

Decision Maker: CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Tuesday 11 March 2014

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

Title: SIX MONTH REVIEW OF PARTNERSHIP FRAMEWORK

Contact Officer: Angela Buchanan, Planning and Development Manager
Tel: 0208 313 4199 E-mail: angela.buchanan@bromley.gov.uk

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

Ward: (All Wards);

1. Reason for report

- a) The Care Services Portfolio Holder and Education Portfolio Holder jointly commissioned a review of the partnership arrangements that were supported either financially or with other resources by the London Borough Bromley's Education, Care and Health Services department in June 2012.
- b) The findings, recommendations and outcomes from the review were presented by the Care Services Portfolio Holder to the Care Services Policy Development and Scrutiny Committee in June 2013 for pre-decision scrutiny (Report CS13010) and the Education Policy Development and Scrutiny Committee in July 2013 as an information item (Briefing ED13065).
- c) The Chairman of the Care Services Policy Development and Scrutiny Committee requested that an update report be brought to the Care Services Policy Development and Scrutiny Committee in March 2014 to review the new framework following implementation.
- d) The recommendations for the new approach were agreed by the Care Services and Education Portfolio Holders in July 2013 and were implemented from 1 September 2013. This report provides a six-month review of the partnership framework.

1. **RECOMMENDATION(S)**

- 1.1. **The Care Services PDS Committee is asked to note the progress made on the implementation of the revised partnership framework.**

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
-

Financial

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

Staff

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

Legal

1. Legal Requirement: 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 Not Applicable: Further Details
-

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
-

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

- 3.1. The Care Services Portfolio Holder and Education Portfolio Holder jointly commissioned a review of the partnership arrangements that were supported either financially or with other resources by the London Borough 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 findings, recommendations and outcomes from the review were presented by the Care Services Portfolio Holder to the Care Services Policy Development and Scrutiny Committee in June 2013 for pre-decision scrutiny (Report CS13010) and the Education Policy Development and Scrutiny Committee in July 2013 as an information item (Briefing ED13065).
- 3.3. The Chairman of the Care Services Policy Development and Scrutiny Committee requested that an update report be brought to the Care Services Policy Development and Scrutiny Committee in March 2014 to review the new framework following implementation.
- 3.4. The recommendations for the new approach were agreed by the Care Services and Education Portfolio Holders in July 2013 and were implemented from 1 September 2013. This report provides a six-month review of the partnership framework.

The Partnership Framework

- 3.5. The partnership framework consists of four interconnecting strands:
 - **Stakeholder Conferences** – one for adult services and one for children's services to meet twice a year to actively involve partner agencies and service users in shaping business planning and priorities for the future
 - **Virtual service user panel** – electronic systems to bring together service users, families and carers, and other key community representatives, to gather views and consult with people on specific services or issues for services, and enable users to shape service development which build on a network of service user and carer e-mail databases held and maintained by the Council's key partners in order to minimise the resource requirements for the Council
 - **Service user and carer forums** - effective engagement with service users and their carers by strengthening links with the Bromley Parent Voice, Bromley Youth Council and the Carers Forum to enable them to shape service planning, development and review, and to explore further ways of engaging other service user groups
 - **Task and finish project groups** – with clear terms of reference focused on delivering projects and tasks identified as priorities for the Borough within a specific period of time
- 3.6. Alongside these, there are a number of other arrangements which will influence decision-making, service development and priorities across the borough. These includes the following groups which are commissioned or facilitated by the Council and its key partner organisations, and also groups and organisation which are self-supported : Bromley Safeguarding Adults Board; Bromley Safeguarding Children Board; Healthwatch Bromley; other service user led bodies and forums; provider forums; and the Voluntary Sector Strategic Network.

