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DATE: 13 March 2017

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

Councillor Judi Ellis (Chairman)
Councillor Pauline Tunnicliffe (Vice-Chairman)
Councillors Ruth Bennett, Kevin Brooks, Mary Cooke, Hannah Gray, David Jefferys,
Terence Nathan, Catherine Rideout and Charles Rideout QPM CVO

Linda Gabriel, Healthwatch Bromley
Justine Godbeer, Bromley Experts by Experience
Rosalind Luff, Carers Forum
Lynn Sellwood, Voluntary Sector Strategic Network

A meeting of the Care Services Policy Development and Scrutiny Committee will be held at Bromley Civic Centre on **TUESDAY 21 MARCH 2017 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 <http://cbs.bromley.gov.uk/>. Any member of the public requiring a paper copy of the agenda may request one in advance of the meeting by contacting the Clerk to the Committee, giving 24 hours notice before the meeting.

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

A G E N D A

PART 1 AGENDA

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

STANDARD ITEMS

- 1 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS
- 2 DECLARATIONS OF INTEREST

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

In accordance with the Council's Constitution, questions to the Care Services Portfolio Holder or to the Chairman of 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 5.00pm on Wednesday 15th March 2017.

4 MINUTES OF THE CARE SERVICES PDS COMMITTEE MEETING HELD ON 10TH JANUARY 2017 (Pages 7 - 26)

5 MATTERS ARISING AND WORK PROGRAMME (Pages 27 - 38)

6 UPDATE FROM THE EXECUTIVE DIRECTOR: EDUCATION, CARE AND HEALTH SERVICES

7 HOLDING THE PORTFOLIO HOLDERS AND EXECUTIVE TO ACCOUNT

8 UPDATE ON CHILDREN'S SERVICES (Pages 39 - 50)

9 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 CAPITAL PROGRAMME MONITORING - 3RD QUARTER 2016/17 AND ANNUAL CAPITAL REVIEW 2017 TO 2021 (Pages 51 - 56)

b BUDGET MONITORING 2016/17 (Pages 57 - 72)

c MENTAL HEALTH FLEXIBLE SUPPORT

To Follow.

d YEOMAN HOUSE OFFICE ACCOMMODATION

To Follow.

e AWARD OF COMMUNITY SEXUAL HEALTH EARLY INTERVENTION SERVICES PART 1 (PUBLIC) INFORMATION (Pages 73 - 76)

f REPLACEMENT OF HOUSING INFORMATION SYSTEMS - ITT EVALUATION OUTCOME PART 1 (PUBLIC) INFORMATION (Pages 77 - 82)

- g CONTRACT AWARD FOR STATUTORY HOMELESSNESS REVIEWS PART 1 (PUBLIC) INFORMATION (Pages 83 - 86)**
- h CONTRACT AWARD FOR BROMLEY WELFARE FUND/ESSENTIAL HOUSEHOLD GOODS SERVICE PART 1 (PUBLIC) INFORMATION (Pages 87 - 90)**
- i EXTRA CARE HOUSING CONTRACT AWARD PART 1 (PUBLIC) INFORMATION (Pages 91 - 96)**
- j CONTRACT AWARD OF LEARNING DISABILITY SUPPORTED LIVING SCHEMES PART 1 (PUBLIC) INFORMATION (Pages 97 - 102)**

10 POLICY DEVELOPMENT AND OTHER ITEMS

a CHAIRMAN'S ANNUAL REPORT

To Follow.

b CONTRACT PERFORMANCE REPORT - ADULTS PASSENGER TRANSPORT SERVICE (Pages 103 - 116)

c PROGRESS REPORT FROM PRIORITY ONES LEARNING DISABILITIES FOLLOWING ON FROM INTERNAL AUDIT

To Follow.

11 QUESTIONS ON THE CARE SERVICES PDS INFORMATION BRIEFING

The briefing comprises:

- Contract Activity 2016/17
- CQC Inspection of LBB Reablement Service
- Social Isolation: Developing a Local Campaign

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?CId=559&Year=0>

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

This item will only be debated if 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. Questions on the briefing should also be sent to the Clerk at least 24 hours before the meeting.

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 10TH JANUARY 2017 (Pages 117 - 120)

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

14 PRE-DECISION SCRUTINY OF EXEMPT (PART 2) CARE SERVICES PORTFOLIO REPORTS

The Care Services Portfolio Holder to present scheduled Exempt (Part 2) reports for pre-decision scrutiny on matters where he is minded to make decisions.

a AWARD OF COMMUNITY SEXUAL HEALTH EARLY INTERVENTION SERVICES PART 2 EXEMPT INFORMATION (Pages 121 - 126)

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

b REPLACEMENT OF HOUSING INFORMATION SYSTEMS - ITT EVALUATION OUTCOME PART 2 (EXEMPT) INFORMATION (Pages 127 - 138)

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

c CONTRACT AWARD FOR STATUTORY HOMELESSNESS REVIEWS PART 2 (EXEMPT) INFORMATION (Pages 139 - 144)

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

d CONTRACT AWARD FOR BROMLEY WELFARE FUND/ESSENTIAL HOUSEHOLD GOODS SERVICE PART 2 (EXEMPT) INFORMATION (Pages 145 - 150)

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

- e **EXTRA CARE HOUSING CONTRACT
AWARD PART 2 (EXEMPT) INFORMATION**
(Pages 151 - 164) Information relating to the financial or business affairs of any particular person (including the authority holding that information)

- f **CONTRACT AWARD OF LEARNING
DISABILITY SUPPORTED LIVING SCHEMES
PART 2 (EXEMPT) INFORMATION** (Pages 165 - 172) Information relating to the financial or business affairs of any particular person (including the authority holding that information)

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CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 10 January 2017

Present:

Councillor Judi Ellis (Chairman)
Councillor Pauline Tunnicliffe (Vice-Chairman)
Councillors Ruth Bennett, Kevin Brooks, Mary Cooke,
Hannah Gray, Catherine Rideout and
Charles Rideout QPM CVO

Linda Gabriel, Justine Godbeer, Rosalind Luff and Colin
Maclean

Also Present:

Councillor Robert Evans, Portfolio Holder for Care Services
Councillor Diane Smith, Executive Support Assistant to the Portfolio
Holder for Care Services

57 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillor David Jefferys and
Councillor Terry Nathan.

Apologies were also received from Lynn Sellwood and Colin Maclean
attended as her substitute.

58 DECLARATIONS OF INTEREST

Linda Gabriel declared that she was the Chair of Bromley and Lewisham Mind
in relation to Item 13b: Contract Award for Respite at Home Services – Part 2
(Exempt) Information and left the meeting during consideration of this item.

Rosalind Luff declared that one of her children was a young carer in relation
to Item 9a: Young Carers.

59 QUESTIONS FROM COUNCILLORS AND MEMBERS OF THE PUBLIC ATTENDING THE MEETING

No questions had been received.

60 MINUTES OF THE CARE SERVICES PDS COMMITTEE MEETINGS ON 15TH NOVEMBER 2016 AND 6TH DECEMBER 2016

RESOLVED that the minutes of the meetings held on 15th November
2016 and 6th December 2016 be agreed.

61 MATTERS ARISING AND WORK PROGRAMME

Report CSD16169

The Committee considered its work programme for 2016/17, the schedule of Council Members' visits and matters arising from previous meetings.

RESOLVED that the Care Services work programme for 2016/17, the schedule of Council Members' visits and matters arising from previous meetings be noted.

