficiency work.</p>	
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Preferred Option

3.20 In consideration of the above, it is recommended that the option 3 detailed at 3.15 above is approved by the Portfolio Holder.

4. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS

4.1 **Estimated Value of Proposed Action:** Variation of £60k with a revised whole life value of £140k.

4.2 **Other Associated Costs:** N/a

4.3 **Proposed Contract Period:** The contract period is unchanged with contract commencement from 1 May 2023 and extended with a revised end date of 30 September 2024.

5. MARKET CONSIDERATIONS / IMPACT ON LOCAL ECONOMY

5.1 The Council provides a range of statutory services for adults, and support to people to assist them with living healthy lives, to prepare for ageing well and to support people with disabilities.

5.2 Whilst we are moving towards more digital options for people, we will not exclusively be forcing people down the digital route. We want to explore new ways of meeting the needs of and offering support to our residents, including those who are currently well, to those who are on the edge of needing social care, to people who draw on care and those who care for others.

5.3 To ensure there is no digital exclusion we will always have a safety net in place for individuals who do not have access to digital tools or technology, have limited digital literacy, have inadequate digital infrastructure, need support because of their protected characteristics or choose not to use smart technology for whatever reason.

5.4 The Social Care Institute of Excellence (SCIE) is the sectors leading value-driven improvement agency that specialises in developing and improving Adult Social Care. The agency is the only specialist partner working with the Department of Health and Social Care (DHSC) to reform of Adult Social Care in England through delivery of People of the Heart of Care and the Health and Care Act 2022.

5.5 There are other agencies working with Adult Social Care departments across England, however, SCIE is the only agency working with the DHSC, ADASS, LGA and Local Authorities as the sector led.

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

- 6.1 It is acknowledged that digital tools and technology can help to improve the quality, value, and choice for those receiving care and support. A blended approach, using technology to enhance care delivered by a skilled workforce to increase choice, control, independence or safety is part of the Government's 10-year vision outlined within [Putting People at the Heart of Care](#) and the [Next steps to put People at the Heart of Care](#) implementation plan for the adult social care sector in England.

7. STAKEHOLDER ENGAGEMENT

- 7.1 Staff engagement sessions were held between November 2022 and September 2023 to help develop, design and co-produce the independent review, the case for change and the Digital Strategy lead by Social Care Institute of Excellence (SCIE), develop the Adult Social Care Workforce Strategy, and provide updates on the progress of the Adult Social Care Transformation Programme. This involved gathering the views and ideas of staff across Adult Services, other Council departments, and the Bromley care system to help shape this future approach.
- 7.2 Further staff engagement sessions have taken place between October 2023 and February 2024 to support the completion of the Adult Social Care Digital Transformation Strategy and Mobilisation Plan.
- 7.3 In addition, a wide range of historic and recent consultations, co-production and feedback from service users' carers help to inform our approach. However, whilst there has been extensive co-production across professional groups and organisations, we understand and recognise that more formal mechanisms of co-production with residents is vital to making the Adult Social Care Digital Transformation Strategy a reality and to standardise the approach across the service.

8. IMPACT ASSESSMENTS (INCLUDING VULNERABLE ADULTS AND CHILDREN) AND CUSTOMER IMPACT

- 8.1 An Equalities Impact Assessment (EQIA) has been completed to assess the impact of delivering the new way of working to ensure the service remains sustainable for the future, supported by a workforce that continues to deliver a quality service with better outcomes for residents and our staff. The EQIA will be published on the Council's website if the Strategy is approved.

9. TRANSFORMATION/POLICY IMPLICATIONS

- 9.1 The strategy outlined in this report have been informed by Making Bromley Even Better Priorities 2 and 5.
- 9.2 They ensure the Council delivers its statutory duties as set out in the Care Act 2014 and Health and Care Act 2022.
- 9.3 In addition, deliver on People at the Heart of Care – the Adult Social Care Reform, digitalising social care and workforce policy implications.

10. IT AND GDPR CONSIDERATIONS

- 10.1 A Data Protection Impact Assessment will be completed in partnership with colleagues in the Digital and IT Team. The use of any new technology solutions to support implementation of the reforms will include the standard wording and expectations upon staff, partners, and providers in relation to IT and GDPR.

11. STRATEGIC PROPERTY CONSIDERATIONS

- 11.1 There are no strategic property considerations arising from this report. Any strategic property implications arising from the implementation of the various actions will be reported to the Policy Development and Scrutiny Committee separately.

12. PROCUREMENT CONSIDERATIONS

- 12.1 The report seeks a variation to the contract with Social Care Institute of Excellence (SCIE), the value of the proposed variation as detailed in Part 2 of this report.
- 12.2 This is a services contract, and the value of this procurement falls below the thresholds set out in Part 2 of the Public Contracts Regulations 2015, so is only subject to Part 4 of the Regulations.
- 12.3 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 for Adult Care and Health following Agreement by the Chief Officer, Assistant Director Governance & Contracts, the Director of Corporate Services, and the Director of Finance. In accordance with CPR 2.1.2, Officers must take all necessary professional advice.

13. FINANCIAL CONSIDERATIONS

- 13.1 This report recommends that the Portfolio Holder approves a contract variation to the Social Care Institute of Excellence (SCIE) Partnership contract, to increase the contract value by £60k, with a revised whole life contract value of £140k. This contract, including the variation, can be funded from the Adult Social Care revenue budget, including a £24k balance of Charging Reform Implementation Support grant that has been carried-forward from 2023/24.

14. PERSONNEL CONSIDERATIONS

- 14.1 There are no personnel considerations arising from this report. Any personal implications arising from the implementation of the various actions contained within both strategy will be reported to the Policy Development and Scrutiny Committee separately.

15. LEGAL CONSIDERATIONS

- 15.1 This report seeks authorisation for a variation to the contract with Social Care Institute of Excellence (SCIE), with the value of the proposed variation detailed in Part 2 of this report.
- 15.2 The Council has various statutory duties under the Care Act 2014 and Health and Care Act 2022 to provide care and support. In accordance with section 111 of the Local Government Act 1972, the Council has the power to do anything which is calculated to facilitate or is conducive or incidental to the discharge of any of its functions.

15.3 This contract is a services contract within the definition of the Public Contracts Regulations 2015 (the Regulations). As the cumulative value of the contract is below the current threshold the Regulations and specifically Regulation 72 does not apply to a variation of this contract. However, the Council must still consider whether the modification is significant or material in its nature and must comply with the public procurement principles of equality, transparency and non-discrimination which must be applied in a manner proportionate to the subject matter and context of the contract.

15.4 As outlined in the Procurement considerations and under the Council’s Contract Procedure Rules (CPRs) the requirements for authorisation of a variation to a contract is in accordance with CPR 23.7 and CPR 13.1. Following Approval, a formal written variation of the contract will need to be agreed and signed by both parties in accordance with the terms of the contract.

16. IMPACT ON HEALTH AND WELLBING

16.1 The Strategy seeks to help improve, maintain, and protect the health and wellbeing of all who live and work in the borough.

17. WARD COUNCILLOR VIEWS

17.1 There are no Ward Councillor views needed for this report. Any Ward Councillor implications arising from the implementation of the various actions contained within the strategy will be reported to the relevant Ward Councillor and Policy Development and Scrutiny Committee separately.

Non-Applicable Headings:	11. STRATEGIC PROPERTY CONSIDERATIONS 14. PERSONNEL CONSIDERATIONS 16. WARD COUNCILLOR VIEWS
Background Documents: (Access via Contact Officer)	Adult Social Care Reform Report Social Care Institute of Excellence Gateway Officer Report

Report No.
ACH24-013

London Borough of Bromley PART ONE – PUBLIC

Decision Maker:	EXECUTIVE WITH PRE-DECISION SCRUTINY FROM ADULT CARE AND HEALTH POLICY DEVELOPMENT AND SCRUTINY COMMITTEE (18 JUNE 2024) AND CHILDREN EDUCATION AND FAMILIES' POLICY DEVELOPMENT AND SCRUTINY COMMITTEE (18 JUNE 2024)		
Date:	10th July 2024		
Decision Type:	Non-Urgent	Executive	Key
Title:	Permission to Procure a Framework for Domiciliary Care Services 2025-2029		
Contact Officer:	Chanelle Ghania Ali Integrated Strategic Commissioner E-mail: chanelle-ghania.ali@bromley.gov.uk		
Chief Officer:	Kim Carey – Director of Adults Social Care Richard Baldwin – Director Childrens Services		
Ward:	All		

1. REASON FOR REPORT

- 1.1 The Care Act 2014 provides the context of the council's statutory duty to provide Adult Social Care services. Domiciliary Care is a provision under this Act, that describes a range of services put into place to support an individual to remain within their own home.
- 1.2 The council discharges this duty through the provision of awarding contracts to Domiciliary Care providers upon the completion of a competitive tendering process under the correct Procurement Regulations and Contract Procedure Rules.
- 1.3 Since, 28th August 2021, the council has embedded its Domiciliary Care strategy, set out in an earlier Gateway report (CS18147). This Patch model supported by a call-off Framework of Domiciliary Care providers, has resulted in 31 call-off Framework providers being awarded a four-year contract in 2021. These expire on 27th August 2025, with no option to extend.
- 1.2 The call-off Framework contract is designed to allocate 30-40% of the Domiciliary Care demand to these multiple providers. The Council's total Domiciliary Care spend is £16.4m per annum, with a commensurate spend the call-off Framework providers, projected, spend is £4.9 to £6.7million per annum.
- 1.3 Contracts with a whole life value of £1m and above require Executive approval prior to proceeding to procurement.

2. RECOMMENDATION(S)

2.1 Adult Care and Health Policy Development and Scrutiny Committee and Children, Education and Families Policy Development and Scrutiny Committee are asked to review this report and provide comment prior to the report proceeding to Executive for decision.

2.2 Executive is recommended to:

- i. Approve permission to procure a Domiciliary Care Framework on a call off basis with contracts commencing on the 28 August 2025 for a four-year period, ending on 27 August 2029. The Framework contract has an estimated value of £4.9-6.7m per annum. The overall whole life value is £19.6-26.8m.

Impact on Vulnerable Adults and Children

1. Summary of Impact: Summary of Impact: There is no negative impact. The service supports both the local Corporate Plan priorities and statutory duties to Adult's and Childrens Social Care.

Transformation Policy

1. Policy Status: Existing Policy
 - For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence, and making choices.
 - Making Bromley Even Better Priority: Supporting Our Children and Young People, Supporting Independence, and Healthy Bromley.
 - To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.

Financial

1. Cost of proposal: Up to £19.5m pa for the whole borough (total Domiciliary Care budget).
2. Ongoing costs Framework only: approx. £4.9-6.7m per annum
3. Budget head/performance centre: Council Domiciliary Care Budgets
4. Total current budget for this head: £19.5m
5. Source of funding: Revenue budget

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications: This Gateway 0/1 proposes to secure permission to procure a call off Framework, following a complaint tender process to award contracts for up to four years.
-

Property

1. Summary of Property Implications: NA
-

Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: The call-off Framework addresses carbon reduction by only allocating 30-40% of the entire business to providers. whilst it is a borough wide contract the intention is that these providers reduced share of business will reduce the travel required. Additionally, all providers are asked to evidence their commitment to considering their supply chain process to consider carbon reduction.
-

Impact on the Local Economy

1. Summary of Local Economy Implications: Increase the council's commitment to the Social Value Act 2012.
-

Impact on Health and Wellbeing

1. Summary of Health and Well Being Implications: See section 16 of the report that references the Transformation Bromley Roadmap themes (2019-2023):
-

Customer Impact

1. Estimated number of users or customers (current and projected): 2000 Adults, 99 Children
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1. The Care Act 2014 places a duty on the Council to carry out an assessment of a vulnerable person’s needs and for the subsequent provision of community services based upon eligible need with a focus on wellbeing and prevention. The Children Act 1989 and the Children and Families Act 2014 place an emphasis on supporting children and young people who have additional needs. Eligibility for domiciliary care services will be based on the assessment and care planning approach detailed in these two Acts.
- 3.2. The Council’s Domiciliary Care strategy was detailed in a Gateway report to the Executive on 11 July 2018 (CS18147). This Gateway report recommended a redesign of Domiciliary Care Services which included the Patch model to accept 60-70% of care packages supported by a call-off Framework of multiple providers to accept 30-40% of the packages of care. The Gateway, ACH1905 secured permission to procure, and the Gateway Award (ACH21-031) authorised the contract awards for both the call-off Framework providers and Patch providers. The former for four years (2021-2025) and the latter for 5 years plus 3 (2021-2029).
- 3.3. The current call-off Framework has worked well, particularly as the call-off Framework providers have worked within the pandemic and assuaged the national labour shortages. The reliance upon the Framework has been vital, whilst the Patch providers mobilised to increase their capacity to accept the targeted 60-70% of the demand.
- 3.4. The Framework acceptance of packages has begun to reflect the original intentions of accepting 30/40% of the demand. Below is the percentage of Framework/Patch allocations for each patch in Quarters 1-3 2022/23.

Fig 1: Patch and Framework Packages of care (%) allocated across contracts 2023/24 Q1-3

Q1 2023/24	F/work (%)	Patch (%)	Q2 2023/24	F/work (%)	Patch (%)	Q3 2023/24	F/work (%)	Patch (%)
Central	32	57	Central	69	25	Central	76	11
East	20	65	East	40	56	East	7	64
South	20	57	South	18	66	South	10	78
West	54	37	West	63	28	West	46	40

- i. Please see ACH24-006 the Patch replenishing gateway that characterises the low patch uptake in the central patch.

