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**Decision Maker:** EXECUTIVE

**With pre-decision scrutiny from Executive, Resources and Contracts Policy and Development Scrutiny Committee on 15 May 2023**

**Date:** 17 May 2023

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

**Title:** Work Safe Project Gateway Report

**Contact Officer:** Heather Sinclair-Constance, Programme Manager – Adult Social Care Reform  
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**Chief Officer:** Kim Carey, Director of Adult Services

**Ward:** All

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## 1. REASON FOR REPORT

- 1.1 Bromley Council takes the safety of employees seriously, especially when risks to their health and safety may not be as easy to identify as others. We know that Lone working and the risks to employee's safety from this, require extra effort to identify the risks. We are committed to making a Bromley a fantastic place to live and work, where everyone can lead healthy, safe, and independent lives.
- 1.2 The Council has a range of guidelines and policies for staff to cover the requirements for Lone Working (lone workers are those who work by themselves without close or direct supervision). In August 2022, we introduced 'Peoplesafe' supplying staff with the relevant personal safety device to ensure, as far as is reasonably practical, that staff are safe while lone working. Adult Services were allocated 31 devices and Children's Services were allocated 56.
- 1.3 We know that Lone Worker devices and apps, such as 'Peoplesafe' can play a useful part of an organisation's overall personal safety strategy. The Council applied for funding from South East London Integrated Care System (ICS) to help expand the number of 'Peoplesafe' devices offered to staff working in adult's and children's services, develop the #WorkSafe Campaign to raise awareness, remind people how to report and record incidents, offer bespoke training and support to staff and embed the 'Work Safe' approach across adult's and children's services that has been developed through staff engagement.

- 1.4 The Council was awarded £65,000 from South East London Integrated Care System Workforce Programme to deliver the 'Work Safe Project'.

The report seeks authorisation to drawdown the £65,000 grant received from South East London Integrated Care System Workforce Programme to deliver the Work Safe Project to support staff working across adult's and children's service in Bromley.

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

- 2.1 The Executive, Resources and Contracts PDS Committee are asked to note and comment on the content of this report.

- 2.2 The Executive is recommended to approve:

- i) The drawdown of the total grant amount of £65k to be used as set out in Paragraphs 3.4 to 3.12 of this Report.

## Impact on Vulnerable Adults and Children

1. Summary of Impact: The 'People at the Heart of Care' plan out a 10-year Vision for how the government will transform support and care in England by putting people at its heart.
  2. The 'Next steps to put People at the Heart of Care' plan sets out how the government is building on its progress over the last year to make sure care is of outstanding quality, personalised and accessible.
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## Transformation Policy

1. Policy Status: New Policy: 'Next steps to put People at the Heart of Care' – a plan for adult social care system reform over two years (2023 to 2024 and 2024 to 2025) to further digitise the social care sector and bolster the workforce.
  2. Making Bromley Even Better Priority (delete as appropriate):
    - (1) For children and young People to grow up, thrive and have the best life chances in families who flourish and are happy to call Bromley home.
    - (2) For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
    - (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
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## Financial

1. Cost of proposal: Estimated Cost: £65,000
  2. Ongoing costs: Not known at this time
  3. Budget head/performance centre: Adult Social Care
  4. Total current budget for this head: £65,000
  5. Source of funding: South East London Integrated Care System Workforce Programme
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## Personnel

1. Number of staff (current and additional): 3.0 FTE
  2. If from existing staff resources, number of staff hours: Existing staff resources
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## Legal

1. Legal Requirement: Statutory Requirement:
    - Health and Care Act 2022
    - Care Act 2014
    - Employment Act 1996; 2002; 2008
  2. Call-in: Applicable:
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## Procurement

1. Summary of Procurement Implications: Not Applicable
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### Property

1. Summary of Property Implications: Not Applicable
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### Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications:
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### Customer Impact

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

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

### **3. COMMENTARY**

- 3.1 In 2022, a survey by UNISON of nearly 3,000 social care practitioners working in adult's and children's services found that over 40% of social work staff in the UK have faced abuse from service users, their families, or members of the public during the year.
- 3.2 Thirteen per cent of staff said they had been threatened this year, 11% had experienced harassment, 3% had been on the receiving end of online abuse and 2% had faced physical abuse – with younger staff more likely to report all categories of abuse. In addition, 44% of survey participants reported a rise in such behaviour since the onset of Covid, while just 2% felt it had decreased.
- 3.3 Lone Worker devices and apps can play a useful part of an organisation's overall personal safety strategy. As a Local Authority with employees that work alone, we have a duty of care to ensure risks are mitigated to an acceptable level.