62 UPDATE FROM THE EXECUTIVE DIRECTOR: EDUCATION, CARE AND HEALTH SERVICES

The Deputy Chief Executive and Executive Director: Education, Care and Health Services gave an update to Members on work being undertaken across the Education Care and Health Services Department.

A range of work was in progress across the Department including measures to improve partnership working with schools and the police and a new multi-agency team to address the issues of child sexual exploitation and missing children. Other initiatives that had been recently introduced included a monthly safeguarding session with agencies, and a Placements Panel that would review the placements of children looked after.

The Deputy Chief Executive was pleased to introduce Janet Bailey, Interim Director: Children's Social Care who had recently joined the Local Authority and to announce that Jim Gamble QPM had been appointed as the Independent Chairman of the Bromley Safeguarding Children Board from 16th January 2017.

In considering the update, the Chairman underlined the need for closer partnership working with foster carers and to ensure the right support was in place for children looked after to thrive within their foster placements. The Chairman noted that the biennial joint meeting of Care Services PDS and Education Select Committees on child safeguarding would be held in May 2017.

RESOLVED that the update be noted.

63 HOLDING THE PORTFOLIO HOLDER AND EXECUTIVE TO ACCOUNT

A CHILDREN'S SERVICE IMPROVEMENT PLAN UPDATE AND PHASE 3 SPENDING PLAN

Report CS17089

The Committee considered an update on progress in implementing the Children's Services Improvement Action Plan, and seeking the approval of the

Council's Executive on proposals for the allocation of Phase 3 funding which had been agreed by the Council's Executive on 14th September 2016.

The Council's services for children in need of help and protection and children looked after and the Bromley Safeguarding Children Board had been inspected by Ofsted in Spring 2016. Although the Inspection had identified some strengths, the Local Authority received an overall judgement of 'Inadequate' and the Bromley Safeguarding Children Board was rated with a judgement of 'Requires Improvement'. Following the publication of the Ofsted report, a range of actions had been undertaken to drive the improvement process, including the development of the Improvement Action Plan. The Department for Education had also appointed a Commissioner to assess the service who subsequently recommended that a Commissioner be appointed to undertake a further six month period of scrutiny to ensure that the required progress was made. The Council's Executive had agreed an additional £950k funding to be released over two phases to deliver the Improvement Action Plan, with plans for a third phase of funding in early 2017 that would bring the total additional funding to £2.3m.

The first Ofsted monitoring visit took place between 8th and 9th November 2016 during which a number of cases were reviewed and interviews took place with Officers and young people, parents and carers. Ofsted subsequently confirmed that this monitoring visit had found a very limited improvement in practice, although there was progress in some areas including work undertaken by the Court Team, and that there was a need to accelerate the improvement process by the next monitoring visit in February 2017. Since joining the Local Authority in December 2016, the Deputy Chief Executive had refocused the improvement framework to complete the required actions within the necessary timescales and had reviewed the initial Phase 3 spending plan, re-profiling the resource requirements to fund a range of additional posts across the service, including those relating to quality audits. It had been identified that further resources would be needed in the short to medium term to fund 10-15 social worker posts to ensure caseloads were manageable, and this would be funded via existing resources within the Education, Care and Health Services Department budget and by approaching Bromley Safeguarding Children Board partners to contribute to the new Board posts.

In considering the update, the Chairman noted that a member of the Legal Service would be based with Children's Social Care staff which would improve practice at the earliest stages and support improved outcomes for children and young people. A Member queried if the new Information Technology (IT) offer would meet the needs of children's social workers and the Deputy Chief Executive confirmed that the new IT provision would support children's social workers to deliver all elements of their role, including access to computer systems and remote working, and that training would be given to social workers in using this equipment.

In response to a question from a Member, the Deputy Chief Executive advised that he was confident that the Improvement Action Plan was progressing across the full range of children's services and that this would be

reflected in the outcome of the next Ofsted monitoring visit. The process of improvement was a journey and was making day by day improvements in the lives of children and young people in Bromley.

The Chairman was concerned at several factual errors in the Children's Social Care case examples appended to the report and requested that these be corrected.

RESOLVED that the Council's Executive be recommended to:

- 1) Agree that the Phase 3 additional funding of £141k part-year and £795k in a full year be drawn down as outlined in Section 6 of Report CS17089.**
- 2) Agree one-off funding of £150k to be met from the Council's Technology Fund for the purchase of the laptops and other associated hardware for children's social care staff as set out in para 3.8 of Report CS17089.**

64 PRE-DECISION SCRUTINY OF CARE SERVICES PORTFOLIO REPORTS

A CAPITAL PROGRAMME MONITORING - 2ND QUARTER 2016/17

Report FSD17008

On 30th November 2016, the Council's Executive received the 2nd quarterly capital monitoring report for 2016/17 and agreed a revised Capital Programme for the four year period 2016/17 to 2019/20. The Committee considered the changes to the Capital Programme for the Care Services Portfolio which included a reduction of £121k in the Social Care Grant to fund works relating to the development of the Eclipse platform for the Children's Social Care IT system which had been offset by funding agreed by the Council's Executive, and the rephrasing of schemes totalling £8,206k from 2016/17 to 2017/18 to reflect revised estimates of when expenditure on the Care Services schemes was likely to be incurred. The Council's Executive also agreed an increase of £233k in the Capital Programme budget for Section 106 to match the total funding available.

RESOLVED that the Portfolio Holder be recommended to confirm the revised Capital Programme agreed by the Council's Executive on 30th November 2016.

B CHANGES TO NON-RESIDENTIAL CONTRIBUTION POLICY AND ADDITIONAL INCOME GENERATION

Report CS17090

The Portfolio Holder introduced a report outlining proposed changes to the contribution policy for non-residential Social Care services.

Social Care services were provided to vulnerable adults within the community who met the Local Authority's eligibility criteria and following an assessment of need. A new contributions policy had been agreed by the Council's Executive in April 2011 for non-residential social care services which allocated services on the basis of a personal budget and allowed service users to take a direct payment to buy care directly or request the Local Authority manage this on their behalf. This new contribution policy assumed full cost recovery (subject to a financial assessment) of all services, and included a range of services such as personal care, supported living and day care, including transport. The introduction of the National Living Wage on 1st April 2016 had increased the cost of domiciliary care packages significantly and as there were further increases proposed for 2017/18, there was a need to review the charging for both the managed service for domiciliary care and direct payment budgets.

The Reablement Service provided intensive short-term support to enable service users to re-learn daily skills and regain their confidence to live independently. The service was typically offered following a hospital stay or an illness for a period of three to six weeks and was non-chargeable. There had been a recent increase in last minute appointment cancellations, which had impacted the efficiency of the service and it was proposed to address this by introducing a cancellation fee of £15.19 per hour for appointments not kept or cancelled with at least 24 hours' notice.

Officers were also reviewing options around the future of the Extra Care Housing service which would impact how this service was charged for in future, and any proposed changes would be reported to Members in due course.

In considering the proposed cancellation fee for the Reablement Service, a Co-opted Member underlined the need for the cancellation process to be communicated clearly to service users. The Director: Adult Social Care confirmed that the Local Authority would work with a range of organisations to communicate the cancellation process effectively to service users. The cancellation fee would be set at the hourly rate of the service and was intended to act as a deterrent to cancelling appointments at the last minute, and not to generate significant income. The Local Authority would work with service users in setting convenient appointment times, and an appeal process would be established which would include details of the exceptional circumstances in which the cancellation fee would be not be chargeable.