4. WHAT'S HAPPENED SINCE SEPTEMBER 2013?

4.1. Since the implementation of the partnership framework from September 2013, the following activities have taken place:

4.2. Stakeholder Conferences

Adult Services Stakeholder Conference

- 4.2.1. The Borough's first Adult Services Stakeholder Conference was held on Tuesday 19 November 2013, with the theme 'Building better support for carers', in the Great Hall at the Civic Centre.
- 4.2.2. Carers was identified as a key theme for the first Adult Service Stakeholder Conferences as it is a key priority in the Borough's Health and Wellbeing Strategy and a new Carers Strategy is due to be produced by one of the Task and Finish Groups commissioned in the new partnership arrangements.
- 4.2.3. The agenda for the Conference was created in discussions with groups and forums of service users and carers between July and October 2013. This included: Bromley Mobility Forum; the Carers Forum; Carers Partnership Group; Council on Ageing; Learning Disability Partnership Board; Mental Health Forum; Older People Partnership Group; and the Older People's Panel. In addition, Officers from the Council also met with key representatives from Bromley Clinical Commissioning Group (CCG) and Healthwatch Bromley to seek ideas for topics.
- 4.2.4. The Conference was based around a number of sessions which were delivered in cooperation with the Council's partners. This includes: a joint opening session between the Council and Bromley CCG; interactive workshops led and facilitated by the Council and/or a key partner organisations; and an expert panel consisting of the Council and key partner organisations.
- 4.2.5. The workshops within the Conference were led and facilitated by the following organisations: the carers workshop by the Council and Carers Bromley; the safeguarding workshop by the Council and the Healthwatch Bromley; the integrated care and ProMISE programme workshop by Bromley CCG and Bromley Healthcare; the information and advice workshop by the Council; and the benefits workshop by the Council, Department for Work and Pensions, Jobcentre Plus and Citizen Advice Bureau.
- 4.2.6. In total, 124 people attended the conference, which included 37 (30%) service users or carers. An additional nine (7%) service users or carers had booked on to the Conference, but were not able to attend on the day, a situation that had been anticipated, particularly for people with caring responsibilities. Invitations for 75 (60%) service users or carers had been issued but very few of the groups were able to fill all their allocated places. A number of people who attended the Conference were people who had not previously engaged in partnership and engagement activities.
- 4.2.7. Evaluation forms were completed at the end of the day by 57 of those who attended the Conference. Two-thirds (67%) of those completing evaluation forms found the Conference had been either very or quite useful whilst only 10% reported that it had not been useful at all. Similarly, two-thirds (65%) of those attending found the workshops had been either very or quite useful whilst only 9% reported that they had not been useful at all. The biggest criticism of the day was that delegates wanted more time to discuss the issues raised.
- 4.2.8. A number of action plans have been developed since the Conference to take forward key issues identified within the workshops by identifying a number of key multi-agency actions. Progress against these action plans will be reported at the next Adult Services Stakeholder Conference. Appendix 1 provides a summary of that have been progressed.

- 4.2.9. The evaluation of the Conference and the Action Plans can be found at www.bromleypartnerships.org/topic.asp?navid=14&tid=224.

