



BROMLEY CIVIC CENTRE, STOCKWELL CLOSE, BROMLEY BRI 3UH

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DATE: 10 June 2013

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

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

Non-Voting Co-opted Members

1 x Healthwatch Representative (vacancy)  
Brebner Anderson, Disability Voice Bromley  
Angela Clayton-Turner, Bromley Mental Health Forum  
Brian James, Learning Disability and Looked After Children Representative  
Bebert Longi, Bromley Youth Council  
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 Bromley Civic Centre on **TUESDAY 18 JUNE 2013 AT 7.00 PM**

MARK BOWEN  
Director of Corporate Services

**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 CO-OPTIONS TO THE CARE SERVICES PDS COMMITTEE 2013/14 AND THE APPOINTMENT OF THE HEATH SCRUTINY SUB COMMITTEE AND THE DISCONTINUATION OF ACCOMMODATION WITH CARE FOR OLDER PEOPLE REFERENCE GROUP (Pages 5 - 8)**

- 2 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS**

- 3 DECLARATIONS OF INTEREST**

- 4 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 Wednesday 12<sup>th</sup> June 2013.

- 5 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 Wednesday 12<sup>th</sup> June 2013.

- 6 MINUTES OF THE MEETING OF CARE SERVICES PDS COMMITTEE MEETING HELD ON 12TH MARCH 2013 AND THE JOINT MEETING OF CARE SERVICES AND EDUCATION PDS COMMITTEES HELD ON 7TH MAY 2013 (Pages 9 - 30)**

- 7 WORK PROGRAMME AND MATTERS ARISING (Pages 31 - 38)**

### **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 PORTFOLIO PLAN PRIORITIES JUNE 13 - MAY 14 (Pages 39 - 68)**

- b HOUSING SERVICES 2013/14 PRIORITIES (Pages 69 - 84)**

- c REVIEW OF PARTNERSHIP ARRANGEMENTS - NEW APPROACH (Pages 85 - 124)**

- d FINAL BUDGET OUTTURN REPORT 2012/13 (Pages 125 - 142)**

## **POLICY DEVELOPMENT AND OTHER ITEMS**

**9 UPDATE ON THE TRANSITION STRATEGY** (Pages 143 - 148)

**10 TACKLING TROUBLED FAMILIES - UPDATE** (Pages 149 - 156)

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

The briefing comprises:

- Annual Corporate Parenting Report 2012/13
- Annual ECS Complaints Report 2012/13

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:

<http://cds.bromley.gov.uk/ieListMeetings.aspx?XXR=0&Year=2013&CId=559>

Printed copies of the briefing are available on request by contacting the Democratic Services Officer.

**12 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.

### **Items of Business**

### **Schedule 12A Description**

**13 EXEMPT MINUTES OF THE CARE SERVICES PDS COMMITTEE MEETING HELD ON 12TH MARCH 2013** (Pages 157 - 160)

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

**14 CONTRACT AWARD - SUPPORTED EMPLOYMENT** (Pages 161 - 164)

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

**15 CONTRACT AWARD - TENANCY SUPPORT** (Pages 165 - 168)

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

**16 CONTRACTS AWARD SPOTS - COMMUNITY  
BASED SERVICES (Pages 169 - 172)**

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

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# Agenda Item 1

Report No.  
RES13121

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** Care Services PDS Committee

**Date:** 18<sup>th</sup> June 2013

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

**Title:** CO-OPTIONS TO THE CS PDS COMMITTEE 2013/14 AND APPOINTMENT OF HEALTH SCRUTINY SUB-COMMITTEE AND THE DISCONTINUATION OF THE ACCOMMODATION WITH CARE FOR OLDER PEOPLE REFERENCE GROUP

**Contact Officer:** Helen Long, Democratic Services Officer  
Tel: 020 8313 4595 E-mail: helen.long@bromley.gov.uk

**Chief Officer:** Mark Bowen, Director of Resources

**Ward:** N/A

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1. Reason for report

Members are asked to confirm Co-opted Membership appointments to the Care Services PDS Committee for 2013/14. Any variance to co-opted memberships will be given at the meeting. Members are also asked to note the membership of Health Scrutiny Sub-committee and the discontinuation of and the Accommodation with Care Reference Group.

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2. **RECOMMENDATION(S)**

That the following non-voting appointments be made to the Care Services PDS Committee for 2013/14:

- Brebner Anderson, Disability Voice Bromley
- Angela Clayton-Turner, Bromley Mental Health Forum
- Brian James, Learning Disability Representative (alternate Vivienne Lester)
- Leslie Marks, Bromley Council on Ageing (alternate Maureen Falloon)
- Lynne Powrie, Carers Bromley (alternate Maureen Falloon)
- Berbert Longi, Bromley Youth Council
- Chairman of Bromley Healthwatch (vacant)

That the membership of the Health Scrutiny Sub-Committee Membership be confirmed as the same membership as the Policy Development and Scrutiny Committee.

Members are also asked to agree the discontinuation of and the Accommodation with Care Reference Group.

## Corporate Policy

1. Policy Status: Existing Policy: Co-opted Membership at relevant PDS Committees is encouraged given the added value that Co-opted Membership can bring to a PDS Committee's work
  2. BBB Priority: Supporting independence
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## Financial

1. Cost of proposal: Not Applicable
  2. Ongoing costs: Not Applicable
  3. Budget head/performance centre: Democratic Services
  4. Total current budget for this head: £363,070
  5. Source of funding: existing 2013/14 revenue budget
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## Staff

1. Number of staff (current and additional): There are 10 posts (8.55fte) in the Democratic Services Team
  2. If from existing staff resources, number of staff hours: Not Applicable
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## Legal

1. Legal Requirement: No statutory requirement
  2. Call-in: Not Applicable: This report does not involve an executive decision.
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## Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Not Applicable
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## Ward Councillor Views

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

### 3. COMMENTARY

- 3.1 The Care Services PDS Committee appoints a number of co-opted members (some with alternates) to allow representation from key groups in the community, and it is recommended that this continues with the new Committee. Co-opted Members bring their own area of interest and expertise to the work of a PDS Committee and broaden the spectrum of involvement in the scrutiny process. Co-opted Members often represent the interests of key groups within a Portfolio and co-option to a Committee can ensure that their views are taken into account. Following the recent review of ECHS partnership arrangements (covered elsewhere on this agenda) work will be undertaken in the next municipal year looking at how co-opted members are selected and which areas are represented.
- 3.2 An additional co-opted member joins the Care Services PDS in 2013/14 from the Bromley Youth Council representing the views of looked after children. The Healthwatch Chairman (currently vacant) replaces the Bromley LiNK co-opted member (following the establishment of the new Healthwatch organisation).
- 3.3 At the meeting of the Adult and Community Services Policy Development and Scrutiny Committee on 14<sup>th</sup> June 2011 (Minute 16) it was agreed that a Health Scrutiny Sub-Committee be established with the same membership as the PDS Committee. This Scrutiny Sub-Committee will continue to be in place for 2013/14.
- 3.2 In 2007 the Adult and Community PDS Committee was asked to include the care home redevelopment proposals in its work programme and to include residents' representatives on a Care Homes Reference Group. Having initially set up the group to monitor the care home closures, the terms of reference were subsequently revised to encompass the development of the extra care housing schemes. In light of the completion of the care home/ extra care programmes and as there are no other planned developments at present there is no longer a need for the reference group.

<b>Non-Applicable Sections:</b>	Policy Implications, Financial Implications, Legal Implications, Personnel Implications
Background Documents: (Access via Contact Officer)	Not Applicable

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## CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 12 March 2013

### Present:

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

Brian James, Leslie Marks and Lynne Powrie

### Also Present:

Councillor Pauline Tunncliffe

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

Apologies were received from Councillors Reg Adams, David Jeffries and Diane Smith. Also from Brebner Anderson, Angela Clayton-Turner, Lynne Powrie and Angela Harris, Peter Moore attended as her alternate.

#### **69 DECLARATIONS OF INTEREST**

- Councillor Judi Ellis declared that both her parents were residents in a care homes in Bromley.
- 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

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

3 questions were received from Mrs Sue Soulis, Secretary, Community Care Protection Group and these are attached at Appendix A.

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

No questions were received.

**72 MINUTES OF THE MEETING OF CARE SERVICES PDS  
COMMITTEE MEETING HELD ON 16TH JANUARY 2013**

Peter Moore raised concerns that since the Kershaw report there had not been an opportunity for discussions and asked if someone would be appointed to answer questions. There were a number of areas of concern they would like to discuss.

The Chairman reported that a meeting would take place on with the Chairman and Chief Executive of Kings. She added that they would be more than happy to go to organisations to answer questions.

**RESOLVED that the minutes of the meeting held on 16<sup>th</sup> January 2013 be agreed.**

**73 MORTALITY RATES**

Following a request at the Health Scrutiny Sub Committee on 14<sup>th</sup> February 2013 1 Dr Angela Bhan had produced hospital mortality rates for the period April to November 2012. However the request had been for the rates for the previous 2 years and presented by speciality. The Chairman and Dr. Bhan had agreed that she would make a full presentation to the next Health Scrutiny sub committee in July.

Peter Moore would inform Bromley LINK of this action.

**74 WORK PROGRAMME AND MATTERS ARISING**

Report No. RES13039

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

Councillor Mrs Manning highlighted that the forward programme indicated the annual fostering panel report would be an information item in the future but this was not the case.

On the list of visits to care homes that had taken place the visit to the Glebe was not listed.

The Portfolio Holder requested that feedback on these visits was presented to the Policy Development and Scrutiny committee.

**RESOLVED that the report is noted**

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

**A) CARE SERVICES BUDGET MONITORING 2012/13**

The Committee considered the latest budget position based on activity to the end of January 2013.

Whilst the Care Services Portfolio was projected to under spend by £3,572k in this financial year, the majority of this under spend (£2.6m) related to 2013/14 budget savings which had been delivered early and some one-off savings which would not continue through to next year. Based on service volumes as at the end of January the Care Services Portfolio had full year cost pressures of £612k in 2013/14, so management action would need to be taken over the next few weeks to identify options to offset these costs.

The report was now in a different format giving a prediction for the forthcoming year.

The issue of voids in the extra care housing allocations was again raised and officers would bring back a full report on the extra care housing to the next meeting of the Policy Development and Scrutiny committee. This report would also include a comparison of the costs of extra care housing as opposed to residential care.

In addition members were concerned at the costs of services being provided to service users. Officers explained that costing had been based on the average number of hours service users would receive. However workers had assumed this to be a minimum number and therefore the number of hours offered was high and this had led to an overspend. Officers would address this by meeting with supervisors and explaining care planning.

**RESOLVED that**

- 1. the projected underspend of 3,572k forecast on the controllable budget, based on information as at January 2013; is noted**
- 2. the full year effect for 2013/14 as set out in paragraph 3.3 is noted**
- 3. the Ph is requested to draw down of the Adoption Reform Grant**
- 4. the report is referred to the Portfolio Holder for approval**

## **B) CAPITAL PROGRAMME 2012/13 MONITORING**

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 was set out in Appendix A.

**RESOLVED that the Portfolio Holder be asked to confirm the changes agreed by the Executive in February 2013.**

## **C) DE-REGISTRATION OF LEARNING DISABILITY RESIDENTIAL HOMES**

Members considered a report on 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.

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

One member raised concerns that evidence of the consultation with residents was not contained on the report. However officers explained that this had formed part of the paper that was submitted to the Executive and would provide a copy for the member.

With regard to staffing members were assured that there would be a staff presence at all times. There would also be support for residents who required extra help.

The new schemes would be monitored.

**Resolved that:**

- 1. The report is noted**
- 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;**

**76 2012/13 ANNUAL REPORT OF FOSTERING SERVICE**

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.

Therefore the committee considered the details of activity from 1 April 2012 to date, together with the updated Statement of Purpose.

Members were pleased to note the percentage of children and young people who have experienced three or more placement moves currently stands at 11.56% which had improved from 15.60% in 2011/12 and that 11 new carers were in the process of being assessed.

Councillor Mrs Manning, a member of the Fostering Panel, queried that on the committee Work Programme the Fostering Annual Report was marked as an information item; her understanding was that it would be a full report to the committee. The work programme would be amended.

Under 1.6 of the report the support and training role of the Fostering Service would be added.

Councillor Mrs Manning felt that 7.4.5 should include the fact that an employer's reference was also required. However officer explained that as this was not a statutory requirement this had not been included.

The attrition rates appeared to be high. Officers explained that many people who make initial enquiries are unrealistic about what is involved and how long the process takes and therefore they withdraw from assessment.

Members asked how realistic the target of recruiting 20 families per year was. Officers explained it was an internal target and was based on how many families they would need to recruit to cover carers who withdraw from the service due to retirement or other reasons. It was a minimum and if more carers came forward they would all be assessed however they would need to employ agencies to undertake the assessments.

In terms of out borough placements these had dropped. However some of the out borough long term placements would remain as it was felt it would not be in the child's best interests to disrupt placements.

In terms of recruitment for carers for children with complex needs current child minders had been contacted to enquire if they would like to foster.

**RESOLVED that**

- 1. The report is noted.**
- 2. Request the Portfolio Holder to agree the revised Statement of Purpose.**

3. The Portfolio Holder is requested to agree 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.

## 77 CHILDREN'S SOCIAL CARE PERFORMANCE IMPROVEMENT PLAN 2013 UPDATE

Officer reported that 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) had been formulated into of an annual performance improvement plan. The plan was effectively the annual business plan for the division. It brought together the range of actions across the division that were desired to achieve the best possible outcomes for vulnerable children and showed how the service strived for continuous improvement.

This report also provided an update on progress against the objectives outlined in the Children's Social Care Performance Improvement Plan 2012/13.

The following comments on the plan were received form the committee:

Section		
1.9	Criticism that the police were not engaging in the all section 47 investigations	The leader, Councillor Carr had regular meeting with the Borough Commander and would raise this issue
2.13	Delay is due to each family member having to be entered separately as directed by the Government.	Officers had made representations that this has it's disadvantages and family files would are preferred.
5.15	Establish a pathway planning review process for the post 18 year olds.	This should be Amber.

**RESOLVED that the report is noted.**

## 78 QUESTIONS ON THE CARE SERVICES PDS INFORMATION BRIEFING

There were no questions on the Information. However members did have a lengthy debate on the Welfare Reform item on the Information Briefing.

The following points were raised and would be addressed by officers, where necessary, outside of the meeting.

- Bromley Sparks had been asked to do an easy read copy publication to to get the information out to vulnerable people.
- The Welfare Reform would have a negative impact on the budget
- Although Bromley was a pathfinder authority it was for a short time as all other authorities would come on line in July 2013.
- Confirmation that Service personal and Foster carers are exempt.
- Work is currently underway to establish a policy to facilitate moves.
- A further report would come to the committee giving a picture of the knock on effects for the elderly, children having to move schools etc.

**79 CHAIRMAN'S ANNUAL REPORT**

The Committee considered the draft annual Care Services PDS Committee report to Council, which provided an outline of the work undertaken by the Committee in 2012/13.

**80 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.

**81 EXEMPT MINUTES OF THE CARE SERVICES PDS COMMITTEE MEETING HELD ON 16TH JANUARY 2013**

The Committee noted the exempt minutes of the meeting held on 16<sup>th</sup> January 2013.

**RESOLVED** that the exempt minutes of the meeting held on 16<sup>th</sup> January 2013 be agreed.

**82 CONTRACT AWARD - ANITE HOUSING DATABASE - MAINTENANCE CONTRACT**

The committee considered the report and agreed the recommendations.

**83 LEARNING DISABILITY SUPPORTED LIVING**

The committee considered the report and agreed the recommendations

**84            PROVISION OF CARE AND SUPPORT SERVICES FOR  
ADULTS WITH LEARNING DISABILITES**

The committee considered the report and agreed the recommendations

**85            PROCUREMENT OF BROKERAGE SYSTEM**

The committee considered the report and agreed the recommendations

The Meeting ended at 8.55 pm

Chairman



## **CARE SERVICES AND EDUCATION POLICY DEVELOPMENT AND SCRUTINY COMMITTEES**

Minutes of the joint meeting held at 7.00 pm on 7 May 2013

### **Present:**

Councillor Nicholas Bennett J.P. (Chairman)

Councillors Reg Adams, Kathy Bance MBE, Ruth Bennett, Lydia Buttinger, Roger Charsley, John Getgood, Brian Humphrys, William Huntington-Thresher, David Jefferys, Mrs Anne Manning, David McBride, Alexa Michael, Catherine Rideout and Charles Rideout

Dolores Bray-Ash JP, Brian James, Leslie Marks, Andrew Spears and Brenda Thompson

### **Also Present:**

Councillor Robert Evans, Portfolio Holder for Care Services  
Councillor Diane Smith, Executive Support Assistant to the Portfolio Holder for Care Services  
Councillor Pauline Tunncliffe, Executive Support Assistant to the Portfolio Holder for Education  
Councillor Stephen Carr

### **87 CONFIRMATION OF CHAIRMAN**

Councillor Nicholas Bennett JP was confirmed as Chairman for the joint meeting of Care Services and Education PDS Committees.

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

Apologies for absence were received from Councillor Judi Ellis, Councillor Stephen Wells, Portfolio Holder for Education, Brebner Anderson, Father Owen Higgs, Darren Jenkins, Janet Latinwo, Joan McConnell, Lynne Powrie and Alison Register.

Apologies for absence were also received from Councillor Neil Reddin and Angela Clayton-Turner. Councillor William Huntington-Thresher and Brenda Thompson attended as their respective substitutes.

### **89 DECLARATIONS OF INTEREST**

There were no declarations of interest.

**90 QUESTIONS TO THE CARE SERVICES CHAIRMAN OR  
EDUCATION PDS CHAIRMAN FROM MEMBERS OF THE  
PUBLIC AND COUNCILLORS ATTENDING THE MEETING**

No questions had been received.

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

No questions had been received.

**92 INFORMATION ITEMS**

The Information Briefing comprised a number of reports:

- Bromley Safeguarding Children Board (BSCB) new structure from January 2013
- Terms of Reference
  - a) Bromley Safeguarding Children Board
  - b) Quality Assurance and Performance Monitoring Committee
  - c) Training Committee
- Membership List
  - a) Bromley Safeguarding Children Board
  - b) Quality Assurance and Performance Monitoring Committee
  - c) Training Committee
- BSCB Policies and Procedures
  - a) The Child's Journey in Bromley – A Partnership model for providing service to support children and families in Bromley including the safeguarding thresholds guidance (July 2011)
  - b) A Strategy for Safeguarding Disabled Children (June 2011)
  - c) Working with Neglectful Families – Guidance for Practitioners (October 2012)
  - d) A Strategy to Safeguarding Children and Young People at risk of experiencing Sexual Exploitation in Bromley (March 2012)
- BSCB Business Plan 2013/14
- BSCB Training Brochure 2013/14
- BSCB Annual Report 2011/12
- Recent Meeting Minutes
  - a) Board Minutes held on 12<sup>th</sup> February 2013
  - b) Board Minutes (previously called Executive) of meeting held on 20<sup>th</sup> November 2012
- BSCB Newsletters
  - a) Spring 2013 Edition
  - b) Spring 2012 Edition

**RESOLVED that the Information Briefing be noted.**

## **93 PURPOSE OF THE MEETING**

Members agreed the purpose of the joint meeting of Care Services and Education PDS Committees as:

*“To scrutinise the arrangements, organisational structures, and procedures and processes of the Council and partner organisations with regard to child safeguarding to ensure there is clear cooperation, no unnecessary duplication and effective management and supervision of frontline staff.”*

## **94 INTRODUCTION TO THE STATUTORY GUIDANCE RELATING TO CHILD PROTECTION**

The Executive Director of Education, Care and Health Services Department introduced the statutory guidance relating to child protection.

Following a series of high profile child protection cases reported in the media, the statutory guidance relating to Child Protection had been re-released in 2012. There were now fewer agencies involved in each case and responsibility for a child’s safety was more clearly defined with agencies taking a more joined-up and robust approach to child protection. The Director of Children’s Services had responsibility for child protection and was line managed by the Chief Executive.

The Local Authority continued to take a lead role in ensuring the five outcomes of ‘Every Child Matters’ were delivered.

**RESOLVED that the introduction be noted.**

## **95 OVERVIEW OF THE BROMLEY SAFEGUARDING CHILDREN'S BOARD**

### **Report CSED 13001**

Helen Davies, the Independent Chair of the Bromley Safeguarding Children Board (BSCB) outlined the operation and the statutory functions of the board.

The main objective of the Board was to co-ordinate the effective involvement of a wide range of agencies, including the Local Authority, the Police, Health and voluntary organisations around child protection. Four meetings of the Board were held each year, with six meetings of the Quality Assurance Group. There was a Training Sub Committee that worked to develop an extensive training programme for agencies around child protection issues, an Education Sub Committee and a Health Sub Committee.

The Board also had a quality assurance function and worked to monitor and analyse child protection and safeguarding indicators and performance measures across a wide range of agencies to evaluate whether effective child safeguarding practice arrangements were in place.

Since November 2012, the Board had strengthened its monitoring processes and took a more stringent approach to holding agencies to account. The Board could, if necessary, undertake serious case reviews. A serious case review had not yet been needed in Bromley, however a partnership review had been undertaken with a number of recommendations made, all of which had been adopted.

A recent Ofsted inspection had concluded that the Board was currently meeting its statutory obligations. A number of recommendations had been made around the level of challenge of the Board and increasing consultation with service users, and these recommendations were being acted upon.

**RESOLVED that the overview be noted.**

## **96 MULTI-AGENCY RESPONSIBILITIES AND ARRANGEMENTS**

The Assistant Director: Safeguarding and Social Care and Head of Safeguarding and Quality Assurance gave a presentation outlining the responsibilities and arrangements for Children's Social Care (appended at **Appendix A**).

The Assistant Director: Education and Head of Safeguarding and Quality Assurance gave a presentation outlining the responsibilities and arrangements in Education (appended at **Appendix A**).

Detective Inspector Dave Smith gave a presentation outlining the responsibilities and arrangements of the Bromley Police Service (appended at **Appendix B**).

Sonia Colwill, Director of Quality and Governance gave a presentation outlining the responsibilities and arrangements of the Bromley Clinical Commissioning Group (appended at **Appendix C**).

**RESOLVED that the presentations around multi-agency responsibilities and arrangements be noted.**

## **97 QUESTIONS TO THE PRESENTERS**

Members and Co-opted Members asked the presenters a range of questions around multi-agency responsibilities and arrangements for child protection in Bromley.

*What is the process when an allegation is made relating to the safeguarding of a child?*

The Assistant Director: Safeguarding and Social Care advised Members that when an allegation was made, the Referral and Assessment Manager would contact the Police and have a strategy discussion regarding the allegation. Information would be gathered from a range of agencies including health and the child safeguarding contact at the child's school. If a decision was then made to proceed, a police officer and qualified social worker would make a home visit and speak in a frank way to the child's parents or carer regarding

the investigation, unless this would potentially place the child at risk. The police officer and qualified social worker would also see the child and, if appropriate, speak with them. A further strategic discussion would be had by managers and a decision made regarding the next steps to be taken. Children considered to be at immediate risk would be removed from the home, however this was a last resort and it was more common to negotiate with families around how to protect the child during the course of the investigation, for example, arranging for an alleged perpetrator to leave the home environment or to place the child with extended family members for a short time.

Detective Inspector Dave Smith confirmed the above procedure and noted that the Police could make an arrest on the evidence provided or to ensure the protection of the child where appropriate.

Sonia Colwill, Director of Quality and Governance noted that health services took part in any discussions as needed and provided appropriate support.

Helen Davies, the Independent Chair of the Bromley Safeguarding Children Board advised Members that the role of the Board was to ensure that the appropriate multi-agency policies and procedures were in place and that a programme of audits had been established challenge systems and ensure they were robust.

The Assistant Director: Education advised Members that allegations could affect schools through a referral regarding the safety of a child or allegation against a member of staff.

The Head of Safeguarding and Quality Assurance confirmed that any allegation would be passed to the designated teacher or the Head Teacher and that discussions would be held with the Lead Officer for Education and Safeguarding to decide if a multi agency strategy meeting was needed and how the protection of the child or any disciplinary process of a teacher would proceed

*There has been an increase in the number of referrals of allegations against professionals from 58 in 2009 to 97 in 2011, and over 50 allegations have been substantiated in the past year. How are these addressed?*

The Head of Safeguarding and Quality Assurance confirmed that immediate action was taken in all cases where allegations against professionals were substantiated. Compromise agreements were not used in cases of child protection.

*How is the performance of front line workers in child protection, such as social workers, monitored?*

The Assistant Director: Safeguarding and Social Care confirmed that the service worked to recruit quality social workers who had the right qualifications and that there was a comprehensive programme of continuous

professional development. Supervision arrangements at the Council were also comprehensive with one supervisor overseeing six social workers. Supervising officers did not have any casework, but had an in depth knowledge of the cases of their social workers and met with them at least once a month (or once a week for less experienced social workers) to examine each case in a detailed manner, identifying potential issues and setting a range of tasks. Supervision meetings would identify where tasks had not been completed to time and would robustly address any issues, working with Human Resources to place staff on a plan for improving their performance where appropriate. If identified issues with staff performance were not resolved, staff members would then be taken through incapability/poor performance processes and may be dismissed.

The Executive Director: Education, Care and Health Services noted that a range of data was collected and published for senior managers in Education, Care and Health Services to consider on a weekly basis. This provided an early warning system when performance data was 'off track' and supported early intervention.

The Head of Safeguarding and Quality Assurance also confirmed that part of her role was to oversee an audit programme of practice. All cases were audited on a monthly basis and in addition, regular observations of social workers' practice in the field and in child protection meetings were undertaken.

Detective Inspector Dave Smith advised Members that the Bromley Police had a daily management meeting where every report of crime in the preceding 24 hour period were examined, including allegations relating to child protection or crimes that might affect the safety of children. A weekly meeting was also convened to consider each outstanding matter in the Borough and ensure that supervisors were performing to the appropriate level.

Helen Davies, the Independent Chair of the Bromley Safeguarding Children Board confirmed that work was ongoing to strengthen the quality assurance function of the Board. Thematic audits assessed multi-agency performance across certain areas, such as children with child protection plans, and there was increased level of challenge to audits.

*When commissioning services, what weight is given to safeguarding criteria and what measures are in place to ensure safeguarding is central to delivery?*

Sonia Colwill, Director of Quality and Governance confirmed that when commissioning health services, part of any tender specification included a framework for safeguarding children, and all providers must undertake a checklist relating to this framework to be considered as service providers. Monthly monitoring meetings were undertaken with all service providers which included consideration of child safeguarding. Action was immediately taken where there was any cause of concern.

*Do all agencies involved in child protection have quality assurance programmes and whistle-blowing policies?*

Helen Davies, the Independent Chair of the Bromley Safeguarding Children Board advised members that as the Board considered the outcomes of multi-agency audits, it was able to assess the operation of quality assurance programmes. The Board also had a two year rolling programme which assessed every agency responsible for safeguarding in Bromley across a range of safeguarding measures, ensuring that the right processes were in place to support good safeguarding practice.

*When vulnerable children come in the Borough from other local authorities, what processes are in place to ensure they are identified by the appropriate local agencies?*

The Assistant Director: Safeguarding and Social Care confirmed that the Bromley Safeguarding Board was signed up to the London-wide agreement around the tracking of children subject to child protection plans. Arrangements for the referral of a child assessed as being 'in need' to a new local authority was set out in safeguarding procedures and it was noted that these children were transferred in conference between the two local authorities.

*Is awareness training undertaken around the impact of substance misuse on children?*

Helen Davies, the Independent Chair of the Bromley Safeguarding Children Board assured Members that there was a comprehensive training programme around the effects of parental substance misuse on children. A range of strategies had been developed by agencies to tackle this issue.

Detective Inspector Dave Smith confirmed that there was an active information sharing arrangement between partners from health, children's social care and the police, and that relevant intelligence was acted upon by the police where appropriate.

*What is the membership of the Bromley Safeguarding Children Board and what role do 'Lay Members' take?*

Helen Davies, the Independent Chair of the Bromley Safeguarding Children Board advised Members that a recent review undertaken in November 2012 had reduced the membership of the Board from 45 members to around 20, with the new membership reflecting key agencies in child protection. Lay members to the Board had been appointed approximately two years ago and had undertaken excellent work. The Lay Member role was now under review with the potential for Lay Members to be representatives of the voluntary sector in future where appropriate.

*Are Looked After Children placed outside of the Borough the responsibility of Bromley? Is their school attendance monitored?*

The Head of Safeguarding and Quality Assurance advised Members that Looked After Children placed outside the Borough remained the responsibility of the Local Authority. Independent Reviewing Officers worked to ensure that every aspect of a Looked After Child's life in their placement was taken into account, including safeguarding, and there was a framework to ensure regular visits were undertaken with each Looked After Child.

The Assistant Director: Safeguarding and Social Care confirmed that the weekly bulletin provided to senior managers in Education, Care and Health Services included a key indicator representing visiting arrangements for Looked After Children and those subject to a child protection plan, and performance issues relating to this were quickly identified at an individual case level.

The Assistant Director: Education noted that Helen Priest acted as the virtual Head Teacher for Looked After Children. Helen Priest undertook school visits for Looked After Children living both in and out of the Borough and monitored student attendance, challenging schools where levels of attendance were a matter for concern.

The Head of Safeguarding and Quality Assurance also noted that the Local Authority was not responsible for Looked After Children placed in the Borough by other Local Authorities. Where pupils attending Bromley schools lived in other Boroughs, any concerns identified by agencies in Bromley would be referred to the borough in which they were resident.

*Are there cases where Looked After Children are placed in the Borough by other local authorities and Bromley Council is not informed?*

Helen Davies, the Independent Chair of the Bromley Safeguarding Children Board confirmed that local authorities were required to notify host Boroughs when Looked After Children were placed in their Borough. However, there were instances where other local authorities placed Looked After Children in the Borough, often for very short periods of time, without the Council being informed. Looked After Children could also be moved away from the Borough without the Local Authority being informed.

Detective Inspector Dave Smith advised Members that any report of a missing Looked After Child to the police would be reported to the Local Authority.

The Chairman expressed concern that this was the case and said that this matter should be raised at ministerial level.

*Which agencies are included in the Bromley Safeguarding Children Board training programme, including health? How many schools' representatives are included in child protection training, including staff at primary level and early years providers?*

The Executive Director of Education, Care and Health Services underlined that child safeguarding was the responsibility of everyone working with children in the Borough. In schools, the Head Teacher and Governing Body



had responsibility to ensure the right training was disseminated to all staff, and this was a key factor in any school Ofsted inspection. A number of agencies participated in the Board training programme, including schools and early years providers, and this could be supplemented by in-house and peer training where appropriate.

The Assistant Director: Education noted that child protection training was supported in schools through robust reporting systems to ensure any identified child protection issues were escalated effectively to the designated officer or Head Teacher.

Sonia Colwill, Director of Quality and Governance confirmed that a Health Forum comprising representatives of both public and private health organisations as well as the ambulance service met on a quarterly basis to consider a range of issues as well as training needs. The Named GP worked with GPs and other primary care providers, such as dentists, to ensure that appropriate training and awareness raising was undertaken around a range of areas including child safeguarding.

*How often are the views of the Living in Care Council taken into account by the Bromley Children Safeguarding Board?*

Helen Davies, the Independent Chair of the Bromley Safeguarding Children Board noted that children and young people aged 12 years or above who were subject to a child protection plan were entitled to attend the conference where their plan was developed. Members of the Board were currently considering how to best obtain feedback from these children and young people to ensure their views were taken into account when policies and processes that affected them were being developed or reviewed.

*To what extent are the issues faced by young carers in relation to child protection being addressed?*

The Assistant Director: Safeguarding and Social Care advised Members that there was a dedicated social worker for young carers who undertook assessments for those at risk or in need of support and help. Work was also undertaken in the community and by schools to identify young carers and to be aware of the issues they face.

