



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

TELEPHONE: 020 8464 3333

CONTACT: Helen Long  
*helen.long@bromley.gov.uk*

DIRECT LINE: 020 8313 4595

FAX: 020 8290 0608

DATE: 4 March 2013

To: Members of the  
**CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

Councillor Judi Ellis (Chairman)  
Councillor Catherine Rideout (Vice-Chairman)  
Councillors Reg Adams, Ruth Bennett, Roger Charsley, John Getgood,  
David Jefferys, Mrs Anne Manning and Charles Rideout

Non-Voting Co-opted Members

Brebner Anderson, Disability Voice Bromley  
Angela Clayton-Turner, Bromley Mental Health Forum  
Angela Harris, Bromley LINK  
Brian James, Learning Disability and Looked After Children Representative  
Leslie Marks, Bromley Council on Ageing  
Lynne Powrie, Carers Bromley

A meeting of the Care Services Policy Development and Scrutiny Committee will be held at on **TUESDAY 12 MARCH 2013 AT 7.00 PM**

MARK BOWEN  
Director of Resources

**Paper copies of this agenda will not be provided at the meeting. Copies can be printed off at [www.bromley.gov.uk/meetings](http://www.bromley.gov.uk/meetings). Any member of the public requiring a paper copy of the agenda may request one in advance of the meeting by contacting the Clerk to the Committee, giving 24 hours notice before the meeting.**

**Items marked for information only will not be debated unless a member of the Committee requests a discussion be held, in which case please inform the Clerk 24 hours in advance indicating the aspects of the information item you wish to discuss**

## **A G E N D A**

### **PART 1 AGENDA**

**Note for Members:** Members are reminded that Officer contact details are shown on each report and Members are welcome to raise questions in advance of the meeting.

## **STANDARD ITEMS**

### **1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

### **2 DECLARATIONS OF INTEREST**

### **3 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING**

In accordance with the Council's Constitution, questions to this Committee must be received in writing 4 working days before the date of the meeting. Therefore please ensure questions are received by the Democratic Services Team by 5pm on 7<sup>th</sup> March 2013.

### **4 QUESTIONS TO THE CARE SERVICES PORTFOLIO HOLDER FROM MEMBERS OF THE PUBLIC AND COUNCILLORS ATTENDING THE MEETING**

In accordance with the Council's Constitution, questions to the Portfolio Holder must be received in writing 4 working days before the date of the meeting. Therefore please ensure questions are received by the Democratic Services Team by 5pm on 7<sup>th</sup> March 2013.

### **5 MINUTES OF THE MEETING OF CARE SERVICES PDS COMMITTEE MEETING HELD ON 16TH JANUARY 2013 (Pages 5 - 18)**

### **7 WORK PROGRAMME AND MATTERS ARISING (Pages 19 - 26)**

## **HOLDING THE PORTFOLIO HOLDER TO ACCOUNT**

### **8 PRE-DECISION SCRUTINY OF CARE SERVICES PORTFOLIO REPORTS**

The Care Services Portfolio Holder to present scheduled reports for pre-decision scrutiny on matters where he is minded to make decisions.

#### **a CARE SERVICES BUDGET MONITORING 2012/13 (Pages 27 - 40)**

#### **b CAPITAL PROGRAMME 2012/13 MONITORING (Pages 41 - 48)**

#### **c DE-REGISTRATION OF LEARNING DISABILITY RESIDENTIAL HOMES (Pages 49 - 64)**

## **POLICY DEVELOPMENT AND OTHER ITEMS**

### **9 2012/13 ANNUAL REPORT OF FOSTERING SERVICE (Pages 65 - 86)**

### **10 CHILDREN'S SOCIAL CARE PERFORMANCE IMPROVMENT PLAN 2013 UPDATE (Pages 87 - 114)**

### **11 QUESTIONS ON THE CARE SERVICES PDS INFORMATION BRIEFING**

The briefing comprises:

- Contract Activity 6 Month Review March –October 2013
- Welfare Reform

Members and Co-opted Members have been provided with advance copies of the briefing via email. The briefing is also available on the Council's website at the following link:

[CS PDS Information Briefing - 120313](#)

Printed copies of the briefing are available on request by contacting the Democratic Services Officer. [helen.long@bromley.gov.uk](mailto:helen.long@bromley.gov.uk)

### 13 CHAIRMAN'S ANNUAL REPORT

### 14 LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) (VARIATION) ORDER 2006 AND THE FREEDOM OF INFORMATION ACT 2000

The Chairman to move that the Press and public be excluded during consideration of the items of business listed below as it is likely in view of the nature of the business to be transacted or the nature of the proceedings that if members of the Press and public were present there would be disclosure to them of exempt information.

<u>Items of Business</u>	<u>Schedule 12A Description</u>
15 <b>EXEMPT MINUTES OF THE CARE SERVICES PDS COMMITTEE MEETING HELD ON 16TH JANUARY 2013</b> (Pages 115 - 118)	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
16 <b>CONTRACT AWARD - ANITE HOUSING DATABASE - MAINTENANCE CONTRACT</b> (Pages 119 - 122)	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
17 <b>LEARNING DISABILITY SUPPORTED LIVING</b> (Pages 123 - 126)	Information relating to the financial or business affairs of any particular person (including the authority holding that information)
18 <b>PROVISION OF CARE AND SUPPORT SERVICES FOR ADULTS WITH LEARNING DISABILITES</b> (Pages 127 - 130)	Information relating to the financial or business affairs of any particular person (including the authority holding that information)

**19**    **PROCUREMENT OF BROKERAGE SYSTEM**  
(Pages 131 - 136)

Information relating to the financial or business affairs of any particular person (including the authority holding that information)

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## CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 16 January 2013

### **Present:**

Councillor Judi Ellis (Chairman)  
Councillor Catherine Rideout (Vice-Chairman)  
Councillors Ruth Bennett, John Getgood, David Jefferys,  
Mrs Anne Manning and Charles Rideout

Angela Clayton-Turner, Angela Harris, Leslie Marks and  
Lynne Powrie

### **Also Present:**

Councillor Graham Arthur, Councillor Robert Evans and  
Councillor Diane Smith

### **55 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

Apologies were received from Councillors Roger Charsley and Reg Adams.  
Apologies were also received from Brebner Anderson and Brian James.

The Chairman passed on the committee's best wishes for a speedy recovery  
to Brebner, who was in hospital having sustained injuries in a fall.

### **56 DECLARATIONS OF INTEREST**

- Councillor Judi Ellis declared that her father had dementia and was resident in a care home in Bromley and her mother was also a resident in a Bromley Care Home.
- Councillor Diane Smith declared she was on the board of Governors for Bromley Healthcare.
- Councillor Mrs Anne Manning declared that she was the Chairman of the Carers Organisation Group
- Leslie Marks declared that she had a son in a Bromley care home
- Angela Clayton-Turner declared that she had a relative in a Mission Care Home.
- Lynne Powrie declared an interest in item 7c as the Chief Executive of Carers Bromley.

**57 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING**

No Questions were received.

**58 QUESTIONS TO THE CARE SERVICES PORTFOLIO HOLDER FROM MEMBERS OF THE PUBLIC AND COUNCILLORS ATTENDING THE MEETING**

4 written questions were received from members of the public and these are attached at Appendix A.

**59 CARE SERVICES PDS WORK PROGRAMME 2012/2013 AND MATTERS ARISING**

Report RES13016

The Committee considered its Work Programme for 2012/13 and progress on the matters arising from previous meetings.

**60 MINUTES OF THE MEETING OF CARE SERVICES PDS COMMITTEE MEETING HELD ON 4TH DECEMBER 2012**

**A number of typing corrections were highlighted and two Amendments, as follows:**

*“Minute 43a - Cllr Mrs Manning had reported that she had written to the MP who in turn had written to the Ian Duncan Smith regarding the issues relating to Foster Carers. There had been a response but it had not offered a definitive answer”.*

*“Minute 44 – Paragraph beginning Mr Kershaw should read It was reported that Mr Kershaw.....”*

The Director updated the Committee in relation to minute 43 stating that this issue related to a very small number of foster cares, less than ten.

**RESOLVED that the minutes of the meeting held on 4th December 2012 be agreed subject to typing corrections and the amendments outlined above.**

**61            PRE-DECISION SCRUTINY OF CARE SERVICES PORTFOLIO  
                  REPORTS**

**A)    DRAFT 2013/14 BUDGET**

The Committee considered a report of the Portfolio Holder's Draft 2013/14 Budget which incorporated future cost pressures and initial draft budget saving options. This had been reported to Executive on 9 January 2013. Members considered the initial draft budget savings proposed.

The Portfolio Holder addressed the committee requesting that they provide comments on the budget for him to feed back to Executive on 6<sup>th</sup> February. The Executive requested that each PDS Committee consider the proposed initial draft budget savings and cost pressures for their Portfolio and the views of each PDS Committee be reported back to the next meeting of the Executive, prior to the Executive making recommendations to Council on 2013/14 Council Tax levels.

There were still outstanding issues and areas of uncertainty remaining. Any further updates would be included in the 2013/14 Council Tax report to the next meeting of the Executive.

Members raised a number of points:

1.        Concerns about the funding of Citizen's Advice Bureau (CAB) in Beckenham and Penge, the suitability of outreach centres and that they may be unable to provide a service to the numbers of people currently accessing it. This issue is also the subject of a motion to full Council.

The Portfolio Holder reported that at the recent CAB AGM there had been a very positive response to the changes that had been made to provide outreach services.

2.        That the proposed changes to Older People's Day Centres was putting the providers in a position where they may be unable to provide a service going forward. This issue was the subject of a report elsewhere on the agenda.

The Chairman and one of the members of the Committee had recently visited a Day Centre where they were looking at a way of extending their service offer to cover breakfast and possibly to open on a Saturday and Sunday.

A fuller breakdown of the attendance figures may have been helpful to understand how many people attended for how many days.

3,        Section 4.3 of the report highlighted the impact of an ageing population. Members were concerned that adequate resources were in place to undertake the required assessment functions. Members also asked what modelling had been undertaken to profile the demands. Officers explained

that it was based on population statistics, past trends and the impact of key service areas already modelled. Consideration was then given to the available funds and how these could be best utilised.

4. Whether there would be any changes following the Kershaw report.

Officers explained that once the report was accepted by the Secretary of State Officers would begin working with the CCG and Kings.

5. The representative for Bromley Council on Ageing reported that at a recent partnership meeting concerns and been expressed that the calculations quoted took account of the potential rise in dementia cases. The suggestions for day centres suggested alternatives which dementia sufferers would not be able to access.

6. Members noted that £1m was set aside in the contingency for the potential impact of the welfare reform. It was agreed that the Committee should receive a paper on the impact of the welfare reform changes and the policy for using discretionary payments to mitigate the impact for key groups of people affected by the changes at its March meeting.

7. Concerns that the report referred to closure of an extra care housing scheme. Officers explained that this was not a specific proposal. The older extra care housing schemes were gradually being replaced as new schemes were available to replace them. .

The Chairman asked that the wording was changed to reflect this.

8. In relation to the under spend in reablement the Director was keen to highlight that this was an indication of the success of this service. As the service continued to improve the outcomes for those who were using the service, i.e. more people requiring less intensive support following reablement, it was able to reduce costs.

It was noted generally that the PDS had debated the majority of items in the report previously or were contained elsewhere on the agenda.

**RESOLVED that:**

1. **The update on the financial forecast for 2013/14 to 2015/16 is noted;**
2. **The initial draft saving options proposed by the Executive for 2013/14 are noted.**
3. **The initial draft 2013/14 Budget as a basis for setting the 2013/14 Budget is noted;**
4. **Members comments on the initial draft 2013/14 Budget, as outlined above, are reported to the February meeting of the Executive.**



## **B) BUDGET MONITORING 2012/13**

Report CS12065

Members considered the budget monitoring position for 2012/13 based on activity up to the end of November 2012.

Forecasts based on the latest activity available showed an overspend of £591,000 on Bed & Breakfast accommodation for 2012/13 after the use of grant funding that was carried forward from 2011/12 of £453,000 and other minor under spends. The projected full year cost pressures were £1,157,000. A sum of £1m had been included in the four year financial forecast for 2013/14. The number of B&B placements was currently fairly stable averaging at around 325 for the last few months although without the “invest to save” initiatives the numbers would have been 475.

The Chairman sought clarification under direct payments (e) as it appeared there was an over spend. Officers explained this was not the case. There were void properties in the Extra Care Housing Schemes as a result of moving people in gradually rather than move everyone at the same time.

In relation to “no recourse to Public Funds”, the committee noted that there could be delays of up to 5 years in assessing the application. In that time the authority had responsibility for the children of those claimants. They wanted more lobbying of the. The Director confirmed that Bromley were regularly in contact with the Border Agency. Members felt that political lobbying may help to speed up the process.

In regard to Children’s social care placements members asked for the figures on the numbers of children placed in residential placements as an outcome from a tribunal. Officers would provide this information outside the meeting.

### **RESOLVED that**

- 1. that a projected under spend of 2,474k is forecast, based on information as at November 2012 is noted;**
- 2. the Portfolio Holder is requested to approve the report.**

## **C) COMMISSIONING STRATEGY FOR OLDER PEOPLE - DAY OPPORTUNITIES AND RESPITE CARE -INVEST TO SAVE.**

Report CS12066

In September 2012 the Care Services Portfolio Holder approved in principle the proposed commissioning strategy for older people’s day opportunity services and respite at home services in which individual choice and control was central and Personal Budgets/ Direct Payments the preferred mechanism to fund the support provided by the Council to eligible individuals.

Transitional arrangements to reach that position were described whereby, from 1st April 2013, all block contract arrangements with older peoples' day opportunities providers and respite at home service providers would cease. At that point all existing users of the services would have continuation of the service guaranteed by their places being spot-purchased by the Council on an individual basis (referred to as "legacy placements"). As clients left the service the value of the spot placement would be withdrawn from the provider.

Future eligible clients coming new to the system from April 2013 would have the value of their service included in their Personal Budget. If the Council managed the Personal Budget on behalf of the service user, the Council could either purchase an individual place at a day centre or another form of respite/ activity according to the individual's choice. Alternatively the service user can take a Direct Payment, which would enable them to purchase either a day opportunities place of their choice or other forms of respite/day activities (e.g. sitting service) should they wish to do so.

Members asked that the detailed arrangements in respect of Legacy Placements, Personal Budget values and future arrangements with providers be worked up and reported in January/February 2013 in order to implement the changes.

Members queried whether the report gave them the details they were seeking. Savings needed to be delivered and Officers explained that they had listened to the views of service users and providers on these services. Existing service users want to continue to use the services, providers had expressed a strong view that they did not want the services to be put out to tender. Therefore they needed to look at the service they provided and ways to develop for the needs of current users and to make it more attractive to future users whose needs and wishes may differ.

Community Links Bromley had worked with a number of providers to assist with business planning and development but only where help was requested. They were unable to intervene if providers did not request their help. Community Links Bromley have now been commissioned to undertake a project to undertake a survey of support needs, run a provider event and deliver a report to officers by April 2013 on future development requirements for providers. Providers were aware that their funding would decrease from October 2013. Officers agreed to provide a list of all the providers who were working with Community Links.

Members then queried how the costs had been calculated. The Chairman was concerned that these would not be sufficient for the providers to offer the services. Officers explained that they had looked carefully at the historical costs and projected service use and had set the personal budget bands at what appeared to be realistic levels. The Chairman added that in conversations with providers they felt constrained. Officers added that this approach protected existing users of services, provided support to providers whilst they change their services and delivered the required level of savings. All the services would need to change substantially but the officers would

work closely with the providers and the process would be subject to close monitoring. The Chairman requested a report back at the end of the year.

**RESOLVED that the Portfolio Holder is asked to recommend approval of the commissioning approach to the Council Executive**

#### **D) CONTRIBUTIONS POLICY**

Report CS12066

Members considered the proposed contribution rates for personal care from April 2013, the revised rate were in response to the domiciliary care services tendering exercise. The Portfolio Holder was asked to approve that consultation be undertaken with service users who had used the former PCT respite care provision, their families and carers about the charges that would be applied when using the new respite service.

In 2003, the Government issued guidance for setting charges for non-residential social care services. That guidance sought to ensure that people who used the services were treated fairly and not asked to make a contribution towards their care that would leave them in financial difficulty or hardship. It also ensured that local authorities could not make a profit from these services, so the maximum charge that could be set was full cost recovery (subject to a financial assessment).

Members noted that as a result of the new framework agreement for domiciliary care the council would generate savings of approximately £1.4m gross of client contributions and £1m net of client contributions, in a full year.

However, it was difficult to estimate how much additional income would be generated from charging service users moving from the former PCT service until the financial assessments were completed. At this stage it was not known how many of the 43 services users would be required to make a contribution towards their care.

Officer's explained that to ensure that the new respite service is fully utilised it is further proposed that we look to sell any vacant respite beds to other local authorities, based on full cost recovery.

**RESOLVED that the Portfolio Holder is requested approve:**

- 1. The new rates for personal care as set out in paragraph 3.11 and 3.17 for 2013/14.**
- 2. Consultation with service users, their families and carers as outlined in paragraphs 3.21 – 3.24.**

## **E) GATEWAY REVIEW ADULT CARE SERVICES**

### **Report CS12060**

In line with the Council's Corporate Operating principle that the Council's services would be provided by whoever offered customers and council tax payers excellent value for money, and in accordance with a gateway review process under Contract Procedure Rules, Education and Care Services had considered options for delivering reablement, extra care housing for older people and learning disability services which were currently provided by in house teams.

It was proposed that extra care housing and reablement services would be tendered in April 2013 in order to establish who is best placed to deliver these services and that further work was carried out to establish the most appropriate model for future commissioning of learning disability services.

The Chairman was concerned that figures in the report seemed to indicate that there were "voids" in extra care housing. Officers explained that one of the requirements of the Mayor's funding was there had to be a proportion of double flats available within schemes, these were not always easy to fill and could lead to some not being occupied.

The Chairman queried the underspend of £19k on re-ablement outlined in the previous budget monitoring report. Officers explained that this projection was due to in year staff vacancies.

### **RESOLVED that the Executive is requested to:**

- 1. agree to proceed to tendering the extra care housing service using the framework which was set up in 2011;**
- 2. agree to proceed to tendering the reablement service; and**
- 3. note that savings will be sought in the in house learning disability service in 2013/14 and that a further report on the most appropriate future commissioning model will be made during 2013.**

## **62 QUESTIONS ON THE CARE SERVICES PDS INFORMATION BRIEFING**

There were no questions on the information briefing.

### **A) CARE HOME QUALITY - ANNUAL REPORT**

### **B) DRAFT LOCAL ACCOUNT - ADULT SOCIAL CARE ANNUAL REPORT**

**63 LOCAL GOVERNMENT ACT 1972 AS AMENDED BY THE  
LOCAL GOVERNMENT (ACCESS TO INFORMATION)  
(VARIATION) ORDER 2006 AND THE FREEDOM OF  
INFORMATION ACT 2000**

**RESOLVED** that the Press and public be excluded during consideration of the items of business listed below as it was likely in view of the nature of the business to be transacted or the nature of the proceedings that if members of the Press and public were present there would be disclosure to them of exempt information.

**64 EXEMPT MINUTES OF THE CARE SERVICES PDS  
COMMITTEE MEETING HELD ON 4TH DECEMBER 2012**

The Committee noted the exempt minutes of the meeting held on 4<sup>th</sup> December 2012

**RESOLVED** that the exempt minutes of the meeting held on 4<sup>th</sup> December 2012 are agreed.

**65 PRE-DECISION SCRUTINY OF EXEMPT CARE SERVICES  
PORTFOLIO HOLDER REPORTS**

**66 CONTRACT AWARD BROMLEY HEALTHWATCH**

Report CS 12063

The Care Services Portfolio Holder considered the report and agreed the recommendations.

**67 CONTRACT EXTENSION FOR THE SOCIAL CARE DATABASE  
(CAREFIRST)**

Report CS 12068

The Care Services Portfolio Holder considered the report and agreed the recommendations.

The Meeting ended at 9.19 pm

Chairman

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# Minute Annex

## Questions for the Portfolio Holder for Cares Services – 16<sup>th</sup> January 2012

### Colin Willetts – Written Question to Care Services Portfolio Holder

Could the Portfolio Holder tell me:

i) the number of families currently living in bed & breakfast?

ii) the number of families who having been living in this type of accommodation for over 6 weeks?

### Response

*In total we had 44 households placed in B&B style accommodation at 31<sup>st</sup> December. 6 out of the 44 were families with dependent children or where a member of the household was pregnant. Of the 6, 4 families have been in B&B accommodation for more than 6 weeks however all of these families have been offered alternative self contained accommodation and are in the process of moving.*

**Sue Soulis, Community Care Protection Group - Written Questions to Care Services Portfolio Holder**

1.(a) Do the tender documents specify that the requirements of the Equality Act 2010; Human Rights Act 1998 & the Freedom of Information Act must be observed by the successful contractor?

**Response:**

Yes.

1.(b) Where can patients and the public view the tender specification, which sets out the duties of the successful Healthwatch tenderer?

*The tender was advertised publically through our electronic procurement system and all the documents were fully visible to anyone who registered an interest in the tender. This option is no longer available as the tender has closed, however we can make copies available if required.*



2. How will the Council monitor and ensure that:-

(a) Healthwatch's performance reaches the appropriate standards and compliance with the relevant Codes of Conduct and Governance, and

(b) that the estimated expenditure of £90,000 annual expenditure of taxpayers money is spent wisely and value for money?