#### **Summary of Business Case**

- 3.4 In August 2022, we introduced 'Peoplesafe' supplying staff with the relevant personal safety device to ensure, as far as is reasonably practical, that staff are safe while lone working. The number of devices that were allocated to adult's and children's services meant they would be a shared resources within Teams, however, feedback from social care staff highlighted that a device per worker would support them to 'feel safer' at work rather than sharing a device across a Team.
- 3.5 The Council takes the safety of employees seriously, especially when risks to their health and safety may not be as easy to identify as others. We know that Lone working and the risks to employee's safety from this, require extra effort to identify the risks.
- 36 In February 2022, we applied for funding from South East London Integrated Care System Workforce Programme to help expand the number of 'Peoplesafe' devices offered to staff working in adult's and children's services, develop the #WorkSafe Campaign to raise awareness, remind people how to report and record incidents, offer bespoke training and support to staff and embed the 'Work Safe' approach across adult's and children's services that has been developed through staff engagement.

#### **Key aims and outcomes:**

- 3.6 The aims are to:
1. expand the number of 'Peoplesafe' devices that are available to staff considered as Lone Workers based in children's and adult's services.
  2. highlight the Council's Zero tolerance approach to abuse, violence and frightening behaviour toward our staff and encourage our staff in children's and adult's services to report and record incidents, accessing our health and wellbeing provision to help deal with the affects where needed.
  3. ensure our social care staff have the knowledge and skills to deal with potential dangers they may face at work and coping mechanisms to defuse dangerous situations.

### 3.7 The project outcomes are:

- An increased number of Lone Workers in adult's and children's services are given 'Peoplesafe' devices through its expansion.
- Staff in adult's and children's services can focus on supporting our children, families and adults who require social care by providing outstanding high-quality care and support to our residents without fear of frightening behaviour, abuse, or violence.
- Staff, residents, and partners know that Bromley Council has a Zero tolerance policy on frightening behaviour, abuse, or violence against its staff and are clear how it tackles violence and know how to report and record an incident as a result of the #WorkSafe Campaign.
- Adult's and children's staff acquire the knowledge and skills to Managing frightening or violent situations and conflict management training to help staff deal with potential dangers they may face in their work and advice on how to defuse dangerous situations.

### 3.8 The project deliverables are:

- Procure/purchase an additional allocation of approx. 500 'Peoplesafe' devices to staff in adult's and children's services to ensure, as far as is reasonably practical, that they are safe while Lone Working.
- Development of #WorkSafe Campaign in partnership with staff, residents, and our partners.
- Commissioning and delivery of a bespoke training programme for social care staff to strengthen their knowledge and skills enabling them to better manage and respond to potential dangers they may face in their work as well as advice on how to defuse dangerous situations.
- Evaluation of the impact of Work Safe across children's and adult's services, which will include a review of incident reporting and recording, absence, and sick leave, health, and wellbeing monitoring, the #WorkSafe campaign, application of knowledge and skills obtained from the bespoke training within practice and behavioural change.

### 3.9 The project delivery approach:

- The project will be managed by the Adult Social Care Reform Programme Team and will report into the Adult Social Care Transformation and Assurance Board.
- The project management approach will underpin delivery ensuring the intended outcomes are delivered in time and to budget, ensuring value for money.
- Staff consultation and engagement is a fundamental element of this project. A person centred approach will be adopted throughout the delivery whilst matrix-managing teams from across adult's and children's services and working in partnership with colleagues from across the Council involved in project.
- This project will adhere to Council governance and procedures, which includes standard reporting requirements.

