

Decision Maker: PORTFOLIO HOLDER FOR CARE SERVICES

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 18 June 2013

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

Title: REVIEW OF PARTNERSHIP ARRANGEMENTS - NEW APPROACH

Contact Officer: Terry Parkin, Executive Director, Education, Care & Health Services
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Chief Officer: Executive Director of Education, Care & Health Services

Ward: Borough-wide

1. Reason for report

This report provides the findings, outcomes and recommendations from the review of partnership arrangements that are supported either financially or with other resources by the London Borough of Bromley's Education, Care and Health Services department.

The purpose of the review was to ensure that the partnership arrangements in place across the Borough for education and care services are fit for purpose, have an outcome focus, provide best value for money, remove duplication, and strengthen the voice of service users.

2. **RECOMMENDATION(S)**

2.1 The Care Services PDS Committee is asked to comment on the proposals in the report.

2.2 The Portfolio Holder is asked to agree to the recommendations within the report which can be summarised as:

1. For the Executive Director for Education, Care and Health Services to become the accountable link between the Borough's Health and Wellbeing Board and the new partnership arrangements;
2. To bring together the partnership arrangements into a single, coordinated framework;
3. To create Stakeholder Conferences for adult services and for children services to meet twice a year to actively involve partner agencies and service users in shaping business planning and priorities for the future;

4. To develop seven service user consultative groups to meet twice a year to give service users a voice in service development;
5. To develop virtual service user panel(s) which bring together service users, families and carers, and existing partnership group members, to gather views and consult with people on specific services or issues for services, and enable users to shape service development;
6. To transform some partnership groups to task and finish groups with clear terms of reference focused on delivering projects and tasks identified as priorities for the Borough;
7. To encourage particular existing partnership groups to look at options of becoming user led self-funding bodies;
8. To provide appropriate financial and officer support (as necessary) to partnership bodies within the new framework by refocusing the support that are currently provided to those that are to be disbanded; and
9. To routinely review the effectiveness of the partnership arrangements prior to the commencement of each financial year.

2.3 The Portfolio Holder is asked to recommend that the Children's Services Stakeholder Conference performs the function of the Borough's Children's Trust Board to the Council Executive.

Corporate Policy

1. Policy Status: Existing Policy: Building a Better Bromley, excellent in the eyes of local people, and the Corporate Operating Principles
 2. BBB Priority: Children and Young People, Excellent Council and Supporting Independence
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Financial

1. Cost of proposal: Not Applicable
 2. Ongoing costs: Recurring Cost: The estimated costs of the proposed arrangements are approximately £115,000 per annum
 3. Budget head/performance centre: Education, Care & Health Services and Bromley Clinical Commissioning Group
 4. Total current budget for this head: The costs of the current arrangements are approximately £115,400 per annum
 5. Source of funding: Care Services and Education Portfolios
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Staff

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

1. Legal Requirement: Statutory Requirement: Children Act 2004, Local Government and Public Involvement in Health Act 2007, Child Poverty Act 2010, Equality Act 2010, Localism Act 2011, and the Health and Social Care Act 2012
 2. Call-in: Applicable
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Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All current service users and future service users, and their carers, within the Borough
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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. BACKGROUND TO THE REVIEW

Introduction to the review

- 3.1 A review of partnership arrangements that are supported either financially or with other resources by the London Borough of Bromley's Education, Care and Health Services department was jointly commissioned in June 2012 by the Care Services Portfolio Holder and the Education Portfolio Holder.
- 3.2 The purpose of the review was to ensure that the partnership arrangements in place across the Borough for education and care services are fit for purpose, have an outcome focus, provide best value for money, remove duplication, and strengthen the voice of service users.

Context to the review

- 3.3 The review was commissioned in response to:
- the creation of the single department for Education and Care Services in April 2012, and then the creation of the Education, Care and Health Services department in March 2013;
 - the significant changes and challenges in the public sector, including the reform agenda of public services driven by the Coalition Government since May 2010;
 - the introduction of new legislation, including the Academy Act 2010, the Education Act 2011, the Localism Act 2011, the Welfare Reform Act 2012, and the Health and Social Care Act 2012, and proposed legislation including the Care Bill (2013) and the Children and Families Bill (2013); and
 - the impact of significant financial reductions across the public sector, and therefore, across the voluntary and community sector.
- 3.4 The review maximised the opportunities offered through this time of considerable change to facilitate a rethink of what partnership arrangements are needed now and in the future. It challenged existing thinking about what makes successful partnership working in the Borough, and has looked at best and innovative practices from other local authorities and a range of other organisations.
- 3.5 The recommendations within this report aim to ensure that the existing strengths of partnership working in the Borough are maximised through the implementation of new and innovative ideas and practice.
- 3.6 The following issues and principles underpinned the review and shaped the recommendations from it:
- The London Borough of Bromley's Corporate Operating Principles and commitment to leading the delivery of the Building a Better Bromley priorities, including being seen as excellent in the eyes of local people;
 - The financial climate for the London Borough of Bromley, other public sector organisations, and other partner agencies, including the voluntary and community sector;
 - The enhanced and changing approach to involving and empowering service users and carers, including the move towards the 'Digital by Default' programme and a

more proportionate approach to engagement as promoted by the Cabinet Office (July 2012);

- The significant structural changes within the public sector;
- The changes in statutory requirements for partnership working; and
- The implementation of The Compact (both local and national) within the Borough.

Arrangements within the scope of the review

- 3.7 The arrangements considered within this review are mainly based around two separate areas:
- Services for children, young people and families through the Bromley Children and Young People Partnership; and
 - Services for adults and older people through the Health, Social Care and Housing Partnership.
- 3.8 Additionally, there are some services which straddle both of these strands, including health services, housing support, and some services for young people and young adults with disabilities.
- 3.9 There are also a number of other arrangements which support and enhance the work undertaken through partnerships, including a range of provider forums, user engagement forums, and task or topic specific development partnership groups.
- 3.10 In addition to these partnership arrangements, there are also the Bromley Safeguarding Adults Board and the statutory Bromley Safeguarding Children Board, which were not included within this review.

Review methodology

- 3.11 The review was conducted through four methods: a desktop review, a questionnaire, interview, and a benchmarking exercise.
- 3.12 The desktop review was undertaken to establish which partnership arrangements are in existence and to seek key documents, including Terms of Reference and Membership lists; and action plans, strategies and business plans. It also identified resources provided by the London Borough of Bromley as part of the partnership arrangements, including funding, staff time and other resource commitments.
- 3.13 The questionnaire was sent to all members of the strategic partnership groups, the Chairs of the other partnerships, and other key partners to consider questions around the following themes for each separate partnership: membership, achievements and outcomes, communication, and barriers and issues. In total, the questionnaire was circulated to 75 people.
- 3.14 The interviews were undertaken with identified specific members of the partnership arrangements, including the Executive Director of Education & Care Services and the Director of Public Health from the London Borough of Bromley, the Assistant Director (Integrated Commissioning and Partnerships) from Bromley Clinical Commissioning Group, the Borough Partnerships Manager of the Metropolitan Police Service, the Chief Executive of Bromley Mencap, and the Voluntary Sector Reference Group.

- 3.15 The benchmarking exercise was undertaken with similar local authorities and those which are seen to provide examples of best practice to identify aspects which Bromley can learn from other areas by viewing information on websites, telephone conversations and face-to-face meetings. This also included research of good and innovative practice from a range of other local, national and international organisations.

4. FINDINGS FROM THE REVIEW

Costs of the current arrangements

- 4.1 The cost of supporting the current arrangements through contracts and grants, refreshments and room bookings from October 2011 to September 2012 was approximately £115,400.
- 4.2 It should be noted that there are also the following additional resource implications on the Council:
- Officer and Councillor time spent attending and preparing for meetings; developing and enhancing the partnerships outside of the group meetings; supporting and developing a number of sub-groups;
 - The costs of printing and posting any packs of reports to members of the partnership bodies; the procurement and contractual activities required to implement, monitor and review the Contracts underpinning several of the arrangements; and the use of resources and facilities, such as meeting rooms and conference venues, which are often not charged for.