*What action is being taken to reduce incidence of bullying at school and e-bullying?*

The Assistant Director: Education confirmed that schools worked extremely hard to reduce levels of bullying in schools and that School Councils often spearheaded this work.

*How are incidents of child death reviewed?*

The Head of Safeguarding and Quality Assurance advised Members that where there was an incident of child death, a child death overview panel,

which included representatives from a number of agencies including the child's school where appropriate, was convened. This panel considered each case in detail, identifying lessons to be learned and considering if any new policies or procedures needed to be put in place.

*Do voluntary organisations work to promote child safeguarding?*

The Head of Safeguarding and Quality Assurance noted that work was undertaken with the Voluntary Sector Forum to support safe care standards. The Bromley Safeguarding Children Board also encouraged voluntary sector organisations to review their own practice in relation to child safeguarding. Where allegations were received in relation to voluntary sector organisations, they were responded to robustly.

*Is Child and Adolescent Mental Health Services (CAMHS) adequately resourced to meet the need for children and young people with mental health needs?*

The Executive Director: Education, Care and Health Services noted that a number of children and young people who did not have a child protection plan do not meet the threshold for treatment through CAMHS.

*The process for multi-agency working is very effective for serious cases. Is joined-up working delivered in the same way for cases that may appear as 'low risk'?*

The Assistant Director: Safeguarding and Social Care confirmed that where an issue was reported to Children's Social Care that did not meet the threshold for further action, parents and carers were signposted to the most appropriate support services for early intervention, such as Children's Centres, Bromley Children Project or the Youth Service. Data was collected by these organisations around the success of their programmes and was reported to senior managers and the Department for Education. Individual outcomes were not collected for each user as it was for higher level services, however a sample of the users of the Bromley Children Project would be considered by the Bromley Safeguarding Children Board to assess the outcomes of this early intervention service.

*A small proportion of children and young people in Bromley refuse to attend school or other educational provision or regularly truant. Will attendance still be monitored as more schools convert to academy status?*

The Assistant Director: Education confirmed that academy schools were required to report pupil attendance to the Local Authority, but that this information would not be reported as regularly as by Local Authority maintained schools. Academies were responsible for ensuring good attendance by their pupils and this would form part of any Ofsted inspection. The Local Authority had a statutory right to track any child missing in education, which included monitoring visits by Education Welfare Officers to those educating their children at home. Children were issued with unique

pupil reference numbers which should assist in the tracking of pupils as they moved between schools.

*When are parents expected to report their child or Looked After Child as 'missing'?*

Detective Inspector Dave Smith confirmed that the definition of 'missing' used by the Metropolitan Police was after a person had been missing 24 hours, however the police acted immediately on any reports received. Details regarding missing children were shared with a range of agencies and any risks for the child, such as exposure to substance misuse, were identified through a pre-assessment checklist undertaken by the Assessment Team.

*What is the role of elected Members in individual cases of child safeguarding, outside of their committee scrutiny role?*

The Executive Director: Education, Care and Health Services confirmed that Members did have a role in referring issues of child safeguarding to Children's Social Care, but underlined that agencies were not able to share confidential information with councillors following referral of any issue.

*Whose responsibility is risk management?*

The Executive Director: Education, Care and Health Services confirmed that the post of Director of Children's Services had responsibility to manage risk and was the named accountable officer. A risk register was held by the Department and reviewed by senior managers on a regular basis to ensure risk was managed. The Lead Member had a role in being aware of risk and holding the Director of Children's Services to account for managing risk.

Helen Davies, the Independent Chair of the Bromley Safeguarding Children Board advised Members that the Board also worked to oversee the risk register.

*How is risk managed for areas of child protection that might have a base in certain communities or cultures, such as forced marriage or female genital mutilation?*

The Executive Director: Education, Care and Health Services underlined that child protection was not culturally sensitive. Such issues were managed at a multi-agency level including health, schools, the police and children's social care. Schools and the Youth Service worked to raise awareness around issues such as forced marriage and there were accessible routes for information and support for young people at risk. The Ethnic Communities Programme Manager worked with harder-to-reach communities within the Borough and helped raise awareness around key issues.

The Head of Safeguarding and Quality Assurance confirmed that schools were also supported to identify vulnerable pupils at key times, such as before the summer break, and refer them to suitable agencies.

Helen Davies, the Independent Chair of the Bromley Safeguarding Children Board also noted that the Board would shortly be considering a report around the range of services available to the traveller community to ensure that services were accessible for their particular needs.

*At what stage is intervention undertaken on behalf of children following incidence of domestic violence?*

Detective Inspector Dave Smith confirmed that in following up any report of domestic violence, police officers would complete a checklist which would be shared with Children's Social Care.

Helen Davies, the Independent Chair of the Bromley Safeguarding Children Board noted that as soon as there was evidence of domestic violence, any impact on children would be assessed.

*Are there processes to protect children from the actions of other children, such as bullying, gang involvement or sexual exploitation?*

The Executive Director: Education, Care and Health Services confirmed that all aspects of child safeguarding were considered, including where children put other children at risk.

*Will any future reduction in funding for Children's Social Care or Education impact the provision of early intervention services in schools?*

The Executive Director: Education, Care and Health Services advised Members that schools could choose to fund the services appropriate to their needs. The Pupil Premium was provided to schools to tackle issues faced by more vulnerable young people and could include the targeted delivery of early intervention services.

*Academy schools can have a higher level of fixed-term or permanent exclusions. Is the Local Authority in a position to find alternate places for these pupils?*

The Assistant Director: Education confirmed that work was being undertaken by schools and the Local Authority to reduce the level of fixed term and permanent exclusion in the Borough. New models were currently being considered which could include respite and outreach work to help maintain pupils in a mainstream setting.

*How can we measure the success of early intervention work in child protection?*

The Executive Director: Education, Care and Health Services advised Members that success in early intervention was largely measured through trends in level of users and services accessed over time. Currently Bromley had a high number of children resident in the Borough but the number of

children with child protection plans had consistently reduced which indicated that early intervention services and other processes were having a positive impact.

*How is the Tackling Troubled Families Programme supporting child protection?*

The Assistant Director: Safeguarding and Social Care confirmed that the Tackling Troubled Families Programme was managed within the Children's Social Care Service and was hosted by the Bromley Children Project. The primary aim of the project was to get children back into school, reduce youth crime and anti-social behaviour, put adults on a path back to work and reduce the high costs placed on public services. 140 families across the Borough had now been identified to participate in Year One of the project, and the Local Authority was confident that it would meet the criteria to draw down funding for Year Two

The Chairman thanked the presenters for their excellent presentations and for providing such a comprehensive outline of current multi-agency responsibilities and arrangements for child protection in Bromley for Members and Co-opted Members of the Care Services and Education PDS Committees.

**RESOLVED that Members' comments and questions be noted.**

**98 SCRUTINY OF THE ASSURANCE ASSESSMENT OF THE  
JOINT POSITION OF DIRECTOR OF CHILDREN'S SERVICES  
AND DIRECTOR OF ADULT SERVICES**

**Report CSED 13002**

The Executive Director of Education, Care and Health Services Department outlined the arrangements to fulfil the statutory roles of the Director of Children's Services and Lead Member for Children's Services in Bromley relating to the safeguarding of children. These arrangements were required to be subject to local testing when either the Director of Children's Services or the Lead Member for Children's Services undertook more than one role, as was the case in Bromley.

The Independent Bromley Safeguarding Children Board had oversight of Bromley's safeguarding procedures on behalf of partner agencies. The Independent Chair of the Bromley Safeguarding Children Board also had a duty to observe the work of the local system and, should it have failings, report these to the Director of Children's Services and the Chief Executive.

The Executive Director: Education, Care and Health Services explained that his role was one of coordination and that he was the accountable officer for child protection.

The Department for Education guidelines gave very direct guidance on the how child protection services should be delivered, however the Local Authority had proposed a number of additional safeguards to provide assurance that the statutory responsibilities of the Director of Children's Services were not compromised through the dual role of the Executive Director: Education, Care and Health Services. These comprised:

- That the Chief Executive in consultation with the Leader and Portfolio Holder continue to monitor the effectiveness of the current arrangements against the Council's requirements and the need for assurance set out in government guidance;
- In the event of a change of Director, the portfolio of responsibilities be reviewed; and,
- The Assistant Director for Children's Social Care, the Head of Safeguarding and Quality Assurance and the Independent Chair of the Bromley Safeguarding Children Board attend meetings of the Board and Education, Care and Health Services Departmental Management Team meeting on a quarterly basis to report on critical issues; thresholds, caseloads (numbers and type) and workforce (including stability, use of agency, sickness/stress absence and incidents of violence and complaints).

**RESOLVED that:**

- 1) **Members of the Care Services and Education PDS Committees agree that the arrangements to discharge the statutory role of Director of Children's Services are safe and that the assurance test be repeated and reported annually; and,**
- 2) **That this agreement should be communicated to the Chief Executive of London Borough of Bromley in his role as Head of the service.**

**99 SUGGESTIONS FOR AREAS OF SCRUTINY FOR CARE SERVICES AND EDUCATION PDS COMMITTEES FOR 2013/14**

Members considered future areas for scrutiny relating to child protection by the Care Services and Education PDS Committees for 2013/14.

**RESOLVED that areas of scrutiny relating to child protection be considered by Care Services and Education PDS Committees for 2013/14 as appropriate.**

The Meeting ended at 10.00 pm

Chairman

# Agenda Item 7

Report No.  
RES13122

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** **Tuesday 18<sup>th</sup> June 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 2013/14 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)**

2.1 **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
- 

### 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: £363, 070
  5. Source of funding: 213/14 revenue budget
- 

### Staff

1. Number of staff (current and additional): There are 10 posts (8.55fte) in the Democratic Services Team
  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
- 

### 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.
- 

### Ward Councillor Views

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



### 3. COMMENTARY

- 3.1 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 203/14 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.
- 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 Five visits were arranged for Council Member between May – July 2013, see **Appendix 3** for full details of visits. Three members of this committee have visited two establishments so far this period. There are still places available on the visits scheduled. All visiting members are asked to complete a short feedback sheet after each visit this information is being as part of the regular quality monitoring processes to raise standards in the borough for service users. Feedback from the visits has been summarised in the appendix.

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

## Matters Arising 2013/14 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
Minute 73 – Mortality Rates	A presentation on Mortality Rates be presented to the July meeting of the Health Scrutiny Sub Committee		Health sub July 2013
Minute 74 - Care Home Visits	Feedback on Care home visits to all future meetings	Added to report from June.	Ongoing
Minute 76 - Annual Report of the Fostering Service	The report to be presented to the Policy Development and Scrutiny Committee on a 6 monthly basis	Added to PDS Work Programme	September 2013 and March 2014

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

Title	Report Author	Notes
<b>Health and Wellbeing Board – 30<sup>th</sup> May 2013 last agenda papers can be found <a href="#">here</a></b>		
<b>Health Scrutiny Sub-Committee - Date TBC</b>		
Briefing on the new NHS (Nationally, Regionally and Locally)	TBC	
Mortality Rates	CCG	Including the medical director of the hospital
Trolley Waits	CCG	
Oxleas QA Report 2012/13	Oxleas	Information Item
<b>Care Services PDS– 3rd September 2013</b>		
Annual Report Bromley Adoption Agency	ADCSC	
Annual Report of Fostering Service 2014	ADCSC	
Update on the ECH Strategy - capacity	AD CP	PDS Request
Care Services Portfolio Budget Monitoring Q1 2013/14	HoF	
Capital Monitoring Q1 2013/14	HoF	
Bromley Safeguarding Adults Board Annual Report 2012/13	ADCS	Information Item
Annual Report YOT Partnership 2012/13	ADCSC	Information Item
ECS Contract Activity Report	AD CP	Information Item
Citizens Advice Bureaux Changes – Update	AD CP	PDS Request
Short Breaks Gateway Review	AD CP	
Report from the Housing Working Party	PDS	PDS Request
Response to the audit sub on charging appeal	DECHS	Referral report
<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>		
Adult Social Care Local Account 2013	ADSS	Information Item
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	
<b>Health and Wellbeing Board – 28<sup>th</sup> November 2013 (12.30pm)</b>		
<b>Health and Wellbeing Board – 16<sup>th</sup> January 2014 (12.30pm)</b>		
<b>Care Services PDS–22<sup>nd</sup> January 2014</b>		
Draft 2014/15 Budget	HoF	
Care Services Portfolio Budget Monitoring Q2 2013/14	HoF	

<b>Care Services PDS–22<sup>nd</sup> January 2014</b>		
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
<b>Health Scrutiny Sub-Committee- 30<sup>th</sup> January 2014</b>		
<b>Care Services PDS–11<sup>th</sup> March 2014</b>		
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	
<b>Health and Wellbeing Board – 27<sup>th</sup> March 2014 (12.30pm)</b>		
<b>Health and Wellbeing Board – 22<sup>nd</sup> May 2014 (12.30pm)</b>		

### Report Author Key

DECHS	Director Education, Care & Health 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 May – July 2013

St Blaise home for adults with Learning Disabilities (Mon, 20 May 2013)

Cllr John Getgood

Cllr Mrs Anne Manning

Saxon Day Centre for older people (Wed, 12 June 2013)

Cllr John Getgood

Leslie Marks (Co-Opt)

Cllr Peter Fookes

### Forthcoming Visits June – July 2013

Tue, 25 June 2013 – 10.30am	Ashcroft Care Home with Nursing for older people	Visit restricted to max of 4 visitors Cllr Mrs Anne Manning Cllr Peter Fookes  2 places available
Mon, 8 July 2013 – 9.30am	Burgess House provision for adults with Learning Disabilities	Visit restricted to max of 3 visitors Darren Jenkins (Co-Opted Ed PDS) Cllr Peter Fookes  1 place available
Wed, 17 July 2013 – 2.30 pm	Rowena House(Res Care Home for 22 Older People	Visit restricted to max 6 visitors Cllr John Getgood Cllr Kathy Bance Cllr Mrs Anne Manning Cllr Peter Fookes  2 places available

There are still places available for this round of visits, if you are interested please contact Angela Buchanan via email [angela.buchanan@bromley.gov.uk](mailto:angela.buchanan@bromley.gov.uk) or by telephone on 0208 313 4199

### Summary of Feedback from Visits Undertaken October 2012 – March 2013

5 feedback forms have been received from 4 visits.

- Staff were leading and participating in activities – lovely atmosphere.
- Staff were happy friendly and caring.
- Plenty of time to speak to day centres users who seemed happy.
- Many residents had dementia lots of interaction between staff and residents.
- Manager had arranged a presentation which meant time talking to residents and staff was very limited.
- Day centre is currently trialling Saturday morning sessions – early days but this could be a valuable addition to the overall service provided.

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Report No.  
CS13007

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** Tuesday 18 June 2013

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

**Title:** CARE SERVICES PORTFOLIO PLAN PRIORITIES 2013/2014

**Contact Officer:** Angela Buchanan, Planning and Development Manager  
Tel: 020 8313 4199 E-mail: angela.buchanan@bromley.gov.uk

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

**Ward:** All Wards

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1. Reason for report

This report presents the PDS Committee with the most recent update on progress with the Care Services Portfolio Plan Priorities for 2012/13 (Appendix A) and the draft Portfolio Plan Priorities for 2013/14 (Appendix C) for consideration and comment.

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2. **RECOMMENDATIONS**

The PDS is asked to:-

- a) Note the progress made against the actions in the 2012/13 Portfolio Plan
- b) Comment on the draft Care Services Portfolio Plan for 2013/14

The Portfolio Holder is asked to-

- a) Agree the 2013/14 draft Care Services Portfolio Plan

### Corporate Policy

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

### Financial

1. Cost of proposal: Not Applicable:
  2. Ongoing costs: Not Applicable:
  3. Budget head/performance centre: Education, Care Services and Health department
  4. Total current budget for this head: £112m (Education and Care Services)
  5. Source of funding: ECS Approved Revenue Budget 2013/14
- 

### Staff

1. Number of staff (current and additional): 900 approx
  2. If from existing staff resources, number of staff hours: N/A
- 

### Legal

1. Legal Requirement: None:
  2. Call-in: Applicable:
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All residents of the borough
- 

### Ward Councillor Views

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



### 3. COMMENTARY

#### 3.1 Progress on the 2012/13 Care Services Portfolio Plan

3.2 The 2012/13 Care Services Portfolio Plan details the seven priority outcomes and supporting aims for the Care Services Portfolio. Of these priority outcomes, Outcome three is jointly held with the Education Portfolio, and Outcomes four to nine relate solely to Care Services. Outcomes one and two relate to the Education Portfolio and therefore do not form part of this report. The outcomes are listed below:-

- Outcome 3:** Children and young people behave positively, take responsibility for their actions and feel safe within the borough;
- Outcome 4:** Children and young people are safe where they live, go to school, play and work;
- Outcome 5:** Ensuring the health and wellbeing of children and young people and their families;
- Outcome 6:** Enhancing quality of life for people with care and support needs;
- Outcome 7:** Maximising independence and reducing the need for care and support;
- Outcome 8:** Ensuring that people have a positive experience of care and support;
- Outcome 9:** Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm;

3.3 The attached summary report (Appendix A) highlights the key areas of progress against these outcomes. Appendix B provides current performance in key indicators as at the end of March 2013. 20 of the 30 aims to be progressed during the year are on target with 10 aims requiring more work in 2013/14.

The Care Services Portfolio has achieved progress across a range of adult and children's social care services and in terms of direct impact for our service users the highlights are:

- 22 new sets of foster carers were recruited against a target of 20
- 17 children were subject to an adoption order compared with 10 in 2011/12. Two of the children adopted this year had disabilities and there were three sibling groups
- 124 fewer adults and older people placed in residential and nursing homes than in 2011/12
- 103 individuals moved into Regency Court and Sutherland Court Extra Care Housing schemes
- Homelessness has been prevented for 2,137 households
- The new short breaks service for people with learning disabilities opened in November 2012 with an additional ten new guests now using the service
- A new supported living scheme for seven young adults with learning disabilities, opened in January 2013

The aim to minimise the use of temporary accommodation for people who are homeless, has been the most significant challenge for the Care Services Portfolio. Despite acquiring an additional 194 housing units, it has not been possible to keep pace with the current level of homelessness and spiralling prices across London. The use of temporary accommodation remains above our aim of having fewer than 438 people in temporary accommodation with

764 people in such accommodation at the end of March 2013. Members will be aware that this priority has been the subject of separate reports to Care Services PDS and regular progress reports will continue through the housing performance reports, and the budget monitoring.

### **3.4 Draft priorities for the Care Services Portfolio Plan 2013/14**

3.5 The draft priorities within the Care Services Portfolio Plan 2013/14 (Appendix C) are aimed at 'supporting improved quality of life through encouraging high aspirations, maximising independence, promoting healthy lives and protecting the most vulnerable'.

3.6 It is proposed that the four priority outcomes for the Care Services Portfolio remain aligned to the national outcome areas covering housing, adults and children's social care, and reflect the Government's outcome frameworks for these services.

3.7 The four Care Services Priority Outcomes are:-

- Ensuring the **health and wellbeing** of children, young people and their families, and enhancing quality of life for adults and older people with care and support needs
- Maximising **independence** and reducing the need for care and support
- Ensuring that people have a **positive experience** of care and support
- Ensuring children and young people are safe within the community, and adults and older people whose circumstances make them vulnerable are protected from avoidable harm

3.8 These Priority Outcomes will be underpinned by supporting aims to promote the health and wellbeing, independence, and safety of service users, and ensure a positive experience of care and support.

3.9 Key areas for the 2013/14 Portfolio will include:-

- Enhancing the service user offer to provide more choice and control
- Market testing service models to open up opportunities for integration and establish who is best placed to deliver services
- Strengthening the quality assurance and contract monitoring process through partnership working with the Clinical Commissioning Group (CCG)
- Supporting the transition of young people leaving care and moving into independent living, further/higher education and employment
- Improving permanency planning for Looked After Children
- Focussing on homelessness prevention by working in partnership and make best use of the supply and use of affordable housing

3.10 Progress against Portfolio Priorities will be reported to the Care Services PDS in November.

## **4. POLICY IMPLICATIONS**

4.1 The Plan reflects the priorities of the Care Services Portfolio.

## **5. FINANCIAL IMPLICATIONS**

The four year financial forecast gives an overview of the key service and financial pressures facing the Council and identifies in detail the cost pressures facing Care Services

## 6. LEGAL IMPLICATIONS

There are no legal implications directly arising from this report. Any legal implications arising from the implementation of the various actions contained within the plan will be reported to the PDS Committee.

<b>Non-Applicable Sections:</b>	Personnel Implications
Background Documents: (Access via Contact Officer)	Care Services Portfolio Plan 2012/13 <a href="#">Care Services Portfolio Plan 2012/13</a>

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Portfolio Plan Update 2012/13 March 2013		Appendix A
Outcome 3 - Children and Young People behave positively, take responsibility for their actions and feel safe within the Borough, and parents and carers take responsibility for the behaviour of their children		
At the end of the year, all of the four aims being progressed are on track		
We aimed to:-	RAG Status	Update
Reduce the number of first time entrants in the youth justice system and reduce levels of re-offending	Green	<p>During 2012/13:-</p> <ul style="list-style-type: none"> <li>- Just 1 out of 42 young people who had been mentored as part of the Bromley Mentoring Initiative, have gone on to offend.</li> <li>- The 36 day Bromley Youth Support Programme (BYSP) Summer Programme, saw a 35% (from 42 to 27) reduction in anti social behaviour relative to the previous year.</li> <li>- 5% more young people known to the YOT participated in Education, Training and Employment than in 2011/12.</li> </ul> <p><b>In the coming year we will focus on:-</b></p> <ul style="list-style-type: none"> <li>Improving the participation of Children's Social Care service users, in particular Looked After Children and Care Leavers, in apprenticeships and work based training.</li> <li>Developing viable alternatives to custody for young people on remand</li> </ul>
Enhance opportunities for positive activities for young people across the borough	Green	<p>At the end of March 2013:-</p> <ul style="list-style-type: none"> <li>- 2,319 young people had participated in the Duke of Edinburgh Awards Programme. 16 individuals achieved gold standard, 78 silver, and 263 bronze making 2013 the most successful year for DofE achievement.</li> <li>- Bromley Council Voluntary Youth Service (BCVYS), through lease and equipment support grants to 17 organisations, enabled them to provide opportunities for approx 600 young people to participate in uniformed youth activities.</li> <li>- The Bromley Youth Support Programme centre based activities achieved 25,000 attendances by 5,927 individuals. Average attendance was 15, with 1,400 young people attending at least 4 sessions of activity.</li> <li>- The Easter holiday activity programme was attended by 1,200 young people with a Saturday event at the Glades attracting 180 young people.</li> </ul>
Maximise the use of School Councils to undertake regular surveys to identify the key concerns of children and young people regarding their experiences of bullying	Green	The Bromley Youth Council ran a successful anti-bullying campaign during Q3 following the Bromley Youth Council making it their 2012 top priority. This high level campaign, under the title 'Banter or Bullying?' was supported by the Children's Champion, and included articles in the NewsShopper and the launch of an anti bullying pledge.

We aimed to:-	RAG Status	Update
Ensure that the Borough is able to implement and deliver the Government's Tackling Troubled Families programme	Green	<p>DCLG Funding was drawn down from Executive in October 2012 with a Coordinator and 4 Family Support and Parenting officers commencing work in quarter 4. Initial measures for the year 1 cohort of 163 families are to be submitted to the DCLG in July 2013, with 285 families (provisional figure subject to confirmation of nominated families meeting the criteria) identified for the year 2 cohort. The 'Tackling Troubled Families' updating report is available separately on this agenda (report CS13009)</p> <p><b>In the coming year we will now focus on:-</b> Working with the Year 2 cohort to achieve the Government's aims of improving employment, school attendance and a reduction in anti social behaviour</p>
<b>Outcome 4 - Children and Young People are safe where they live, go to school, work and play</b>		
<b>At the end of the year, seven out of the eight aims being progressed are on track and one aim requires additional work to meet the end of year target</b>		
Ensure that vulnerable children and families are identified and supported at the earliest possible stage	Green	<p>Over 600 individuals from vulnerable families were supported, through the parenting programmes offered through Children and Families Centres, Schools and the Bromley Children Project outreach services, to build confidence and develop positive parenting skills.</p> <p>During 2012/13 there has been increased footfall across all 6 Children and Family Centres of over 9,000. This also includes an increase in individual registrations to services at the centres by 2,000.</p> <p>335 Common Assessment Framework forms were completed in 2012/13. As referrals from schools have reduced, targeted meetings and training have taken place which will be further supported by the launch of the new shortened Common Assessment Framework form and associated training at the beginning of July.</p>
Increase the number of in borough family placements for children with more complex needs and disabilities	Green	<p>During 2012/13, 22 new sets of foster carers were recruited against a target of 20. There has been a small increase in the number of children placed with in house foster carers at 70% (143) compared with 68% (131) in 2011/12, and a reduction in the percentage placed with Independent Fostering Agencies from 18% to 15%.</p> <p>The new package of reward for foster carers was successfully implemented in August 2012 without loss of any foster carers. The review of payments to foster carers of children with complex needs and disabilities is underway and will be reported to Executive in Quarter 2.</p> <p><b>In the coming year we will focus on:-</b> The recruitment of an additional 20 foster carers to meet the needs of older children, sibling groups and those with complex needs</p>
Improve the outcomes of Children in Care through the effective use of Corporate Parenting	Green	The Corporate Parenting Strategy for 2013/15 has been developed together with an associated action plan to address key areas of performance and improve health outcomes. A full report is available on this agenda under report reference CS13013.

We aimed to:-	RAG Status	Update
Increase the timeliness and number of children adopted	Amber	<p>During 2012/13, 17 children were subject to an adoption order compared with 10 in 2011/12. Of these, there were two children with disabilities and three sibling groups. 12% of children adopted during 2012/13 were adopted from the LAC cohort, in line with the national average of 12%. As at 31st March, of the 33 children with a Care Order and Placement Order, 17 had been matched or placed, and work continues with the remainder of the cohort.</p> <p>87% of all adopter assessments are completed within the statutory timeframe of eight months. Significant work has been undertaken, including increasing capacity within the team, to ensure that the revised timescale of six months, to be implemented in June 2013, is met.</p> <p>A robust permanency planning tracking and monitoring process is now in place and keeps up to date information on the care planning in relation to all children under 13. This has been further strengthened by the appointment of a dedicated Business Process Analyst.</p> <p><b>In the coming year we will focus on:-</b> Reducing the number of weeks children are subject to care proceedings</p>
Further strengthen improvements in children's social care and safeguarding services	Green	A third (19) of the actions outlined in the Children's Safeguarding and Social Care Improvement plan have now been completed. The 38 still in progress continue to be monitored closely by the Children's Social Care Senior Management Team. An updating report to Members will be completed in the Autumn.
Implement the changes required by the Munro Review of Child Protection - including the revised 'Working Together' Statutory Guidance	Green	The new 'Working Together' guidance has now been published and, as reported in the half year update, the main change is to the assessment requirements. Bromley is currently reviewing its assessment approach in line with the guidance but will refrain from final implementation until the London Child Protection Procedures have been reviewed.
Ensure safeguarding arrangements in all key partner agencies are suitably robust	Green	The Performance Management and Improvement Framework for the Bromley Safeguarding Children Board has now been developed and introduced. The first multi agency audit took place at the end of Quarter 4 and will be reported to the BSAB Quality Assurance meeting in Quarter 1.
Implement the pilot Education, Health and Care (EHC) plan test with a group of families. Gain validation from the Department of Education (DfE)	Green	<p>Whilst this project still has pilot status, (full implementation taking place on 1st September 2013), 30 young people are now involved in the testing of the holistic assessment and planning tool (an increase from 20 at the half year stage).</p> <p>The Education, Health and Care Plan model has now been validated by the Department for Education, and the Bromley Model ensures compliance with statutory regulations throughout the transition phase.</p>
Develop a multi agency commissioning forum to ensure that sufficient resources are commissioned to fulfil plans and provide a local offer	Green	A review of therapy services and short breaks was undertaken in Quarter 4. The output will inform needs within the school community in terms of capacity and geography, and will drive a more robust commissioning policy in terms of value for money and ensuring that resources are targeted in the areas of most need.

We aimed to:-	RAG Status	Update
<b>Outcome 5 - Ensuring the health and wellbeing of children and young people, and their families</b>		
<b>At the end of the year, three out of the four aims being progressed are on track and one aim requires additional work to meet the end of year target</b>		
Use the Healthy Schools Programme to work with schools to improve the health and wellbeing of all pupils within Bromley Schools	Green	<p>Emotional health focussed prevention work has been identified by the school nurses as the priority area for future work.</p> <p>Work has commenced to identify a way in which a Healthy Schools scheme can be set up in Bromley, linked to Healthy Schools London.</p>
Improve provision emotional wellbeing, mental health services and counselling services for children, young people and families	Green	<p>Following a needs assessment and review of service for children and young people with emotional or mental health issues, two workshops were held in Quarter 1 to consider each care pathway and establish the range of services required in line with legal/statutory requirements, evidence based practice and clinical guidance.</p> <p><b>In the coming year we will focus on:-</b> Joint development and procurement of the new Children and Adolescent Mental Health model in conjunction with the Clinical Commissioning Group</p>
Implement the Health Visiting Commissioning Action Plan for the period 2011-16	Green	<p>As part of a positive internal review and an external peer review, areas identified for future development include</p> <ul style="list-style-type: none"> <li>- extending pre birth contact by the Health Visitor</li> <li>- reinstating two year checks by the Health Visiting team</li> <li>- community development by the Health Visiting team</li> </ul>
Develop a range of options to provide additional short breaks for disabled children in family settings including recruiting additional short break foster families, outreach workers and home sitters	Green	<p>A review of short breaks service was undertaken in Quarter 4. The output will inform needs within the school community in terms of capacity and geography and will drive a more robust commissioning policy in terms of value for money and ensuring that resources are targeted in the areas of most need. Implementation of new commissioning arrangements is anticipated in Quarter 3.</p> <p><b>In the coming year we will focus on:-</b> Supporting children with complex disabilities to remain within the family home and their local community through the provision of a range of high quality short breaks services ranging from after school activities to overnight care</p>
Raise awareness about young carers and arrange training for social work staff and partner agencies	Green	<p>The Young Carers Assessment Tool has been reviewed, and awareness raising and training completed with social work teams. Social workers within the children's referral and assessment, and safeguarding and planning teams, are now using the assessment tool, with four cases now completed via the new methodology.</p> <p>An internet based information pack for young carers is planned for the summer of 2013. It is anticipated that young carers will participate in the shaping and development of the web site prior to the launch. Other opportunities include involving young carers in the delivery of training sessions, potentially through pre recorded video messages.</p> <p>During 2012/13, the Young Carers Senior Practitioner worked with 14 Young Carers and four cases closed during 2012/13 (carers aged 11 to 18) have not been re-referred. This is a significant outcome in terms of achievement of those Young Carers.</p>



We aimed to:-	RAG Status	Update
Review, consult on and update the Young Carers Strategy and Project Plan	Green	The Carers Strategy refresh was completed in the first half of 2012 and includes a Young Carers section. Of the 12 actions detailed in the Young Carers Project Plan, 6 have now been completed and 6 are in progress. The Council's commitment to ensuring young carers are recognised and supported continues to be a priority for the Young Carers Project Plan and the Health and Wellbeing Strategy.
Ensure all children in care receive good levels of support and access to health services (such as regular dental checks), through targeted support from the dedicated children in care nurse	Amber	85% of the LAC cohort have had an up to date dental and medical check during the year against a target of 95%. Some issues are still experienced with encouraging older adolescents to access dental care. 95% of the LAC cohort have an up to date immunisation plan against a target of 100%. Work with Bromley Healthcare is in course to address the deficit through an education programme.
Improve the emotional health of all children in care through early access to appropriate services	Green	Following a needs assessment and review of service for children and young people with emotional or mental health issues, two workshops were held in Quarter 1 to consider each care pathway to establish the range of services required in line with legal/statutory requirements, evidence based practice and clinical guidance.
<b>Outcome 6 - Enhancing quality of life for people with care and support needs</b>		
<b>At the end of the year, a small element of three of the four aims being progressed requires additional work to meet the end of year target</b>		
Provide locally relevant information about care and support need to enable choice and control - launch the self assessment and access on Bromley MyLife web portal - develop and enhance the Bromley MyLife guides	Amber	Work continues to enhance the site including the development of the housing pages, a number of 'talking heads' videos, and a Webinar to explain navigation around the site.  Plans to launch the self assessment access on Bromley MyLife are currently on hold pending further enhancements and developments from OLM.  <b>In the coming year we will focus on:-</b> Development of an accessible online directory of services for children, families and young people with Special Educational Needs and Disabilities.
Ensure, through external commissioning arrangements, that information, advice and guidance, together with benefits support is available to people with learning disabilities and mental health needs	Green	The Quarter 4 learning disability partnership board sub group meeting included representatives from Housing Providers and the DWP, and focussed on the impending changes for disabled people to council tax and housing benefit.
Reduce care home and hospital admissions	Green	Reduction in the number of adults and older people placed in residential and nursing homes by 124 since March 2012.  In November 2012, opened an Extra Care Housing Scheme in the west of the borough with 50 flats available to support older people to maintain their independence in their own homes. As at 2nd April 2013, 42 service users (38 flats) had moved in or had been approved at panel. A further Extra Care Housing Scheme, in the centre of the Borough, which opened in August 2012 was home to 61 individuals (53 flats) at 2nd April 2013.  <b>In the coming year we will focus on:-</b> Market testing the Extra Care Housing service to establish who is best place to deliver the service. Reviewing the capacity within the ECH schemes to ensure that the appropriate level is available.