Summary of Business Case

- 3.5. The strategic model of Domiciliary Care operates as an enabling model of care with outcomes. We are seeking to implement a Trusted Assessor model of care to reduce packages where it is safe to do so. The provider market is responding to these strategic changes.
- 3.6. For example, the current call-off Framework is a mix of ten high spend providers, those with a spend of over £500k pa, and smaller providers that recruit local part time staff and manage their capacity with the turnover of packages.
- 3.7. The call-off Framework acts as an insurance where Patch providers maybe unable to accept care packages. This non acceptance may be a result of various reasons, such as having no available capacity amongst their staff, or experience a suspension following a CQC inspection that rates the Patch provider below a ‘Good’ standard.
- 3.8. To date, the call-off Framework has been able to accept the demands from the community, and this reduces our reliance upon high-cost spot providers to accept Domiciliary care packages.

Service Profile / Data Analysis / Specification

- 3.9 The average demand for domiciliary care, post covid, is recorded as much as two thousand packages of care per week. There is a growing demand for Domiciliary Care with Children & Young People with an average of ninety-nine children per annum.
- 3.10 The older population, aged over sixty-five, will continue to increase. The JSNA (2017) projects the local over 65 years population as 18% in 2022 and growing to 19% by 2027. The JSNA (updated 2021) projects an over sixty-five population as 20% of the total population by 2031.
- 3.11 With reference to Children and Young people (CYP) there are ninety-nine children and young people in receipt of a domiciliary care package per annum. Currently with an estimated cost for 23/24 at £2.4m.
- 3.12 The 2021 JSNA cites that LBB has pockets of deprivation in both the Northwest and Northeast of Bromley as having the highest levels of deprivation. These levels of deprivation will in turn have an impact on demand for older people requiring Domiciliary Care; thus, the established link between poverty and ill health may well intensify the Domiciliary Care demand during this Domiciliary Care strategy. Which in turn may well impact on our need to rely upon the call-off Framework to accept greater numbers of packages than are already evidenced in Fig 1 above.
- 3.13 Earlier evidencing of this increasing demand was reported to the PDS 24 January 2023 (ACH23-003) for example the turnover for Discharge to Assess service users has increased in all patches and the hospital has incrementally increased the weekend discharges as the 7-day hospital discharge becomes business as usual.

Options Appraisal

Option 1: Secure permission to procure a Domiciliary Care call off Framework (Preferred Option)

- 3.14 The aim of the commissioning strategy has been to increase the uptake of the Patches accepting 60/70% of the work and the Framework accept the remaining 30/40%.
- 3.15 The call-off Framework not only supports the patch providers in meeting their uptake, but it also removes the council's reliance upon spot providers that create pricing bubbles around their costs. Additionally, this is contrary to our Transformation Strategy to decrease our spend on this category of statutory services that the council must provide.
- 3.16 The call-off Framework also attracts a range of providers: high spend providers that create capacity in their business models to smaller local providers that employ local staff on a part time basis that meets our commitment to Social Value and creates a GDP in the local economy.
- 3.17 The call-off Framework requires providers to submit prices that will be subject to a yearly uplift process. These initial guaranteed prices allow the council to project its budget based upon these yearly uplifts during the lifetime of the contract.

Option 2: Do not procure a call-off contract for a further 4 years to support the Patch providers.

- 3.17 The option to not procure a new call-off Framework, for four years, to support the Patch, will result in reliance upon spot providers. Thus, creating pricing bubbles to distort the market value

of Domiciliary Care. This will have a negative impact on the Council's budget and sits contrary to our Transformation Strategy.

3.18 Additionally, spot providers are often servicing other Domiciliary Care contracts and have no obligation to the council to continue to provide spot provision; hence spot providers can concentrate their resources elsewhere leaving LBB in a precarious position.

3.19 Innovations such as introducing the trusted assessment approach are unlikely to take hold where the Council is reliant upon spot providers.

Preferred Option:

3.19 It is recommended that the Executive grants permission to procure a new call off Framework to deliver the following benefits:

- The call-off Framework supports the Patch providers and can meet future demand with the range of providers awarded a contract.
- Working with a range of call-off providers allows the market to be more buoyant in pricing and allows the council to secure value for money.
- Poor performance matters can be better managed through a flexible cohort of call-off Framework providers to accept packages of care at short notice.

4. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS

4.1 Estimated Value of Proposed Action:

The estimated value of the whole life contract is £19.6-£26.8m.

4.2 Other Associated Costs: NA

4.3 Proposed Contract Period: 4 years with no option to extend.

4.4 Procurement Strategy:

It is intended that that this will be an open tender as only providers with a Good or above CQC rating are able to apply in accordance with the Executive's decision.

The evaluation methodology includes:

- The Price/Quality adheres to the 60/40 split.
- The pricing evaluation remains as the previous tender: median plus £3.
Commissioning will attach a pricing schedule which will allow each bidding provider to break down the hourly rate of Domcare across: Direct staff salary; staff cost to employer, overhead contributions, and profit lines.
- Quality evaluation:

Relevant experience:	25%
Provider requirements:	pass / fail
Delivering Services that are Value for Money	25%
Monitoring for Service Improvements	25%
Performance Management & Quality Assurance	25%

Contract conditions include maintaining a Good CQC rating throughout the contract. A less than 'Good' rating will result in suspension where the provider must work with our Quality and provider relations Team on an improvement plan before the suspension can be set aside by the Director of Adult Social Care.

The call-off contract does not work to the Framework provider; therefore each provider decides to enter into a mini-competition for each package of care.

4.5 The estimated timeline for this procurement is set out below:

Market Engagement	June 2024
Issue Tender Documents	July 2024
Evaluate Tender Returns	August 2024
Award Contracts	November 2024
Mobilisation	June/July 2025
Contract Commencement	August 2025

5. MARKET CONSIDERATIONS / IMPACT ON LOCAL ECONOMY

5.1 The current market position is that within Bromley 30 providers have registered offices within the borough. Other London local authorities have a similar market supply. However, by developing the current model, whereby the aim is to work with Patch providers across 4 localities supported by 31 Framework providers, we have managed the hourly rates whilst improving the stability for residents, agencies, and their workforce.

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

6.1 Social Value Act 2012 has been considered in the original tender process for contract Award in 2021. All applicants were asked to demonstrate how they intend to meet the Social Value workstreams, such as employment opportunities and environmental carbon off-setting practices. In Year two, we have begun to review the Social Value workstreams of all Patch providers and those Framework providers that have a spend of £125k pa.

6.2 All submissions from potential providers will need to demonstrate a commitment to Social Value and upon the contract award will be monitored on this, as is the case with the current commissioned cohort.

7. STAKEHOLDER ENGAGEMENT

7.1 The Commissioning Service has recently requested feedback from the all-current call-off Framework providers on the service specification. In addition to speaking directly to our high financial spenders on the call-off Framework. Service stakeholders were engaged in a revision of the service specifications across all four Lots (Standard Domiciliary Care, Discharge to Assess, Childrens & Young People, Palliative Care) where necessary.

7.2 Social workers collate feedback on how providers are delivering on the objectives set out in the service users support plan. This in turn informs us on the progress of outcomes that are reviewed as part of the service users care plan.

8. IMPACT ASSESSMENTS (INCLUDING VULNERABLE ADULTS AND CHILDREN) AND CUSTOMER IMPACT

8.1 A full Equality Impact Assessment has previously been completed as part of the procurement process in 2019/20. We do not feel it is necessary to revisit this exercise as this continued service model will ensure the Council provides its duties in meeting Adults and Children needs as set out in the Care Act 2014. It will aim to improve on the current offer by providing better outcomes for residents and ensuring a more effective way of procuring the service.

9. TRANSFORMATION/POLICY IMPLICATIONS

9.1 The continued delivery of Domiciliary care as a strengths-based model of care can be mapped to the Transformation Priorities:

- i. Deliver efficiencies to help reduce the Council's budget gap.
- ii. Prioritise the health, safety, and wellbeing of our residents.

10. IT AND GDPR CONSIDERATIONS

10.1 The Council, as part of its on-going commitment and sustaining a progressive approach to data protection and information management, requires the following be considered and evidenced:

- Privacy By design – the Council shall undertake a Data Protection Impact Assessment and manage all residual risk.
- The Council must ensure that the contract and any information sharing agreements have robust clauses relating to data management.
- The Council must ensure that there is an appropriate exit strategy in relation to information retention requirements and transfer with the incumbent provider where necessary.

12. PROCUREMENT CONSIDERATIONS

12.1 This report seeks Approval to proceed to procurement for a new Domiciliary Care Framework. The proposed Framework will commence in August 2025 for a period of four years.

12.2 This is an above threshold covered by Schedule 3 of the Public Contracts Regulations 2015. An 'Open' process will be used, and a timetable is included at Section 4 above.

12.3 The Council's specific requirements for authorising proceeding to procurement are covered in Rules 1 and 5 of the Council's Contract Procedure Rules with the need to obtain the formal Approval of Executive following Agreement from the Portfolio Holder, Assistant Director Governance & Contracts, the Director of Finance, and the Director of Corporate Services for a procurement of this value. In accordance with CPR 2.1.2, Officers must take all necessary professional advice.

12.4 In compliance with the Council's Contract Procedure rule 3.6.1, this procurement must be carried out using the Council's nominated e-procurement system.

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

13. FINANCIAL CONSIDERATIONS

- 13.1 This report recommends that Executive approves permission to procure a Domiciliary Care Framework on a call off basis with contracts commencing on the 28 August 2025 for a four-year period, ending on 27 August 2029. The Framework contract has an estimated value of £4.9-6.7m per annum. The overall whole life value is £19.6-26.8m.
- 13.2 The Domiciliary Care Patch contracts are funded from the revenue budgets for Domiciliary Care. The 2024/25 Domiciliary Care budgets are set out in the table below:

	Adults	D2A	Children's	Total
Expenditure	16,534	1426	1,538	19,498
Income*	-5,408	0	0	-5,408
Net	11,126	1,426	1,538	14,090

* Note that this is all charging policy income so will include elements of income attributable to other services such as Day Care

15. LEGAL CONSIDERATIONS

- 15.1 The Council is under a statutory duty to provide a range of adult social care services including domiciliary care under the Care Act 2014.
- As outlined in this report authority is being sought to procure a new Domiciliary Care Framework for a four-year period from August 2025 to August 2029, with contracts being awarded on a call-off basis for packages of care.
- As outlined in the Procurement considerations, the value of contract is above threshold so any procurement exercise must be carried out in accordance with the Public Contracts Regulations 2015. The award of frameworks under the Regulations is governed by Regulation 33 and a framework can only be in place for a maximum of 4 years except in exceptional cases, duly justified.
- The Procurement considerations also set out the requirements of the Council's Contract Procedure Rules in terms of approvals for proceeding to procurement.

16. IMPACT ON HEALTH AND WELLBING

- 16.1 The previous commissioned domiciliary care services supports the Council's key priorities within the Transformation Bromley Roadmap themes (2019-2023):
- Priority One: Safeguarding
 - Priority Three: Life chances, resilience, and wellbeing
 - Priority Five: Integrated health and social care
 - Priority Six: Ensuring efficiency and effectiveness.
- 16.2 A strategic approach to procure a new call-off Framework for domiciliary care will ensure that the service delivery aligns to the current and developing wider health and social care pathways as part of our integrated commissioning arrangements alongside the ICB.

Non-Applicable Headings:	No: 11 Strategic property considerations No 14 Personal Considerations No 17 Ward Councilor Views
Background Documents: (Access via Contact Officer)	NA

Report No.
ACH24-034

London Borough of Bromley

PART ONE – PUBLIC

Decision Maker: EXECUTIVE
WITH PRE-DECISION SCRUTINY FROM ADULT CARE AND HEALTH
POLICY DEVELOPMENT AND SCRUTINY COMMITTEE (18 JUNE 2024)
AND CHILDREN EDUCATION AND FAMILIES' POLICY DEVELOPMENT
AND SCRUTINY COMMITTEE (18 JUNE 2024)

Date: 10 July 2024

Decision Type: Non-Urgent Executive Key

Title: CONTRACT AWARD: DOMICILIARY CARE

Contact Officer: Channelle Ali, Integrated Strategic Commissioner
E-mail: channelle-ghania.ali@bromley.gov.uk

Chief Officer: Kim Carey – Director of Adults Social Care

Ward: All

1. REASON FOR REPORT

- 1.1 Under its statutory responsibilities for adult social care, the Council provides domiciliary care services to eligible adult residents at approximately 15,000 hours of standard care per week at an estimated cost of £16m per annum. Eligible children and young people also access domiciliary care services at an estimated cost of £1m per annum.
- 1.2 Domiciliary care is provided through a network of providers. The main provider contracts are based on geographical locations or patches (East, West, Central and South). Each patch is supported by one to three provider contracts, depending on size, known as Patch Providers. Patch Providers are expected to support up to an estimated 70% of domiciliary care packages within their patch, with the remainder of packages supported by a wider Domiciliary Care Framework of providers.
- 1.3 The Patch contracts commenced in August 2021 for a five year contract with the option to extend for a further three years with delegated authority to the Chief Officer to apply the extension options. In June 2023, the contract with a Central Patch Provider was terminated early and Executive approval was received to proceed to procurement to replenish the portfolio of Patch contracts. The procurement was also designed to identify further providers to be awarded to a Reserve Patch framework from which future contracts may be awarded, as appropriate, in the event of a further need to replace a Patch contract (Report ACH24-006).