The Co-opted Member was pleased to note that an equality impact assessment would assess the impact of these changes on existing service users and that a follow-up assessment would be undertaken during the implementation phase which would include contributions from a range of stakeholders. Another Co-opted Member noted that carers should be included within all consultations.

The Chairman was concerned at a suggestion in the report that future decisions to amend charging rates to reflect the National Minimum Wage be

delegated to the Director of Finance and in discussion, Members generally agreed that this should continue to be an area for Member scrutiny and decision.

RESOLVED that the Council's Executive be recommended to:

- 1) Agree the new charging rates for Domiciliary Care for 2017/18 as set out in Paragraph 3.9 of Report CS17090;**
- 2) Agree the new direct payment charging rates as set out in Paragraph 3.12 of Report CS17090;**
- 3) Agree to charge a cancellation fee in Reablement as set out in Paragraph 3.20 of Report CS17090; and,**
- 4) Note that a blended rate for Extra Care Housing might be introduced, subject to the outcome of tendering which would be reported at a later date.**

C RECRUITMENT OF THE FOSTER CARE SERVICE

Report CS17074

The Portfolio Holder introduced a report outlining the findings of a review to identify potential improvements to the Foster Carer Service to increase the numbers of in-house foster carers and consider how recruitment to the Foster Carer Service might be provided in the future.

The Local Authority's foster care strategy over recent years had been to increase the use of in-house foster carers as a cost effective alternative to Independent Fostering Agencies and residential care placements. The in-house Foster Carer Service aimed to increase the overall number of in-house foster placements, develop services for family members and friends to act as foster carers, and recruit foster carers living in or near the Borough who reflected the racial and cultural origins of children looked after as far as possible. Despite the work of the service, there continued to be a shortage of in-house foster carers to meet the increasing demand for placements which had resulted in a number of young people being placed in more expensive residential placements out-of-Borough. The recent launch of the Interim National Transfer Protocol for Unaccompanied Asylum Seeking Children 2016/17 was expected to further increase the demand for foster carer placements, particularly for adolescents which was an area of specific shortage.

To address the shortage of in-house foster carers, work had been undertaken to restructure the Foster Carer Service. The Programme Manager: Commissioning and Procurement Division had also completed a detailed review of the Service which had identified a number of areas for improvement including the response to prospective foster carer enquiries, the website provision and data analysis processes. Measures were being put in place to

address these issues, and consideration was being given to how best to meet the increasing demand for foster carer placements into the future. Three future service options had been evaluated as part of the review and it was recommended that Option 2 which proposed to market test the recruitment service be progressed.

In discussion, Members were generally supportive of the proposals to market test the initial recruitment element of the service, but expressed concern at proposals for the commissioning of the assessment process up to presentation to Fostering Panel. A Member noted that of 216 initial enquiries in 2015/16, only five foster carers had been approved which was in line with national trends, and the Chairman emphasised the need for staff with expertise in recruitment to support initial enquiries, rather than social workers. The Head of Social Care: Care and Resources confirmed that no decision had been made on the scope of services to be commissioned if any, but that the market testing process would identify whether there were any external providers of foster carer recruitment services, or new elements that could be brought in to improve the existing in-house service.

The Vice-Chairman underlined the need to assess the impact of the new measures introduced into the in-house foster carer recruitment service before any potential commissioning was proposed. Another Member requested that consultation be undertaken with Children's Social Care staff around all proposed changes to the service, and the Head of Social Care: Care and Resources confirmed that staff had been consulted during the review of the service and that further consultation would be undertaken as part of any proposal to change the way the service was delivered.

RESOLVED that the Council's Executive be recommended to:

- 1) Agree to market test the recruitment of the Foster Carer Service through a negotiated procurement process for a contract term of three years, with the option to extend for a further two years, with a whole contract value of £1m, as set out in Option 2 in Paragraph 6.2 of Report CS17074; and,**
- 2) Note the improvements Officers have undertaken around the recruitment process as set out in Paragraphs 3.7 to 3.13 of Report CS17074.**

D REGIONALISATION OF ADOPTION SERVICES

Report CS17093

The Portfolio Holder introduced a report setting out the initial scope of works and seeking approval for Bromley to work collaboratively with other London boroughs to develop the London Regional Adoption Agency with the intention of joining the agency when it was operational.

Following the publication of its paper on regionalising adoption in June 2015, the Department for Education invited local authorities and voluntary adoption agencies to submit Expressions of Interest in becoming part of the new regionalised arrangements. The Association of London Directors of Children's Services submitted a proposition for London which was approved for development in the 'scope and design' phase during which a number of possible models had been explored and the Association of London Directors of Children's Services recommended the creation of a new local authority-owned entity operating in a hub-and-spoke approach that retained strong local links. The Regionalisation Steering Group subsequently carried out scoring on four possible models and had recommended that Options 2 and 3, which proposed that the Regional Adoption Agency either be formed by the creation of a Local Trading Company or by local authorities and voluntary agencies combining and taking co-ownership of an existing brand be investigated further.

In considering the report a Member was concerned that work towards regionalising adoption might impact the ongoing delivery of the programme of improvements across Children's Services, although the benefits of contributing towards the development of the London Regional Adoption Agency model were noted. The Chairman underlined that the aim of regionalisation of adoption was to increase the rates of adoption and that achieving permanency for children looked after was of key importance.

RESOLVED that the Council's Executive be recommended to:

- 1) Agree in principle to join a London Regional Adoption Agency, subject to detailed financial analysis and business case; and,**
- 2) Authorise the Interim Director of Children's Social Care, in consultation with the Portfolio Holder for Care Services, to progress arrangements relating to the development of a business case for the Agency model.**

E GATEWAY REPORT - MENTAL HEALTH FLEXIBLE SUPPORT SERVICES CONTRACT

This report was withdrawn from the agenda, and would be considered at the next meeting of Care Services PDS Committee on 21st March 2017.

F PROPOSAL FOR CHILDREN'S RESIDENTIAL BLOCK BED PLACEMENTS

Report CS17073

The Portfolio Holder introduced a report setting out the need for block beds to be secured for residential placements for young people coming into care and the benefits and implications of this to the Local Authority.

Young people were taken into care for a number of reasons including family breakdown and child protection, and could have a range of complex support needs. The Local Authority currently identified emergency residential placements for young people through spot purchasing arrangements. In recent months it had become increasingly challenging to identify suitable placements through these arrangements and it was proposed that market testing be undertaken for up to twelve block bed placements comprising of emergency and non-emergency beds, and that discussions be held with a local provider to block book four emergency residential care beds for a period of nine months in an in-Borough home currently used by other local authorities whilst a full tendering exercise was undertaken for the longer term offer. It was also proposed that discussions continue with Drake Court, which was a supported lodgings provision for young people aged 16 years and over.

The Head of Social Care: Care and Resources explained that the block bed placements would provide an opportunity for young people entering care to be assessed to find the best-fit foster placement and enable a robust package of support to be developed to meet their needs prior to placement.

The Vice-Chairman underlined the potential to utilise emergency beds to provide respite for foster carers, which could realise better outcomes for children looked after by preventing the breakdown of their placements. The Chairman also suggested the possibility of introducing a staged introduction process between foster carers and young people looked after, and that work be undertaken with the Living in Care Council around the breakdown of foster placements and whether young people looked after would welcome the chance to return to previous foster placements. The Head of Social Care: Care and Resources noted that work was also underway to formalise support mechanisms between foster carers.

The Chairman requested that a strategy on placement breakdowns for adolescents looked after be developed and that clarification be given on when children looked after should be considered as 'missing' and that this be reported to the meeting of Care Services PDS Committee in June 2017.