We aimed to:-	RAG Status	Update
Support service users to remain in their own homes	Green	<p>Supported 80.62% (524) of service users aged 65+ discharged from hospital with a reablement/rehabilitation service to remain in their own home 91 days after discharge. This demonstrates the success of the reablement/rehabilitation service in supporting older people to return home and live independently after discharge from hospital, and the importance of health and social care working together to help older people recover their independence after illness and injury.</p> <p>A senior OT has been appointed to lead on Assistive Technology to ensure that the most appropriate items of equipment are procured.</p> <p><b>In the coming year we will focus on:-</b> Supporting older people to regain independence following illness or loss of mobility through reablement, occupational therapy and intermediate care (working with health)</p>
Develop a new day opportunities and transport business model to meet the changing needs and expectations of service users	Green	<p>The commissioning strategy for older people day opportunities, whereby an eligible service user may purchase, according to choice, a form of respite/activity other than a day centre placement has been approved and will be implemented in 2013/14.</p> <p>Following the work undertaken with Bexley and Croydon, opportunities to work with neighbouring boroughs will be pursued for particular areas of transport operation such as the sharing of policies.</p> <p><b>In the coming year we will now focus on:-</b> Providing more choice in the types of day activities both independently and commissioned by the Council Establishing delivery model for transport offering flexibility, enabling service user choice and control, and opening up opportunities for integration between Adult and Children's provision</p>
Develop and implement a programme of Members' visits to the care provision establishments and in conjunction with the LINK, work to improve quality monitoring in residential care homes	Green	<p>Nine visits have taken place since Autumn 2012 to residential and nursing homes, and day centres. A total of 41 places were available to Members and Care Services PDS Co-opted Representatives, and all but one visit was at capacity. The output from these visits is being used to support the existing quality monitoring process to raise standards in the borough for service users.</p>
Provide all eligible service users with a Personal Budget to facilitate choice and control, and increase the number of adults using Direct Payments by at least 10%	Amber	<p>All service users are now being offered a Direct Payment rather than a commissioned service at the end of the assessment process. As at the end of March, whilst 79.3% (3,718) of all eligible service users were in receipt of a personal budget against a revised national target of 70%, only 27.6% (469) were in receipt of a direct payment against a target of 45%.</p> <p>There is currently a focus on encouraging Direct Payments for respite care and, at the point of review, service users are encouraged to consider a Direct Payment for employing a Personal Assistant.</p>
Expand the Oxleas/PCT care homes for people with dementia project	Green	<p>Training, delivered by Oxleas, has commenced in a further four care homes. This comprises a six week training programme with staff and a further six to ten weeks looking at individual cases, and aims to equip staff with the skills to work with people with dementia. Training will also be provided to staff in three of the original care homes who have not yet been trained.</p>
In partnership with Carers Bromley and Bromley Mind, develop a carers training programme 'equipping dementia carers project'.	Green	<p>The 'Coping with Caring' training project was launched in January providing 1:1 support and coaching for carers. The first tranche of training has been completed and the second tranche has now commenced with demand currently exceeding capacity. A full report of the project will be available in six months' time.</p>

We aimed to:-	RAG Status	Update
Pilot the use of alternative models of support for people with dementia	Amber	Whilst the Community Service Volunteer and Homeshare pilot have been put on hold pending recruitment of a Senior Care Manager and a Project Lead, 16 people living in the community who are at risk of needing long term care are being supported by the Care Management teams. Through an improvement in initial casework, and individual care pathways leading to more appropriate services, four emergency placements have been prevented. The Assistive Technology OT Lead continues to build knowledge and expertise in this area although further work is on hold pending recruitment of the Senior Care Manager.
<b>Outcome 7 - Maximise independence and reduce the need for care and support</b>		
<b>At the end of the year, one out of the three aims being progressed is on track and one aim requires additional work to meet the end of year target The aim rated as red continues to be managed to ensure that the level of increase reduces</b>		
Provide more health opportunities for those with diminished health to access mainstream leisure facilities	Amber	Work continues into 2013/14 with Bromley MyTime to devise a package for those with diminished health, and their carers, to encourage access to leisure facilities.  The results from the Self Assessment Framework will be used to identify areas of service improvement for disabled and vulnerable people.
Work with Clinical Commissioning Group (CCG) to implement the integration of health and social care for people through the PROMISE programme (Proactive Management and Integrated Services for Older People)	Green	The Community Matron pilot has commenced with 200+ service users. Early signs are of positive outcomes for the integration of medicine, intervention and social care support.
Work with Bromley Healthcare to improve the new integrated pathway for people accessing primary care schemes from the new ECH schemes	Green	The Extra Care Housing Virtual Ward pilot was launched on 1st September 2012 with Oxleas joining the Multi Disciplinary Team in February 2013. The risk assessment and evaluation criteria has been agreed and the delivery model is in place. Initial residents are being reviewed in line with ward standard operating procedure and evaluation data collection is ongoing. A report is due early in September 2013.
Review 'step down flat' requirements to manage effective hospital discharges	Green	Seven flats have been identified and it is anticipated that these will be ready in the next 4-8 weeks. There will be 3 one bedroom and 2 two bedroom flats which equates to ten beds.
Focus on preventing homelessness by working in partnership to maximise and make the best use of the supply and use of affordable housing	Green	Homelessness has been prevented for more t 2,137 households. 538 households have received advice to secure private rented sector accommodation and 211 households have been assisted through preventing repossessions, either in home ownership or privately rented accommodation.  The credit union scheme is now fully operational assisting in offering prevention loans and funding to access private rented sector accommodation.  The business case for 38 units of temporary accommodation (23 x 1 bedroom, 13 x 2 bedroom, 2 x 3 bedroom) has been approved and planning permission applied for.  Since the launch of the new allocations scheme, the housing register has reduced from 7,931 to 2,532. Applicants not included are offered advice and guidance about the housing options which may be available to them.

We aimed to:-	RAG Status	Update
Minimise the use of temporary accommodation	Red	<p>The enhanced incentives package has acquired an additional 194 units however this cannot keep pace with current level of homelessness and spiralling prices across London. The use of temporary accommodation remains above target with 764 people in such accommodation as at the end of March.</p> <p>The Housing Services 2013/14 priorities report is available on this agenda under report reference CS13008</p> <p><b>In the coming year we will focus on:-</b> Continuing to explore all options for additional supply, including working with developers to bring empty residential and commercial properties back into residential use.</p>
<b>Outcome 8 - Ensuring that people have a positive experience of care and support</b>		
<b>At the end of the year, two out of the three aims being progressed are on track and one aim requires additional work to meet the end of year target</b>		
Involve service users and carers in the selection of care providers	Green	<p>The new short breaks service for people with learning disabilities opened in November 2012. Future service users and their families were consulted from the first stages (with easy read documentation being used to explain the move), and feedback was incorporated into the design and operation of the service.</p> <p>A supported living scheme for 7 young adults with learning disabilities opened in January 2013 with full involvement from clients and their families, including in the recruitment process of care staff. Service users and their families engaged with Sanctuary Care (the care provider) and were able to influence colours / finishes within their new homes.</p> <p>A community representative was involved in the evaluation of bids and the selection of the new Healthwatch provider organisation.</p> <p>A Preparing for Adulthood event in February 2013 brought young people and their carers together with providers to discuss how the local offer in Bromley is developing across education, health and care in light of the changes in SEN and Disabilities. Parent &amp; young person involvement in the Pathfinder2 will be fully integrated as the focus turns to embedding the changes as 'business as usual'. Parental journeys through services are being captured by Parent Voice and will inform the Local Offer. Young Advisors group has been commissioned through Advocacy for All to comment upon service users' input into Education Health and Care plans.</p>
Ensure that the maximum number of carers have the opportunity to take part in the Carers survey and have the opportunity to express their overall level of satisfaction with services	Green	<p>In a recent survey, 244 people took the opportunity to give us their views. 22% of carers did not live with the person they cared for and 60% of carers were retired, with a further 14% not in paid work.</p> <p>Of the cohort of carers who had tried to find information and advice about support, services or benefits, 69% found it easy to find the information they required and 90% found the information helpful.</p> <p><b>In the coming year we will focus on:-</b> Ensuring that the voice of service users and carers is routinely sought (developing/changing services) and that when we receive feedback, we take action</p>
Improve the quality of carers assessments	Amber	Changes to the Carers assessment forms were implemented in Quarter 1 to improve the capturing of Carers' Assessments. It is anticipated that an improvement will be seen in the number and quality of Carers Assessments undertaken during the first quarter of 2013/14.

We aimed to:-	RAG Status	Update
Open the new integrated short breaks service for people with Learning Disabilities	Green	The new short breaks service for people with Learning Disabilities opened in November 2012. Approximately ten new service individuals have started to use the service since it opened and several more referrals, mainly from young people, are being processed. All except two individuals who used the previous respite service continue to use the new service. All weekends between the end of April and the end of June are fully booked, and Easter saw 75% occupancy (full occupancy would be 12 guests).
Update the JSNA to reflect the main areas of need to inform the planning process for health and wellbeing, including specific focus on carers of people with dementia	Green	The Carers section of the JSNA was updated in Quarter 4 to reflect the young carers data and the summary of the carers data from the 2011 census.
Promote excellent customer service for those who experience our services	Green	<p>The level of formal complaints received has reduced from 527 in 2011/12 to 382 in 2012/13. Local resolution of complaints early on has improved and the in house training programme has enabled officers to resolve concerns at the front line without the need to invoke the formal complaints process.</p> <p>The annual complaints report for 2012/13 is available on this agenda under report reference CS13014.</p> <p><b>In the coming year we will focus on:</b> Encouraging customers to share their experiences of our services through compliments and complaints. Where things go wrong, use the lessons learnt to improve service delivery</p>
<b>Outcome 9 - Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm</b>		
<b>At the end of the year, all three aims being progressed are on track</b>		
Focus on the prevention of abuse of vulnerable adults through the work of the Safeguarding Board and engaging with Partner Agencies	Green	<p>Adult Safeguarding awareness was highlighted through a presentation, in Quarter 2, to the Community Engagement Forum's members drawn from 22 community organisations. The December 2012 Bromley Safeguarding Adults Board newsletter, distributed to over 350 contacts within statutory partners, health and social care providers and community organisations, featured an item on whistle blowing and the support available to staff (linked to the national publicity about the role of whistleblowers in the Winterbourne View Serious Case Review).</p> <p>The content on the My-Life portal about how to keep safe has been expanded to include links to easy read information about disability motivated harassment and crime to encourage reporting.</p>
Ensure that the workforce has the capacity, skills and expertise in safeguarding to deliver modernised services	Green	<p>300 individuals across a broad range of health and social care providers, including GP practices, dentists and educational establishments, have passed over 700 modules through the Safeguarding Adults and Children at Risk E learning programme. This form of learning enables safeguarding training to reach further into the care sector and the Course programme will be extended during 2013/14 with the addition of two new courses for generic health and social care users on substance misuse and reablement.</p> <p>An additional 917 places on Safeguarding Adults, Mental Capacity and Deprivation of Liberty Safeguards training courses were filled during the year.</p> <p>Ten places have been commissioned for through the Institute of Family Therapy for experienced advanced Children's Social Care practitioner training. The training will commence in September 2013.</p>

We aimed to:-	RAG Status	Update
Ensure learning from Safeguarding investigations and serious case reviews is embedded into safeguarding practice and commissioning activity and leads to improved outcomes for adults at risk	Green	Analysis of safeguarding casework and quality assurance audits has led to the following developments to improve practice:- <ul style="list-style-type: none"> <li>- New alerters' form for health and social care professionals</li> <li>- Leaflets to inform service users and their families about what happens during a safeguarding investigation</li> <li>- A new Mental Capacity Act Best Interests form to promote good practice and include the quality of case recording.</li> </ul>

Priority  
Outcome 3

Children and young people behave positively, take responsibility for their actions and feel safe within the Borough and parents and carers take responsibility for the behaviour of their children

	Type of indicator	Reporting frequency	Indicator	Quarter 4 12/13	Target 2012/13	Outturn 2011/12	Target 2011/12
1	National	Annual	First time entrants to the Youth Justice System aged 10–17	17 (Quarter 3)	2% year on year reduction	67	2% year on year reduction
2	National	Annual	Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody	5% (Quarter 3)	–	6.7%	5%

Priority  
Outcome 4

Children and young people are safe where they live, go to school, play and work

	Type of indicator	Reporting frequency	Indicator	Quarter 4 12/13	Target 2012/13	Outturn 2011/12	Target 2011/12
3	Portfolio Plan	Six monthly	Number of children subject to Child Protection Plans	177	–	188	n/a
4	Portfolio Plan/ AWOT	Six monthly	% of children in foster care placed with London Borough of Bromley foster carers	70.0%	75%	66.3%	80%
5	Portfolio Plan	Annual	Number of newly recruited in-house Foster Carers	22	20	17	20
6	Local	Quarterly	Referrals to children's social care going on to initial assessment	95.5%	90%	97%	90%
7	National	Quarterly	Percentage of social care initial assessments completed within 10 working days.	88.3%	75%	77.3%	75%
8	National	Quarterly	Percentage of social care core assessments completed within 35 working days.	77.4%	75.1%	75%	75%
9	Local	Annual	Children becoming the subject of a Child Protection Plan for a second or subsequent time	17.0%	12%	13.1%	12%
10	Local	Annual	Number of Looked After Children	286	n/a	271	n/a
11	Local	Annual	Stability of placements of looked after children: number of moves	13.6%	10%	12.2%	11%
12	Local	Annual	Stability of placements of looked after children: length of placement	68.5%	72%	64%	72%

**Priority Outcome 5**

**Ensuring the health and wellbeing of children and young people and their families**

	Type of indicator	Reporting frequency	Indicator	Quarter 4 12/13	Target 2012/13	Outturn 2011/12	Target 2011/12
13	Digest	Quarterly	Percentage of Children in Care with an up to date dental and medical	<b>84.9%</b>	95%	<b>83%</b>	95%
14	Digest	Quarterly	Percentage of CIC with an up to date immunisation plan	<b>94.9%</b>	100%	<b>86%</b>	100%

**Priority Outcome 6**

**Enhancing quality of life for people with care and support needs**

	Type of indicator	Reporting frequency	Indicator	Quarter 4 12/13	Target 2012/13	Outturn 2011/12	Target 2011/12
15	ASCOF 3D	Annual (Survey)	Proportion of people using social care and carers who find it easy to find information about services	<b>79%</b>	58%	<b>80%</b>	56%
16	Local	Monthly	Total number of unique visitors to MyLife universal web portal	<b>9398</b>	8900	<b>6142</b>	NEW INDICATOR
17	Local	Monthly	Length of time spent in the MyLife universal web portal (minutes)	<b>9.02 mins</b>	7 mins	<b>5.39 mins</b>	NEW INDICATOR
18	Local	Monthly	Average number of pages viewed per visit to MyLife	<b>7.88</b>	>7	<b>6.91</b>	NEW INDICATOR
19	Local	Monthly	Proportion of search traffic from a 'referral' site	<b>59%</b>	>50%	<b>51%</b>	NEW INDICATOR
20	ASCOF 1B	Annual (Survey)	The proportion of people who use services who have control over their daily life	<b>72%</b>	72%	<b>71%</b>	70%
21	ASCOF 4A	Annual (Survey)	The proportion of people who use services who feel safe	<b>67%</b>	70%	<b>70%</b>	68%
22	Local	Monthly	Proportion of eligible people supported by a Personal Budget	<b>79.3% (3718)</b>	70% (revised national target)	<b>78%</b>	90%
23	Local	Monthly	Of the people who are eligible for a Direct Payment, the % who did receive a direct payment	<b>27.6% (469)</b>	45%	<b>24%</b>	40%
24	Local	Quarterly	Percentage of vulnerable people who are supported to maintain independent living	<b>99.39%</b>	>98%	<b>98.57%</b>	>98%
25	ASCOF 1E	Annual	Proportion of Adults with Learning Disabilities in paid employment	<b>16.11%</b>	19%	<b>18.11%</b>	18%
26	ASCOF 1F	Annual	Proportion of adults in contact with secondary mental health services in paid employment	<b>2012/13 figures available Q2</b>	10%	<b>5%</b>	10%



27	ASCOF 1G	Annual	Proportion of Adults with Learning Disabilities who live in their own home or with family	52.41%	60%	58%	>55%
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**Priority Outcome 7**

**Maximising independence and reducing the need for care and support**

	Type of indicator	Reporting frequency	Indicator	Quarter 4 12/13	Target 2012/13	Outturn 2011/12	Target 2011/12
28	ASCOF 2B	Quarterly	Proportion of Older People who were still at home 91 days following discharge from hospital into reablement/rehabilitation	80.62%	80.0%	80.60%	80.0%
29	Local	Monthly	Reablement - % of vulnerable people having no ongoing care package	68%	>65%	67%	NEW INDICATOR
30	ASCOF 2C	Quarterly	Delayed transfers of care from hospital, and those which are attributable to adult social care per 100,000 population	3.93	5	3.7	5
31	ASCOF 2A	Annual	Permanent admissions to residential and nursing care homes, (younger adults)	34	<50	50	<55
32	ASCOF 2A	Annual	Permanent admissions to residential and nursing care homes, (older people)	182	<290	290	<300
33	Local	Monthly	Number of households living in temporary accommodation (NI 156)	764	<438	612	<390
34	Local	Quarterly	Homeless households approaching LA housing advice services for whom housing advice casework intervention has resolved the situation Measured in Percentage of successful preventions against number of applicants actually approaching the service	74.76% 16.33	60%	NEW MEASURE	NEW MEASURE
35	Local	Quarterly	Proportion of households accepted as homeless who were previously accepted as homeless (BVPI 214)	2.96%	<2%	0.69%	<2%

**Priority Outcome 8**

**Ensuring that people have a positive experience of care and support**

	Type of indicator	Reporting frequency	Indicator	Quarter 4 12/13	Target 2012/13	Outturn 2011/12	Target 2011/12
36	Local	Monthly	Carers receiving needs assessment or review and a specific carer service, or advice and information	2215 (32.21% provisional outturn based on 2011/12 denominator)	30%	25%	30%
37	Local	Monthly	Percentage of reviews completed	78%	>95%	93%	>95%

**Priority Outcome 9**

**Safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm**

	Type of indicator	Reporting frequency	Indicator	Quarter 4 12/13	Target 2012/13	Outturn 2011/12	Target 2011/12
38	Local	Monthly	Number of formal complaints received and acknowledged within 3 working days	100%	100%	100%	100%
39	Local	Monthly	Proportion of safeguarding strategy meetings held within 5 days of alert	83%	90%	88.79%	90%

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# DRAFT Care Services Plan for 2013/14

## Appendix C

➔ Encouraging high aspirations



➔ Maximising independence



➔ Promoting healthy lives



➔ Protecting the most vulnerable



## Priority Outcome 1

### Ensuring the health and wellbeing of children, young people and their families, and enhancing quality of life for adults and older people with care and support needs

#### Why is this a priority?

To enable:

- All children and young people to live in a safe environment
- Service users and carers to maintain a family and social life and contribute to community life

#### Outcome statements

- In Bromley, residents are offered effective choice and control over the services they receive to maintain independence
- Children, young people, adults and older people are encouraged to have happy and healthy lifestyles
  - Children and young people are supported to access opportunities for positive activities across the borough
  - People can maintain their independence and live their lives to the full, receiving high quality support when they need it
  - People seeking help from Care Services receive advice, guidance and services swiftly
  - People know the choices available to them locally, what they are entitled to and who to contact when they need help
  - People manage their own support so that it is delivered to meet their needs
  - People engage socially as much as they wish to avoid loneliness and isolation

#### Action Plan

No.	We aim to...	Actions	Deadline	Lead Officer
1.1	Encourage children and young people to take responsibility for their actions and work with parents and carers to support them in taking parental responsibilities	Work with the 'Tackling Troubled Families' Year 2 cohort to achieve the government's aims of improved employment, school attendance and a reduction in anti social behaviour  Develop viable alternatives to custody for young people held on remand through joint working between the Youth Offending team, Targeted Youth Support programme, Children's Social Care and the Courts  Plan and implement step down arrangements for young people, particularly Looked After Children, on leaving custody	March 2014 (Year 2 cohort)  Ongoing  Ongoing	Head of Referral and Assessment  Head of Bromley Youth Support Programme  Head of Bromley Youth Support Programme
2	Improve provision of emotional wellbeing, mental health services and counselling services for children, young people and families	In consultation with the Clinical Commissioning Group, jointly develop and procure the new Children and Adolescent Mental Health Service (CAMHS) service model	March 2014	Strategic Commissioner, Mental Health
3	Improve health outcomes for those with health needs	Implement the Health Visiting Commissioning Action Plan, for the period 2011-16 with emphasis on extending the pre birth contract and reinstating two year checks by the health visitor  Support children with complex disabilities to remain within the family home and their local community, through the provision of a range of high quality short break services ranging from after school activities to overnight care  Integrate into every aspect of Council life, the protection of the Public's health by tackling the causes of ill health, reducing inequalities, promoting health and health protection	April 2016  Ongoing  March 2014	Public Health  Head of SEN and Disability  Director of Public Health

## Ensuring the health and wellbeing of children, young people and their families, and enhancing quality of life for adults and older people with care and support needs

Action Plan			
No.	We aim to...	Actions	Lead Officer
1.4	Provide locally relevant information and advice about care and support need to enable choice and control	Through the 'MyLife' web portal, develop an accessible on line directory of services for children, families and young people with Special Educational Needs and Disabilities  Through the co-ordinated community and locality focussed development programme, seek to improve the lives of residents in the Cray Valley East ward through the provision of information, advice and guidance	Planning and Development Manager  Head of Special Educational Needs and Disability
1.5	Have a diverse market in care and support services to offer choice and control to service users and their carers by:	Support older people to regain independence following illness or loss of mobility through reablement, occupational therapy, and intermediate care (working with health)  Develop integrated practices with the NHS to improve service delivery at point of contact  Older people have more choice in the types of day activities they can access both independently and commissioned by the Council  Market test the delivery model for Transport offering flexibility, enabling service user choice and control, and opening up opportunities for integration between adult and children's provision	Head of Assessment and Care Management  Assistant Director, Care Services  Assistant Director, Commissioning  Assistant Director, Commissioning
	We will measure achievement by:-	The reduction in Care Home Placements  The number of people remaining in their own homes 91 days after hospital discharge with a reablement/rehabilitation service  Number of eligible people with a Personal Budget who have a Direct Payment	

## Priority Outcome 2

### Maximising Independence and reducing the need for care and support

#### Why is this a priority?

- To enable:
- ➔ All children and young people to live happy and healthy lifestyles
  - ➔ All children and young people to feel supported by their parents and carers

#### Outcome statements

- In Bromley, everybody has the opportunity to have optimum health throughout their life and proactively manage their health and care needs with support and information
- ➔ Vulnerable children and young people make a successful transition and achieve maximum independence when moving into adulthood
  - ➔ Children and young people in care are encouraged to have high aspirations for their future and are supported to achieve their maximum potential
  - ➔ People experiencing housing difficulties are assisted with advice and support aimed at maintaining or securing a home and avoiding crisis
  - ➔ When people become ill, recovery takes place in the most appropriate place, enabling people to regain their health, wellbeing and independence
  - ➔ Earlier diagnosis and intervention means that people are less dependent on intensive services

#### Action Plan

No.	We aim to...	Actions	Deadline	Lead Officer
2.1	Support the transition of young people leaving care and moving into independent living, further/higher education and employment	Through the 'Raising the Participation Age' action plan, improve the participation of Children's Social Care service users, in particular Looked After Children and Care Leavers, in apprenticeships and work based training  Support young disabled adults to travel independently through the implementation of a travel training programme	Ongoing  March 2015	Head of Bromley Youth Support Programme  Business and Planning Manager
2.2	Support service users to stay independent for as long as possible	All disabled young adults will have an education, health and care plan that supports them through the transition to adulthood  Consolidate Supported Living schemes to provide safe accommodation for people with learning disabilities  Jointly commission, with the Bromley CCG, up to 42 Intermediate Care Beds to support service users to regain their confidence, the hospital discharge process and reduce levels of readmission  Market test the Extra Care Housing and the Reablement services to establish who is best placed to deliver these services and ensure an appropriate level of capacity  Develop plans for the integrated pathways of care with Bromley Healthcare Trust, building on the virtual ward pilot and using the new direction flowing from the Trust Special Administrator	March 2014  December 2013  March 2014  March 2014  March 2014	Strategic Commissioner, Disabilities  Business and Planning Manager  Commissioning Manager  Assistant Director, Commissioning  Assistant Director, Care Services

## Priority Outcome 2 (continued)

### Maximising Independence and reducing the need for care and support

Action Plan				
No.	We aim to...	Actions	Deadline	Lead Officer
2.3	Focus on preventing homelessness by working in partnership to maximise and make best use of the supply and use of affordable housing	<p>With housing benefit, the DWP, partner landlords and social care, evaluate the impact of the Under Occupier and Benefit Cap elements of the Welfare Reform Act</p> <p>Work with the Voluntary Sector to provide support to households to be affected by the Universal Credit element of the Welfare Reform Act</p> <p>Through the 'Information @ Work' electronic system, maximise the number of service users supported through Outreach services</p> <p>Review the criteria of the allocations scheme and housing register with particular regard to the 'Local Connection' element</p> <p>Maximise access to alternative housing options through:-</p> <ul style="list-style-type: none"> <li>- A revised publicity campaign to attract landlords</li> <li>- Working with developers to bring back into use empty residential and commercial premises as housing accommodation</li> </ul> <p>Maximise the level of prevention work seeking to minimise the potential for increased homelessness</p> <p>Reduce the number of households in nightly paid accommodation to less than 250 in 2013/14</p> <p>Support vulnerable people through effective housing advice and co-ordinated decision making to minimise tenancy breakdown</p>	<p>September 2013</p> <p>December 2013</p> <p>Ongoing</p> <p>December 2013</p> <p>Ongoing</p> <p>Ongoing</p> <p>March 2014</p> <p>Ongoing</p>	<p>Assistant Director, Housing Needs</p> <p>Assistant Director, Housing Needs</p> <p>Assistant Director, Housing Needs</p> <p>Assistant Director, Housing Needs</p> <p>Assistant Director, Housing Needs</p> <p>Assistant Director, Housing Needs</p> <p>Assistant Director, Housing Needs</p> <p>Assistant Director, Housing Needs</p>
	We will measure achievement by:-	<p>Percentage of Young People, Care Leavers, and Young Offenders in Education, Employment and Training</p> <p>Number of households in Nightly Paid Accommodation (NPA)</p> <p>Homeless applicants accepted within the quarter who have been previously accepted within the past two years.</p>		

## Priority Outcome 3

### Ensuring that people have a positive experience of care and support

#### Why is this a priority?

- To enable:
- ➔ Residents to be offered effective choice and control for the services they receive to maintain their independence
  - ➔ People to know what choices are available to them locally, what they are entitled to, and who to contact for help

#### Outcome statements

- In Bromley, care service users and their carers are satisfied with their experience of care and support needs:
- ➔ People respect the dignity of the individual and ensure support is sensitive to each individual's circumstances
  - ➔ Child carers, parents and carers are supported in their parenting and caring roles
  - ➔ Carers can balance their caring roles with their desired quality of life and feel that they are respected as equal partners throughout the care process
  - ➔ Service user views and experiences are gathered to help inform service developments, and concerns are responded to quickly and effectively
  - ➔ Care service standards are regularly reviewed to ensure they deliver a quality service and continue to maintain service users independence

#### Action Plan

No.	We aim to...	Actions	Deadline	Lead Officer
3.1	Ensure that vulnerable children and families are identified and supported at the earliest possible stage	Reduce the need for statutory intervention by providing early support through programmes delivered by the Bromley Children's Project and the Bromley Youth Support programme/Targeted support programme	Ongoing	Head of Assessment and Referral, Head of Bromley Youth Support Programme
3.2	Ensure stable placements for children and young people where foster care is identified in the plan	Actively recruit at least 20 new foster carers to meet the needs of older children, sibling groups and those with complex needs  Implement the enhanced foster care project to meet the needs of more complex and challenging children and young people, and reduce the need for Independent Fostering Agency and residential placements  Through development of a web site, enhance communication with:- - potential foster carers by providing links to recruitment pages and the application process - existing foster carers by providing support details	March 2014  March 2014  March 2014	Head of Care and Resources  Head of Care and Resources  Head of Care and Resources
3.3	Better identify and support carers living in Bromley by:	Ensuring that the voice of service users and carers is routinely sought (developing/ changing services) and that when we receive feedback, we take action	Ongoing	Assistant Director, Commissioning Assistant Director, Care Services



## Priority Outcome 3 (continued)

### Ensuring that people have a positive experience of care and support

To enable:

- ➔ Residents to be offered effective choice and control for the services they receive to maintain their independence
- ➔ People to know what choices are available to them locally, what they are entitled to, and who to contact for help

- In Bromley, care service users and their carers are satisfied with their experience of care and support needs:
- ➔ People respect the dignity of the individual and ensure support is sensitive to each individual's circumstances
  - ➔ Child carers, parents and carers are supported in their parenting and caring roles
  - ➔ Carers can balance their caring roles with their desired quality of life and feel that they are respected as equal partners throughout the care process
  - ➔ Service user views and experiences are gathered to help inform service developments, and concerns are responded to quickly and effectively
  - ➔ Care service standards are regularly reviewed to ensure they deliver a quality service and continue to maintain service users independence

Action Plan			
No.	We aim to...	Actions	Lead Officer
3.4	Promote excellent customer service for those who experience our services	<p>Service users and carers are able to access an assessment of their needs in a timely manner and where eligible, are provided with a support plan to meet these needs</p> <p>Ensure that effective community engagement takes place (particularly relating to health services), through the establishment of Healthwatch</p> <p>Encourage customers to share their experiences of our services through compliments and complaints. Where things go wrong, use the lessons learnt to improve services delivery</p>	<p>Head of Assessment and Care Management</p> <p>Strategic Manager, Procurement and Contracts</p> <p>Quality Assurance Manager</p>
	We will measure achievement by:-	Overall satisfaction of adults in the Personal Social Services Survey	
		Percentage of service improvements as a result of customer feedback	

## Priority Outcome 4

**Ensuring Children and young people are safe within the community, and Adults and Older People whose circumstances make them vulnerable are protected from avoidable harm**

### Why is this a priority?

- To enable:
- Support and services to be provided to adults at risk who are experiencing abuse, neglect and exploitation
  - All children and young people to live happy and healthy lifestyles

### Outcome statements

- In Bromley, everybody has the opportunity to have optimum health throughout their life and proactively manage their health and care needs with support and information:
- People experiencing housing difficulties are assisted with advice and support aimed at maintaining or securing a home and avoiding crisis
  - When people become ill, recovery takes place in the most appropriate place, enabling people to regain their health, wellbeing and independence
  - Earlier diagnosis and intervention means that people are less dependent on intensive services

## Action Plan

No.	We aim to...	Actions	Deadline	Lead Officer
4.1	Focus on improving outcomes for vulnerable children in need of care and protection	<p>Ensure assessments are undertaken, and care planning arrangements implemented, in a timely manner</p> <p>Lessen the amount of time it takes for children to be adopted by reducing the number of weeks children are subject to care proceedings (working with the Courts)</p> <p>Through a review of the recruitment strategy, seek to increase the number of adoptive parents, special guardianship, and kinship carers to meet the needs of older children, sibling groups and those with complex needs unable to live at home</p> <p>Through joint working with partner agencies, implement the Corporate Parenting Strategy to ensure that Looked After Children are safe, healthy and achieving their goals</p> <p>Build on the work of the Pathfinder project to provide an integrated pathway for children and young people, and their families, ensuring a smooth transition to the new Special Educational Needs and Disabilities framework</p>	<p>March 2014</p> <p>December 2013</p> <p>March 2014</p> <p>March 2014</p> <p>March 2014</p> <p>March 2014</p>	<p>Head of Referral and Assessment</p> <p>Head of Care and Resources</p> <p>Head of Care and Resources</p> <p>Head of Care and Resources</p> <p>Head of Care and Resources</p> <p>Strategic Commissioner, Disabilities</p> <p>Quality Assurance Manager</p>
4.2	Focus on the prevention of abuse of vulnerable adults through the work of the Safeguarding Board and engaging with Partner Agencies	<p>In partnership with the Clinical Commissioning Group, enhance the review process to strengthen the quality assurance of services provided to individuals</p>	<p>March 2014</p>	<p>Quality Assurance Manager</p>



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Report No.  
CS13008

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** Tuesday 18 June 2013

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

**Title:** HOUSING SERVICES 2013/14 PRIORITIES

**Contact Officer:** Sara Bowrey, Assistant Director Housing Needs; Tel: 020 8313 4013 E-Mail: [sara.bowrey@bromley.gov.uk](mailto:sara.bowrey@bromley.gov.uk)  
Kerry O'Driscoll, Head of Strategic Housing; Tel: 0208 313 4139  
E-mail: Kerry.O'Driscoll@bromley.gov.uk

**Chief Officer:** Terry Parkin, Director Education and Care Services; Tel: 020 8313 4060 E-mail: [terry.parkin@bromley.gov.uk](mailto:terry.parkin@bromley.gov.uk)

**Ward:** BOROUGHWIDE

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1. Reason for report

This report provides a summary of the key performance outturn for 2012/13. It then goes on to detail the current housing pressures being faced regarding rising housing need and homelessness and the key priorities in place for 2013/14 aimed at directly tackling the rising statutory homeless pressures.