- 1.4 This report, together with the accompanying Part 2 report, sets out the outcome of the tendering process and seeks approval to award a substantive Patch contract together with award of contracts to four providers for the Reserve Patch framework.

2. RECOMMENDATION(S)

- 2.1 The Adult Care and Health Policy Development and Scrutiny Committee are asked to note the report, and the accompanying Part 2 report, and provide any comment prior to Executive decision.

- 2.2 Executive is recommended to:

- i. Approve the award of a contract for a Domiciliary Care Patch Provider, as detailed in the accompanying Part 2 report, for the period 1 August 2024 to 26 August 2026 with the option to extend for a further three years at an estimated value of £3.52m per annum.
- ii. Approve award of contracts to the Domiciliary Care Reserve Patch framework, as detailed in the accompanying Part 2 report, for the period 1 August 2024 to 26 August 2026 with the option to extend for a further three years.
- iii. Approve delegated authority to the Director of Adult Social Care, subject to Agreement with the Portfolio Holder for Adult Care & Health Services, the Assistant Director Governance & Contracts, the Director of Corporate Services and the Director of Finance, to both apply the extension option for this Patch contract (in line with the existing delegated authority arrangements) and to award further contracts, as appropriate and as required, from the Domiciliary Care Reserve Patch Provider framework during the lifetime of the current Patch contract arrangements.

Impact on Vulnerable Adults and Children

1. Summary of Impact: None
-

Transformation Policy

1. Policy Status: Existing Policy
 2. Making Bromley Even Better Priority (delete as appropriate):
 - (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: Up to £19.5m pa for the whole borough (total Dom Care budget).
 2. Ongoing costs for central patch only: approx. £4.9-6.7m pa
 3. Budget head/performance centre: Council Domiciliary Care Budgets
 4. Total current budget for this head: £19.5m
 5. Source of funding: Revenue budget
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications: this report proposes the Award of Contracts, following a compliant tender process to replenish the patch framework.
-

Property

1. Summary of Property Implications: NA
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Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications: The patch model addresses carbon reduction by reducing travelling across the borough and concentrating travelling in wards/neighbourhoods.

Impact on the Local Economy

1. Summary of Local Economy Implications: Increase the council's commitment to the Social Value Act 2012.

Impact on Health and Wellbeing NA

1. Summary of Health and Well Being Implications: See section 14.

Customer Impact

1. Estimated number of users or customers (current and projected) across the whole borough:

Adults	CYP	D2A	Palliative
81%	3%	5%	11%
15,000 hours (1139 service users)	560 hours (70 service users)	987 hours (162 service users)	1,974 hours (392 service users)

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. The Care Act 2014 places a duty on the Council to carry out an assessment of a vulnerable person's needs and for the subsequent provision of community services based upon eligible need with a focus on wellbeing and prevention. The Children Act 1989 and the Children and Families Act 2014 place an emphasis on supporting children and young people who have additional needs. Eligibility for domiciliary care services will be based on the assessment and care planning approach detailed in these two Acts.
- 3.2. Domiciliary care is provided to people who still live in their own homes but who require additional support with household tasks, personal care or any other activity that allows them to maintain their independence and quality of life.
- 3.3. The Council's strategy for domiciliary care services is that wherever possible residents are supported to live in their own home and close to their family and friends through a strengths-based and outcomes-based approach that connects residents to the other supports in their community.
- 3.4 Patch Provider domiciliary care services maintain and/or increase a service user's independence, which in turn is expected to have a positive impact on their health and well-being on service users. The approach includes a Trusted Assessor role, where Patch Providers safely adjust care packages which in turn ensures that the care meets peoples changing needs
- 3.5 The Council's strategy is that 60-70% of domiciliary care provision is made through 8 Patch Providers who will deliver at scale. This approach looks to develop a sustainable and value for money model of service provision.
- 3.6 Full detail on the Patch model and the need for procurement to replenish the Patch and to introduce a supporting framework or Reservice Patch providers was set out in the Proceed to Procurement report presented to Executive on 10 July 2024 (Report ACH21-031).

4. CONTRACT AWARD RECOMMENDATION (for part 2 only)

4.1 Recommended Provider(s):

Detailed in the accompanying Part 2 report.

4.2 Estimated Contract Value (annual and whole life):

Detailed in the accompanying Part 2 report.

4.3 Other Associated Costs:

Detailed in the accompanying Part 2 report.

4.4 Proposed Contract Period:

1 August 2024 to 26 August 2026 with a three year extension option until 27 August 2029.

4.5 Tender Summary:

4.5.1 The tender used a combined Stage 1 / Stage 2 process via an open tendering procedure under the Light Touch Regime of the Public Contracts Regulations (2015). Both stages were submitted in a single return, with Stage 1 using pass/fail selection criteria to assess the tenderers' capability and eligibility to bid for the contract, as summarised below:

Part	Section	Pass/Fail or % of score
1	1. Potential Supplier Information	Not scored but must be completed
2	2. Grounds for mandatory exclusion	Pass/Fail
	3. Grounds for discretionary exclusion	Pass/Fail
3	4. Economic and Financial Standing	Pass/Fail
	5. Group Details (if applicable)	Pass/Fail
	6. Technical and Professional Ability	Pass/Fail
	7. Modern Slavery Act 2015	Pass/Fail
	8. Additional Questions	Pass/Fail
	9. Declaration	Must be completed and signed

As part of the Stage 1 evaluation, tenderers needed to evidence a turnover of at least £3M per year, directly related to the provision of domiciliary care services. This was to ensure that they have sufficient financial standing to deliver the patches, and also to prevent providers from being over exposed to a single client.

Additionally, tenderers were required to evidence a current CQC rating of 'good' or above within Bromley or a neighbouring Borough/County, as well as relevant contract references. Tenderers that did not meet the minimum requirements of Stage 1 were excluded from the process. The Stage 2 submissions for all other tenderers were then evaluated against the following criteria.

Criteria	Weightings
General Data Protection Regulations (GDPR) & Information Governance	10%
Implementation & Mobilisation	30%
Service Development	25%
Competency & Quality Assurance	25%

Social Value	10%
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- 4.5.2 Providers were required to submit an hourly Dom Care rate within their pricing schedule, from which a schedule of rates was derived for different packages as follows:
- **Standard Domiciliary Care for Adults and Older People**; this is defined at people requiring assisted care to meet their care needs to remain at home.
 - **Discharge to Assess (D2A) Services**; the aim of this service is to facilitate a speedy return home from hospital by providing a domiciliary package of care for up to six weeks to enable a full assessment of needs to take place within the home environment.
 - **Children and Young People**; enabling domiciliary care that is part of a wider plan to enable the Young Person to maintain and learn personal care to increase their independence.
 - **Palliative and End of Life Care**; includes a range of care such as double handed, continuing chronic care needs where intensive care is required and may at time include Continuing Health Care (CHC), Continuing Care (CC) & NHS Funded Nursing Care (FNC).
- 4.5.3 The Stage 2 submissions were weighted at 40% of the overall scores, whereas the Price Schedules were weighted 60%, using the weighted average cost of all services as the basis for the calculation.
- 4.5.4 Providers were asked to submit clear mobilisation plans to evidence the workstreams needed to mobilise the contract over a short period of time to start accepting care packages. The demand in the Central patch on both standard Domiciliary Care and Discharge to Assess stands at a combined are of 4,000 hours per week. Whilst this is a mix of continuing and new packages of care our Providers will need to build capacity within a short time frame.
- 4.6 **Key Performance Indicators:**
- 4.6.1 The KPIs have been developed and redesigned during the current Award.
- 4.6.2 The suite of KPI forms part of the contract management process in capturing operational matters with the contract. It informs upon Quality Standards and is focused upon changing the culture of the traditional time/task model of Domiciliary Care to outcomes based care that underpins the Trusted Assessor model.
- 4.6.3 Following our recent Audit these new quarterly KPIs have been implemented. Theses KPIs include measures on:
1. Referrals and Initial Risk Assesments/care and support planning;
 2. Annual Reviews and increases/decreases
 3. No of Visits undertaken
 4. Complaints and Compliments
 5. Safeguarding alerts and
 6. Staffing matters
- 4.6.4 In addition to the suite of KPI the standard contract management process includes:
- i. Financial health
 - ii. Outcomes reporting
 - iii. Social value
 - iv. Continuous Improvement plans updated every two years and

- v. Staffing and capacity that also ‘speaks’ to financial health.

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

- 5.1. Providers have been required to demonstrate how they will offer Social Value, for example how they will support apprenticeships for Bromley residents, internships for people with learning disabilities and how they will work with local schools and colleges and make a broader contribution to social and economic life in Bromley.
- 5.2. Social value is ‘measured’ in the contract meetings, with the emphasises upon creating a local GDP for the borough as well as a carer pathways or job opportunities for residents. A robust policy on creating sustainable employment opportunities underpins social value and our commissioners work with the Patch providers on utilising options to create these opportunities.

6. TRANSFORMATION/POLICY IMPLICATIONS

- 6.1 As above the strategic mapping of Strengths Based Domiciliary care supported by the Patch model can be traced to the Transformation priorities:
- i. Deliver efficiencies to help reduce the Council’s budget gap.
 - ii. Prioritise the health, safety, and wellbeing of our residents.

7. IT AND GDPR CONSIDERATIONS

- 7.1 The Council, as part of its on-going commitment and sustaining a progressive approach to data protection and information management, requires the following be considered and evidenced:
- Privacy By design – the Council shall undertake a Data Protection Impact Assessment and manage all residual risk.
 - The Council must ensure that the contract and any information sharing agreements have robust clauses relating to data management.
 - The Council must ensure that there is an appropriate exit strategy in relation to information retention requirements and transfer with the incumbent provider where necessary.

8. PROCUREMENT CONSIDERATIONS

- 8.1 This report seeks authority to award a contract to replenish the Central Patch and create a framework of reserve patch providers as detailed in Part 2 of this report.
- 8.2 This process has been carried out in line with the requirements of the Light Touch Regime of the Public Contracts Regulations 2015, following an open competition and in compliance with the competition requirements of 8.2.1 of the Councils Contract Procedure Rules (CPRs).
- 8.3 The Council’s requirements for authorising an award of contract are covered in CPR 16. For a contract of this value, the Approval of the Executive with agreement from the Portfolio Holder, Chief Officer, the Assistant Director Governance & Contracts, the Director of Corporate Services and the Director of Finance must be obtained. In accordance with CPR 2.1.2, Officers must take all necessary professional advice.

8.4 Following the decision, a Find A Tender Award Notice will be issued and, as the contract value is over £30k including VAT, an award notice will need to be published on Contracts Finder. A mandatory standstill period will need to be observed.

8.5 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.

9. FINANCIAL CONSIDERATIONS

9.1 This report recommends that Executive approves the award of a contract to one Domiciliary Care Patch Provider (as detailed in the Part 2 report) commencing from the 1 August 2024 until 26 August 2026 with the option to extend for a further 3 years (2 years and 4 weeks +3 years) and to end on the 26 August 2029 with an estimated contract value of £3.52m p.a.

9.2 This report also recommends that Executive approves the Domiciliary Care Reserve Patch Provider list which is to be used as an when needed from 15 July 2024 and to end on the 26 August 2029. The four reserve Patch Providers will be allocated a place on the patch reserve list based on their overall scoring in the tender process.

9.3 The Domiciliary Care Patch contracts are funded from the revenue budgets for Domiciliary Care. The 2024/25 Domiciliary Care budgets are set out in the table below:

	Adults	D2A	Children's	Total
	£'000	£'000	£'000	£'000
Expenditure	16,534	1426	1,538	19,498
Income*	-5,408	0	0	-5,408
Net	11,126	1,426	1,538	14,090

* Note that this is all charging policy income so will include elements of income attributable to other services such as Day Care

9.4 The actual cost of this contract award will depend upon demand and on pricing through the framework. This means it is not possible to precisely understand the financial impact, but this will be closely monitored through the budget monitoring process.

10. LEGAL CONSIDERATIONS

10.1 This report seeks authority to approve the recommendations set out in paragraph 2.2 which include awarding a contract to one Domiciliary Care Patch Provider and appointing another four providers to a reserve patch provider list (with the providers being identified in the accompanying Part 2 report).

10.2 The Council is required to provide domiciliary support services to adults and children in furtherance of its statutory duties under the Care Act 2014.

10.3 A contract for the purchase of these services is a public contract under Schedule 3 of the Public Contracts Regulations 2015 (the Regulations). As the value of the proposed contract were likely to fall above the relevant financial threshold of £663,540 then the services were procured in accordance with the light touch regime.

10.4 The Procurement considerations outline the requirements of the Council's Contract Procedure Rules for approval of the award of contracts of this value.

11. IMPACT ON THE LOCAL ECONOMY

11.1 As characterised under Social Value.

12. IMPACT ON HEALTH AND WELLBING

12.1 The greater focus of this model of Domiciliary Care model is to enable our residents to remain as independent as possible for as long as possible.