Children's Services Stakeholder Conference

- 4.2.10. The Borough's first Children's Services Stakeholder Conference will be held on Thursday 27 March 2014. The Conference is focused on the development of the Borough's Youth Strategy. As part of this event the local children's trust business will be conducted, this will include the circulating of key annual reports and updates on the children's plan. The Chair of the Bromley Safeguarding Children's Board (BSCB) will present the key areas of work undertaken by BSCB in relation to adolescents demonstrating multi-agency cooperation in improving outcomes for young people living in Bromley.
- 4.2.11. In preparation for the Conference, a series of focus groups are scheduled for February and the beginning of March to hear the voice of young people and their families. These activities are being held in conjunction with existing engagement mechanisms and being run by officers in children's social care, planning and development, wellbeing services and the voluntary sector. As well as engaging with young people, separate activities are also being held with parents of those receiving services. All these engagement activities are being supported by the Planning and Development Team.
- 4.2.12. Young people involved in the focus groups include pupils from mainstream schools, the Pupil Referral Unit and the special schools. Additionally members of the Youth Council, young people engaged with the Youth Offending Team, looked after children, those leaving care and young carers will be consulted with.
- 4.2.13. Concurrently an online survey for young carers, aged 10 – 19 years, is being promoted by Carers Bromley, Bromley Mencap, the CAMHS service (by both Oxleas NHS Foundation Trust and Bromley Y), through the Children and Family Centres, Youth Clubs, libraries and Mytime Active, with the focus of promoting the survey at the many activities taking place at half-term.
- 4.2.14. The Conference will bring together the results of the engagement with young people and families together with demographic data, service profiles, research, best practice and the relevant work of the Bromley Safeguarding Children's Board. Attendees will then address three issues: gaps in provision; changes and improvements and how to facilitate such changes. The outcomes of the day will be the development of the multi-agency strategy and its action plan.
- 4.2.15. The Conference will be attended by Council members, officers from health and social care and other 'relevant partners' together with statutory, private and voluntary sector providers.

4.3. Virtual service user panel

Adult Carers Survey

- 4.3.1. An online survey of adult carers in Bromley was undertaken between September and October 2013 as part of the new virtual service user panel.
- 4.3.2. Questions within the survey were formulated with officers from Bromley Council, Bromley Clinical Commissioning Group and Carers Bromley together with other key partners. These questions were agreed by members of the Carers Forum as targeting issues that are of great concern to carers in Bromley.
- 4.3.3. The Carers Survey directly reached approximately 1,400 known carers through e-mail distribution lists held by a number of our key partners, including Bromley Clinical Commissioning Group, Carers Bromley, Bromley Mencap, Bromley Healthwatch, Bromley Mind and Alzheimer's

Society. It was also sent via e-mail to a number of unknown carers, including e-mails to all staff of the Council, local websites, news items, newsletters, publicity in Bromley Libraries, and other publicity. Some of the Council's partner agencies also circulated the survey to their staff.

- 4.3.4. The Carers Survey received 271 responses directly from carers in the Borough. The results from the Carers Survey were used to inform the Adult Services Stakeholder Conference held on 19 November 2013. Information from the survey will also be included in the next Joint Strategic Needs Assessment which informs the Health and Wellbeing Board on the health and social care needs of the people of Bromley. Individual commissioning and provider agencies will also be able to use the results to inform their provision of services.
- 4.3.5. The results of the 2013 Adult Carers Survey can be found at www.bromleypartnerships.org/detail.asp?navid=14&tid=224&did=534.

Young Carers Survey

- 4.3.6. An online survey of young carers in Bromley was undertaken between January and February 2014 as part of the new virtual service user panel.
- 4.3.7. Questions within the survey were formulated with officers from Bromley Council, Bromley Clinical Commissioning Group and Carers Bromley.
- 4.3.8. The results from the Young Carers Survey will be used to inform the Children's Services Stakeholder Conference being held in March 2014. Information from the survey will also be included in the next Joint Strategic Needs Assessment which informs the Health and Wellbeing Board on the health and social care needs of the people of Bromley. Individual commissioning and provider agencies will also be able to use the results to inform their provision of services.

4.4. Service user and carer forums

- 4.4.1. To enhance the voice of service users and carers in the framework, stronger and more robust links are being made with the following existing service user and carer forums: Carers Forum, Bromley Parent Voice and Bromley Youth Council. Links with between the Carers Forum and the partnership framework are more firmly established than the links with Bromley Parent Voice and Bromley Youth Council.