RESOLVED that the Council's Executive be recommended to:

- 1) Agree to market test residential placements for young children aged 13 to 17 years, block booking up to twelve beds within ten miles of Bromley for a period of four years with the option to extend for a further four years (two plus two), in line with the Commissioning Strategy as set out in Paragraph 5.6 of Report CS17073, with a whole contract value of £15.4m;**
- 2) Agree to enter into discussions with a local provider in the Borough to block book four emergency residential care beds for young children aged 13-17 years for a period of nine months as set out in Paragraph 5.5 of Report CS17073, with an estimated contract value of £540k; and,**

- 3) **Note the ongoing discussions with Drake Court, a provision for 16+ children which will need further investigations as set out in Paragraph 8.3 of Report CS17073.**

G CONTRACT AWARD FOR DIRECT PAYMENT SUPPORT AND PAYROLL SERVICE - PART 1 (PUBLIC) SUMMARY

Report CS17082a

The Portfolio Holder introduced a report providing an overview of the process for the tendering of the Direct Payment Support and Payroll Service.

Direct Payments were available to people who had been assessed as having eligible care needs and enabled them to have greater choice and control over the way in which their support needs were met. The Direct Payment Support Service provided support to service users who chose to use Direct Payments to assist them in making good choices about services, arranging their support and keeping records of transactions, as well as maintaining a database of Personal Assistants, which included undertaking all necessary checks such as DBS checks. Approximately 10% of the eligible social care population in the Borough currently used direct payments and this was expected to rise over the duration of the proposed contract period to be more in line with the national average of 26% of service users.

The tendering process for the Direct Payment Support and Payroll Service had been undertaken in accordance with the Local Authority's financial and contractual requirements. A total of 28 suppliers had expressed an interest in providing the service, with three suppliers submitting compliant bids and one supplier assessed as being non-compliant. Following evaluation of the Pre-Qualification Questionnaire, the three compliant suppliers were shortlisted for the second 'service specific' stage of the tender process. The evaluation was undertaken by a panel of Officers from both a commissioning and operational perspective and included service user and parent carer representatives with tender submissions evaluated on a 60% finance and 40% quality split.

RESOLVED that the Portfolio Holder for Care Services be recommended to note the Part 1 (Public) summary when considering the recommendations in the Part 2 (Exempt) information report to award the contract to the highest scoring bidder.

H CONTRACT AWARD FOR RESPITE AT HOME SERVICES - PART 1 (PUBLIC) SUMMARY

Report CS170823a

The Portfolio Holder introduced a report providing an overview of the process for the tendering of the Respite at Home Service for people with dementia.

A Gateway report was presented to the Council's Executive on 14th October 2015 which outlined the current provision of respite services for people with

dementia, projecting that demand for this service would continue into the future to prevent the move to expensive residential care, and detailing a proposed commissioning strategy for the future tendering of this service which included the establishment of a framework for respite care. Soft market testing identified that sufficient volumes would be needed to attract provider interest and no viable bids offering value for money had subsequently been received for the tender. As a result of this, the Portfolio Holder for Care Services had agreed to retender the Respite at Home Service for people with dementia, with minor amendments to the original service specification.

The tendering process for this service had been undertaken in accordance with the Local Authority's financial and contractual requirements. A total of 33 suppliers had expressed an interest in providing the service, with six suppliers submitting compliant bids. Following evaluation of the Pre-Qualification Questionnaire, four suppliers were shortlisted for the second 'service specific' stage of the tender process. The evaluation was undertaken by a panel of Officers from both a commissioning and operational perspective and included service user representatives with tender submissions evaluated on a 60% finance and 40% quality split.

In considering the report, a Member underlined the need to outline the criteria identified to measure performance of a commissioned service, and requested that this information be included in contact award reports in future.

RESOLVED that the Portfolio Holder for Care Services be recommended to note the Part 1 (Public) summary when considering the recommendations in the Part 2 (Exempt) information report to award the contract to the highest scoring bidder.

**I RENEWAL OF HOUSING ASSOCIATION AND PRIVATE
SECTOR LEASING SCHEMES - DABORA CONWAY AND
THEORI HOUSING MANAGEMENT LTD**

Report CS17094

The Portfolio Holder introduced a report requesting approval to extend the existing leasing scheme contracts for Theori Housing, housing association leasing scheme, and Dabora Conway, private sector leasing scheme for a period of three years with the option to renew for two years.

There were currently 1371 Bromley households in temporary accommodation with demand expected to continue to increase in the short to medium term. In order to ensure the Local Authority was able to meet its statutory duties in relation to the provision of suitable accommodation for homeless households that fell into priority need categories and reduce the use of costly nightly rate accommodation, it was necessary to maintain the existing supply of properties from private sector and housing association schemes. It was therefore requested to extend the existing leasing scheme contracts with Theori Housing, a housing association leasing scheme that provided six properties, and Dabora Conway, a private sector leasing scheme that provided 16

properties (with three in the process of lease end and handback) for a further period of three years with the option to renew for two years.

In response to a question from the Chairman, the Assistant Director: Housing Needs confirmed that work was being undertaken with housing and private sector leasing schemes to increase the number of properties available and that longer-term leasing periods were negotiated where possible.

RESOLVED that the Council's Executive be recommended to:

- 1) Renew the existing housing leasing scheme agreements with Theori housing and Dabora Conway for a period of 3 years from 6th February 2017 to 5th February 2020 with the option to extend for a further 2 years – this to cover the existing individual leased properties under the scheme and any properties providers secure and offer under the same terms; and,**
- 2) Delegate authority to the Assistant Director: Housing Needs to enter into individual leases for properties within the terms of the overarching agreement as and when leases require renewal or where providers are successful in securing new leases within Bromley.**

J EXTENSION OF BROMLEY Y COMMUNITY WELLBEING SERVICE FOR CHILDREN AND YOUNG PEOPLE

Report CS17099

The Portfolio Holder introduced a report outlining the proposed extension to the Bromley Community Wellbeing Service for children and young people delivered by Bromley Y.

Following a joint review by the Local Authority and Bromley Clinical Commissioning Group of all child and adolescent mental health services, Bromley Y had been awarded the contract for the Bromley Community Wellbeing Service for children and young people for a period of three years from 1st December 2014 to 30th November 2017, with the potential to extend the contract for a further two years. This provision introduced a new model that provided a clear care pathway into wellbeing and mental health services through a 'single point of access' with an expectation that children and young people were contacted and initially assessed within 72 hours being referred. The service had been assessed as representing good value for money and had supported a reduction in referrals to costly specialist Child and Adolescent Mental Health Services through its early intervention work. As the commissioned service had been enhanced by Bromley Y's resources to the extent that the demand for the service was now over the level that the commissioned provision could support, Bromley Clinical Commissioning Group had agreed to contribute additional resources to enable the service to continue to be sustainable for the immediate future. It was therefore

requested that the existing contract be extended for a further two year period from 1st December 2017 to 30th November 2019.

In considering the report the Chairman emphasised the excellent work being undertaken through this service and that it was recognised as an example of best practice on a regional and national level.

RESOLVED that the Council's Executive be recommended to:

- 1) Note the current service outcomes; and,**
- 2) Agree an extension to the existing contract with Bromley Y for a two year period from 1st December 2017 to 30th November 2019.**

K CARER SUPPORT SERVICES

Report CS17078

The Portfolio Holder introduced a report outlining the provision of a respite service for carers and requesting approval to award a six month contract to Carers Bromley pending the outcome of the tender process for the Primary and Secondary Intervention Service.