13. CUSTOMER IMPACT

13.1 The Patch model provides service users with a greater experience of continuity of care.

Non-Applicable Headings:	8 Strategic Property Considerations; 11 Personnel Considerations.
Background Documents: (Access via Contact Officer)	Report ACH24-006

Report No.
ACH24-035

London Borough of Bromley

PART ONE – PUBLIC

Decision Maker: Executive
with pre-decision scrutiny from Adult Care and Health Policy
Development and Scrutiny Committee

Date: 10th July 2024

Decision Type: Non-Urgent Executive Key Non-Key

Title: Adult Social Care Transformation Programme – Digital Strategy 2024 to 2034

Contact Officer: Heather Sinclair-Constance, Head of Service, Adult Services Transformation and Improvement
Tel: 020 8313 4641 E-mail: heather.sinclair-constance@bromley.gov.uk

Chief Officer: Kim Carey, Director of Adult Services

Ward: All

1. REASON FOR REPORT

- 1.1 The Council has developed the Adult Social Care Strategy for the period 2024 to 2034 to take account of developments across the social care market, changing government policy and wider technological, demographic, and economic changes. It considers the key changes of increased service demand and rising costs pressures in relation to supporting vulnerable older residents, carers, and working age adults with a disability and/or long-term health condition.
 - 1.2 This report sets out what the Council plans to do over the next 10-years through its Adult Social Care Transformation programme, to develop a more sustainable and efficient future operating model that offers a new way of working, providing service quality improvements and better outcomes for Bromley residents and our workforce, whilst delivering good quality and safe care and support.
 - 1.3 The new Adult Social Care Digital Transformation Strategy 2024 to 2034 has been developed to enable us to achieve our Making Bromley Even Better ambitions. It is an ambitious programme that will significantly change the way Adult Services operates in the future, interacts with residents receiving care and support and with partners across the local system.
-

2. RECOMMENDATION(S)

- 2.1 The Adult Care and Health Policy Development and Scrutiny Committee are asked to note the report and comment on the finalised strategy and the 'invest to save' proposal.

2.2 The Executive is recommended to:

- i Note, comment, and agree the Adult Social Care Digital Transformation Strategy 2024 to 2034 and Option 1 'invest to save' proposal outlined in the Part 2 report.
- ii Agree in principle, the use of brought-forward Disabled Facilities Grant (DFG) funding to support the delivery of the 'invest to save' proposal, as detailed in Part Two of this report.
- iii Agree the use and drawdown of the Council's brought-forward balance of £1,628k of improved Better Care Fund (iBCF) (carry forward approved by Executive on 22nd May 2024) to support the delivery of the 'invest to save' proposal, as detailed in Part Two of this report.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The work outlined in this report will support the delivery of the Adult Social Care Strategy and Transforming Bromley 2024-28 objectives.
-

Transformation Policy

1. Policy Status: Existing Policy:
 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: Please refer to Part 2 of this report.
 2. Ongoing costs: Recurring Cost: Please refer to Part 2 of this report.
 3. Budget head/performance centre: Adult Social Care
 4. Total current budget for this head: £89.5m
 5. Source of funding: Revenue budget, improved Better Care Fund (iBCF), Disabled Facilities Grant (DFG)
-

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: Care Act 2014 and Health and Care Act 2022.
 2. Call-in: Applicable
-

Procurement

1. Summary of Procurement Implications: N/a
-

Property

1. Summary of Property Implications: N/a
-

Carbon Reduction and Social Value

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

Impact on the Local Economy

1. Summary of Local Economy Implications: N/a

Impact on Health and Wellbeing

1. Summary of Health and Wellbeing Implications: The work seeks to help improve, maintain, and protect the health and wellbeing of all who live and work in the Borough.

Customer Impact

1. Estimated number of users or customers (current and projected): 82,500 over the 10-year period

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 The Transforming Bromley Strategy is the primary conduit to develop and deliver savings, efficiency, and transformational change programmes. It has been reframed to ensure it remains fit for purpose over the next four years, 2024-28.
- 3.2 The Adult Social Care Strategy sets out what the Council plans to do over the next 5 years to respond to demand and cost pressures in the Borough, whilst providing good quality and safe care and support to residents, service users and carers. We know that transformational change is required to help us achieve our objectives; our new strategies set out how the department plans to achieve it.
- 3.3 The new Adult Social Care Digital Transformation Strategy 2024 to 2034 considers the improvements in digital capabilities, connectivity, and infrastructure, in relation to the care solutions we offer and deliver for our residents – providing more engagement choice, but also supports efficient ways of working. The strategy has therefore been developed with the following strategic ambitions and principles:
- Inclusive, engaging, easy** - take a resident-centred approach to design and maximise accessibility. Provide easier digital access to Council services and encourage and work with people to use it. Take action to improve digital inclusion. Working in co-production with those to help make this a reality.
 - Well-used, used well** - support colleagues to make the best use of the tools and technologies available to them, developing high levels of digitally skilled collaboration. Support colleagues to understand the value of, and being able to provide, robust data and insights to ethically improve effectiveness and efficiency and make the right decisions for and with Bromley residents.
 - Simple, stable, secure** - simplify and modify our digital estate to make it as secure, resilient, and reliable as practical. Ensure residents have the right tools to support and maximise their independence.
 - Ready to partner, willing to share, able to innovate** - adopt the right technologies, systems, processes, culture, and governance to provide a safe and productive environment for wider collaboration and problem-solving.

The principles will underpin our approach to digital transformation in Adult Social Care



Digital first

We will encourage residents to engage through digital channels where appropriate and look to provide assistance to those unable to use digital options. We will always offer different engagement channels and choices for our residents.



Residents at the heart

We will put residents at the centre of decision-making service design and planning. We will work to include the voice of residents and ensure that equality, diversity, and inclusivity considerations to influence and shape our approach.



Safe & secure access & data management

We will use data ethically and deliver safe and secure access to our services based on the principles of transparency and consent.



Collaborative

We work together with our staff, Partners, and residents to coordinate our activities and decision making. We will work closely with our residents to ensure we deliver a sensitive and appropriate approach.



We will work across Council services and the broader local system to provide an integrated approach supporting better Resident experiences and enabling a “Tell Us Once” approach.



Building on strengths & shared responsibility

We will foster a Resident-led approach that enables more Resident choice and control and supports our Workforce and Partners to share accountability for all Care and Support decisions.



Data - led & data smart

We will use data intelligence to better understand individuals and our communities enabling us to be more proactive and preventative in our support.

- 3.4 The Strategy was developed in collaboration with a specialist external consultancy, officers in Adult Services, across the Council, Voluntary, Community and Social Enterprise (VCSE), and local system partners. It introduces a series of interventions and projects that would transform the ‘Resident Journey’. The proposed interventions and projects look to introduce a range of digital tools that change the ways in which the Adult Social Care engage and work with residents, carers, and partners.
- 3.5 It utilises improvements in digital capabilities, connectivity, and infrastructure, in relation to the care solutions offered and delivered for residents, giving more choice, and supporting efficient ways of working. It will help support the delivery of the full range of Adult Care Services in the coming years.
- 3.6 There is extensive co-production across professional groups and organisations within Adult Services, however, we understand and recognise that more formal mechanisms of co-production with residents, people who draw on care, carers and staff are vital to making the Adult Social Care Digital Transformation Strategy a reality, and to standardise the approach across the Service. It is also key to a successful Care Quality Commission (CQC) Assurance process.
- 3.7 The complete strategy is included as Appendix 1 to this report.

Summary of Business Case

- 3.8 [People at the Heart of Care](#), published in December 2021, sets out the Government’s 10- year vision for Adult Social Care - a vision created and shared with people who draw on, work in, and provide care and support. The Government remains fully committed to that vision.
- 3.9 In April 2023, the Government sets out the next steps to support Adult Social Care that builds on the People at the Heart of Care in [Next steps to put People at the Heart of Care](#). This refreshed plan includes further digital transformation in Adult Social Care through the acceleration of the use of care technology and digital tools, strengthening of the Adult Social Care workforce, and an ambition to speed up discharge from hospital over the next 2 years.
- 3.10 The Adult Social Care Service in Bromley, like many other local authorities across the UK, is experiencing significant cost pressures over the short, medium, and long term. The size and future demand, coupled with these budgetary pressures necessitates finding new and innovate ways of working.

- 3.11 In May 2023, the Council engaged an external consultancy to carry out an independent review, (diagnostic/research phase), and produce a forward plan setting out an end-to-end change programme to deliver substantial sustainable savings in Adult Social Care.
- 3.12 Adult Services is now in a position to move into the design and implementation phase to deliver these opportunities.
- 3.13 The key findings of the independent review and the 'invest to save' options for the major transformation of Adult Services are detailed within the Part Two report.

4. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS

- 4.1 **Estimated Value of Proposed Action:** N/A

5. MARKET CONSIDERATIONS / IMPACT ON LOCAL ECONOMY

- 5.1 The Council provides a range of statutory services for adults, and support to people to assist them with living healthy lives, to prepare for ageing well and to support people with disabilities.
- 5.2 Whilst we are moving towards more digital options for people, we will not exclusively be forcing people down the digital route. We want to explore new ways of meeting the needs of, and offering support to, our residents. This would include those who are currently well, to those who are on the edge of needing social care, to people who draw on care and those who care for others.
- 5.3 To ensure there is no digital exclusion we will always have a safety net in place for those individuals who do not have access to digital tools or technology, have limited digital literacy, have inadequate digital infrastructure, need support because of their protected characteristics or choose not to use smart technology for whatever reason.

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

- 6.1 It is acknowledged that digital tools and technology can help to improve the quality, value, and choice for those receiving care and support. This is part of the Government's 10-year vision to use a blended approach, delivered by a skilled workforce as outlined within [Putting People at the Heart of Care](#) and the [Next steps to put People at the Heart of Care](#) implementation plan.

7. STAKEHOLDER ENGAGEMENT

- 7.1 Staff engagement sessions were held between November 2022 and September 2023 to help develop, design and co-produce the independent review, the case for change and the Digital Strategy. This was led by a specialist external consultancy.

Updates were also provided on the progress of the Adult Social Care Transformation Programme. This involved gathering the views and ideas of staff from across Adult Services, other Council departments, and the Bromley care system to help shape this future approach.

- 7.2 Further staff engagement sessions have taken place between October 2023 and February 2024 to support the completion of the Adult Social Care Digital Transformation Strategy and Mobilisation Plan.

7.3 In addition, a wide range of historic and recent consultations, co-production and feedback from service users' and carers helped to inform our approach. However, whilst there has been extensive co-production across professional groups and organisations, we understand and recognise that more formal mechanisms of co-production with residents is vital to making the Adult Social Care Digital Transformation Strategy a reality and to standardise the approach across the service.

8. IMPACT ASSESSMENTS (INCLUDING VULNERABLE ADULTS AND CHILDREN) AND CUSTOMER IMPACT

8.1 An Equalities Impact Assessment (EQIA) has been completed to assess the impact of delivering the new way of working to ensure the Service remains sustainable for the future, supported by a workforce that continues to deliver a quality service with better outcomes for residents and our staff. The EQIA will be published on the Council's website if the Strategy is approved.

9. TRANSFORMATION/POLICY IMPLICATIONS

9.1 The Strategy outlined in this report has been informed by Making Bromley Even Better Priorities 2 and 5.

9.2 They ensure the Council delivers its statutory duties as set out in the Care Act 2014 and Health and Care Act 2022.

9.3 In addition, deliver on People at the Heart of Care – the Adult Social Care Reform, digitalising Social Care and workforce policy implications.

10. IT AND GDPR CONSIDERATIONS

10.1 A Data Protection Impact Assessment will be completed in partnership with colleagues in the Digital and IT Team. The use of any new technology solutions to support implementation of the reforms will include the standard wording and expectations upon staff, partners, and providers in relation to IT and GDPR.

11. STRATEGIC PROPERTY CONSIDERATIONS

11.1 There are no strategic property considerations arising from this report. Any strategic property implications arising from the implementation of the various actions will be reported separately.

12. PROCUREMENT CONSIDERATIONS

12.1 There are no procurement considerations arising from this report. New procurement will form a key part of the delivery of the Strategy, which will be reported to the Policy Development and Scrutiny Committee separately.

13. FINANCIAL CONSIDERATIONS

13.1 This report recommends that Executive note, comment and agree the Adult Social Care Digital Transformation Strategy 2024 to 2034 and Option 1 'invest to save' proposal outlined in this report. Further details of the financial considerations of this decision are set out in part 2 of this report.

14. PERSONNEL CONSIDERATIONS

- 14.1 There are no personnel considerations arising from this report. Any personal implications arising from the implementation of the various actions contained within the Strategy will be reported separately.

15. LEGAL CONSIDERATIONS

- 15.1 Details of the legal considerations of this decision are set out in part 2 of this report.

16. IMPACT ON HEALTH AND WELLBING

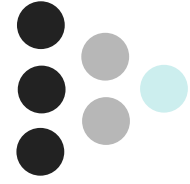
- 16.1 The Strategy seeks to help improve, maintain, and protect the health and wellbeing of all who live and work in the Borough.

17. WARD COUNCILLOR VIEWS

- 17.1 There are no Ward Councillor views needed for this report. Any Ward Councillor implications arising from the implementation of the various actions contained within the Strategy will be reported to the relevant Ward Councillor and Policy Development and Scrutiny Committee separately.