Questionnaires and interviews

- 4.3 In total there were 16 (21%) formal responses using the review questionnaire during the consultation period covering the majority of the partnership bodies. Responses were also received from Experts by Experience (XbyX) and the Voluntary Sector Reference Group which were not considered within the review; however, the comments raised by both groups have been included in the analysis and have helped shape the recommendations.
- 4.4 There were a number of strengths identified about the partnership arrangements. These included:
- the partnership bodies have brought senior managers and officers from across different organisations together and enhanced relationships which should be built on;
 - the partnership bodies provide a more coordinated approach to improving services and outcomes for groups of service users often including an agreed set of priorities, and they can provide a collective voice from service users and providers during service development, planning and reviewing, and for consultation activities;
 - the partnership bodies offer a forum to share information and knowledge, and consult with senior managers and officers from across different organisations, and service users, and they can put a specific topic “on the map”;
 - several of the partnership bodies are specifically designed to engage with people who statutory bodies usually struggle to engage with, and they provide a formalised environment which keeps everyone in the loop and discussions in the open, and ensures representatives feel that they “have a voice”;

- the partnership bodies sometimes utilise multiple methods of communicating key messages – including meetings, newsletters, e-mail briefings, conferences, and workshops; and
- some partnership bodies have signed ‘partnership agreements’ in place which confirm the expected roles and responsibilities of all organisations involved, and clear Terms of Reference in place which clearly set out the purpose of the body.

4.5 However, there were also a number of areas for improvement identified. These included:

- there are too many different partnership bodies focused on similar issues which leads to duplication of information, silo-based working and decision making, and a significant demand on staff time from all organisations across the borough;
- the partnership bodies often struggle to evidence that they monitor how they are making a difference, and some partnership bodies have “lost their way” and are not necessarily making a difference and improving outcomes;
- there are varying degrees and evidence of service user involvement in the partnership bodies, and not all partnership bodies are clear about who the members of the partnerships are representing;
- some partnerships do not use multiple methods of communicating key messages and announcements, and it is recognised that partnership working across the Borough can at times be seen as being limited to a small number of organisations/individuals who are engaging and that succession planning needs to take place;
- effective partnership working, that leads to measurable change, is resource intensive and for many voluntary and community organisations this strategic function does not have a clearly defined income stream, and barriers to partnership working include the resource and financial constraints being felt by all organisations; and
- coordination of partnership activity is key to building effective partnerships, ensuring a broad base of engagement and enabling succession planning.

4.6 Appendix 1 sets out the list of organisations and partnership bodies which responded to the questionnaire and those that were interviewed.

4.7 The benchmarking exercise focused on identifying research and good practice from other local authorities and other national organisations. It also sought to identify emerging and innovative methods for enhancing and developing partnership working.

4.8 During the benchmarking exercise a range of different types of information were reviewed, including:

- governance arrangements for similar partnership bodies in other local authorities, including Terms of Reference, structure charts and membership lists, and arrangements for emerging Health and Wellbeing Boards and supporting partnership infrastructure and arrangements;
- innovative consultation, engagement, research and dialogue tools, including reports on enabling disabled people to fulfil their potential and have opportunities to play a full role in society;
- key research reports on co-production in adult care and children’s services; and

- service user engagement, involvement and participation strategies for adult services, children's services and health services.

4.9 The key themes arising from the benchmarking exercise include:

- all partnership bodies should be 'task focused' and seek to achieve clearly identified outcomes within a specific time frame, which link to the wider strategic direction set by the Health and Wellbeing Board;
- partnership bodies should be managed and driven within the principles of key performance and project management techniques, such as Prince2 and Results-Based Accountability, to ensure they are targeted at achieving the outcomes sought;
- all partnership bodies should consist of appropriate representatives at an appropriate level from appropriate organisations;
- the best partnerships and engagement mechanisms are not necessarily developed through static partnership bodies as interactive partnership arrangements – such as stakeholder conferences – can offer a vehicle to engage with service users and to provide a platform for service users to share their views and opinions;
- joined up partnership arrangements should be undertaken under a clear brand to develop and emphasise a greater sense of purpose and the joined up nature of partnership working within the Education and Care Services Portfolios;
- partners who have agreed to work within a partnership arrangement should sign up to a 'Partnership Agreement' to emphasise their commitment to undertaking the tasks and actions required by the partnership body, and successful partnerships have a clear purpose and remit, and are supported by sufficient and appropriate levels of resources;
- information should be presented in a way which is suitable and accessible to members of the public and professionals – including meeting the requirements of the Plain English Campaign – and technology can offer an innovative method to engage with service users through eConsultations, online dialogue with residents such as online forums, and better use of social media; however, it is also essential to acknowledge that this will not be suitable or appropriate with all service users and members of the public;
- the good working relationships that have been developed in Bromley through the historic and current partnership arrangements should be used as a basis for developing and enhancing relationships and partnership arrangements for the future; and
- the role of the service user should be strengthened and empowered in service development, decision-making and service provision.

4.10 Appendix 2 sets out the list of organisations who were included in the benchmarking exercise.

4.11 The newly established Bromley Clinical Commissioning Group (Bromley CCG) is also reviewing its partnership arrangements and as far as possible we have worked in tandem to minimise duplication across the emerging proposals. However, there are very specific legal requirements placed on Bromley CCG and any future arrangements they might develop, in addition to these proposals, will need to take account of these.

5. RECOMMENDATIONS

- 5.1 The recommendations included below are the result of the analysis of responses to the review, the desktop review, interviews and the benchmarking exercise.
- 5.2 The recommendations have been developed in line with the new arrangements for the Health and Wellbeing Board, and the implementation, development and review of the Borough's joint Health and Wellbeing Strategy for 2012 to 2015.
- 5.3 The recommendations from the review can be summarised as:
1. For the Executive Director for Education, Care and Health Services to become the accountable link between the Borough's Health and Wellbeing Board and the new partnership arrangements;
 2. To bring together the partnership arrangements into a single, coordinated framework;
 3. To create Stakeholder Conferences for adult services and for children services to meet twice a year to actively involve partner agencies and service users in shaping business planning and priorities for the future;
 4. To develop seven service user consultative groups to meet twice a year to give service users a voice in service development;
 5. To develop virtual service user panel(s) which bring together service users, families and carers, and existing partnership group members, to gather views and consult with people on specific services or issues for services, and enable users to shape service development;
 6. To transform some partnership groups to task and finish groups with clear terms of reference focused on delivering projects and tasks identified as priorities for the Borough;
 7. To encourage particular existing partnership groups to look at options of becoming user led self-funding bodies;
 8. To provide appropriate financial and officer support (as necessary) to partnership bodies within the new framework by refocusing the support that are currently provided to those that are to be disbanded; and
 9. To routinely review the effectiveness of the partnership arrangements prior to the commencement of each financial year.

The new arrangements

- 5.4 Appendix 3 provides the proposed framework for the new arrangements which have been grouped in four main threads: service user consultative groups, stakeholder events, a virtual service user panel, and task and finish groups.
- 5.4.1 Appendix 4 provides the draft Terms of Reference for the proposed Adult Services Stakeholder Conference.
- 5.4.2 Appendix 5 provides the draft Terms of Reference for the proposed Children's Services Stakeholder Conference.
- 5.4.3 Appendix 6 provides the draft generic Terms of Reference for the proposed Service User Consultative Groups.

- 5.4.4 Appendix 7 provides the draft Procedure for Commissioning Task and Finish Project Groups.

Estimated costs of the new arrangements

- 5.5 The estimated direct costs to the London Borough of Bromley through contract and grants, refreshments, and some room bookings of the proposal recommendations is £115,000 for the 12 month period from September 2013 to August 2014.
- 5.6 It should be noted that there will also be additional resource implications on the Council, including Officer and Councillor time spent attending and preparing for meetings, the costs of procurement and contractual activities, and the use of resources and facilities. However, these additional resource implications will be lower than the current arrangements.

Impact on existing arrangements

- 5.7 The recommendations will lead to a number of changes to the existing arrangements.
- 5.8 For some partnership groups, they will be able to continue for a defined period as 'time-limited project groups' focused on finalising and delivering existing projects. For many other partnership groups, the current support and resource arrangements provided by the London Borough of Bromley will be removed.
- 5.9 The stakeholder conferences, service user consultative groups, time limited project groups and virtual panel(s) will better target limited resources to engage with service users and service user representatives.
- 5.10 Appendix 8 sets out the proposals for each existing partnership group.

