

Decision Maker:	Executive with pre-decision scrutiny from Adult Care and Health Policy Development and Scrutiny Committee		
Date:	10th July 2024		
Decision Type:	Non-Urgent	Executive	Key Non-Key
Title:	Adult Social Care Transformation Programme – Digital Strategy 2024 to 2034		
Contact Officer:	Heather Sinclair-Constance, Head of Service, Adult Services Transformation and Improvement Tel: 020 8313 4641 E-mail: heather.sinclair-constance@bromley.gov.uk		
Chief Officer:	Kim Carey, Director of Adult Services		
Ward:	All		

1. REASON FOR REPORT

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

2. RECOMMENDATION(S)

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

2.2 The Executive is recommended to:

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

Impact on Vulnerable Adults and Children

1. Summary of Impact: The work outlined in this report will support the delivery of the Adult Social Care Strategy and Transforming Bromley 2024-28 objectives.
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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: Please refer to Part 2 of this report.
 2. Ongoing costs: Recurring Cost: Please refer to Part 2 of this report.
 3. Budget head/performance centre: Adult Social Care
 4. Total current budget for this head: £89.5m
 5. Source of funding: Revenue budget, improved Better Care Fund (iBCF), Disabled Facilities Grant (DFG)
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Personnel

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: Care Act 2014 and Health and Care Act 2022.
 2. Call-in: 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: N/a
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Impact on the Local Economy

1. Summary of Local Economy Implications: N/a

Impact on Health and Wellbeing

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

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

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

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



Digital first

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



Residents at the heart

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



Safe & secure access & data management

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



Collaborative

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



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



Building on strengths & shared responsibility

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



Data - led & data smart

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

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

Summary of Business Case

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

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

4. PROCUREMENT AND PROJECT TIMESCALES AND GOVERNANCE ARRANGEMENTS

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

5. MARKET CONSIDERATIONS / IMPACT ON LOCAL ECONOMY

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

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

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

7. STAKEHOLDER ENGAGEMENT

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

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

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

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

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

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

9. TRANSFORMATION/POLICY IMPLICATIONS

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

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

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

10. IT AND GDPR CONSIDERATIONS

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

11. STRATEGIC PROPERTY CONSIDERATIONS

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

12. PROCUREMENT CONSIDERATIONS

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

13. FINANCIAL CONSIDERATIONS

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

14. PERSONNEL CONSIDERATIONS

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

15. LEGAL CONSIDERATIONS

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

16. IMPACT ON HEALTH AND WELLBING

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

17. WARD COUNCILLOR VIEWS

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

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