**Response:**

*The Council has agreed to spend up to £145k on Healthwatch Bromley in 2013/14. The performance of Healthwatch will be regularly monitored quarterly by the ECS contract compliance team.*

3. Secret Meetings of Bromley Council's Health and Wellbeing Board.

- (a) What are the dates of the meetings of the HWBB since its inception?
- (b) Why haven't these meetings been publicised?
- (c) Why are the meetings closed to the public?
- (d) Why are the meeting documents confidential, despite FOI requests?
- (e) How can this secrecy and lack of democracy be justified?

**Response:**

*(a) The Board normally meets every two months. The actual dates are –*

*17<sup>th</sup> March 2011, 12<sup>th</sup> May 2011, 14<sup>th</sup> July 2011, 15<sup>th</sup> September 2011, 17<sup>th</sup> November 2011, 19<sup>th</sup> January 2012, 15<sup>th</sup> March 2012, 17<sup>th</sup> May 2012, 26<sup>th</sup> July 2012, 27<sup>th</sup> September 2012, 15<sup>th</sup> November 2012, 17<sup>th</sup> January 2013 and 21<sup>st</sup> March 2013.*

*(b) to (e) At present the Board is meeting in shadow form and we are waiting for the detailed regulations about how Health and Wellbeing Boards will operate to be published. It is expected that, after 1<sup>st</sup> April 2013, when the Board is formally constituted, it will be subject to the same access to information rules as any other Council meeting. Until then there is no requirement for the shadow board to meet in public or to publish its papers and it is considered that holding the meetings in public at this stage may lead to less open and candid discussions. The Freedom of Information Act contains a number of exemptions which allow documents to be withheld and any refusal to disclose documents under the Act requires that one or more of these exemptions are correctly applied.*

# Agenda Item 7

Report No.  
RES13039

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** **CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE**

**Date:** **Tuesday 12 March 2013**

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

**Title:** **Care Service PDS Committee Matters Arising and Work Programme**

**Contact Officer:** Helen Long, Democratic Services Officer  
Tel: 0208 313 4595    E-mail: helen.long@bromley.gov.uk

**Chief Officer:** Director of Resources

**Ward:** (All Wards);

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1. Reason for report

1.1 Members are asked to review the PDS Committee's work programme for 2012/13 and to consider progress on matters arising from previous meetings of the Committee, the report also provides an update on the PDS members' visits to day centres and residential homes.

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2. **RECOMMENDATION(S)**

2.2 **The Committee is asked to consider its work programme and matters arising and indicate any changes that it wishes to make.**

### Corporate Policy

1. Policy Status: Existing Policy: As part of the Excellent Council stream within Building a Better Bromley, PDS Committees should plan and prioritise their workload to achieve the most effective outcomes.
  2. BBB Priority: Excellent Council
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### Financial

1. Cost of proposal: No Cost:
  2. Ongoing costs:: N/A
  3. Budget head/performance centre: Democratic Services
  4. Total current budget for this head: £344,054
  5. Source of funding:
- 

### Staff

1. Number of staff (current and additional):
  2. If from existing staff resources, number of staff hours: Maintaining the Committee's work programme takes less than an hour per meeting
- 

### Legal

1. Legal Requirement: No statutory requirement or Government guidance
  2. Call-in:: This report does not require an executive decision
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### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): This report is intended primarily for Members of this Committee to use in controlling their on-going work.
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### Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments: N/A

### 3. COMMENTARY

The format of this report was changed in May 2012 to encompass both the PDS Work programme and the Matters Arising from previous meetings. This single report aims to simplify and streamline the PDS agenda by reducing the number of reports.

- 3.2 The Committee's matters arising table is attached at **Appendix 1** this report updates Members on recommendations from previous meetings which continue to be "live". Currently there are 6 items 1 will have been completed following this meeting and 5 have been scheduled as future items on the PDS 2013/14 work programme.
- 3.3 The draft 2013/14 Work Programme is attached as **Appendix 2**. It reflects the areas identified at the beginning of the year. Other reports may come into the programme or there may be references from other Committees, the Portfolio Holder or the Executive.
- 3.4 The Committee is asked at each meeting to consider its Work Programme and review its workload in accordance with the process outlined at Section 7 of the Scrutiny Toolkit. All PDS Committees are also recommended to monitor the Council's Forward Plan of Key Decisions for their portfolios and to use it for identifying issues for consideration in advance of executive decisions being made. The Forward Plan issued on 5<sup>th</sup> March 2013 includes key decisions related to the Care Services Portfolio and the next Forward Plan will be published on 23<sup>rd</sup> April 2013.
- 3.5 In approving the work programme Members will need to be satisfied that priority issues are being addressed; that there is an appropriate balance between the Committee's key roles of (i) holding the Executive to account, (ii) policy development and review, and (iii) external scrutiny of local health services; and that the programme is realistic in terms of Member time and officer support capacity.
- 3.6 Four visits were arranged for Council Member between January – March 2013, one had to be cancelled due to bad weather conditions (this will be rescheduled) see **Appendix 3** for full details of visits. In total there have been ten visits scheduled, six members of this committee undertook nine visits between September and March 2013.

<b>Non-Applicable Sections:</b>	Policy/Financial/Legal/Personnel
Background Documents: (Access via Contact Officer)	Previous work programme reports

## Matters Arising 2012/13 progress summary

PDS Minute number/ title	Committee Request	Update	Completion Date
Report CS12024 Annual Report of the Bromley Adoption Agency and the Bromley Adoption Agency Statement of Purpose 2012 - 2013	Consider and approve the arrangements outlined for the presentation of the six monthly reports to the Executive Working Party for Safeguarding and Corporate Parenting and the annual report to be presented for consideration to the Care Services PDS and Portfolio Holder.	Scheduled at a future Safeguarding and Corporate Parenting Executive Working Party.  Added to PDS work programme.	September 2013
Report CS12028 Integrated Transition Strategy	Further reports would be submitted to both this Committee and the Education PDS Committee on the latest developments. It was agreed that this be reflected in the Committee's Work Programme.	Added to PDS work programme.	June 2013
Report CS12048 Citizens Advice Bureaux-Changes	A further report on CAB services and the provision of information and advice at a future meeting.	Added to PDS work programme.	June 2013
Report CS 12064 Draft 2013/14 Budget	A further report on the impact of the Welfare reform changes and the policy for using discretionary [payments to mitigate the impact for key groups of people affected by the changes.	Included on the agenda for 12 <sup>th</sup> March 2012	March 2013
Report CS 12065 Budget Monitoring 2012/13	Detailed arrangements with regard to legacy payments be worked up and reported as part of the future budget monitoring .	Added to PDS work programme.	June 2013
	Implementation of Day Centre changes. Officers would submit a further report later in the year.	Added to PDS work programme	October 2013

**CARE SERVICES PDS COMMITTEE  
WORK PROGRAMME 2013/14**

Title	Report Author	Notes
<b>Care Services/Education PDS– 7th May 2013 JOINT MEETING</b>		
Bromley Safeguarding Children's Board Annual Report 20012/13	ADCSC	
Annual Corporate Parenting Report	ADCSC	
<b>Care Services PDS–18th June 2013</b>		
Care Services Portfolio Priorities Plan June 2013 – May 2014 (with final outturn of 2012/13 plan)	AD SS	
Housing Services 2013/14 Priorities (final outturn of 2012/13 plan)	HOHS	
Annual Complaints Report 2012/13	AD SS	
Contract Activity 6 Monthly Update July – December 2013	AD CP	Information Item
Citizens Advice Bureaux Changes – Update	AD CP	Matter Arising
Update on the Transition Strategy	AD CP	Matter Arising
Tackling Trouble Families Update	ADCSC	Matter Arising
Final Budget Outturn Report 2012/13	HoF	
Capital Monitoring Q4	HoF	
Work Programme and Matters Arising	DSO	
<b>Health Scrutiny Sub-Committee- 10<sup>th</sup> July 2013</b>		
<b>Care Services PDS– 3<sup>rd</sup> September 2013</b>		
Annual Report Bromley Adoption Agency (inc Statement of Purpose)	ADCSC	
Care Services Portfolio Budget Monitoring Q1 2013/14	HoF	
Capital Monitoring Q1 2013/14	HoF	
Bromley Safeguarding Adults Board Annual Report 2012/13	ADCSC	
Annual Report YOT Partnership 2012/13	ADCSC	Information Item
ECS Contract Activity Report	AD CP	Information Item
Work Programme and Matters Arising	DSO	
<b>Health and Wellbeing Board – 26<sup>th</sup> September 2013 (12.30pm)</b>		
<b>Care Services PDS–29<sup>th</sup> October 2013</b>		
Update on the SEN Pathfinder Project	AD CP	Matter Arising
Update on the changes to Older People's Day Services	AD CP	Matter Arising
Substance Misuse Annual Report	AD CP	Information Item
Quality Monitoring of Domiciliary Care Services 2013	AD CP	Information Item
Annual ECS Debt Status Report	HoF	
Work Programme and Matters Arising	DSO	
<b>Health and Wellbeing Board – 28<sup>th</sup> November 2013 (12.30pm)</b>		

**Health and Wellbeing Board – 16<sup>th</sup> January 2014 (12.30pm)****Care Services PDS–22<sup>nd</sup> January 2014**

Draft 2014/15 Budget	HoF	
Care Services Portfolio Budget Monitoring Q2 2013/14	HoF	
Capital Monitoring Q2 2013/14	HoF	
Care Services Portfolio Priorities Plan June 2013 – May 2014 Progress Update	ADSS	
Housing Services 2013/14 Priorities Progress Update	HOHS	
ECS Contract Activity Report October – March 2014	ADCP	Information Item
Quality Monitoring of Care Homes 2013	ADCP	Information Item
Work Programme and Matters Arising	DSO	

**Health Scrutiny Sub-Committee- 30<sup>th</sup> January 2014****Care Services PDS–11<sup>th</sup> March 2014**

PDS Chairman’s Annual Report 2013/14	PDS	
Final 2014/15 Budget	HoF	
Care Services Portfolio Budget Monitoring Q3 2013/14	HoF	
Capital Monitoring Q3 2013/14	HoF	
Annual Report of Fostering Service 2014	ADCSC	Information Item
Children’s Social Care Performance Improvement Plan	ADCSC	
ECS Contract Activity Report January – June 2014	ADCP	
Work Programme and Matters Arising	DSO	

**Health and Wellbeing Board – 27<sup>th</sup> March 2014 (12.30pm)****Health and Wellbeing Board – 22<sup>nd</sup> May 2014 (12.30pm)****Report Author Key**

DECS	Director Education & Care Services
ADCS	Assistant Director Care Services
ADSS	Assistant Director Strategic Support
ADCP	Assistant Director Commissioning & Partnership
ADCSC	Assistant Director Children’s Social Care
HoHS	Head of Housing Services
DPH	Director of Public Health
HoF	Head of Finance
DSO	Democratic Services Officer
TBC	To be confirmed



**Attendance Schedule for Council Member Visits**

**Visits Undertaken between January – March 2013**

**Fairmount (10:30-12) 7/2/13**

Cllr Mrs Anne Manning

Cllr Judi Ellis

Cllr Peter Fookes

Cllr John Getgood

**Whitehouse Res Care Home (3-4pm) 11/2/13**

**CANCELLED – BAD WEATHER**

**Rachel Notley Day Centre (2-3pm) 20/2/13**

Cllr Judi Ellis

Cllr Peter Fookes

Angela Harris (Co-Opted)

**Park Avenue Care Centre (10:30-12) 5/3/13**

Cllr Mrs Anne Manning

Cllr Judi Ellis

Cllr Peter Fookes

Cllr John Getgood

Cllr Julian Benington

Angela Clayton-Turner

**Forthcoming Visits:**

The next round of visits are currently being arranged.

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Report No.  
CS12071

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

**Date:** 12<sup>th</sup> March 2013

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

**Title:** BUDGET MONITORING 2012/13

**Contact Officer:** David Bradshaw, Head of Education and Care Services Finance  
Tel: 020 8313 4807 E-mail: David.Bradshaw@bromley.gov.uk

**Chief Officer:** Executive Director of Education & Care Services

**Ward:** (All Wards);

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1. Reason for report

- 1.1 This report provides the budget monitoring position for 2012/13 based on activity up to the end of January 2013.

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2. **RECOMMENDATION(S)**

2.1 **The Care Services PDS committee are invited to:**

- (i) **Note that a projected underspend of 3,572k is forecast on the controllable budget, based on information as at January 2013;**
- (ii) **Note the full year effect for 2013/14 as set out in paragraph 3.3**
- (iii) **Request draw down of the Adoption Reform Grant**
- (iv) **Refer the report to the Portfolio Holder for approval**

### Corporate Policy

1. Policy Status: Not Applicable
  2. BBB Priority: Children and Young People
- 

### Financial

1. Cost of proposal: Not Applicable:
  2. Ongoing costs: Not Applicable:
  3. Budget head/performance centre: Care Services Portfolio
  4. Total current budget for this head: £117.067m
  5. Source of funding: Care Services Approved Budget
- 

### Staff

1. Number of staff (current and additional): 916.15 Full time equivalent
  2. If from existing staff resources, number of staff hours: N/A
- 

### Legal

1. Legal Requirement: Statutory Requirement
  2. Call-in: Applicable
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The 2012/13 budget reflects the financial impact of the Council's strategies, service plans etc. which impact on all of the Council's customers (including council tax payers) and users of the services
- 

### Ward Councillor Views

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

### **3. COMMENTARY**

- 3.1 Whilst the Care Services Portfolio is projected to under spend by £3,572k in this financial year, the majority of this under spend (£2.6m) relates to 2013/14 budget savings which have been delivered early and some one-off savings which do not continue through to next year. Based on service volumes as at the end of January the Care Services Portfolio has full year cost pressures of £612k in 2013/14, so management action will need to be taken over the next few weeks to identify options to offset these costs. The breakdown of the £612k is shown in more detail in Appendix 1c.
- 3.2 The main service pressure in 2012/13 is Bed & Breakfast which is forecast to overspend by £653,000 net of government grant, a slight increase on the previous month. A sum of £1m has been added to the budget for B&B budget pressures in 2013/14 however, if numbers remain at there current level of 319 placements the budget would need to increase to £1.2m to ensure this budget did not overspend. The invest to save initiative at Bellgrove has not been factored into these projections, which will provide around 34 additional units and therefore help contain cost these additional pressures.
- 3.3 The £612k cost pressures which follow through into 2013/14 already assume management action will be taken to offset the current voids in the new extra care units (£522k), if not then these costs pressures will increase to £1.1m.

### **DIRECTORS COMMENTS**

- 3.4 Although the underspend (and the consequent ability to bring forward of some of next year's projected savings) is pleasing, we continue to see significant pressures on social care budgets, with a full year effect of these pressures projected at £612k in 13/14, *if nothing else changes*. These will be heightened by the social welfare changes which will be managed, primarily, through our operational housing team but will be bound to impact on both children's and adult social care. A small number of task and finish groups have been established to look at areas of particular pressure, with the aim to ensure we intervene at the earliest possible point, building greater resilience in individuals and families at risk, and sustainability in our actions. These include adult social care, client transport and the use of panels in placement arrangements.
- 3.5 Management action has been taken to reduce the pressures carrying forward into 13/14, as well as addressing cost pressures in-year. In children's social care, we continue to see pressures from those with no recourse to public funds. Rigorous action is in place to contain these pressures, including weekly reviews of those in receipt of support from the Council to allow the earliest possible move to the most appropriate pathway. The children's placement budget is also under considerable pressure. A review of the plans for children in need, our lowest level of statutory involvement with families, shows them to be robust, and we are working with our referral partners to better understand why referrals continue to increase. The adoption reform grant (Section 4 below) will provide a significant additional resource to support our addressing some of the issues that prevent children moving rapidly from assessment to a permanence position in the shortest possible time. Adult care management has also seen significant pressures on their placement budget. Voids in our new extra care housing schemes, as well as the complexities of clients accepted, have led to considerable full year pressures. Close attention is being paid therefore to the plans built around clients moving into accommodation, and work is underway with partner agencies to ensure that voids are minimised.

### **4. ADOPTION REFORM GRANT**

- 4.1 In February government announced a new funding stream for 2013/14 called the Adoption Reform Grant. The grant is split into two areas.

- 4.2 Part A - £547,752 – is funding for one year only targeting funding at the adoption process and the specialist support children need. There is discretion as to how the funding is used but it is intended that it will be used to address high need priorities such as the backlog of children waiting to be adopted.
- 4.3 Part B - £149,840 – is ring fenced grant to be used to find more adopters and address structural problems with adoption recruitment particularly the fees that LA's charge other authorities for adopters.
- 4.4 It is requested that the Portfolio Holder approve the draw down of this funding that is currently held in contingency.

## **5. POLICY IMPLICATIONS**

- 5.1 The Resources Portfolio Plan includes the aim of effective monitoring and control of expenditure within budget and includes the target that each service department will spend within its own budget.
- 5.2 Bromley's Best Value Performance Plan "Making a Difference" refers to the Council's intention to remain amongst the lowest Council Tax levels in outer London and the importance of greater focus on priorities.
- 5.3 The four year financial forecast report highlights the financial pressures facing the Council. It remains imperative that strict budgetary control continues to be exercised in 2012/13 to minimise the risk of compounding financial pressures in future years.
- 5.4 Chief Officers and Departmental Heads of Finance are continuing to place emphasis on the need for strict compliance with the Council's budgetary control and monitoring arrangements.

## **6. FINANCIAL IMPLICATIONS**

- 6.1 A detailed breakdown of the projected outturn by service area is shown in appendix 1(a) with explanatory notes in appendix 1(b). Appendix 1 (c) shows the latest full year effects. Appendix 2 gives the analysis of the latest approved budget. Other financial implications are contained in the body of this report and Appendix 1b provides more detailed notes on the major services.
- 6.2 Overall the Care Services Portfolio is projected to underspend by £3,572k in 2012/13 mainly as a result of savings relating to 2013/14 being delivered early or due to efficiencies from tendering. The main budget variations are shown in the table below: along with the impact these variations will have in 2013/14:-

**Breakdown of Savings made in 2012/13 and impact on 2013/14**

	2012/13 £'000	2013/14 £'000
<b>Savings assumed for 2013/14 but delivered early</b>		
Staffing savings - strategy division	-100	-100
Supporting People efficiencies	-900	-900
Mental Health Services	-75	-75
Domiciliary care - tendering (already reported to Executive)	-400	-1,000
Campus Re provision (attrition)	-1,100	-1,100
	<u>-2,575</u>	<u>-3,175</u>
	-----	-----
<b>B&amp;B Pressures</b>	<b>653</b>	<b>1,219</b>
	-----	-----
<b>Other savings/Pressures (Details in appendix 1b)</b>		
Adult Social Care	320	0
Strategic & Business Support	-208	0
Children's Social Care	200	0
Education Division	-37	0
Commissioning	-1,387	0
Non recurrent underspend relating to previous years	-300	0
Housing Improvement/Enforcement	-238	0
	<u>-1,650</u>	<u>0</u>
	-----	-----
<b>TOTAL</b>	<b><u>-3,572</u></b>	<b><u>-1,956</u></b>
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<b>Non-Applicable Sections:</b>	Legal Implications Personnel Implications Customer Implications
Background Documents: (Access via Contact Officer)	2012/13 Budget Monitoring files in ECS Finance Section