A respite service for carers which comprised carers' breaks, a sitting service and a Respite Manager was commissioned from Carers Bromley in 2010 with the aim of supporting carers to maintain their health and wellbeing and prevent the breakdown of informal care arrangements. At its meeting on 14th October 2015, the Council's Executive agreed that a Framework be established by which future respite services of any type would be purchased. Soft market testing of this procurement strategy subsequently indicated that a Framework would be unattractive to providers due to the lack of sufficient volumes, and a review of the respite service for carers had identified that it was only being used by a small cohort of carers and did not offer value for money. It was proposed to discontinue this service and, following negotiations with Carers Bromley, it had been agreed that existing bookings for carers' breaks would be honoured with this element of the service ending in December 2016 and that from January 2017, the Respite Manager's post would reduce by 15 hours per week and would focus on developing the sitting service and increasing its capacity to demonstrate improved value for money. The proposed award of contract for a period of six months would bridge the gap between the services from 1st October 2016 and the new Primary and Secondary Intervention Service beginning on 1st April 2017, and ensure that there was respite in place for carers in line with the Care Act 2014.

RESOLVED that the Council's Executive be recommended to approve the award of a contract from Carers Respite Service to Carers Bromley for a period of six months commencing on 1st October 2016 and expiring on 31st March 2017.

L NATIONAL CHILD MEASUREMENT PROGRAMME UPDATE

Report CS17101

The Portfolio Holder introduced a report outlining the proposed procurement strategy for the National Child Measurement Programme and for Vision Screening for which the existing contracts would end on 30th September 2017 and 31st March 2017 respectively. The report also sought approval to procure a new joint contract to start on 1st October 2017, with an estimated contract value of £165k per annum for both services

The National Child Measurement Programme was a mandated programme measuring height and weight in Reception year and Year 6 in all children in Bromley in maintained schools and academies. All children in Reception year also had their vision screened by members of the School Nurse Team who had been trained by Orthoptists from the Princess Royal University Hospital Eye Centre. In considering the proposed future procurement strategy for the National Child Measurement Programme and Vision Screening, three options had been explored and it was recommended that Option 3 be progressed which proposed to procure the National Child Measurement Programme and Vision Screening as a standalone service.

RESOLVED that the Portfolio Holder for Care Services be recommended to:

- 1) Agree that Option 3 which proposed to procure the National Child Measurement Programme and vision screening as a standalone service as the best option for procurement; and,**
- 2) Agree to procure a contract for the National Child Measurement Programme and vision screening as a standalone service to commence on 1st October 2017.**

M CARE HOME AND EXTRA CARE QUALITY MONITORING REPORT 2016

Report CS17091

The Portfolio Holder introduced a report setting out the monitoring arrangements for Care Homes and Extra Care Housing Schemes in Bromley and comments on performance received during 2016, including the performance of block contracts for nursing beds and Extra Care Housing. The report also considered the impact of the introduction of the National Living Wage from 1st April 2016 on fees, which was estimated to be £1m based on 2016/17 prices, and requested that funds set aside in the contingency budget to fund this increase be released.

A Co-opted Member reported that Healthwatch Bromley continued to undertake visits to Care Homes and Extra Care Housing Schemes in the Borough and queried if there had been any progress in introducing a

programme of activities to Extra Care Housing Schemes. The Head of Contract Compliance and Monitoring advised Members that a tender process was underway for this service and that the provision of activities had been included in the contract specification. A report on Extra Care Housing Schemes would be considered at the next meeting of Care Services PDS Committee on 21st March 2017.

In considering a care home that had an overall rating of 'Requires Improvement', a Member queried how care homes were supported to improve. The Head of Contract Compliance and Monitoring confirmed that the care home in question had previously been rated as 'Inadequate' and had undertaken a programme of works to improve its service provision. Where care homes were rated as 'Inadequate', each resident was assessed and given the opportunity to move provision. The majority of residents chose to remain in their care home, and the Local Authority worked closely with these care homes to improve service provision with an emphasis on the safeguarding of residents. This included mentoring by care home providers rated as 'Good', and a programme of visits by the Contract Compliance Team, Care Quality Commission and Adult Social Care Service.

The Chairman reported that following the identification of safeguarding concerns around care workers recording and supplying medicines by the Care Services PDS Committee, a letter had been sent to the Bromley Safeguarding Adults Board and the Bromley Clinical Commissioning Group and a response was awaited. The Chairman noted that care homes should be able to meet the palliative care needs of their residents to support them to remain in their homes.

RESOLVED that:

- 1) Members' comments on the contents of this report be noted; and,**
- 2) The Council's Executive be recommended to agree the drawdown of £1m from the Central Contingency Budget for 2017/18 as set out in paragraph 13.6 of Report CS17091.**

65 POLICY DEVELOPMENT AND OTHER ITEMS

A CARE SERVICES PORTFOLIO DRAFT BUDGET 2017/18

Report CS16001

The Committee considered a report setting out the draft Care Services Portfolio Budget for 2017/18, which incorporated future cost pressures and initial draft saving options to be reported to the Council's Executive on 11th January 2017. Members were requested to provide their comments on the proposed savings and identify any further action to be taken to reduce cost pressures facing the Local Authority over the next four years.

The Head of Education, Care and Health Services Finance reported that no additional growth pressures had been identified within the initial budget for the Care Services Portfolio for 2016/17, but that there had been an additional allocation of £300k placed in contingency for homelessness for 2016/17, rising to £2,040k for 2019/20. Subject to the finalisation of the Care Services Portfolio Budget for 2016/17, a request could be made to the Council's Executive for the drawdown of these funds if required.

The Head of Education, Care and Health Services Finance advised Members that a number of pressures continued to impact the Care Services Portfolio budget including the introduction of the National Living Wage, an increase in referrals to Children's Social Care, the ongoing increase in demand for temporary accommodation and welfare reform changes. The majority of the overspend in the Portfolio budget had been in Children's Social Care. The draft Care Services Portfolio Budget for 2017/18 incorporated Phase 1 and Phase 2 of the additional revenue funding that had been agreed by the Council's Executive to deliver the Children's Services Improvement Action Plan, and Phase 3 of this funding was held in contingency and would become part of the budget setting process when the Council's Executive agreed the release of these funds. There was also an overspend in the area of Adult Social Care which was currently held in contingency.

In response to a question from a Member, the Head of Education, Care and Health Service Finance advised Members that the Local Authority was permitted to levy an additional 2% Adult Social Care Precept on Council Tax for each of the next three years towards adult social care provision. This funding could only be used to support existing initiatives and would primarily be used to contribute towards the additional staffing costs incurred by the introduction of the National Minimum Wage.

RESOLVED that:

- 1) The financial forecast for 2017/18 to 2020/21 be noted;**
- 2) Members' comments on the initial draft saving options proposed by the Executive for 2017/18 be noted; and,**
- 3) Members' comments on the initial draft 2017/18 Care Services Portfolio Budget be provided to the meeting of the Council's Executive on 8th February 2016.**

B YOUNG CARERS

Report CS17098

The Committee received a presentation from Tracey Parry, Young Carers Service Manager and Lynne Powrie, Chief Executive Officer of Carers Bromley on the experience of young carers in the Borough and the services provided to them by Carers Bromley, which included a number of case studies and a video of the Young Carers Performing Arts Event in 2015. Members

also considered a report providing an overview of the Local Authority's work to identify, support, assess and promote the needs of young carers and their families in the Borough.