6. RISKS AND MITIGATIONS FROM THE RECOMMENDATIONS

- 6.1 It is acknowledged that any changes to partnership arrangements, including the proposed recommendations within this review, include a range of risks to partnership working across the Borough.
- 6.2 These include the following key risks and mitigations:
- The changes risk impacting on the relationships built up between existing individuals and partner agencies involved in the current partnership arrangements; however, the proposed recommendations seek to develop enhanced and increasingly strategic relationships within the Borough;
 - The changes risk being seen as a backward step in the inclusion of service users and carers; however, the proposed Service User Consultative Groups will seek to ensure that there are still appropriate mechanisms in place for service users and carers to have their say, including at the Stakeholder Conferences; and
 - It is expected that the proposals may not be popular with some partner agencies and individuals who are currently actively engaged within the existing partnership arrangements; however, the proposed recommendations seek to develop a revised partnership structure that provides value for money and adds real value to the Borough, and which is appropriately representative of the Borough.
- 6.3 Due to the current financial climate, this review has sought to maximise the opportunity at this time of considerable change and challenge by rethinking about what partnership arrangements are needed now and in the future. The review has challenged existing

thinking about what makes successful partnership working in the Borough and has looked at innovative practice from other local authorities.

- 6.4 The recommendations aim to achieve a balance of ensuring the existing strengths of partnership working in the Borough are maximised through the implementation of new and innovative ideas and practice.

7. POLICY IMPLICATIONS

- 7.1 This review is closely aligned to a number of key policies within the London Borough of Bromley including Building a Better Bromley, excellence in the eyes of local people, and the Corporate Operating Principles.
- 7.2 The recommendations propose a number of significant changes to the way in which the London Borough of Bromley engages with service users and carers, and key partner agencies. This includes a proposal to amend the current arrangements for the Borough's designated Children's Trust Board.

Equality Impact Assessment

- 7.3 An Equality Impact Assessment has been developed, reviewed and revised throughout the review to ensure that there is no or limited negative impact on one or more of the protected groups: Pregnancy and maternity; Age; Race; Disability; Religion and belief; Gender; Transgender or Transsexual; or Marriage and civil partnership.
- 7.4 The Assessment (attached in Appendix 9) identified that although there would be an impact on the age, disability, race, and religion and belief groups, this would be nil or a positive impact as the new arrangements are designed to give service users from all sections of the community a stronger, more effective voice in service development, design and review.

8. FINANCIAL IMPLICATIONS

- 8.1 Section 4 of this report sets out the financial implications of the current partnership arrangements.
- 8.2 Section 5 sets out the estimated financial implications of the proposed new partnership arrangements.

9. LEGAL IMPLICATIONS

As part of the review, the statutory basis and requirements for partnerships have been reviewed. These are:

Children Act 2004

- 9.1 The Children Act 2004 (as amended by the Apprenticeships, Skills, Children and Learning Act 2009) which put a Duty on local authorities to:
- (a) make arrangements to promote cooperation between the local authority and named local partners with a view to improving the wellbeing of children in the authority's area so far as relating to:
- i. physical and mental health and emotional well-being,
 - ii. protection from harm and neglect,

- iii. education, training and recreation,
- iv. the contribution made by them to society, and
- v. social and economic well-being;

- (b) establish and maintain a Children's Trust Board consisting of the local authority and named local partners to oversee the cooperation arrangements;
- (c) have the ability to establish and maintain a pooled fund to support the Children's Trust Board and supporting cooperation arrangements; and
- (d) establish a Local Safeguarding Children Board consisting of the local authority and named local partners to oversee children's safeguarding arrangements in the Borough.

9.2 The named local (relevant) partners are: London Borough of Bromley, Bromley Clinical Commissioning Group, maintained schools, maintained special schools, Academy schools, Bromley College of Further and Higher Education, Metropolitan Police Service, London Probation Trust, South London Sub Regional Unit (as provider of services under Section 114 of the Learning and Skills Act 2000) and Jobcentre Plus (as provider of services under Section 2 of the Employment and Training Act 1973).

9.3 It is important to note that this Duty has not been repealed, and therefore, the Council must ensure an appropriate body has the designated powers of the Children's Trust Board. It is proposed that the Children's Services Stakeholder Conference would perform this function.

Local Government and Public Involvement in Health Act 2007

9.4 The Local Government and Public Involvement in Health Act 2007 puts a Duty on local authorities to inform, consult and/or involve representatives of the local community when the authority considers it appropriate in the exercise of any of its functions by providing information about the exercise of the function, consulting about the exercise of the function, or involving in another way.

Child Poverty Act 2010

9.5 The Child Poverty Act 2010 puts a Duty on local authorities to:

- (a) make arrangements to promote cooperation between the local authority and named local partners to tackle child poverty; and
- (b) develop a Child Poverty Needs Assessment and Child Poverty Strategy for the Borough.

9.6 The named local (relevant) partners are: London Borough of Bromley, Bromley Clinical Commissioning Group, Metropolitan Police Service, Transport for London, and Jobcentre Plus.

Localism Act 2011

9.7 The Localism Act 2011 contains a wide range of measures to devolve more powers to Councils and neighbourhoods, and to give communities greater control over local decisions.

Health and Social Care Act 2012

- 9.8 The Health and Social Care Act 2012 puts a Duty on local authorities to establish a Health and Wellbeing Board consisting of the local authority and named local partners to advance the health and wellbeing of the residents of the Borough.
- 9.9 The named local (relevant) partners are: London Borough of Bromley, Bromley Clinical Commissioning Group, and Healthwatch Bromley.
- 9.10 The Health and Wellbeing Board must oversee the creation of a Health and Wellbeing Strategy and the annual Joint Strategic Needs Assessment for the Borough.

Non-Applicable Sections:	PERSONNEL IMPLICATIONS
Background Documents: (Access via Contact Officer)	N/A

Questionnaire and Interviews: List of Responses and Interviewees

Responses to the consultation

In total there were **16 (21%) formal responses** during the consultation period covering the following partnership bodies:

Partnership Body	No. of Responses	Partnership Body	No. of Responses
Bromley 14-19 Partnership	1	Children and Families Voluntary Sector Forum	1
Bromley Children and Young People Partnership Board	3	Early Years Development and Childcare Partnership	2
Bromley Council on Ageing (and Older Peoples Panel)	1	Health, Social Care and Housing Partnership Board	1
Bromley Mobility Forum	1	Learning Disability Partnership Board	2
Bromley Safeguarding Children Board	1	Mental Health Forum	1
Carers Partnership Group	1	Mental Health Partnership Group	1

In addition to the responses above:

- **responses** were also received from Experts by Experience (XbyX) and the Voluntary Sector Reference Group which were not considered within the review; however, the comments raised by both groups have been included in the analysis and have helped shape the recommendations; and
- **interviews** were held with:
 - the Executive Director of Education and Care Services from the London Borough of Bromley;
 - the Director of Public Health from the London Borough of Bromley;
 - the Commissioning Management Team within the London Borough of Bromley;
 - the Assistant Director (Integrated Commissioning and Partnerships) from Bromley Clinical Commissioning Groups;
 - the Borough Partnerships Manager of the Metropolitan Police Service;
 - the Voluntary Sector Reference Group;
 - the Chief Executive of Bromley Mencap;
 - the Chair, Development Officer and Development Advisor of the Children and Families Voluntary Sector Forum; and
 - the South East London Lead for Public Health Transition from NHS London.

Benchmarking Exercise: Information Sources

The benchmarking exercise included a review of information provided by the following organisations:

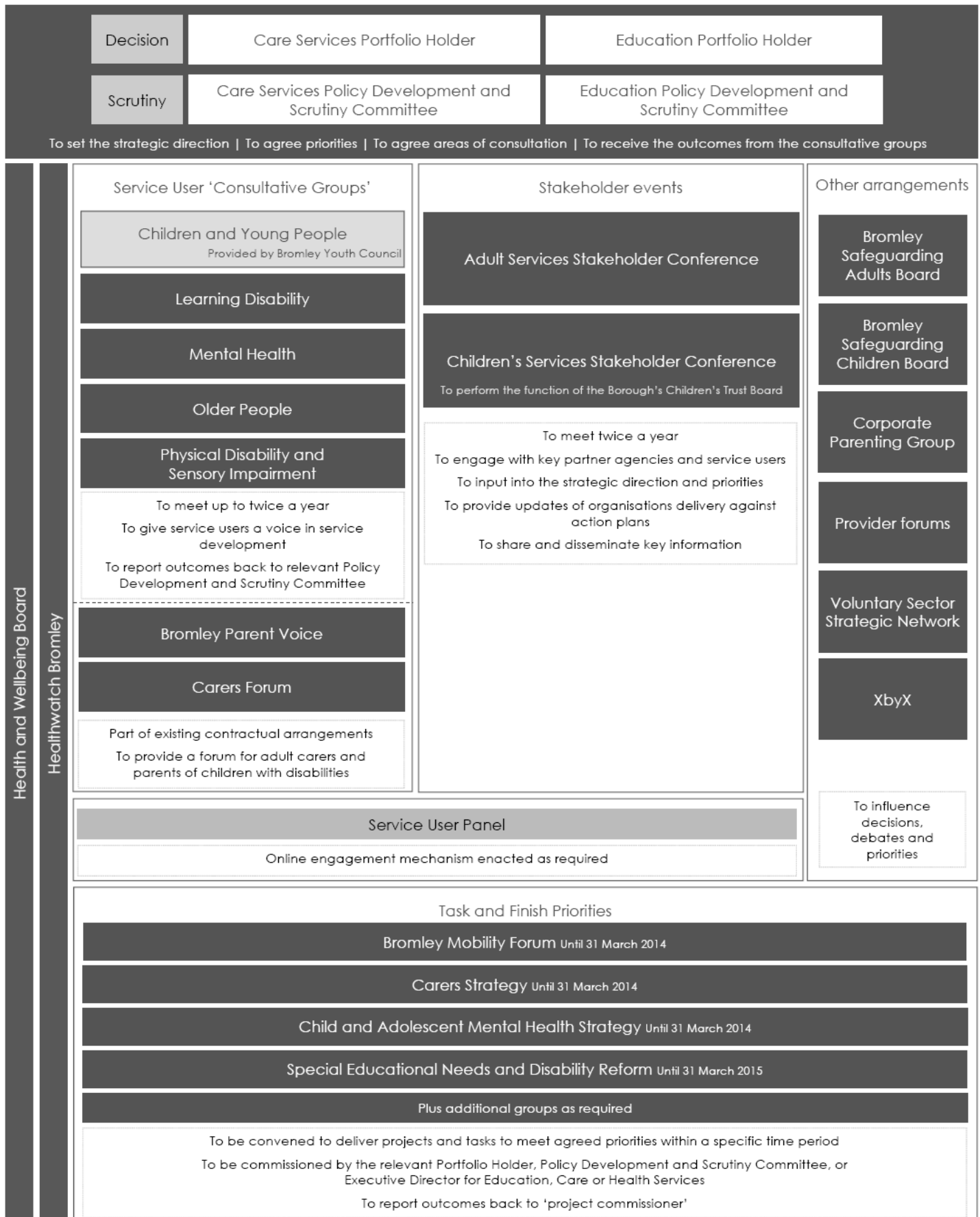
Local authorities		
<ul style="list-style-type: none"> Blackburn with Darwen Council Bolton Council Brighton and Hove City Council Bristol City Council Calderdale Council Cotswold District Council Cumbria County Council Darlington Borough Council Derbyshire County Council Devon County Council and NHS Devon Doncaster Council East Riding of Yorkshire Council 	<ul style="list-style-type: none"> East Sussex County Council Kent County Council Lancashire County Council Leeds City Council Medway Council Middlesbrough Council Newcastle City Council Nottingham City Council Plymouth City Council St Albans City and District Council The London Borough of Barking and Dagenham The London Borough of Barnet 	<ul style="list-style-type: none"> The London Borough of Bexley The London Borough of Harrow The London Borough of Kingston The London Borough of Lewisham The London Borough of Merton The London Borough of Newham The London Borough of Tower Hamlets Trafford Council Warwickshire County Council

Other organisations		
<ul style="list-style-type: none"> adragonsbestfriend.wordpress.com Audit Commission Cabinet Office Carl Taylor Consultants Ltd City of New York CommDev Commissioning Support Programme Community Links Bromley Compact Voice 	<ul style="list-style-type: none"> Helpful Technology Ltd HM Treasury Home Office Institute for Government Maven Training Nearpod NESTA new economics foundation NHS Confederation Ofsted 	<ul style="list-style-type: none"> State Government of Victoria The Democratic Society The Design Council The Digital Engagement Guide The Fiscal Policy Studies Institute The Guardian online Voluntary Sector Network The Health and Social Care Partnership The Ipswich Hospital NHS Trust The Knowledge Biz Ltd

Other organisations

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| <ul style="list-style-type: none">• Continuity Central• Delib Limited• Department of Health• Department for Work and Pensions• East Surrey Clinical Commissioning Group• eNgageSpace• Equality and Human Rights Commission• Evirias• Government of the Netherlands | <ul style="list-style-type: none">• Partners In EXCELLENCE• Partnership for Public Service• PIPC Cognizant Program Management• Public Agenda Center for Advances in Public Engagement• Results Leadership Group• Richard Selwyn• Social Care Institute for Excellence• stakeholdermap.com | <ul style="list-style-type: none">• The Office of the President-elect• The Plain English Campaign• The State of Queensland Department of Public Works• The Young Foundation• thinkpublic• Tyze Personal Networks |
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The Proposed Framework of Partnership Working with Service Users and Other Partners



Adult Services Stakeholder Conference: Draft Terms of Reference

Purpose of the Adult Services Stakeholder Conference

The Adult Services Stakeholder Conference exists to provide a formal mechanism for the London Borough of Bromley to ensure that key partner agencies, service users and carers within the Borough can influence and shape key business planning priorities.

Key responsibilities Adult Services Stakeholder Conference

- To provide a function for the Borough as proposed within Section 4 of the Care and Support Bill 2012 by providing an arrangement whereby the London Borough of Bromley and the 'relevant partners'¹ (those who have a duty to cooperate) can co-operate to improve the wellbeing of adults in the Borough
- To monitor the delivery of the priorities for adults and their carers within the Borough's Health and Wellbeing Strategy
- To directly input in to the development of the annual priorities of the London Borough of Bromley and the 'relevant partners' for services provided to, and for, adults and their carers in the Borough
- To suggest potential areas where it would be beneficial for the London Borough of Bromley to commission 'task and finish groups' to jointly improve services to, and for, adults and their carers
- To communicate and disseminate key service developments, legislative and policy changes, and other key information to the organisations which provide services to, and for, adults and their carers

Outcomes to be achieved by the Adult Services Stakeholder Conference

The Adult Services Stakeholder Conference will seek to support the London Borough of Bromley and key partner agencies to improve the wellbeing of adults and their carers in the Borough by focusing on:

- Ensuring the physical and mental health and emotional wellbeing of adults and their carers
- Ensuring the protection of adults and their carers from abuse and neglect
- Increasing the control by the adult over day-to-day life (including over the care and support provided to the adult and the way in which it is provided)
- Encouraging the participation of adults and their carers in work, education, training or recreation
- Supporting the social and economic wellbeing of adults and their carers
- Encouraging positive domestic, family and personal relationships of adults and their carers
- Increasing the adult's contribution of adults and their carers to society

¹ The 'relevant partners' are: London Borough of Bromley, Bromley Clinical Commissioning Group, South London Healthcare NHS Trust, Oxleas NHS Foundation Trust, Metropolitan Police Service, London Probation Trust

Accountability of the Adult Services Stakeholder Conference

The Adult Services Stakeholder Conference will report into the relevant Portfolio Holder, the relevant Policy Development and Scrutiny Committee within the Council and/or the Health and Wellbeing Board.

Membership of the Adult Services Stakeholder Conference

The membership of the Adult Services Stakeholder Conference will consist of the 'relevant partners', and representatives from the Service User Consultative Groups, the private sector and the voluntary and community sector.

The Adult Services Stakeholder Conference will be chaired by the London Borough of Bromley's Executive Director for Education, Care and Health Services.

Frequency of meetings of the Adult Services Stakeholder Conference

- The Adult Services Stakeholder Conference will be held twice per year as part of the programmed annual partnership calendar
- Additional meetings of the Adult Services Stakeholder Conference can be arranged by the Chair with 14 days notice as required
- Details of the meetings, including the agenda, minutes and relevant papers, will be posted on our website at least 5 working days before the date of the meeting (www.bromleypartnerships.org)
- Draft minutes of the previous Adult Services Stakeholder Conference will be published on the website within 15 working days of the meeting, following clearance from the Chair, and formal approval for the minutes will be sought at the following meeting of the Adult Services Stakeholder Conference

Accessibility

Meetings of the Adult Services Stakeholder Conference should be fully accessible to all members:

- Meetings will be held at a time and location which will not disadvantage members
- Papers for the Adult Services Stakeholder Conference will be available electronically on the Partnership website; however, members can request papers in hard copy if needed and electronic versions of the papers will be formatted so they are accessible to those with visual impairments
- Presentations and reports should be accessible to all, using plain English and avoiding jargon and acronyms

Contact officer for the Adult Services Stakeholder Conference

The contact officer for the Adult Services Stakeholder Conference is Denise Mantell, Partnership Development Officer, who can be contacted on denise.mantell@bromley.gov.uk or 020 8313 4113.

