



**“NEW OPPORTUNITIES”**

**Bromley Y  
Annual Report  
2020**



## CONTENTS

<b>CHAIRMANS REPORT</b>	<b>Page 3</b>
<b>DIRECTORS REPORT</b>	<b>Page 4-5</b>
<b>OXLEAS CAMHS AND BROMLEY Y PARTNERSHIP WORKING</b>	<b>Page 6</b>
<b>STRATEGY IN BROMLEY Y</b>	<b>Page 7-9</b>
<b>THANKS</b>	<b>Page 10</b>



## CHAIRMANS REPORT

2020 has certainly been a challenging year because of COVID 19 and to a lesser extent waiting for details of some of our current services being put out to tender. The impact of COVID 19 pandemic and the subsequent “lockdown” resulted in the restructuring the way **Bromley Y** delivered services to children and young people in the London Borough of Bromley. This was undertaken by Gill Allen, our Director, with the Senior Leadership Team and has gone extremely well. Staff have been in the main working from home to continue to provide the services virtually, through video links, telephone and email. There have also been some socially distancing groups functioning in the open environment, if required. Feedback from both service users and staff on how this has gone has been very positive. In light of the changes to the way we work and deliver services we have taken the opportunity to develop our website which is now updated and more interactive, affording the opportunity to ensure we provide information to those who need it. I would like to thank all the staff and volunteers, on behalf of the Trustees, for their dedication, commitment and professionalism in delivering services to children and young people in Bromley, particularly during these difficult and challenging times where often there is a greater need for help and support. I know that for many it has not been ideal to work from home.

**Bromley Y** grows from strength to strength and the organisation is well respected by all concerned. Bromley Clinical Commissioning Group last year commissioned a new service which was designed to reduce waiting times for therapies to 4-weeks at the most. This was a joint venture between **Bromley Y** and Oxleas Child and Adolescent Mental Health Services. The impact of this was quite noticeable. The Bromley Wellbeing Service and School Wellbeing Service continue to be delivered extremely successfully with good outcomes for the young people. In July this year, the London Borough of Bromley published details of the new service for the provision of Bromley Children and Young People’s Emotional Wellbeing and Mental Health Service which is due to start in April 2021. **Bromley Y** have tendered for this Service. We feel that we have put in a strong bid. The decision of the award of contract will be known on 14 December 2020.

Our financial position continues to be good. I am extremely grateful to Jackie Monk, our Treasurer, for keeping it that way. As the Honourable Ernest Noad reported in last year’s Annual Report, we moved out of the East Street premises at the end of September 2019. Subsequently through the considerable help of Tony Gore we obtained premises at Bertha James which gave us the required capacity we needed having moved out of East Street. Sadly, after great efforts by all concerned moving in, the time spent there was short lived due to reasons beyond our control. The premises had to be vacated at the end of March 2020. Vacating Bertha James has helped us financially and it may well be that the need for additional premises will not be required in the future.

We welcome Lucy Hutton to the Board of Trustees she has previous experience of being a Trustee for a homeless charity. Her role as a **Bromley Y** Trustee is to represent the views of parents and to help inform our ideas. Helen Harper who joined us last year as a Trustee has resigned as she is expecting a baby imminently. We wish her well and hope that she will be able re-join the Board at a later date. Sadly, we are also losing the Honourable Ernest Noad and Judge Tony Gore from the Board. Ernest became a Trustee in 2014, shortly after which he became Chairman. A post he held for five years, stepping down in November last year. He led the organisation through considerable change overseeing the start of the new Community Wellbeing Service in December 2014. Tony has been a Trustee since 1993. His commitment and dedication to **Bromley Y** over the years is much valued and appreciated. I would like to thank all three, on behalf of the organisation, for enabling **Bromley Y** to be in this strong and successful position. I would also like to thank my fellow Trustees for their help and support during my first year as Chairman. I value their contributions and guidance.