The classification for being a young carer in the Children and Families Act 2014 was a person under 18 years who provided or intended to provide care for another person. Carers Bromley had widened this definition to being a young person aged between 4-18 years, who lived in a family where someone was affected by a long term illness, disability, mental health issue, alcohol or substance misuse or HIV. Between April 2015 and March 2016, 97 children in Bromley had been identified in Social Work Assessments as meeting the Children and Families Act classification for being a young carer, and 1011 young people with caring responsibilities were known to Carers Bromley as at September 2016. A range of support services, resources and plans were provided to assist young carers by the Local Authority, Carers Bromley and other agencies, and the Local Authority continued to work with partners to promote early identification of young carers and their needs, in particular by schools and health services, and to signpost children and families to support services.

The Head of Safeguarding, Care Planning, Specialist Support and Disabilities advised Members that a Steering Group had been established to review a number of issues relating to young carers including how best to undertake assessments. The Steering Group was working with Adult Social Care services to develop a joint strategy for carers and enable shared packages of support to be developed for families. Work would also be undertaken with key partners in health and education to raise awareness of the issues impacting young carers and equip them to identify and refer young carers to support services. An online resource was being developed to assist teachers to identify young carers, and the Chairman requested that this be provided to the Care Services PDS Committee for Members' comments prior to launching.

In considering schools, the Head of Safeguarding, Care Planning, Specialist Support and Disabilities confirmed that a number of schools had family support workers who assisted families to access local support such as breakfast clubs and could make referrals to Carers Bromley or the Multi-Agency Safeguarding Hub where more serious concerns were identified. A Co-opted Member noted that young carers could have unrecognised mental health support needs as a result of their role, and requested that work be undertaken in schools with Special Educational Needs Co-ordinators.

The Chairman highlighted that many families chose to conceal their circumstances through fear that a young carer might be taken into care. There was a need to reassure families that the aim of support services was to keep families together, and the Chairman suggested that mental health services be invited to participate in the Steering Group. A Co-opted Member felt that the terminology of a Child in Need Assessment was unhelpful, and the Head of Safeguarding, Care Planning, Specialist Support and Disabilities confirmed that the assessment process started with an initial assessment, and

if a Child in Need Assessment was found to be required, it would be fully explained to the family.

The Chairman led Members in thanking Tracey Parry and Lynne Powrie for their excellent presentation.

RESOLVED that the report and presentation be noted.

C ANNUAL ECHS DEBT REPORT

Report CS17075

The Committee considered a report providing an update on the current level of Education, Care and Health Services debt and the action being taken to reduce this.

The level of Education, Care and Health Services debt as at 30th September 2016 was £9.58m, of which £6.4m was less than a year old. A range of measures were in place to recover these funds including an increase in clients paying for adult social care services by direct debit and regular meetings between Liberata and Local Authority Officers to discuss arrears, and the outstanding debt was expected to be reduced to less than £5m by the end of March 2017, with further reductions during 2017/18. The total amount of debt written off in the period 1st April 2016 to 1st September 2016 had been £351,328 which represented less than 1% of the total debt raised and was largely due to debtors being untraceable, no funds in a debtor's estate or because the debt had been identified as uneconomical to pursue.

In response to a question from a Member, the Head of Exchequer Services confirmed that measures would continue to be introduced to reduce Education, Care and Health Services debt. This included the appointment of a Monitoring Officer and the introduction of a new debt management system which would provide a consolidated view of an individual's debt across a full range of services, improving debt collection and management and giving better support to customers in managing their debts, such as through increased use of direct debits.

RESOLVED that the level of Education, Care and Health Services debt over a year old and the action being taken to reduce this sum be noted.

D MANORFIELDS: POST WORKS EVALUATION REPORT

Report CS17088

The Committee considered a report outlining the findings of the post works evaluation report for the refurbishment of Manorfields and the operational performance of Manorfields as an in-Borough temporary accommodation provision.

Manorfields was a former residential care home which had been converted into a temporary accommodation provision to enable the Local Authority to meet its statutory housing duties and to provide a good quality alternative to costly nightly paid accommodation placements. Orchard & Shipman had been appointed to project manage the refurbishment work on behalf of the Local Authority and currently managed the scheme under an existing accommodation management contract. The refurbishment work had been completed within the overall agreed project plan timescales, although there had been a number of variations to the specification relating to additional requirements specified in the final planning recommendation and following the full electrical, heating and property inspection of Manorfields, and in September 2015, the Local Authority had secured grant funding from the Greater London Authority towards the cost of the overall refurbishment. Following concerns raised by the Care Services PDS Committee relating to the costs of the additional works, Audit Sub-Committee reviewed the Manorfields refurbishment project as a result of which a number of new processes and procedures had been implemented to ensure contract management and monitoring processes were sufficiently robust.

The first occupants of Manorfields had taken up residence during the week commencing 11th March 2016 in a phased letting plan, and full occupancy had been maintained since April 2016 with 76 households provided with temporary accommodation between 11th March and 30th November 2016. Performance to date had demonstrated a saving of £338,682 against the comparative cost of nightly paid accommodation which exceeded the financial savings set out in the original business case, and there had been an overall rent collection rate of over 97% since full occupancy was achieved. Consultation and engagement was ongoing with local residents regarding the Manorfields scheme, and there had been only a very small number of complaints about the development which had been addressed in a timely manner, including a request for extra fencing which had been delivered as part of the refurbishment works.

In considering the report, the Head of Education, Care and Health Services Finance confirmed that the capital programme would be updated to reflect the Greater London Authority grant received towards capital works, and that the proportion of the grant received towards the revenue elements of the refurbishment would be apportioned back.

RESOLVED that Members' comments on the operational performance of Manorfields in meeting the Local Authority's statutory duties for homeless households be noted.

66 QUESTIONS ON THE CARE SERVICES PDS INFORMATION BRIEFING

The Care Services PDS Information Briefing comprised five reports:

- Social Care Innovations Grant Final Report

- Bromley Independent Reviewing Officers Service Annual Report 2015/16
- Internal Audit Progress Report: Reference from Audit Sub-Committee
- Care Services Portfolio Plan Mid-Year Update 2016/17
- Contract Activity Report 2016/17

RESOLVED that the Information Briefing be noted.

67 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.

68 EXEMPT MINUTES OF THE CARE SERVICES PDS COMMITTEE MEETING ON 15TH NOVEMBER 2016

RESOLVED that the exempt minutes of the Care Services PDS Committee meetings held on 15th November 2016 and 6th December 2016 be agreed.

69 CONTRACT AWARD FOR DIRECT PAYMENT SUPPORT AND PAYROLL SERVICE - PART 2 (EXEMPT) INFORMATION

The Committee considered the report and supported the recommendations.

70 CONTRACT AWARD FOR RESPITE AT HOME SERVICES - PART 2 (EXEMPT) INFORMATION

The Committee considered the report and supported the recommendations.

The Meeting ended at 9.44 pm

Chairman

Report No.
CSD17028

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Tuesday 21st March 2017

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

Title: MATTERS ARISING AND WORK PROGRAMME

Contact Officer: Kerry Nicholls, Democratic Services Officer
Tel: 020 8313 4602 E-mail: kerry.nicholls@bromley.gov.uk

Chief Officer: Director of Corporate Services

Ward: N/A

1. Reason for report

- 1.1 The Care Services PDS Committee is asked to review its work programme for 2016/17, the programme of visits to day centres and residential homes and matters arising from previous meetings.
-

2. RECOMMENDATION

- 2.1 The Committee is requested to consider the Care Services PDS Committee work programme for 2016/17, the schedule of Council Members' visits and matters arising from previous meetings, and indicate any changes required.