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2. **RECOMMENDATION(S)**

2.1 Members of the Care Services Policy Development & Scrutiny Committee are asked to:

- a) Note the performance against the key priorities in the 2012/13 Portfolio and work plans for these service areas
- b) Note the priorities as set out in paragraph 3.4 for 2013/14 in response to the current housing pressures being experienced as detailed in the body of this report.
- c) To support draw down of the successful grant funding bid of £200K over the next 2 years to work with housing associations with stock in the borough to tackle social housing fraud.

The Care Services Portfolio Holder is asked to approve the draw down of the successful grant funding bid of £200k over the next 2 years to work with housing associations with stock in the Borough to tackle social housing fraud.

## Corporate Policy

1. Policy Status: Existing Policy: Further Details
  2. BBB Priority: Children and Young People Excellent Council Quality Environment Safer Bromley Supporting Independence Not Applicable: Further Details
- 

## Financial

1. Cost of proposal: Estimated Cost No Cost Not Applicable: Further Details
  2. Ongoing costs: Recurring Cost Non-Recurring Cost Not Applicable: Further Details
  3. Budget head/performance centre: This report covers the work of the former Housing & Residential Services Division in relation to Housing Needs (Education & Care Services) and Development & Strategy (Renewal & Regeneration)
  4. Total current budget for this head: £3,149,930 approved controllable budget for Operational Housing. Strategic Housing £17,870 credit
  5. Source of funding: Education & Care Service Approved 2012/13 Revenue Budget (supporting people, homelessness DCLG grant); Affordable Housing Payment in Lieu Budget: £3.2million  
LB Bromley Housing Provisions Budget: £380k
- 

## Staff

1. Number of staff (current): 57.33 (Housing Needs); 3.4 (Strategic Housing)
  2. If from existing staff resources, number of staff hours: The report covers the work of the above services, including all staffing resources. No additional staffing resources are required in relation to the content of this report.
- 

## Legal

1. Legal Requirement: Statutory Requirement: The housing needs service is responsible for discharging the council's statutory duties in relation to housing advice, homelessness and housing allocations. The work of the strategic housing service supports the delivery of these statutory functions through the provision of new affordable housing
  2. Call-in: Applicable:
- 

## Customer Impact

1. Estimated number of users/beneficiaries (current and projected): There are around 1,000 approaches to the housing needs service each month regarding housing related difficulties. Of these around 6,000 households per year present with imminent homelessness which requires in-depth casework intervention to assist in resolving homelessness. Around 430 new applications are received each month to join the housing register. There are approximately 750 households placed in temporary accommodation to whom the Council has a statutory rehousing duty under the homeless legislation.
- 

## Ward Councillor Views

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

### 3. COMMENTARY

#### 3.1 Summary of 2012-13 Performance:

The key priorities for 2012/3 were designed to fulfil both the Council's statutory duties and key targets in respect of housing, whilst ensuring that these were tailored to address local specific needs and priorities within Bromley.

Progress against the specific 2012-13 housing performance targets are detailed in Appendices 1 and 2 of this report.

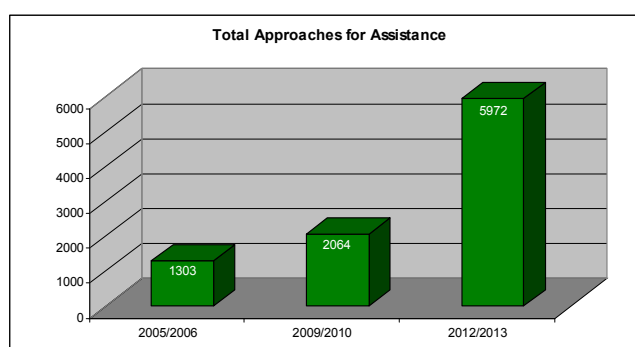
Overall Appendices 1 and 2 demonstrate that significant work has been undertaken to progress all priority areas. However, the continuing increase in statutory homeless approaches, together with the shortage of affordable accommodation supply and rising costs of accommodation, have impacted significantly on the number of households accommodated in temporary accommodation exacerbating budgetary pressures.

#### 3.2 Key achievements of note for 2012/13 are:

- Homelessness directly resolved through either in-depth homelessness prevention casework assistance the provision of an alternative private sector housing solution found for 2,137 households.
- Launch of the new enhanced incentive scheme assisted in accessing an additional 194 units of accommodation directly diverting statutory homeless households from costly nightly paid temporary accommodation. Reducing budget pressures by around £1,368K (FYE)
- Implementation of the new allocations scheme reducing the number on the housing register from 7,931 to 2,532 to clearly focus on local residents with the highest levels of housing need which cannot be readily solved through an alternative housing options route.
- 65 social housing tenancies recovered through the social housing fraud initiative to enable use for newly emerging housing need.
- 233 new build affordable housing units were completed assisting the Council to meet statutory housing and social care duties.

#### 3.3 Overview of current statutory housing need and supply

3.3.1 The level of statutory housing need and homelessness has risen dramatically during recent years, predominantly in response to complex economic factors and the ensuing impact on housing markets.



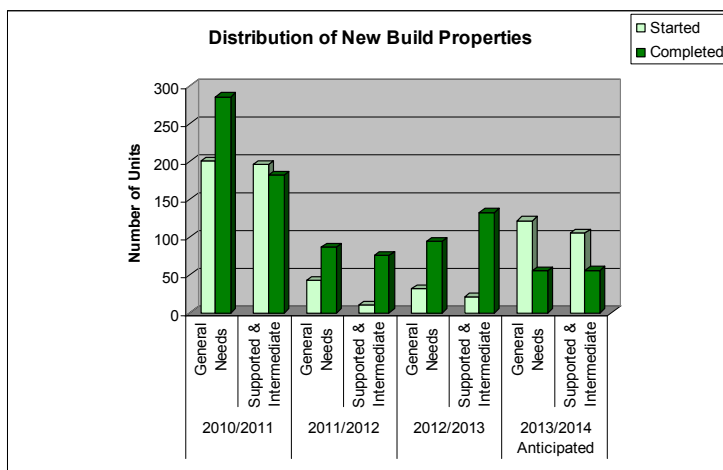
- 3.3.2 The highest area of increase has been from households facing eviction from the private rented sector, now accounting for more than a third of all homeless acceptances
- 3.3.3 Simultaneously, the supply of suitable, affordable accommodation of all tenures available to enable the Council to meet its statutory housing duties has reduced
- 3.3.4 This means that, despite the significant work undertaken by officers to prevent homelessness and find alternative housing options, the number of households to whom the Council owes a statutory rehousing duty under the homelessness legislation has risen, resulting in a dramatic increase in temporary accommodation placements over the past 2 years – increasing from 427 in April 2011 to 764 in April 2013.
- 3.3.5 The growing reliance upon temporary accommodation to meet increasing demand until permanent housing solutions become available is reflected across London as a whole. The level of increased demand for temporary and private rented accommodation across the region, together with high and rising private rents and restrictions on the housing benefit local housing allowance levels payable has resulted in an increased budgetary pressure for temporary accommodation, moving from a largely cost neutral position to one where there is a net cost to the Council for the majority of placements as these can often now only be secured on a costly nightly paid basis.
- 3.3.6 Considerable work has been undertaken during the past year to acquire alternative forms of more cost effective accommodation through invest to save enhanced incentive schemes to directly mitigate some of this pressure. This work assisted in securing around 200 additional units reducing the overall budgetary pressure by approximately £1.3million (FYE) leaving a net overspend of £1.2million for 2012/13
- 3.3.7 Projecting forward against the current number of households approaching for assistance and taking account of the current level of prevention and housing options work able to be achieved in the current economic and housing market, this would present an overall estimated FYE of £750k based on £1.5 million 2012/13 cost pressures following into 2013/14 less £1m growth plus further 6 new homeless people a month for rest of year.
- 3.3.8 The welfare reform changes now commencing are likely to have a further significant impact upon the overall level of housing need and ability to access accommodation. As implementation is still in the early phases, at this stage it is not possible to quantify the full potential impact, or indeed how the market may settle once fully implemented. However early analysis of the potential impact based upon the DWP estimates of the number of households affected suggest that the impact could result in an additional cost pressure in the region of £1million (FYE) for housing alone.
- 3.3.9 In addition, early indications from both housing association temporary accommodation providers and private landlords and agents are that they are reluctant to continue to work with the Council to take referrals when universal credit is introduced due to the increased financial risk in terms of no longer receiving benefit payments direct. In many cases, providers are asking for an increased risk share from the Council or increased management fees in order to continue to provide temporary accommodation. This means that the, already falling, local supply of temporary accommodation and suitable private rented housing is likely to fall further placing further strain on Council budgets.
- 3.3.10 Additionally, the impact of the Government's affordable rent policy which allows housing associations to charge up to 80% of market rents to fund new development programmes is starting to be seen.
- 3.3.11 Whilst housing associations have taken varying approaches to the level of rents charged within this new regime and also the volume of conversions of existing stock to affordable rents,



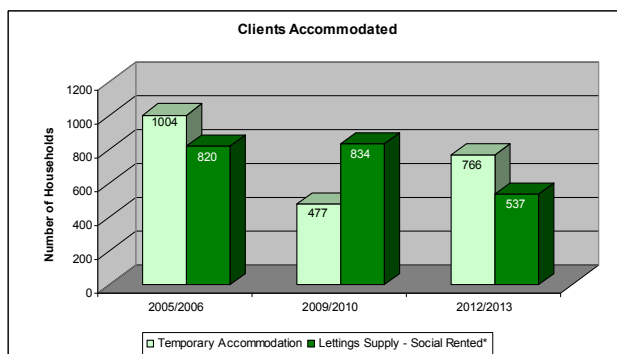
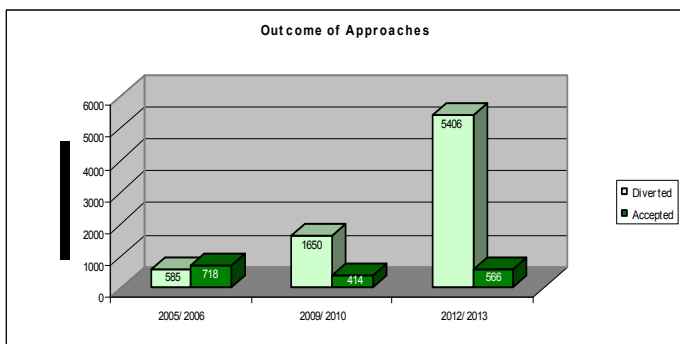
the majority of providers in the borough have adopted the affordable rents policy both for new build and a proportion of their existing stock and are in many cases now undertaking stringent affordability screening prior to accepting the nomination of a household from the housing register.

3.3.12 The consequences of this is that affordable rents, particularly family units are becoming increasing unaffordable to households whom the council has accepted a statutory homeless. This particularly affects working households on low incomes and also those who now fall within the new benefit caps. In light of this, the Council may wish to consider supporting the inclusion of social rented units in affordable housing provision in the future, although it should be recognised that the provision of units at social rents would normally adversely impact on viability and reduce the level of supply overall.

3.3.13 In terms of new affordable housing supply, with the average construction time for a new build development being approximately 18 months, the falling number of new-build affordable units starting on site during 2011/12 and 2012/13 is now translating into a reduction in affordable completions available to let.



3.3.14 In summary, the volume of statutory housing need against the overall lack of available, affordable housing supply within the Borough means that, despite the volume of homelessness prevention work being undertaken, the Council is having to place the majority of those accepted as statutorily homeless into high-cost temporary accommodation for long time periods until a permanent housing solution can be identified. Budget and service pressures are severe and this is only likely to increase further over the next few years particularly in light of the reduced level of new developments, impact of welfare reform and escalating rental prices.



### 3.4 Identified Key Priorities for 2013/14

3.4.1 The detailed local approach to addressing the homelessness and housing supply issues detailed above are set out within the Council's Homelessness Strategy 2012-17 and is

supported through the Portfolio Plan and wider strategic Housing Strategy which is being updated this financial year.

3.4.2 There is no single solution to the issues set out above and, as such, the priorities for 2013/14 cover a range of initiatives designed to address the level of statutory homelessness and mitigate the associated budgetary pressures as far as possible. These initiatives essentially fall into the following 4 categories:

**Homelessness Prevention:** Preventing as many households as possible from becoming homeless through robust and timely housing advice. Of key focus for 2013/14 will be to target intensive intervention work on the main causes of homelessness and in particular initiatives to reduce the level of homelessness occurring from the private rented sector and working with those households at risk of homelessness as a result of welfare reform.

**Maximising access to the private rented sector:** To work closely with landlords and agents to access private rented accommodation both inside and outside of the borough to assist in discharging our statutory homelessness rehousing duties where appropriate. A particular focus will be to work at both a local and regional level to expand the areas in which private rented sector accommodation can be accessed to offer a greater range of more affordable private rented accommodation to meet statutory housing need.

**Increasing cost effective housing supply:** exploring and implement a range of options that deliver a range of good quality temporary and permanent accommodation to meet our statutory rehousing duties and reduce the current reliance on costly nightly paid accommodation, for example by:

- (i) Increasing temporary accommodation supply to reduce the number of costly nightly paid placements. This will include the use of enhanced incentives to attract additional landlords together with further expansion of areas in which accommodation is acquired as appropriate.
- (ii) Exploring the feasibility of using vacant Council property assets for affordable purposes to deliver approximately 42 units including the proposed 38 units at Belle Grove.
- (iii) Using the housing capital programme/ payment in lieu funds to acquire approximately 5 additional properties for affordable purposes, ring fencing and recycling revenue back into the delivery of more affordable supply
- (iv) Working with housing association partners to secure external capital funding from Government agencies for the delivery of new developments that best reflect local housing requirements.
- (v) Providing gap-funding to housing associations to enable the delivery of new affordable housing and the retention of existing affordable supply that they may be seeking to dispose of.
- (vi) Ensuring that the Council's local planning policies are formulated and implemented to best reflect the tenure and size of affordable housing sought to meet statutory duties.

**Making Best Use of the existing housing association stock:** working with housing associations to ensure that the most efficient use of the existing stock is achieved to best meet statutory housing need through encouraging underoccupiers to move to smaller accommodation, promoting mutual exchanges and housing association lodging schemes, fixed term tenancies and tackling any potential housing fraud.

To support the new social housing fraud act, the Government has also made additional funding available for local authorities to tackle social housing fraud. Bromley has successfully bid for £200K over the next 2 years to work with Greenwich fraud team and housing association partners to tackle any incidents of social housing fraud in their stock within the borough, thus ensuring best use of the available stock to meet housing need.

Approval is now formally being sought to draw down this funding to commence the project. It is proposed that the funding is used to build on the earlier pilot to tackle fraud including:

- An intensive programme of training, skills development and support for housing associations
- A targeted audit programme of properties
- Data matching to identify potential fraud
- A time limited specialist investigating officer to work with each HA to maximise the number of audits undertaken and properties recovered.

Each participating housing association will sign up to an agreed terms of reference effectively setting out their tailored programme of training support and work. This will include agreed outcomes based on their specify stock and a commitment to achieving self sufficiency. There will also be a sub-regional element to coordinate the work across the region and improve intelligence and information sharing on potential fraud across boroughs.

3.4.3 The range of initiatives will offer a flexible targeted approached to tackling homeless. In all cases resources will be prioritised against those initiatives, which offer the greatest cost efficiency in terms of reducing the cost of nightly paid accommodation and fulfilling the Council's statutory rehousing duties. Overall it is estimated that these range of initiatives will increase access to more than 100 additional units of accommodation during 2013/4, in the main temporary and private rented sector accommodation. However it must be noted that, given the current level of housing need and situation in the housing market it is not possible to fully mitigate the current pressures. As such the initiatives are largely aimed at containing the situation and preventing further cost pressures arising.

#### **4. POLICY IMPLICATIONS**

4.1 Housing objectives are set out within the relevant Departmental business plans:

- § Adult and Community Services Portfolio Plan Outcome 2 - 'Delaying and reducing the need for care and support in reducing the pressures on temporary accommodation'.
- § Renewal and Recreation 2012-13 Business Plan Outcome 6 and Aim 6A 'Deliver a range of affordable housing options that meet local statutory housing needs and reduce budgetary pressures'.

§

4.2 These objectives are compliant with the statutory framework within which the Council's Housing function must operate and incorporates both national targets and priorities identified from the findings of review, audits and stakeholder consultation.

4.3 The objectives also assist in achieving targets set out within Building a Better Bromley, objectives set out within the Housing Strategy (to be updated in 2013-14), Homelessness Strategy and draft Tenancy Strategy.

## 5. FINANCIAL IMPLICATIONS

- 5.1 The majority of the homeless prevention, social housing fraud and housing options work is grant funded through a homelessness grant along with a further grant to mitigate the affects of the housing benefit changes, welfare reform agenda and level of mortgage and rent arrears repossessions. Whilst the homelessness grant funding has largely been secured until April 2015, the longer term future of grant funding is still unclear and, along with the changes to welfare benefits, will require close scrutiny in forthcoming years particularly given the current economic uncertainty and likely increases in homelessness and associated costs. This will be reported to the Portfolio Holder as and when the need arises.
- 5.2 The level of budget pressure in relation to the increased pressure on temporary accommodation has previously been reported showing unmitigated pressures of around £1.5m. The above initiatives are being undertaken to directly seek to minimise the level of pressure and to monitor the potential future cost pressures from both temporary accommodation and welfare reform
- 5.3 The Council will utilise capital funds to support the delivery of priorities detailed within this report. As of May 2013, available capital funds are as follows:

	<b>£m</b>
Affordable Housing Payment in Lieu	3.2
Housing Provisions within capital programme	0.4
<b>Total capital funds available</b>	<b><u>3.6</u></b>

## 6. LEGAL IMPLICATIONS

- 6.1 The Council has a number of statutory obligations in relation to housing. These include the provision of housing advice and assistance to prevent homelessness or divert from homelessness; assessment of homeless applications; to make temporary and permanent housing provision for those applicants to whom the Council has a statutory rehousing duty; supporting such households to sustain accommodation; to have a published Allocations Scheme, a Housing and Homelessness Strategy and a Tenancy Strategy.
- 6.2 Additionally, Housing Needs are a material planning objective. The National Planning Policy Framework 2011 states that, where there is a demonstrable lack of housing to meet local needs, planning authorities should include policies seeking provision of affordable housing on suitable sites. Saved policies H2 and H3 within the Council's adopted Unitary Development Plan address this requirement.
- 6.3 Where housing can not be delivered on site then Payment in Lieu contributions from developers provide funds to enable the Council secure affordable housing elsewhere in the Borough. The obligation for PIL is set out in agreements made under the provisions of section 106 Town and Country Planning Act 1990 which may include restrictions on when and how we can spend the PIL shall be spent. In line with the Town and Country Planning Act 1990, the Council has a legal obligation to spend PIL funds on delivering affordable housing.

<b>Non-Applicable Sections:</b>	Personnel
Background Documents: (Access via Contact	LB Bromley Homelessness Strategy 2012 – 2017 LB Bromley Tenancy Strategy 2013

Officer)	LB Bromley Unitary Development Plan 2006 LB Bromley Affordable Housing Supplementary Planning Document 2008  Renewal & Recreation Portfolio 2013-14 Business Plan EC&HS Department 2013-14 Portfolio Plan Payment in Lieu: Framework and Allocation Process (6 <sup>th</sup> Feb 2013, Executive Committee) Addressing Rising Homelessness and Housing Need and Associated Budgetary Pressures (ACS11053)
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## CS13008 Appendix 1: Housing Needs Summary of Key Performance for 2012/13

### Status Indicator:

Action on target. Commenced & on target to achieve £ Action not yet commenced/ not achieved within year.

∅ Above target; ☒ Below target; £ On target

1. Housing Options & Homeless Prevention		
What we are doing?	Status	Commentary
Provision of a sufficient supply of cost effective, good quality temporary accommodation and seek to minimise the use of temporary accommodation, & in particular costly nightly paid accommodation. Aim to sustain the original 50% TA reduction.	<b>£ Red</b>	Due to the dramatic increase in homelessness and difficulty in accessing a sufficient supply of affordable accommodation, nightly paid accommodation (& the associated cost) has risen significantly. A detailed action plan is in place aiming to mitigate these pressures wherever possible. During 2012/13 this work has around an additional 200 households form NPA, reducing the overall FYE budget pressure by around £1.3m.
Increase the number of people assisted through homeless prevention and option schemes by providing practical support to applicants to assist them in remaining in their own home or access private rented accommodation or otherwise resolve their housing need.	<b>Green</b>	The focus on homelessness prevention and securing alternative housing solutions to relieve homelessness is thoroughly embedded within the service with the use of comprehensive prevention and options toolkit to enable tailored advice and assistance to be provided to maximise early intervention work, This includes specialist debt and money advice, prevention of repossession , benefits and welfare work and so on. The work undertaken through signposting, assessments and in-depth advice and homeless prevention work diverted more than 5,400 households away from a homeless acceptance and thus temporary accommodation placement.
Implement mortgage & rent arrears prevention schemes action plan. Continue to promote & deliver the range of initiatives offered to assist customers facing mortgage or rent arrears difficulties including; full take up of the money advice service, promotion of MRS schemes and possession prevention funds.	<b>Green</b>	This continues to be a key priority for the service, with a dedicated officer overseeing this work area to maximise the effectiveness of the initiatives in place to prevent homelessness. There has been full take-up of the debt/money advice surgeries offering approximately 150 appointments and related housing advice work which has directly preventing mortgage or rent arrears repossession for 211 households.
Continue to work in partnership with private rented sector (PRS). Landlords to assist households to remain in or access privately rented accommodation.	<b>Amber</b>	Like all boroughs we continue to face difficulties in accessing a sufficient supply of private rented sector accommodation, with the difficulties mainly centred on increasing rental prices exceeding LHA levels and concerns over the future welfare reforms. However ongoing work to encourage private landlords to work with LBB includes the introduction of enhanced incentives, a dedicated property negotiator and dedicated tenancy support. This work has increased the level of prs and leasing scheme acquisition by just under 200 units during 2012/13. Overall more than 650 households have been provided with advice and assistance to secure privately rented accommodation.
Maintain the level of home visiting to improve the robustness of the housing assessment and to assist the aim of reducing homeless presentations and make the best use of properties/options.	<b>Green</b>	Home visiting is a well established as part of initial housing options & homeless prevention/assessment processes. In addition ongoing visiting takes place for households residing in temporary accommodation to continue to monitor their circumstances and consider all potential housing options available to them. In addition visiting has now commenced to work with those vulnerable households most affected by the recent LHA changes and likely to be affected by the benefit cap.

Key Performance Indicators:	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Target	Actual 2012/13	Status	Target 13/14
Total Number of households living in temporary accommodation	477	427	612	>438	764	<b>☒ Red</b>	Target removed
Of which in self contained nightly paid accommodation:	69	121	258	>200	284	<b>☒ Red</b>	Reduce to less than 250

Key Performance Indicators:	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Target	Actual 2012/13	Status	Target 13/14
Of which shared facility accommodation	25	31	49	>50	49	Ⓔ Green	Reduce to less than 40
Total number of 16/17 year olds in shared accommodation:	0	0	1	>2	1	Ⓔ Green	Less than 2
Of which for more than 6 weeks	0	0	1	0	0	Ⓔ Green	0
Total number of families in shared accommodation	0	0	3	>5	8	Ⓒ Red	Less than 5
Of which for more than 6 weeks	0	0	4	0	1	Ⓒ Amber	0
Homeless households approaching Council housing advice service(s) for whom housing advice casework intervention resolved their situation.	1,290	2,112	2119	<2000 >10/1000 head of population 65% prevented	2,137 18 80%	∅ Green	More than 2,000 70%
Number of households assisted to access the private rented sector.	262	267 (incentive schemes) 288 (introductions & advice)	216 (incentive schemes) 276 (introductions & Advice)	<300	124 (incentives) 538 introductions & advice)	Ⓔ Green	More than 300
New acquisitions of temporary accommodation				50 additional units	78	Ⓔ Green	At least 75 additional units at TA subsidy level.
Number of homeless acceptances	414	426	634	>500	566	Ⓒ Amber	Less than 600
Proportion of households accepted as homeless who were previously accepted as homeless. BVPI 214.	0.97%	0.88%	0.69	<2%	1.2%	∅ Green	Less than 2%
Social housing Fraud				20 properties recovered, 10o B&B	25 properties recovered, 150 block audits	∅ Green	50 properties to be recovered during the grant



Key Performance Indicators:	2009/10 Actual	2010/11 Actual	2011/12 Actual	2012/13 Target	Actual 2012/13	Status	Target 13/14
				units audited.	completed. 100 B&B spot audited completed		funding period.

## 2. Maximising Supply and Making Best Use of All Available Accommodation.

What we are doing?	Status	Commentary
Fully embed the new allocations scheme and complete the re-registration process	Green	The reregistration process has now been completed. This has reduce the overall number of households on the housing register by around 6,000 focusing more closely on those in the highest level of need which is unlikely to be able to be resolved through other options. 10,401 applications received, with only 2,472 being accepted for inclusion onto the housing register.
Ensure accurate and timely housing register assessments, ensuring a backlog does not occur in the lead up to the implementation of autobanding and that the migration process and any closely is effectively managed.	Green	Turnaround for initial assessment now stands at less than 7 days, with the average overall assessment time for more complex cases requiring additional information/ assessment now running at about 4 weeks, dependent upon timescales for receipt of third party information.
Working closely with housing associations to make best use of stock including addressing Underoccupation	Green	We continue to work closely with housing associations to identify all cases and work through our options toolkit. Work is also being undertaken to identify and contact those social housing tenants affected by the underoccupation benefit changed. This has included a sharing information protocol with the housing associations to identify their tenants to enable proactive work including enabling tenants to move to smaller accommodation and a mail shot to all affected tenants. A number of joint events are planned during 2013/4 to directly target those households affected by the benefit and bedroom size criteria caps.
To produce and publish the newly required tenancy strategy aimed at guiding registered providers with relation to tenancy and lettings to make best sue of stock	Amber	The strategy was published in January 2013.

**Social housing lettings to LBB nominations:**

	SHELTERED / 50+		0 BED / 1 BED		2 BED		3 BED		4 BED +		TOTAL
	%	UNITS	%	UNITS	%	UNITS	%	UNITS	%	UNITS	
HOMELESS - EMERGENCY	1%	1	1%	2	4%	7	4%	4	14%	2	<b>16</b>
HOMELESS - PREVENTION	7%	6	4%	8	1%	1	3%	3	7%	1	<b>19</b>
HOMELESS - ACCEPTED	25%	22	47%	90	77%	140	60%	67	36%	5	<b>324</b>
HOMELESS - IH & NP	16%	14	10%	20	0%	0	1%	1	0%	0	<b>35</b>
HOMELESS - ROUGH SLEEPER	1%	1	0%	0	0%	0	0%	0	0%	0	<b>1</b>
S&R MOVE ON	0%	0	14%	26	0%	0	0%	0	0%	0	<b>26</b>
LEAVING CARE	0%	0	17%	33	3%	6	1%	1	0%	0	<b>40</b>
LEARNING DISABILITY	1%	1	0%	0	0%	0	0%	0	0%	0	<b>1</b>
BAND R GENERAL	48%	42	5%	10	13%	23	31%	35	43%	6	<b>116</b>
BAND H GENERAL	0%	0	1%	2	2%	4	1%	1	0%	0	<b>7</b>
<b>TOTAL</b>		<b>87</b>		<b>191</b>		<b>181</b>		<b>112</b>		<b>14</b>	<b>585</b>

## Strategic Housing

### Renewal and Recreation Portfolio Plan 2012-13: Summary of achievements against objectives

Aim 6a:	Deliver a range of affordable housing options that best meet local statutory housing needs and help reduce budgetary pressures.
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Action	Progress update on status of delivery	RAG Status
Allocate housing capital funds	A Payment in Lieu grant funding allocation of £672,000 was made in March 2013 – providing 16 flats for shared ownership at Bromley AAP Site K, Westmoreland Road through Moat Homes.	<b>Green</b>
Lead negotiations on the affordable housing provision on section 106 applications, ensuring that the affordable housing planning obligation reflects local adopted planning policy and local statutory and high priority housing need	<p>There was substantial work leading on negotiations– involving 13 planning applications during the year, including the assessment of 6 financial viability appraisals during 2012/13. This included 2 town centre AAP sites. Negotiations on applications with below-policy levels of affordable housing have resulted in increased units, improved mixes of units and/or additional payment in lieu sums. Pre application advice was also provided for 17 submissions, and attendance at meetings and written comments/ advice regularly provided.</p> <p>Given the Council’s affordable housing planning polices which are in place and applicable to new planning applications going forward, this action should be carried over for continued delivery in 2013/14.</p>	<b>Green</b>
Pursue affordable housing funding opportunities available from central government, the Homes and Communities Agency and the Greater London Authority	<p>Regular liaison meetings with the GLA were attended and hosted during the year, but in Q4 particularly substantial dialogue and discussion involving relevant elected members, Registered Providers and the GLA was carried out regarding 7 schemes seeking inclusion in the 2011-15 Affordable Homes Programme. The Strategic Housing team also provided support to facilitate commencement of the HCA-funded LB Bromley Empty Homes programme.</p> <p>As the relevant funding programmes of the GLA and government continue into 2013/14, this action should be carried over for continued delivery in 2013/14.</p>	<b>Green</b>

## Strategic Housing

### Renewal and Recreation Portfolio Plan 2012-13: Summary of achievements against objectives

Seek to secure alternative forms of accommodation to reduce the reliance on nightly paid accommodation.	The Strategic Housing team has provided support to the Bellegrove project to deliver a scheme to provide temporary accommodation to over 30 households in St Paul's Cray. Dialogue with development control, planning policy officers and local ward members in addressing issues and concerns contributed to the process culminating in a planning application submission at the end of 2012/13.	<b>Green</b>
Develop a four year Income Strategy and Action Plan that meets budget targets of £245,000.	Following detailed liaison and discussion with officers in finance and audit about key options and relevant associated issues, a trading account for the Strategic Housing team was granted approval by Executive in February 2013. In addition there has been agreement to a mechanism for the recharge of officer time spent on capital projects to the Affordable Housing PiL capital programme.	<b>Green</b>

<b>Aim 6b:</b>	<b>Develop a Housing Strategy for the London Borough of Bromley</b>
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Action	Milestone(s)	RAG Status
Produce and maintain the new London Borough of Bromley Housing Strategy.	<i>It has been agreed that this action is to be carried out in 2013/14</i>	<b>Amber</b>

Report No.  
CS13010

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** PORTFOLIO HOLDER FOR CARE SERVICES

**Date:** For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 18 June 2013

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

**Title:** REVIEW OF PARTNERSHIP ARRANGEMENTS - NEW APPROACH

**Contact Officer:** Terry Parkin, Executive Director, Education, Care & Health Services  
Tel: 020 8313 4060    E-mail: Terry.Parkin@bromley.gov.uk

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

**Ward:** Borough-wide

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1. Reason for report

This report provides the findings, outcomes and recommendations from the review of partnership arrangements that are supported either financially or with other resources by the London Borough of Bromley's Education, Care and Health Services department.