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2011/12 Actuals	Division Service Areas	2012/13 Original Budget	2012/13 Latest Approved	2012/13 Projection	Variation	Notes	Variation Last Reported	Full Year Effect
£		£	£	£	£		£	£
	<b>EDUCATION &amp; CARE SERVICES DEPARTMENT</b>							
124	<b>Adult Social Care</b>							
	AIDS-HIV Service	120	45	45	0		0	0
32,766	Assessment and Care Management	31,603	32,111	32,194	83	1	114	383
5,617	Direct Services	4,627	4,125	4,097	-28	2	68	0
2,241	Learning Disabilities Care Management	2,451	2,601	2,639	38	3	38	0
1,981	Learning Disabilities Day Services	2,050	2,050	1,900	-150	4	-75	0
1,273	Learning Disabilities Housing & Support	1,211	1,259	1,236	-23	5	-23	0
<b>44,002</b>		<b>42,062</b>	<b>42,191</b>	<b>42,111</b>	<b>-80</b>		<b>122</b>	<b>383</b>
2,519	<b>Operational Housing</b>							
	Housing Needs	2,160	2,549	3,202	653	6	591	0
-4	Enabling Activities	-4	-4	-4	0		0	0
-954	Housing Benefits	-1,016	-1,016	-1,016	0		0	0
<b>1,561</b>		<b>1,140</b>	<b>1,529</b>	<b>2,182</b>	<b>653</b>		<b>591</b>	<b>0</b>
1,487	<b>Strategic and Business Support Service</b>							
	Performance & Information	2,510	2,533	2,224	-309	} 7	-278	0
197	Quality Assurance	188	199	187	-12		-11	0
0	Transforming Social Care	0	0	13	13		14	0
<b>1,684</b>		<b>2,698</b>	<b>2,732</b>	<b>2,424</b>	<b>-308</b>		<b>-275</b>	<b>0</b>
14,174	<b>Children's Social Care</b>							
	Care and Resources	13,125	13,123	13,123	0	} 8	0	200
2,304	Safeguarding and Quality Assurance	1,872	1,828	1,828	0		0	0
2,841	Safeguarding and Care Planning	2,871	2,871	2,871	0		0	0
2,954	Referral and Assessment	2,991	2,991	3,191	200		200	200
837	Bromley Youth Support Programme	911	911	911	0		0	0
<b>23,110</b>		<b>21,770</b>	<b>21,724</b>	<b>21,924</b>	<b>200</b>		<b>200</b>	<b>400</b>
4,489	<b>Education Division</b>							
	SEN and Inclusion Children's Disability Services	4,258	4,220	4,220	0	9	0	0
443	School Improvement Looked After Children	560	560	523	-37	10	-37	0
<b>4,932</b>		<b>4,818</b>	<b>4,780</b>	<b>4,743</b>	<b>-37</b>		<b>-37</b>	<b>0</b>
2,777	<b>Commissioning</b>							
	Commissioning	3,621	3,951	3,959	8		2	126
15,345	Learning Disabilities excl PCT Transfer Attrition	17,144	16,908	15,486	-1,422	} 11	-1,670	-200
	Learning Disabilities - PCT Transfer Attrition	0	0	-631	-631			
4,670	Mental Health Services	5,193	5,113	4,692	-421	12	-288	-97
3,898	Supporting People	4,052	4,052	3,152	-900	13	-800	0
201	Drugs and Alcohol	254	254	158	-96		-69	0
0	PCT Funding (Social Care & Health)	0	0	0	0		0	0
<b>26,891</b>		<b>30,264</b>	<b>30,278</b>	<b>26,816</b>	<b>-3,462</b>		<b>-2,825</b>	<b>-171</b>
0	Learning Disabilities Services - previous years	0	0	-300	-300	11	-250	0
<b>102,180</b>	<b>TOTAL CONTROLLABLE FOR ECS DEPT</b>	<b>102,752</b>	<b>103,234</b>	<b>99,900</b>	<b>-3,334</b>		<b>-2,474</b>	<b>612</b>
	<b>ENVIRONMENTAL SERVICES DEPARTMENT</b>							
728	<b>Environmental Services - Housing</b>							
	Housing Improvement	476	402	170	-232	14	0	0
280	Housing Enforcement	254	254	248	-6		0	0
<b>1,008</b>	<b>TOTAL CONTROLLABLE FOR ENV SERV DEPT</b>	<b>730</b>	<b>656</b>	<b>418</b>	<b>-238</b>		<b>0</b>	<b>0</b>
<b>103,188</b>	<b>TOTAL CONTROLLABLE BUDGET FOR THE PORTFOLIO</b>	<b>103,482</b>	<b>103,890</b>	<b>100,318</b>	<b>-3,572</b>		<b>-2,474</b>	<b>612</b>
6,580	<b>TOTAL NON CONTROLLABLE</b>	3,987	4,007	4,009	2		3	0
11,582	<b>TOTAL EXCLUDED RECHARGES</b>	9,047	9,170	9,170	0		0	0
<b>121,350</b>	<b>CARE SERVICES PORTFOLIO TOTAL</b>	<b>116,516</b>	<b>117,067</b>	<b>113,497</b>	<b>-3,570</b>		<b>-2,471</b>	<b>612</b>
	<b>MEMORANDUM ITEMS</b>							
	<b>Invest to Save projects: Savings</b>							
	Dementia Investment Plan	(100)	(100)	(60)	40		40	
	PD Investment Plan	(100)	(100)	(40)	60		60	
	LD Investment Plan (re Younger Adults)	(100)	(100)	0	100		80	
	<b>Sub Total Invest to Save projects</b>	<b>(300)</b>	<b>(300)</b>	<b>(100)</b>	<b>200</b>		<b>180</b>	<b>0</b>
	<b>Trading Accounts</b>							
	Trading Account - Performance & Research	0	0	(29)	(29)		-20	0
	<b>Sub Total Trading Accounts</b>	<b>0</b>	<b>0</b>	<b>(29)</b>	<b>(29)</b>		<b>(20)</b>	<b>0</b>

**REASONS FOR VARIATIONS****1. Assessment & Care Management - Dr £83k**

The variation can be analysed as follows:-

	£'000
a) Residential/Nursing care and respite for older people	(826)
b) Domiciliary care & direct payments for older people	440
c) Residential and domiciliary care for people with physical disabilities	56
d) Community Equipment Service	413
	<u>83</u>

- a) The number of nursing and residential placements continue to be below budget resulting in a projected underspend of £826k. An invest to save proposal was agreed at Executive on 7 September 2011 relating to dementia and officers are currently implementing the initiatives agreed, with expected savings already included in the projected outturn.
- b) There continues to be pressure on the community based budgets for older people, with a projected overspend of £440k reported in the current year. This is net of approximately £400k of savings achieved early in relation to the retendering of the domiciliary care contracts. The priority is to keep older people in their own homes rather than placed in residential care, especially following discharge from hospital, and this can be seen in the reduced costs of residential and nursing placements above, however this has placed pressure on the domiciliary care and direct payments budgets which continue to overspend. Savings being delivered by the reablement team, which continues to support and reable clients and avoid ongoing care costs, have avoided annual costs of approximately £500k, which has been factored into the 12/13 budgets as part of the savings to be delivered.
- c) Services for clients with physical disabilities are currently projected to overspend by £56k by year end. Residential placements are expected to underspend by £24k, whilst domiciliary care is expected to overspend by £80k. An invest to save proposal to help avoid future growth was agreed at Executive on 19 October 2011 and officers are currently implementing the initiatives agreed, with expected savings already included in the projected outturn.
- d) The Community Equipment Service has moved to a new model of working, with the service having been outsourced. The service is now run on the basis of a sum being charged each time an item is required, together with associated delivery costs, whilst a credit for the item is raised when it is collected, together with associated collection and cleaning costs. Invoices received to date have indicated an increasing monthly cost, and management action has now been implemented to reduce these costs. It is anticipated that the overspend will be in the region of £700k. Analysis of this expenditure has identified significant increased spending by Health, and officers will be seeking a higher level of contribution from Bromley PCT in line with their increased spending.

**Full Year Effects - Older People**

Although currently showing a projected underspend for the year (mainly due to early achievement of the domiciliary care retendering savings), the full year effect of costs for older people has been calculated at an £921k overspend. Approximately half of this overspend is in relation to the new extra care housing schemes at Regency court and Sutherland Court, with the high level of voids incurring void payment costs as well as loss of client contribution income. In addition, the number of hours currently being delivered in all 3 new schemes is above the level originally budgeted for. Officers are currently looking at options to reduce these extra costs and the full year effect reported has been adjusted on the assumption that the options can be delivered. The full year effect calculated has been further reduced by assumptions around savings to be achieved under the invest to save scheme for Dementia.

**2. Direct Services - Cr £28k**

- a) Reablement - The budget for the reablement team is expected to underspend by £19k this year.
- b) Carelink - The staffing budget is projected to be underspent by £50k this year, as a result of a minor reorganisation of the service.
- c) Admissions Avoidance service - The overspend of £96k relates to the full staffing costs of the team. The service was jointly commissioned with Bromley PCT and the business case was built on the basis of savings in hospital tariffs, with the risk and benefits being shared by the by the two organisations. Although the activity levels for the service in 2011/12 resulted in avoided admissions (and therefore notional reductions in cost), the PCT had experienced an overall increased spend on emergency acute activity during the year and was not in a position to reimburse any funding to the Council. As a result of this the Council overspent the budget in 2011/12 and with no likely reimbursements in the future, proposals to withdraw from the service were submitted to ACS PDS on 10th April.

The service has now closed and the overspend reported is the final cost for the year.

The cost of this service has been moved this month, with the agreement of the AD Commissioning & Partnerships, to the Commissioning Division, so the overspend no longer shows under Adult Social Care.

- d) C.A.R.T's - The projected spend on staffing for the Community Assessment and Rehabilitation team is expected to be £9k below budget this year.
- e) Extra Care Housing - There is currently pressure on the inhouse ECH service, with an underachievement of income being projected. This is due to a short term increase in void properties, and hence lower client numbers as a result of the new ECH schemes at Regency Court and Sutherland Court recently opening.

### **3. Learning Disabilities Care Management - Dr £38k**

The overspend relates to turnover on the staffing budget not being achieved.

### **4. Learning Disabilities Day and Respite Services - Cr £150k**

There are 2 services for clients with Learning Disabilities provided under this budget head, day services and respite services. Day services are provided at various council owned premises, as well as in the community, whilst respite services were previously provided at 2 locations in the borough, but the service has now relocated to one premises in Bromley. There is a net underspend of £150k projected for these services.

### **5. Learning Disabilities Housing and Support - Cr £23k**

A savings target of £100k was included in the 2012/13 budget for the decommissioning of an LD small home. To date several small homes have been closed, resulting in the achievement of the saving. Longer term changes to achieve further savings in 2013/14 include the deregistration of Orchard Grove and St Blaise.

Monitoring of the service overall shows a projected underspend in the region of £23k, after taking account of the £100k saving.

### **6. Housing Needs - Dr £653k**

The forecast net overspend of £653k comprises:

	£'000
Nightly paid accommodation (B&B) projected overspend	1,135
Use of Housing Grants to mitigate overspend	(453)
Other	(29)
	<u>653</u>

The number of B&B placements is currently fairly stable, largely as a result of the impact of invest to save initiatives, including the 26 units now available at Cranbrook Court. However, average costs are increasing significantly. In addition, numbers are expected to increase at an average rate of 6 per month (net) for the remainder of the year and this is reflected in the projected overspend. This is a continuation of the trend seen in 2011/12.

The savings from the invest to save initiatives are set out below. It should be noted that there is still an element of projection in some of the figures and the actual position may vary.

	2012/13 £'000	FYE £'000
Top up on existing leasing programme (golden hellos)	(135)	(276)
Enhanced initiatives on homeless prevention and enhanced incentives for access to private rented sector	(449)	(835)
Building conversion (Cranbrook Court)	(73)	(108)
	<u>(657)</u>	<u>(1,219)</u>

Increases in client numbers and rising unit costs have been noticeable across all London boroughs and are the result of the pressures of rent and mortgage arrears coupled with a reduction in the number of properties available for temporary accommodation. There are high levels of competition and there is evidence of 'out-bidding' between London boroughs to secure properties. This has contributed towards the high cost of nightly paid accommodation.

Given the size of the projected overspend, £453k of Housing grant funding has been used to help offset these cost pressures in the current year. This is a short term measure and doesn't address the increasing cost pressures going forward.

The full year effect of the projected overspend is currently anticipated to be cost neutral overall in 2013/14. The underlying FYE is £1.2m based on projected activity to the end of March 2013, net of assumptions on savings arising from existing invest to save initiatives. It does not include any projected further growth in numbers beyond the end of March 2013 nor the impact of welfare reform. £1m growth has been included in the 2013/14 budget and it is anticipated that the residual pressure of £200k will be managed through the new invest to save project at Bellegrave which will deliver another 34 units.

### **7. Strategic & Business Support Services - Cr £308k**

The projected underspend of £308k relates to:

	£'000
Social Care Workforce training	(163)
Staffing	(111)
Overachievement of income	(29)
Other, mainly general running expenses	(5)
	<u>(308)</u>

The savings on Social Care Workforce training partly relate to early achievement of savings required in 2013/14 (recurrent saving) and partly to delayed commissioning of training services in 2012/13 following a strategic workforce learning needs analysis (non-recurrent saving).

The underspend on staffing relates mainly to vacant posts, the majority of which have now been filled.

The Performance and Research trading account is projected to generate £29k income in excess of budget in 2012/13 from services sold to schools.

### **8. Children's Social Care - Dr £200k**

The main areas of under / overspending are:

#### Staffing - Cr £176k

Latest monitoring of staffing budgets across the division has highlighted a projected underspend of £96k. This is a result of posts that are being held vacant pending reorganisations and early achievement of 2013-14 savings.

Salaries in the Youth Offending team are projected to underspend by £80k during 2012-13 only whilst restructuring of the service takes place.

The Recruitment and Retention package brought in in 2010/11 has been successful in its aim of reducing the overspend within the Social Care teams.

#### Placements - Dr £242

The Placement Budget has had growth of £500k added in 2012-3 to address the high level of overspend in the last 2 financial years. There has been 62% increase nationally in the numbers of children taken into care during this period, and during the last year Bromley itself has seen an increase in the number of placements having to be made. It is expected that expenditure will be approximately £242k over budget, assuming the invest to contain strategy and tight gatekeeping continue to be managed.

#### Unaccompanied Asylum Seeking Children - Dr 129k

Grant funding has reduced for these clients as the numbers have fallen over the last few years. Leaving Care clients are now below the de minimus level of 25 so no funding will be received. This has resulted in an overspend of £129k in the current year with an ongoing full year effect in 2013-14.

#### No Recourse to Public Funds - Dr £200k

The number of people in Bromley with no recourse to public funding continues to increase. As these people have children we have a duty to ensure their safety. The current expenditure is projected to be £300k against a budget of £100k, and this significant cost pressure will continue into 2013-14.

The net overspends reported above are partly offset by savings in other areas of the division, as well as the release of prior year provisions that are no longer required.

### **Full Year Effects - Children's Social Care - £400k**

The following areas have been identified as having a substantial impact on the 2013-14 budget:

- (a) Children's Placements - expected to be £200k overspent based on current child numbers, and this is being offset by £100k of management action to reduce these costs.
- (b) Unaccompanied Asylum Seeking Children - £100k overspend predicted due to numbers being below the level at which grant income can be claimed.
- (c) No Recourse to Public Funds - Currently projecting a £200k full year effect, but this may well be higher due to Welfare reforms.

**9. SEN & Inclusion Children's Disability Services**

Although relating to Care Services Portfolio, the Children's Disability Service comes under the responsibility of the Assistant Director of Education.

There is a projected underspend of £84k in the Short Breaks Service mainly due to travel and escort costs, and grants and subscriptions. Looked After Children placements are forecast to overspend by £271k and the contract for Hollybank will underspend by £20k. This is offset by prior year provisions that have now been identified as no longer being required.

	Projected Variations
	£
Short Breaks	-84,500
Hollybank	-20,000
Children's Disability Team	271,000
Prior year provisions no longer required	-166,500
<b>Total Children's Disability Services</b>	<b>0</b>

**10. School Improvement Looked After Children - Cr £37k**

An underspend of £38k is expected in the Children in Care Education team due to a vacant post, which will be deleted in 2013/14 to help meet the impact of LACSEG changes.

	Projected Variations
	£
Children In Care Education	-37,000
<b>Total School Improvement LAC</b>	<b>-37,000</b>

**11. Learning Disabilities Services (excluding PCT transfer attrition) - Cr £1,422k****Learning Disabilities Services - PCT Transfer Attrition - Cr £631k**

Budgets for learning disabilities placements (including supported living and shared lives) are forecast to underspend by £2,053k in total, of which £631k arises from LD PCT transfer attrition.

The savings arise mainly from commissioning cost efficient placements for some of the ex-PCT reprovision clients, limiting inflationary increases, attrition and delayed / deferred placements compared to previous assumptions. The projected spend continues to include assumptions in relation to future volume-related changes (i.e. increased numbers of clients from: transition, carer breakdowns, increased client needs and Ordinary Residence transfers) although this element is minimised given the late stage in the year. Any changes to the assumptions could result in a change to the projected position.

A range of growth and savings have been included in the 2013/14 budget for Learning Disabilities. Once these have been taken into account, the full year effect of the current year's projection, added to anticipated new activity in 2013/14, is an estimated underspend of approximately £200k.

In addition to the underspend of £2,053k, there is a further, non-recurrent underspend of £300k relating to previous years items. The accounts are closed each year on the basis of the best information available at that point in time and, subsequent to that, additional information has indicated that actual costs are not as high as anticipated when the accounts were closed.

**12. Mental Health Services - Cr £421k**

The projected underspend arises partly from the full year effect of client moves during 2011/12 which resulted in more cost effective placements, from increased use of flexible support rather than residential placements and from containing annual contract price increases to providers. Some of the underspend relating to restricting price increases has been attributed to the 2012/13 budget saving for commissioning contract efficiencies.

£75k of the underspend relates to early achievement of savings required in 2013/14 on the s75 Agreement with Oxleas NHS Trust for delivery of community mental health services.

**13. Supporting People - Cr £900k**

There is a projected underspend of £900k on Supporting People budgets. This is in addition to the savings required to achieve the savings targets built in to the 2012/13 budget (further £400k reduced funding for sheltered housing and £300k reduced commissioning of Supporting People services).

The £900k underspend relates mainly to savings arising from the gateway review of Supporting People funded tenancy support services, from limiting inflationary increases and from the tendering of mental health flexible support services. This represents early achievement of savings required in 2013/14.

**14. Housing Improvement - Cr £232k**

There is a projected overspend within employee costs of £15k, largely due to non-achievement of vacancy factor. There is also a projected underachievement of income from renovation grant / agency fees of £14k due to lower value of projects than budgeted.

These deficits are offset by additional income of £27k as a result of repayment of home improvement loans. There are other minor underspends across running expenses of £2k.

There is a projected underspend on the direct revenue financing contribution of £232k. This is due to additional Disabled Facilities Grant (DFG) of £227k being received from the DCLG\* in December, and a lower volume of referrals than expected from Occupational Therapy. As a result, no contribution to the capital scheme is required in 2012/13.

\*Department for Communities and Local Government

**Waiver of Financial Regulations:**

Since the last report to the Executive, waivers were approved as follows:

**Adult Social Care**

(a) There were 5 contract waivers agreed for the extension of current contracts (of £11k, £21k, £167k, £399k and £1.068m), and 5 contract waivers agreed for new services (of £113k, £154k, £128k, £1.622m and £1.371m).

**Children's Social Care**

(a) No waivers have been approved

**Virements Approved to date under Director's Delegated Powers**

Details of virements actioned by Chief Officers under delegated authority under the Financial Regulations "Scheme of Virement" will be included in financial monitoring reports to the Portfolio Holder. Since the last report to Executive, no virements have been actioned.

Description	2012/13 Latest Approved Budget £'000	Variation To 2012/13 Budget £'000	Potential Impact in 2013/14
Residential and Domiciliary care - Older People	20,111	-386	Although currently showing a projected underspend in year ,due mainly to the early acheivement of 2013/14 savings in relation to the domiciliary care retendering , a full year effect of £399k has been calculated. Residential and nursing placements are currently significantly underspent, however the increased costs of domiciliary care and direct payments is resulting in a budget pressure following into 2013/14.
Residential and Domiciliary care - Physical Disabilities	3,508	56	The current full year effect is an underspend of £16k for physically disabled services. There is an invest to save initiative currently being undertaken to mitigate any future growth in this area.
Children's Social Care - Placements	9,534	242	The full year effect of the £224k overspend in 2012/13 is currently calculated at £200k. Officers continue to work towards increasing the number of inhouse foster carers so that expensive external placements can be avoided, and continuing management action is expected to reduce this figure to £100k.
Children's Social Care - No Recourse to Public Funds	100	200	The full year effect of clients who have no recourse to public funds and Bromley are having to pay for has been calculated at £200k based on current numbers. The Welfare Reform changes currently being implemented may impact on this amount further . Officers will monitor the position and report any changes as part of the budget monitoring process during the year.
Children's Social Care - Unaccompanied Asylum Seeking Children	0	129	Grant funding has reduced for these clients as the numbers have fallen over the last few years. Leaving Care clients are now below the de minimus level of 25 so no funding will be received. This has resulted in an overspend of £129k in the current year with an ongoing full year effect in 2013-14 of £100k
Residential, Supported Living, Shared Lives - Learning Disabilities (excluding PCT transfer attrition) - Learning Disabilities - PCT transfer attrition	25,597	(1,422) (631)	A range of growth and savings have been included in the 2013/14 budget for Learning Disabilities. Once these have been taken into account, the full year effect of the current year's projection is an estimated underspend of approximately £200k.
Residential Care, Supported Living, Flexible Support, Direct Payments - Mental Health	2,989	(270)	The full year effect of the 2012/13 underspend is forecast to be Cr £97k based on current year activity.
Housing Needs - Temporary Accommodation (net of HB)	254	653	The full year effect of the projected overspend is currently anticipated to be cost neutral overall in 2013/14. The underlying FYE is £1.2m based on projected activity to the end of March 2013, net of assumptions on savings arising from existing invest to save initiatives. It does not include any projected further growth in numbers beyond the end of March 2013 nor the impact of welfare reform. £1m growth has been included in the 2013/14 budget and it is anticipated that the residual pressure of £200k will be managed through the new invest to save project at Bellegrave which will deliver another 34 units.
Commissioning - Staffing	2,009	(34)	There has been a delay in the reorganisation of the service which has meant that there is a pressure of £126k for 2013/14

**LATEST APPROVED BUDGET 2012/13**  
**Care Services Portfolio**

**BUDGET VARIATIONS**

	£'000
<b>2012/13 Original Budget</b>	<b>116,514</b>
Support services recharge adjustment for Appointeeship (from Corporate)	124
NHS Social Care Investment Plan (Exec 25/5/12):	
- expenditure	73
- income	Cr 73
Children's Social Care Invest to Contain Proposal (Exec 20/6/12):	
- expenditure	51
- income	Cr 51
<u>2011/12 Carry Forwards agreed by Executive 20/06/12:</u>	
Social Care Reform Grant	139
Joint Improvement Programme	6
Grant income carried forward	Cr 145
Warm Homes Healthy People Fund	33
Grant income carried forward	Cr 33
Homelessness Grant 10/11	120
Overcrowding Pathfinder	45
Mortgage Rescue Fund	23
Preventing Repossessions Fund	147
DWP Grant Discretionary Housing Payment	44
Contribution from Earmarked Reserves	Cr 380
L D & Health Reform Grant - Blue Badges	134
Contribution from Earmarked Reserves	Cr 134
Homelessness Grant	60
Homelessness Grant	158
Housing Invest to Save	170
LD Campus Closure Grant 2010/11	105
Contribution from Earmarked Reserves	Cr 105
Social Care funding via the PCT under s256 Agreements:	0
- Winter pressures	734
- Social Care funding via the PCT 2010/11	127
- Social Care funding via the PCT 2011/12	581
- Social Care funding via the PCT 2011/12	581
- s256 income carried forward	Cr 1,442
Agreed by Executive 14th December 2011	
Step Up to Social Work Programme	
- grant related expenditure 2012/13	465
- grant related income 2012/13	Cr 465
<u>Agreed by Executive 12th September 2012</u>	
Tackling Troubled Families Grant	
- grant related expenditure 2012/13	270
- grant related income 2012/13	Cr 270
<u>Agreed by Finance Director 12th November 2012</u>	
Newly Qualified Social Worker Grant	
- grant related expenditure 2012/13	20
- grant related income 2012/13	Cr 20
Inbucon pay award for 2011/12	23
<u>2012/13 Budget Adjustments</u>	
Posts transferred to / from Commissioning to / from Children's / Education	Cr 6
Posts transferred between Care Services & Education Portfolios	30
0.25fte for additional AP processing for ICES retail prescription invoices	Cr 6
IT maintenance budget transferred from Strategy to Environmental Services	Cr 20
Rent income adjustment (from Corporate)	20
<b>Total Variations</b>	<b>553</b>
<b>2012/13 Latest Approved Budget</b>	<b>117,067</b>



Report No.  
RES13048

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** CARE SERVICES PORTFOLIO HOLDER

**Date:** For pre-decision scrutiny by the Care Services PDS Committee on 12<sup>th</sup> March 2013

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

**Title:** CAPITAL PROGRAMME MONITORING Q3 2012/13 & ANNUAL CAPITAL REVIEW 2013 TO 2017

**Contact Officer:** Martin Reeves, Principal Accountant  
Tel: 020 8313 4291    E-mail: martin.reeves@bromley.gov.uk

**Chief Officer:** Director of Resources

**Ward:** (All Wards);

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1. Reason for report

On 6th February 2013, the Executive received a report summarising the current position on capital expenditure and receipts following the 3rd quarter of 2012/13 and presenting for approval the new capital schemes supported by Council Directors in the annual capital review process. The Executive agreed a revised Capital Programme for the five year period 2012/13 to 2016/17. This report highlights in paragraphs 3.2 to 3.7 changes agreed by the Executive in respect of the Capital Programme for the Care Services Portfolio. The revised programme for this portfolio is set out in Appendix A and detailed comments on individual schemes are included at Appendix B.