Non-Applicable Headings:	4. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS 11. STRATEGIC PROPERTY CONSIDERATIONS 12. PROCUREMENT CONSIDERATIONS 14. PERSONNEL CONSIDERATIONS 17. WARD COUNCILLOR VIEWS
Background Documents: (Access via Contact Officer)	Adult Social Care Reform Report Adult Social Care Transformation Report

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TRANSFORMING

B R O M L E Y

Appendix I

Adult Social Care Digital Transformation Strategy 2024 to 2034



THE LONDON BOROUGH



PURPOSE AND BACKGROUND OF THIS DOCUMENT

This document outlines the Adult Social Care Digital Strategy for the London Borough of Bromley (LBB).

The London Borough of Bromley (LBB) is in the process of transforming the delivery of Adult Social Care (ASC) and have established a bold new vision. Working digitally is a key part of this vision.

The ASC Digital Strategy demonstrates progress towards our Corporate Vision and Strategy '**Making Bromley Even Better**'. As part of this journey there is an expectation that digital tools and techniques can be deployed throughout the resident's care and support journeys. Not only does this provide more engagement choices, but it also supports more efficient ways of working.

Our 10-year corporate strategy outlines a clear model for ASC provision to ensure residents receive the right care, in the right place and at the right time.

We have worked in collaboration with officers in the ASC service, the broader Council and local system partners to define a series of interventions and projects that would transform the Resident Journey.

The proposed interventions and projects look to introduce a range of digital tools that change the ways in which the ASC engage and work with residents, carers and partners.

Whilst there has been co-production across professional groups and organisations, we understand and recognise that more formal mechanisms of co-production with residents is vital to making the strategy a reality.

This document outlines the case for change that underpin the strategy, the vision, principles, ideas, benefits all through the lens of the resident and their experiences.

VISION

Our overall vision for Bromley is presented in our corporate strategy Making Bromley Even Better 2021-2031.

We want our borough to be:

‘A fantastic place to live and work, where everyone can lead healthy, safe and independent lives’

There are five ambitions for the next stage of our journey.

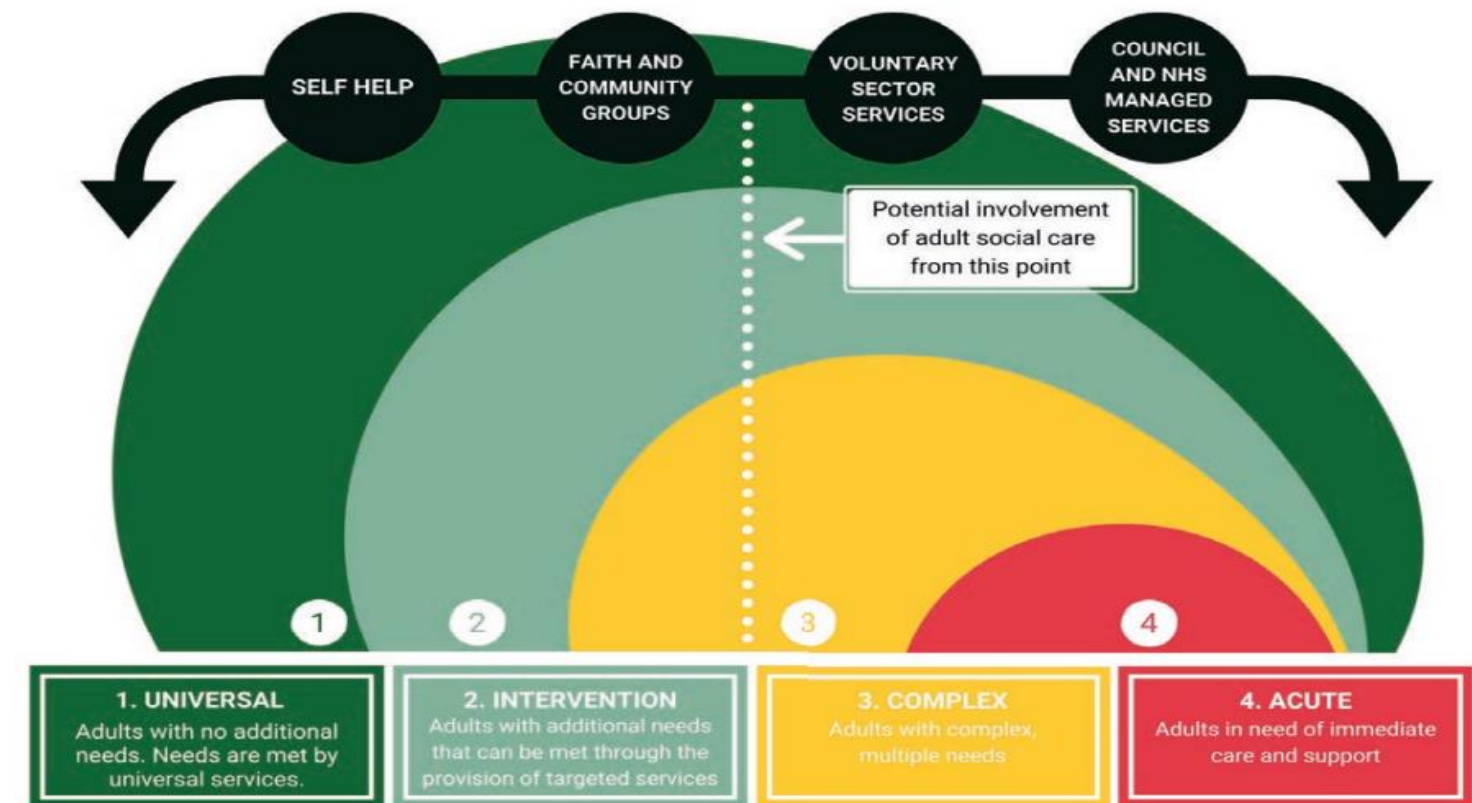
The key for Adult Social Care is:

“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”

Our ambitions will be delivered jointly by Bromley and partner agencies. We believe firmly that strong partnerships across local public services, our voluntary and community sectors, faith and community groups and business are key to delivering our plans.”

We recognise therefore for these ambitions to be realised; digital must be integrated into our delivery.



Source: Bromley ASC Continuum of Care Model, London Borough of Bromley Corporate Strategy 2021 - 2031

We see digital as having the potential to enable and empower communities and residents to live their best and most independent lives possible. We will achieve this through a skilled workforce, a constant focus on resident needs and a willingness to adopt new technologies.

AMBITIONS

We want people in Bromley to live in the place they call home with the people and things that they love, in communities where people look out for one another, doing things that matter to them.

The Digital Strategy supports a much more joined up approach with residents and partners, that will deliver better outcomes for those who need our support. We believe the Digital Strategy will ensure we work with people in a personalised and upstream way, ensuring we can focus on prevention, promoting independence and extending choice and control.

1. Inclusive, engaging, easy.

Take a resident-centred approach to design and maximise accessibility.

Provide easier digital access to council services and encourage and work with people to use it.

Take action to improve digital inclusion. Working in co-production with those to help make this a reality.

2. Well-used, used well.

Support colleagues to make the best use of the tools and technologies available to them, developing high levels of digitally skilled collaboration.

Support colleagues to understand the value of and being able to provide robust data and insights to ethically improve effectiveness and efficiency and make the right decisions for and with Bromley residents.

3. Simple, stable, secure.

Simplify and modify our digital estate to make it as secure, resilient, and reliable as practical. Ensure residents have the right tools to support and maximise their independence.

4. Ready to partner, willing to share, able to innovate.

Adopt the right technologies, systems, processes, culture, and governance to provide a safe and productive environment for wider collaboration and problem-solving.

WHY DO WE NEED TO CHANGE AND WHY NOW?

Infotech and biotech technology capabilities are increasing at a furious rate. Working digitally has become central to the way we communicate, work, purchase goods and services, build relationships and networks.

Working and engaging digitally is an increasingly important element of the care solutions we offer and deliver for our residents – remote working, video meetings, data and information sharing – are just a few examples.

We are all becoming more digitally skilled and are increasingly ready to embrace new digital ways of working.

As we move to the next “new normal” there is an opportunity to rethink and re-imagine how we work.

Improvements in digital capabilities, connectivity and infrastructure will bring new opportunities.

The time is right to embrace digital technology at the heart of our strategies to improve and modernise the way we work.

Given growth pressures it is vital that ASC service finds a new lower cost “operating model” and better ways of working. This will be essential for the service to remain sustainable in the future.

We believe this Digital Strategy delivers a more sustainable and efficient future operating model. It offers a new way of working, providing service quality improvements and better outcomes for residents and the workforce.

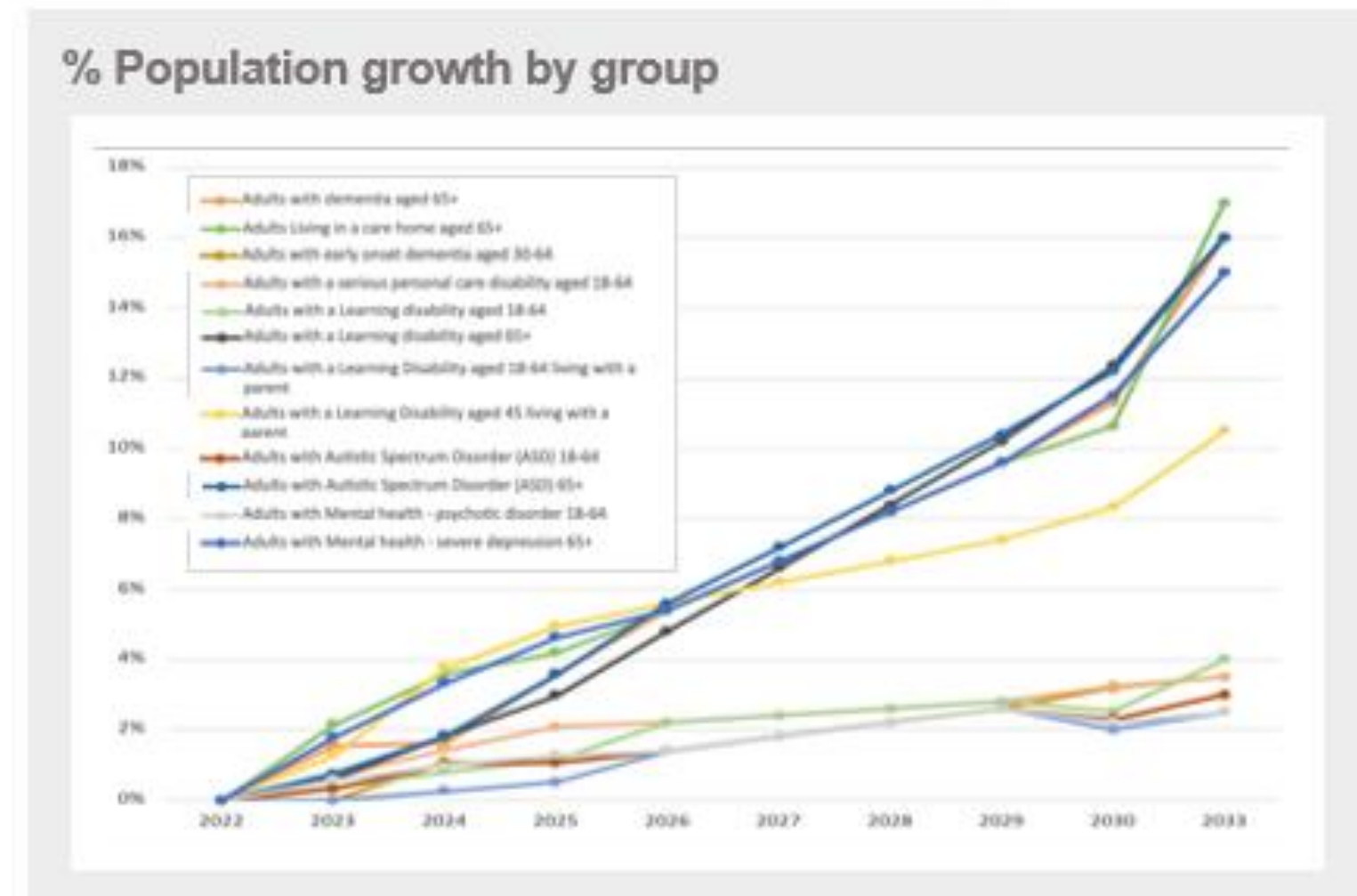
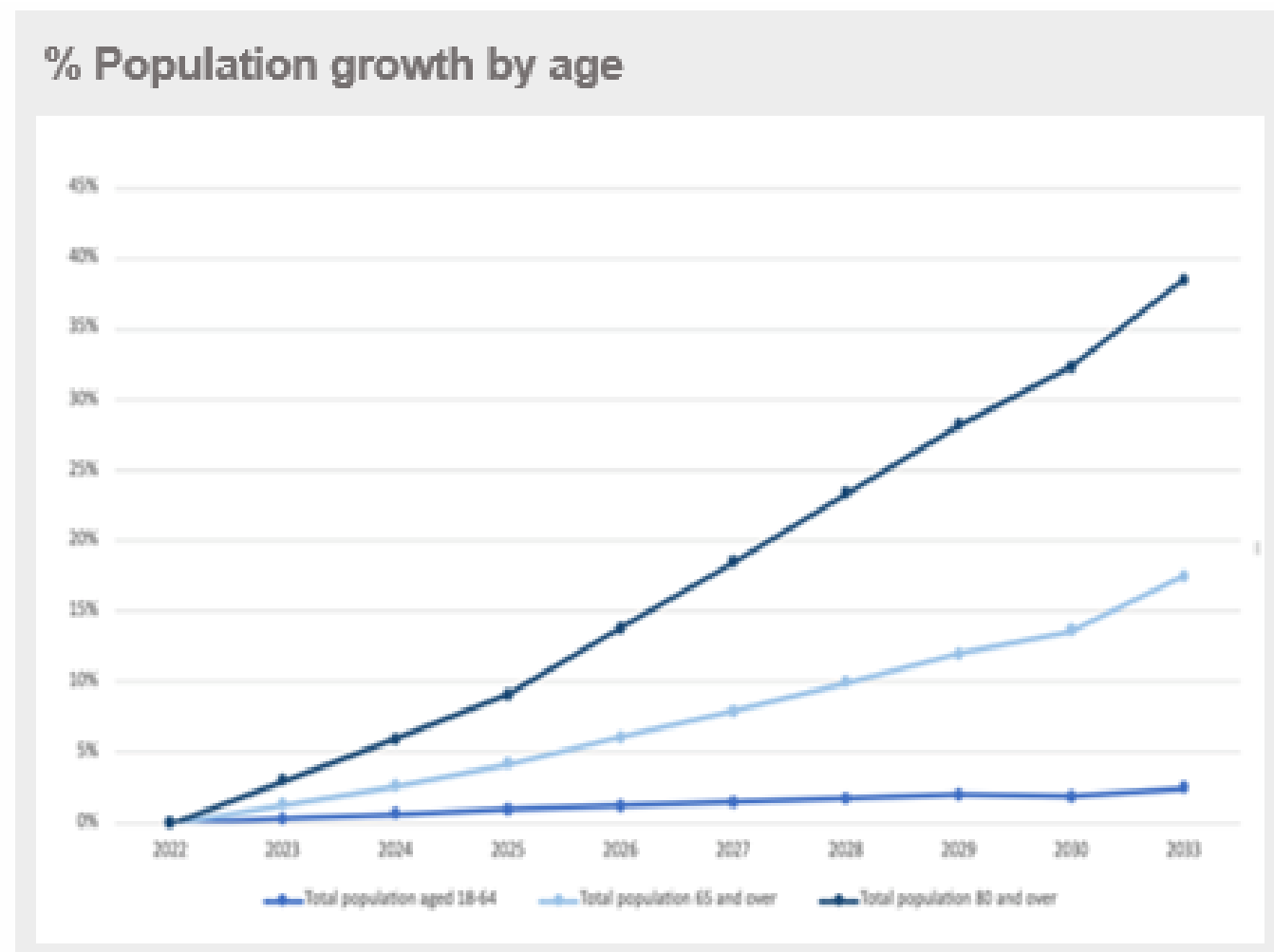