Impact on Vulnerable Adults and Children

1. Summary of Impact: Not Applicable
-

Corporate Policy

1. Policy Status: Existing Policy: As part of the Excellent Council workstream within Building a Better Bromley, Policy, Development and Scrutiny Committees should plan and prioritise their workloads to achieve the most effective outcomes.
 2. BBB Priority: Children and Young People Excellent Council Supporting Independence
-

Financial

1. Cost of proposal: No Cost
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £335,590
 5. Source of funding: 2016/17 revenue budget
-

Personnel

1. Number of staff (current and additional): 8 posts (7.27 fte)
 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: None
 2. Call-in: Not Applicable: This report does not involve an executive decision
-

Procurement

1. Summary of Procurement Implications: None.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): This report is intended primarily for the benefit of members of this Committee to use in controlling their work.
-

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's matters arising table updates Members on recommendations from previous meetings which continue to be "live" and is attached at **Appendix 1**.
- 3.2 The Care Services PDS Committee Work Programme 2016/17 outlines the programme of work for the Committee including areas identified at the beginning of the year, new reports and those referred from other committees, the Portfolio Holder for Care Services or the Council's Executive. 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. In considering 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 holding the Executive to account, policy development and review, and external scrutiny of local services, including health services; and that the programme is realistic in terms of Member time and Officer support capacity, and the Work Programme is attached at **Appendix 2**.
- 3.3 The schedule of Council Members' visits has been updated and information on recent and forthcoming visits is provided in the table in **Appendix 3**.
- 3.4 A standing update on fostering and adoption issues has been requested by the Chairman and is attached at **Appendix 4**. The update in this report comprises Looked After Children in University.
- 3.5 The Committee re-appointed the Health Scrutiny Sub-Committee for the 2016/17 municipal year to scrutinise local health issues, and a Joint Health Scrutiny Committee comprising the boroughs of Bromley, Bexley, Greenwich, Lambeth, Lewisham and Southwark was formed in late 2015 for the purpose of scrutinising the "Our Healthier South East London" (OHSEL) project. A motion to authorise participation in the non-executive joint committee was considered at the meeting of Council on 14th December 2015, following which Members agreed that Councillors Judi Ellis and Hannah Gray be appointed as the Local Authority representatives, and for authority to be delegated to the Director of Corporate Services, in consultation with the Chairman of the Care Services PDS Committee, to make any other detailed arrangements relating to the Council's representation on the non-executive joint committee that are necessary. Councillor Hannah Gray subsequently stood down from the Joint Health Scrutiny Committee in June 2016.
- 3.6 At its meeting on 28th June 2016, the Committee appointed Co-opted Members and Alternates for the 2015/16 Council year representing Bromley Experts by Experience, Carers Forum, Healthwatch Bromley and the Voluntary Sector Strategic Network (VSSN).

Non-Applicable Sections:	Impact on Vulnerable Adults and Children, and Policy, Financial, Legal, Personnel and Procurement Implications
Background Documents: (Access via Contact Officer)	Previous work programme reports

MATTERS ARISING FROM PREVIOUS MEETINGS

PDS Minute number/title	Committee Request	Update	Completion Date
Minute 81 25 th Feb 2015 Assurance Arrangements for Children's Services	The Committee requested that issues identified with the Bromley Safeguarding Children Board around a lack of representation from some agencies, or representation not at a sufficiently senior level be addressed, and that the assurance test be repeated and reported biennially at the joint meeting with Education Select Committee.	The biennial joint meeting with Education Select Committee would be arranged for June 2017.	June 2017
Minute 73a 9 th Feb 2016 Housing IT System (Contract Extension)	The Committee requested that an update on the procurement process for the new Housing IT system be reported to all future meetings of Care Services PDS Committee.	A report would be considered at the meeting of Care Services PDS Committee on 21 st March 2017.	Completed.
Minute 34a 13 th October 2016 Care Services Portfolio Plan Priorities June 2016 – May 2017	<p>The Committee requested that legal advice be provided on whether the minutes of the CS Improvement Governance Board could be shared with Members.</p> <p>A joint meeting of the Care Services, Education and Public Protection and Safety PDS Committees be held to consider new legislation relating to children.</p>	<p>This issue was currently being considered and a diagram of reporting lines was under development. The Chairman of Care Services PDS Committee was a member of the Board.</p> <p>A meeting date would be arranged when the legislation had been published.</p>	<p>In progress.</p> <p>June 2017</p>
Minute 45 15 th November 2016 Living in Care Council Presentation	The Chairman requested that a list of Corporate Parent training dates and Member attendance be reported to all future meetings of Care Services PDS Committee.	Details of Corporate Parent training dates and Member attendance is attached at Appendix 5 .	Ongoing.
Minute 46a 15 th November 2016 Care Services Portfolio Budget Monitoring 2016/17	<p>The Committee requested that information around whether the lower cost of permanent staff included recruitment costs, and whether the costs of long term sickness were taken into account where agency staff were used to 'backfill' the positions of permanent staff be provided to Members.</p> <p>The Committee requested that information on how many mother and baby placements ordered by the Court successfully achieved permanence for families be provided to Members.</p>	<p>This information would be provided to Members when available.</p> <p>During the 2016/17 financial year, Bromley commissioned 23 parent and child placements in family residential assessment centres for parents who need an assessment of their ability to safely care for their child(ren). The majority of these placements are Court-directed and on rare occasions they may be commissioned as part of the pre-proceedings court process.</p> <p>'Permanence' is a wide term and can be achieved through different routes - with existing or reconstituted birth families, with friends or relatives, Adoption, long term fostering with new or existing carers, Child Arrangements Orders, Special Guardianship Orders and, for a very</p>	<p>In progress.</p> <p>Completed.</p>

PDS Minute number/title	Committee Request	Update	Completion Date
		small minority of children, permanent residential care. In light of this, the children in 18 of these families have achieved 'permanency'. Five family placements are ongoing and the children's permanency plans have yet to be determined by the family courts.	
Minute 47a 15 th November 2016 Domiciliary Care Quality Monitoring Report	<p>The Committee requested a letter be sent to the Bromley Safeguarding Adults Board and the Bromley Clinical Commissioning Group referring the safeguarding issue of care workers recording and supplying medicines, and suggesting that pharmacists be commissioned to produce pre-populated medication administration charts, and that progress be reported back to the Committee.</p> <p>The Chairman requested that further information be provided regarding the complaints received by the Local Authority in relation to domiciliary care services during 2016/17, such as whether the complaints were upheld, as well as details of the annual user satisfaction survey and any available user experience information.</p>	<p>A letter had been sent and a response was awaited.</p> <p>The complaints information had been provided. The annual user satisfaction survey would be undertaken in early 2017, and the analysis of this information would be available in March 2017.</p>	<p>In progress.</p> <p>In progress.</p>
Minute 55a 6 th December 2016 Children's Services Improvement Plan Update	<p>The Committee requested that consideration be given to rolling out the section on 'Impact on Vulnerable Adults and Children' from the standard report template to Planning reports.</p> <p>The Committee requested that details of the costs of Children's Trusts in other local authorities be provided to Members following the meeting.</p>	<p>Following discussions with Planning colleagues, the Chief Planner had proposed that in future the reply to existing consultations undertaken with ECHS Officers on relevant planning applications be reported as being or containing the implications for the impact on vulnerable adults and children. At a preparatory stage, the type of cases referred to ECHS for consultation would also be reviewed with a request that the impact on vulnerable adults and children be included in the ECHS reply and subsequently reported and given due weight in the planning decision.</p> <p>It had been confirmed that recent analysis of local authorities stripped of managing Children's Services and where statutory Department of Education Trusts have been imposed had found the following disadvantages:</p> <ul style="list-style-type: none"> • Loss of reputation for the Council; • Difficulty of wider Council departments working together to deliver cross cutting priorities; • Disjointed service delivery; • Reduction in the Council's budget of between £6-£9m to set up new structures in addition to a 10%-15% baseline increase in the Children's Services budget. 	<p>Completed.</p> <p>Completed.</p>

PDS Minute number/title	Committee Request	Update	Completion Date
Minute 65b 10 th January 2017 Young Carers	The Chairman requested that the online resource being developed to assist teachers to identify young carers be provided to Committee Members for their comments prior to launch.	This information would be provided to Members when available.	In progress.