Children's Services Stakeholder Conference: Draft Terms of Reference

Purpose of the Children's Services Stakeholder Conference

The Children's Services Stakeholder Conference exists to provide a formal mechanism for the London Borough of Bromley to ensure that key partner agencies, service users, parents and carers within the Borough can influence and shape key business planning priorities.

Key responsibilities Children's Services Stakeholder Conference

- To provide the Children's Trust Board function for the Borough as required by Section 12A of the Children's Act 2004 by providing an arrangement where the London Borough of Bromley and the 'relevant partners'² (those who have a duty to cooperate through Section 10) can co-operate to improve the wellbeing of children and young people in the Borough
- To receive the annual report from the Bromley Safeguarding Children Board as required by Section 14A of the Children Act 2004
- To monitor the delivery of the priorities for children, young people, and parents and carers within (a) the Borough's Health and Wellbeing Strategy and (b) the Borough's Children's Strategy
- To directly input in to the development of the annual priorities of the London Borough of Bromley and the 'relevant partners' for services provided to, and for, children, young people, and parents and carers in the Borough
- To suggest potential areas where it would be beneficial for the London Borough of Bromley to commission 'task and finish groups' to jointly improve services to, and for, children, young people, and parents and carers
- To communicate and disseminate key service developments, legislative and policy changes, and other key information to the organisations which provide services to, and for, children, young people, and parents and carers

Outcomes to be achieved by the Children's Services Stakeholder Conference

The Children's Services Stakeholder Conference will seek to support the London Borough of Bromley and key partner agencies to improve the wellbeing of children, young people, and parents and carers in the Borough by focusing on:

- Improving the physical and mental health and emotional wellbeing of children and young people
- Ensuring the protection of children and young people from harm and neglect
- Ensuring children and young people are able to access good quality education, training and recreation opportunities
- Encouraging children and young people to make a positive contribution to society
- Supporting the social and economic wellbeing of children and young people

² The 'relevant partners' are: London Borough of Bromley, Bromley Clinical Commissioning Group, Metropolitan Police Service, London Probation Trust, schools, Bromley College of Further and Higher Education, and Jobscentre Plus

Accountability of the Children's Services Stakeholder Conference

The Children's Services Stakeholder Conference will report into the relevant Portfolio Holder, the relevant Policy Development and Scrutiny Committee within the Council and/or the Health and Wellbeing Board.

Membership of the Children's Services Stakeholder Conference

The membership of the Children's Services Stakeholder Conference will consist of the 'relevant partners', and representatives from the Service User Consultative Groups, the private sector and the voluntary and community sector.

The Children's Services Stakeholder Conference will be chaired by the London Borough of Bromley's Executive Director for Education, Care and Health Services.

Frequency of meetings of the Children's Services Stakeholder Conference

- The Children's Services Stakeholder Conference will be held twice per year as part of the programmed annual partnership calendar
- Additional meetings of the Children's Services Stakeholder Conference can be arranged by the Chair with 14 days notice as required
- Details of the meetings, including the agenda, minutes and relevant papers, will be posted on our website at least 5 working days before the date of the meeting (www.bromleypartnerships.org)
- Draft minutes of the previous Children's Services Stakeholder Conference will be published on the website within 15 working days of the meeting, following clearance from the Chair, and formal approval for the minutes will be sought at the following meeting of the Children's Services Stakeholder Conference

Accessibility

Meetings of the Children's Services Stakeholder Conference should be fully accessible to all members:

- Meetings will be held at a time and location which will not disadvantage members
- Papers for the Children's Services Stakeholder Conference will be available electronically on the Partnership website; however, members can request papers in hard copy if needed and electronic versions of the papers will be formatted so they are accessible to those with visual impairments
- Presentations and reports should be accessible to all, using plain English and avoiding jargon and acronyms

Contact officer for the Children's Services Stakeholder Conference

The contact officer for the Children's Services Stakeholder Conference is Denise Mantell, Partnership Development Officer, who can be contacted on denise.mantell@bromley.gov.uk or 020 8313 4113.

Service User Consultative Group: Draft Generic Terms of Reference

Purpose of the Service User Consultative Group

The Service User Consultative Group exists to provide a formal mechanism for the London Borough of Bromley to ensure that service users within the Borough can influence and shape key business planning priorities.

It provides a focal point for service users, their carers, advocates, service providers, advisors, and officers to exchange views and allow service users to make representations to the London Borough of Bromley about how we can better meet their needs and improve services.

Key responsibilities of the Service User Consultative Group

- To provide a platform for people to share their own experiences or represent the views of the wider community
- To involve service users and the public in shaping local services to meet the needs of individuals and the local community
- To ensure that the services which the London Borough of Bromley commissions or provides reflect the needs and views of the people who use them
- To enable service users to share good practice and raise areas of concern
- To help to build better working relationships and networks between local communities, the statutory sector, and the voluntary and community sector
- To positively influence change and actively engage people in helping to develop services, meet standards and provide information

The Service User Consultative Group is not:

- The place to raise individual complaints about staff, services, treatment etc. Individuals should be informed of the London Borough of Bromley's Complaints, Comments and Feedback procedure, and given contact details for Healthwatch Bromley and the NHS Complaints Advocacy Service
- The place for discussing, canvassing or championing fundraising activities for any organisation or group
- The place to raise issues about services, departments or organisations outside of the stated remit of the group. Any issues or concerns should be raised through the appropriate procedure
- Just information-passing groups as they must have agreed Terms of Reference and achievable action plans which focus on developing services commissioned or provided by the London Borough of Bromley

Accountability of the Service User Consultative Group

The Service User Consultative Group will report into the relevant Portfolio Holder, the relevant Policy Development and Scrutiny Committee within the Council and/or the Health and Wellbeing Board.

Membership of the Service User Consultative Group

The membership of the Service User Consultative Group aims to draw the majority (at least 70%) of its members from among service users, future service users, user group representatives, carers, former carers and/or people who may represent the wider community.

Representatives from agencies do not have voting rights.

Chair of the Service User Consultative Group

A Chair and a Vice Chair of the Service User Consultative Group will be elected annually by the members of the group, both of whom will be a service user, carer or other individual member elected from within the group.

Main tasks of the Chair:

- To provide the leadership of the Service User Consultative Group to ensure it fulfils its objectives as laid down in its Terms of Reference
- To work in partnership with senior staff across London Borough of Bromley in pursuit of the above
- To represent the Service User Consultative Group at the Stakeholder Conferences and other relevant groups, such as specific Task and Finish Groups

Main duties of the Chair:

- To provide the leadership of the Service User Consultative Group and ensure the effective functioning of the group whilst chairing its meetings
- To ensure the Service User Consultative Group complies with its agreed Terms of Reference
- To work with the London Borough of Bromley to set the calendar of the Service User Consultative Group meetings and agree agendas for these meetings
- To chair the meetings of the Service User Consultative Group, including:
 - Noting apologies from members unable to be present
 - Ensuring those attending know one another
 - Working through the agenda in a timely fashion to ensure the meeting does not overrun
 - Ensuring everyone has the opportunity to participate
- To receive the draft minutes to ensure accuracy prior to circulation
- To work closely with the London Borough of Bromley's Lead Officer to ensure action agreed at the Service User Consultative Group meetings is being taken and ensuring members are informed of progress
- To present the Service User Consultative Group views to Officers and Members of the London Borough of Bromley and act as a communications link between the London Borough of Bromley and user groups.
- To represent the Service User Consultative Group by providing a service user's perspective at meetings, functions and other events as agreed with the London Borough of Bromley's Lead Officer

- To provide an annual report of the Service User Consultative Group activity and to undertake an annual review, in partnership with the London Borough of Bromley's Lead Officer of the Service User Consultative Group's role, structure and relationships

Person specification of the Chair:

- An ability to chair meetings – including the ability to organise and run meetings methodically, to time and in a manner that supports full participation by all members
- An ability to work effectively with all user group members and Officers and Members from the London Borough of Bromley
- An ability to provide strong leadership skills
- Good interpersonal and communication skills
- An awareness of conflict management issues
- Be honest and open and act with integrity
- An ability to work effectively as a member of a team
- An understanding of, and ability to promote, the idea of involving and consulting service users in how services are provided

Responsibilities of Members of the Service User Consultative Group

The members of the Service User Consultative Group have the following responsibilities:

- To canvass members of their groups and/or community so that they can bring their opinions to the meeting
- To report back the outcomes of the meetings to their groups and/or community
- To participate constructively
- To take into account the needs of their client group as a whole and not their particular interest group
- To input into the annual programme and future agenda setting
- To attend the relevant Stakeholder Conferences as requested to ensure that the voice of the user is heard

Frequency of meetings of the Service User Consultative Group

- The Service User Consultative Group will be held twice per year as part of the programmed annual partnership calendar
- Additional meetings of the Service User Consultative Group can be arranged by the Chair in agreement with the London Borough of Bromley's Lead Officer with 14 days notice as required
- Meetings of the Service User Consultative Group will be open for the public to attend
- Details of the meetings, including the agenda, minutes and relevant papers, will be posted on our website at least 5 working days before the date of the meeting (www.bromleypartnerships.org)
- Draft minutes of the previous Service User Consultative Group will be published on the website within 15 working days of the meeting, following clearance from the Chair, with formal approval for the minutes will be sought at the following meeting of the Service User Consultative Group

Accessibility

Meetings of the Service User Consultative Group should be fully accessible to all members:

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- Presentations and reports should be accessible to all, using plain English and avoiding jargon and acronyms

Draft Procedure for Commissioning Task and Finish Project Groups

Introduction

The Portfolio Holders for Care Services and Education, and the Executive Director of Education, Care and Health Services, have the ability to commission Task and Finish Project Groups to support them to deliver their functions within the framework of partnership working with service users and other partners.

Task and Finish Project Groups are:

“temporary working groups that are created for the purpose of delivering one or more outputs according to a specified business case within a specific timeframe”.

This document sets out the procedure that the Portfolio Holders and the Executive Director will use to commission Task and Finish Project Groups.

Steps for commissioning a new Task and Finish Project Group

New Task and Finish Project Group must be commissioned by either the Portfolio Holders for Care Services and Education, or the Executive Director of Education, Care and Health Services.

To commission a new Task and Finish Project Group, the following steps must be completed:

1. A Project Scoping/Project Brief must be drafted to define:
 - a. the aims and objectives
 - b. the outcomes to be achieved
 - c. projected timeframe
 - d. resources required
 - e. key risks
2. The Project Scoping/Project Brief must be agreed by the Executive Director of Education, Care and Health Services
3. A Progress Report must be regularly reported to the Executive Director of Education, Care and Health Services to outline progress including the milestones achieved and any key issues or concerns arising during the lifetime of the Task and Finish Project Group
4. A Completion Report must be reported to the Executive Director of Education, Care and Health Services at the end of the project to outline the outcomes achieved through the Task and Finish Project Group

Further information

For further information, advice or support please contact Michael Watts, Senior Planning and Development Officer on michael.watts@bromley.gov.uk or 020 8461 7608.

Recommendations for Existing Partnership Bodies

Current position			Outcome from review		
Name	Purpose	Funding	Recommendation	Justification	Funding Implications
Active Involvement Strategy Group [subgroup to Bromley Children and Young People Partnership Board]	To ensure that children, young people, parents and carers are effectively involved in the planning, delivery and evaluation of services provided for them by developing, implementing and monitoring of the active involvement strategy, <i>Get Involved!</i> .	None	Remove administrative support provided by the London Borough of Bromley and end the group from September 2013	This group is no longer required within the new framework	None
Bromley 14-19 Collaborative [subgroup to Bromley Children and Young People Partnership Board]	To provide effective collaborative leadership and strategic direction of all aspects of 14-19 strategy in Bromley	None	Remove administrative support provided by the London Borough of Bromley and end the group	This groups is no longer required by central government The partnership has already unofficially folded	None
Bromley Children and Young People Partnership Board	To oversee the arrangements to support cooperation for improving children's wellbeing under Section 10 of the Children Act 2004 To perform the role of Bromley's Children's Trust Board as required by Children Act 2004 To coordinate the partnership arrangements within Bromley to improve the wellbeing of children and young people, and their parents and carers To oversee the delivery of Bromley's Health and Wellbeing Strategy 2012 to 2015 which relate to children and young people services To oversee the delivery of Building Better Futures for All, Bromley's Children's Strategy 2012 to 2015	None	Replace with the Children's Services Stakeholder Conference	There is Statutory requirement to have a body which performs the role of Bromley's Children's Trust Board as required by Children Act 2004 Would create an opportunity to actively engage with a wide range of stakeholders to influence and shape priority setting Would provide a channel to provide updates on the delivery of Bromley's Health and Wellbeing Strategy 2012 to 2015 Would provide a channel to provide updates on the delivery of Building Better Futures for All, Bromley's Children's Strategy 2012 to 2015	None

Current position			Outcome from review		
Name	Purpose	Funding	Recommendation	Justification	Funding Implications
Bromley Children and Young People Partnership Forum [annual conference of the Bromley Children and Young People Partnership Board]	To bring together representatives from the key organisations within the Bromley Children and Young People Partnership along with children, young people, parents and carers to influence and shape priority setting To enable the dissemination of information	None	Remove administrative support provided by the London Borough of Bromley and end the group	This would be provided through the Children's Services Stakeholders Conference	None
Bromley Mental Health Forum [service user engagement body]	To provide liaison between voluntary providers, service users, carers and statutory sectors To provides opportunities for public discussion of mental health and related issues	£4,622 per annum	Opportunity for the forum to look at options of becoming self-funding London Borough of Bromley funding will be available until November 2013	The stakeholder conferences, service user consultative groups, time limited project groups and virtual panels will better target limited resources to engage with service users and service user representatives	The Contract has been extended until 31 March 2014 with a 3 month break clause
Bromley Mobility Forum [service user engagement body]	To improve the quality of life and support the independence of all people within the Borough who experience difficulty with mobility and/or accessing transport by bringing together organisations to discuss issues affecting people in Bromley with mobility problems	£6,000 per annum	Maintain as a specific Time-Limited Project Group until 31 March 2014 to finish current projects	The Forum is currently working on a number of projects and will provide valuable insight to the development of Bromley's Local Plan (as part of the Local Development Framework)	The Contract has been extended until 31 March 2014 with a 3 month break clause
Bromley Parent Voice [service user engagement body]	To ensure that parents and carers are involved in the Special Educational Needs and Disability Pathfinder Programme To enable the dissemination of information	£30,000 per annum	Maintain as a service user engagement body	The service user engagement body is a requirement of the Special Educational Needs and Disability Pathfinder Programme supporting the development and implementation of the reforms	The Contract runs until 30 September 2013 – with a possible extension of 2 years
Carers Forum [service user engagement body]	To create a vehicle for carers to influence and shape priority setting, and enable the dissemination of information	None	Maintain	This forms part of contract with Carers Bromley Ensure the Forum is adequately engaging with representatives through the use of effective engagement mechanisms through robust contract management	None

Current position			Outcome from review		
Name	Purpose	Funding	Recommendation	Justification	Funding Implications
Carers Organisational Group [service user engagement body]	To create a vehicle for organisations who support carers to influence and shape priority setting, and enable the dissemination of information	None	Remove administrative support provided by the London Borough of Bromley and end the group from September 2013	The Carers Partnership Group has already confirmed that this forum is folding	None
Carers Partnership Group [subgroup to Health, Social Care and Housing Partnership Board]	To provide a strategic overview across the client group specific partnership groups and key stakeholders in Bromley of the implementation of the Carers' Strategy and to drive the development of support and services for carers	None	Replace with a specific Time-Limited Project Group until 31 March 2014 to review and revise Carers Strategy	Utilise skills in the group to review and revise Carers Strategy	None
Child and Adolescent Mental Health Services (CAMHS) Strategy Group [subgroup to Bromley Children and Young People Partnership Board]	To provide a strategic overview of CAMHS in Bromley To lead the implementation of the CAMHS Strategy	None	Replace with a specific Time-Limited Project Group until 31 March 2014 to review and revise CAMHS Strategy	The CAMHS Strategy needs to be updated following the 2012 CAMHS needs assessment	None
Children and Families Voluntary Sector Forum [provider engagement body]	To act as a primary point of access to a diverse range of voluntary and community sector organisations that work with children, young people, and their parents and carers in the borough of Bromley for joint planning, consultation and representation purposes	£18,550 per annum	Opportunity for the forum to look at options of becoming self-funding London Borough of Bromley funding will be available until November 2013	Community Links Bromley and the Voluntary Sector Strategic Network will be encouraged to increase and strengthen their support for the children and families sector	The Contract has been extended until 31 March 2014 with a 3 month break clause