WHY DO WE NEED TO CHANGE AND WHY NOW?

Bromley Council, like many other local authorities across the UK, is experiencing significant cost pressures over the short, medium and long term.

This is largely due to expected population increases and transitions over the next 10 years.

The graphs below summarise the main population trends in Bromley over the next 10 years. The graphs demonstrate the expected rapid increase in the elderly population, especially in the 80 and over age group.



Digital approaches are providing new and exciting opportunities to support people and enable more choice and control. Digital approaches are already having a transformation effect in different parts of health-care.

This strategy sets out some of the key projects that have been co-created and we believe should be embraced to help create a more effective and sustainable ASC service in the future.

STRATEGIC PRINCIPLES OF BROMLEY'S ADULT SOCIAL CARE DIGITAL APPROACH

The principles will underpin our approach to digital transformation in ASC

Digital first

We will encourage residents to engage through digital channels where appropriate and look to provide assistance to those unable to use digital options. We will always offer different engagement channels and choices for our residents.

One view

We will work across Council services and the broader local system to provide an integrated approach supporting better Resident experiences and enabling a "Tell Us Once" approach.

Residents at the heart

We will put residents at the centre of decision making, service design and planning. We will work to include the voice of residents and ensure that equality, diversity and inclusivity considerations to influence and shape our approach.

Building on strengths & shared responsibility

We will foster a Resident-led approach that enables more Resident choice and control and supports our Workforce and Partners to share accountability for all Care and Support decisions.

Data - led & data smart

We will use data intelligence to better understand individuals and our communities enabling us to be more proactive and preventative in our support.

Safe & secure access & data management

We will use data ethically and deliver safe and secure access to our services based on the principles of transparency and consent.

Collaborative

We work together with our staff, Partners and residents to coordinate our activities and decision making. We will work closely with our residents to ensure we deliver a sensitive and appropriate approach.

PREPARING FOR CHANGE – the key foundations and building blocks



Digital Exclusion

We recognise that we work with vulnerable and often elderly populations who would not always have access to digital infrastructure (digital exclusion) and/or do not have the skills or wish to engage through digital channels.

A number of individuals attending workshops and participating in the development of the strategy have raised this as a significant concern.

We believe that digital channels offer more choice (and potential control) for individuals engaging with care and should be offered as an “option” rather than as a single channel.

However, analysis does suggest that digital channels are increasingly being used by elderly and vulnerable populations and the national “Blue Badge” portal and London “Freedom Pass” platform already have high online application rates.



The ONS now estimate that over 90% of individuals in London have internet access and regularly use the internet. We predict that the next generation of Care users will increasingly expect to manage their engagement with ASC through digital channels.

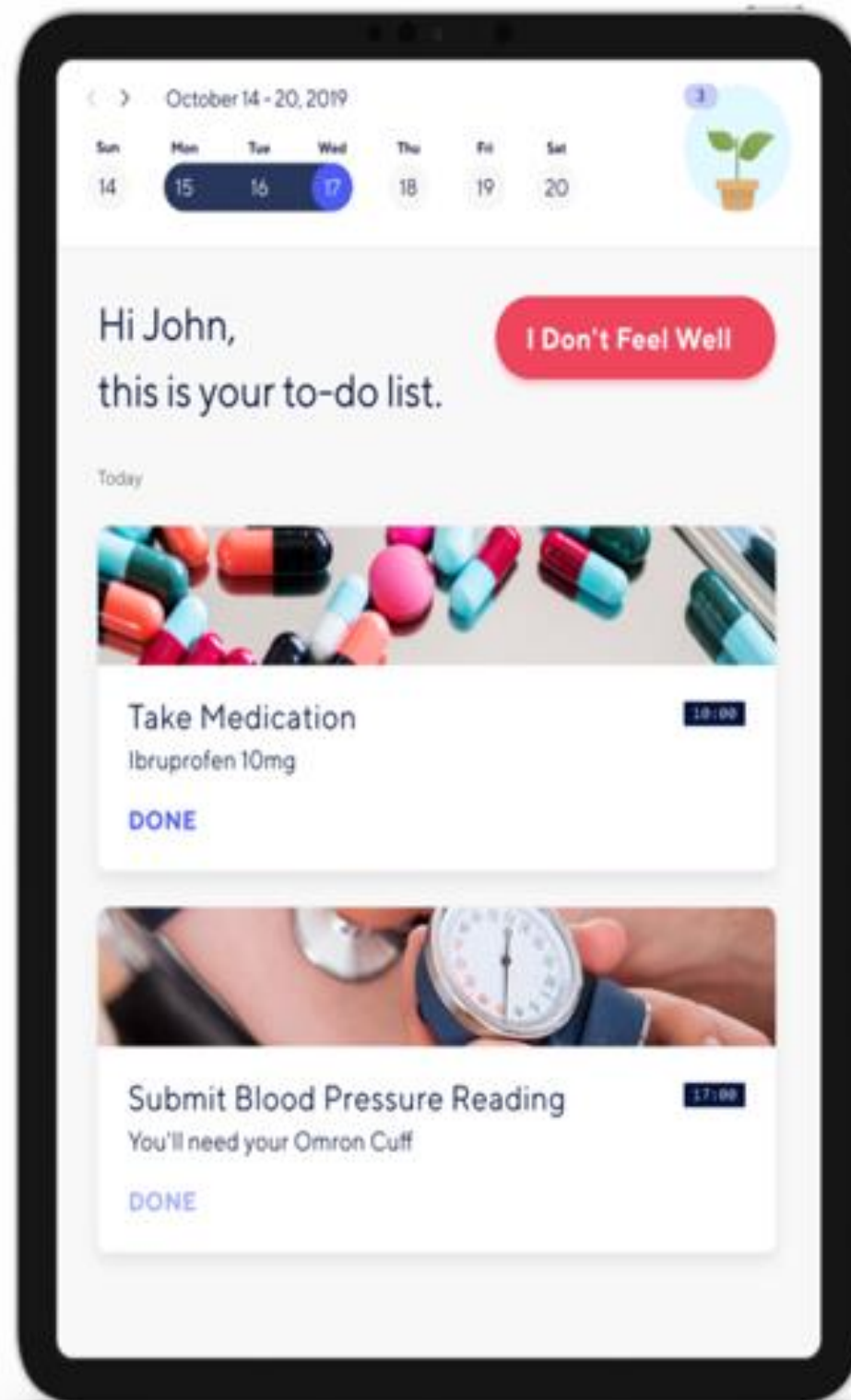
We are developing supporting policies and strategies that provide clarity on how digital channels will operate alongside existing channels to ensure safe and fair engagement arrangements.

Many councils across England have developed “assisted digital” services to support individuals who wish to access services through these channels and/or gain digital skills. There are a range of other London Boroughs that have developed these services and there are a variety of these strategies that can be located through simple internet searches. We will need to agree what arrangements they wish to put into place to support individuals to receive “assisted digital” support.

Many of the projects and initiatives contained within this strategy will require good digital connectivity to function and perform effectively. Whilst Bromley enjoys comparatively high levels of Super-Fast broadband (98.6%) it lags the London average for Full-Fibre (42.7% v 52.55%) (Source: Connected London).

Our current Borough data suggests that connectivity maybe a challenge for certain technologies and for certain areas in the Borough and requires further due diligence.