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2. **RECOMMENDATION(S)**

**The Portfolio Holder is asked to confirm the changes agreed by the Executive on 6<sup>th</sup> February.**

### Corporate Policy

1. Policy Status: Existing Policy: Capital Programme monitoring and review is part of the planning and review process for all services. The capital review process requires Chief Officers to ensure that bids for capital investment provide value for money and match Council plans and priorities.
  2. BBB Priority: Excellent Council; Supporting Independence
- 

### Financial

1. Cost of proposal: Not Applicable
  2. Ongoing costs: Not Applicable
  3. Budget head/performance centre: N/A (Capital Programme)
  4. Total current budget for this head: £16.3m for the Care Services Portfolio over five years 2012/13 to 2016/17
  5. Source of funding: Capital grants, capital receipts and earmarked revenue contributions
- 

### Staff

1. Number of staff (current and additional): 0.25 fte
  2. If from existing staff resources, number of staff hours: 9 hours per week
- 

### Legal

1. Legal Requirement: Non-Statutory - Government Guidance
  2. Call-in: Not Applicable
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): N/A
- 

### Ward Councillor Views

1. Have Ward Councillors been asked for comments? No
2. Summary of Ward Councillors comments: N/A

### 3. COMMENTARY

#### Capital Expenditure

3.1 A revised Capital Programme was approved by the Executive on 6th February, following a detailed monitoring exercise carried out after the 3rd quarter of 2012/13. The Executive also considered and approved new capital schemes supported by Council Directors in the annual capital review process. This report identifies changes relating to the Care Services Portfolio and the table in paragraph 3.2 summarises the overall position following the Executive meeting.

#### Capital Monitoring – variations agreed by the Executive on 6th February 2013

3.2 The base position prior to the 3<sup>rd</sup> quarter's monitoring exercise was the revised programme approved by the Executive on 24<sup>th</sup> October 2012, as amended by variations approved at subsequent Executive meetings. Changes to the Care Services Portfolio Programme approved by the Executive in February are shown in the table below and further details are included in paragraphs 3.3 to 3.6. The revised Programme for the Care Services Portfolio is attached as Appendix A and detailed comments on individual schemes are included at Appendix B.

Capital Expenditure	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	TOTAL £000
Approved Capital Programme (24/10/12)	7,431	3,961	1,468	952	-	13,812
Bellegrove Invest to Save (Executive 09/01/13)	20	380	-	-	-	400
Approved Programme before Q3	7,451	4,341	1,468	952	-	14,212
<b>Variations agreed by Executive 06/02/13</b>						
Deletion of residual budgets (para 3.3)	-768	-	-	-	-	-768
Revised grant support (para 3.4)						
- Social Care grant	-	640	653	-	-	1,293
- Empty Homes Programme	20	230	200	-	-	450
Disabled Facilities Grants – adjustment (para 3.5)	-40	-31	-26	214	-	117
Scheme rephasing (para 3.6)	-3,687	3,655	32	-	-	-
Total Q3 Monitoring Variations	-4,475	4,494	859	214	-	1,092
New schemes (para 3.7)	-	-	-	-	952	952
<b>Revised Care Services Programme</b>	<b>2,976</b>	<b>8,835</b>	<b>2,327</b>	<b>1,166</b>	<b>952</b>	<b>16,256</b>

#### 3.3 Deletion of residual budgets no longer required (reduction of £768k in 2012/13)

In the monitoring exercise for the latest quarter, a number of residual scheme budgets were deleted where schemes are now complete or where those residual budgets are no longer required. Three of these, the budgets for care home decanting costs (£502k), shared ownership housing (£256k) and feasibility studies (£10k) were part of the Care Services Portfolio Capital Programme and were deleted by the Executive.

#### 3.4 New/additional/revised external funding (total net addition of £1,743k)

The Executive was informed that notification had recently been received of a number of new, additional or revised grant allocations to support capital expenditure and approved the relevant additions to the Capital Programme.

Social care grant – in the 2013/14 and 2014/15 settlement announced in December, the Council was awarded further social care grant of £640k and £653k respectively from the Department of Health. This is to support development in the key areas of personalisation, reform and efficiency.

Empty Homes Programme – following a successful bid to the Home and Communities Agency, funding of £450k has been allocated to Bromley to support empty property work in the borough for the 2012/13 to 2014/15 financial years.

### 3.5 Budget adjustment re Disabled Facilities Grants (net increase of £117k)

Notification was received from the DCLG in December of additional grant support of £227k in 2012/13 for capital expenditure on Disabled Facilities Grants. The Executive agreed that this be included in the Programme. In addition, the monitoring process has identified that the total budget for the financial years 2012/13 to 2015/16 has been overstated by £110k and the Executive also agreed that this be amended to reflect the correct level of funding (government grant and revenue contribution) expected in that period and that the budget be rephased to match revised expenditure projections.

### 3.6 Scheme Rephasing

In reports to both the June and July meetings, the Executive was informed of the final outturn for capital expenditure in 2011/12 and noted that the overall level of slippage into later years (some £6.9m) was significantly lower than in previous years. Slippage of capital spending estimates has been a recurring theme over the years and Members were pleased to note that, following a review of the system for capital monitoring and for estimating the phasing of expenditure, carried out after the 2010/11 final outturn, a more realistic approach towards anticipating slippage was taken in setting the revised estimates for 2011/12 in February 2012. Some £107k of the overall slippage from 2011/12 into 2012/13 related to Care Services Portfolio schemes and this was analysed in the 1<sup>st</sup> quarter's monitoring report to the PDS Committee meeting in September. In that report, a number of changes were confirmed but no further rephasings were agreed at that stage. In the 2<sup>nd</sup> quarterly report to this Sub-Committee in December, further changes were confirmed and a total of £1,661k was rephased from 2012/13 into later years. The Q3 monitoring exercise resulted in the changes set out in paragraphs 3.2 to 3.5 above and also in further rephasing adjustments totalling £3,687k from 2012/13 into later years. These are itemised in the table below and comments on scheme progress are provided in Appendix B.

Capital Expenditure – Rephasing in Q3 monitoring	2012/13	2013/14	2014/15
	£000	£000	£000
Care Standards Act 2000 Requirements - general	-125	125	
Learning Disability Day Centre	-400	400	
PCT Learning Disability reprovion programme	-732	732	
Social care grant - 2010/11 to 2012/13 allocations	-1,079	1,079	
Mental health grant	-250	250	
Social Care IT Infrastructure	-30	30	
Transforming Social care	-70	70	
Star Lane Traveller Site	-209	209	
Mobile technology to support children's social workers	-56	56	
Housing Payment in Lieu Fund - unallocated	-316	316	
Housing Provision - general	-380	380	
London private sector renewal schemes	-40	8	32
<b>Total Care Services Programme rephasing</b>	<b>-3,687</b>	<b>3,655</b>	<b>32</b>

## Annual Capital Review – new scheme proposals

3.7 As part of the normal annual review of the Capital Programme, Council Directors were invited to come forward with bids for new capital investment. Considerably fewer bids were received than in previous years and, although no new Care Services schemes were put forward, the continuation of annual Care Services capital spending programmes totalling £952k in 2016/17 was agreed by the Executive. This comprised £942k for Disabled Facilities (£710k government

grant and £232k revenue contribution) and £10k for feasibility studies (also met from Council resources).

### Post-Completion Reports

3.8 Under approved Capital Programme procedures, capital schemes should be subject to a post-completion review within one year of completion. Following the major slippage of expenditure at the end of 2010/11, Members confirmed the importance of these as part of the overall capital monitoring framework. These reviews should compare actual expenditure against budget and evaluate the achievement of the scheme’s non-financial objectives. While no post-completion reports are currently due for completed Care Services Portfolio schemes, this quarterly report will monitor the future position and will highlight any future reports required.

### 4. POLICY IMPLICATIONS

4.1 Capital Programme monitoring and review is part of the planning and review process for all services. The capital review process requires Chief Officers to ensure that bids for capital investment provide value for money and match Council plans and priorities.

### 5. FINANCIAL IMPLICATIONS

5.1 These were reported in full to the Executive on 6th February 2013. Changes agreed by the Executive for the Care Services Portfolio Capital Programme are set out in the table in paragraph 3.2.

<b>Non-Applicable Sections:</b>	Legal and Personnel Implications
Background Documents: (Access via Contact Officer)	Departmental monitoring returns January 2013. Approved Capital Programme (Executive 24/10/12). Q2 Monitoring report (Executive 24/10/12). Capital appraisal forms submitted by Chief Officers in November 2012. Report to Council Directors’ meeting 12/12/12.

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CARE SERVICES PORTFOLIO - APPROVED CAPITAL PROGRAMME 6th FEBRUARY 2013					
Capital Scheme/Project	2012/13				Comments for Q3 monitoring
	Actual to 31.3.12	Approved Estimate	Actual to 05/12/12	Revised Estimate	
	£'000's	£'000's	£'000's	£'000's	
<b>SOCIAL CARE</b>					
Care Standards Act 2000 Requirements - general	187	225	56	100	Delays in identifying schemes and projects; £125k rephased into 2013/14. This funding is used for additional equipment to support people with specific needs in supported living schemes (e.g. automatic door openers).
Learning Disability Day Centre	767	450	0	50	Delays in identifying schemes and projects; £400k rephased into 2013/14. A report is due to go to the Executive with an update on this scheme. The development of reconfigured day centre provision for people with learning disabilities is an ongoing project. This funding would be required should the Council propose to provide services for people with complex needs in a building based environment other than Astley Day Centre.
Care Homes - improvements to environment for older people	269	21	19	21	This was a government grant which required the council to provide funding to independent and voluntary sector care homes to improve the environment in the homes for older people. There is a very small sum of money remaining should there be any further bids.
PCT Learning Disability reprovion programme	8956	1448	371	716	Delays in identifying schemes and projects; £732k rephased into 2013/14. LBB act as custodians on behalf of the PCT for this funding. We are still to agree upon the strategic direction for adult LD day services and so the capital cannot be committed until we know exactly where we are going with this.
Care Home reprovion - decanting costs	998	502	-23	0	Project has now come to an end and the balance of £502k was no longer required
Social care grant - 2010/11 and prior years	0	558	12	100	Delays in identifying schemes and projects; £458k rephased into 2013/14. This comment relates to the 3 Social Care grant lines plus the mental health grant below. The funds are intended to be used to support the development of personalisation, reform and efficiency. The social care, transport and education projects within the corporate commissioning programme may result in a requirement for some capital investment in services to enable the transformation of service to be implemented (e.g. telecare, information systems to support commissioning activity).
Social care grant - 2011/12 and 2012/13 settlement	0	621	0	0	Delays in identifying schemes and projects; £621k rephased into 2013/14. See Note above.
Social care grant - 2013/14 and 2014/15 settlement	0	0	0	0	Government grant allocations in 2013/14 & 2014/15. See Note above.
Mental health grant	5	250	0	0	Delays in identifying schemes and projects; £350k rephased into 2013/14. See Note above.
Social Care IT Infrastructure	191	42	12	12	Delays in schemes and projects being finished; £30k rephased into 2013/14. N3 connection work has continued and connection is expected to be achieved by 31/3/2013. The implementation of the EDRM's application underpinning CareFirst has completed and all case files are now electronic (adults, children's and finance). The revised RAS engine has been implemented on Test CareFirst and is currently undergoing testing. It has been delayed due to on-going revisions of the care pathway within the service delivery teams, so expenditure has been re-phased into 2013/14. It is anticipated to be implemented by September 2013. MyLife development has continued to progress, but further development work has been re-planned for 2013/14 due to pressure of other project work.
Supporting Independence - Extra Care Housing	1	19	0	19	This funding will be used for additional equipment to support people with dementia in extra care housing schemes (e.g. Wanderguard systems).
Transforming Social care	75	70	0	0	Delays in identifying schemes and projects; £70k rephased into 2013/14. The Adaptor Project submission to Department of Health was not successful in the bidding process, so work has ceased. Current work in respect of the transfer of staff from Public Health into Bromley continues with completion date set to the 31/3/2013. Access to RIO will now be achieved via the Council's N3 link rather than the Adaptor route. Costing for mobile working have been received, but the decision to move to an Ipad platform within the Council has caused a delay as the CareFirst Apstore is not yet available on the Ipad, it is only available on Windows platform. Funding has been re-phased to accommodate this delay.
Bellegrove - reduce temporary accommodation	0	20	0	20	Invest to Save Fund - Executive 09/01/13
Mobile technology to support children's social workers	15	56	0	0	Delays in identifying schemes and projects; £56k rephased into 2013/14
Feasibility Studies	0	10	0	0	No suitable projects planned for 2012/13
TOTAL SOCIAL CARE	11464	4292	447	1038	
<b>HOUSING</b>					
Shared ownership housing - Bromley NHS PCT project	64	256	0	0	Allocation not used since 2006/07 and no longer required
Payment in Lieu Fund	2491	1254	333	938	£605k spend in Q4 based on projected acquisition/start on site tranche for allocation to a new build affordable housing scheme. Care Services Portfolio Holder has been briefed on scheme proposals and formal allocation approval given on 14/1/2013, in line with decision making process approved by Care Services PDS on 4/9/12.
Housing Provision - approved expenditure proposals	457	200	0	40	Various projects, which are subject of feasibility work in Q4, will improve affordable housing supply and mix (including family units) via renovation/ conversions etc, with a focus on alleviating the pressure on temporary accommodation use. Whilst limited spend is expected in 2012/13, feasible projects should come to fruition during 2013/14, when formal approvals will be sought on a project by project basis. Further details reported to Executive on 7/2/2013.
Housing Provision - unallocated	0	220	0	0	£220k rephased into 2013/14 pending feasibility work, etc, as outlined above
London private sector renewal schemes	2373	220	84	180	Rephased expenditure to reflect realistic demand over the next 3 years
Empty Homes Programme	0	0	0	20	Following a successful bid to the Home and Communities Agency, funding of up to £450k (subject to contract) has been allocated to Bromley to support empty property work in the Borough for the 2012/2015 financial years.
Renovation Grants - Disabled Facilities	4244	800	384	760	Additional Disabled Facilities Grant of 227K allocated to Bromley in 2012/13; expenditure rephased to reflect realistic demand in current and future years.
TOTAL HOUSING	9629	2950	801	1938	
<b>OTHER</b>					
Star Lane Traveller Site	41	209	0	0	Delays in the procurement/tendering process; works will now take place in 2013/14
TOTAL OTHER	41	209	0	0	
<b>TOTAL CARE SERVICES PORTFOLIO</b>	<b>21134</b>	<b>7451</b>	<b>1248</b>	<b>2976</b>	

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Report No.  
CS12075

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** Care Services Portfolio Holder

**Date:** For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on the 12<sup>th</sup> March 2013

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

**Title:** Change of registration of Care Homes to a Supported Living service

**Contact Officer:** Richard Haines, Head of Direct Care Services  
Tel: 020 8461 7880 E-mail: Richard.haines@bromley.gov.uk

**Chief Officer:** Terry Parkin, Executive Director of Education and Care Services

**Ward:** Orpington, Plaistow & Sundridge & Bromley Town Wards

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1. Reason for report

- 1.1. To report the outcome of the consultation process to change the registration with the Care Quality Commission of two Care Homes for Adults with a Learning Disability to Supported Living as approved by the Executive on 25<sup>th</sup> July 2012.
  - 1.2. The proposed change of registration will provide more independence for the people living in these two houses in accordance with the Portfolio Plan for Education and Care Services, the Council's policy on Building a Better Bromley and Government policy.
- 

2. **RECOMMENDATION(S)**

- 2.1 The PDS Committee are asked to comment on the proposals within this report
- 2.2 The Portfolio Holder is asked to agree that the Care Quality Commission registration of:
  - St Blaise Avenue be changed from a Care Home to a Supported Living Service;
  - Orchard Grove be changed from a Care Home to a Supported Living Service;

### Corporate Policy

1. Policy Status: Not Applicable
  2. BBB Priority: Excellent Council Supporting Independence.
- 

### Financial

1. Cost of proposal: No Cost
  2. Ongoing costs: This proposal will result in a modest saving to the Council, to be fully determined when the arrangements for the landlord function have been agreed, as outlined below in Financial Implications
  3. Budget head/performance centre: - 815 120
  4. Total current budget for this head: - £1.421,550
  5. Source of funding: - Base Budget
- 

### Staff

1. Number of staff (current and additional): 50 (43.6 FTE's).
  2. If from existing staff resources, number of staff hours:1,570.5
- 

### Legal

1. Legal Requirement: Registration with the Care Quality Commission is a requirement of the Health and Social Care Act 2008.
  2. Call-in: Applicable:
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 9
- 

### Ward Councillor Views

1. Ward members views were sought for the report to the Executive on 25<sup>th</sup> July 2012
2. There were no Ward Councillor views.

### **3. COMMENTARY**

- 3.1. The two houses have been used for the care and support of adults with a learning disability for many years. They were previously registered as supported living but in 1994 it was decided by the National Care Standards Commission, the predecessor organisation to the Care Quality Commission, that they should be registered as care homes.
- 3.2. This change in registration did not change the nature of the care and support provided to the residents as this was based on an assessment of their needs and this had not changed. However it did mean that the residents could not be given tenancy rights and would not be able to claim some welfare benefits. In addition the charging regime would change to that provided by the Charging for Residential Accommodation Guide (CRAG) which was less advantageous to the individuals resident in the two houses. However it was decided to disregard this impact on the then existing residents as an unfair penalty.
- 3.3. In April 2008 the Adult and Community Services Portfolio Holder agreed a tendering process for the re-provision of the accommodation provided by the Bromley Primary Care Trust (BPCT) for adults with a learning disability. This led to the development of new accommodation and services for this group of individuals.
- 3.4. Most of the accommodation and services were registered as Supported Living and provided care and support to individuals with high levels of dependency, all of whom had previously been supported in accommodation registered as a care home. These services have worked well and this strategy has proved successful and has led to improvements in the health and well-being of the individuals concerned.
- 3.5. In view of the experience of the re-provision programme outlined above, it was decided to consider the appropriateness of the registration of the two care homes providing long term care as they were meeting the needs of adults with similar needs to those in the Supported Living houses established through the re-provision programme.
- 3.6. The Executive on 25<sup>th</sup> July 2012 approved a proposal to start the engagement process with the residents and families/advocates of the two registered care homes and the liaison with the Care Quality Commission with a view to de-registering these services (as care homes) by March 2013.
- 3.7. The report set out the reasons for changing the registration. Supported Living enables service users living in these locations to have rights of tenure, greater access to benefits and choice around who provides their care and whether they receive direct payments. People in registered care do not have these opportunities and, because they are not tenants, they do not have to pay rent.
- 3.8. In line with the personalisation agenda, the Council is proposing to de-register its two remaining registered care homes, St. Blaise Avenue and Orchard Grove and operate them as supported living services. This will enable the

residents to take advantage of the opportunities described above and would provide the Council with the following benefits:

- The 'hotel costs', i.e. food, council tax and utility bills, are payable by the service user, usually from benefits, rather than being funded by the Council.
- The tenants pay rent, again normally through housing benefit, which means the Council would be able to charge the occupants rent."