As Chairman I have developed a close and constructive relationship with Gill Allen, our Director, over the last year. She is extremely hard working and committed to **Bromley Y**, both in terms of the services delivered and also for the wellbeing of the staff and volunteers. I have also maintained regular direct contact with the staff mainly through team meetings. I thank them for all their hard work and dedication over the last year, particularly as it has not been easy during the effects of the pandemic. The need for support for children and young people’s emotional wellbeing is likely to be significant as time goes on particularly because of the impact of COVID 19. I feel that **Bromley Y** are in a strong position to deliver this.

**Dr Stuart H Robertson**  
Chairman of Trustees

## DIRECTORS REPORT

This year has been unprecedented. It has been incredible in many ways, but also very difficult for us and everyone around us. As this report is published, in the space of less than 12 months the COVID 19 pandemic has spread to almost every country in the world, bringing grief, suffering and economic chaos. We have all been under enormous pressure. The pandemic has had a significant impact on **Bromley Y** and our priority has been the safety, health and wellbeing of children, young people, their families/ carers and of our staff and volunteers. We have adjusted our ways of working and will continue to do so. By necessity our communication has become more virtual and the importance of our digital offer has increased substantially. We have made best use of existing and new technology as we have sought to continue to support our service users, during what for many has been an especially difficult time. Driven by the challenges of this year, we have innovated and established improved ways of working which will be carried over into post COVID times. These improvements will benefit service users, as well as staff. They include the strengthening of multi-disciplinary work, more flexible approaches to work and more regular team meetings, very much facilitated by digital platforms. I expect technology to continue to grow in importance for our business over the coming months and years. Our website has been redesigned and updated ensuring that the information is available to all, this will continue to be expanded. <https://www.bromley-y.org>

This year we received 2,673 referrals into the single point of access - an increase year-on-year [of 81]. We continued to triage all referrals within 48 hours of which 2,349 accessed therapies and 252 children and young people were referred onto other services. The main presentation symptoms included anxiety, changes in mood, depressive symptoms, sleep issues and loneliness due to COVID 19. Our DNA rate remains low under 5%. We increased our reach through our digital offer.



There has been increased collaboration between Oxleas CAMHS and **Bromley Y**, resulting in daily joint triage, improved care pathways and a greater understanding of risk, roles and responsibilities. I wish to extend my appreciation to Oxleas CAMHS for their support in collectively responding to the challenges of this year, to the benefit of the users of our services.

We continue to expand our reach into schools in Bromley, both through the School Wellbeing Service and through our Traded Service to schools. Schools are critical places for early intervention in young people's mental health and wellbeing, the demand for intervention is high with the impact of COVID 19 undoubtedly increased the importance of the services we provide. Parents and school staff are the key agents of change and have benefited from resources and tools as well as workshops and webinars.

**Bromley Y** will continue to empower more young people to play a critical role in the changes they need, making sure we respect difference and diversity at every level. I am delighted that the user participation group is growing and as our work develops in the wider community, we hope for improved access so that every young person and their families are supported, whatever the challenges.

The major **Bromley Y** contracts will end in March 2021. We are currently part of a tender process for a Bromley Children and Young Peoples' Mental Health and Emotional Wellbeing Service (MHEWS). This is a five-year contract

with an option to extend to a total of 9 years. The new contract specification will bring a refreshed brand identity and new service in 2021. The manner in which the organisation has faced-up to and overcome challenges and exploited opportunities has also been critical in making sure we are 'tender ready'. All of this is made possible by the dedication and professionalism of our staff and commitment and support of our partners, Board of Trustees, volunteers and other supporters. I wish to personally thank all of these people for their significant efforts and contribution during the past year. We expect the outcome of the tender process to be announced on 14 December 2020. Whatever the outcome, I am confident that we have put our best foot forward.

On a personal note, I would like to thank the Honourable Ernest Noad and Judge Tony Gore, for their support and expertise over the years which has contributed to placing **Bromley Y** in a very strong position for the future. I would also like to congratulate Helen Harper on the birth of her daughter.

Looking into the future, work is underway to sharpen our focus, to meet new challenges and adapt to the changing needs of children and young people. We continue to support staff to develop their potential by working closely together to achieve our organisations objectives and to be a powerful force for change. I take great pride in what you and we collectively have achieved. I look to the future with confidence.

Best Wishes.