PREPARING FOR CHANGE - the key foundations and building blocks



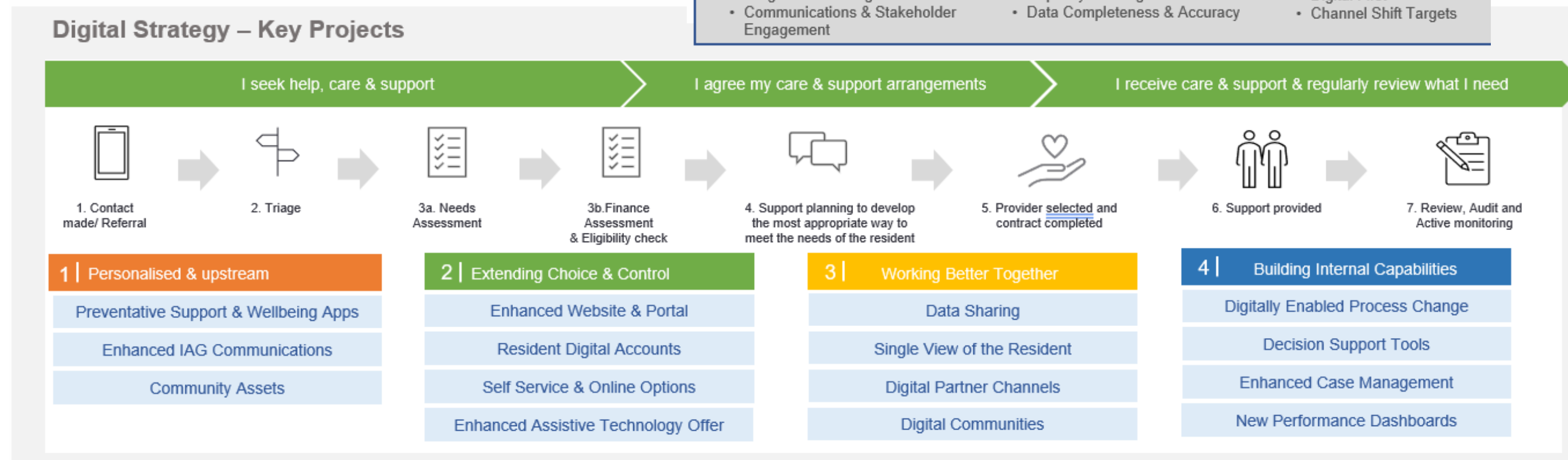
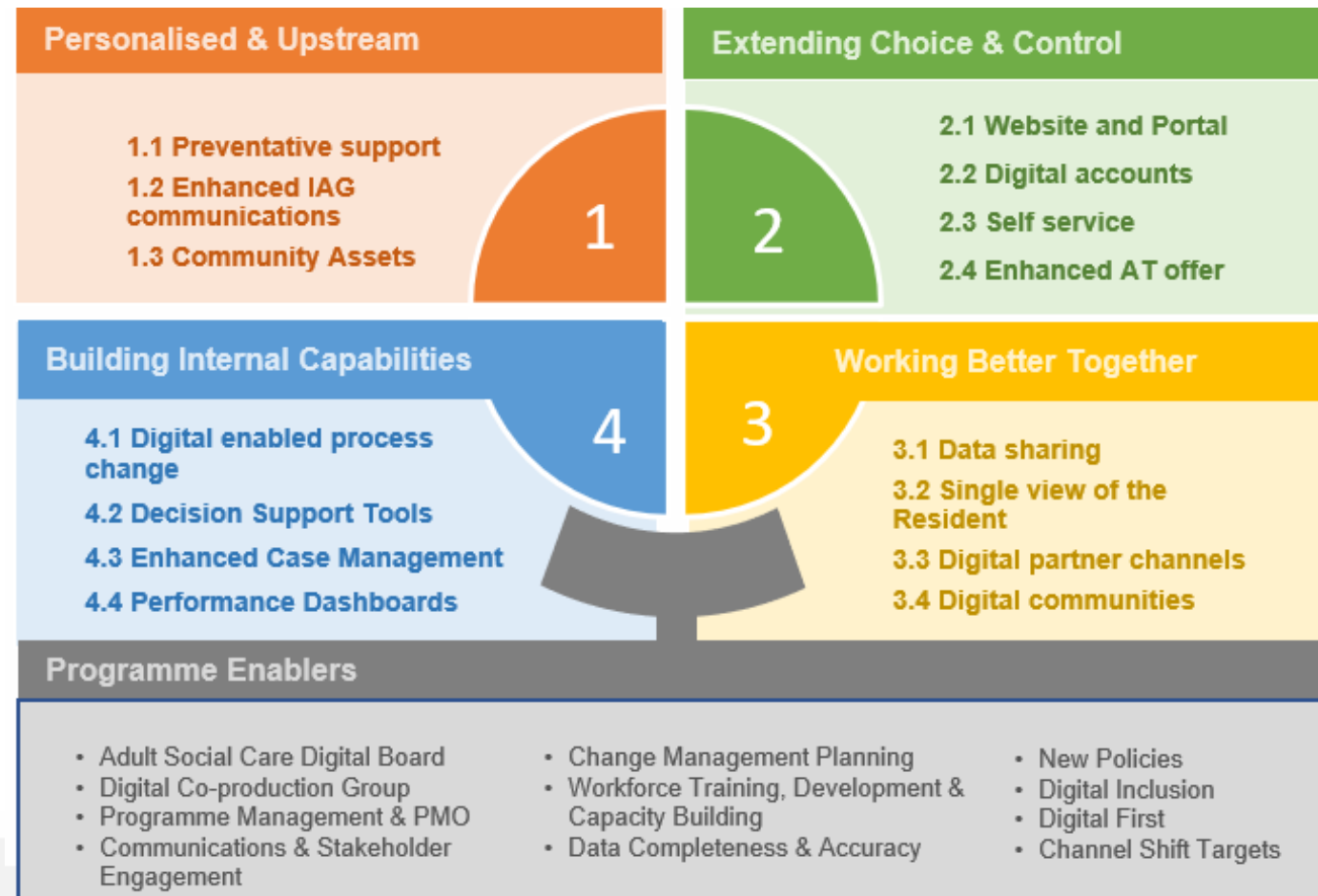
- ➔ **Self-Service** – internet via mobile, voice, video and other devices to access information and guidance, find services, screen for assessment needs
- ➔ **AI/ Automation Tools** – integrates and automates processes for faster, low cost transactions
- ➔ **Wellbeing apps** – to promote self-help such as exercise/activity (Fitbit/Apple), mental health/wellbeing, weight loss
- ➔ **Home Sensors** – to support independence using tracking and sensor devices for doors, cupboards, toilet, early dementia support and care worker tracking
- ➔ **Health monitors/wearables** – health and care self management tools for ECG, sleep, respiration, oxygen pulse rate, body and skin temperature, posture, motion and activity
- ➔ **Smart home tech** - lights, heating, Alexa/Google, alarms,
- ➔ **Contact Apps** - (with family, friends, professionals) FLO, WhatsApp, video/text messaging, Care Apps, Marketplace, Community Hubs, Rally round, Jointly, etc.
- ➔ **Data** - analysis of data from all of the above will enable a greater understanding of an individual's current wellbeing but also historical norms thus alerting to any change in patterns
- ➔ **Connectivity** – access to good broadband, 4G, 5G and public or other Wi-Fi, home security

OUR PRIORITY AREAS

The Strategy follows the resident pathway and maps out the key areas where care can be digital enabled, enhanced or supported.

There are four key workstreams that will support the delivery of key new ideas and projects contained within this strategy, the fifth workstream pulls together enabling policies, plans and support arrangements that “wrap around”, and support the key delivery projects within the strategy.

The projects relating to each theme (1,2,3,4) are summarised in the diagram below and shows where they sit on the resident journey



BENEFITS

We believe that these interventions and projects will bring a range of important benefits...

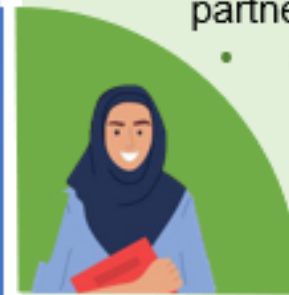
Benefits to Residents and Carers...

- enhanced, personalised approach supported by more efficient service delivery;
- more choice and control and the ability to use digital tools and channels and where this suits people's needs and preferences;
- earlier help and support to maintain independence and to prevent escalation of needs;
- better access to community activities, networks and services;
- care information, advice and guidance that is easier to access and understand; and
- more opportunities to feedback, share views and shape service delivery.



Benefits to the ASC Workforce...

- the potential for greater workforce empowerment and job satisfaction;
- the opportunity to spend more time with people with care needs and to support them earlier in their journeys;
- the ability to prioritise efforts and manage resources more effectively;
- to opportunity to work more holistically with people with a shared cross-system 'single view' of their needs;
 - enhanced ways of communicating and working with local system partners;
 - a better understanding of & to access community assets;
 - digital support tools to enhance professional decision-making; and
 - an opportunity to hear the residents voice and feedback.



Benefits to the ASC Service and Council...

- contributing to the long-term financial sustainability of the Council;
- becoming a "pathfinder" for the use of digital tools and techniques in LBB and building confidence in new ways of working;
- building workforce skills and capacity;
- enhancing local system working and partnering; and
- building digital assets and infrastructure that can be reused and deployed by other services.



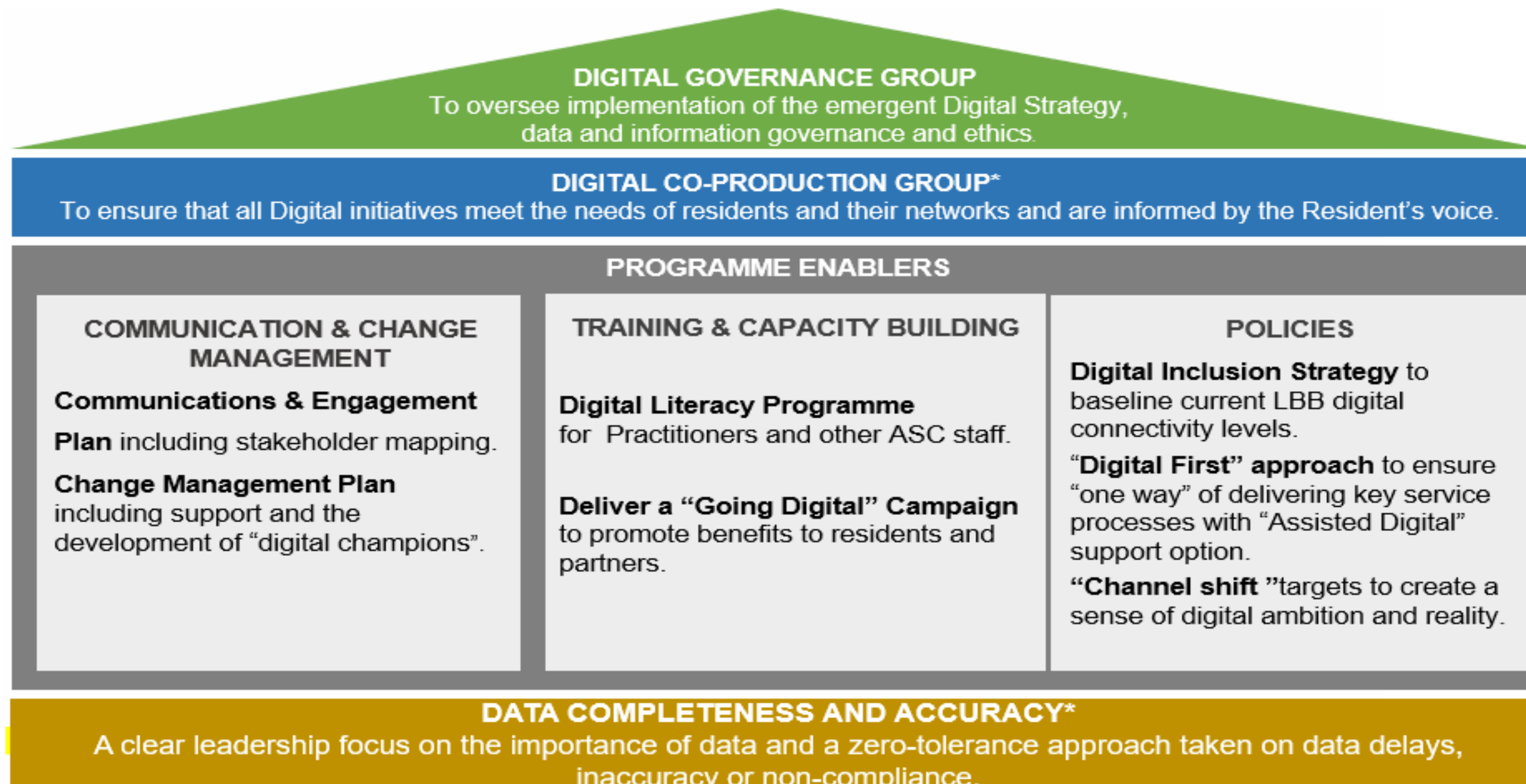
Benefits to the Local System and Partners...

- the ability to take a more holistic view of people and their needs;
 - improved communication channels;
- the development of standardised approaches and models;
- earlier interventions, prevention of crises and reductions in hospital admissions; and
- reduced need for GP visits and 911 calls.



PURPOSE AND BACKGROUND OF THIS DOCUMENT

- Delivering this Strategy requires careful governance, project management and coordination, co-production, communications, training and policy development.
- We have outlined a series of actions we need to take to prepare, structure and enable the process of change.
- These actions will be vital to underpin the delivery of programme benefits and outcomes, they are essential to success of the Strategy delivery.



*Each stage will need to have co-production and data completeness and accuracy built into and underpinning them.

Appendix I – The Projects Underpinning the Strategy

THE DIGITAL PROJECTS

The following section outlines the “big ideas” that have been developed and explored during this project. These form the basis of the Digital Strategy and the Digital Transformation Programme.

These ideas are clustered around 4 key themes...



Personalised and Upstream

These are range of targeted and personalised preventative and information-based interventions and projects to support individuals to remain independent and connected to the communities in which they live...

- **Preventative Support** - a series of digitally based early and self-help packages and/or Wellbeing Apps targeted at those on the “cusp” of Care and Support – individuals thought to be most likely to make requests for Care and Support over the next 3 years - directing them towards “community support” networks and preventative Care packages with the aim of avoiding and/or delaying entry into the ASC service.
- **Enhanced IAG communications** – a series of prompts, notifications, links sent to residents (through the channels of their choice – text, email, portals - and provided throughout their Care and Support journey providing the ability to monitor, track and understand their progress of their Care and Support.
- **Community Assets** - development of a “community led” care asset database usable across the system and for resident’s to enable better mapping, review and development of Community and VSE networks to encouraging better connection and integration with care providers and us.



Extending Choice and Control

These are a range of interventions and projects that enable residents to engage with ASC through digital channels...

- **Website and Portal** - redesign of the ASC website and portal to improve the ability of residents to navigate and find information and self-help advice and guidance (including e-Brokerage and personal budget and quick financial assessment calculators) to support care planning.
- **Digital Accounts** – which provide a full suite of information about a resident’s care and support current arrangements (including key documents, practitioner contacts, personal budgets, care history, review dates etc.) – a “one stop shop” for all relevant information as well as providing the ability to interact with the ASC service including bookings and service requests etc.
- **Self Service** - the ability to self-serve on-line throughout their care and support journey including all assessment (Care Act and Financial) and review activities coupled with the ability to direct and control their care and support journey’s.
- **Enhanced AT offer** – by seeking to ensure that every assessment and care and support decision is digitally enhanced with an ambitious series of digital investments and a new AT delivery model. Initially targeting individuals high-cost care packages and those new into the care system where assistive technology could be part of their care solutions.

THE DIGITAL PROJECTS



Working Better Together

These are a series of initiatives and projects which seek to utilise a range of digital tools and techniques to enable more joined up and better partnership working....

- **Data sharing** - creating Data Governance and Information sharing protocols to enable the sharing of data and information about residents between partners.
- **Single view of the Resident** - utilising data more effectively to support a more joined up way of working between Council directorates, Health, VCSE and other system partners to create a "single view" of resident needs.
- **Digital Partner Channels** – introducing standard forms and common digital channels to enhance the efficiency of communications and interactions between partners – for example, for referrals, assessments, triage, hospital discharges etc.
- **Digital Communities** – the development of a range of specific digital communities (for example, carers, transitions) to collaborate and manage risks and, where appropriate, self-manage/regulate to secure benefits.