## **The Consultation**

- 3.9 The results of the consultation are set out in Appendices 1 and 2. Broadly there is agreement that the proposals will improve the well-being of the individuals living in the houses, although this will be a minor change. Staff are positive about the proposed change as they are aware of the benefits of services provided through the Re-provision programme referred to above.
- 3.10 The residents and their relatives have been consulted about the proposal, the consultation finished on Monday 21<sup>st</sup> January 2013 for St Blaise and on Friday 1<sup>st</sup> March 2013 for Orchard Grove. The consultation consisted of separate meetings with tenants and their relatives. In addition individual meetings were offered to both groups, with one relative taking advantage of the offer.
- 3.11 Two specific Consultation Documents were distributed for each home, one standard document and one being specially commissioned in an "Easy Read" format specifically designed for people with Learning Disabilities.
- 3.12 In view of the consultation responses it is recommended that the change of registration proceeds, although it should be noted that this is subject to the agreement of the CQC. However, in view of the existing registration of the services provided through the re-provision programme it is not expected that there will be objections by the CQC.
- 3.13 The Council is currently providing the landlord service to the Service Users living in the property. However, a key requirement for operation of a Supported Living service is that the landlord and care provision functions are provided by separate organisations. This is currently being pursued by the Commissioning Team and the actual timing of the re-registration will be dependant on a suitable landlord arrangement being in place.

## **4. POLICY IMPLICATIONS**

- 4.1. The proposed change of registration will provide more independence for the people living in these two houses in accordance with the Portfolio Plan for Education and Care Services, the Council's policy on Building a Better Bromley and Government policy.

## 5. FINANCIAL IMPLICATIONS

5.1. Under the existing arrangements the Council pays for all utility type expenditure plus council tax and food. Figures for 2011/12 for both homes were;

Item – 2011/12	£'s
Electricity	3,761
Gas	4,035
Council Tax	2,023
Cleaning Materials	1,852
Provisions	15,711
Recreation	2,216
Misc.	1,762
<b>TOTAL 2011/12</b>	<b>31,360</b>

5.2. Once the two homes are operating as Supported Living Services the residents will have access to welfare benefits and will be given advice and assistance as to how to access them and so will be able to meet these costs themselves.

5.3. In addition the Council will also be able to charge rent, potentially up to the current Housing Benefit allowance of £169.23 p.w.. However, although the Council will no longer pay property maintenance costs, there will be the need to pay for the landlord management service of the properties and this is estimated to be in the region of £50K p.a. The landlord service is being tendered by the Commissioning team.

Item	Income & Savings £000's	Expenditure £000's
Utilities & Food (Savings)	31.3	
Rent (Income)	79.4	
Landlord Arrangement (Est.)		50.0
<b>Totals</b>	<b>142.1</b>	<b>50.0</b>

5.4. Allowing for expenditure of £50K p.a. (estimated) on the landlord service, the income from the rent coupled with the projected savings indicates an overall reduction in the cost of the service of £92K. The final figure will be dependant on the cost of the landlord agreement. This projected saving will contribute to the council's overall need to generate savings.

## 6. PERSONNEL IMPLICATIONS

6.1 None arise from this particular recommendation. Any that arise from any future review would be dealt with using usual policies and procedures.

Non-Applicable Sections:	Legal Implications
Background Documents: (Access via Contact Officer)	Change of Management Arrangements for Council Owned LD Homes Executive 25 <sup>th</sup> July 2012

## **APPENDIX 1**

### **Consultation Outcome Report**

#### **EDUCATION & CARE SERVICES DEPARTMENT**

#### **OUTCOME OF THE CONSULTATION**

**on**

#### **The Proposal to Re-register St Blaise as a Supported Living Home.**

##### **1. Period of Consultation**

- 1.1. Monday 10<sup>th</sup> December 2012 to Monday 21<sup>st</sup> January 2013. The consultation period was extended beyond the usual 30 days to take account of the Christmas and New Year holidays.

##### **2. Consultation Process**

- 2.1. In line with the personalisation agenda, the Council proposed to change the registration of St Blaise Avenue, from a Care Home to a Supported Living service.
- 2.2. This would give greater rights to the service users in St Blaise Avenue whilst maintaining the service to them. It would also realise savings which would contribute to the overall savings that the Department is required to achieve.
- 2.3. Two versions of the consultation document were produced. One was a standard document for relatives and staff while the other was a specially commissioned "Easy Read" format document specifically for the Services Users at St Blaise Avenue.
- 2.4. An accompanying letter detailed the timescales for the consultation process and asked for comments. The letter also announced that in addition to an organised group meeting individual meetings with interested parties would be available if they so wished.
- 2.5. A meeting was held with the Service Users on Monday 10<sup>th</sup> December 2012 at which time the "Easy Read" consultation document and the letter was presented.
- 2.6. In addition copies of both documents were given to both the Service Users relatives and the Service Users key workers. Both the Service Users and their relatives were offered individual meetings, with one relative taking up the offer. Also a meeting was arranged on Thursday 17<sup>th</sup> January 2013 to which all the Service Users relatives were invited. There were four attendees out of a potential total of eight.
- 2.7. The key workers were charged with discussing the proposal with their nominated Service User.

### 3. Responses

- 3.1. No written responses were received during the consultation period. The issues and concerns detailed below were raised during the one-to-one meeting with one relative (who did not attend on the 17<sup>th</sup> January) and the relatives who attended the 17<sup>th</sup> January meeting.
- 3.2. Overall the relatives were positive about the proposal once issues around staffing had been discussed and their concerns addressed. One relative was supportive of the idea commenting that she thought it was good that the Service Users would be “paying their way”.

Concerns/Issues Raised	Management Response
Will there be any changes to the staffing as a result of this proposal?	There is no impact on either on the number of staff or the personnel currently working with the Service Users at St Blaise Avenue. Staffing will continue to be determined by the needs of the Service Users living at St Blaise Avenue. It is however likely that there will not be a single, dedicated “House Manager”. St Blaise would be managed as part of a group of homes as is the case with the other houses registered as Supported Living. As with any service there will be periodic changes to personnel but there is no impact on staffing arising from these proposals.
Who will do the inspections of the service?	The service will continue to be subject to both internal inspections, i.e. audits, peer group reviews, management scrutiny, and external inspection by the Care Quality Commission (CQC).
Who will look after Service Users money?	There are a number of options, either relatives can manage the Service Users finances, staff can be involved or some form of appointeeship can be arranged. These arrangements will be made in consultation with the service users and their families.
Will the staff ratio remain the same?	Staffing will continue to be determined by the needs of the service Users. As per Item 1 there is no impact on staffing arising out of this proposal.
Will X be out of pocket?	It is anticipated that once Service Users

	can access welfare benefits then their personal disposable income will increase.
Will access to day services, outings and trips be affected.	Access to activities will not be affected but the Service Users will have to pay for anything they choose to do from their own money. In addition they may need to pay the expenses, e.g. admission fees, for staff that may need to escort them. The LBB does not provide a “recreational fund” for Supported Living services.

#### **4. Recommendation**

- 4.1. Having carefully considered the proposal in the light of the comments received from all parties the recommendation is to proceed with the proposal as set out in the consultation document, subject to the final agreement of the Portfolio Holder.



## **APPENDIX 2**

### **Consultation Outcome Report**

#### **EDUCATION & CARE SERVICES DEPARTMENT**

#### **OUTCOME OF THE CONSULTATION**

**on**

#### **The Proposal to Re-register Orchard Grove as a Supported Living Home.**

##### **1. Period of Consultation**

- 1.1. Wednesday 30<sup>th</sup> January 2013 to Friday 1<sup>st</sup> March 2013.

##### **2. Consultation Process**

- 2.1. In line with the personalisation agenda, the Council proposed to change the registration of Orchard Grove from a Care Home to a Supported Living service.
- 2.2. This would give greater rights to the service users in Orchard Grove whilst maintaining the service to them. It would also realise savings which would contribute to the overall savings that the Department is required to achieve.
- 2.3. Two versions of the consultation document were produced. One was a standard document for relatives and staff while the other was a specially commissioned "Easy Read" format document specifically for the Services Users at Orchard Grove.
- 2.4. An accompanying letter detailed the timescales for the consultation process and asked for comments. The letter also announced that in addition to an organised group meeting individual meetings with interested parties would be available if they so wished.
- 2.5. A meeting was held with the Service Users on Wednesday 30<sup>th</sup> January 2013 at which time the "Easy Read" consultation document and the letter was presented.
- 2.6. In addition copies of both documents were given to both the Service Users relatives and the Service Users key workers. Both the Service Users and their relatives were offered individual meetings. Also a meeting was arranged on Wednesday 20<sup>th</sup> February 2013 to which all the Service Users relatives were invited. No relatives attended although three advised me of that they were unable to attend and tabled some written questions which are addressed below.
- 2.7. The key workers were charged with discussing the proposal with their nominated Service User.

### 3. Responses

3.1. A number of written responses were received and these are detailed below along with the Management response.

<b>Concerns/Issues Raised</b>	<b>Management Response</b>
Who will be responsible for the property and will the necessary remedial works be carried out in order that the house is up to standard before any Tenancy agreement is signed?	The LBB will retain ownership of the property, but day-to-day repairs and maintenance will be the responsibility of the managing agent. Any remedial works necessary would be carried out either before the transfer or within an agreed timescale after the transfer.
Please can I ask what term the assured tenancy would be for under the new service?	The tenancies would be open ended; however the Council cannot guarantee that this would be a “home for life” in view of the possibility of changes in the needs of the tenants. This is not a change from the current position.
We assume that X will remain in her room that she has lived in for over 20 years, where she is happy and comfortable and has recently decorated.	There is no reason for Ms. X to move to another room and no plan that she should.
Will the staff be TUPE'd over. We would like to request that X remains X's key worker.	There are no TUPE issues relating to the re-registration proposal, all staff will remain employees of the Council. There are no changes to the staff arrangements that will occur in the event of the re-registration proposal being agreed. However key worker arrangements will continue to be regularly reviewed to ensure their effectiveness in line with current practice.
I have no objection to Orchard Grove becoming a Supported Living Home but I do have strong reservations as to their ability to fund it. The house is very large and will cost an extortionate amount of money in terms of energy bills. If X and her housemate remain the only two occupants, then I cannot see how they can afford to live there. There is also the question of water	The charges for energy, water rates, rent and council tax will be based on full occupancy and reflect the ceilings within the benefit system. So there will not be a detriment to the existing residents from the current vacancies. Work has been underway to identify individuals for these vacancies. This is been done sensitively to ensure that there are no problems with compatibility..

<p>rates, rent and council tax. I understand that they are able to claim some benefits to meet these costs but there is a ceiling to the amount they can claim. The house is way too large for the two young women to live there cost effectively.</p>	
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#### **4. Recommendation**

- 4.1. Having carefully considered the proposal in the light of the comments received from all parties the recommendation is to proceed with the proposal as set out in the consultation document, subject to the final agreement of the Portfolio Holder.

**APPENDIX 2 – Equality Impact Assessment.**

<p align="center"><b>LB Bromley Equality Impact Assessment</b>  <b>LD Supported Living Re-Registration of St Blaise Avenue &amp; Orchard Grove</b></p>							
Start Date		End Date	<i>Add after signoff</i>	EIA Type		Service	
Name		Job Title		Roles & Responsibilities within EIA Team			
Richard Haines		Head of Direct Care Services		N/A			
Stage 1 Scoping and Defining							
		Explanation					
(1) What are the aims and objectives of the policy (service/ commissioning direction) where changes are to be made?		Supported Living, as opposed to living in a care home, enables service users to have rights of tenure, greater access to benefits, choice around who provides their care and choice as to whether or not they receive direct payments. People in registered care do not have these opportunities and, because they are not tenants, they do not have security of tenure or have to pay rent.					
(2) How does this policy (service/ commissioning direction) fit with the Council's wider objectives?		Since 2004 the Council has been developing alternatives to placing people in registered care services. In accordance with the Council's commitment, in Building a Better Bromley, to supporting people to live as independently as possible in the community, the proposal reflects the Council's strategic objectives for adults with learning disabilities.					
(3) What would have been the expected outcomes of these policy (service/ commissioning) changes?		In addition, under Supported Living arrangements the 'hotel costs' e.g. food, council tax and utility bills, are payable by the service user, usually from benefits, rather than being funded by the Council. Also the tenants pay rent, again normally through housing benefit, which means the Council would be able to charge the occupants rent.					
(4) Do the proposed policy (service/ commissioning) changes have the potential to directly or indirectly discriminate against a particular group?		RACE	AGE	GENDER	CARERS		
		No	No	No	No		
		DISABILITY	RELIGION	SEXUAL ORIENTATION	OTHER		
		Yes	No	No	No		

<b>Stage 2 Information Gathering</b>	
	<b>Explanation</b>
(1) What type of information have you used to help you make a judgement about these policy/ service/ commissioning changes?	The shift in recent years by the Government regarding the transformation of the social care market to one that supports service user to make their own decisions and as far as possible to exercise their right to choose how to live their lives by accessing benefits and, where appropriate Direct Payments.
(2) Have you been able to use any consultation data to help make these decisions? If yes what?	<p>A full consultation was undertaken with a specially commissioned Easy Read consultation document provided for the Service Users (SU's) affected. Key Workers were briefed to discuss the proposal with their key tenants.</p> <p>Relatives of all the SU's were invited to two specially arranged meetings (4 attendees for the St Blaise meeting and no attendees for the Orchard Grove meeting) in addition 1 relative took advantage of the offer of a 1-2-1 meeting but did not attend the group meeting.</p>
(3) How have you engaged stakeholders in gathering evidence or testing available evidence?	<p>SU's have been provided with a specially commissioned Easy Read document which was distributed to all parties involved, i.e. SU's, SU's relatives and the staff.</p> <p>The SU's key workers were charged with going through the document with their key tenant. In addition a meeting was held with tenants and a separate one with relatives. Both SU's and their relatives were offered 1-2-1 meetings, with 1 relative taking advantage of the offer.</p>
<b>Stage 3 Making a Judgement</b>	
	<b>Explanation</b>
(1) From the evidence outlined above is there any adverse or negative impacts identified for any particular group?	There are no adverse or negative impacts on the Service Users arising from the proposal. The meetings with relatives were largely positive with most comments being around the continuity and ratio of staff, matters which are not affected by the proposal to re-register, and the ability of two SU's to pay the bills if vacancies were not filled.

<b>Stage 3 Making a Judgement</b>		
	<b>Explanation</b>	
(2) If there is an adverse impact can this be justified?	N/A	
(3) What actions could be taken or have been taken to eliminate a negative or adverse impact?	N/A	
(4) Is there any positive impact?		
(5) What is the overall impact?	Neutral	
<b>Stage 4 Action planning for improvement</b>		
	<b>Explanation</b>	
(1) Key actions based on any gaps, challenges and opportunities	N/A	
<b>Stage 5 How will the impact of the changes be monitored?</b>		
(1) Next steps based on challenges and opportunities identified	Proposal will be submitted to Portfolio Holder for approval.	
<b>Stage 6 Signoff</b>		
	<b>Name</b>	<b>Date</b>
Author	Richard Haines	February 2013
Divisional Head	David Roberts	February 2013
ACS Equalities Group		
Published online		

**Stage 5 How will the impact of the changes be monitored?**

(1) Next steps based on challenges and opportunities identified	Proposal will be submitted to Portfolio Holder for approval.
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**Stage 6 Signoff**

	<b>Name</b>	<b>Date</b>
Author	Richard Haines	February 2011
Divisional Head	David Roberts	February 2011
ACS Equalities Group		
Published online		

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# Agenda Item 9

Report No.  
CS12073

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

**Date:** Tuesday 12 March 2013

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

**Title:** 2012/13 ANNUAL REPORT OF FOSTERING SERVICE

**Contact Officer:** Kay Weiss, Assistant Director, Safeguarding and Social Care  
E-mail: kay.weiss@bromley.gov.uk

Ian Leadbetter, Head of Social Care, Care and Resources  
E-mail: ian.leadbetter@bromley.gov.uk

**Chief Officer:** Executive Director of Education & Care Services

**Ward:** (All Wards);

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1. Reason for report

- 1.1 The Fostering National Minimum Standards 2011 requires the Fostering Agency to produce a report on fostering activity to the Agency Executive and an updated Statement of Purpose on an annual basis.
- 1.2 This report presents to the Care Services Policy Development and Scrutiny Committee details of activity from 1 April 2012 to date, together with the updated Statement of Purpose (Appendix 1).

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2. **RECOMMENDATION(S)**

- 2.1 The Care Services Policy, Development and Scrutiny Committee is asked to:
- i. Consider the content and comment upon the report and revised Statement of Purpose.
  - ii. Recommend that the report and revised Statement of Purpose be agreed by the Care Services Portfolio Holder.
  - iii. Recommend to the Portfolio Holder that, in future, the annual report will be presented to the Care Services PDS with interim reports being presented to the Executive Working Party for Safeguarding and Corporate Parenting on a six monthly basis. This will bring the process in line with similar arrangements already in place for the Adoption Service report.

### Corporate Policy

1. Policy Status: Existing Policy:
  2. BBB Priority: Children and Young People:
- 

### Financial

1. Cost of proposal: No Cost:
  2. Ongoing costs: Not Applicable:
  3. Budget head/performance centre: 833120
  4. Total current budget for this head: £4,623,910
  5. Source of funding: Base budget
- 

### Staff

1. Number of staff (current and additional): 17 FTE (plus 128 fostering units)
  2. If from existing staff resources, number of staff hours:
- 

### Legal

1. Legal Requirement: Statutory Requirement:
  2. Call-in: Applicable:
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): N/A
- 

### Ward Councillor Views

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

### **3. COMMENTARY**

- 3.1 The Fostering Services Regulations 2011 and National Minimum Standards require all fostering services to provide an annual review and a written Statement of Purpose setting out the aims and objectives of the service and facilities provided.
- 3.2 In addition, Standard 25.7 of the National Minimum Standards 2011 requires the Fostering Agency to produce a report on fostering activity to the Agency Executive, to:
- Receive written reports on the management, outcomes and financial state of the agency;
  - Monitor the management and outcomes of the service in order to satisfy themselves that the agency is effective and is achieving good outcomes for children;
  - Satisfy itself that the agency is complying with the conditions of registration.
- 3.3 The Bromley Fostering Service Statement of Purpose reflects the Council's corporate priorities and strives to ensure that there are sufficient foster carers to meet the needs of our children and young people.

### **4. PERFORMANCE**

- 4.1 The Fostering Service primarily provides a service for looked after children. The service is committed to identifying and supporting stable placements for children and young people where foster care is the identified plan.
- 4.2 As of the 31 January 2013 we had 294 looked after children of which 69.2% are placed with in-house foster carers; an increase from 67.8% in 2011/12. 15.4% are placed with connected persons foster carers; an increase from 10.3% in 2011/12.
- 4.3 Since 1 April 2012 there have been 100 new placements. Of these 68% are placed with in-house foster carers.
- 4.4 The service provides a range of placements including emergency placements, short term and bridging placements, long term care and short breaks.
- 4.5 As of the 31 January 2013, Bromley had 128 foster carer units; an increase from 114 in April 2012. This represents a net increase of 14 fostering units. To put this in context the net increase of fostering units for the period 2010 – 2012 was two units. The number of newly approved connected persons foster included in the above figure is two units.
- 4.6 Placement stability is a key indicator for looked after children and can be used to investigate reasons why children and young people cannot be cared for within particular foster placements. The percentage of children and young people who have experienced three or more placement moves currently stands at 11.56%. This is an improvement from 15.60% in 2011/12.
- 4.7 From the 1 April 2012, 23 new fostering units have been approved and nine fostering units have been de-registered. Deregistration occurs for a variety of reasons and, looking at past figures, this year's performance is not considered unusually high. Five connected person foster carers have been deregistered since April 2012. Connected person foster carers are approved only for a named child or young person. In each of these cases the young person being cared for had reached the age of 18. No carer has been deregistered for either a safeguarding or quality of care reason.

- 4.8 There are currently 11 Form F assessments of new foster carers allocated within the team at varying stages of completion and a waiting list of five potential fostering units waiting to proceed to a 'skills to foster' course. The average time for a Form F assessment to be completed from formal application is eight months against a target of six months.
- 4.9 From 1st April we have received 82 initial enquiries about fostering for Bromley. 31 of these were rejected at the initial discussion stage with the applicant either due the applicant not meeting the minimum requirements (i.e. bedroom availability or age criteria) or that the applicant decided not to proceed after discussion.
- 4.10 A further 13 were rejected at the initial visit stage due to a variety of reasons including self rejection following discussions with the visiting social worker. It is interesting to note that from the rejections a number of applicants felt that the assessment process was too intrusive into their family life.
- 4.11 To date, 25 families have been put forward for the 'skills to foster course of which eight passed, three failed and five withdrew or failed to attend. The remaining 9 families are booked on the courses which are due to take place in February and March 2013.