**Gill Allen**  
**Director**



## OXLEAS CAMHS AND BROMLEY Y PARTNERSHIP WORKING

This is an update with regards to the joint working practice between Oxleas CAMHS and **Bromley Y** in the last 12 months and it further summarises the plans to continue to develop the partnership in the interests of the children and young people in receipt of care in the borough of Bromley

**Referrals and Triage:** Since 2019, Bromley CAMHS and **Bromley Y** have continued to build upon the referrals meetings which take place. Initially the weekly referrals meetings had provided an opportunity to develop a shared understanding of the care pathway, resulting in children and young people receiving the right care to meet their needs. This partnership has continued to develop, more recently progressing to a joint daily triage between **Bromley Y** and CAMHS.

This integration has resulted in a number of benefits for the children and young people in Bromley. Through development of a joint daily triage, it has enabled improvement in the quality of clinical decisions at an early stage. It has further enhanced the understanding of service provision across the pathway and reduced duplication and waste. This development has continued to strengthen the relationships across **Bromley Y** and CAMHS as well as ensure a timelier response to children and young people.

**Partnership with Bromley Y:** **Bromley Y** and CAMHS had an opportunity to share a project management resource in the last year; this had been funded via the trailblazer funding. This created an opportunity to increase communication across the pathways which allowed development of a stronger working relationship and sharing of expertise and experiences. During the last year there has been greater understanding of both challenges and strengths for both **Bromley Y** and CAMHS, and this has created opportunities to adapt ways of working in the referral pathway- creating more time efficient, integrated working. This has not only improved the experience for the staff involved across the partnership but had a positive effect on the patient journey. This change in partnership has also increased staff morale and experiences. Additionally, there have been changes within Oxleas CAMHS senior leadership team. This has created opportunities to think further about the partnership and building new working relationships. This has been incredibly positive in the interests of child and young people. These newly formed relationships continue to develop and encourage open and honest dialogue.

**Waiting List Initiative (Trailblazer):** NHS Improvement (Intensive Support Team) undertook a 2-day systemic review of **Bromley Y** and Oxleas CAMHS in October 2019. This identified areas of improvement across the pathway for child and young people accessing care. The review identified areas which would enable **Bromley Y** and CAMHS to continue to work towards achieving minimal waits. Recognition had been given to the progress made in simplifying routes of entry into the service, whilst improving triage and assessment waits, despite the constraints of COVID.

**Looking into the future:** Across **Bromley Y** and CAMHS there will be further support from NHS Improvement to further develop the following areas, pathway mapping, improving patient flow, patient tracking and understanding backlogs. **Bromley Y** and CAMHS will continue to build on the new and existing relationships to strengthen the partnership and offer to children and young people in Bromley and will continue to develop the 'single point of access' and joint daily triage, improving clinical decision making across the pathways.

**Sheena Gohal**

**Associate Director, Oxleas CAMHS**



## STRATEGY IN BROMLEY Y

This year has been one of change and challenges on an individual level for **Bromley Y** staff, volunteers and Trustees and for **Bromley Y** as an organisation. The impact of COVID 19, has meant different ways of working and interacting with children and young people, personal challenges, and adjusting to different ways of supporting each other whilst continuing to deliver services. This has all been underpinned with uncertainties about the outcome of the tender. Whatever the outcome of these changes and challenges **Bromley Y** will be looking at new and different services in the future with “new opportunities” both for the organisation and for individuals. One component of delivering these new opportunities is through having a strategy of how **Bromley Y** increases and conducts its business, the service model it uses and how this is resourced.

Strategy is one of those words which means different things depending on who you ask and in what context. Unsurprisingly, it has given rise to many different definitions of strategy and of strategic thinking models. Broadly the definition of strategy, which originated from the military, is “a general plan to achieve one or more long-term or overall goals under conditions of uncertainty”. More broadly, strategy can be defined as setting goals and priorities, determining actions to achieve the goals and mobilizing resources to implement the actions. Strategy is not setting a mission statement or the values by which an organisation operates. Strategy is how the organisation delivers these. If this definition of strategy is used, it is clear that the process takes place in many aspects of the organisation. From individual work with children, young people and their families, through to the management of the service day-to-day.