Building Internal Capabilities

There are several initiatives and projects to enhance ASC processes, workforce productivity and performance....

- **Digitally enabled Process change** - to enable a more resident led, holistic assessment, planning and review process enabled by multi-disciplinary approach with reduced "hand-offs" and "tell us once" approach.
- **Decision Support Tools** - Automated Decision Support tools to support determinations of eligible needs, calculation of personal budgets and development of Care and Support Plans.
- **Enhanced Case Management** – enhancements on improvements to the operation, effectiveness and accessibility of core systems and capabilities including Liquidlogic and Controc.
- **Performance Dashboards** - enhanced real time performance dashboards to support the enhancement of work allocation, strength-based practice, the impact of care and the delivery of better outcomes.

Appendix 2 – Bromley’s Benefits in “I” and “We” Statements

BENEFITS OF DELIVERING THE DIGITAL TRANSFORMATION PROGRAMME (DTP)

We have developed several “I” statements that reflect what the DTP should mean for residents...

“ I was asked for my feedback all the way through my care journey – I believe that ASC care about, and act upon my feedback. ”

“ I can use new digital channels to work with ASC if I want to – it provides me and those who support me with more choice about how I plan my care arrangements. ”

“ I have technology support that helps me manage my care. It makes me feel safe and keeps me connected with my family, friends and carers. ”

“ I feel ASC are helping me to achieve my goals and giving me early help and support as my needs change and helping me to maintain my independence. ”

“ I am aware of the community activities and events where I can meet people like me and get some of the support and help, I need. ”

“ I always feel in touch with the ASC and I can always easily and quickly find out about my care history and the next steps in my care journey at a time that suits me best. ”

“ I only have to tell my story once and everyone who supports my care seems to know about my changing circumstances and offer me new ideas and solutions. ”

“ I find the Council website and other information sources easy to discover, navigate and understand. ”



BENEFITS OF DELIVERING THE DIGITAL TRANSFORMATION PROGRAMME (DTP)

We have developed several “We” statements that reflect what the DTP should mean for the Workforce....



Appendix 3 – Building Blocks for Change

PREPARING FOR CHANGE – the key foundations and building blocks

Our Roadmap includes the key tasks in the next stages of programme delivery and include...



Governance

Reviewing Programme Governance arrangements in line with the recommendations in this strategy.



IT Requirements

Developing the “design” and IT requirements of each Digital project (including “deeper dives” for priority projects).



Skills audit

Programme skills review and audit – where do we need to “procure” additional support and capacity to deliver the programme.



Comms plan

Establishing the arrangements to support the development of a communications and stakeholder engagement plan.



Co-production analysis

Establishing co-production arrangements to test and shape the design of the new Digital Strategy Plans and Proposals.



Digital Strategy

Developing, updating and documenting the Digital Strategy for the Service.



Funding

Funding discussions with partners (including exploration of available grant support for the programme).



Change management

Establishing change management support arrangements and plan.



Programme Structure

Designing and developing the programme structures to support Programme delivery (including the PMO to support the Programme and Strategy progress and track benefits etc.).



Programme Plan

Design and development of the Programme Plan (timeline, prioritisation of tasks and “sprint” model).



Financial Model

Review and revisit of the financial model to support the programme (including investment, benefit and support requirements).



Training plan

Development of workforce training and capacity building plan.



Policies

Development of enabling policies to support programme delivery including...

- ✓ Digital Exclusion Policies and Strategy
- ✓ Digital “first and channel shift” targets
- ✓ Data accuracy standards and strategy



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Report No.
ACH24-033

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: ADULT CARE AND HEALTH PDS COMMITTEE

Date: Tuesday 18th June 2024

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

Title: Contracts Register

Contact Officer: Alex Best, Commissioning Support Officer for Adult Care & Health, E-mail:
Alex.Best2@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 May 2024'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 22nd April 2024 and presented to ER&C PDS on 20th May 2024.
- 1.2 A simple Part 1 report is provided every quarter as an Information item, accompanied by a Part 2 report to provide additional commentary only where a contract has been RAG rated as Red by the Corporate Procurement Team. A full report is provided twice a year (May and November) including a detailed Part 2 report which includes a commentary and RAG rating on each relevant contract to inform Members of any issues or developments. This report, and the accompanying Part 2, is a full report.
- 1.3 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 22nd April 2024.
- 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 & Health Portfolio
 4. Total current budget for this head: - £90,927,880
 5. Source of funding: - Existing relevant budget 2024/2025
-

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 ((with a full report every other quarter) 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 Please note there were no contracts flagged as a concern during this reporting cycle.
- 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 254 active contracts across all Portfolios as of 22nd April 2024 for the May 2024 reporting cycle as set out in Appendix 1.
- 3.7 The summary for the Adult Care and Health Portfolio is as follows:

Item	Category	September 2023	November 2023	February 2024	May 2024
Total Contracts	£50k+	48	51	51	51
Concern Flag	Concern Flag	0	0	0	0
Risk Index	Higher Risk	29	29	30	27
	Lower Risk	19	22	21	24
Procurement Status for Contracts approaching end date	Red	0	N/A	N/A	0
	Amber	5	N/A	N/A	1
	Green	11	N/A	N/A	14
	Neutral	32	N/A	N/A	36

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	September 2023	November 2023	February 2024	May 2024
Contracts (>£50k TCV)	All Portfolios	235	246	238	254
Flagged as a concern	All Portfolios	2	0	1	6
Portfolio	Executive, Resources and Contracts	76	77	73	80
	Adult Care and Health	48	51	51	51
	Environment and Community Services	23	23	20	20
	Children, Education and Families	39	40	43	43
	Renewal and Recreation and Housing	40	46	42	51
	Public Protection and Enforcement	9	9	9	9
Risk Index	Higher Risk	84	74	69	75
	Lower Risk	151	172	169	179
Procurement Status for Contracts approaching end date	Red	2	N/A	N/A	6
	Amber	14	N/A	N/A	16
	Green	73	N/A	N/A	73
	Neutral	146	N/A	N/A	159

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 (twice a year)	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
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

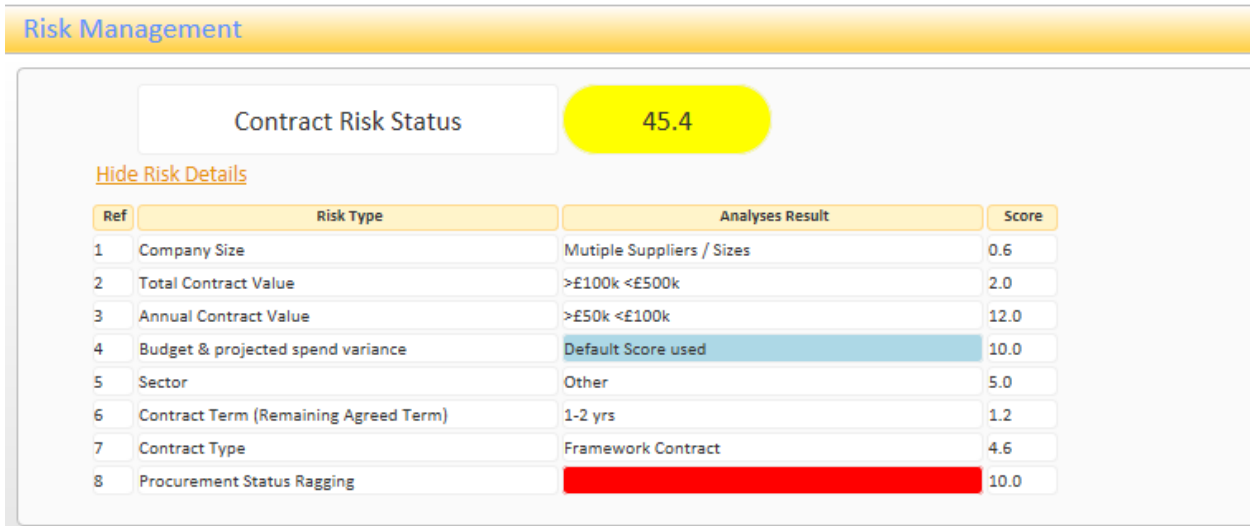
Contract Register Order

1.2 The Contracts Register is ordered by 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

May 2024

Risk Index	Main Contract Data						Finance Data		Proc Status	Contract Terms			Attention	Capital
	Contract ID	Owner	Approver	Contract Title	Supplier Name	Portfolio	Total Value	Original Annual Value		Start Date	End Date	Months Duration		
Higher Risk	3795	Agnes Olagunju	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	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	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	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		
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		
Lower Risk	4921	Bola Bakare	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	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	5076	Mimi Morris-Cotterill	Nada Lemic	Service for Co-Occuring Mental Health, Alcohol and Drugs Conditions	Oxleas NHS Foundation Trust	Adult Care and Health	538,594	87,000	■	01/04/2021	31/03/2026	60		
Lower Risk	4841	Jane Campbell	Kim Carey	Physical Disability and Sensory Impairment – DeafPlus Resource Centre for the Deaf	DeafPlus	Adult Care and Health	344,923	48,718	■	01/10/2018	30/09/2025	84		
Lower Risk	4939	Jane Campbell	Kim Carey	Carelink Telephone Answering Service	Careium	Adult Care and Health	175,770	35,154	■	04/11/2019	03/11/2024	60		
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	10533	Nicola Gage	Kim Carey	** Now Live ** D2A Assessment Support	ICS OPERATIONS LIMITED T/A XYLA HEALTH & SOCIAL SERVICES LTD	Adult Care and Health	85,000	85,000	■	25/03/2024	10/05/2024	1		
Lower Risk	7426	Heather Sinclair-Constance	Kim Carey	Social Care Institute of Excellence (SCIE) Partnership	Social Care Institute for Excellence	Adult Care and Health	80,000	40,000	■	01/05/2023	24/09/2024	16		
Lower Risk	6339	Heather Sinclair-Constance	Kim Carey	CareCubed	IESE Innovation Limited	Adult Care and Health	60,000	35,000	■	01/10/2022	30/09/2024	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	34,226,464	1,570,450		01/12/2004	30/11/2026	264		
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	17,318,000	1,663,000		01/08/2017	31/07/2026	108		
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	16,513,000	1,966,000		01/08/2017	31/07/2026	108		
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	12,414,336	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, Amplo 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	10444	Mimi Morris-Cotterill	Nada Lemic	** Now Live ** Bromley Substance Misuse Community Provider Service	Change Grow Live (CGL)	Adult Care and Health	8,590,000	1,718,000		01/04/2024	31/03/2029	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	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	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	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	5117	Christian Markandu	Kim Carey	Learning Disability Complex Needs Day Service	Eleanor Nursing & Social Care Ltd	Adult Care and Health	4,433,000	859,000		16/08/2021	15/08/2026	36		

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		
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	5014	Jane Campbell	Kim Carey	Services for the Blind and Partially Sighted	Kent Association for the Blind	Adult Care and Health	888,000	148,000		01/10/2020	30/09/2026	72		
Lower Risk	5062	Kelly Sylvester	Kim Carey	Healthwatch Bromley	Healthwatch Bromley	Adult Care and Health	467,994	81,398		01/04/2021	31/03/2027	72		
Lower Risk	250	Nicola Gage	Kim Carey	Older People - St Marks PCC (Lease)	Biggin Hill Community Care Association	Adult Care and Health	322,500	20,991		10/10/2001	09/10/2031	360		
Lower Risk	10434	Nicola Gage	Kim Carey	Minor Adaptations DPS	Independent CIC	Adult Care and Health	250,000	50,000		01/04/2023	30/09/2028	66		
Lower Risk	5207	Christian Markandu	Kim Carey	Employment Support for Adults with Learning Disabilities	Bromley Mencap	Adult Care and Health	199,940	49,985		01/04/2022	31/03/2026	48		
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	10478	Gillian Fiumicelli	Nada Lemic	Specialist Stop Smoking Service Pilot	Solutions 4 Health	Adult Care and Health	99,000	99,000		03/01/2024	02/01/2025	12		
Lower Risk	9435	Gillian Fiumicelli	Nada Lemic	Adult Tier 2 Behavioural Weight Management Service 2023	Miles-Bramwell Executive Services Ltd (t/a Slimming World)	Adult Care and Health	97,500	48,750		01/10/2023	30/09/2025	24		
Lower Risk	7402	Brianne Lindsay	Antoinette Thorne	Inspire Social Work International	Inspire Social Work	Adult Care and Health	95,000	47,500		01/06/2023	31/05/2025	24		
Lower Risk	6247	Jane Campbell	Kim Carey	CM2000 Reablement Monitoring Service	The Access Group	Adult Care and Health	89,865	26,220		01/07/2022	30/06/2025	36		
Lower Risk	10438	Antoinette Thorne	Charles Obazuaye	Adults Social Care Training Programme for 1st July 2023 - 31st March 2025	*Multiple Suppliers	Adult Care and Health	54,280	27,740		01/08/2023	31/03/2025	20		
Lower Risk	6286	Kelly Sylvester	Kim Carey	Bromley Council Prepaid Cards Solution	Allpay Limited	Adult Care and Health	52,000	17,333		13/09/2023	12/09/2026	36		

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