The purpose of the review was to ensure that the partnership arrangements in place across the Borough for education and care services are fit for purpose, have an outcome focus, provide best value for money, remove duplication, and strengthen the voice of service users.

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2. **RECOMMENDATION(S)**

2.1 The Care Services PDS Committee is asked to comment on the proposals in the report.

2.2 The Portfolio Holder is asked to agree to the recommendations within the report which can be summarised as:

1. For the Executive Director for Education, Care and Health Services to become the accountable link between the Borough's Health and Wellbeing Board and the new partnership arrangements;
2. To bring together the partnership arrangements into a single, coordinated framework;
3. To create Stakeholder Conferences for adult services and for children services to meet twice a year to actively involve partner agencies and service users in shaping business planning and priorities for the future;

4. To develop seven service user consultative groups to meet twice a year to give service users a voice in service development;
5. To develop virtual service user panel(s) which bring together service users, families and carers, and existing partnership group members, to gather views and consult with people on specific services or issues for services, and enable users to shape service development;
6. To transform some partnership groups to task and finish groups with clear terms of reference focused on delivering projects and tasks identified as priorities for the Borough;
7. To encourage particular existing partnership groups to look at options of becoming user led self-funding bodies;
8. To provide appropriate financial and officer support (as necessary) to partnership bodies within the new framework by refocusing the support that are currently provided to those that are to be disbanded; and
9. To routinely review the effectiveness of the partnership arrangements prior to the commencement of each financial year.

2.3 The Portfolio Holder is asked to recommend that the Children's Services Stakeholder Conference performs the function of the Borough's Children's Trust Board to the Council Executive.

### Corporate Policy

1. Policy Status: Existing Policy: Building a Better Bromley, excellent in the eyes of local people, and the Corporate Operating Principles
  2. BBB Priority: Children and Young People, Excellent Council and Supporting Independence
- 

### Financial

1. Cost of proposal: Not Applicable
  2. Ongoing costs: Recurring Cost: The estimated costs of the proposed arrangements are approximately £115,000 per annum
  3. Budget head/performance centre: Education, Care & Health Services and Bromley Clinical Commissioning Group
  4. Total current budget for this head: The costs of the current arrangements are approximately £115,400 per annum
  5. Source of funding: Care Services and Education Portfolios
- 

### Staff

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

### Legal

1. Legal Requirement: Statutory Requirement: Children Act 2004, Local Government and Public Involvement in Health Act 2007, Child Poverty Act 2010, Equality Act 2010, Localism Act 2011, and the Health and Social Care Act 2012
  2. Call-in: Applicable
- 

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): All current service users and future service users, and their carers, within the Borough
- 

### Ward Councillor Views

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

### **3. BACKGROUND TO THE REVIEW**

#### Introduction to the review

- 3.1 A review of partnership arrangements that are supported either financially or with other resources by the London Borough of Bromley's Education, Care and Health Services department was jointly commissioned in June 2012 by the Care Services Portfolio Holder and the Education Portfolio Holder.
- 3.2 The purpose of the review was to ensure that the partnership arrangements in place across the Borough for education and care services are fit for purpose, have an outcome focus, provide best value for money, remove duplication, and strengthen the voice of service users.

#### Context to the review

- 3.3 The review was commissioned in response to:
- the creation of the single department for Education and Care Services in April 2012, and then the creation of the Education, Care and Health Services department in March 2013;
  - the significant changes and challenges in the public sector, including the reform agenda of public services driven by the Coalition Government since May 2010;
  - the introduction of new legislation, including the Academy Act 2010, the Education Act 2011, the Localism Act 2011, the Welfare Reform Act 2012, and the Health and Social Care Act 2012, and proposed legislation including the Care Bill (2013) and the Children and Families Bill (2013); and
  - the impact of significant financial reductions across the public sector, and therefore, across the voluntary and community sector.
- 3.4 The review maximised the opportunities offered through this time of considerable change to facilitate a rethink of what partnership arrangements are needed now and in the future. It challenged existing thinking about what makes successful partnership working in the Borough, and has looked at best and innovative practices from other local authorities and a range of other organisations.
- 3.5 The recommendations within this report aim to ensure that the existing strengths of partnership working in the Borough are maximised through the implementation of new and innovative ideas and practice.
- 3.6 The following issues and principles underpinned the review and shaped the recommendations from it:
- The London Borough of Bromley's Corporate Operating Principles and commitment to leading the delivery of the Building a Better Bromley priorities, including being seen as excellent in the eyes of local people;
  - The financial climate for the London Borough of Bromley, other public sector organisations, and other partner agencies, including the voluntary and community sector;
  - The enhanced and changing approach to involving and empowering service users and carers, including the move towards the 'Digital by Default' programme and a



more proportionate approach to engagement as promoted by the Cabinet Office (July 2012);

- The significant structural changes within the public sector;
- The changes in statutory requirements for partnership working; and
- The implementation of The Compact (both local and national) within the Borough.

#### Arrangements within the scope of the review

- 3.7 The arrangements considered within this review are mainly based around two separate areas:
- Services for children, young people and families through the Bromley Children and Young People Partnership; and
  - Services for adults and older people through the Health, Social Care and Housing Partnership.
- 3.8 Additionally, there are some services which straddle both of these strands, including health services, housing support, and some services for young people and young adults with disabilities.
- 3.9 There are also a number of other arrangements which support and enhance the work undertaken through partnerships, including a range of provider forums, user engagement forums, and task or topic specific development partnership groups.
- 3.10 In addition to these partnership arrangements, there are also the Bromley Safeguarding Adults Board and the statutory Bromley Safeguarding Children Board, which were not included within this review.

#### Review methodology

- 3.11 The review was conducted through four methods: a desktop review, a questionnaire, interview, and a benchmarking exercise.
- 3.12 The desktop review was undertaken to establish which partnership arrangements are in existence and to seek key documents, including Terms of Reference and Membership lists; and action plans, strategies and business plans. It also identified resources provided by the London Borough of Bromley as part of the partnership arrangements, including funding, staff time and other resource commitments.
- 3.13 The questionnaire was sent to all members of the strategic partnership groups, the Chairs of the other partnerships, and other key partners to consider questions around the following themes for each separate partnership: membership, achievements and outcomes, communication, and barriers and issues. In total, the questionnaire was circulated to 75 people.
- 3.14 The interviews were undertaken with identified specific members of the partnership arrangements, including the Executive Director of Education & Care Services and the Director of Public Health from the London Borough of Bromley, the Assistant Director (Integrated Commissioning and Partnerships) from Bromley Clinical Commissioning Group, the Borough Partnerships Manager of the Metropolitan Police Service, the Chief Executive of Bromley Mencap, and the Voluntary Sector Reference Group.

- 3.15 The benchmarking exercise was undertaken with similar local authorities and those which are seen to provide examples of best practice to identify aspects which Bromley can learn from other areas by viewing information on websites, telephone conversations and face-to-face meetings. This also included research of good and innovative practice from a range of other local, national and international organisations.

#### **4. FINDINGS FROM THE REVIEW**

##### Costs of the current arrangements

- 4.1 The cost of supporting the current arrangements through contracts and grants, refreshments and room bookings from October 2011 to September 2012 was approximately £115,400.
- 4.2 It should be noted that there are also the following additional resource implications on the Council:
- Officer and Councillor time spent attending and preparing for meetings; developing and enhancing the partnerships outside of the group meetings; supporting and developing a number of sub-groups;
  - The costs of printing and posting any packs of reports to members of the partnership bodies; the procurement and contractual activities required to implement, monitor and review the Contracts underpinning several of the arrangements; and the use of resources and facilities, such as meeting rooms and conference venues, which are often not charged for.

##### Questionnaires and interviews

- 4.3 In total there were 16 (21%) formal responses using the review questionnaire during the consultation period covering the majority of the partnership bodies. Responses were also received from Experts by Experience (XbyX) and the Voluntary Sector Reference Group which were not considered within the review; however, the comments raised by both groups have been included in the analysis and have helped shape the recommendations.
- 4.4 There were a number of strengths identified about the partnership arrangements. These included:
- the partnership bodies have brought senior managers and officers from across different organisations together and enhanced relationships which should be built on;
  - the partnership bodies provide a more coordinated approach to improving services and outcomes for groups of service users often including an agreed set of priorities, and they can provide a collective voice from service users and providers during service development, planning and reviewing, and for consultation activities;
  - the partnership bodies offer a forum to share information and knowledge, and consult with senior managers and officers from across different organisations, and service users, and they can put a specific topic “on the map”;
  - several of the partnership bodies are specifically designed to engage with people who statutory bodies usually struggle to engage with, and they provide a formalised environment which keeps everyone in the loop and discussions in the open, and ensures representatives feel that they “have a voice”;

- the partnership bodies sometimes utilise multiple methods of communicating key messages – including meetings, newsletters, e-mail briefings, conferences, and workshops; and
- some partnership bodies have signed ‘partnership agreements’ in place which confirm the expected roles and responsibilities of all organisations involved, and clear Terms of Reference in place which clearly set out the purpose of the body.

4.5 However, there were also a number of areas for improvement identified. These included:

- there are too many different partnership bodies focused on similar issues which leads to duplication of information, silo-based working and decision making, and a significant demand on staff time from all organisations across the borough;
- the partnership bodies often struggle to evidence that they monitor how they are making a difference, and some partnership bodies have “lost their way” and are not necessarily making a difference and improving outcomes;
- there are varying degrees and evidence of service user involvement in the partnership bodies, and not all partnership bodies are clear about who the members of the partnerships are representing;
- some partnerships do not use multiple methods of communicating key messages and announcements, and it is recognised that partnership working across the Borough can at times be seen as being limited to a small number of organisations/individuals who are engaging and that succession planning needs to take place;
- effective partnership working, that leads to measurable change, is resource intensive and for many voluntary and community organisations this strategic function does not have a clearly defined income stream, and barriers to partnership working include the resource and financial constraints being felt by all organisations; and
- coordination of partnership activity is key to building effective partnerships, ensuring a broad base of engagement and enabling succession planning.

4.6 Appendix 1 sets out the list of organisations and partnership bodies which responded to the questionnaire and those that were interviewed.

4.7 The benchmarking exercise focused on identifying research and good practice from other local authorities and other national organisations. It also sought to identify emerging and innovative methods for enhancing and developing partnership working.

4.8 During the benchmarking exercise a range of different types of information were reviewed, including:

- governance arrangements for similar partnership bodies in other local authorities, including Terms of Reference, structure charts and membership lists, and arrangements for emerging Health and Wellbeing Boards and supporting partnership infrastructure and arrangements;
- innovative consultation, engagement, research and dialogue tools, including reports on enabling disabled people to fulfil their potential and have opportunities to play a full role in society;
- key research reports on co-production in adult care and children’s services; and

- service user engagement, involvement and participation strategies for adult services, children's services and health services.

#### 4.9 The key themes arising from the benchmarking exercise include:

- all partnership bodies should be 'task focused' and seek to achieve clearly identified outcomes within a specific time frame, which link to the wider strategic direction set by the Health and Wellbeing Board;
- partnership bodies should be managed and driven within the principles of key performance and project management techniques, such as Prince2 and Results-Based Accountability, to ensure they are targeted at achieving the outcomes sought;
- all partnership bodies should consist of appropriate representatives at an appropriate level from appropriate organisations;
- the best partnerships and engagement mechanisms are not necessarily developed through static partnership bodies as interactive partnership arrangements – such as stakeholder conferences – can offer a vehicle to engage with service users and to provide a platform for service users to share their views and opinions;
- joined up partnership arrangements should be undertaken under a clear brand to develop and emphasise a greater sense of purpose and the joined up nature of partnership working within the Education and Care Services Portfolios;
- partners who have agreed to work within a partnership arrangement should sign up to a 'Partnership Agreement' to emphasise their commitment to undertaking the tasks and actions required by the partnership body, and successful partnerships have a clear purpose and remit, and are supported by sufficient and appropriate levels of resources;
- information should be presented in a way which is suitable and accessible to members of the public and professionals – including meeting the requirements of the Plain English Campaign – and technology can offer an innovative method to engage with service users through eConsultations, online dialogue with residents such as online forums, and better use of social media; however, it is also essential to acknowledge that this will not be suitable or appropriate with all service users and members of the public;
- the good working relationships that have been developed in Bromley through the historic and current partnership arrangements should be used as a basis for developing and enhancing relationships and partnership arrangements for the future; and
- the role of the service user should be strengthened and empowered in service development, decision-making and service provision.

#### 4.10 Appendix 2 sets out the list of organisations who were included in the benchmarking exercise.

#### 4.11 The newly established Bromley Clinical Commissioning Group (Bromley CCG) is also reviewing its partnership arrangements and as far as possible we have worked in tandem to minimise duplication across the emerging proposals. However, there are very specific legal requirements placed on Bromley CCG and any future arrangements they might develop, in addition to these proposals, will need to take account of these.

## 5. RECOMMENDATIONS

- 5.1 The recommendations included below are the result of the analysis of responses to the review, the desktop review, interviews and the benchmarking exercise.
- 5.2 The recommendations have been developed in line with the new arrangements for the Health and Wellbeing Board, and the implementation, development and review of the Borough's joint Health and Wellbeing Strategy for 2012 to 2015.
- 5.3 The recommendations from the review can be summarised as:
1. For the Executive Director for Education, Care and Health Services to become the accountable link between the Borough's Health and Wellbeing Board and the new partnership arrangements;
  2. To bring together the partnership arrangements into a single, coordinated framework;
  3. To create Stakeholder Conferences for adult services and for children services to meet twice a year to actively involve partner agencies and service users in shaping business planning and priorities for the future;
  4. To develop seven service user consultative groups to meet twice a year to give service users a voice in service development;
  5. To develop virtual service user panel(s) which bring together service users, families and carers, and existing partnership group members, to gather views and consult with people on specific services or issues for services, and enable users to shape service development;
  6. To transform some partnership groups to task and finish groups with clear terms of reference focused on delivering projects and tasks identified as priorities for the Borough;
  7. To encourage particular existing partnership groups to look at options of becoming user led self-funding bodies;
  8. To provide appropriate financial and officer support (as necessary) to partnership bodies within the new framework by refocusing the support that are currently provided to those that are to be disbanded; and
  9. To routinely review the effectiveness of the partnership arrangements prior to the commencement of each financial year.

### The new arrangements

- 5.4 Appendix 3 provides the proposed framework for the new arrangements which have been grouped in four main threads: service user consultative groups, stakeholder events, a virtual service user panel, and task and finish groups.
- 5.4.1 Appendix 4 provides the draft Terms of Reference for the proposed Adult Services Stakeholder Conference.
- 5.4.2 Appendix 5 provides the draft Terms of Reference for the proposed Children's Services Stakeholder Conference.
- 5.4.3 Appendix 6 provides the draft generic Terms of Reference for the proposed Service User Consultative Groups.

5.4.4 Appendix 7 provides the draft Procedure for Commissioning Task and Finish Project Groups.

#### Estimated costs of the new arrangements

5.5 The estimated direct costs to the London Borough of Bromley through contract and grants, refreshments, and some room bookings of the proposal recommendations is £115,000 for the 12 month period from September 2013 to August 2014.

5.6 It should be noted that there will also be additional resource implications on the Council, including Officer and Councillor time spent attending and preparing for meetings, the costs of procurement and contractual activities, and the use of resources and facilities. However, these additional resource implications will be lower than the current arrangements.

#### Impact on existing arrangements

5.7 The recommendations will lead to a number of changes to the existing arrangements.

5.8 For some partnership groups, they will be able to continue for a defined period as 'time-limited project groups' focused on finalising and delivering existing projects. For many other partnership groups, the current support and resource arrangements provided by the London Borough of Bromley will be removed.

5.9 The stakeholder conferences, service user consultative groups, time limited project groups and virtual panel(s) will better target limited resources to engage with service users and service user representatives.

5.10 Appendix 8 sets out the proposals for each existing partnership group.

## **6. RISKS AND MITIGATIONS FROM THE RECOMMENDATIONS**

6.1 It is acknowledged that any changes to partnership arrangements, including the proposed recommendations within this review, include a range of risks to partnership working across the Borough.

6.2 These include the following key risks and mitigations:

- The changes risk impacting on the relationships built up between existing individuals and partner agencies involved in the current partnership arrangements; however, the proposed recommendations seek to develop enhanced and increasingly strategic relationships within the Borough;
- The changes risk being seen as a backward step in the inclusion of service users and carers; however, the proposed Service User Consultative Groups will seek to ensure that there are still appropriate mechanisms in place for service users and carers to have their say, including at the Stakeholder Conferences; and
- It is expected that the proposals may not be popular with some partner agencies and individuals who are currently actively engaged within the existing partnership arrangements; however, the proposed recommendations seek to develop a revised partnership structure that provides value for money and adds real value to the Borough, and which is appropriately representative of the Borough.

6.3 Due to the current financial climate, this review has sought to maximise the opportunity at this time of considerable change and challenge by rethinking about what partnership arrangements are needed now and in the future. The review has challenged existing

thinking about what makes successful partnership working in the Borough and has looked at innovative practice from other local authorities.

- 6.4 The recommendations aim to achieve a balance of ensuring the existing strengths of partnership working in the Borough are maximised through the implementation of new and innovative ideas and practice.

## **7. POLICY IMPLICATIONS**

- 7.1 This review is closely aligned to a number of key policies within the London Borough of Bromley including Building a Better Bromley, excellence in the eyes of local people, and the Corporate Operating Principles.
- 7.2 The recommendations propose a number of significant changes to the way in which the London Borough of Bromley engages with service users and carers, and key partner agencies. This includes a proposal to amend the current arrangements for the Borough's designated Children's Trust Board.

### Equality Impact Assessment

- 7.3 An Equality Impact Assessment has been developed, reviewed and revised throughout the review to ensure that there is no or limited negative impact on one or more of the protected groups: Pregnancy and maternity; Age; Race; Disability; Religion and belief; Gender; Transgender or Transsexual; or Marriage and civil partnership.
- 7.4 The Assessment (attached in Appendix 9) identified that although there would be an impact on the age, disability, race, and religion and belief groups, this would be nil or a positive impact as the new arrangements are designed to give service users from all sections of the community a stronger, more effective voice in service development, design and review.

## **8. FINANCIAL IMPLICATIONS**

- 8.1 Section 4 of this report sets out the financial implications of the current partnership arrangements.
- 8.2 Section 5 sets out the estimated financial implications of the proposed new partnership arrangements.

## **9. LEGAL IMPLICATIONS**

As part of the review, the statutory basis and requirements for partnerships have been reviewed. These are:

### Children Act 2004

- 9.1 The Children Act 2004 (as amended by the Apprenticeships, Skills, Children and Learning Act 2009) which put a Duty on local authorities to:
- (a) make arrangements to promote cooperation between the local authority and named local partners with a view to improving the wellbeing of children in the authority's area so far as relating to:
- i. physical and mental health and emotional well-being,
  - ii. protection from harm and neglect,

- iii. education, training and recreation,
- iv. the contribution made by them to society, and
- v. social and economic well-being;

- (b) establish and maintain a Children's Trust Board consisting of the local authority and named local partners to oversee the cooperation arrangements;
- (c) have the ability to establish and maintain a pooled fund to support the Children's Trust Board and supporting cooperation arrangements; and
- (d) establish a Local Safeguarding Children Board consisting of the local authority and named local partners to oversee children's safeguarding arrangements in the Borough.

9.2 The named local (relevant) partners are: London Borough of Bromley, Bromley Clinical Commissioning Group, maintained schools, maintained special schools, Academy schools, Bromley College of Further and Higher Education, Metropolitan Police Service, London Probation Trust, South London Sub Regional Unit (as provider of services under Section 114 of the Learning and Skills Act 2000) and Jobcentre Plus (as provider of services under Section 2 of the Employment and Training Act 1973).

9.3 It is important to note that this Duty has not been repealed, and therefore, the Council must ensure an appropriate body has the designated powers of the Children's Trust Board. It is proposed that the Children's Services Stakeholder Conference would perform this function.

#### Local Government and Public Involvement in Health Act 2007

9.4 The Local Government and Public Involvement in Health Act 2007 puts a Duty on local authorities to inform, consult and/or involve representatives of the local community when the authority considers it appropriate in the exercise of any of its functions by providing information about the exercise of the function, consulting about the exercise of the function, or involving in another way.

#### Child Poverty Act 2010

9.5 The Child Poverty Act 2010 puts a Duty on local authorities to:

- (a) make arrangements to promote cooperation between the local authority and named local partners to tackle child poverty; and
- (b) develop a Child Poverty Needs Assessment and Child Poverty Strategy for the Borough.

9.6 The named local (relevant) partners are: London Borough of Bromley, Bromley Clinical Commissioning Group, Metropolitan Police Service, Transport for London, and Jobcentre Plus.

#### Localism Act 2011

9.7 The Localism Act 2011 contains a wide range of measures to devolve more powers to Councils and neighbourhoods, and to give communities greater control over local decisions.



## Health and Social Care Act 2012

- 9.8 The Health and Social Care Act 2012 puts a Duty on local authorities to establish a Health and Wellbeing Board consisting of the local authority and named local partners to advance the health and wellbeing of the residents of the Borough.
- 9.9 The named local (relevant) partners are: London Borough of Bromley, Bromley Clinical Commissioning Group, and Healthwatch Bromley.
- 9.10 The Health and Wellbeing Board must oversee the creation of a Health and Wellbeing Strategy and the annual Joint Strategic Needs Assessment for the Borough.

<b>Non-Applicable Sections:</b>	PERSONNEL IMPLICATIONS
Background Documents: (Access via Contact Officer)	N/A

## Questionnaire and Interviews: List of Responses and Interviewees

### Responses to the consultation

In total there were **16 (21%) formal responses** during the consultation period covering the following partnership bodies:

Partnership Body	No. of Responses	Partnership Body	No. of Responses
Bromley 14-19 Partnership	1	Children and Families Voluntary Sector Forum	1
Bromley Children and Young People Partnership Board	3	Early Years Development and Childcare Partnership	2
Bromley Council on Ageing (and Older Peoples Panel)	1	Health, Social Care and Housing Partnership Board	1
Bromley Mobility Forum	1	Learning Disability Partnership Board	2
Bromley Safeguarding Children Board	1	Mental Health Forum	1
Carers Partnership Group	1	Mental Health Partnership Group	1

In addition to the responses above:

- **responses** were also received from Experts by Experience (XbyX) and the Voluntary Sector Reference Group which were not considered within the review; however, the comments raised by both groups have been included in the analysis and have helped shape the recommendations; and
- **interviews** were held with:
  - the Executive Director of Education and Care Services from the London Borough of Bromley;
  - the Director of Public Health from the London Borough of Bromley;
  - the Commissioning Management Team within the London Borough of Bromley;
  - the Assistant Director (Integrated Commissioning and Partnerships) from Bromley Clinical Commissioning Groups;
  - the Borough Partnerships Manager of the Metropolitan Police Service;
  - the Voluntary Sector Reference Group;
  - the Chief Executive of Bromley Mencap;
  - the Chair, Development Officer and Development Advisor of the Children and Families Voluntary Sector Forum; and
  - the South East London Lead for Public Health Transition from NHS London.

## Benchmarking Exercise: Information Sources

The benchmarking exercise included a review of information provided by the following organisations:

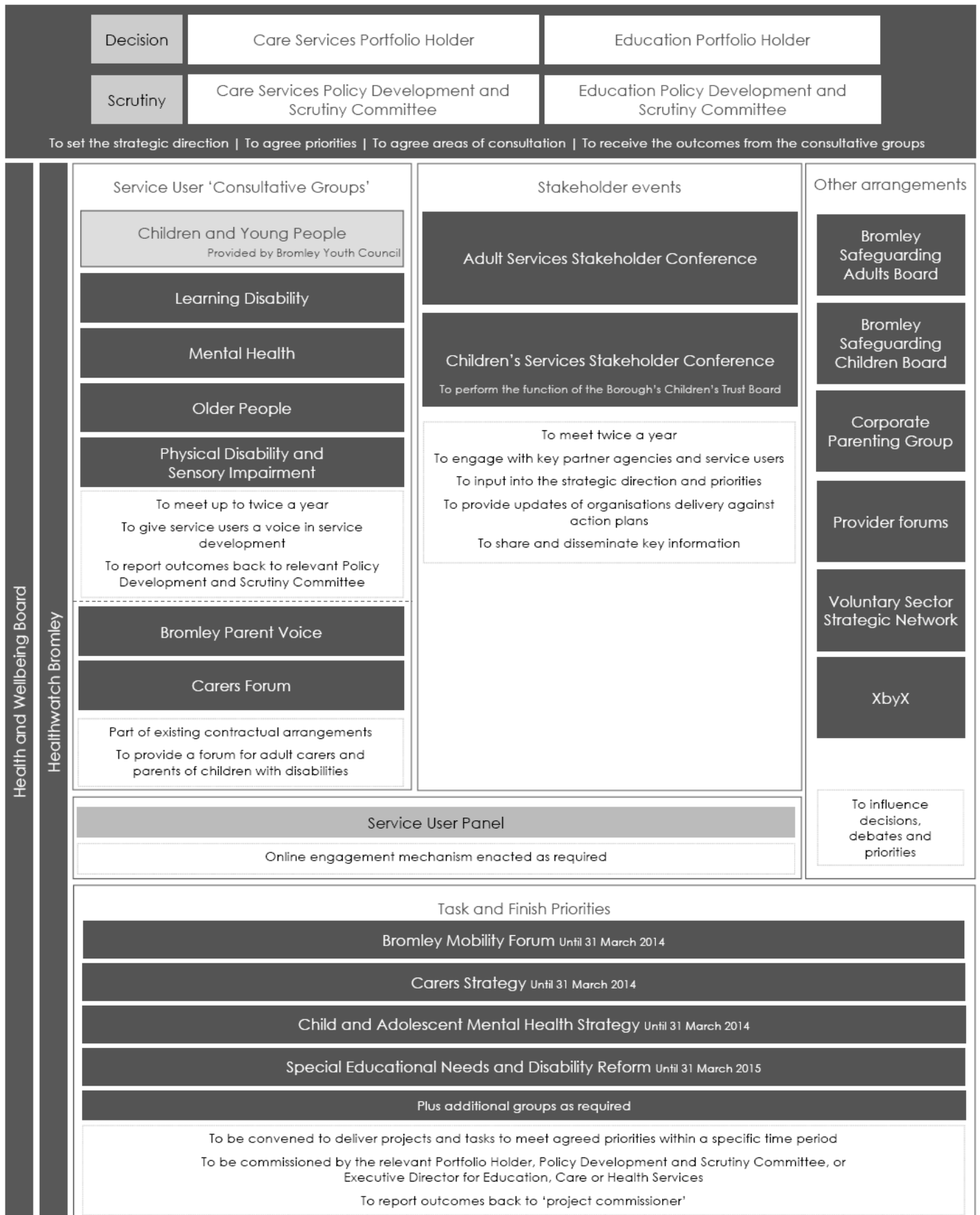
Local authorities		
• Blackburn with Darwen Council	• East Sussex County Council	• The London Borough of Bexley
• Bolton Council	• Kent County Council	• The London Borough of Harrow
• Brighton and Hove City Council	• Lancashire County Council	• The London Borough of Kingston
• Bristol City Council	• Leeds City Council	• The London Borough of Lewisham
• Calderdale Council	• Medway Council	• The London Borough of Merton
• Cotswold District Council	• Middlesbrough Council	• The London Borough of Newham
• Cumbria County Council	• Newcastle City Council	• The London Borough of Tower Hamlets
• Darlington Borough Council	• Nottingham City Council	• Trafford Council
• Derbyshire County Council	• Plymouth City Council	• Warwickshire County Council
• Devon County Council and NHS Devon	• St Albans City and District Council	
• Doncaster Council	• The London Borough of Barking and Dagenham	
• East Riding of Yorkshire Council	• The London Borough of Barnet	

Other organisations		
• adragonsbestfriend.wordpress.com	• Helpful Technology Ltd	• State Government of Victoria
• Audit Commission	• HM Treasury	• The Democratic Society
• Cabinet Office	• Home Office	• The Design Council
• Carl Taylor Consultants Ltd	• Institute for Government	• The Digital Engagement Guide
• City of New York	• Maven Training	• The Fiscal Policy Studies Institute
• CommDev	• Nearpod	• The Guardian online Voluntary Sector Network
• Commissioning Support Programme	• NESTA	• The Health and Social Care Partnership
• Community Links Bromley	• new economics foundation	• The Ipswich Hospital NHS Trust
• Compact Voice	• NHS Confederation	• The Knowledge Biz Ltd
	• Ofsted	

## Other organisations

- |  |   |  |
|--|---|--|
| <ul style="list-style-type: none"> <li>• Continuity Central</li> <li>• Delib Limited</li> <li>• Department of Health</li> <li>• Department for Work and Pensions</li> <li>• East Surrey Clinical Commissioning Group</li> <li>• eNgageSpace</li> <li>• Equality and Human Rights Commission</li> <li>• Evirias</li> <li>• Government of the Netherlands</li> </ul> | <ul style="list-style-type: none"> <li>• Partners In EXCELLENCE</li> <li>• Partnership for Public Service</li> <li>• PIPC Cognizant Program Management</li> <li>• Public Agenda Center for Advances in Public Engagement</li> <li>• Results Leadership Group</li> <li>• Richard Selwyn</li> <li>• Social Care Institute for Excellence</li> <li>• stakeholdermap.com</li> </ul> | <ul style="list-style-type: none"> <li>• The Office of the President-elect</li> <li>• The Plain English Campaign</li> <li>• The State of Queensland Department of Public Works</li> <li>• The Young Foundation</li> <li>• thinkpublic</li> <li>• Tyze Personal Networks</li> </ul> |
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## The Proposed Framework of Partnership Working with Service Users and Other Partners



## Adult Services Stakeholder Conference: Draft Terms of Reference

### Purpose of the Adult Services Stakeholder Conference

The Adult Services Stakeholder Conference exists to provide a formal mechanism for the London Borough of Bromley to ensure that key partner agencies, service users and carers within the Borough can influence and shape key business planning priorities.