In **Bromley Y** we have a “mission statement which is:

*“Enabling children and young people to fulfil their potential by making a positive difference in their emotional wellbeing. It ensures that children, young people and their families are LISTENED to, actively INVOLVED and participating both in their support but also in developing services, that people and their views and beliefs are VALUED and respected ENABLING them to reach their full potential.”*

We also have a set of values by which we operate. These are based on **THRIVE** and follow the **RESPECT** principles:

As someone seeking help from Bromley Y, I have a right to:	
RESPECT	
<b>Review</b>	<ul style="list-style-type: none"><li>• To know what options are available</li><li>• To know the pros and cons of the different options</li></ul>
<b>Effective help</b>	<ul style="list-style-type: none"><li>• To know the evidence for the help and support being suggested</li><li>• To know if there are different types of help that may be effective</li><li>• To know what is expected from me or others</li></ul>
<b>Select</b>	<ul style="list-style-type: none"><li>• To make choices about what help I get when different evidence-based approaches exist</li></ul>
<b>Progress</b>	<ul style="list-style-type: none"><li>• To be involved in setting and reviewing goals</li><li>• To know how soon and to what extent things are likely to improve</li><li>• To agree what will happen if things don't get better</li></ul>
<b>Expression</b>	<ul style="list-style-type: none"><li>• To be listened to and have my views taken into account</li></ul>
<b>Clarity</b>	<ul style="list-style-type: none"><li>• To know how those supporting me understand the difficulties</li><li>• To know what is happening to information about me</li></ul>
<b>Transition support</b>	<ul style="list-style-type: none"><li>• To be supported to find further help if needed</li></ul>

These values are enshrined in the mission statement and translate into:

- **Listening** to children and young people and their families
- **Involving** them in their support and development of services
- **Valuing** their views, beliefs and experience
- **Enabling** them to meet their goals and potential.

## WHERE ARE WE NOW?

So, if we consider where **Bromley Y** is now, its strengths and weaknesses and resources. Our strengths are a committed, well qualified and flexible staff group, supported by volunteers, delivering evidence-based services to a high standard which are recognised both locally and nationally. The ability as a small organisation to respond flexibly to need is vital in these changing times, as our response to the COVID 19 pandemic has demonstrated. However, being a small provider organisation also brings some potential weaknesses the main one being we are reliant on contracts within Bromley for our business. This, as we are all aware, means that we have to tender for the services we provide based on the needs identified by organisations who commission services, the nature of the tender process creates uncertainty both for the organisation and for staff. It is worth mentioning that commissioners recognise this uncertainty and the challenges in ensuring consistency of services so rather than commissioning services on a three-year cycle have extended it to a five year (plus two further extensions of two years) The nature of the tender process means that commissioners have followed a process of considering what service is needed given the needs of the locality, who is the service for and the financial envelope available. For **Bromley Y** as for other organisations this requires that services are shaped in response to a service specification which may, or may not, fit with current structures and services so change is an unavoidable part of the process.

**Bromley Y** has a good reputation both locally and nationally for the services it provides, however because we are a small organisation, we do not assign enough resource to “banging our own drum” to use a military metaphor, with wider stakeholders.

**Bromley Y**, because of its flexibility, is able to develop strong partnerships with other organisations to ensure the delivery of services, so the strong partnership with Oxleas Child and Adolescent Mental Health Service and Kooth are key in the seamless delivery of these services and offering these to meet the needs of individuals.

Financially **Bromley Y** is a sound organisation with a robust budget management system, with the ability to expand its income through identifying tender opportunities, as has been done with Bore Place.



## WHAT ARE OUR OPTIONS?

The strategic choices available to the organisation are by the very nature of the commissioned service model reliant on the opportunity to submit tenders for services. There are two choices open to Bromley Y as a small charity, to remain locally based delivering one service reliant on winning that tender, with all the uncertainty that involves for the organisation or to diversify both in terms of the services offered but also in terms of locality, of not *putting all our eggs in one basket* to use the vernacular. **Bromley Y** has not only submitted a tender for an emotional and mental wellbeing service, the outcome of which will be known on the 14 December 2020 but was also successful in securing trailblazer funding for the School Wellbeing Service. Three years ago, **Bromley Y** took the important decision to change its charter to enable the organisation to expand into other areas rather than being just Bromley based. This has enabled us to take the opportunity to secure contracts such as the Bore Place and the work in Surrey to further expand the services we provide; this will need to continue as the opportunities arise.