### 3.10 **Project timescales:** April 2023 until March 2024

Phase	Workstream	Timeframe
Phase 1	#WorkSafe Campaign	<b>April 2023 – March 2024</b> <ul style="list-style-type: none"> <li>April'23: #WorkSafe Campaign developed by the Communications and Engagement Group in consultation with staff.</li> <li>From July'23: #WorkSafe Campaign begins.</li> </ul>
Phase1B	Lone Worker Devices	<b>April 2023 – March 2024</b> <ul style="list-style-type: none"> <li>April-June23: Commissioning, device purchase set-up and testing.</li> <li>From July'23: Device allocation process.</li> </ul> <p>Sep'23 – Peoplesafe device expansion used by staff children's and adult's services underpinned by the Lone Working Policy, Guidance and Procedures.</p>
Phase 1C	Training	<b>April 2023 – January 2024</b> <ul style="list-style-type: none"> <li>April'23: Bespoke training specification developed in consultation with staff, training procured and mobilised.</li> <li>From Oct'23 – Bespoke training programme delivered to children's and services staff.</li> </ul>
Phase 1D	Internal Evaluation	<b>April 2023 – July 2024</b> <ul style="list-style-type: none"> <li>March: Development of internal evaluation framework and rollout of pre project surveys.</li> <li>From June'23:</li> <li>Sep'23 – on-going delivery of internal evaluation framework including rollout of mid project surveys, and staff engagement activities.</li> <li>March'24 - on-going delivery of internal evaluation framework including rollout of post project surveys, and staff engagement activities</li> <li>April-July'24 Internal evaluation report with findings produced.</li> </ul>

3.11 An internal evaluation will be undertaken, which will include, but not limited to, the following:

- Pre, mid and post project surveys for all children's and adult's services staff about their awareness of the Council's Lone Working Policy, and guidance and procedures to respond to frightening behaviour, abuse, or violence.
- Pre, mid and post project surveys for staff allocated a 'Peoplesafe' device.
- #WorkSafe campaign monitoring of reach, impact, social media, website, and other digital tools.
- Training course attendance and evaluation
- Principal Social Workers/Senior Social Workers 'Work Safe' practice review sessions with staff
- Analysis of the children's and adult's services workforce profile data pre, during and after the project delivery.
- Review of incidents reported and recorded pre, mid and post project.

3.12 Drawdown of the £65,000 grant received from South East London Integrated Care System Workforce Programme will allow the Council to deliver the Work Safe Project as set out in 3.6 to 3.11 above.

#### **4. MARKET CONSIDERATIONS**

- 4.1 The Council will seek permission in a future report to use the Crown Commercial Services framework to commission the additional Lone Worker Devices for employees in adult's and children's services who work alone.

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

- 5.1 N/A

#### **6. STAKEHOLDER ENGAGEMENT**

- 6.1 The number of devices that were allocated to adult's and children's services meant they would be a shared resources within Teams, however, feedback from social care staff highlighted that a device per worker would support them to 'feel safer' at work rather than sharing a device across a Team.
- 6.2 Staff consultation and engagement is a fundamental element of this project. A person centred approach will be adopted throughout the delivery whilst matrix-managing teams from across adult's and children's services and working in partnership with colleagues from across the Council involved in project.

#### **7. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS**

- 7.1 N/A

#### **8. IMPACT ASSESSMENTS (INCLUDING VULNERABLE ADULTS AND CHILDREN)**

- 8.1 N/A

#### **9. TRANSFORMATION/POLICY IMPLICATIONS**

- 9.1 The Adult Social Care Reform addresses the MBMB priorities 2 and 5 as detailed below:
- (2) For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence, and making choices, and
  - (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
- 9.2 The Council as the employer has duty to protect the health, safety and welfare of their employees and other people who might be affected by their business. The Lone Working Policy, Procedure and Guidance applies to all activities undertaken by London Borough of Bromley. The policy is designed to assist managers with their specific health and safety responsibilities and for staff who, as part of their normal duties, work alone.