Current position			Outcome from review		
Name	Purpose	Funding	Recommendation	Justification	Funding Implications
Commissioning Strategy Group [subgroup to Bromley Children and Young People Partnership Board]	To lead on the development and implementation of the Commissioning Strategy Framework for the Bromley Children and Young People Partnership. To report directly to the Bromley Children and Young People Partnership Board on commissioning arrangements and developments within the partnership	None	Remove administrative support provided by the London Borough of Bromley and end the group from September 2013	The Strategy Group has already unofficially folded	None
Council on Ageing (and Older People's Panel) [service user engagement body]	A forum for voluntary and community sector organisations that work with or on behalf of older people in Bromley	£8,534 per annum	Opportunity for the forum to look at options of becoming self-funding London Borough of Bromley funding will be available until November 2013	The stakeholder conferences, service user consultative groups, time limited project groups and virtual panels will better target limited resources to engage with service users and service user representatives	The Contract has been extended until 31 March 2014 with a 3 month break clause
Disability Strategy Group [subgroup to Bromley Children and Young People Partnership Board]	To agree and recommend the strategic direction and targets for joint disability services in Bromley for Children and Young People	None	Replace with a specific Time-Limited Project Group until 31 March 2015 to implement the Special Educational Needs and Disability reforms	The radical and far reaching reforms being implemented through the Special Educational Needs and Disability legislative changes requires a partnership approach involving key organisations and service users	None
Disability Voice Bromley [service user engagement body]	An independent group representing the views of disabled people and their carers who live or work in the Borough of Bromley	£4,753	Opportunity for the forum to look at options of becoming self-funding London Borough of Bromley funding will be available until November 2013	The stakeholder conferences, service user consultative groups, time limited project groups and virtual panels will better target limited resources to engage with service users and service user representatives	The Contract has been extended until 31 March 2014 with a 3 month break clause
Early Years Development and Childcare Partnership [provider engagement body]	To bring together all stakeholder (including schools and the independent sector) to develop early education and childcare services	£4,000 per annum	Transfer to 'Provider Forum' status under the Commissioning Division of the London Borough of Bromley	Acts as a provider forum with the very large independent early years sector in the Borough	The Contract runs until 31 March 2016

Current position			Outcome from review		
Name	Purpose	Funding	Recommendation	Justification	Funding Implications
Health, Social Care and Housing Partnership Board	<p>To co-ordinate inter-agency effort to promote the health and well-being of Bromley residents, and reduce the effects of disadvantage that contribute to health inequalities</p> <p>To improve the effectiveness and integration of services commissioned by the Council and PCT</p> <p>To maintain a strategic overview of the policies and priorities affecting equitable access to the services and activities that promote independence, protect vulnerable adults, and enhance social inclusion and quality of life for Bromley residents</p> <p>To support and monitor the successful delivery of joint working arrangements by the Delivery Partnerships</p> <p>To oversee the delivery of Bromley's Health and Wellbeing Strategy 2012 to 2015 which relate to adult care and health services, and housing</p>	None	Replace with the Adult Services Stakeholder Conference	<p>Would create an opportunity to actively engage with a wide range of stakeholders to influence and shape priority setting</p> <p>Would provide a channel to provide updates on the delivery of Bromley's Health and Wellbeing Strategy 2012 to 2015</p>	None
Lead Officers Planning Group [supports the Health, Social Care and Housing Partnership Board]	To support and monitor the successful delivery of joint working arrangements by the Delivery Partnerships	None	Cease and end the group	Not required within the new structure	None
Learning Disability Carers Forum [service user engagement body]	To create a vehicle for carers of people with a learning disability to influence and shape priority setting, and enable the dissemination of information	None	Encompass within the general Carers Forum	<p>The Carers Forum provides a coordinated voice of carers across the Borough</p> <p>The stakeholder conferences, service user consultative groups, time limited project groups and virtual panels will better target limited resources to engage with service users and service user representatives</p>	None

Current position			Outcome from review		
Name	Purpose	Funding	Recommendation	Justification	Funding Implications
Learning Disability Partnership Board [subgroup to Health, Social Care and Housing Partnership Board]	To improve the lives of people with a learning disability, including the implementation of the recommendations in 'Valuing People' and 'Valuing People Now' Its members include service users, carers, officers from statutory agencies and the voluntary sector	£38,339	Opportunity for a forum of service users to look at options of becoming self-funding London Borough of Bromley funding will be available until November 2013	This body acts predominantly as a service user engagement body The stakeholder conferences, service user consultative groups, time limited project groups and virtual panels will better target limited resources to engage with service users and service user representatives	The Contract has been extended until 31 March 2014 with a 3 month break clause
Mental Health Partnership Group [subgroup to Health, Social Care and Housing Partnership Board]	A multi-agency planning group aiming to improve services for people with mental ill-health and to improve the mental well being of people living in Bromley	None	Remove administrative support provided by the London Borough of Bromley and end the group from September 2013	The stakeholder conferences, service user consultative groups, time limited project groups and virtual panels will better target limited resources to engage with service users and service user representatives	None
Older People Partnership Group [subgroup to Health, Social Care and Housing Partnership Board]	A multi-agency planning group seeking to build more effective strategic and operational partnerships To take the lead on monitoring national and local policy plus service development issues which impact on older people and their carers	None	Remove administrative support provided by the London Borough of Bromley and end the group from September 2013	The stakeholder conferences, service user consultative groups, time limited project groups and virtual panels will better target limited resources to engage with service users and service user representatives	None
Physical Disability and Sensory Impairment (PDSI) Partnership Group [subgroup to Health, Social Care and Housing Partnership Board]	A multi-agency planning group aiming to improve services for people with physical disabilities and sensory impairments and their carers	None	Remove administrative support provided by the London Borough of Bromley and end the group from September 2013	The stakeholder conferences, service user consultative groups, time limited project groups and virtual panels will better target limited resources to engage with service users and service user representatives	None
Staying Healthy Partnership Group [subgroup to Health, Social Care and Housing Partnership Board]	To oversee the delivery of the disease prevention and health improvement programme within Bromley	None	Cease and end the group	Chairman of the Partnership Group has stated that the group has run its course and is no longer required	None

Impact Assessment

Stage 1

Screening to establish if the function has any relevance to any quality/diversity issue and/or protected groups

	1a Please give a brief description of the function and its purpose* <small>*Function can mean process, service, policy or project</small>
	<p>A review of partnership arrangements that are supported either financially or with other resources by the London Borough of Bromley's Education, Care and Health Services department was jointly commissioned in June 2012 by the Care Services Portfolio Holder and the Education Portfolio Holder.</p> <p>The purpose of the review was to ensure that the partnership arrangements in place across the Borough for education and care services are fit for purpose, have an outcome focus, provide best value for money, remove duplication, and strengthen the voice of service users.</p>

	1b How would you classify the function type?
	<p><input checked="" type="checkbox"/> The service is provided on the basis of an application and /or targeted - go to question 1c</p> <p><input type="checkbox"/> The service is open to all - go to question 1d</p>

	1c Is the function accessible for all groups? <small>Either tick the box 'Accessible to all groups' and provide <u>relevant evidence</u> OR tick the box for each group to whom the function is <u>not accessible</u> or for whom there may be needs or considerations to accommodate</small>	
	<input checked="" type="checkbox"/> Accessible for all groups*	<input type="checkbox"/> Pregnancy and maternity
	<input type="checkbox"/> Age	<input type="checkbox"/> Race
	<input type="checkbox"/> Disability	<input type="checkbox"/> Religion and belief
	<input type="checkbox"/> Gender	<input type="checkbox"/> Transgender or Transsexual
	<input type="checkbox"/> Marriage and civil partnership	

1d Is it likely that there will be a negative impact on one or more of the protected groups, or is it clear at this stage that it will be equality neutral? (No negative impact on the groups)

Please tick in the box equality neutral OR tick the box for the group(s) that will suffer a negative impact. If you have ticked the box 'equality neutral' please provide evidence

<input checked="" type="checkbox"/>	Equality neutral	<input type="checkbox"/>	Pregnancy and maternity
<input type="checkbox"/>	Age	<input type="checkbox"/>	Race
<input type="checkbox"/>	Disability	<input type="checkbox"/>	Religion and belief
<input type="checkbox"/>	Gender	<input type="checkbox"/>	Transgender or Transsexual
<input type="checkbox"/>	Marriage and civil partnership		

If you consider that the impact is Equality Neutral then go to question 1h, otherwise go to question 1e

The review seeks to ensure that the partnership arrangements in place across the Borough for education and care services are fit for purpose, have an outcome focus, provide best value for money, remove duplication, and strengthen the voice of service users.