**Bromley Y** has also diversified in terms of the funding model it uses through “selling” its services and expertise, so the Traded Services with schools, the group supervision to school nurses, Young Carers service and some of the work with Surrey is built on direct funding of our expertise to these providers. We also fund the Mentoring Service, which is being further developed through our fundraising.

## WHERE ARE WE GOING?

The existing and proposed goals and objectives are difficult to define at this point in time with the potential changes facing the organisation, in terms of tendering and the impact of the COVID19 pandemic. Broadly the goals and objectives are to survive as an organisation to deliver high quality emotional and mental health services to children and young people both in Bromley and elsewhere. Detailed objectives will develop as services are developed.

## HOW DO WE GET THERE?

For any services **Bromley Y** provides now and, in the future, there are a number of imperatives to ensure we meet our mission statement and goals.

- A clear and understandable service model to demonstrate delivery of services which in **Bromley Y** is the **THRIVE** model.
- A qualified committed and enthusiastic staff group to deliver high quality services. This means ensuring that there are clear development and training opportunities, clarity of job function and tasks, support to staff both in terms of line management and supervision and that staff wellbeing is paramount.
- Policies and procedures to give clear information on expectation of the systems and pathways we use both to service users and to staff. Information to users and staff is also key so the development of the website, regular newsletters and information available using different media platforms with clear, consistent branding will enable us to deliver services effectively.
- Robust management both in terms of staffing, resources and budgeting.
- Work with partners and commissioners to deliver services with clear agreements on roles and responsibilities enhances our service offer.

## WHAT MIGHT PREVENT US FROM GETTING THERE?

At the risk of stating the obvious the major obstacle would be not securing tenders and funding streams in the future but aside from that there are risks and challenges of ensuring there are qualified and skilled staff and volunteers to deliver the services. The other major risk and challenges which has arisen during 2020 is the impact of COVID 19 and the Government response to it, both for individuals and for the organisation. The long-term impact is not known but we do know that there will be, as we have seen already, an increase in wellbeing issues for children and young people both directly from anxieties about the virus but also from disrupted education. In the short term the impact of COVID 19 has been the opportunities and challenges to embrace new ways of working which will offer alternatives to building based contacts. However, we do not know how long this virus will be around, or when there will be a vaccine, so this uncertainty brings its own challenges.

## ARE WE GETTING THERE AND DO OTHERS KNOW?

Within **Bromley Y** we collect a variety of different feedback to inform us, users and key stakeholders. We use individual outcome feedback with individuals and their families to demonstrate their progress. Data is provided to NHS and the Council both nationally, regionally and locally to ensure we are meeting the requirements of the all services commissioned and we feedback the outcome data from individuals to demonstrate the effectiveness of the services we provide. We also seek feedback directly asking people, both users and stakeholders to comment on the services. This information is considered by both the Young Leaders Group and by the Board of Trustees as to whether services are meeting need and enabling them to shape the organisation. The Board of Trustees also receive reports on key indicators to ensure that as an organisation we are meeting the needs of children and young people, the requirements of our contracts and meeting our responsibilities to staff.

So, Bromley Y has the building blocks in place to face the new opportunities and challenges for the next year.

**Claire Lynn**  
**Strategy and Development Lead**

**Bromley Y Trustees and staff would like to thank the volunteers and to all who support us through fundraising and giving their time.**



*Bromley Y is a charity commissioned to deliver the Wellbeing Service and other services by the London Borough of Bromley and the Bromley Clinical Commissioning Group.*

*We are kindly asking for any donations towards the Bromley Y charity.*

*The contributions we receive go directly to our fund our mentoring scheme which supports our young people aged 13-18 within the community for a longer period of time.*

*To find out more about the mentoring scheme or if you would like to make a donation, please visit our website or ask a staff member who will provide you with a donation envelope.*

*Every donation is much appreciated*

<https://www.bromley-y.org>

**THANK YOU FOR YOUR SUPPORT**