## **5. RECRUITMENT ACTIVITY**

- 5.1 The service has continued to actively advertise for foster carers. This has included a specific campaign targeted at carers for disabled children and adolescents to coincide with the fostering fortnight in May 2012, a till receipt campaign with a local supermarket during December 2012, advertising in a fostering feature being conducted by the News Shopper in January 2013 and work is currently underway to promote looked after children and fostering in an article to be published by the News Shopper in February/March this year.
- 5.2 Despite this activity there is no indication that these campaigns have had any significant impact and in particular the response to the advertisement for carers for disabled children and adolescents was extremely poor. We continue to work with the communications team to market fostering in Bromley.

## **6. ALLOWANCES**

- 6.1 Members will be aware that we overhauled our fostering allowance scheme and introduced a revised scheme in August 2012. This followed a lengthy period of consultation with our carers together with bench marking against other local authorities.
- 6.2 Our new simplified scheme remains extremely competitive to neighbouring authorities and in some cases match allowances paid by IFA providers.
- 6.3 To date, we have only had two fostering units that have decided to cease working with Bromley and move to another fostering provider (one of which announced their intention to move prior to the introduction of the new payment scheme). It is therefore encouraging that the new allowance scheme has not had a negative impact on our foster carers.

## **7. FOSTERING PANEL AND AGENCY DECISION MAKER**

- 7.1 The Fostering Panel sat twelve times in the period 1st April, 2012 to 31st January, 2013.
- 7.2 The fostering panel is responsible for making recommendations to the Agency Decision Maker as to the suitability of applicants to become foster carers and any conditions that should be attached to their approval.

- 7.3 In addition, the fostering panel also makes recommendations in relation to the long term matching of children to their foster carers and formally reviews all foster carers after their first year from approval and every three years subsequently.
- 7.4 The Agency Decision Maker is Kay Weiss, Assistant Director, Children's Social Care. In compliance with the National Minimum Standards the fostering panel recommendations have been considered and ratified within the prescribed timescales.

## **8. FOSTERING SERVICE MANAGEMENT**

- 8.1 In 2012 Officers undertook a review of the structure of the adoption and fostering teams partly as a result of the need to identify efficiencies within the care and resources portfolio. As a consequence, the management arrangements for the fostering and adoption teams were reduced from 2 FTE Group Manager posts to 1 FTE Group Manager post covering both adoption and fostering teams in a family placements service..
- 8.2 After a significant period of interim management arrangements for both the fostering and adoption teams we were able to appoint an experienced manager to our newly combined family placements service. Our new group manager commenced employment with the authority on the 11 February.
- 8.3 In addition, we have been successful in appointing a new deputy group manager who will be responsible for the assessment function of the adoption element of the new service and we will soon be seeking to appoint a new deputy group manager for post adoption support. These new staff, together with relatively new appointments to the deputy group manager posts in the fostering service, will provide a robust and cohesive leadership team to drive forward improvements. This is significant as it is the first time in over three years that a full complement of managers has been in post.

## **9. FUTURE DEVELOPMENTS**

- 9.2 In September 2012 we commissioned a piece of work to help us frame an enhanced fostering package to meet the needs of some of our more complex and challenging children and young people and reduce the need for IFA and residential placements. This work has now concluded and we will be actively implementing a fostering improvement plan over the coming months.
- 9.3 We have started a review of our core and specialist training for foster carers and plan to introduce a foster carers "training passport", which will include an audit of training needs followed by a comprehensive training programme. Responsibility for coordinating training for carers has been transferred to the learning and development team who are well placed to more effectively co-ordinate the training programme. An improvement on our previous arrangements. We have actively promoted the necessary courses and support for foster carers to complete the requirements of the TSD programme which foster carers are required to complete within their first twelve months from approval. We are on line to ensure 100% compliance with this requirement.
- 9.4 We are currently also developing a website for our foster carers that will enhance communication as well as contain links to the foster carer handbook, policies and procedures, and contact details for support organisations. The website will also provide links to our recruitment pages and application process further increasing our exposure to potential foster carers.
- 9.5 In addition, we are continuing to actively recruit at least 20 new carers a year both to replace carers that have decided to retire from fostering and to meet the needs of children and young people requiring placements.

## 10. LEGAL IMPLICATIONS

The production of an annual report and updated statement of purpose is a statutory requirement in The Fostering Services (England) Regulations 2011.

<b>Non-Applicable Sections:</b>	Policy Implications Financial Implications Personnel Implications
Background Documents: (Access via Contact Officer)	

**London Borough of Bromley  
Education and Care Services  
Children's Social Care**

# **Bromley Fostering Service**

## **Statement of Purpose**

**2013/14**



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# 1. Aims, values and objectives of the local Authority in relation to the Fostering Service

## 1.1 Mission Statement

We believe that in most circumstances children are best cared for in their own families. Where this is not possible we strive to ensure that children have an experience of family life where they are safe, nurtured and respected for as long as necessary and where all their needs, including their racial and cultural identity needs are met. We accept that for some children the experience of family life is not appropriate because of the effects of past trauma. Every child should be able to experience a secure and happy family life being safely cared for by a loving adult or adults. We strive to achieve this through providing a responsive and effective service to individuals and families from all backgrounds involved in fostering.

## 1.2 Values

In providing a fostering service we will adhere to the following values:

- The child's welfare, safety and needs are at the centre of their care.
- Children should have an enjoyable childhood, benefiting from excellent parenting and education, enjoying a wide range of opportunities to develop their talents and skills leading to a successful adult life.
- Children are entitled to grow up in a loving environment that can meet their developmental needs.
- Every child should have his or her wishes and feelings listened to and taken into account.
- Each child should be valued as an individual and given personalised support in line with their individual needs and background in order to develop their identity, self confidence and self-worth.
- The particular needs of disabled children and children with complex needs will be fully recognised and taken into account
- The significance of contact for looked after children, and of maintaining relationships with birth parents and the wider family, including siblings, half-siblings and grandparents, is recognised, as is the foster carer's role in this.
- Children in foster care deserve to be treated as a good parent would treat their own children and to have the opportunity for as full an experience of family life and childhood as possible, without unnecessary restrictions.
- The central importance of the child's relationship with their foster carer should be acknowledged and foster carers should be recognised as core members of the team working with the child.
- Foster carers have a right to full information about the child.

- It is essential that foster carers receive relevant support services and development opportunities in order to provide the best care for children.
- Genuine partnership between all those involved in fostering children is essential for the NMS to deliver the best outcomes for children; this includes the Government, local government, other statutory agencies, fostering service providers and foster carers.

### 1.3 Aims

- 1.3.1 The Bromley Education and Care Services department will aim to provide a high quality fostering service where all people making contact with the service are responded to promptly and treated courteously and fairly and are given equal consideration regardless of ethnic background, age, marital status, religion, language, sexual orientation and disability. The department will take the necessary steps to ensure applicants have equal access, e.g. regarding physical access to buildings or religious/language differences. The department aims to provide a comprehensive fostering service in co-operation with other teams and departments, birth families and other service users to ensure there is a coherent local service to meet identified needs of children in the care of the Local Authority.
- 1.3.2 The department will aim to provide a comprehensive fostering service to meet the needs of children, birth families and social work staff by increasing the numbers of in-house foster carers to meet the needs of the local community.
- 1.3.3 The department will aim to ensure that the needs, wishes and safety of the looked after child are at the centre of the fostering process.
- 1.3.4 The department will aim, as far as is reasonably possible, to provide practical support and services which will enable the child to return to, or remain with, his/her family of origin where this is in their interests, except in those circumstances where it is considered that it would be detrimental to the child's welfare due to issues of significant harm.
- 1.3.5 In making plans for the fostering placement for a Looked After Child, the department's first aims will be:-
- a) to ensure the child's welfare is safeguarded and promoted throughout their placement, and
  - b) to ensure that children are securely attached to carers capable of providing safe and effective care for the duration of the placement.
- 1.3.6 The department will aim to ensure that people interested in becoming foster carers will be welcomed without prejudice, responded to promptly and given clear information about the recruitment, assessment and approval process. They will be treated fairly, openly and with respect throughout the process of becoming a foster carer.
- 1.3.7 The department will aim to match children with approved foster carers who will ensure that their identity, including their racial and ethnic identity, is promoted and contact with birth family is maintained and that there is

minimum disruption to continuity of education and established social contacts and activities.

1.3.8 The department will aim to recruit suitably qualified and experienced people to deliver the fostering service who will provide services to ensure compliance with all required safety checks when a child is unable to remain with the birth parents.

1.3.9 The department will aim to ensure that the fostering service is resourced to meet the above aims and that the premises from which the fostering service operates are fit for their purposes.

#### 1.4 Objectives

1.4.1 The department will ensure that the above aims are met through compliance with the specific objectives stated in:

- The Children Act 1989
- The Care Planning, Placement and Case Review (England) Regulations 2010
- The Care Standards Act 2000
- The Fostering Services Regulations 2011
- The Fostering National Minimum Standards 2011
- The Departmental Policies and procedures including the Placement Policy

#### 1.5 Facilities of the Fostering Service

1.5.1 The fostering service is provided through staff from within the Children's Social Care Division of the Education and Care Services Department, and in particular, staff within the Family Placements Team. The other Safeguarding and Social Care teams are based at the Civic Centre in Bromley.

1.5.2 The offices of the Family Placements Team are based in the Civic Centre, Bromley. Interview, meeting and training rooms are provided on the Civic Centre site.

1.5.3 In addition to the main customer database and information system used by the department, the Family Placements Team has and continues to develop management information processes that assist and reflect the needs of the service.

1.5.4 The Fostering and Adoption sub teams jointly support a staff bank of qualified and experienced social workers in family placement work. These workers undertake individual fostering and domestic adoption assessments and inter-country adoption home studies as well as the court report and welfare supervision work in step-parent and non-agency adoptions.

1.5.5 The fostering service has access to the Authority's Medical Officer and the Senior Solicitor within Legal, Democratic & Customer Services whose responsibilities include advising the Adoption and Fostering Panels and offering advice and consultation to social work staff, other professionals and foster carers.

- 1.5.6 The family placement team makes use of other Council Departments, as required to support planning and delivery of services.
- 1.5.7 The fostering service works in partnership with the Bromley Foster Care Association and regularly consults and canvasses their views to ensure that the service to foster carers remains effective and responsive with professional working relationships in place between staff and carers.
- 1.5.8 The department holds membership of the Fostering Network (formerly NFCA - the National Foster Carer Association) and the British Association for Adoption and Fostering (BAAF).

## 1.6 Services provided

1.6.1 A summary of the services provided by the department's fostering service is listed below:

- Advice and information on fostering, including providing a Duty System for the Department when referrals are made and requesting placements for children both in the short-term or on a planned basis.
- Initial home visits by a fostering social worker to assess the motivation and ability of prospective carers to provide a safe caring environment for a child placed with them.
- A skills to foster course for those interested in pursuing an application to become foster carers.
- A comprehensive preparation and assessment for prospective foster carers (assessments completed by Fostering Team staff or family placement staff bank social workers).
- All assessments of prospective foster carers to be presented to the Fostering Panel for a decision on the recommendation to be put forward to the department's decision maker.
- All foster carers to have an allocated supervising social worker to work in partnership with the allocated social worker for the child(ren).
- An allocated social worker from the Fostering Team to family find for individual or sibling groups of children requiring permanency via long term fostering.
- Planned general and specific recruitment programmes for foster carers for individual and specific groups of children.
- Advice and information on services for foster carers to access in order to assist them in their care of children placed with them.
- Advice and information to other professionals working with children.
- Support for the birth family of foster carers.

- Fostering social workers will attend with their foster carers all Child Protection Conferences and Looked After Children Reviews on children placed with them and also the Permanency Planning Meetings.
- Fostering Support Meetings to be held monthly and to provide training programmes for foster carers to enhance their skills and to achieve the CWDC qualification.
- In addition black carers will be offered support through a Black Carers Support Group.
- A quarterly newsletter to be produced and circulated by the Fostering Team to all foster carers.
- The Bromley Fostering Panel fulfils its statutory functions as required and offers advice and consultation to social work staff on fostering matters.
- Services of Medical and Legal Advisers for advice, information and consultation in addition to their specific roles and functions.
- Membership of the Fostering Network and BAAF and attendance at functions arranged by these agencies.

## 1.7 Purpose of the Fostering Team

- 1.7.1 The Fostering Team is responsible for all the work undertaken with foster carers approved by the department.
- 1.7.2 To increase the number of in-house foster carers to a level that reflects the needs of Bromley children received into public care and to ensure these carers reflect the racial and cultural origins of Bromley Looked After children.
- 1.7.3 To recruit and approve foster carers in Bromley or nearby so that the fostering service provided to looked after children is local and causes minimum disruption to aspects of their life.
- 1.7.4 To positively encourage the placement of children within the extended family if they are not able to live with their birth parent(s).
- 1.7.5 To support these connected persons placements and to approve and support these family members as foster carers for specific children.
- 1.7.6 To recruit foster carers who will provide respite fostering for children with disabilities and to approve and support them.
- 1.7.7 To contribute to a decrease in the overspend in the children's placement budgets by providing an effective, efficient and local in-house service.
- 1.7.8 To comply with the Fostering Services Regulations 2011, The Care Planning, placement and Case Review (England) Regulations 2010 and the Minimum Standards contained therein.

- 1.7.9 To work in partnership with the other teams in the Safeguarding and Social Care Division.
- 1.7.10 To work in partnership with the Children's Commissioning Team in identifying and meeting the placement needs of Bromley's Looked After Children.

## **2. Adoption of the Statement of Purpose**

- 2.1 The Statement of Purpose of the fostering service is contained and expanded within the Fostering Policies and Procedures.
- 2.2 The Policies and Procedures and the Statement of Purpose contained have been placed before Council members and fully endorsed and supported.
- 2.3 The Statement of Purpose will accompany the Annual Report of the fostering service and will be presented to the Portfolio Holder for Care Services.

## **3. Details of the Manager of the Fostering Service**

- 3.1 Name: Susan Noonan
- 3.2 Address: Family Placement Team, St Blaise Building, Civic Centre, Bromley, BR1 3UH
- 3.3 Telephone: 020 8313 3083
- 3.4 Fax: 020 8313 4400
- 3.5 Email: [Susan.Noonan@bromley.gov.uk](mailto:Susan.Noonan@bromley.gov.uk)
- 3.6 Relevant Qualifications:  
Dip SW, CQSE, PQ1, CMS, DMS

#### 4. Details of the Permanent Staff employed in the Fostering Service

Position or Role in the Agency	Hours per week	Name	Year of appointment to fostering service	Qualifications
Group Manager	36	Susan Noonan	2013	Dip SW, CQSE, PQ1, CMS, DMS
Deputy Group Manager	36	Linda Shephard	2012	DipSW; DipHE (Social Services); PQ1; PQSW
Deputy Group Manager	36	Margaret Richardson	2011	DipSW, PQ1, Practice teaching award, DipHE social work.
SGO Officer	36	Deborah Brown	2009	BA Family & Child Care Studies/Diploma in Social Work
Senior Practitioner	36	Wenifred Marshall	2004	DipSW, DipHE applied social studies, PQSW,
Senior Practitioner	36	Louise Matovu	2009	CQSW, BA(Hons) Applied SW, PQ Consolidation
Senior Practitioner (Acting)	36	Claudia Verwey	2010	BA social work Pq consolidation
Senior Practitioner	36	Angela Harrison	2004	BA (hons) Social Work, DipSW, PQ1
Senior Practitioner	14	Catherine Tulett	2003	MA in SW; PQ1
Senior Practitioner	36	Steve Thring	2003	DipSW; Dip Child Protection; PQ1 Dip HE (social services)
Senior Practitioner	28	Rena Gray	2006	NNEB, CSS 1985 Child Protection and Child Care studies, PQ1-PQ6 2002
Senior Practitioner	36	Sheila Delliston	2008	BA(Hons) Social science, CQSW, MA in Child Protection.
Supervising Social Worker	21	Susanna Reich	2010	BSc (Hons), MA/Dip SW, PQ Consolidation Module
Supervising Social Worker	36	Emily Dodds	2010	BSc(Hons) Applied Social Sciences, DipSW, PQ Consolidation
Panel Administrator	36	Bernadette Wilby	2012	
Team Administrator	36	Elaine Gillam	2012	

Business Process Officer	36	Jody Malloy	2012	BSc, PG Dip Environmental Sciences
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**Correct as of 01.02.13**

## **5. Organisation of Structure of the Fostering Service**

- 5.1 Bromley Education and Care Services is part of Bromley Council and is managed by the Executive Director of Education and Care Services, Terry Parkin.
- 5.2 The Children’s Social Care Division, as part of ECS, is responsible for the delivery of the Fostering service.
- 5.3 Within the Children’s Social Care Division there are specialist teams dealing with Referral and Assessment (area teams), Safeguarding and Care Planning (area teams), Quality Assurance, Looked After children, Leaving Care, Adoption, Commissioning, Youth Offending and Teenage and Parent Support.
- 5.4 Social Workers for children requiring a foster placement for a child are located in the area teams. The Fostering Service is part of the Family Placement Team and sits within the Care and Resources Service, thereby maintaining close links with the Adoption Team and the Looked After Children's team, as well as the Commissioning team.
- 5.5 The Bromley Fostering Service is responsible for establishing, maintaining and servicing the Bromley Fostering Panel. The Panel, in carrying out its regulatory functions, makes recommendations to the Agency Decision Maker, (Kay Weiss — Assistant Director for Safeguarding and Social Care Division). The work and performance of the Fostering panel is included in the report on Fostering Activity submitted to the Care Services Portfolio Holder and the Corporate Parenting Executive.

## **6. Quality Assurance of the Fostering Service**

- 6.1 The Group Manager is currently responsible for ensuring the supervision of all permanent staff in the Fostering Team. Social workers are seen in supervision on a three-weekly basis and all other staff are seen four-weekly. Supervision and line management practice follows the Divisional Supervision Policy and Management Standards.
- 6.2 Family placement staff bank social workers are provided with supervision by either the Group Manager or Deputy Manager in the Fostering Team under the terms of their agreement for service and follow the same supervision practice as referred to in 6.1.
- 6.3 Copies of the signed supervision notes are placed on the relevant paper or electronic file with any agreed action noted.
- 6.4 Currently files are always seen, read and agreed for closure by the Group Manager [Family Placements]. In addition, files are read and signed on an occasional basis. A quality assurance audit will be undertaken on a regular



basis as has been recently introduced in other teams. A new audit form is being produced for this purpose.

- 6.5 The Deputy Group Manager [Fostering] is delegated to be the Professional Adviser to the Fostering Panel and in this capacity reads all Forms 'F', the child permanency records and matching reports on foster carers and children and provides an important quality assurance role prior to presentation of reports at Panel.
- 6.6 The Fostering Panel provides a quality assurance function which is exercised through individual recommendations on cases presented and recorded in the Panel Minutes and Panel Decision Sheet, together with advice from medical, legal and other advisors to Panel.
- 6.7 The Group Manager [Family Placements] is supervised on a regular, three-weekly basis by the Head of Service, Care and Resources.
- 6.8 An annual report on fostering activity is produced and submitted to both the Care Services Portfolio Holder and the Fostering Panel annually.
- 6.9 In line with requirements, the Fostering Service will be inspected by Inspectors appointed by Ofsted under the Care Standards Act 2000.
- 6.10 All foster carers will be annually reviewed and the foster carer, child(ren) Social Worker and if possible the foster child will contribute to this. The first annual review will be presented to the Fostering Panel. Subsequent reviews will be monitored by a Head of Service. Reviews will be completed earlier than one year if there are concerns or issues the Fostering Panel should be made aware of.
- 6.11 Foster carers will be sent questionnaires independent of their reviews as part of the on-going consultation process to ensure the service is effective and responsive.

## **7. Procedures for Recruiting, Preparing, Assessing, Approving and supporting Prospective Foster Carers**

- 7.1 The information provided in this section is a summary of the detailed procedures on the recruitment, preparation, assessment and approval of prospective foster carers and the support provided to them.
- 7.2 Recruitment
  - 7.2.1 The overall recruitment strategy for carers is broadly divided into two. Firstly, there is ongoing general recruitment for foster carers who will be able to meet the needs of children in Bromley. There will also be targeted recruitment for specific age ranges and/or specific children needing foster placements.
  - 7.2.2 The Group Manager of Family Placements and Head of Service for Care and Resources plan and put into operation a general recruitment strategy and produce individual adverts for children when required.
  - 7.2.3 The Fostering Team, via dedicated duty time, aims to respond to all enquiries about fostering within one day of receipt of a completed enquiry form.

