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Local Authority Intelligence

Bromley Council

From Access to Timely Support

Evidence-led analysis of the adult social care provider market,
commissioning priorities and strategic direction.

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Independent Adult Social Care Market Intelligence
& Provider Development Research

ABOUT THIS PUBLICATION

This publication forms part of the Odelia Local Authority Intelligence Series.

The series provides evidence-led analysis of adult social care provider markets across England, translating publicly available information into practical intelligence for providers, commissioners, housing organisations, NHS partners and sector leaders.

Each publication draws upon publicly available sources, including Market Position Statements, adult social care strategies, commissioning plans, procurement information, CQC assessments and other relevant publications.

The purpose of the series is to improve understanding of local provider markets and support informed discussion across the sector.

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THE SERIES

Further editions of the Local Authority Intelligence series are published at www.odeliagroup.co.uk.

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PURPOSE

This note reflects publicly available information from Bromley Council’s CQC Adult Social Care assessment, Adult Social Care Strategy, Market Position Statement for domiciliary care and Market Position Statement for integrated mental health and wellbeing. Its purpose is to better understand the challenges facing Bromley’s adult social care market and consider how provider readiness can support future market development.

AT A GLANCE

Primary market theme	From Access to Timely Support
Key commissioning priorities	Timely access to care; Homecare; Reablement; Home First; Safeguarding assurance; Mental health and wellbeing; Dementia and complex care; Unpaid carers; Transitions into adulthood.
Best read for	Homecare Providers; Reablement Providers; Supported Living Providers; Mental Health Providers; Dementia Providers; Complex Care Providers; Transition Support Providers; Commissioners; Market Development Leads.

WHAT THE EVIDENCE TELLS US

Bromley's Adult Social Care service has been rated Requires Improvement by CQC. The assessment recognised committed staff and transformation activity, but also highlighted concerns around timely access, assessments, reviews, support for unpaid carers, safeguarding oversight and transitions into adulthood.

Bromley's Adult Social Care Strategy sets a vision of supporting older people, disabled residents, people with long-term conditions and carers to live safely, independently and healthily with the right care at the right time.

Bromley also has specific Market Position Statements for domiciliary care and integrated mental health and wellbeing. These documents point to priorities around care at home, independence, proactive support, co-production, mental health, learning disability, autism and integrated care.

Alongside improvement activity, Bromley continues to face challenges including:

- Timely access to care and support
- Assessment and review delays
- Support for unpaid carers
- Safeguarding oversight
- Transitions from children's to adult services
- Specialist provision for complex needs
- Mental health and wellbeing support
- Dementia provision
- Adult Social Care financial pressure
- Market sustainability

WHAT THIS MEANS FOR PROVIDERS

Bromley's current position suggests that future provider success will depend on more than having available capacity.

Commissioners are likely to value providers who can evidence:

- Fast mobilisation
- Reliable package starts
- Reablement and discharge experience
- Safeguarding governance
- Strong communication
- Support for unpaid carers
- Mental health capability
- Dementia capability
- Transition planning
- Independence outcomes
- Continuous improvement

WHAT THE CQC ASSESSMENT MEANS FOR PROVIDERS

The CQC assessment should make providers think carefully about evidence.

Where a council is trying to improve timely access, safeguarding oversight, transitions and carer support, providers need to show how they can contribute to that improvement. This may include clear mobilisation times, safeguarding escalation processes, carer involvement, transition planning and outcome reporting.

Providers that can present this information clearly are likely to be better positioned to support Bromley's improvement journey.

WHAT COMMISSIONERS MAY BE THINKING

Current priorities appear to extend beyond sourcing providers with capacity.

The focus is likely to be on developing a provider market that:

- responds quickly;
- supports Home First;
- strengthens reablement outcomes;
- improves safeguarding assurance;
- supports unpaid carers;
- manages complex needs;
- supports mental health and dementia;
- improves transitions into adulthood;
- evidences quality and outcomes.

This suggests a shift from capacity alone towards assurance, evidence and confidence.

REFLECTION

Bromley's published evidence highlights an important lesson for providers.

Capacity alone does not solve access problems if support cannot start quickly, safely and reliably. In a market focused on timely support, providers need to evidence mobilisation, safeguarding, reablement outcomes and specialist capability before opportunities arise.

Understanding these expectations will help providers position themselves more effectively within Bromley's evolving adult social care market.

EMERGING MARKET THEME

Across Bromley's CQC assessment, Adult Social Care Strategy and Market Position Statements, a recurring theme is the growing importance of timely provider readiness rather than simply provider availability. As the council works to improve access, reablement, safeguarding, transitions and specialist support, commissioners increasingly need providers who can turn capacity into safe, reliable and outcome-focused support without unnecessary delay.

KEY MARKET INSIGHT

Bromley's challenge is not simply finding available providers. It is ensuring the right support can start quickly, safely and with clear evidence of outcomes.

COMMISSIONER'S LENS

Bromley's challenge is not simply securing enough providers. It is building a provider market that can respond quickly and reliably while supporting Home First, safeguarding assurance, reablement, unpaid carers, specialist provision and transitions into adulthood. Providers that can evidence mobilisation times, quality assurance, safeguarding governance and independence outcomes are likely to align most closely with these priorities.