### Key responsibilities Adult Services Stakeholder Conference

- To provide a function for the Borough as proposed within Section 4 of the Care and Support Bill 2012 by providing an arrangement whereby the London Borough of Bromley and the 'relevant partners'<sup>1</sup> (those who have a duty to cooperate) can co-operate to improve the wellbeing of adults in the Borough
- To monitor the delivery of the priorities for adults and their carers within the Borough's Health and Wellbeing Strategy
- To directly input in to the development of the annual priorities of the London Borough of Bromley and the 'relevant partners' for services provided to, and for, adults and their carers in the Borough
- To suggest potential areas where it would be beneficial for the London Borough of Bromley to commission 'task and finish groups' to jointly improve services to, and for, adults and their carers
- To communicate and disseminate key service developments, legislative and policy changes, and other key information to the organisations which provide services to, and for, adults and their carers

### Outcomes to be achieved by the Adult Services Stakeholder Conference

The Adult Services Stakeholder Conference will seek to support the London Borough of Bromley and key partner agencies to improve the wellbeing of adults and their carers in the Borough by focusing on:

- Ensuring the physical and mental health and emotional wellbeing of adults and their carers
- Ensuring the protection of adults and their carers from abuse and neglect
- Increasing the control by the adult over day-to-day life (including over the care and support provided to the adult and the way in which it is provided)
- Encouraging the participation of adults and their carers in work, education, training or recreation
- Supporting the social and economic wellbeing of adults and their carers
- Encouraging positive domestic, family and personal relationships of adults and their carers
- Increasing the adult's contribution of adults and their carers to society

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<sup>1</sup> The 'relevant partners' are: London Borough of Bromley, Bromley Clinical Commissioning Group, South London Healthcare NHS Trust, Oxleas NHS Foundation Trust, Metropolitan Police Service, London Probation Trust

## **Accountability of the Adult Services Stakeholder Conference**

The Adult Services Stakeholder Conference will report into the relevant Portfolio Holder, the relevant Policy Development and Scrutiny Committee within the Council and/or the Health and Wellbeing Board.

## **Membership of the Adult Services Stakeholder Conference**

The membership of the Adult Services Stakeholder Conference will consist of the 'relevant partners', and representatives from the Service User Consultative Groups, the private sector and the voluntary and community sector.

The Adult Services Stakeholder Conference will be chaired by the London Borough of Bromley's Executive Director for Education, Care and Health Services.

## **Frequency of meetings of the Adult Services Stakeholder Conference**

- The Adult Services Stakeholder Conference will be held twice per year as part of the programmed annual partnership calendar
- Additional meetings of the Adult Services Stakeholder Conference can be arranged by the Chair with 14 days notice as required
- Details of the meetings, including the agenda, minutes and relevant papers, will be posted on our website at least 5 working days before the date of the meeting ([www.bromleypartnerships.org](http://www.bromleypartnerships.org))
- Draft minutes of the previous Adult Services Stakeholder Conference will be published on the website within 15 working days of the meeting, following clearance from the Chair, and formal approval for the minutes will be sought at the following meeting of the Adult Services Stakeholder Conference

## **Accessibility**

Meetings of the Adult Services Stakeholder Conference should be fully accessible to all members:

- Meetings will be held at a time and location which will not disadvantage members
- Papers for the Adult Services Stakeholder Conference will be available electronically on the Partnership website; however, members can request papers in hard copy if needed and electronic versions of the papers will be formatted so they are accessible to those with visual impairments
- Presentations and reports should be accessible to all, using plain English and avoiding jargon and acronyms

## **Contact officer for the Adult Services Stakeholder Conference**

The contact officer for the Adult Services Stakeholder Conference is Denise Mantell, Partnership Development Officer, who can be contacted on [denise.mantell@bromley.gov.uk](mailto:denise.mantell@bromley.gov.uk) or 020 8313 4113.

## Children's Services Stakeholder Conference: Draft Terms of Reference

### Purpose of the Children's Services Stakeholder Conference

The Children's Services Stakeholder Conference exists to provide a formal mechanism for the London Borough of Bromley to ensure that key partner agencies, service users, parents and carers within the Borough can influence and shape key business planning priorities.

### Key responsibilities Children's Services Stakeholder Conference

- To provide the Children's Trust Board function for the Borough as required by Section 12A of the Children's Act 2004 by providing an arrangement where the London Borough of Bromley and the 'relevant partners'<sup>2</sup> (those who have a duty to cooperate through Section 10) can co-operate to improve the wellbeing of children and young people in the Borough
- To receive the annual report from the Bromley Safeguarding Children Board as required by Section 14A of the Children Act 2004
- To monitor the delivery of the priorities for children, young people, and parents and carers within (a) the Borough's Health and Wellbeing Strategy and (b) the Borough's Children's Strategy
- To directly input in to the development of the annual priorities of the London Borough of Bromley and the 'relevant partners' for services provided to, and for, children, young people, and parents and carers in the Borough
- To suggest potential areas where it would be beneficial for the London Borough of Bromley to commission 'task and finish groups' to jointly improve services to, and for, children, young people, and parents and carers
- To communicate and disseminate key service developments, legislative and policy changes, and other key information to the organisations which provide services to, and for, children, young people, and parents and carers

### Outcomes to be achieved by the Children's Services Stakeholder Conference

The Children's Services Stakeholder Conference will seek to support the London Borough of Bromley and key partner agencies to improve the wellbeing of children, young people, and parents and carers in the Borough by focusing on:

- Improving the physical and mental health and emotional wellbeing of children and young people
- Ensuring the protection of children and young people from harm and neglect
- Ensuring children and young people are able to access good quality education, training and recreation opportunities
- Encouraging children and young people to make a positive contribution to society
- Supporting the social and economic wellbeing of children and young people

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<sup>2</sup> The 'relevant partners' are: London Borough of Bromley, Bromley Clinical Commissioning Group, Metropolitan Police Service, London Probation Trust, schools, Bromley College of Further and Higher Education, and Jobscentre Plus



## **Accountability of the Children's Services Stakeholder Conference**

The Children's Services Stakeholder Conference will report into the relevant Portfolio Holder, the relevant Policy Development and Scrutiny Committee within the Council and/or the Health and Wellbeing Board.

## **Membership of the Children's Services Stakeholder Conference**

The membership of the Children's Services Stakeholder Conference will consist of the 'relevant partners', and representatives from the Service User Consultative Groups, the private sector and the voluntary and community sector.

The Children's Services Stakeholder Conference will be chaired by the London Borough of Bromley's Executive Director for Education, Care and Health Services.

## **Frequency of meetings of the Children's Services Stakeholder Conference**

- The Children's Services Stakeholder Conference will be held twice per year as part of the programmed annual partnership calendar
- Additional meetings of the Children's Services Stakeholder Conference can be arranged by the Chair with 14 days notice as required
- Details of the meetings, including the agenda, minutes and relevant papers, will be posted on our website at least 5 working days before the date of the meeting ([www.bromleypartnerships.org](http://www.bromleypartnerships.org))
- Draft minutes of the previous Children's Services Stakeholder Conference will be published on the website within 15 working days of the meeting, following clearance from the Chair, and formal approval for the minutes will be sought at the following meeting of the Children's Services Stakeholder Conference

## **Accessibility**

Meetings of the Children's Services Stakeholder Conference should be fully accessible to all members:

- Meetings will be held at a time and location which will not disadvantage members
- Papers for the Children's Services Stakeholder Conference will be available electronically on the Partnership website; however, members can request papers in hard copy if needed and electronic versions of the papers will be formatted so they are accessible to those with visual impairments
- Presentations and reports should be accessible to all, using plain English and avoiding jargon and acronyms

## **Contact officer for the Children's Services Stakeholder Conference**

The contact officer for the Children's Services Stakeholder Conference is Denise Mantell, Partnership Development Officer, who can be contacted on [denise.mantell@bromley.gov.uk](mailto:denise.mantell@bromley.gov.uk) or 020 8313 4113.

## Service User Consultative Group: Draft Generic Terms of Reference

### Purpose of the Service User Consultative Group

The Service User Consultative Group exists to provide a formal mechanism for the London Borough of Bromley to ensure that service users within the Borough can influence and shape key business planning priorities.

It provides a focal point for service users, their carers, advocates, service providers, advisors, and officers to exchange views and allow service users to make representations to the London Borough of Bromley about how we can better meet their needs and improve services.

### Key responsibilities of the Service User Consultative Group

- To provide a platform for people to share their own experiences or represent the views of the wider community
- To involve service users and the public in shaping local services to meet the needs of individuals and the local community
- To ensure that the services which the London Borough of Bromley commissions or provides reflect the needs and views of the people who use them
- To enable service users to share good practice and raise areas of concern
- To help to build better working relationships and networks between local communities, the statutory sector, and the voluntary and community sector
- To positively influence change and actively engage people in helping to develop services, meet standards and provide information

The Service User Consultative Group is not:

- The place to raise individual complaints about staff, services, treatment etc. Individuals should be informed of the London Borough of Bromley's Complaints, Comments and Feedback procedure, and given contact details for Healthwatch Bromley and the NHS Complaints Advocacy Service
- The place for discussing, canvassing or championing fundraising activities for any organisation or group
- The place to raise issues about services, departments or organisations outside of the stated remit of the group. Any issues or concerns should be raised through the appropriate procedure
- Just information-passing groups as they must have agreed Terms of Reference and achievable action plans which focus on developing services commissioned or provided by the London Borough of Bromley

### Accountability of the Service User Consultative Group

The Service User Consultative Group will report into the relevant Portfolio Holder, the relevant Policy Development and Scrutiny Committee within the Council and/or the Health and Wellbeing Board.

## **Membership of the Service User Consultative Group**

The membership of the Service User Consultative Group aims to draw the majority (at least 70%) of its members from among service users, future service users, user group representatives, carers, former carers and/or people who may represent the wider community.

Representatives from agencies do not have voting rights.

## **Chair of the Service User Consultative Group**

A Chair and a Vice Chair of the Service User Consultative Group will be elected annually by the members of the group, both of whom will be a service user, carer or other individual member elected from within the group.

### Main tasks of the Chair:

- To provide the leadership of the Service User Consultative Group to ensure it fulfils its objectives as laid down in its Terms of Reference
- To work in partnership with senior staff across London Borough of Bromley in pursuit of the above
- To represent the Service User Consultative Group at the Stakeholder Conferences and other relevant groups, such as specific Task and Finish Groups

### Main duties of the Chair:

- To provide the leadership of the Service User Consultative Group and ensure the effective functioning of the group whilst chairing its meetings
- To ensure the Service User Consultative Group complies with its agreed Terms of Reference
- To work with the London Borough of Bromley to set the calendar of the Service User Consultative Group meetings and agree agendas for these meetings
- To chair the meetings of the Service User Consultative Group, including:
  - Noting apologies from members unable to be present
  - Ensuring those attending know one another
  - Working through the agenda in a timely fashion to ensure the meeting does not overrun
  - Ensuring everyone has the opportunity to participate
- To receive the draft minutes to ensure accuracy prior to circulation
- To work closely with the London Borough of Bromley's Lead Officer to ensure action agreed at the Service User Consultative Group meetings is being taken and ensuring members are informed of progress
- To present the Service User Consultative Group views to Officers and Members of the London Borough of Bromley and act as a communications link between the London Borough of Bromley and user groups.
- To represent the Service User Consultative Group by providing a service user's perspective at meetings, functions and other events as agreed with the London Borough of Bromley's Lead Officer

- To provide an annual report of the Service User Consultative Group activity and to undertake an annual review, in partnership with the London Borough of Bromley's Lead Officer of the Service User Consultative Group's role, structure and relationships

#### Person specification of the Chair:

- An ability to chair meetings – including the ability to organise and run meetings methodically, to time and in a manner that supports full participation by all members
- An ability to work effectively with all user group members and Officers and Members from the London Borough of Bromley
- An ability to provide strong leadership skills
- Good interpersonal and communication skills
- An awareness of conflict management issues
- Be honest and open and act with integrity
- An ability to work effectively as a member of a team
- An understanding of, and ability to promote, the idea of involving and consulting service users in how services are provided

#### **Responsibilities of Members of the Service User Consultative Group**

The members of the Service User Consultative Group have the following responsibilities:

- To canvass members of their groups and/or community so that they can bring their opinions to the meeting
- To report back the outcomes of the meetings to their groups and/or community
- To participate constructively
- To take into account the needs of their client group as a whole and not their particular interest group
- To input into the annual programme and future agenda setting
- To attend the relevant Stakeholder Conferences as requested to ensure that the voice of the user is heard

#### **Frequency of meetings of the Service User Consultative Group**

- The Service User Consultative Group will be held twice per year as part of the programmed annual partnership calendar
- Additional meetings of the Service User Consultative Group can be arranged by the Chair in agreement with the London Borough of Bromley's Lead Officer with 14 days notice as required
- Meetings of the Service User Consultative Group will be open for the public to attend
- Details of the meetings, including the agenda, minutes and relevant papers, will be posted on our website at least 5 working days before the date of the meeting ([www.bromleypartnerships.org](http://www.bromleypartnerships.org))
- Draft minutes of the previous Service User Consultative Group will be published on the website within 15 working days of the meeting, following clearance from the Chair, with formal approval for the minutes will be sought at the following meeting of the Service User Consultative Group

## **Accessibility**

Meetings of the Service User Consultative Group should be fully accessible to all members:

- Meetings will be held at a time and location which will not disadvantage members
- Papers for the Service User Consultative Group will be available electronically on the Partnership website; however, members can request papers in hard copy if needed and electronic versions of the papers will be formatted so they are accessible to those with visual impairments
- Presentations and reports should be accessible to all, using plain English and avoiding jargon and acronyms

## Draft Procedure for Commissioning Task and Finish Project Groups

### Introduction

The Portfolio Holders for Care Services and Education, and the Executive Director of Education, Care and Health Services, have the ability to commission Task and Finish Project Groups to support them to deliver their functions within the framework of partnership working with service users and other partners.

Task and Finish Project Groups are:

“temporary working groups that are created for the purpose of delivering one or more outputs according to a specified business case within a specific timeframe”.

This document sets out the procedure that the Portfolio Holders and the Executive Director will use to commission Task and Finish Project Groups.

### Steps for commissioning a new Task and Finish Project Group

New Task and Finish Project Group must be commissioned by either the Portfolio Holders for Care Services and Education, or the Executive Director of Education, Care and Health Services.

To commission a new Task and Finish Project Group, the following steps must be completed:

1. A Project Scoping/Project Brief must be drafted to define:
  - a. the aims and objectives
  - b. the outcomes to be achieved
  - c. projected timeframe
  - d. resources required
  - e. key risks
2. The Project Scoping/Project Brief must be agreed by the Executive Director of Education, Care and Health Services
3. A Progress Report must be regularly reported to the Executive Director of Education, Care and Health Services to outline progress including the milestones achieved and any key issues or concerns arising during the lifetime of the Task and Finish Project Group
4. A Completion Report must be reported to the Executive Director of Education, Care and Health Services at the end of the project to outline the outcomes achieved through the Task and Finish Project Group

### Further information

For further information, advice or support please contact Michael Watts, Senior Planning and Development Officer on [michael.watts@bromley.gov.uk](mailto:michael.watts@bromley.gov.uk) or 020 8461 7608.

## Recommendations for Existing Partnership Bodies

Current position			Outcome from review		
Name	Purpose	Funding	Recommendation	Justification	Funding Implications
<b>Active Involvement Strategy Group</b>  [subgroup to Bromley Children and Young People Partnership Board]	To ensure that children, young people, parents and carers are effectively involved in the planning, delivery and evaluation of services provided for them by developing, implementing and monitoring of the active involvement strategy, <i>Get Involved!</i> .	None	Remove administrative support provided by the London Borough of Bromley and end the group from September 2013	This group is no longer required within the new framework	None
<b>Bromley 14-19 Collaborative</b>  [subgroup to Bromley Children and Young People Partnership Board]	To provide effective collaborative leadership and strategic direction of all aspects of 14-19 strategy in Bromley	None	Remove administrative support provided by the London Borough of Bromley and end the group	This groups is no longer required by central government  The partnership has already unofficially folded	None
<b>Bromley Children and Young People Partnership Board</b>	To oversee the arrangements to support cooperation for improving children's wellbeing under Section 10 of the Children Act 2004  To perform the role of Bromley's Children's Trust Board as required by Children Act 2004  To coordinate the partnership arrangements within Bromley to improve the wellbeing of children and young people, and their parents and carers  To oversee the delivery of Bromley's Health and Wellbeing Strategy 2012 to 2015 which relate to children and young people services  To oversee the delivery of Building Better Futures for All, Bromley's Children's Strategy 2012 to 2015	None	Replace with the Children's Services Stakeholder Conference	There is Statutory requirement to have a body which performs the role of Bromley's Children's Trust Board as required by Children Act 2004  Would create an opportunity to actively engage with a wide range of stakeholders to influence and shape priority setting  Would provide a channel to provide updates on the delivery of Bromley's Health and Wellbeing Strategy 2012 to 2015  Would provide a channel to provide updates on the delivery of Building Better Futures for All, Bromley's Children's Strategy 2012 to 2015	None

Current position			Outcome from review		
Name	Purpose	Funding	Recommendation	Justification	Funding Implications
<b>Bromley Children and Young People Partnership Forum</b>  [annual conference of the Bromley Children and Young People Partnership Board]	To bring together representatives from the key organisations within the Bromley Children and Young People Partnership along with children, young people, parents and carers to influence and shape priority setting  To enable the dissemination of information	None	Remove administrative support provided by the London Borough of Bromley and end the group	This would be provided through the Children's Services Stakeholders Conference	None
<b>Bromley Mental Health Forum</b>  [service user engagement body]	To provide liaison between voluntary providers, service users, carers and statutory sectors  To provides opportunities for public discussion of mental health and related issues	£4,622 per annum	Opportunity for the forum to look at options of becoming self-funding  London Borough of Bromley funding will be available until November 2013	The stakeholder conferences, service user consultative groups, time limited project groups and virtual panels will better target limited resources to engage with service users and service user representatives	The Contract has been extended until 31 March 2014 with a 3 month break clause
<b>Bromley Mobility Forum</b>  [service user engagement body]	To improve the quality of life and support the independence of all people within the Borough who experience difficulty with mobility and/or accessing transport by bringing together organisations to discuss issues affecting people in Bromley with mobility problems	£6,000 per annum	Maintain as a specific Time-Limited Project Group until 31 March 2014 to finish current projects	The Forum is currently working on a number of projects and will provide valuable insight to the development of Bromley's Local Plan (as part of the Local Development Framework)	The Contract has been extended until 31 March 2014 with a 3 month break clause
<b>Bromley Parent Voice</b>  [service user engagement body]	To ensure that parents and carers are involved in the Special Educational Needs and Disability Pathfinder Programme  To enable the dissemination of information	£30,000 per annum	Maintain as a service user engagement body	The service user engagement body is a requirement of the Special Educational Needs and Disability Pathfinder Programme supporting the development and implementation of the reforms	The Contract runs until 30 September 2013 – with a possible extension of 2 years
<b>Carers Forum</b>  [service user engagement body]	To create a vehicle for carers to influence and shape priority setting, and enable the dissemination of information	None	Maintain	This forms part of contract with Carers Bromley  Ensure the Forum is adequately engaging with representatives through the use of effective engagement mechanisms through robust contract management	None



Current position			Outcome from review		
Name	Purpose	Funding	Recommendation	Justification	Funding Implications
<b>Carers Organisational Group</b>  [service user engagement body]	To create a vehicle for organisations who support carers to influence and shape priority setting, and enable the dissemination of information	None	Remove administrative support provided by the London Borough of Bromley and end the group from September 2013	The Carers Partnership Group has already confirmed that this forum is folding	None
<b>Carers Partnership Group</b>  [subgroup to Health, Social Care and Housing Partnership Board]	To provide a strategic overview across the client group specific partnership groups and key stakeholders in Bromley of the implementation of the Carers' Strategy and to drive the development of support and services for carers	None	Replace with a specific Time-Limited Project Group until 31 March 2014 to review and revise Carers Strategy	Utilise skills in the group to review and revise Carers Strategy	None
<b>Child and Adolescent Mental Health Services (CAMHS) Strategy Group</b>  [subgroup to Bromley Children and Young People Partnership Board]	To provide a strategic overview of CAMHS in Bromley  To lead the implementation of the CAMHS Strategy	None	Replace with a specific Time-Limited Project Group until 31 March 2014 to review and revise CAMHS Strategy	The CAMHS Strategy needs to be updated following the 2012 CAMHS needs assessment	None
<b>Children and Families Voluntary Sector Forum</b>  [provider engagement body]	To act as a primary point of access to a diverse range of voluntary and community sector organisations that work with children, young people, and their parents and carers in the borough of Bromley for joint planning, consultation and representation purposes	£18,550 per annum	Opportunity for the forum to look at options of becoming self-funding  London Borough of Bromley funding will be available until November 2013	Community Links Bromley and the Voluntary Sector Strategic Network will be encouraged to increase and strengthen their support for the children and families sector	The Contract has been extended until 31 March 2014 with a 3 month break clause

Current position			Outcome from review		
Name	Purpose	Funding	Recommendation	Justification	Funding Implications
<b>Commissioning Strategy Group</b>  [subgroup to Bromley Children and Young People Partnership Board]	To lead on the development and implementation of the Commissioning Strategy Framework for the Bromley Children and Young People Partnership.  To report directly to the Bromley Children and Young People Partnership Board on commissioning arrangements and developments within the partnership	None	Remove administrative support provided by the London Borough of Bromley and end the group from September 2013	The Strategy Group has already unofficially folded	None
<b>Council on Ageing (and Older People's Panel)</b>  [service user engagement body]	A forum for voluntary and community sector organisations that work with or on behalf of older people in Bromley	£8,534 per annum	Opportunity for the forum to look at options of becoming self-funding  London Borough of Bromley funding will be available until November 2013	The stakeholder conferences, service user consultative groups, time limited project groups and virtual panels will better target limited resources to engage with service users and service user representatives	The Contract has been extended until 31 March 2014 with a 3 month break clause
<b>Disability Strategy Group</b>  [subgroup to Bromley Children and Young People Partnership Board]	To agree and recommend the strategic direction and targets for joint disability services in Bromley for Children and Young People	None	Replace with a specific Time-Limited Project Group until 31 March 2015 to implement the Special Educational Needs and Disability reforms	The radical and far reaching reforms being implemented through the Special Educational Needs and Disability legislative changes requires a partnership approach involving key organisations and service users	None
<b>Disability Voice Bromley</b>  [service user engagement body]	An independent group representing the views of disabled people and their carers who live or work in the Borough of Bromley	£4,753	Opportunity for the forum to look at options of becoming self-funding  London Borough of Bromley funding will be available until November 2013	The stakeholder conferences, service user consultative groups, time limited project groups and virtual panels will better target limited resources to engage with service users and service user representatives	The Contract has been extended until 31 March 2014 with a 3 month break clause
<b>Early Years Development and Childcare Partnership</b>  [provider engagement body]	To bring together all stakeholder (including schools and the independent sector) to develop early education and childcare services	£4,000 per annum	Transfer to 'Provider Forum' status under the Commissioning Division of the London Borough of Bromley	Acts as a provider forum with the very large independent early years sector in the Borough	The Contract runs until 31 March 2016

Current position			Outcome from review		
Name	Purpose	Funding	Recommendation	Justification	Funding Implications
<b>Health, Social Care and Housing Partnership Board</b>	<p>To co-ordinate inter-agency effort to promote the health and well-being of Bromley residents, and reduce the effects of disadvantage that contribute to health inequalities</p> <p>To improve the effectiveness and integration of services commissioned by the Council and PCT</p> <p>To maintain a strategic overview of the policies and priorities affecting equitable access to the services and activities that promote independence, protect vulnerable adults, and enhance social inclusion and quality of life for Bromley residents</p> <p>To support and monitor the successful delivery of joint working arrangements by the Delivery Partnerships</p> <p>To oversee the delivery of Bromley's Health and Wellbeing Strategy 2012 to 2015 which relate to adult care and health services, and housing</p>	None	Replace with the Adult Services Stakeholder Conference	<p>Would create an opportunity to actively engage with a wide range of stakeholders to influence and shape priority setting</p> <p>Would provide a channel to provide updates on the delivery of Bromley's Health and Wellbeing Strategy 2012 to 2015</p>	None
<b>Lead Officers Planning Group</b>  [supports the Health, Social Care and Housing Partnership Board]	To support and monitor the successful delivery of joint working arrangements by the Delivery Partnerships	None	Cease and end the group	Not required within the new structure	None
<b>Learning Disability Carers Forum</b>  [service user engagement body]	To create a vehicle for carers of people with a learning disability to influence and shape priority setting, and enable the dissemination of information	None	Encompass within the general Carers Forum	<p>The Carers Forum provides a coordinated voice of carers across the Borough</p> <p>The stakeholder conferences, service user consultative groups, time limited project groups and virtual panels will better target limited resources to engage with service users and service user representatives</p>	None

Current position			Outcome from review		
Name	Purpose	Funding	Recommendation	Justification	Funding Implications
<b>Learning Disability Partnership Board</b>  [subgroup to Health, Social Care and Housing Partnership Board]	To improve the lives of people with a learning disability, including the implementation of the recommendations in 'Valuing People' and 'Valuing People Now'  Its members include service users, carers, officers from statutory agencies and the voluntary sector	£38,339	Opportunity for a forum of service users to look at options of becoming self-funding  London Borough of Bromley funding will be available until November 2013	This body acts predominantly as a service user engagement body  The stakeholder conferences, service user consultative groups, time limited project groups and virtual panels will better target limited resources to engage with service users and service user representatives	The Contract has been extended until 31 March 2014 with a 3 month break clause
<b>Mental Health Partnership Group</b>  [subgroup to Health, Social Care and Housing Partnership Board]	A multi-agency planning group aiming to improve services for people with mental ill-health and to improve the mental well being of people living in Bromley	None	Remove administrative support provided by the London Borough of Bromley and end the group from September 2013	The stakeholder conferences, service user consultative groups, time limited project groups and virtual panels will better target limited resources to engage with service users and service user representatives	None
<b>Older People Partnership Group</b>  [subgroup to Health, Social Care and Housing Partnership Board]	A multi-agency planning group seeking to build more effective strategic and operational partnerships  To take the lead on monitoring national and local policy plus service development issues which impact on older people and their carers	None	Remove administrative support provided by the London Borough of Bromley and end the group from September 2013	The stakeholder conferences, service user consultative groups, time limited project groups and virtual panels will better target limited resources to engage with service users and service user representatives	None
<b>Physical Disability and Sensory Impairment (PDSI) Partnership Group</b>  [subgroup to Health, Social Care and Housing Partnership Board]	A multi-agency planning group aiming to improve services for people with physical disabilities and sensory impairments and their carers	None	Remove administrative support provided by the London Borough of Bromley and end the group from September 2013	The stakeholder conferences, service user consultative groups, time limited project groups and virtual panels will better target limited resources to engage with service users and service user representatives	None
<b>Staying Healthy Partnership Group</b>  [subgroup to Health, Social Care and Housing Partnership Board]	To oversee the delivery of the disease prevention and health improvement programme within Bromley	None	Cease and end the group	Chairman of the Partnership Group has stated that the group has run its course and is no longer required	None

## Impact Assessment

### Stage 1

Screening to establish if the function has any relevance to any quality/diversity issue and/or protected groups

	<b>1a Please give a brief description of the function and its purpose*</b> <small>*Function can mean process, service, policy or project</small>
	<p>A review of partnership arrangements that are supported either financially or with other resources by the London Borough of Bromley's Education, Care and Health Services department was jointly commissioned in June 2012 by the Care Services Portfolio Holder and the Education Portfolio Holder.</p> <p>The purpose of the review was to ensure that the partnership arrangements in place across the Borough for education and care services are fit for purpose, have an outcome focus, provide best value for money, remove duplication, and strengthen the voice of service users.</p>

	<b>1b How would you classify the function type?</b>
<input checked="" type="checkbox"/>	The service is provided on the basis of an application and /or targeted - go to question 1c
<input type="checkbox"/>	The service is open to all - go to question 1d

	<b>1c Is the function accessible for all groups?</b> <small>Either tick the box 'Accessible to all groups' and provide <u>relevant evidence</u> OR tick the box for each group to whom the function is <u>not accessible</u> or for whom there may be needs or considerations to accommodate</small>	
<input checked="" type="checkbox"/>	Accessible for all groups*	<input type="checkbox"/> Pregnancy and maternity
<input type="checkbox"/>	Age	<input type="checkbox"/> Race
<input type="checkbox"/>	Disability	<input type="checkbox"/> Religion and belief
<input type="checkbox"/>	Gender	<input type="checkbox"/> Transgender or Transsexual
<input type="checkbox"/>	Marriage and civil partnership	

**1d Is it likely that there will be a negative impact on one or more of the protected groups, or is it clear at this stage that it will be equality neutral? (No negative impact on the groups)**

Please tick in the box equality neutral OR tick the box for the group(s) that will suffer a negative impact. If you have ticked the box 'equality neutral' please provide evidence

<input checked="" type="checkbox"/>	Equality neutral	<input type="checkbox"/>	Pregnancy and maternity
<input type="checkbox"/>	Age	<input type="checkbox"/>	Race
<input type="checkbox"/>	Disability	<input type="checkbox"/>	Religion and belief
<input type="checkbox"/>	Gender	<input type="checkbox"/>	Transgender or Transsexual
<input type="checkbox"/>	Marriage and civil partnership		

If you consider that the impact is Equality Neutral then go to question 1h, otherwise go to question 1e

The review seeks to ensure that the partnership arrangements in place across the Borough for education and care services are fit for purpose, have an outcome focus, provide best value for money, remove duplication, and strengthen the voice of service users.

It is specifically focused on ensuring that service users from all sections of the community have a stronger, more effective voice in service development, design and review.

**1e What are the negative impacts associated with this function?**

Please list and give details then go to question 1f

Not applicable.

**1f Are there positive impacts associated with this function?**

If yes, please list and give details

Not applicable.

**1g At this stage, what plans could be built in to address any negative impacts, and/or to add measures which promote a positive impact, or could you consider an alternative approach which may better achieve the promotion of equality?**

Not applicable.

**1h The Council has a responsibility to promote positive attitudes to equal opportunities in public life. Has this responsibility been discharged in the application of this function?**

If yes, give examples

Yes.

A number of existing partnership boards, groups and forums are specifically targeted at, and focused on, the engagement of specific sections of the community, including those with a learning disability, physical disability and/or sensory impairment, mental health, as well as older people, children and young people, and parents and carers.

Any changes to the existing engagement mechanisms would need to ensure that these sections of the community are not adversely impacted.

<b>1i Are there any Human Rights Issues? If so, what are they?</b>	
	None.

<b>1j Is a full impact assessment required?</b>	
<input type="checkbox"/>	YES – If you have established that there may not be equality of opportunity in 1c or assessed that there would be negative impact on an equality group in 1 d go to Stage 2
<input type="checkbox"/>	NO - please sign off the process (stage 3) and fill in any actions identified, if any in the action plan.
<input checked="" type="checkbox"/>	Don't know. i.e. not enough evidence. Please go to stage 2.

## Stage 2

### Full impact assessment

#### 2a Does the function affect or impact on the public, whether directly or indirectly?

- YES  
 NO  
 Don't know

Provide any relevant information here

The review of partnership arrangements has considered the suitability and value for money of a number of existing partnership boards, groups and forums which are specifically targeted at, and focused on, the engagement of specific sections of the community. This has included those with a learning disability, physical disability and/or sensory impairment, mental health, as well as older people, children and young people, and parents and carers.