- 7.2.4 The Customer Service Centre manage all enquiries for information about fostering in Bromley and send out information upon request.
- 7.2.5 If people want to proceed with their enquiry they receive an initial home visit by a fostering social worker. The allocated worker has three weeks to undertake the home visit, complete the initial assessment and to pass the written report to the Group Manager. If the Group Manager, Family Placements, confirms that the prospective foster carers have the motivation and experience, together with the space and time to foster, they are asked to attend a skills to foster training programme (preparation group)

### 7.3 Preparation

- 7.3.1 Preparation groups are run at least six times a year and have spaces for up to ten units (individuals or couples). People are selected onto the Preparation groups after a positive initial assessment. The groups are run on different days of the week, including weekends to facilitate attendance by the prospective foster carers.
- 7.3.2 All people invited to the preparation groups are required to complete a detailed application form and the statutory check consent form. These checks will be initiated once the consent on the application form is received.
- 7.3.3 At least two fostering social workers take responsibility for facilitating every preparation group and follow an agreed programme of content which follows the 'Skills to Foster' course compiled by the Fostering Network. The facilitators of the training are assisted both by a foster carer and by a young person who has experienced being fostered. Comprehensive information is given to participants in the training as well as workbooks and scenarios to ensure that the prospective foster carers have full information on all aspects of fostering.
- 7.3.4 People are asked to confirm that they are making a fostering application and respond within two weeks of the end of the groups, if there has been any delay in their completing the application form. There are some applicants who are identified at the initial assessment stage who would be an appropriate match for a child waiting for a foster placement. Alternatively, the carers would be able to foster an age range that the Department is having to place outside the Borough as the resource is not available and these applications would be fast tracked. From the date of receipt of the application form it would be planned for the assessment to be allocated and completed within six months.
- 7.3.5 Staff and prospective foster carers complete evaluation forms and these are considered by the fostering workers and the Group Manager. The interaction of the carer during the preparation training is considered as part of the assessment and the group members are informed of this from the start. If there are concerns about participants, a discussion is held by the workers and the Group Manager. These concerns, if requiring additional clarification, will be addressed at a further home visit either by the original social worker or by one of the course leaders. If the concerns indicate that any child placed with the members of the group would not have their needs met, then the applicants will be informed in writing and rejected.

## 7.4 Assessment

- 7.4.1 The Group Manager [Family Placements] allocates applicants for the Fostering Form 'F' Assessment (home study assessment) to both fostering team social workers and family placement bank social workers dependent on their availability. The allocations may not be in the sequence in which referrals have been received but will reflect the needs of children in the department's care and also the resource they need to expand. Applicants should be informed in writing of any delay in the process. A foster carer file is then made up, statutory checks started and personal references sought.
- 7.4.2 The performance standard for completion of the assessment is four months (from activation of application to presentation at Panel).
- 7.4.3 The allocated social worker undertaking the assessment checks the applicant's identity and obtains the CRB checks and the applicant's medicals (costs met by Department) underway on the first visit, in addition to mapping out the assessment visits.
- 7.4.5 A comprehensive fostering assessment is undertaken using BAAF Form 'F' and accompanying competencies for foster carers. All members of the household are seen individually as well as a family group. Three personal references are sought of which one can be a family member. The worker will also seek the views of an ex partner in relation to an applicant's capacity to parent if there have been any children from that relationship.
- 7.4.6 The draft Form 'F' report is shared with the applicant(s) and they are provided with an opportunity to make factual corrections and observations on the report prior to it being submitted to Panel. If the assessing social worker is from a staff bank, the Group Manager, Family Placements will allocate a social worker from the Fostering Team to become their fostering supervising social worker following the Panel recommendation.
- 7.4.7 The assessing social worker will receive regular supervision throughout the assessment.
- 7.4.8 If the assessing social worker has concerns about the competence of the applicants, these will be addressed and may necessitate a joint visit with their supervisor or on rare occasions early presentation to the Panel for advice. Where the majority of the assessment has been completed and the assessing social worker and their supervisor are not recommending approval, the applicant(s) will always be offered the opportunity of the assessment being completed and presented to the Fostering Panel.

## 7.5 Approval

- 7.5.1 The assessing social worker will prepare the applicant(s) for attending the Bromley Fostering Panel. A leaflet and evaluation form will be designed to assist in this preparation. The completed assessment will be booked into a Panel in advance by the assessing social worker as agreed with the supervisor and the foster carers. The Draft Assessment Report will be shared with the supervisor prior to the meeting with the applicants.

- 7.5.2 The Assessment Report, together with any written observations or representations, will be submitted by the assessing social worker by the due closing date and will be passed to the Deputy Group Manager, Fostering who acts as the Professional Adviser to the Fostering Panel. Confirmation will be provided on the assessment being presented to Panel or the need for further identified work by the Group Manager.
- 7.5.3 The Panel agenda is drawn up by the Panel Adviser and the agenda time provided to the assessing social worker who informs the foster carer(s).
- 7.5.4 Reports are circulated to the Fostering Panel members six days prior to Panel. Panel meet with the assessing social worker and the foster carers(s) and could ask them to leave while the Panel comes to a recommendation. Social worker and foster carer(s) are then invited back into the Panel to hear the recommendation.
- 7.5.5 Following Panel, the Minute Taker writes up the panel recommendations on the 'Panel Decision Sheet' that is then passed to the 'Agency Decision Maker' to make the agency decision. The performance standard here is to make the decision within seven working days of the panel.
- 7.5.6 The signed 'Decision Sheet' is passed back to the Group Manager, Family Placements in order that the decision can be communicated in writing to the foster carer(s) within seven working days of the decision being made.
- 7.5.7 If the Agency decision maker is not minded to provide Agency approval in a particular application, the foster carer(s) are notified in writing that they have twenty-eight days in which to make written representation to the service. If Representation is made, the foster carers will be offered time at the next Panel convenient to both the Agency and the applicants to facilitate their attendance.

## 7.6 Support

- 7.6.1 Following approval, all foster carers will have an allocated fostering social worker from the Fostering Team who will support and supervise the foster carers.
- 7.6.2 The supervising social worker will support the foster carer in their work with the child and his/her family by providing information about divisional policy and procedures, relevant legislation and resources within and outside the department. These will be updated as and when changes occur.
- 7.6.3 When a child is placed with foster carers that child will have an allocated social worker who will offer support to the child and to the foster carers in their caring for the child.
- 7.6.4 A range of fostering support services are made available to foster carers:
- The supervising social worker should support the carer in their work, including the impact of fostering on the wider family.
  - The supervising social worker will undertake direct work with the child /children of the carer.

- Fostering support and training - foster carers meet a minimum of six times a year in support groups. They can access the training programme set up by the training section for all workers in the Safeguarding and Social Care Division. In addition, specific training courses are run to enhance the foster carers skills.
- A quarterly newsletter
- Access to services of Medical and Legal Advisers for advice, information and consultation in addition to their specific roles and functions.
- Financial support — foster carers will be paid an allowance as stated in the current policy on payments.
- The fostering social worker will ensure that the foster carer meets all the standards of care as set by the department and is responsible for assisting the carer in the development of their competencies and their career as carers.
- Specialist therapeutic support to children and their foster carers through CAMHS Tier 2 and Tier 3 /4 services.
- Funding for specific areas of work with the child and their foster carer e.g. identity work
- Assistance from the fostering service in ensuring that the views of the foster carer are heard in relation to care planning for a child in their care

7.6.5 The Bromley Foster Care Association meets bi-monthly and is financially supported by the Department. The Department meets regularly with members of the Committee of the Association to ensure an effective working relationship is maintained.

## **8. Summary of the Complaints Procedure**

8.1 The information set out below at 8.2 is contained within the Fostering Policies and Procedures. In addition, all carers are given a copy of the Department's Complaints Procedure, 'Getting it Right'

8.2 The service that you receive from the Bromley Fostering Team is based upon:

- providing accurate and clear information about the service(s) provided
- doing what we say
- setting out timescales for the service(s)
- acting fairly and without prejudice in all dealings with service users

If you consider that we have surpassed these intentions in our dealings with you then please let us know. Compliments support staff in their work and assist in the planning and delivery of effective services.

Where you have concern(s) about an aspect of the service you have or are receiving, it is important that you first raise this with the person who has been dealing with you. If it is not clear who this is, then please contact the Fostering Team Duty Social Worker (☎ 020 8313 7701) in the first instance. Such open and direct communication often leads to a speedy and positive resolution of the concern(s).

Finally, you may consider that the service you have received from the Bromley Fostering Team has been poor or your concern(s) has not been addressed or resolved. In such circumstances, please direct your complaint (by letter, email, phone or through direct in-person contact) to the Group Manager, Family Placements. The Group Manager will respond within ten working days and will endeavour to 'problem-solve' your complaint with you to achieve

a mutually agreed outcome. If this is not possible, they will explain the Council's Complaints Procedure, *'Getting it Right'*, and provide you with the written details of how to take forward your complaint to the next stage.

- 8.3 Alternatively a complaint can be made to the Complaints Officer:

CSC Complaints  
3rd Floor, Stockwell Building  
Bromley BR1 3UH  
By phone: 020 8461 7644  
By email: [cypsosocialcarecomplaints@bromley.gov.uk](mailto:cypsosocialcarecomplaints@bromley.gov.uk)

- 8.4 The Children's Guide to being looked after has been updated by the Living in Care Council.

- 8.5 An Information Leaflet for carers and social workers attending the Fostering Panel will be produced to help prepare for attendance as well as an evaluation form for comments on their experience of attending Panel.

## **9 Address and telephone number of Ofsted**

Royal Exchange Buildings  
St. Anne's Square  
Manchester  
Lancashire  
M2 7EF

Tel: 0200 123 1231

Report No.  
CS12074

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

**Date:** Tuesday 12 March 2013

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

**Title:** CHILDREN'S SOCIAL CARE PERFORMANCE IMPROVEMENT PLAN 2013 UPDATE

**Contact Officer:** Kay Weiss, Assistant Director, Safeguarding and Social Care  
E-mail: kay.weiss@bromley.gov.uk

**Chief Officer:** Executive Director of Education & Care Services

**Ward:** (All Wards);

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1. Reason for report

- 1.1 Since 2010 work to improve services within the Children's Safeguarding and Social Care Division of the Education and Care Services Department (formerly as part of Children and Young People Services) has been formulated into of an annual performance improvement plan. This is effectively the annual business plan for the division. It brings together the range of actions across the division that are desired to achieve the best possible outcomes for vulnerable children and shows how the service strives for continuous improvement.
- 1.2 This report is to update elected members on progress against the objectives outlined in the Children's Social Care Performance Improvement Plan 2012/13.

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2. **RECOMMENDATION(S)**

**Members are asked to review the Children's Social Care Performance Improvement Plan and ask for further clarification or information and offer comments.**

### Corporate Policy

1. Policy Status: Not Applicable
  2. BBB Priority: Children and Young People
- 

### Financial

1. Cost of proposal: Not Applicable:
  2. Ongoing costs: Not Applicable:
  3. Budget head/performance centre: Kay Weiss
  4. Total current budget for this head: £
  5. Source of funding:
- 

### Staff

1. Number of staff (current and additional):
  2. If from existing staff resources, number of staff hours:
- 

### Legal

1. Legal Requirement: Children Act 1989 and the Education and Inspections Act 2006.:
  2. Call-in: Applicable
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected):
- 

### Ward Councillor Views

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



### 3. COMMENTARY

- 3.1 Since 2010 work to improve services in the Children's Safeguarding and Social Care Division of the Education and Care Services Department (formerly as part of Children and Young People Services) has been formulated into an annual performance improvement plan. This is the annual business plan for the division and has served to bring together in one place the various work streams within the Division structured in such a way as to set out objectives, desired outcomes, timescales and milestones, ownership and periodically updated progress.
- 3.2 The attached performance improvement plan covers the period from September 2012 to August 2013.
- 3.3 During 2011/12 a number of inspections took place across the service which validated an improving picture.
- The inspection of the Contact and Referral Service in April 2011 acknowledged the improvements that had been made in that service, found no priority areas for action and commented on the highly effective leadership
  - Three Children's Centres were inspected throughout the year and all were deemed good with outstanding features
  - The Fostering Service was inspected in May 2011 and was found to be good, with the service achieving good in each category of inspection
  - The Youth Offending Team was inspected in November 2011 and was given the highest possible grade 'minimum improvement'
  - A thematic inspection of safeguarding disabled children took place in Feb 2012 and good feedback was received.
- 3.4 In July 2012 Bromley Children's Social Care was only the second authority in the county to undergo the new Ofsted inspection framework for the protection of children. The new framework takes account of the Munro review of Child Protection and a significant number of cases were examined in depth following the journey of the child through the process of interventions from early help through to step down following a child having been the subject of a child protection plan. Following the inspection Bromley was deemed as adequate and providing a safe and secure child protection service. Inspectors were clear that Bromley meets requirements and has compliance in all areas of child protection practice. The vast majority of local authorities inspected under this framework have been judged adequate or unsatisfactory. No more than six local authorities at the time of drafting had received a better outcome than the London Borough of Bromley.
- 3.5 However, the challenge for Bromley Children's Social Care is to move forward and build a quality service. The very useful feedback from inspectors has helped to shape some of this improvement plan together with other priorities particularly in relation to Looked After Children.
- 3.6 The current improvement plan is divided into five broad outcome areas with 56 actions to drive forward improvement in:
- Strategic vision and leadership
  - Building a quality service
  - Assuring quality
  - Listening to children, young people and their families and
  - Improving outcomes for Looked After Children

3.7 Progress on the 56 actions in the improvement plan is summarised in the table below:

	<i>Actions</i>	<i>Achieved</i>	<i>Significant progress</i>	<i>Limited progress/ risk</i>
<b>Strategic Vision and Leadership</b>	10	2	7	1
<b>Building a Quality Service</b>	14	6 ½	6 ½	1
<b>Assuring Quality</b>	9	9		
<b>Listening to Children</b>	7	2	3	2
<b>Improving Outcomes for LAC</b>	16	2	12	2
TOTAL	56	21 ½	28 ½	6

3.8 Progress has been achieved in the areas of quality assurance and significant progress is being made in improving outcomes for Looked After Children. Two areas of risk have been identified. One is the development of better working with the Metropolitan Police around child protection strategy meetings. Resourcing issues within the Metropolitan Police have impacted negatively on taking this forward and this is an issue that has been referred to Bromley Safeguarding Children Board. The other area of risk is the introduction of family files and this is delayed due to the timescales of producing the software by OLM, Bromley’s Integrated Children’s System provider.

#### 4. POLICY IMPLICATIONS

4.1 Improving outcomes for vulnerable children sits within the Building a Better Bromley framework.

#### 5. FINANCIAL IMPLICATIONS

5.1 Improvements identified within the improvement plan are met from within existing budgets.

#### 6. LEGAL IMPLICATIONS

6.1 The duty to safeguard and protect children and the legal procedures and orders available to ensure protection are contained in the Children Act 1989 external inspections are carried out by Ofsted pursuant to Section 136 of the Education and Inspections Act 2006.

<b>Non-Applicable Sections:</b>	Personnel implications.
Background Documents: (Access via Contact Officer)	



# Children's Safeguarding and Social Care Performance Improvement Plan

2012-2013

(Version 7: 01.02.2013)

## Introduction.

This is the third Safeguarding and Social Care improvement plan. Much of the first two improvement plans have been implemented and there has been a steady improvement over the last 2 years in children's social care services. In October 2011 a re-alignment of services saw the joining of the Early Intervention Service and Youth Support (which includes targeted youth support) to Children's Social Care. This provided an important opportunity for better co-ordination of services to children and their families, particularly around early help, across the age range.

During 2011/12 a number of inspections took place across the service which validated an improving picture.

- n The inspection of the Contact and Referral service in April 2011 acknowledged the improvements that had been made in that service, found no priority areas for action and commented on the highly effective leadership
- n 3 Children's Centres were inspected throughout the year and all were deemed good with outstanding features
- n The Fostering Service was inspected in May 2011 and was found to be good, with the service achieving good in each category of inspection
- n The Youth Offending Team was inspected in November 2011 and was given the highest possible grade 'minimum improvement'
- n A thematic inspection of safeguarding disabled children took place in Feb 2012 and good feedback was received.

In July 2012 Bromley Children's Social Care was only the third authority in the county to undergo the new Ofsted inspection framework for inspecting arrangements for the protection of children. The new framework takes account of the Munro review and a significant number of cases were examined in depth following the journey of the child through the process of interventions from early help through to step down following a child having been the subject of a child protection plan.

Following the inspection Bromley was deemed as adequate and providing a safe and secure child protection service. Inspectors were clear that Bromley meets requirements and has compliance in all areas of child protection practice.

However, the challenge for Bromley Children's Social Care is to move forward and build a quality service. The very useful feedback from inspectors has helped to shape some of this improvement plan together with other priorities particularly in relation to Looked After Children.

The areas in this plan which have been identified for improvement are divided into 5 themes:

**Strategic vision and leadership, Building a quality service, Assuring quality, Listening to children, young people and their families and improving outcomes for Looked After Children**

<b>Outcome 1</b>	<b>Strategic vision and leadership</b>
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**Understanding the Issue/ benefits:**

There are clear arrangements in place for elected members to scrutinise the service to protect children and for looked after children. However, more could be done to provide them with the necessary tools and opportunities to carry out their challenge role. This is important to ensure that there is effective scrutiny of services at the elected member level and they can challenge officers and be assured that children in Bromley are safe.

In addition there are key aspects of the service where a more strategic and coordinated approach is required to improve impact and outcomes for children and their families. This will ensure that resources across agencies are used to the best possible effect in securing services that make a difference to children's lives.

Actions	Action Summary	Outcome	Links with other plans/ documents	Start date/ end date/ milestones	Owner	Current Status/ Risks (Red/ Amber/ Green)
1.1	Care Services and Education Portfolio Holders to attend Bromley Safeguarding Children Board Executive meetings.	Key political leaders are engaged more fully in the work of BSCB and play a part in the strategic direction for safeguarding in Bromley	Ofsted inspection July 2012	September 2012	KW/ JD	<b>GREEN Completed</b> Attendance at BSCB meetings agreed
1.2	An induction and training programme should be established to assist elected members in their understanding of core safeguarding and corporate parenting responsibilities	An annual induction for all new elected members will be established to assist them to understand the core business of children's social care and their role in it  In addition lead members will be assisted to more effectively challenge in their lead safeguarding and corporate parenting roles	Ofsted inspection July 2012	November 2012	KW	<b>GREEN Completed – November 2012</b>

1.3	Over arching looked after children strategy to be completed.	The strategy will set out a clear vision of how services in Bromley will work together to improve outcomes for looked after children and care leavers		Start: September 2012  Draft document: December 2012  End: March 2013 when presented to PDS	IL	<b>AMBER</b> <b>In development</b> Draft LAC Strategy to be considered at LAC Strategy Group meeting in December 2012
1.4	Sufficiency strategy to be completed	The strategy will analyse current placement trends and set out a plan for how to improve sufficiency for Bromley LAC.	Care Planning audit tool.	Start: September 2012  Draft document: December 2012  End: March 2013 when presented to PDS	RW	<b>AMBER</b> <b>In development</b> Draft LAC Strategy to be considered at LAC Strategy Group meeting in December 2012, to include Sufficiency Strategy
1.5	Active involvement strategy and action plan to be completed	The strategy will set out the commitment of Bromley to ensure that the views and experiences of young people who use social care services are sought and influence the design of services.		Start: working group established December 2012  Draft strategy: March 2013  End/ delivery date: June 2013	AB	<b>AMBER</b> <b>In development</b>

1.6	A strategy for delivering services to young people aged 11+ needs to be developed.	The strategy will set out how services will work together more effectively to deliver early intervention services to young people aged 11+. It will include how the young person is worked with holistically within their family.	Ofsted inspection July 2012	Start date: October 2012 – work group established  Draft strategy March 2013  End date: June 2013	MT/ PK	<b>AMBER</b> <b>In progress</b> Multi agency 'Troubled Young People' group established to focus on providing co-ordinated support.
1.7	Full roll out of Multi Agency Safeguarding Hub	A fuller range of partners will be involved in early intervention work which will be better informed by shared information.	Ofsted inspection July 2012	Start: July 2012 – operating as virtual team  New location for MASH team: Jan 2013  End: March 2013	MT	<b>AMBER</b> <b>In progress</b> Full roll out of the MASH on track  Some delay with setting up of police IT equipment. Team will be integrated by June 2013
1.8	The Tackling Troubled Families strategy will be implemented.	Targeted resources across a range of services will be focused on the most vulnerable families in Bromley and improved outcomes will be measured across a range of indicators.		Start date: September 2012  Appointment of co-ordinator: Jan 2013  End date: March 2013	MT	<b>AMBER</b> <b>In progress and on track</b>  Target: to work with 160 families.

1.9	A local protocol, agreed by the BSCB, needs to be in place around the input of the CAIT team into section 47 discussions and meetings to improve the current input from the police. In addition CSC must establish a more robust process for including other partners in strategy decisions and meetings.	Section 47 investigations will be better informed by full information from relevant partners and risk will be better assessed.	Ofsted inspection July 2012	Start date: August 2012  September 2012: Regular meetings to be established with police CAIT  End date/ report to BSCB March 2013	MT	<p><b>RED</b></p> <p>Meetings have not been established. Staffing resources within CAIT have militated against this. Two meetings with CSC have been cancelled by CAIT.</p> <p>Matter to be referred to BSCB.</p>
1.10	Review the recruitment and retention strategy to ensure it continues to promote the recruitment of high quality social workers and aids their retention.	Bromley will continue to have low levels of vacancies or agency staff and children and their families will be afforded a consistent service from high quality social workers.		Start date: September 2012  Review completed: Jan 2013  Review presented to elected members: March 2013  Implementation and end date: September 2013	KW	<p><b>AMBER</b></p> <p><b>In progress</b></p> <p>Review of Recruitment &amp; Retention going to Executive</p>



**Outcome 2****Building a quality service****Understanding the Issue/ benefits:**

While the recent Ofsted inspection found the safeguarding service to be compliant with statutory requirements they identified that more needed to be done to improve the quality of the service given around the analysis within assessment and ensuring plans for children are outcome focused. This will ensure that the right services are working with children and their families at the right level of provision and the most targeted work is focused on the children at greatest risk.