## **10. IT AND GDPR CONSIDERATIONS**

- 10.1 The Provider of the 'Peoplesafe' devices has demonstrated sufficient documentation and policy to confirm they adhere to all current and relevant GDPR and data storing/sharing requirements.
- 10.2 A Data Protection Impact Assessment will be completed in partnership with colleagues in IT. The use of any new technology solutions to support implementation of the reforms will include the standard wording and expectations upon staff, partners, and providers in relation to IT and GDPR.

## **11. STRATEGIC PROPERTY CONSIDERATIONS**

- 11.1 N/A

## **12. PROCUREMENT CONSIDERATIONS**

- 12.1 No procurement action required at this time. Advice will be sought with regards to the procurement of additional devices via the Crown Commercial Services G Cloud 13.

## **13. FINANCIAL CONSIDERATIONS**

- 13.1 This report requests the drawdown of £65k grant funding from the 2023/24 Central Contingency to the Adult Social Care revenue budget. This is a one-off ringfenced grant, allocated to the Council by South East London ICB for the proposed Work Safe Project under a Section 256 agreement.
- 13.2 As part of the project, it is intended to purchase a number of Peoplesafe devices which will be subject to a separate procurement exercise. This will need to quantify the ongoing cost implications and whether this can be contained within existing social care budgets and/or considered as part of the department's planning for the 2024/25 draft budget and 4-year forecast.

## **14. PERSONNEL CONSIDERATIONS**

- 14.1 N/A

## **15. LEGAL CONSIDERATIONS**

- 15.1 The Health and Safety at Work Act 1974 directs the legislative practice for workplaces in the UK.  
All employers have a common law duty to take reasonable care for the safety of their employees; they have a duty to see that reasonable care is taken to provide them with a safe place of work, safe tools and equipment and a safe system of working (Wilsons & Clyde Coal Co Ltd v English [1938] AC 57). The Health and Safety at Work Act imposes a general duty on employers to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all of their employees.  
The Management of Health and Safety at Work Regulations 1999 (SI 1999/3242) imposes specific duties on employers such as;
- Undertaking risk assessments
  - Applying the principles of prevention (those relevant to stress are);
    - Avoiding risks

- Combating risks at source
- Developing coherent overall prevention policy's
- Giving appropriate instructions
- Providing "*comprehensible and relevant information*"...identified by assessment and the measures that will be implemented (*Reg 10(1)*).

The scope of the common law duty of care under the law of negligence is influenced by the employer's obligations under health and safety law. Failure by an employer to comply with regulations may assist an employee in establishing the extent of the employer's duty to prevent an employee being made ill by stress at work. It may also assist an employee in establishing the breach of the common law duty by the employer and whether an injury to the employee was reasonably foreseeable.

This request comes from a grant to LBB in the sum of £65,000. The sum specifically to assist provide Safe Working conditions.

Its aim is to provide an additional (approx.) 500 'Peoplesafe' devices to staff in adult's and children's services to ensure, as far as is reasonably practical, that they are safe while Lone Working.

Develop #WorkSafe Campaign in partnership with staff, residents, and our partners.

Commissioning and delivery of a bespoke training programme for social care staff to strengthen knowledge and skills enabling them to better manage and respond to potential dangers they may face in their work as well as advice on how to defuse dangerous situations.

This would go some way to evidencing LBB is doing what it reasonably can to fulfil its common law duty of care under the law of negligence thus fulfilling its obligations under statute, such as Health and Safety Regulations, Care Act and Employment Regulations.

<b>Non-Applicable Headings:</b>	5. SOCIAL VALUE, CARBON REDUCTION AND LOCAL / NATIONAL PRIORITIES 8. IMPACT ASSESSMENTS (INCLUDING VULNERABLE ADULTS AND CHILDREN) 13. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS 14. STRATEGIC PROPERTY CONSIDERATIONS 15. PROCUREMENT CONSIDERATIONS 16. PERSONNEL CONSIDERATIONS 17. WARD COUNCILLOR VIEWS
Background Documents: (Access via Contact Officer)	People at the Heart of Care, Adult Social Care Reform.