This includes service users who are currently receiving a service, those who have previously received a service, and those who may use the service in the future. It also includes people who currently have caring responsibilities, those who have previously had caring responsibilities, and those who are likely to have caring responsibilities in the future.

#### 2b Have complaints or feedback been received about the function and its effect on different protected groups?

- YES  
 NO  
 Don't know

Provide evidence by documenting all reliable up to date information

The review was conducted through four methods: a desktop review, a questionnaire, interview, and a benchmarking exercise.

##### Questionnaire

The questionnaire was sent to all members of the strategic partnership groups, the Chairs of the other partnerships, and other key partners to consider questions around the following themes for each separate partnership: membership, achievements and outcomes, communication, and barriers and issues. In total, the questionnaire was circulated to 75 people.

In total there were 16 (21%) formal responses using the review questionnaire during the consultation period covering the following partnership bodies:

- Bromley 14-19 Partnership
- Bromley Children and Young People Partnership Board
- Bromley Council on Ageing (and Older Peoples Panel)
- Bromley Mobility Forum
- Bromley Safeguarding Children Board



- Carers Partnership Group
- Children and Families Voluntary Sector Forum
- Early Years Development and Childcare Partnership
- Health, Social Care and Housing Partnership Board
- Learning Disability Partnership Board
- Mental Health Forum
- Mental Health Partnership Group

Responses were also received from Experts by Experience (XbyX) and the Voluntary Sector Reference Group which were not considered within the review; however, the comments raised by both groups have been included in the analysis and have helped shape the recommendations.

#### Interviews

The interviews were undertaken with identified specific members of the partnership arrangements, including:

- the Executive Director of Education and Care Services, the Director of Public Health, and the Commissioning Management Team within the London Borough of Bromley;
- the Assistant Director (Integrated Commissioning and Partnerships) from Bromley Clinical Commissioning Group;
- the Borough Partnerships Manager of the Metropolitan Police Service;
- the Voluntary Sector Reference Group;
- the Chief Executive of Bromley Mencap;
- the Children and Families Voluntary Sector Forum; and
- the South East London Lead for Public Health Transition from NHS London.

#### Desktop review

The desktop review was undertaken to establish which partnership arrangements are in existence and to seek key documents, including Terms of Reference and Membership lists; and action plans, strategies and business plans. It also identified resources provided by the London Borough of Bromley as part of the partnership arrangements, including funding, staff time and other resource commitments.

#### Benchmarking exercise

The benchmarking exercise was undertaken with similar local authorities and those which are seen to provide examples of best practice to identify aspects which Bromley can learn from other areas by viewing information on websites, telephone conversations and face-to-face meetings. This also included research of good and innovative practice from a range of other local, national and international organisations.

**2c Outsourced services**

If the function is provided by external organisations/agencies on behalf of the Council please detail any arrangements you have to ensure that the function promotes equality; this may include contract conditions

Some of the existing partnership arrangements are supported through contracts with external providers. All contracts include clear Terms of Reference and Specifications which place a clear requirement on providers to ensure that equality issues are considered and necessary actions are taken. These are also reviewed at the regular contract monitoring visits.

**2d Does the function have employment implications for Council staff?**

- YES  
 NO  
 Don't know

Provide evidence by documenting all reliable up to date information

There are currently 2 members of staff whose roles include a responsibility to supporting the existing partnership arrangements. The proposed recommendations do not negatively impact on these responsibilities.

**2e If you have established that the function does have an adverse impact on one or more of the groups, then you must identify whether this is justifiable. If not, then the function must be changed**

Please set out the adverse impact and the business justification for continuing with this situation

The proposed recommendations seek to strengthen the voice of service users from all sections of the community by creating more direct and accountable links into decision making within the Borough.

The proposed service user consultative groups are specifically focused on the engagement of specific sections of the community, including those with a learning disability, physical disability and/or sensory impairment, mental health, as well as older people, children and young people, and parents and carers.

**2f Monitoring**

Give details of any monitoring being carried out on existing functions

The proposed recommendations will be routinely reviewed to ensure the effectiveness of the partnership arrangements prior to the commencement of each financial year.

**2g If this is a new function, or not currently monitored, are you planning to monitor the impact of the function?**

- YES
- NO
- Don't know

If yes add details to action plan

If no please explain why it is not considered appropriate to do so

See action plan.

**2h Consultation**

If you have not carried out consultation, or if you need to carry out further consultation who will you be consulting with and by what methods?

Add details to action plan

A detailed and thorough consultation was undertaken between July and September 2012.

See section 2b.

**2i Evidence**

What further evidence do you have about considerations with regard to equality issues that you have made concerning this function?

e.g. audit reports, minutes from meetings or survey results

The responses to the questionnaire, desktop review and interviews all considered equality issues for the particular sections of the community.

**2i Publishing**

If the impact assessment forms part of an overall review then the results should be published as part of any report that goes forward to Elected Members. If not the findings of the impact assessment should be published on our Council's website

Add details to action plan

This Impact Assessment Form will form part of the report of the Care Services Policy Development and Scrutiny Committee on 18 June 2013. See action plan.

**2k Training and development**

Please list any staff training issues that have arisen as a result of conducting the impact assessment

e.g. audit reports, minutes from meetings or survey results

None.

## Stage 3

### Impact Assessment Action Plan

Please list actions that you plan to take as a result of this assessment, continuing on a separate sheet if necessary. If appropriate these actions should be added to any business/service plan for the function.

Issue	Action to be undertaken	Action Owner	Deadline
<b>Publishing</b>	Publish the Impact Assessment Form as part of the report of the Care Services Policy Development and Scrutiny Committee on 18 June 2013.	Terry Parkin	18 June 2013
<b>Monitoring</b>	Routinely review the arrangements to ensure their effectiveness prior to the commencement of each financial year.	Lorna Blackwood	31 March 2014 [then annually]

#### Impact Assessment completed by:

Michael Watts  
Senior Planning and Development Officer  
[michael.watts@bromley.gov.uk](mailto:michael.watts@bromley.gov.uk)

28 May 2013

Report No.  
CS13011

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** 18<sup>th</sup> June 2013

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

**Title:** FINAL OUTTURN REPORT 2012/13

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

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

**Ward:** (All Wards);

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1. Reason for report

1.1 This report provides the final position for 2012/13.

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2. **RECOMMENDATION(S)**

2.1 The PDS Committee are requested to:

(i) note that there was an underspend of £4,610,000 on controllable expenditure at the end of 2012/13 and consider any issues arising from it.

(ii) note that the Executive will be requested to agree net carry forwards totalling £110,000 as detailed in Appendix 2.

(iii) refer the report to the Portfolio Holder for approval.

2.2 The Portfolio Holder is asked to approve the final outturn report 2012/13.

### 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: £116.299m
  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 This report provides an update of the final budget position for the Care Services Portfolio PDS Committee, which is broken down in detail in Appendix 1, along with explanatory notes.
- 3.2 The final outturn for the “controllable” element of the Care Services budget in 2012/13 is an underspend of £4,610,000 compared to the last reported figure of £3,570,000 which was based on activity at the end of January 2013. After allowing for the net £110,000 carry forward request if agreed by Executive, the final outturn position will be £4,500,000.
- 3.3 The majority of the underspend relates to savings assumed for 2013/14 but delivered early. Details are shown in Table one below.

#### Table One

##### **Breakdown of savings made early in 2012/13**

**2012/13**  
**£000**

##### **Savings made early**

Supporting People efficiencies	-900
Mental Health Services	-75
Strategic and Business support staffing	-63
Workforce Development	-100
Domiciliary Care - tendering	-400
Campus reprovision	-1,100
	<b><u>-2,638</u></b>

##### **Other in year pressures/savings**

B & B pressures (including one off bad debt provisions of £573k)	1,226
Adult Social Care	34
Strategic and Business Support (vacancies and running expenses)	-291
Children's Social Care (placements and no recourse to public funds pressures)	178
Education Division (vacancies and unused pupil premium budget share)	-167
Commissioning	
Commissioning - underspends on carers, SLA's and vacancies	-132
Learning Disabilities - placements and PCT reprovision underspend	-1,273
Mental Health - placements and SLA underspends	-420
Supporting People - review of supporting people services	-56
Drugs and Alcohol - lower spend on the residential budget	-91
Housing Improvement/Enforcement - underspend on the contribution to capital	-234
Non recurrent underspends relating to previous years	-746
	<b><u>-1,972</u></b>

##### **Total outturn variance**

**-4,610**

- 3.4 On the 12<sup>th</sup> June 2013 the Executive will be asked to approve a number of carry forward requests relating to either unspent grant income, or delays in expenditure where cost pressures will follow through into 2013/14. Appendix 2 provides a detailed breakdown of all of the carry forward requests. As you will see from Appendix 2 the carry forwards included in section 1 will have repayment implications if not approved, those in section 2 relate to grants which will not have to be repaid if not agreed but will impact on service delivery in 2013/14 and those in

section 3 relate to Housing and Commissioning, each have particular services issues attached.

- 3.5 Appendix 3 provides a breakdown of any full year implications arising from the final 2012/13 outturn. It should be noted that there are considerable pressures across the Portfolio of over £2.1m in 2013/14 that will need to be managed and contained within existing budgets.
- 3.6 Appendix 4 provides a detailed reconciliation of the Original 2012/13 budget to the Latest Approved 2012/13 budget.

#### **4. POLICY IMPLICATIONS**

- 4.1 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.
- 4.2 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.
- 4.3 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 2013/14 to minimise the risk of compounding financial pressures in future years.
- 4.4 Chief Officers and Departmental Heads of Finance are continuing to place emphasis on the need for strict compliance with the budgetary control and monitoring arrangements.

#### **5. FINANCIAL IMPLICATIONS**

- 5.1 A detailed breakdown of the projected outturn by service area is shown in Appendix 1(a) with explanatory notes in Appendix 1 (b).

The main variations since the last Budget Monitoring report in March are shown in the table 2 below broken down over the divisions:-



## Table two

### **Movement since the January Budget Monitoring**

	<b><u>£'000</u></b>
Adult Social Care	
Fewer PD placements	-84
Greater contribution from PCT for equipment	-55
Older people - Additional income from PCT and lower inflation for SLA's	-57
LD - staff vacancies and reductions in premises and running expenses	-68
Other	-22
Operational Housing - Increase in bad debt provision	573
Strategic and Business Support - 2013/14 savings delivered early and underspends on advertising	-146
Children's Social Care - YOT restructuring offset in part by additional running costs pressures	-22
Education Division - underspend on pupil premium funded services, Care matters underspend and Commissioning	-130
Commissioning - additional underspends in vacant posts (-£58k), Carers Service (-£61k), lower costs of some SLA's (-£26k) and other (£5k)	-140
Delays in Learning disability placements mainly around reprovision	-320
Delays in Mental Health placements, lower SLA costs	-74
Additional supporting people savings from gateway review, limiting inflationary increases	-56
Other	5
Environmental Services - Housing - minor variances	4
<b>Difference by Division</b>	<b><u>-592</u></b>
Children's Social Care - previous years	-317
Adult Social Care - Learning Disabilities - previous years	-129
	<b><u>-446</u></b>
<b>Total</b>	<b><u>-1,038</u></b>

<b>Non-Applicable Sections:</b>	Legal Personnel
Background Documents: (Access via Contact Officer)	2012/13 Budget files in ECHS Finance Section

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2011/12 Actuals	Division Service Areas	2012/13 Original Budget	2012/13 Latest Approved	2012/13 Outturn	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	36	-9		0	0
32,766	Assessment and Care Management	31,603	32,092	31,979	-113	1	83	989
5,617	Direct Services	4,627	4,244	4,203	-41	2	-28	0
2,241	Learning Disabilities Care Management	2,451	2,551	2,621	70	3	38	0
1,981	Learning Disabilities Day Services	2,050	2,051	1,853	-198	4	-150	0
1,273	Learning Disabilities Housing & Support	1,211	1,259	1,184	-75	5	-23	0
<b>44,002</b>		<b>42,062</b>	<b>42,242</b>	<b>41,876</b>	<b>-366</b>		<b>-80</b>	<b>989</b>
2,519	<b>Operational Housing</b>							
	Housing Needs	2,160	2,549	3,773	1,224	6	653	480
-4	Enabling Activities	-4	-4	-1	3		0	0
-954	Housing Benefits	-1,016	-1,814	-1,815	-1		0	0
<b>1,561</b>		<b>1,140</b>	<b>731</b>	<b>1,957</b>	<b>1,226</b>		<b>653</b>	<b>480</b>
1,487	<b>Strategic and Business Support Service</b>							
	Performance & Information	2,510	2,533	2,077	-456	} 7	-310	0
197	Quality Assurance	188	199	194	-5		-11	0
0	Transforming Social Care	0	0	7	7		13	0
<b>1,684</b>		<b>2,698</b>	<b>2,732</b>	<b>2,278</b>	<b>-454</b>		<b>-308</b>	<b>0</b>
14,174	<b>Children's Social Care</b>							
	Care and Resources	13,125	13,136	13,571	435	} 8	0	300
2,304	Safeguarding and Quality Assurance	1,872	1,768	1,813	45		0	0
2,841	Safeguarding and Care Planning	2,871	2,897	2,836	-61		0	0
2,954	Referral and Assessment	2,991	3,013	2,865	-148		200	200
837	Bromley Youth Support Programme	911	911	818	-93		0	0
<b>23,110</b>		<b>21,770</b>	<b>21,725</b>	<b>21,903</b>	<b>178</b>		<b>200</b>	<b>500</b>
<b>0</b>	<b>Children's Social Care - previous years</b>	<b>0</b>	<b>0</b>	<b>-317</b>	<b>-317</b>	<b>8</b>		<b>0</b>
4,489	<b>Education Division</b>							
	SEN and Inclusion Children's Disability Services	4,258	4,209	4,209	0	9	0	200
443	School Improvement Looked After Children	560	560	393	-167	10	-37	0
<b>4,932</b>		<b>4,818</b>	<b>4,769</b>	<b>4,602</b>	<b>-167</b>		<b>-37</b>	<b>200</b>
2,777	<b>Commissioning</b>							
	Commissioning	3,621	3,951	3,819	-132	11	8	0
15,345	Learning Disabilities Incl PCT Transfer Attrition	17,144	16,858	14,485	-2,373	12	-2,053	0
4,670	Mental Health Services	5,193	5,113	4,618	-495	13	-421	0
3,898	Supporting People	4,052	4,052	3,096	-956	14	-900	0
201	Drugs and Alcohol	254	254	163	-91	15	-96	0
0	PCT Funding (Social Care & Health)	0	0	0	0		0	0
<b>26,891</b>		<b>30,264</b>	<b>30,228</b>	<b>26,181</b>	<b>-4,047</b>		<b>-3,462</b>	<b>0</b>
<b>0</b>	<b>Learning Disabilities Services - previous years</b>	<b>0</b>	<b>0</b>	<b>-429</b>	<b>-429</b>	<b>12</b>	<b>-300</b>	<b>0</b>
<b>102,180</b>	<b>TOTAL CONTROLLABLE FOR ECS DEPT</b>	<b>102,752</b>	<b>102,427</b>	<b>98,051</b>	<b>-4,376</b>		<b>-3,334</b>	<b>2,169</b>
<b>ENVIRONMENTAL SERVICES DEPARTMENT</b>								
728	<b>Environmental Services - Housing</b>							
	Housing Improvement	476	402	180	-222	16	-232	0
280	Housing Enforcement	254	254	242	-12	17	-6	0
<b>1,008</b>	<b>TOTAL CONTROLLABLE FOR ENV SERV DEPT</b>	<b>730</b>	<b>656</b>	<b>422</b>	<b>-234</b>		<b>-238</b>	<b>0</b>
<b>103,188</b>	<b>TOTAL CONTROLLABLE BUDGET FOR THE PORTFOLIO</b>	<b>103,482</b>	<b>103,083</b>	<b>98,473</b>	<b>-4,610</b>		<b>-3,572</b>	<b>2,169</b>
6,580	<b>TOTAL NON CONTROLLABLE</b>	3,987	3,436	3,436	0		2	0
11,582	<b>TOTAL EXCLUDED RECHARGES</b>	9,047	9,780	9,780	0		0	0
<b>121,350</b>	<b>CARE SERVICES PORTFOLIO TOTAL</b>	<b>116,516</b>	<b>116,299</b>	<b>111,689</b>	<b>-4,610</b>		<b>-3,570</b>	<b>2,169</b>
<b>MEMORANDUM ITEMS</b>								
	<b>Invest to Save projects: Savings</b>							
	Dementia Investment Plan	(100)	(100)	(50)	50		40	
	PD Investment Plan	(100)	(100)	(17)	83		60	
	LD Investment Plan (re Younger Adults)	(100)	(100)	0	100		100	
	<b>Sub Total Invest to Save projects</b>	<b>(300)</b>	<b>(300)</b>	<b>(67)</b>	<b>233</b>		<b>200</b>	<b>0</b>
	<b>Trading Accounts</b>							
	Trading Account - Performance & Research	0	0	(30)	(30)		(29)	0
	<b>Sub Total Trading Accounts</b>	<b>0</b>	<b>0</b>	<b>(30)</b>	<b>(30)</b>		<b>(29)</b>	<b>0</b>

**REASONS FOR VARIATIONS****1. Assessment & Care Management - Cr £113k**

The variation can be analysed as follows:-

	£'000
a) Residential/Nursing care and respite for older people	(760)
b) Domiciliary care & direct payments for older people	506
c) Residential and domiciliary care for people with physical disabilities	(28)
d) Community Equipment Service	358
e) Other services for Older people and People with Physical Disabilities	(189)
	<u>(113)</u>

- a) The number of nursing and residential care placements ended the year below budget resulting in an underspend of £760k. Officers have been working during the year to reduce spend in this area with the emphasis on keeping clients in the community or placing in extra care housing. The converse of this however is that expenditure on community based services has increased as detailed below.
- b) There continues to be pressure on the community based budgets for older people, with a final budget overspend of £506k 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 have been factored into the budgets.
- c) Services for clients with physical disabilities have ended the year with an underspend of £28k. Residential and respite placements were £69k underspent, whilst domiciliary care was overspent by £41k.

**Full Year Effects - Older People**

Despite services for older people being under budget this year (partly due to savings for 2013/14 achieved early), there is expected to be a full year impact of £1.005m in 2013-14 as a result of savings, demographic changes in older people and additional costs in the new extra care housing schemes which are above the level budgeted for. An Invest to save initiative for dementia was agreed by the Executive in September 2011 and the impact of this will contribute to reducing some of this effect, however officers continue to explore other avenues to reduce these costs.

- 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. Budget monitoring during the year indicated an increasing amount of expenditure with an overspend of £700k being projected early on. Officers identified a substantial increase in use of the service by Health (the service being a joint operation between LBB and Bromley PCT) and entered into discussions with them around an increase in their contribution to the service. An additional £300k was agreed, and the service has outturned at £358k overspend. Officers continue to work to reduce expenditure in this area.
- e) Other services underspent by £189k during the year. This variation can be attributed to SLA's being negotiated at below inflation increases, additional income from Bromley PCT relating to an SLA, some sundry creditor provisions from previous years no longer required and underspends on equipment and day services for people with physical disabilities.

**2. Direct Services - Cr £41k**

- a) Reablement - The budget for the reablement team has outturned at a minor overspend of £5k.
- b) Carelink - The service has outturned at an underspend of £57k, mainly due to staffing and running costs of the service, offset by an underachievement of income
- c) C.A.R.T's - The projected spend on staffing for the Community Assessment and Rehabilitation team was £9k below budget this year.
- e) Extra Care Housing - The service has overspent by £43k this year. This is due to increased staffing costs, in particular relating to the additional needs of some clients, additional income above budget from client contributions and also loss of income due to a short term increase in void properties in the inhouse service as a result of the new ECH schemes at Regency Court and Sutherland Court opening during the year.
- f) Integrated Community Equipment Store - There was a minor overspend on the service of £8k, prior to the service moving to the new external provider.
- g) Vehicle Operating Account - The service underspent by £31k during the year, analysed as £36k overspend on staffing budgets and £67k underspend on running costs.

**3. Learning Disabilities Care Management - Dr £70k**

The overspend relates mainly to additional domiciliary care costs of £85k, offset by an underspend on staffing of £15k.

**4. Learning Disabilities Day and Respite Services - Cr £198k**

The reported underspend is mainly due to staffing costs in the day care service, with the closure of the Bassetts Centre and subsequent reorganisation of staffing. This is offset by an overspend in the respite service, due mainly to the high cost of PCT staff and underachievement of income from clients of other boroughs. With the merger of the respite services and staff all now being employed by Bromley council it is expected that the expenditure going forward on respite services will be contained within budget.

**5. Learning Disabilities Housing and Support - Cr £75k**

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. Budgets for supplies and services and premises running costs have underspent, and there has been an overachievement of income in client contributions resulting in an overall underspend of £75k.

**6. Housing Needs - Dr £1,224k**

The net overspend of £1,224k comprises:

	£'000
Nightly paid accommodation (B&B) projected overspend	1,183
Use of Housing Grants to mitigate overspend	(443)
Review of provision for rent arrears bad debts	624
Other	(140)
	<u>1,224</u>

Numbers have increased at a net average rate of 6 per month during 2012/13. The full year effect of the 2012/13 overspend is anticipated to be £1.480m in 2013/14. This is net of assumptions on savings arising from existing invest to save initiatives but does not include the impact of welfare reform. £1m growth has been included in the 2013/14 budget so there is a residual pressure of £480k going in to 2013/14. Officers are still looking at various initiatives to bring these costs pressures down.

It is requested to carry forward £85k of former Homelessness Grant for homelessness prevention work and resources to support rent arrears collection. Further detail is contained in Appendix 2.

**7. Strategic & Business Support Services - Cr £454k**

The underspend of £454k relates to:

	£'000
Social Care Workforce training	(147)
Staffing	(115)
Early achievement of 2013/14 savings	(63)
Underspend on staff advertising and general running expenses	(86)
Overachievement of income	(30)
Other	(13)
	<u>(454)</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). It is requested that £25k of the underspend is carried forward to 2013/14 to fund training for ECS Commissioning staff in order to underpin the delivery of changes required as the Authority moves towards a commissioning-led authority. More detail on the carry forward is included in Appendix 2.

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

Savings required for the 2013/14 budget from structural change have been partly delivered early resulting in an underspend of £63k in 2012/13.

There is a significant underspend of £86k on departmental running costs, including £19k on staff advertising arising from low levels of recruitment.

The Performance and Research trading account generated £30k income in excess of budget in 2012/13 from services sold to schools.

**8. Children's Social Care - Cr £139k**

The main areas of under / overspending are:

**Staffing - Cr £264k**

The final position for the spend on Permanent and Agency staff was an underspend of £171k. Within the service there were pockets of overspends - the front line teams need to remain at full establishment to meet the statutory duties of the Council. However costs were contained by posts that are being held vacant pending reorganisations and early achievement of 2013-14 savings.

Salaries in the Youth Offending team underspent by £93k during 2012-13 whilst restructuring of the service took 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. The costs of this in 2012-13 was £179k and this was met by underspends in the wider ECHS department.

#### Placements - Dr £269K

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 was expected that expenditure would be over budget, as assumed by the impact of 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 effect in 2013-14.

#### No Recourse to Public Funds - Dr £193k

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.

#### Other - Cr £149k

The net overspends reported above are partly offset by savings and underspends in other areas of the division, as well as the release of prior year provisions that are no longer required. The main areas of underspend include the making of Preventative Payments to support families in their homes (Cr £74k); Section 18 provisions including child care and nursery costs which have been met by other Bromley settings (Bromley Children's Project) (Cr £40k). The department also received the refund of the "up front" set up costs of the Leaving Care pre-paid cards from 2010/11 this year, which totalled Cr £35k.

The balance of the overspend has been offset by sundry creditor provision brought forward from 2011/12 of £317k no longer required.

#### **Full Year Effects - Children's Social Care - Dr £500k**

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.
- (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 - £0k**

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

The main variations can be analysed as follows:

- (a) Short Breaks - Cr £185k - mainly relating to travel and escort costs (Cr £75k), and grants and subscriptions (Cr £74k).
- (b) Hollybank - Cr £20k - The contract amount with Bromley PCT for the running of Hollybank is £20k less than the budget provision.
- (c) Children's Disability Team - Dr £264 - Analysed as staffing (Cr £42k), Placements (Dr £340k), escorts & travel costs (Dr £60k), direct payments (Cr £107k), other (Dr £13k)

The net overspend of £59k has been offset by prior year provisions no longer required, so an outturn of nil is reported.

#### **Full Year Effects - Children with Disabilities Placements - Dr £200k**

The trend continues to rise in terms of the number of placements and the costs. Officers continue to work towards limiting placements where possible, providing alternative provision and driving down the costs where necessary. Current predictions estimate a pressure of £200k

#### **10. School Improvement Looked After Children - Cr £167k**

The variations can be analysed as follows:

(a) Care Matters - Cr £46k - Underspends in Staffing £6k , Active Involvement £21k and University Support grants of £12k, the latter were funded by Children's Social Care.

(b) Placements - Personal Education Allowances - Cr £31k, relating to educational equipment and personal recreational needs.

(c) Children in Care Education - Cr £90k - Underspend due to vacant ETE worker post, which is being deleted as part of the 2013-14 savings, and an underspend in the Pupil Premium Budget share cost of £66k.

#### **11. Commissioning - Cr £132k**

The Commissioning service area includes budgets for Carers, Taxicard and various SLAs as well as staffing and associated budgets for the ECS Department Commissioning Division.

The underspend of £132k comprises several variations, including underspends on staffing (mainly savings from vacant posts), Carers, Taxicard, the direct payments support and payroll contracts and other SLAs. These underspends are partly offset by costs of care home reprovision staffing and the admissions avoidance service.

#### **12. Learning Disabilities Services (including PCT transfer attrition) - Cr £2,373k**

Budgets for learning disabilities placements (including supported living and shared lives) underspent by £2,373k 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, Ordinary Residence transfers and delayed / deferred placements compared to previous assumptions.

In addition to the underspend of £2,373k, there is a further, non-recurrent underspend of £429k 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.

#### **13. Mental Health Services - Cr £495k**

The underspend of £495k on Mental Health services comprises:

	£'000
Placements, supported living, direct payments, flexible support etc	-340
Section 75 Agreement with Oxleas NHS Trust:	
- Savings achieved in advance of 2013/14 budget reduction	-75
- Underspend on 2012/13 s75	-22
SLAs - lower than budgeted inflationary increases	-31
Other	-27
	<u>-495</u>

The underspend of £340k on client-related budgets 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.

£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.

#### **14. Supporting People - Cr £956k**

There is a final underspend of £956k 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 £956k underspend relates mainly to savings arising from the gateway review of Supporting People funded tenancy support services, from limiting inflationary increases, from the tendering of mental health flexible support services and from lower than anticipated charges from in-house services. This majority of this represents early achievement of savings required in 2013/14.

#### **15. Drugs and Alcohol Service - Cr £91k**

The underspend of £91k is mainly on the core DAT budget, with the major element of the underspend relating to the residential budget (Cr £86k). This arises from a lower number of clients being placed. The DIP Grant and Community Safety Fund allocations were both reduced for 2012/13 (by £7k and £27k respectively) and savings have been made to offset these reductions.

#### **16. Housing Improvement - Cr £222k**

There is an overspend within employee costs of £16k, largely due to non-achievement of vacancy factor.

This deficit is partly offset by surplus income of £3k, and a net underspend across running expense budgets of £3k.

There is an 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

**17. Housing Enforcement - Cr £12k**

There is an underspend on energy efficiency promotions of £10k, and other minor net variations totalling £2k across the service.

**Directors Comments**

Significant savings for not just 12/13 but also 13/14 were taken in year, resulting in a £4.6m underspend on the overall budget. Whilst this is obviously pleasing, a number of significant pressures will be taken into the new financial year each with their own risks. Underpinning these pressures are our own demographics through which we see increasing numbers of potential clients in most, if not all, of the groups with which we are required to work.

Major changes are underway in how we procure placement packages, whether in the adoption services, SEN or adult social care. This will create a clearer division between assessment and commissioning, and have a tighter focus on outcomes rather than on the provision of packages or programmes. These, of course, must be seen alongside the other service redesigns that are presently at the implementation stage. There has, then, been a great deal of change in how our services are delivered over the last year, not least with the creation of the new Education, care and health department.

The significant changes made to the profile of operations in assessment and care services including reducing the numbers going into residential and nursing care placements has led to significant underspends in these areas. However, our initial analysis of how we are using the extra care housing schemes does not reflect the modelling that was undertaken last year with the reality being both higher numbers of void properties and more complex clients being placed in the extra care properties than was assumed in the modelling. Taken together, these result in the full year predicted pressures of around £1m. Work is now in place to minimise the voids (unoccupied flats) which make a significant contribution to this issue, and which we will have reduced by around 90% in the first two months of this financial year.

However, the complex nature of our placements in extra care schemes remains a challenge. We are therefore reviewing the model to see if the experience of implementation can help us better understand these pressures, and to identify where adjustments to the cost profile can be made. The move to more robust commissioning of placements discussed above should also help to address this issue.

Until such time as we are certain these budgets are back on track we are looking to cash limit expenditure in these areas.

We continue to develop not just better partnerships with the health sector but also more open and honest ones. No where is this clearer than on the equipment budget. As is common with many similar programmes on outsourcing, the improved access to resources (or perhaps, reduced gatekeeping) meant that in particular acute trust partners did not have to plan so diligently for hospital discharges, overusing the 4 hour option on our new equipment contract. The frank conversations between our staff and partners saw a significant additional contribution from health for this and a commitment to be less reliant on short term call-down of equipment.

Much has been said and discussed about the nightly paid accommodation issue. This is a challenge for all London boroughs where the tariff we receive from central government to support our bed and breakfast clients is significantly below the market rate of accommodation. This is a statutory duty placed on the borough and we strive constantly to find a balance between meeting this duty, and not attracting clients in because we meet this need. The text above refers to the work at Bellegrave which will help control the further pressures on this budget. We have yet to see what impact, if any, there is from the changes to welfare support.

The pressures relating to children's social care are discussed in the text above. Again, we have the unpredictable pressures from welfare reforms, and we would look to report any initial impact from this work at the next meeting.

**Waiver of Financial Regulations:**

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

**Adult Social Care**

- (a) The following contract waivers were agreed:
- 28 for the continuance of current contracts totalling £1.13m;
  - 10 for the extension of current contracts totalling £2.39m;
  - 5 for new services totalling £697k.

- (b) There were 3 placement waivers agreed for between £50k and £100k.

**Children's Social Care**

- (a) There was 1 placement waiver agreed for between £50k and £100k.