Carers Forum

- 4.4.2. The independent Carers Forum has been re-established with robust governance arrangements and a core group of carers under the facilitation of Carers Bromley.
- 4.4.3. The Forum has met a number of times and has considered a range of different topics, including the questions for, and the findings from, the adult carers survey. A number of carers from the Carers Forum were invited to attend the Adult Services Stakeholder Conference and representatives from the Forum will also join the Carers Strategy Task and Finish Group when it is convened.
- 4.4.4. The Carers Forum has formulated its work plan for 2014. A presentation from Bromley CCG on the ProMISE programme has already taken place. Also planned are meetings themed around transport, finance and the law, and carers health and respite.
- 4.4.5. The Forum also includes two representatives from the Council to ensure the key messages coming out of the forum influence service planning, development and review.

4.5. Task and finish project groups

- 4.5.1. Initially four potential task and finish project groups were proposed within the partnership framework from September 2014: Bromley Mobility Forum; Carers Strategy; Child and Adolescent Mental Health Services Strategy; and Special Educational Needs and Disability Reform. Some of these are more established than others.

The Bromley Mobility Forum

- 4.5.2. The Council has funded the Bromley Mobility Forum since 2010. The Forum has considered a range of activities, many of which have a wider impact than solely on services users known to Education, Care and Health Services.
- 4.5.3. The focus of the Forum's work complements the department's objectives related to enabling people with disabilities to access mainstream, rather than commissioned specialist services, where possible, thereby reducing reliance on Council funded services.
- 4.5.4. Their work is particularly relevant to future consideration of the strategies for children and adults transport services.
- 4.5.5. The Forum is currently looking at a range of options for sustaining itself as well as looking at how it can strengthen its user-led base.
- 4.5.6. An update on the work of the Forum was presented to the Care Services Policy Development and Scrutiny Committee in January 2014 (Report CS14007) and can be found at: <http://cds.bromley.gov.uk/ieListDocuments.aspx?CId=585&MId=4484&Ver=4>.

The Carers Strategy Development Task and Finish Group

- 4.5.7. Planning is currently underway between the Council and Bromley CCG regarding the development of a robust Business Case for the project before a project group is created of key representatives (including representatives from the Carers Forum).

The Child and Adolescent Mental Health Services Strategy Development Task and Finish Group

- 4.5.8. This task and finish project group has been superseded by developments in the tendering of the local Child and Adolescent Mental Health Services.

The Special Educational Needs and Disability Reform Task and Finish Group

- 4.5.9. This task and finish project group has morphed into the Special Educational Needs Pathfinder Project Board which is overseeing the implementation of the reforms in the Borough.
- 4.5.10. An update on the work of the Project Board was presented to the Care Services Policy Development and Scrutiny Committee in January 2014 (Report CS14009) and can be found at: <http://cds.bromley.gov.uk/ieListDocuments.aspx?CId=585&MId=4484&Ver=4>.

5. WHAT IMPACT HAS THE NEW ARRANGEMENT HAD?

- 5.1. The implementation of the new framework is starting to have a noticeable impact on the Council's resources, both in officer and member time and financial savings, and on the different organisations and groups that existed within the previous framework.
- 5.2. As part of the implementation of the new framework, notice was given in August 2013 to the different organisations and groups that existed within the previous framework that their funding

would end by, at the very latest, 31 March 2014. Since then, a number of the groups have been successful in proactively formalising arrangements to continue beyond the end of their funding from the Council. This includes the following groups where the Council have been informed of their future intentions:

- **Bromley Mental Health Forum** – the Forum will be continuing by using its reserves whilst it continues to seek external funding
- **Bromley Mobility Forum** – the Forum seeking to continue by currently looking at a range of options for sustaining itself as well as looking at how it can strengthen its user-led base
- **Children and Families Voluntary Sector Forum** – the Forum successfully achieved Charity status in Autumn 2013 and has secured a couple of small sources of external funding
- **Council on Ageing** (and Older People’s Panel) – it has sufficient resources to continue for another year and are looking at its Constitution and structure before it looks at other sources of funding
- **Disability Voice Bromley (DVB)** – DVB is seeking to continue and to expand its Constitution to cover any form of disability
- **Learning Disability Partnership Board** – key advocacy groups within the Borough are exploring options for creating a new ‘People’s Forum’ which will be funded and supported from other sources, and Oxleas NHS Foundation Trust are continuing to support the Bromley Learning Disability Health Access Forum

5.3. One of the elements that it becoming increasingly noticeable to the Council’s resources is the reduction in Officer and Member time spent preparing for, attending and supporting the different groups and forums. By ceasing the contractual arrangements and funding for the different organisations and groups that existed within the previous framework, the Council will achieve a saving of approximately £80,000 for 2014/15.