A particular weakness was identified around the response to neglect with too much unfocused work without timely interventions. Social work interventions for children living in situations of neglect must effect change in a timely manner and parents must be clear about the consequence if change does not happen.

Actions	Action Summary	Outcome	Links with other plans/ documents	Start date/ end date/ milestones	Owner	Current Status/ Risks (Red/ Amber/ Green)
2.1	Following on from the introduction of the strengthening families model of chairing child protection conferences, training will be introduced for all first line managers to improve the chairing of meetings (CIN/ Core group etc.) and ensure the focus is kept on the child.	All meetings regarding children should be outcome focused and have SMART plans which are clearly understood by parents and include contingency provisions if plans are not effective in agreed timescales.	Ofsted inspection July 2012	November 2012	SH/ YD	<b>GREEN</b> <b>Completed – November 2012</b> Training arranged for 3 & 10 December 2012

2.2	Procedures will be developed around the CIN process to include visiting requirements/ expectations around reviewing the core assessment/ CIN meetings before step down and closure/ requirement for managers to chair CIN meetings.	All staff and managers will be clear about expectations around CIN work. The quality of CIN work will be enhanced.	Ofsted inspection July 2012	Start date: September 2012  Information collated: December 2012  End date: May 2013	SP	<b>AMBER</b> <b>In progress</b> Completion of this has been set back by resignation of current post holder. Will be completed when new officer in post.
2.3	The CIN formats on CareFirst will be reviewed to ensure that they are fit for purpose and capture the voice and experience of the child.	The recording format will assist social workers and their managers in ensuring eh decisions made at CIN meetings promote improved outcomes for children and their families.		Start date: October 2012  Project plan: December 2012  End date: March 2013	JD	<b>AMBER</b> <b>In progress</b> The ICS programme board is overseeing the review of all forms on CareFirst. This change is part of the project plan.
2.4	A new format for recording decisions of LAC reviews will be introduced.	The decisions from LAC reviews will evidence how care plans are having an impact on improving outcomes for young people. The plans will be SMART.		Start date: October 2012  Project plan: December 2012  End date: March 2013	SW/ VR	<b>AMBER</b> <b>In progress</b> New form has been developed and awaiting sign off

2.5	Exemplars of good plans will be put together to assist managers to give guidance to managers how a good plan looks for CP/ CIN/ Core groups.	The guidance will assist managers in ensuring plans for children are outcome focused.		Start date: October 2012  End date: December 2012	SP	<b>AMBER In progress</b> Awaiting revision of plan forms to be agreed  Some delay due to change of personnel. New due date: June 2013
2.6	The programme of training for the improvement of social worker skills will continue.	Social work skills for the engagement of children and their families and for the analysis of risk will be improved. Social workers will provide interventions that assist in promoting change in families rather than compliance.			MT/ SP/ JD	<b>GREEN Completed</b> Programme is in place and continuing
2.7	Fostering and adoption social workers will undertake ADAM training.	Assessments of carers will use attachment processes to ensure carers and adopters have the necessary personal profiles to provide the highest quality of fostering and permanent placements.		November 2012	JD/ IL	<b>GREEN Completed</b> Training dates in place – 26/27 November 2012
2.8	A bespoke programme of skills training for the LAC, Leaving care, IRO service will be commissioned. This will focus on effective care planning with the involvement of young people and their families	Children, Young People and their families will be better engaged in the care planning process and the impact of interventions with LAC will be more evident.		Start date: November 2013  Delivery of IRO training: Feb  Delivery of LAC/ LCT training: May 2013  End: May 2013	JD	<b>AMBER In progress</b>  IRO training has been commissioned. LAC/ LCT training yet to be commissioned.

2.9	A review of role and function of the TAPPS service will be undertaken. This will include an audit of all cases open to the TAPPS team.	This will link to the development of a strategy for the provision of services to young people aged 11+ and will ensure that this service is focused and coordinated with other relevant services and offers a service in a structured and SMART way to improve outcomes for young people and their families.	Ofsted inspection July 2012	Start date: September 2012	MT	<b>AMBER</b> <b>In progress</b> Review of Service underway
				Options report to AD: December 2012		
				End date: March 2013		
				August 2012	Audit JD/ SW	<b>GREEN</b> <b>Completed</b> Audit of TAPPS team completed August 2012
2.10	A review will be undertaken of the assessment tools used in children's social care. This will include consideration of how the assessment tool integrates with the assessment of disabled children.	This review will seek to align the early intervention and social care assessment models and provide an integrated pathway of assessment for the child's journey through services in Bromley. The assessment model will provide an analytical tool to ensure that assessments clearly identify risk in a way that is understood by carers, that takes account of issues of diversity within the assessment and provides a framework to deliver service for the child.		Start date: October 2012	MT	<b>AMBER</b> <b>In progress</b> Review underway.  Some delay is being experienced as the anticipated publication of the new Working Together by government has been delayed. In addition the London Safeguarding Children Board is consulting on the production of an assessment tool for London and any new approach by Bromley needs to await these two developments.
				Draft assessment tool: January 2013		
				Implementation/ end date: March 2013		
2.11	Chronology training will be given to all social workers.	All cases open to a social worker will have an up to date chronology. The chronology will be used as an analytical tool to assist in the assessment of risk and to keep a focus on the experience of the child.	Ofsted inspection July 2012	August/ September 2012	SH/ BR	<b>Completed</b> Chronology training has taken place

2.12	Guidance will be issued on the use of written agreements with families.	Social workers will have a clear understanding of the difference between a written agreement and a written undertaken and will use written agreements as a partnership tool and part of the process for parents understanding what needs to change and effecting change rather than compliance.	Complaints annual report 2011.  Ofsted inspection July 2012	JD  September 2012		<b>GREEN</b> <b>Completed – October 2012</b> Guidance on use of written agreements with families has been issued to staff and included as part of procedure manual
2.13	Improvements need to be made to CareFirst to realign records into family files and to provide more appropriate recording formats.	Recording formats on CareFirst need to be more outcome driven and provide evidence of the impact interventions with children and their families are making and to align with changes in assessment processes.	Ofsted Inspection July 2012  Working Together 2012	Start date: October 2012  Project plan: December 2012  End date: March 2013	JD	<b>AMBER</b> <b>In progress</b> Formats for CareFirst recording are being updated
						<b>RED</b> Family files will not be ready until September 2013 due to OLM
2.14	A training module will be developed that assists social workers in integrating issues of race, ethnicity and culture into assessments and service delivery.	Assessments of children and their families will more meaningfully use information about race, ethnicity and culture to ensure interventions with the family are comprehensible and effective.	Ofsted Inspection July 2012	January 2013	JD	<b>GREEN</b> <b>Completed</b> Integrated into BSCB training modules.

**Understanding the Issue/ benefits:**

While there is acknowledgement that services within children's social care are compliant with statutory requirements achieving a quality service requires managers at all levels to drive forward improvements through a quality assurance framework that includes regular auditing at all management levels. Only in this way can senior management be confident that measures taken to try and improve the services such as investment in training and development are having a positive impact on the quality of work delivered to children and their families.

Actions	Action Summary	Outcome	Links with other plans/ documents	Start date/ end date/ milestones	Owner	Current Status/ Risks (Red/ Amber/ Green)
3.1	All CIN cases will be reviewed to ensure that robust plans are in place. In addition a detailed audit of 50 CIN cases will be undertaken.	No children will be left in a situation of drift. Risk will be identified promptly and cases escalated in a timely manner.	Ofsted inspection July 2012	September 2012  August 2012	SP/ PM/ SS  SW	<b>GREEN Completed</b> Review and Audit complete
3.2	The supervision record on CareFirst will be amended to ensure that it captures reflective discussion and that decisions are SMART.	There will be a clear record through supervision of how the social work intervention is effecting change and improving outcomes for the child.		October 2012	SP	<b>GREEN Completed</b> <b>Awaiting upload onto CareFirst</b>
3.3	The audit framework for CSC will be reviewed. In particular it will focus on greater engagement by managers at all levels in the audit process.	A performance management framework will be developed that ensures managers have a consistent focus on driving improvement in the quality of practice	Ofsted inspection July 2012	December 2012	JD	<b>GREEN Completed</b> Review of Audit Framework complete

3.4	The tier 1 audit framework will be reviewed.	The structure of tier 1 audits will be changed to ensure that risks to child/ren are identified; there is evidence that parents are engaged and the experience of the child is understood. Also that interventions that are being undertaken are effecting change.		October 2012	JD	<b>GREEN Completed</b> Review of Tier 1 Audit Framework complete
3.5	An audit of compliance with practice requirements and care planning regulations will be undertaken in the LAC and Leaving Care service.	A baseline position will be obtained in this area for the planned improvement around practice and service delivery as outlined elsewhere in this improvement plan.		December 2012	SW/ JD	<b>GREEN Completed</b> Audit took place in December. Action plan developed from the audit to improve care planning including introduction of new care plan format on CareFirst.
3.6	The tier 2 audit schedule for 12/13 should include an audit of plans for children and young people to monitor changes to recording to measure if they are outcome focused.	Evidence will be obtained that steps taken to improve the outcome focus of plans for children has been effective.		February 2013	SW	<b>GREEN Completed</b> Included in Audit schedule
3.7	A themed audit of the disabled children's service will be undertaken.	All decisions and assessments relating to disabled children are well informed by previous history and are based on up-to-date multi-agency assessments which include a thorough analysis of risks and needs, take account of children's views, that plans are specific and outcome-focused and are regularly and robustly reviewed at multi-agency meetings and that particular attention is paid to identifying when concerns are not resolved promptly or improvements are not sustained.	Ofsted thematic inspection of disabled children August 2012	February 2013	SW/ MS/ JD	<b>GREEN Completed</b> Audit took place in February. Action plan being developed from the audit to improve working across services and sharpen risk assessment in relation to disabled children.

3.8	A percentage of the strengthening families conferences will be observed and an audit of CP plans made through the new model will be undertaken.	This will ensure the strengthening families model is being embedded which will lead to more sustained change in families where children are at risk or swifter recognition of the need to remove children from families where change is not happening. At the same time the level of acceptable risk will be monitored.		February 2013	QA managers	<b>GREEN Completed</b> Conferences and plans have been monitored. In addition feedback has been obtained from families and professionals and as a result a number of modifications have been introduced to the process.
3.9	Local performance indicators will be developed around CIN work including visits and core assessment reviews.	The service will be able to demonstrate the effectiveness of work with children in need and their families.		December 2012	SP	<b>GREEN Completed</b> indicators to be included as part of performance digest



**Outcome 4****Listening to children, young people and their families****Understanding the Issue/ benefits:**

The Munro review of child protection and the new regulatory framework for care planning emphasise the crucial importance of listening to children and their families both to understand what works for families, help make plans to effect change and understand the experience of the child.

The evidence from complaints about Children's Social Care is that poor communication between social workers and families is a major source of conflict and confusion. In addition the evidence from consultation exercises following CP conferences and LAC reviews shows that the input of children and their families to planning processes is limited. Better mechanisms for listening to children and their families will ensure that services are delivered in a way that most benefits service users.

Actions	Action Summary	Outcome	Links with other plans	Start date/ end date/ milestones	Owner	Current Status/ Risks (Red/ Amber/ Green)
4.1	Advocacy contract will be reviewed to ensure that it requires the provider to build in regular consultation with service users.	The voices of children, young people and their families will routinely be fed into the development of services and will result in services that better meet needs and produce more effective outcomes.		Start date: December 2012  Contract award: March 2013  Implementation of first survey/ end date: September 2012	JD	<b>AMBER</b> <b>In progress</b> Contracting of new provider underway.

4.2	Bromley CSC will develop a policy to incorporate the views and where appropriate the attendance of young people at CP conferences	Young people will more fully understand and contribute to the safety plans that are being made for them.		December 2012	JD/ VR	<b>GREEN Completed</b> Implementation from 1 <sup>st</sup> February 2013. Advocacy contract developed to support young people with attendance at CP conferences.
4.3	Active involvement strategy to be developed	An active involvement strategy is developed that encompasses the measures CSC will take to ensure that policy, practice and service developments are fully informed by the views of service users.		SMT  December 2012		<b>AMBER In progress</b>
4.4	Develop a process including interviews and focus groups to ascertain the views of LAC young people about the effectiveness of the IRO role especially in relation to promoting contact with family members.	Young people can use their IRO to get the most from their care plan which would help support stable placements and improve transition to independence.		Start date: March 2013  Interim report: September 2013  End date/ action plan: October 2013	SW	This will commence following the training programme currently in place for the IRO service.  On completion and action plans will be developed taking forward the views of young people on how improvements can be made to the IRO service.

4.5	Procedures to be drawn up to ensure the routine involvement of young people in the appointment of social work staff at all levels	Young people's experience as LAC help inform the recruitment of staff who have the appropriate level of skill and understanding that will optimise the outcomes for vulnerable children and their families.		Start: working group established December 2012  Draft strategy: March 2013  End/ delivery date: June 2013	AB	<b>AMBER</b> <b>In progress.</b>
4.6	Processes to be developed to allow the input of LAC young people into the pre-selection and training of foster carers.	The voice and experiences of young people who are or have been looked after help to ensure that carers are selected who have the right ranges of skills and experience to best support vulnerable young people.			SN	Will commence in January 2013 when the new GM – Family Placement starts
4.7	All tenders for services will include a requirement for service providers to ensure they obtain user feedback. In addition all evaluation of tenders or reviewing of contracts will include service user input.	The experience of children and their families will be central to commissioning services that are helpful and effective in improving the lives of children.		December 2012	RW	<b>GREEN</b> <b>Completed</b> Commissioning now include requests for feedback from service users in all service specifications and contracts

**Outcome 5**

**Improving outcomes for Looked After Children**

**Understanding the Issue/ benefit:**

There are a number of issues that need to be coordinated across service areas to improve outcomes for Looked After Children – some of these are addressed under Outcome 1. A particular issue is making CareFirst fit for purpose and providing formats for recording both LAC visits and care plans that adequately reflect the work that is being done with LAC children and promotes better engagement with their wider family. There is also a need to ensure effective and speedy care planning to allow children to be placed in permanent arrangements at the earliest opportunity.

There are also a range of issues for development within the fostering and adoption services. In particular is the need to provide the required sufficiency of placements and specific services developments are required to address this.

Actions	Action Summary	Outcome	Links with other plans	Start date/ end date/ milestones	Owner	Current Status/ Risks (Red/ Amber/ Green)
5.1	An audit of care plans and pathway plans will be undertaken to ensure they are current, SMART and demonstrate evidence of the voice of the child and promotion of family links.	Care plans and pathway plans will be effective tools in promoting best outcomes for LAC.	Care planning audit tool	November 2012	SW/ JD	<p><b>GREEN</b> <b>Completed</b></p> <p>Audit took place in December. Action plan developed from the audit to improve care planning including introduction of new care plan format on CareFirst.</p>
5.2	A programme of training for LAC and Leaving Care social workers and IROs will be developed to focus on enhancing direct work skills with LAC and improvement partnership working with families (see 2.6)	Social workers and IROs will develop a more focused approach in working with LAC and their families. They will develop better skills in developing care plans in partnership with young people and their families that best enhance life chances.		<p>Start date: November 2013</p> <p>Delivery of IRO training: Feb</p> <p>Delivery of LAC/ LCT training: May 2013</p> <p>End: May 2013</p>	JD	<p><b>AMBER</b> <b>In progress</b></p> <p>IRO training has been commissioned. LAC/ LCT training yet to be commissioned.</p>

5.3	The format for recording LAC visits to be reviewed.	Visits to looked after children will more effectively demonstrate how they are promoting the care plan for the child		Start date: October 2012  Project plan: December 2012  End date: March 2013	JD	<b>AMBER In progress</b> The ICS programme board is overseeing the review of all forms on CareFirst. This change is part of the project plan.
5.4	A multi agency strategy for enhancing the prospects for EET in Bromley LAC population to be developed.	LAC in Bromley will be given the best opportunity to ensure that their longer term prospects for employment and security are enhanced.		Start date: October 2012 – work group established.  January 2013: identification of appropriate referrals to be case loaded to Targeted Youth Support  End: April 2013	IL/ PK / GG	<b>AMBER In progress</b> Some delay in appropriate referrals being made.  Target for approximately 20 young people to be worked with. Review required in April of impact of the additional workload to TYS
5.5	A referral process to be developed to ensure all year 9 LAC are referred to targeted youth support for a decision to be made whether individual support is required to assist in the choice of KS4 options to support post year 11 desired outcomes.	All Bromley LAC will be helped to think in a timely manner of desired destination at year 12 and ensure that KS4 option decisions do not mitigate against this.		Start date: November 2012  December 2012 all year 9 LAC rag rated for vulnerability as EET.  End: April 2013	HP/ JS	<b>AMBER In progress</b> Process in place but work is continuing to make the process smoother – some delay in receiving appropriate referrals

5.6	The referral process will also include all newly accommodated 16+ LAC and those 16+ not fully engaged in education/ training or employment.	All newly accommodated LAC can, at 16 have their options reviewed with input from targeted youth support to raise the profile of young people who may be at risk of being NEET.		December 2012	HP/ JS	<b>GREEN Completed</b>
5.7	A post 16 PEP pilot project will be developed.	The same attention and support to promote good educational outcomes will be afforded the 16+ age group as is already afforded the younger age group.		Start date: December 2012  End date: April 2013	HP/ IL	<b>AMBER In progress</b> Project underway targeting those young people on flexible learning programmes.
5.8	A review is needed of the effectiveness of access to CAMHS for LAC, particularly at the early identification stage of difficulties.	Bromley LAC will have access to appropriate services at an early stage to address emerging mental health needs and support both their mental health needs and secure them in supportive placements.		Start date: December 2012  January – June: commissioning process  End date/ new commissioned service: April 2014	IL	<b>AMBER In progress</b> Overarching review of CAMHS services completed in December 2012 and commissioning group established to re-commission the service including specific services for LAC
5.9	The escalation process for IROs should be reviewed to consider whether it is used sufficiently, is effective and whether it needs revision.	Where care planning processes are not promoting best outcomes for LAC these are addressed swiftly and effectively at appropriate levels of management.			SW	This will be addressed as part of the training for IROs that commences in February 2013 – review not now considered necessary.

5.10	The programme of increasing the number of in house foster carers will continue.	Greater placement choice in Bromley will allow more LAC to be placed nearer their family and school and minimise disruption in their lives.	Fostering service development plan	<p>Start date: September 2012</p> <p>December 2012 report received from commissioned consultant.</p> <p>January 2013: action plan developed and service development plan updated</p> <p>End: June 2013</p>	IL	<p><b>AMBER</b> <b>In progress</b> 20 foster carers recruited 2012/13.</p> <p>New action plan on back of recommendations by the consultant will develop this further.</p>
5.11	A programme for enhanced foster care will be developed	The programme will provide an integrated approach to support placements and reduce breakdowns.	Fostering service development plan	<p>Start date: January 2013 in line with consultant recommendations</p> <p>March 2013: scoping exercise completed</p> <p>June 2013: framework agreed</p> <p>End/ implementation: September 2013</p>	IL	<p><b>AMBER</b> <b>In progress</b></p>

5.12	The current fostering service improvement plan will be reviewed and refreshed in the light of the work being undertaken by an external consultant.	The fostering service will be developed to ensure it provides a fit for purpose service.	Fostering service development plan	<p>Start date: September 2012</p> <p>December 2012 report received from commissioned consultant.</p> <p>January 2013: action plan developed and service development plan updated</p>	IL	<p><b>AMBER</b> <b>In progress</b></p>
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5.13	The focus on permanency planning will be maintained through the permanency planning group. In addition strategies will be put in place to speed up the recruitment of Bromley adopters.	Performance around adoption will continue to improve and will ensure that children are placed in the shortest possible timescale so that their needs for long term security are met.	Adoption Performance Improvement plan	Awaiting further milestones from new Group Manager starting Feb 2013.	IL	<p><b>AMBER</b> <b>In progress</b></p> <p>Permanency planning arrangements are in hand and are beginning to filter through to recruitment. 15 adopters recruited 2012/13.</p> <p>This will also be assisted by the introduction of the Court Pilot project.</p>
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5.14	Improvements need to be made to CareFirst provide more appropriate recording formats for LAC visits focusing on the five outcomes for LAC. In addition the Action plan function needs to be reviewed to make it easier to record care plans and pathway plans.	There will be clearer and more focused recording of information about LAC, would evidence progress of care plans and assist in decision making to promote best outcomes.		Start date: October 2012  Project plan: December 2012  End date: March 2013	JD	<b>AMBER</b> <b>In progress</b> The ICS programme board is overseeing the review of all forms on CareFirst. This change is part of the project plan
5.15	Establish a pathway planning review process for post 18 year olds.	There would be better monitoring of the progress and planning for 18+ and assist in provides a safe and secure basis for future health, well being, attainment and emotional stability.		Start date: March 2013  End date: June 2013	GG	Following the review of the Care Plan and Pathway Plan forms on CareFirst this will be started.
5.16	Series of 1 day seminars for themed workshops on LAC issues to promote networking between LAC/ leaving care, fostering, front line teams and education, health and CAMHS professionals to help promote better understanding of services and more effective coordination.	More joined up services leading to and better targeted and more timely interventions for LAC.		Start date: December 2012  End date: September 2013	IL	<b>AMBER</b> <b>In progress</b> First workshop to be delivered in March 13 <sup>th</sup> / 14 <sup>th</sup> 2013.

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# Agenda Item 15

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# Agenda Item 18

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# Agenda Item 19

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