It is specifically focused on ensuring that service users from all sections of the community have a stronger, more effective voice in service development, design and review.

1e What are the negative impacts associated with this function?

Please list and give details then go to question 1f

Not applicable.

1f Are there positive impacts associated with this function?

If yes, please list and give details

Not applicable.

1g At this stage, what plans could be built in to address any negative impacts, and/or to add measures which promote a positive impact, or could you consider an alternative approach which may better achieve the promotion of equality?

Not applicable.

1h The Council has a responsibility to promote positive attitudes to equal opportunities in public life. Has this responsibility been discharged in the application of this function?

If yes, give examples

Yes.

A number of existing partnership boards, groups and forums are specifically targeted at, and focused on, the engagement of specific sections of the community, including those with a learning disability, physical disability and/or sensory impairment, mental health, as well as older people, children and young people, and parents and carers.

Any changes to the existing engagement mechanisms would need to ensure that these sections of the community are not adversely impacted.

1i Are there any Human Rights Issues? If so, what are they?	
	None.

1j Is a full impact assessment required?	
<input type="checkbox"/>	YES – If you have established that there may not be equality of opportunity in 1c or assessed that there would be negative impact on an equality group in 1 d go to Stage 2
<input type="checkbox"/>	NO - please sign off the process (stage 3) and fill in any actions identified, if any in the action plan.
<input checked="" type="checkbox"/>	Don't know. i.e. not enough evidence. Please go to stage 2.

Stage 2

Full impact assessment

2a Does the function affect or impact on the public, whether directly or indirectly?

- YES
- NO
- Don't know

Provide any relevant information here

The review of partnership arrangements has considered the suitability and value for money of a number of existing partnership boards, groups and forums which are specifically targeted at, and focused on, the engagement of specific sections of the community. This has included those with a learning disability, physical disability and/or sensory impairment, mental health, as well as older people, children and young people, and parents and carers.

This includes service users who are currently receiving a service, those who have previously received a service, and those who may use the service in the future. It also includes people who currently have caring responsibilities, those who have previously had caring responsibilities, and those who are likely to have caring responsibilities in the future.

2b Have complaints or feedback been received about the function and its effect on different protected groups?

- YES
- NO
- Don't know

Provide evidence by documenting all reliable up to date information

The review was conducted through four methods: a desktop review, a questionnaire, interview, and a benchmarking exercise.

Questionnaire

The questionnaire was sent to all members of the strategic partnership groups, the Chairs of the other partnerships, and other key partners to consider questions around the following themes for each separate partnership: membership, achievements and outcomes, communication, and barriers and issues. In total, the questionnaire was circulated to 75 people.

In total there were 16 (21%) formal responses using the review questionnaire during the consultation period covering the following partnership bodies:

- Bromley 14-19 Partnership
- Bromley Children and Young People Partnership Board
- Bromley Council on Ageing (and Older Peoples Panel)
- Bromley Mobility Forum
- Bromley Safeguarding Children Board

- Carers Partnership Group
- Children and Families Voluntary Sector Forum
- Early Years Development and Childcare Partnership
- Health, Social Care and Housing Partnership Board
- Learning Disability Partnership Board
- Mental Health Forum
- Mental Health Partnership Group

Responses were also received from Experts by Experience (XbyX) and the Voluntary Sector Reference Group which were not considered within the review; however, the comments raised by both groups have been included in the analysis and have helped shape the recommendations.

Interviews

The interviews were undertaken with identified specific members of the partnership arrangements, including:

- the Executive Director of Education and Care Services, the Director of Public Health, and the Commissioning Management Team within the London Borough of Bromley;
- the Assistant Director (Integrated Commissioning and Partnerships) from Bromley Clinical Commissioning Group;
- the Borough Partnerships Manager of the Metropolitan Police Service;
- the Voluntary Sector Reference Group;
- the Chief Executive of Bromley Mencap;
- the Children and Families Voluntary Sector Forum; and
- the South East London Lead for Public Health Transition from NHS London.

Desktop review

The desktop review was undertaken to establish which partnership arrangements are in existence and to seek key documents, including Terms of Reference and Membership lists; and action plans, strategies and business plans. It also identified resources provided by the London Borough of Bromley as part of the partnership arrangements, including funding, staff time and other resource commitments.

Benchmarking exercise

The benchmarking exercise was undertaken with similar local authorities and those which are seen to provide examples of best practice to identify aspects which Bromley can learn from other areas by viewing information on websites, telephone conversations and face-to-face meetings. This also included research of good and innovative practice from a range of other local, national and international organisations.

2c Outsourced services

If the function is provided by external organisations/agencies on behalf of the Council please detail any arrangements you have to ensure that the function promotes equality; this may include contract conditions

Some of the existing partnership arrangements are supported through contracts with external providers. All contracts include clear Terms of Reference and Specifications which place a clear requirement on providers to ensure that equality issues are considered and necessary actions are taken. These are also reviewed at the regular contract monitoring visits.

2d Does the function have employment implications for Council staff?

- YES
- NO
- Don't know

Provide evidence by documenting all reliable up to date information

There are currently 2 members of staff whose roles include a responsibility to supporting the existing partnership arrangements. The proposed recommendations do not negatively impact on these responsibilities.

2e If you have established that the function does have an adverse impact on one or more of the groups, then you must identify whether this is justifiable. If not, then the function must be changed

Please set out the adverse impact and the business justification for continuing with this situation

The proposed recommendations seek to strengthen the voice of service users from all sections of the community by creating more direct and accountable links into decision making within the Borough.

The proposed service user consultative groups are specifically focused on the engagement of specific sections of the community, including those with a learning disability, physical disability and/or sensory impairment, mental health, as well as older people, children and young people, and parents and carers.

2f Monitoring

Give details of any monitoring being carried out on existing functions

The proposed recommendations will be routinely reviewed to ensure the effectiveness of the partnership arrangements prior to the commencement of each financial year.

2g If this is a new function, or not currently monitored, are you planning to monitor the impact of the function?

- YES
 NO
 Don't know

If yes add details to action plan

If no please explain why it is not considered appropriate to do so

See action plan.

2h Consultation

If you have not carried out consultation, or if you need to carry out further consultation who will you be consulting with and by what methods?

Add details to action plan

A detailed and thorough consultation was undertaken between July and September 2012.

See section 2b.

2i Evidence

What further evidence do you have about considerations with regard to equality issues that you have made concerning this function?

e.g. audit reports, minutes from meetings or survey results

The responses to the questionnaire, desktop review and interviews all considered equality issues for the particular sections of the community.

2i Publishing

If the impact assessment forms part of an overall review then the results should be published as part of any report that goes forward to Elected Members. If not the findings of the impact assessment should be published on our Council's website

Add details to action plan

This Impact Assessment Form will form part of the report of the Care Services Policy Development and Scrutiny Committee on 18 June 2013. See action plan.

2k Training and development

Please list any staff training issues that have arisen as a result of conducting the impact assessment

e.g. audit reports, minutes from meetings or survey results

None.

Stage 3

Impact Assessment Action Plan

Please list actions that you plan to take as a result of this assessment, continuing on a separate sheet if necessary. If appropriate these actions should be added to any business/service plan for the function.

Issue	Action to be undertaken	Action Owner	Deadline
Publishing	Publish the Impact Assessment Form as part of the report of the Care Services Policy Development and Scrutiny Committee on 18 June 2013.	Terry Parkin	18 June 2013
Monitoring	Routinely review the arrangements to ensure their effectiveness prior to the commencement of each financial year.	Lorna Blackwood	31 March 2014 [then annually]

Impact Assessment completed by:

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28 May 2013