**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.



## Adult &amp; Community Services Carry Forward Requests

Description	Carry Forward Request £'000	Reason for Carry Forward
<b><u>1. Grants with Condition of Repayment Attached</u></b>		
<b>Social Care funding via the PCT under s256 Agreements:</b>		
Expenditure:		
Winter Pressures - 2011/12	734	Bromley PCT was allocated £734k in 2011/12 and £808k in 2012/13 for transfer to LBB for investment in social care services which also benefit the health system. The funding is to enable local services to discharge patients from hospital more quickly and provide effective ongoing support for people in their own homes. Expenditure has not been incurred against this funding in both years and it is requested to carry the full amounts forward to 2013/14. If the funding is not spent on agreed priorities there is a right of repayment to the PCT. The funding of £734k has been drawn down, the £808k remains in the contingency.
Winter Pressures - 2012/13	808	
Social Care funding via the PCT - 2010/11	127	In 2010/11, 2011/12 and 2012/13 the Department of Health allocated funds for social care services which also support the NHS. This funding has been transferred to Bromley from the PCT under s256 agreements. A number of investment plans have been approved by the Executive and drawn down in to the ECS budget. Spending on these schemes has generally been low, mostly due to delays in implementation. It is requested that £1.272m of the funding drawn down so far is carried forward to 2013/14. If the funding is not spent on agreed priorities there is a right of repayment to the PCT.
Social Care funding via the PCT - 2011/12	538	
Social Care funding via the PCT - 2012/13	607	
Social Care funding via the PCT - 2011/12 & 2012/13 held in the contingency pending draw down (element for which the purpose has not yet been approved by Members)	1,985	£1.985m of the allocations referred to above has not yet been drawn down from the contingency (or approved by Members for spending in future years) and it is similarly requested that this is carried forward, via the contingency, for spending in 2013/14. If the funding is not spent on agreed priorities there is a right of repayment to the PCT.
Income	-4,799	
Net carry forward	<u>0</u>	

**2. Grants without Condition of Repayment Attached**

Description	Carry Forward Request £'000	Reason for Carry Forward
Learning Disability Campus Closure Grant - expenditure	62	<p>The Department of Health provided grant funding to enable the reprovision of services from the Bassetts Campus site. The reprovision of services for adults with learning disabilities who resided on the Bassetts campus is now complete and the associated transfer of the adult respite service and Community Learning Disability Team (CLDT) has also been achieved. The Bassetts site has been cleared of any learning disability presence although some legacy work remains. The opportunity to utilise the old respite building at 44 Bromley Road is being progressed and involves the permanent move of 5 (ex-campus) adults with learning disabilities from a PCT owned property in the community that is in need of significant refurbishment. In addition, a number of adults with learning disabilities who used to attend day activities at Bassetts now attend the Astley Day Centre. This has increased pressure on LBB's day facilities and alternative arrangements need to be scoped to ensure people's needs are appropriately met.</p> <p>Member approval is requested for the remaining £62k of grant to be carried forward into 2013/14. This will enable the completion of the move of service users to 44 Bromley Road and provide resources to identify and progress the introduction of alternative day activities. The Campus Closure Grant will also be required for costs associated with stakeholder liaison and engagement.</p>
Learning Disability & Health Reform Grant - Healthwatch start-up funding	15	<p>The Healthwatch contract was awarded late in March 2013. On the award of such a contract, where it is key to gain publicity for the service because it is of general public interest, it is usual to hold a launch event. It is proposed to hold a conference which both launches Healthwatch and brings together family and carers of people living in care homes in Bromley. Healthwatch has a clear responsibility to make visits to care homes and we would like to raise the profile of this aspect of their work. The £15k start up money is required to ensure that the event can be set up, funded and delivered appropriately and this is in line with the purpose for which the grant was allocated.</p>
Homelessness Grant - expenditure	35	<p>The grant has been provided to help the authority manage the effects of Housing Benefit (HB) and Local Housing Allowance (LHA) changes. The aim of the grant is to provide support plans and be proactive in early intervention and the prevention of increased levels of homelessness and unnecessary financial hardship for those most affected by the changes, thus minimising costly temporary accommodation placements. Following the allocation of the grant, further changes in legislation set back implementation, with the main changes only starting to take effect in January 2012 and with further changes to be introduced over the next 2 to 3 years. There was no time limitation on the use of this funding and directives clearly explained the assumption that local authorities would roll forward the grant to enable initiatives to run for as long a period as possible to address the benefit changes.</p>

Description	Carry Forward Request £'000	Reason for Carry Forward
Preventing Repossessions Fund - expenditure	75	This funding was allocated by the DCLG in February 2012 to enable local authorities to establish a Preventing Repossessions Fund to help homeowners at risk of mortgage repossession. This funding is a top up to the Mortgage Rescue Grant. Grant levels were based on the data relating to possession proceedings in each area resulting from the current economic situation. Due to the late allocation of the funding, it was not possible to put schemes and processes in place until 2012/13 and the DCLG acknowledge that expenditure will take place in 2012/13 and future years. When the drawdown of this funding from the central contingency was approved by the Executive on 11 April 2012 it was reported that it would be carried forward in full to 2012/13.
LD & Health Reform Grant - Blue Badges - expenditure	134	The total sum allocated for Blue Badges in 2011/12 was £207,000, of which £134,000 was unspent. In 2012/13 funding dropped to £95,000, which covered the staffing of the blue badge service only. The £134k that was carried forward in 2011/12 remains unspent and a request is made to carry this forward to 2013/14. This funding will be utilised to provide additional staff to reduce the current backlog, to within LBB timescales, to provide specialist equipment to improve the assessments and make them more accurate so that the issue of the blue badge is appropriate and able to stand up to challenge, to speed up the process and improve the experience for disabled people in Bromley.
Step Up to Social Work	171	In December 2011 Executive approved the release of the 'Step up to Social Care' funding into the then CYP Budget, to run the 'Step Up to Social Work' programme in partnership with the London Boroughs of Bexley and Lewisham for 2011-12 and 2012-13. The programme is designed to attract high calibre professionals into children's social work. As lead Authority Bromley is responsible for accessing and administering the funding on behalf of the South East London Regional Partnership and received £698k over a two year period for 12-14 candidates. Funding of £233k was received for 2012/13 and £440k for 2012-13. At the end of March 2013 £269k had been spent. A budget carry forward is required to complete the current programme during the first few months of 2013/14.
Troubled Families	258	In September 2012 Executive agreed to a request for an initial draw down of the 2012-13 'Tackling Troubled Families' Grant. The total grant for 2012-13 was £535k and the drawdown request was for £270k. The spend to the end of March 13 was £29k and in part this was off-set by the 2011-12 Earmarked reserve carried forward. The balance remaining of the released grant income is £258k which is required for carry forward to build on the work started in 2012-13.
	265	The balance of the £535k funding that was not requested to be drawn down in 2012-13 of £265k is also requested to be carried to forward This funding was already highlighted in the September 2012 Executive report as being required in 2013-14.
Total underspends to be carried forward	1,015	
Funded by Government Grant Earmarked Reserve	-1,015	

Description	Carry Forward Request £'000	Reason for Carry Forward
Net carry forward	<u>0</u>	
<b><u>3. Other Carry Forward Requests</u></b>		
Homelessness former grant (now transferred to general "Local Services Support Grant")	85	<p>Due to the significant increase in the number of households and associated cost of bed and breakfast placements, the carry forward request relates to the enhanced incentives approved in order to try and acquire additional private rented sector units both through our housing initiatives scheme and leasing scheme, both of which will be funded via the carry forward of grant funding. The funding will also contribute to the higher level of prevention and housing advice work and associated schemes in place required to address the current 150% rise in homeless presentations and minimise the current budgetary pressure in relation to B&amp;B placements. The carry forward will contribute to additional resources being put in place by Liberata to address issues around rent arrears collection.</p>
Training for Commissioning	25	<p>As the organisation restructures to become a commissioning-led authority, the Commissioning Division will be at the forefront of those changes and will be working directly with the market to provide much of our core service to residents. It is essential to ensure that key Commissioning staff are equipped with specialist skills necessary to robustly drive through the changes to achieve corporate savings requirements. These skills are in the areas of: market intelligence and benchmarking; provider negotiations; contract management and tendering skills; market development; translating needs into market based solutions; understanding best practice and being alert to risk and ongoing performance management of suppliers.</p> <p>Suitable training has been sourced at an estimated cost of £25k. Given the reductions in training budgets for 2013/14, it is not possible to fund this essential training from next year's budget and it is requested that a carry forward of some of the 2012/13 underspend is approved for this purpose.</p>

Description	2012/13 Latest Approved Budget £'000	Variation To 2012/13 Budget £'000	Potential Impact in 2013/14
Residential and Domiciliary care - Older People	19,581	-254	Although currently showing a projected underspend in year ,due mainly to the early achievement of 2013/14 savings in relation to the domiciliary care retendering , <b>a full year effect of £1,005k</b> has been calculated. Residential and nursing placements are currently significantly underspent, however the increased costs of domiciliary care and direct payments and the unanticipated additional costs of the new ECH schemes is resulting in a budget pressure following into 2013/14.
Residential and Domiciliary care - Physical Disabilities	3,475	(28)	The current <b>full year effect is an underspend of £16k</b> 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	269	The <b>full year effect of the overspend in 2013/14 is currently calculated at £200k</b> . Officers continue to work towards increasing the number of in-house foster carers so that expensive external placements can be avoided.
Children's Social Care - No Recourse to Public Funds	100	193	The <b>full year effect of clients who have no recourse to public funds and Bromley are having to pay for has been calculated at £200k</b> 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 2012/13 with an ongoing <b>full year effect in 2013-14 of £100k</b>
Education Division - Childrens Disability Placements	2,775	340	The trend continues to rise in terms of the number of placements and the costs. Officers continue to work towards limiting placements where possible, providing alternative provision and driving down the costs where necessary. Current predictions estimate a pressure of £200k
Housing Needs - Temporary Accommodation (net of HB)	254	525	Numbers have increased at a net average rate of 6 per month during 2012/13. <b>The full year effect of the 2012/13 overspend is anticipated to be £1.480m in 2013/14</b> . This is net of assumptions on savings arising from existing invest to save initiatives but does not include the impact of welfare reform. £1m growth has been included in the 2013/14 budget so there is a residual pressure of £480k going in to 2013/14. This may be partly mitigated by the new invest to save project at Bellegrove which will deliver another 34 units.

**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
Housing Benefits - release of prior year provisions	Cr 747
Transfer of post from Short Breaks to SEN	Cr 10
<b>Total Variations</b>	<b>Cr 204</b>
<u>Variations on Capital charges etc.</u>	
Capital Charges	Cr 2,718
Insurance	2
Rent Income	3
Repairs & Maintenance	Cr 97
IAS19 (FRS17)	2,239
Excluded Recharges	560
<b>Total Variations on Capital charges etc.</b>	<b>Cr 11</b>
<b>2012/13 Latest Approved Budget</b>	<b>116,299</b>

# Agenda Item 9

Report No.  
CS 13005

London Borough of Bromley

PART ONE - PUBLIC

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

**Date:** Tuesday 18 June 2013

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

**Title:** UPDATE ON THE TRANSITION STRATEGY

**Contact Officer:** Lorna Blackwood, Assistant Director Commissioning  
Tel: 020 8313 4110 E-mail: lorna.blackwood@bromley.gov.uk

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

**Ward:** (All Wards);

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1. Reason for report

A report was presented to the Care Services Policy, Development and Scrutiny (PDS) Committee in September 2012 updating on the Integrated Transition Strategy for young people with learning difficulties/ disabilities and that the strategy would be put on hold pending impacts of the emerging findings from the Special Educational Needs and Disability (SEND) Pathfinder.

Reports would be submitted in future to both the Care Services PDS Committee and the Education PDS Committee informing on further reforms by the government on the SEND pathway. It was agreed that this be reflected in the Committee's Work Programme.

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2. **RECOMMENDATION(S)**

**Members of PDS are requested to comment on the revised approach to Transition (preparing for adulthood) in light of legislative changes and the outcomes from the SEND Pathfinder.**

### Corporate Policy

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

### Financial

1. Cost of proposal: Contained within current resources.
  2. Ongoing costs: Not Applicable:
  3. Budget head/performance centre: ECH Learning disability services; SEND budget; Pathfinder Grant (DoE)
  4. Total current budget for this head: £24,391,130 (ECH) £11,267,630 (SEND – Revenue Support Grant), £23,965,090 (SEND – Dedicated Schools Grant); £150,000 (Pathfinder)
  5. Source of funding: ECH and SEND budgets
- 

### Staff

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

### Legal

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

### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): An estimated 305 Young People over the next 10 years will be transitioning to Adult services
- 

### Ward Councillor Views

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



### 3. COMMENTARY

- 3.1 Since last reporting to the Care Services PDS Committee, considerable progress has been made on the implementation of the new SEND pathway under the Pathfinder Programme. With the Children & Families Bill proceeding through Parliament on track for a September 2014 implementation and the publication of an indicative Code of Practice further clarification on the impact of preparing young people for adulthood has been ascertained.
- 3.2 Given the intensive work being carried out by the Pathfinder and associated projects, coupled with the rapidly developing landscape of the Governments intentions regarding the 0-25 pathway (e.g. the impact of the Education Funding Reforms from April 2013) the further development of the Transition Strategy has been put on hold as agreed by this Committee.
- 3.3 In April Bromley was awarded continued Pathfinder funding to further build on its work testing the new legislative reforms alongside Champion status that will see Bromley supporting a number of London Authorities in understanding the impact of the SEND reforms
- 3.4 Under the 'invest to save' programme the Maximising Potential Project has commenced. Three Preparing for Adulthood (PfA) coordinators have been employed who have commenced work with an identified cohort of young people aged 14-25yrs to maximise their potential for independence as they prepare for adult life. The team sit within the Commissioning Division of Education, Care and Health Services.
- 3.5 The purpose of the PfA Coordinator role is to work with young people and their families to develop Education, Health and Care (EHC) Plans that meet identified need and support long term goals across the four key pathways: work opportunities, independent living, good health and community inclusion.
- 3.6 The project team, working together with young people, families and partners will assist in the development and implementation of six key areas:
- Education, Health and Care Plan with young people and families
  - Outcome based Person Centred Planning
  - Personal budgets
  - Creative and innovative solutions to meet identified need
  - Support mechanisms – developing sustainable circles of support
  - Multi agency working – braiding provision, support and funding
- 3.7 In response to the identified need to develop provision and facilities in borough for young people with more complex needs, Bromley submitted a bid for Demographic Growth Capital Funds (DGCF) and was awarded £2million in June 2012 to completely remodel facilities at Bromley College (full project total £2.4million), which has now been completed and is ready for September 2013 intake.
- 3.8 In addition to the capital build at Bromley College, we are working in partnership across the borough (young people, families, schools, colleges and providers) to develop holistic pathways across education, health and care, enabling a greater number of young people to live, learn and work in their own community and achieve sustained progression leading to better life outcomes. This is being supported through the Raising Aspirations and Improving Choice Project. The main aim of this project is to work collaboratively with a range of partners across the borough to raise aspirations, improve pathways and achieve better life outcomes for young people with disabilities. Through the projects, we will work intensively with a cohort of young people with more complex needs to enable them to live and learn within their own community whilst accessing the new facilities at Bromley College.

- 3.9 We are reviewing and re-commissioning a range of children's and adult services to meet the needs of young people and their families, supporting them to be confident in our Local Offer i.e. good Information, Advice and Guidance (IAG) services and 7 day a week day opportunities alongside employment pathways.
- 3.10 Integral to the SEND reforms are three prime duties that underpin the holistic approach to supporting those young people as they progress along the 0-25 pathway.
- 3.11 The first element is that parents and young people are at the heart of the processes and decisions that will affect the lives of children and young people with SEND, that it is a **family centred approach**.
- 3.12 Local authorities must ensure that parents and young people are involved when they are:
- planning and reviewing the local offer;
  - reviewing special educational and social care provision;
  - drawing up individual EHC plans, and in reviews and reassessments.
- 3.13 Commissioning of support is underway to facilitate parent, children and young people involvement in the implementation phase of the SEND reforms. Parents and young people are engaged and represented on all elements of the Pathfinder implementation. A 'Preparing for Adulthood' conference was run by the Council in February for parents and young people and a series of 'Question and Answer' sessions are being run through the SEND schools for those year 9+ parents. Officers have also supported the Bromley Parent Voice conference with workshops on the impact of the SEND reforms for young people approaching adulthood.
- 3.14 Education, Health and Care (EHC) plans are integrated support plans for children and young people with SEN from 0 to 25. They are focused on achieving outcomes and helping children and young people make a positive transition to adulthood, including into paid employment and independent living. They will be produced in partnership with parents, children and young people and will be based on a coordinated approach to the delivery of services across education, health and care.
- 3.15 The great majority of children and young people with SEN will have their needs met within their local mainstream school or college. In a small number of cases, planning will identify a need to conduct formal assessments of education, health and care needs, leading to an EHC plan. A statutory assessment should not be the first step in the planning process; rather it should flow from planning undertaken with parents and young people. The statutory assessment process must be co-ordinated across education, health and care to ensure a cohesive experience for children, parents and young people. Information from existing relevant assessments should be used and professionals should share information so that families do not have to keep giving the same information to different professionals. A key approach that ensures that parents and carers, children and young people are actively placed at the heart of the system is person centred planning. A person centred approach to planning means that planning should start with the individual (not with services), and take account of their wishes and aspirations, and the support they need to be included and involved in their community. It aims to empower parents, children and young people so that they have more control over assessment and decision-making processes.
- 3.16 As part of the Pathfinder requirements we have 45 signed up families undergoing an EHC plan across the 11-25 age groups. Parents & young people are intrinsically involved in both developing the documentation, defining the process and capturing any learning in order to feed back to the Department of Education as part of the national assessment of the EHC process.

- 3.17 Local Authorities are required to produce a Local Offer - to provide clear, comprehensive and accessible information in one place about the support and opportunities that are available, information about provision they expect to be available in their area for children and young people from 0 to 25 who have SEN; and to make provision more responsive to local needs and aspirations by directly involving children and young people with SEN, parents and carers, and service providers in its development and review.
- 3.18 Bromley's Local Offer is being developed across three tranches: 0-5yrs, 5-16yrs and 16-25yrs. Services have focused on universal, targeted and specialist support across education, health, care and integrated work. Information is being gathered to launch the Bromley Local Offer website. It is envisaged that the draft Local Offer will be published by 30 June 2013. A draft education local offer has been produced in March 2013 for mainstream schools, which includes expectations for provisions up to £6k, clear criteria for top up funding, a banded funded formula above £6k and EHC thresholds. The local offer has also been considered by the Young Advisors, with a comprehensive report produced.

#### 4. POLICY IMPLICATIONS

The overarching 'Improving Lives – Supporting Families: Disability Strategy for Children and Young People in Bromley' clearly identified amongst its key aims the improved transition planning for young people with learning difficulties and disabilities.

#### 5. FINANCIAL IMPLICATIONS

All actions arising from the implementation of the SEND reforms will need to be met within existing resources.

#### 6. LEGAL IMPLICATIONS

The Pathfinder programme was implemented as part of the Department of Education's consultation on its Green Paper. The proposed timeline is that this Bill will receive Royal Assent in April 2014 with implementation in September 2014.

<b>Non-Applicable Sections:</b>	Personnel Implications
Background Documents: (Access via Contact Officer)	Indicative Code of Practice <a href="http://www.councilfordisabledchildren.org.uk/news/january-june-2013/indicative-drafts-of-the-special-educational-needs-code-of-practice-and-regulations-published">http://www.councilfordisabledchildren.org.uk/news/january-june-2013/indicative-drafts-of-the-special-educational-needs-code-of-practice-and-regulations-published</a>  Children & Families Bill <a href="http://services.parliament.uk/bills/2012-13/childrenandfamilies.html">http://services.parliament.uk/bills/2012-13/childrenandfamilies.html</a>

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Report No.  
CS13009

London Borough of Bromley

PART ONE - PUBLIC

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**Decision Maker:** Care Services  
Policy Development and Scrutiny Committee

**Date:** 18<sup>th</sup> June 2013

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

**Title:** **TACKLING TROUBLED FAMILIES - UPDATE**

**Contact Officer:** Kay Weiss, Assistant Director (Safeguarding and Social Care)  
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**Chief Officer:** Terry Parkin, Executive Director

**Ward:** Boroughwide

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1. Reason for report

- 1.1 This report is an update and progress report on the Tackling Troubled Families Programme being delivered in Bromley.
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2. **RECOMMENDATION(S)**

- 2.1 **The Care Services Policy Development and Scrutiny Committee is asked to:**
- (i) **Consider and comment on the content of the report.**

### Corporate Policy

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

1. Cost of proposal: Within existing resources
  2. Ongoing costs: To be determined
  3. Budget head/performance centre: Not Applicable
  4. Total current budget for this head: Not Applicable
  5. Source of funding: Funding over 3 years from the Department of Communities and Local Government (DCLG) on a payment by results basis.
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### Staff

1. Number of staff (current and additional): 7 FTE
  2. If from existing staff resources, number of staff hours: Contribution for the hours spent by the Assistant Director for Children's Safeguarding & Social Care, the Head of Service for Referral & Assessment and Early Intervention, the Manager of the Bromley Children Project and the Bromley Children Project Early Intervention Assurance Officer.
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### Legal

1. Legal Requirement: None
  2. Call-in: Not Applicable
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### Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 490 families over 3 years
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### Ward Councillor Views

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

### 3. COMMENTARY

#### Tackling Troubled Families Programme

3.1 The reports to CYP PDS in March 2012 and June 2012 described the Government programme “Tackling Troubled Families” and how this would be implemented in Bromley. This is a payment by results initiative focusing on local authorities supporting households who:

- **Are involved in crime and anti social behaviour (ASB)** - Household where a young person has a proven offence in the last 12 months and / or where one or more family member has been subject to ASB intervention in the last 12 months.
- **Have children not in school, training or employment** - Household affected by truancy or exclusion from school where a young person has a history of school exclusions, is in a pupil referral unit or has 15 % unauthorised absences in the last 3 terms.
- **Have an adult on out of work benefits** - Once the above criteria have been identified, those who are out of work and claiming benefits.
- **Cause high cost to the public purse** - Local discretion to add families meeting any 2 of the above criteria and where there is a cause for concern. These may include families subject to child protection plans where there is a risk a child may be accommodated, families subject to frequent police call outs, families where there are health problems such as emotional and mental health problems, drug and alcohol misuse and health problems caused by domestic abuse.

#### 3.2 The Bromley Approach to Tackling Troubled Families

3.3 The Tackling Troubled Families programme is coordinated through the Bromley Children Project and delivered through a number of work streams. These are cross cutting across council departments and agencies and require an integrated approach to working with partners. These include the Anti-social Behaviour Unit, Youth Offending Team, education support to children not attending school through the Education Welfare Service and services that support families not in work. This aims to ensure a multi-agency approach to families with multi faceted problems, build on systems and structures already in place and further develop innovative interventions with troubled families.

#### 3.4 Grant Funding

3.4.1 Bromley received the ring fenced grant allocation for Bromley for 2012/13 which totalled £535,200 and includes the contribution to cover: -

- the initial identification of families,
- the coordination of the programme,

- the 80% upfront “attachment fee” in relation to 136 of the 163 families that Bromley has committed to work with in year 1 of the grant.

The total grant allocation of £535,200 for 2012/13 was held in the central contingency. In September 2012, a report went to Executive to draw down £270,120 leaving £265,080 still unallocated. The table below provides a breakdown of the proposed expenditure for 2012/13 and actual expenditure in year.

	FTEs	2012/13 Budget £	2012/13 Actual £
<b>Staffing</b>			
Contribution to management and support costs		64,400	0
Co-ordinator	1	18,540	7,031
Family support and Parenting Practitioners	4	87,180	18,296
		<u>170,120</u>	<u>25,327</u>
Running costs etc		100,000	3,982
<b>Total Expenditure</b>		<b><u>270,120</u></b>	<b><u>29,309</u></b>
TTF Grant 2011/12 B/F		0	-16,836
<b>TTF Grant</b>		<b>-535,200</b>	<b>-535,200</b>
Grant C/F into 2013/14 - not allocated		<u><u>-265,080</u></u>	<u><u>-522,727</u></u>

As you will see from the table above, there is £522,727 remaining unspent from the year 1 grant allocation. A carry forward is being requested in the 12 June 2013 Executive report for this money, comprising of £265,080 held in the central contingency and £257,647 in the ECHS departmental budget.

- 3.4.2 Inevitably there has been a time delay in spending this funding in 2012/13 because of the need to identify specific families locally and recruit staff into the programme, meaning that only £29k out of the £270,120 allocated has been spent. Most other local authorities have experienced these delays reflecting the fact that the national programme had underestimated the time needed to get the scheme fully operational.
- 3.4.3 A bid has been submitted to Department for Communities and Local Government (DCLG) for the grant payment for 2013/14. DCLG have encouraged local authorities to be ambitious when setting their targets for Year 2; Bromley has increased the number of families it intends to target in Year 2 from 163 to 245 in order to optimise the Attachment Funding available as this reduces year by year.
- 3.4.4 The attachment funding for Year 2 totals £489,600. The central funding to cover the cost of the Coordinator, Data and Administration Posts as well as a contribution



towards senior management time remains fixed at £100,000 and is in addition to the attachment funding. For 2013/14, Bromley has submitted a bid of £589,600 to DCLG.

3.4.5 On 10 May 2013 DCLG advised that following their invitation for local authorities to be more ambitious in setting targets for Year 2, and because so many have increased their targets, they have had to seek approval from Ministers before any bids can be approved and paid. This has caused a delay approving the bids for Year 2.

3.4.6 DCLG have advised a change in how payment of the attachment fees for Year 2 will be made. It will relate to the percentage successfully attached for Year 1 as at 31 March 2013. Local authorities who attached: -

- 75% or more of their target families in Year 1 will receive the full payment in Quarter 1 of 2013/14
- 33% - 74% of their target families in Year 1 will receive half of the requested payment in Quarter 1 of 2013/14, and with the remaining half to be paid in the second quarter 2013/14 providing they have 'caught up' (i.e. commenced working with remainder of Year 1 families) by 30 June 2013
- less than 33% of their target families in Year 1 will not be paid their requested Year 2 attachment fees. Instead, they will be invited to discuss what help DCLG can offer to improve performance.

3.4.7 Bromley attached 66% of the target in Year 1 and so falls into Group 2. Based on the approach described in 3.4.6 above our payment will be made in two stages.

3.4.8 Real progress has been made in the identification of families following the appointment of the TTF Coordinator. Table A below shows as at 31 May 2013 Bromley has attached 80% of Year 1 and is awaiting confirmation in relation to a further 32 families which would increase total families attached to 100% of Year 1 cohort and therefore anticipate receiving full payment of Year 2 Attachment Funding by September 2013.

MONTH	Number of Families identified not requiring extra family support	Number of Families requesting extra family support	Total cohort attached
By 28 February 2013	87	3	90
By 31 March 2013	0	18	108
By 30 April 2013	0	6	114
By 31 May 2013	0	17	131
Additional cases identified and in process of being confirmed as meeting TTF criteria			34

3.4.9 In the previous reports to PDS it was advised that Bromley will work with 163 families each year, and the proposed budget was tabled. This has now been revised in order to maximise the grant available; 163 families in Year 1 totals £535,200, 245 families in Year 2 totals £589,600, and 82 families in Year 3 totals £208,800. Due to the nature of the Payment by Results and the necessity to evidence outcomes for individual families, the final income total for each year is not guaranteed. The figures quoted are based on the maximum attachment fee.

### **3.5 Progress**

3.5.1 The strategic steering group has developed into a Project Board. The membership has been rationalised. It meets quarterly and remains chaired by the Assistant Director for Safeguarding & Social Care.

3.5.2 The operational steering group which includes the leads for the key work streams as described in Briefing CS12008, 2.6.2., and is chaired by the Head of Service for Referral, Assessment and Early Intervention continues to meet monthly and reports up to the Project Board.

3.5.3 The identification of families continues. Work to bring on board the Probation Service, Police, Job Centre Plus (DWP), Bromley Women's Aid, and the Tryangle Programme has been successful. Work continues to encourage local Academies to sign up and we have had positive responses from several and data sharing agreements have been exchanged.

3.5.4 The add-on to the Synergy database has been purchased and installed and work is underway to create the reporting suite required for the returns for DCLG.

3.5.5 The Project Board recognised the need for and approved the creation of a Data Analyst post. The Job Description and Person Specification for a Data Analyst to undertake the complex data management and reporting to support the Payment by Rewards element of the programme as been developed and is with Human Resources for evaluation (anticipated grade BR10). It is proposed that the post be filled as soon as possible and offered on a fixed term appointment to 31 July 2015 to enable reward payments returns to be completed.

3.5.6 A decision to use some of the grant allocation to develop family support for parents/carers with children and young people aged 11 – 19 was made by the Project Board in light of the initial identification of families which showed that 87% of families had a child aged 12-19 years old. In six weeks, their caseload has grown to approximately 40 cases. If this rate of referral continues, it is likely that additional staff maybe required for the duration of the programme. It is therefore recommended that if/when they reach the maximum caseload, two additional staff be recruited on a fixed term basis to prevent families being added to a waiting list due to the short term nature of this programme and the impact on the likelihood of claiming the Payment by Results funding.

## **Commissioning**

- 3.5.7 A decision was made by the Project Board to use the remainder of the grant funding to enable existing services involved in the work streams and other voluntary and community sector organisations to bid for funding to develop sustainable alternative interventions which are able to measure involvement, outcomes and impact on families who meet the criteria. This is via an approved list mini tender commissioning process similar to that already approved by PDS in operation for the early intervention services delivered through Children and Family Centres.
- 3.5.8 Additionally where there are identified gaps in services identified by the steering group there may be requests for funding in order to improve service delivery
- 3.5.9 A bidding process has been developed and piloted. It is recommended that this is fully utilised in Year 2 in order to increase the rate of positive outcomes and therefore the likelihood of achieving Payment by Results funding.

## **3.6 Risk Management**

- 3.6.1 A number of risks were discussed in Briefing CS12008, 2.8, and these remain relevant.
- 3.6.2 TTF coordinator is working hard with colleagues both internal and external, to identify families in order to ensure delivery targets are achieved and the maximum payments by results payments are secured, and reports to Government are submitted accurate and in line with fixed timeframes.
- 3.6.3 The recruitment of the TTF Data Analyst is urgently required in order to ensure that families are correctly identified, interventions with these families are recorded and the complex cross-referencing undertaken for both identification as well as measuring outcomes and positive change is made to maximise payment by results.

## **4. POLICY IMPLICATIONS**

- 4.1 The development of the tackling troubled families programme contributes to Building a Better Bromley priorities

## **5. FINANCIAL IMPLICATIONS**

- 5.1.1 In 2012/13 the local authority received the initial year 1 ring-fenced grant of £535,200, which was used in part to set up the data interrogation, fund the coordination of the programme and the attachment fee for families to be supported. At the 31 March 2013 a sum of £522,727 remains unspent against this grant allocation. Based on the revised target of 245 families for Year 2 and 82 for Year 3, the attachment funding available for year 2 is £589,600 and for Year 3 is £208,800

- 5.1.2 In order to attract the Payment by Results funding each year it is essential that the local authority is able to clearly demonstrate which families it has supported, how they met the criteria, the outcomes achieved and the impact on those families.
- 5.1.3 If Bromley's bid is approved for year 2, the DCLG will release the next phase of grant funding in June and September of this year, made up of £344,800 and £244,800 respectively. This will be dependent on Bromley attaching all 163 families from Year 1, by 30 June. The second payment of £244,800 is not reliant on Bromley demonstrating that it has attached all of the targeted families for Year 2.
- 5.1.4 The grant funding for year 2 totalling £589,600 will be held in the central contingency and officers will need to prepare a report to Executive with plans on how this will be spent, the outcome achieved and to ensure that the grant is not at risk. We are currently on track to reach the Year 1 figure.
- 5.1.5 The Government has committed to a three year programme; the first year was 2012/13. We are now entering Year 2 of the programme; 2013/14. Most local authorities have spent much of Year 1 setting up the project and identifying families who meet the criteria.

**6. PERSONNEL IMPLICATIONS**

- 6.1.1 The Data Analyst post will be offered on fixed term contract to 31 July 2015 with the option to extend in the event that Government extends the Tackling Troubled Families programme as the Payment by Results returns for DCLG will be due in July 2015 for the third year of the programme.
- 6.1.2 The post will initially be offered to staff in the redeployment pool, before being advertised internally to all staff. If we are unable to recruit staff who are sufficiently skilled to undertake these roles, the posts will be advertised externally via the Bromley website.

<b>Non-Applicable Sections:</b>	Policy, Financial, Legal and Personnel Implications
Background Documents: (Access via Contact Officer)	CYP PDS 20 <sup>th</sup> March 2012. Department for Communities and Local Government Initiative – Tackling Troubled Families CYP PDS 12 <sup>th</sup> June 2012. Review of the Tackling Troubled Families Initiative for Bromley.

# Agenda Item 13

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