5.4. Alongside this, the new arrangements have also enabled service users and carers who had not previously engaged in partnership and engagement activities to share their views and have their voice heard. For example:

- The Adult Carers Survey conducted through the virtual service user panel enabled the Council and Bromley CCG to contact well in excess of 4,000 adult carers to seek their views
- The Adult Services Stakeholder Conference enabled over 120 people, including service users, carers, professionals and Members, to come together and share their experiences, to learn from each other, and to jointly identify appropriate actions to improve services
- The re-established Carers Forum has enabled 15 adult carers to share their experiences of being a carer, and the impact that having caring responsibilities has on their live, directly with Officers from the Council and Bromley CCG, and the Forum will be represented on the Carers Strategy Task and Finish Group to shape the new Carers Strategy

6. WHAT'S HAPPENING IN THE FUTURE?

6.1. The following activities are planned in the future as part of the partnership arrangements:

- Adult Services Stakeholder Conference to be held in June 2014 and November 2014
- Children's Services Stakeholder Conference to be held in Autumn 2014
- The Carers Strategy Development Task and Finish Group will be setup in Spring 2014 for approximately six meetings

Non-Applicable Sections:	Policy Implications Financial Implications Legal Implications Personnel Implications
Background Documents: (Access via Contact Officer)	Review of Partnership Arrangements – New Approach (report CS13010)

Actions from Stakeholder Conference/Carers Survey already achieved

Action	Progress
Carers Action Plan	
Identification of carers:	<ul style="list-style-type: none"> • Carers Bromley now attending Domiciliary Care and Residential Homes Fora. • Carer Registers being created at GP Practices • Carers being identified through Community Matrons' home-based assessments
Improve quality of carer assessments:	<ul style="list-style-type: none"> • Head of Assessment and Care Management met with carers, including Carers Rights Day in November to assess quality of carer assessments. Lessons learnt will be used to improve quality with care management staff.
Information:	<ul style="list-style-type: none"> • Information on aids and adaptations on Bromley MyLife has been reviewed and updated.
Training:	<ul style="list-style-type: none"> • Urinary Tract Infection (UTI) training has prevented 9 hospital admissions to date. A member of the Carers Forum fed back on how the training worked successfully in practice prompting other members of the Forum to register for training. Additionally the agency providing care for the patient was so impressed by the speed of the reaction that it is sending a number of front-line staff on the training.
Health of Carer:	<ul style="list-style-type: none"> • The new Bromley Working for Wellbeing website and service for carers are being promoted via voluntary agencies.
Respite:	<ul style="list-style-type: none"> • Support Planning pilot using personal budgets to improve personalised services including respite.
Information Action Plan	
Improve existing information channels:	<ul style="list-style-type: none"> • Worked with key partners to update Bromley MyLife and ensure all appropriate links are in place between websites.

Action	Progress
ProMISE Programme	
Engagement:	<ul style="list-style-type: none"> • Consulting with Council on Ageing and Older People Panel on information booklet for older people • Met with voluntary sector in February to discuss active involvement in 'House of Care' • Engagement with BME communities around diabetes and general health and wellbeing messages
Training:	<ul style="list-style-type: none"> • See Carers and UTI training
Benefits	
Better partnership working:	<ul style="list-style-type: none"> • Six weekly updates held between Job Centre Plus and LBB to discuss joint working, including Universal Credit