

Decision Maker: Adult Care and Health PDS Committee

Date: Tuesday 30th January 2024

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

Title: Adult Social Care Transformation Programme

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

Ward: All

1. REASON FOR REPORT

- 1.1 The Council has developed the Adult Social Care Strategy for the period 2023 to 2028 to take account of developments across the social care market, changing government policy and wider technological, demographic, and economic changes. It considers the key changes of increased service demand and rising costs pressures in relation to supporting vulnerable older residents, carers, and working age adults with a disability and/or long-term health condition.
 - 1.2 This report sets out what the Council plans to do over the next 10-years through its Adult Social Care Transformation programme to develop a more sustainable and efficient future operating model that offers a new way of working, providing service quality improvements and better outcomes for Bromley residents and our workforce, whilst delivering good quality and safe care and support.
 - 1.3 The new strategy, Adult Social Care Digital Transformation Strategy 2024 to 2034 have been developed to enable us to achieve our Making Bromley Even Better ambitions.
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2. RECOMMENDATION(S)

- 2.1 The Adult Care and Health Policy Development Committee are asked to note the report and comment on the refreshed strategy.

Impact on Vulnerable Adults and Children

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

1. Policy Status: Existing Policy:
 2. Making Bromley Even Better Priority (delete as appropriate):
 - (2) For adults and older people to enjoy fulfilled and successful lives in Bromley, ageing well, retaining independence and making choices.
 - (5) To manage our resources well, providing value for money, and efficient and effective services for Bromley's residents.
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Financial

1. Cost of proposal: n/a
 2. Ongoing costs: n/a
 3. Budget head/performance centre: Adult Social Care
 4. Total current budget for this head: £84.4m
 5. Source of funding: Revenue budget
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Personnel

1. Number of staff (current and additional): Adult Social Care
 2. If from existing staff resources, number of staff hours:
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Legal

1. Legal Requirement: Statutory Requirement: Care Act 2014 and Health and Care Act 2022.
 2. Call-in: Not Applicable:
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Procurement

1. Summary of Procurement Implications: N/A
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Property

1. Summary of Property Implications: N/A
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Carbon Reduction and Social Value

1. Summary of Carbon Reduction/Sustainability Implications:
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Impact on the Local Economy

1. Summary of Local Economy Implications:

Impact on Health and Wellbeing

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

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

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

3. COMMENTARY

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

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



Digital first

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



Residents at the heart

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



Safe & secure access & data management

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



Collaborative

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



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



Building on strengths & shared responsibility

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



Data - led & data smart

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

3.4 The strategy was developed in collaboration the Social Care Institute of Excellence (SCIE), officers in Adult Social Care, across the Council, Voluntary, Community and Social Enterprise (VCSE), and local system partners. It introduces a series of interventions and projects that would transform the ‘Resident Journey’. The proposed interventions and projects look to introduce a range of digital tools that change the ways in which the Adult Social Care engage and work with residents, carers, and partners.

3.5 The complete strategy is included as an appendix to this report.

4. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS

4.1 **Estimated Value of Proposed Action:** Not Applicable.

5. MARKET CONSIDERATIONS / IMPACT ON LOCAL ECONOMY

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

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

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

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

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

7. STAKEHOLDER ENGAGEMENT

7.1 Staff engagement sessions were held between November 2022 and October 2023 to help develop, design and co-produce the independent review, case for change and Digital Strategy lead by Social Care Institute of Excellence (SCIE), develop the Adult Social Care Workforce Strategy and provide updates the progress of the Adult Social Care Transformation Programme. This involved gathering the views and ideas of staff across Adult Services, other Council departments, and the Bromley care system to help shape this future approach.

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

We will also share the strategy with Trade Union and Departments Representatives within the Council for awareness and information purposes.

7.3 We will commissioning a Strategic Co-production Partner to support us to develop a co-production framework, which will be procured and reported to the Policy Development and Scrutiny Committee separately.

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

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

9. TRANSFORMATION/POLICY IMPLICATIONS

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

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

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

10. IT AND GDPR CONSIDERATIONS

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

11. STRATEGIC PROPERTY CONSIDERATIONS

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

12. PROCUREMENT CONSIDERATIONS

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

13. FINANCIAL CONSIDERATIONS

13.1 There are no direct financial implications arising from the contents of this report.

14. PERSONNEL CONSIDERATIONS

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

15. LEGAL CONSIDERATIONS

15.1 The strategy outlines how the Council aims to meet statutory obligations in relation to Adult Social Care as set out under the Care Act 2014 and Health and Care Act 2022. There are no further legal implications arising directly from this report.

16. IMPACT ON HEALTH AND WELLBING

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

17. WARD COUNCILLOR VIEWS

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

Non-Applicable Headings:	7. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS 11. STRATEGIC PROPERTY CONSIDERATIONS 12. PROCUREMENT CONSIDERATIONS 14. PERSONNEL CONSIDERATIONS 16. WARD COUNCILLOR VIEWS
Background Documents: (Access via Contact Officer)	Adult Social Care Reform Report Social Care Institute of Excellence Gateway Officer Report