PROVIDER ACTION GUIDE

Based on Bromley Council's Current Priorities

Homecare

COUNCIL CHALLENGES

- Timely access to care.
- Supporting people to remain at home.
- Workforce and sustainability pressures.
- Reliable package starts.
- Support for independence and Home First.

PROVIDERS SHOULD CONSIDER

- Recording referral response and mobilisation times.
- Evidencing continuity of care and low missed visits.
- Showing how care supports independence at home.
- Demonstrating weekend or urgent-start capability where available.
- Providing outcome evidence, not just hours delivered.

Reablement & Hospital Discharge

COUNCIL CHALLENGES

- Supporting Home First.
- Helping people regain independence.
- Maintaining hospital flow.
- Reducing long-term care dependency.
- Sustaining positive reablement outcomes.

PROVIDERS SHOULD CONSIDER

- Demonstrating discharge and reablement experience.
- Recording improvements in independence and function.
- Evidencing multidisciplinary working.
- Showing how short-term support reduces long-term need.
- Tracking outcomes after discharge or reablement support ends.

PROVIDER ACTION GUIDE

Based on Bromley Council's Current Priorities

Mental Health, Dementia & Complex Care

COUNCIL CHALLENGES

- Gaps in specialist provision.
- Support for working-age adults with complex needs.
- Mental health and wellbeing pressures.
- Dementia support within the borough.
- Integrated care and proactive support.

PROVIDERS SHOULD CONSIDER

- Building specialist workforce training.
- Producing anonymised case studies for complex support.
- Evidencing mental health, dementia, LD or autism capability.
- Demonstrating positive risk management.
- Showing partnership working with health and community services.

Safeguarding & Quality Assurance

COUNCIL CHALLENGES

- Strengthening safeguarding oversight.
- Managing key safeguarding risks.
- Improving assurance across care and support.
- Supporting vulnerable adults in specialist settings.
- Ensuring safe escalation.

PROVIDERS SHOULD CONSIDER

- Evidencing safeguarding governance and escalation routes.
- Recording learning from incidents and concerns.
- Demonstrating staff competency in safeguarding practice.
- Showing quality assurance and audit activity.
- Providing commissioners with clear assurance information.

PROVIDER ACTION GUIDE

Based on Bromley Council's Current Priorities

Unpaid Carers & Preventative Support

COUNCIL CHALLENGES

- Improving support for unpaid carers.
- Reducing isolation and loneliness.
- Supporting wellbeing and community connection.
- Preventing escalation.
- Strengthening community-based support.

PROVIDERS SHOULD CONSIDER

- Recording how carers are involved and supported.
- Signposting carers to relevant local support.
- Measuring wellbeing, confidence and social inclusion outcomes.
- Building links with voluntary and community organisations.
- Showing how services prevent breakdown or escalation.

Transitions into Adulthood

COUNCIL CHALLENGES

- Improving transition from children's to adult services.
- Supporting young people with complex needs.
- Improving planning and continuity.
- Reducing crisis responses.
- Supporting independence into adulthood.

PROVIDERS SHOULD CONSIDER

- Developing transition-focused support offers.
- Evidencing outcomes around independence, stability and life skills.
- Working with families, schools, health and social care.
- Building SEND, autism and complex needs expertise.
- Showing how early planning reduces placement breakdown.

PROVIDER READINESS SCORECARD

How prepared is your organisation for Bromley's future commissioning priorities?

Question	Yes	No
Can we evidence how quickly support can start after referral?	☐	☐
Do we record mobilisation times and referral response times?	☐	☐
Can we demonstrate experience supporting Home First, reablement or discharge pathways?	☐	☐
Can we evidence outcomes around independence and reduced long-term need?	☐	☐
Do we have clear safeguarding governance and escalation processes?	☐	☐
Can we evidence support for unpaid carers where relevant?	☐	☐
Do we have specialist capability in dementia, mental health, LD, autism or complex care?	☐	☐
Are we able to support transitions into adult services where relevant?	☐	☐
Do we provide commissioners with clear quality and outcome evidence?	☐	☐
Could commissioners quickly understand our mobilisation capability and service strengths?	☐	☐

READINESS REFLECTION

Bromley's commissioning direction suggests that providers will increasingly need to demonstrate timely readiness, not only capacity. Commissioners are likely to seek organisations that can evidence safe mobilisation, safeguarding assurance, reablement outcomes, support for unpaid carers and specialist capability.

This scorecard is intended as a practical self-assessment tool to help providers reflect on commissioning readiness and identify areas for development.

QUESTIONS WORTH EXPLORING

- What evidence helps commissioners understand whether a provider can mobilise quickly?
- How can providers demonstrate reablement and Home First outcomes more clearly?
- What role can providers play in improving transitions into adulthood?
- How can safeguarding assurance be evidenced consistently across the provider market?

SOURCES

- CQC Local Authority Assessment: Bromley Council
- CQC press release on Bromley Adult Social Care
- Bromley Adult Social Care Strategy 2023 to 2028
- Bromley Market Position Statement: Domiciliary Care Services
- Bromley Market Position Statement: Integrated Mental Health and Wellbeing
- Bromley Adult Care and Health scrutiny information
- Bromley auditor reporting on council financial pressure

DISCLAIMER

This insight note is based on publicly available information and reflects the author's interpretation of published evidence. It is intended to support discussion and should not be regarded as representing the views of Bromley Council or any other organisation.

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