CARE SERVICES PDS COMMITTEE WORK PROGRAMME

Table 1. Draft Schedule of Reports for 2017/18

Report Title	Note	Potential PDS Meeting
Adoption Annual Report 2016/17		June 2017
Bromley Early Intervention Strategy (Year One) Update		June 2017
Bromley Early Intervention Strategy (Year One) Update, including comments from schools	PDS request	June 2017
Child Sexual Exploitation Recovery Service Contract		June 2017
Fostering Annual Report 2016/17		June 2017
Strategy on Placement Breakdowns for Adolescents Looked After (including a contribution from the Living in Care Council around whether young people would like the chance to return to previous foster placement)	PDS request	June 2017
Update on the Local Authority position on when children looked after should be considered as 'missing' and confirmation that this has been communicated to social workers	PDS request	June 2017
Virtual Annual Report 2016/17		June 2017
Annual ECHS Complaints Report 2016/17		September 2017
Annual ECHS Debt Report		September 2017
Bromley Safeguarding Adults Board Report 2016/17		October 2017
Bromley Safeguarding Children's Board Report 2016/17		November 2017
Education Outcomes of All LBB Children in Care and the Impact of their Action Plans, including NEETS and what is being done to engage them	PDS request	November 2017
Independent Reviewing Officers Annual Report 2016/17		November 2017
Living in Care Council Presentation	PDS request	November 2017
Proposed Changes to the Non-Resident Charging Policy		January 2018
Confirmation of Changes to the Non-Residential Charging Policy - Engagement Feedback (Including Impact of Transport Charges on Carers)		March 2018
Changes to Legislation relating to Children and Impact on the Local Authority	PDS request	TBC
Disability Strategy		TBC
Impact of Charging for Transport		TBC
The work of Bromley Safeguarding Adults Board and Bromley Safeguarding Children Board (Chairmen to attend)	PDS request	TBC
Update - Community Integration		TBC
Capital Monitoring 2016/17	Standing Item	All meetings
Care Services Portfolio Budget Monitoring 2016/17	Standing Item	All meetings
Contract Activity Report 2016/17	Standing Item	All meetings
Progress in Implementing Children's Service Improvement Action Plan	Standing Item	All meetings
Update on procurement of housing IT system	Standing Item	All meetings
Chairman's Annual Report	Standing Item	Every March

**SCHEDULE OF COUNCIL MEMBERS' VISITS
SUMMER TERM 2017**

The Schedule of Council Members' Visits for the Summer Term 2017 is currently under development and will be provided to Members shortly.

A visit to the Princess Royal University Hospital will be included in the schedule for April/ May 2017.

UPDATE ON FOSTERING AND ADOPTION

Briefing Note on Children Looked After in University

Under the Leaving Care Act 2000 all Local Authorities have a duty to provide support to care leavers up to the age of 25, who wish to enter higher education programmes. The way in which this support is provided is agreed at a local level by each Social Care department.

Bromley has a good support package which has been updated over the years to meet the changing needs of our students.

Bromley's Children and Young People Department provides:

- An allocated Social Worker or a Young Person's Advisor;
- A minimum of 4 contacts with an allocated worker per year;
- Pathway Plan at least every 6 months;
- A grant of £500 to purchase a computer and printer. This grant is payable once only during the student's academic career and is non-repayable;
- An annual non-repayable grant of £6,000 per year of study. This can be paid in either 3 or 6 lump sums, or monthly over a 12 month period, starting from the date that the course commences. It is generally paid direct into the young person's bank account;
- Since 2010, care leavers have been entitled to an additional £2,000 over the duration of their degree programme, based on research which identified that care leavers were £2,000 worse-off than other students by the end of their course. Bromley will make 3 payments of £666.66 which will be paid in March of each year of study up to a maximum of 3 years; and,
- In the event that a young person fails a year or has to repeat a year for any other reason, the 16+ Leaving Care Team has to reassess the financial support they are able to offer and will not automatically continue to fund without some evidence that a student is able to complete their studies within a reasonable timescale.

Staying Put

If the young person is in a Staying Put arrangement with their foster carers, i.e. post 18 placement, and would like to return to their carers' home during the holiday periods, then the 16+ Leaving Care Team will reduce the university grant from £6,000 per year to £4,000 per year, in recognition that the carers are offering continuing accommodation and the young person will not be required to fund their own accommodation at these times. This reduction in the grant is designed to reflect the fact that the Local Authority is funding the young person's accommodation for 22 weeks of the year at their post-18 placement.

Current situation

Currently there are 17 care leavers attending university within the 16+ Leaving Care Team. Of these, one is undertaking a Master's degree and one is studying via the Open University.

9 young people live in their own tenancy, 3 rent privately and 5 live in university accommodation. 2 young people have a Staying Put arrangement in place and 2 return to live with friends/relatives during the holidays.

CORPORATE PARENTING TRAINING DATES

Children's Services – Member Training: Attendance 2017

Children's Services – Member Training: Attendance 2017

	21 st March 2017	9 th March 2017	1 st March 2017	8 th February 2017	1 st February 2017	12 th January 2017	12 th December 2016	6 th December 2016	16 th November 2016	15 th November 2016	10 th November 2016	13 th October 2016	26 th Sept 2016
	Quality Assuring Children's Stat. Services	Gang Awareness	Role of the Director/Lead Member	PREVENT	Children's Social Care Financials	Children's Social Care Performance	Safeguarding Children	PREVENT (2)	Role of the Corporate Parent and Children in Council Care (2)	PREVENT (1)	Role of the Corporate Parent and Children in Council Care (1)	Early Intervention and Family Support	Looked After Children
Vanessa Allen							YES						
Graham Arthur								YES			YES		
Douglas Auld					YES				YES				
Katherine Bance		YES	YES							Attended earlier in year			
Julian Benington			YES	YES	YES				YES				
Nicholas Bennett			YES		YES			YES					
Ruth Bennett			YES		YES			YES					
Eric Bosshard						YES							
Kim Botting				YES			YES						
Katy Boughey													
Kevin Brooks		YES	YES					YES					
Lydia Buttinger					YES								
Stephen Carr			YES						YES	YES			
David Cartwright			YES				YES				YES		
Alan Collins			YES										
Mary Cooke		YES	YES				YES	YES	YES	YES			
Peter Dean													
Ian Dunn					YES		YES		YES				

Nicky Dykes													
Judi Ellis					YES		YES		YES	YES			
Robert Evans						YES	YES		YES				
Simon Fawthrop			YES								YES		
Peter Fookes								YES					
Peter Fortune							YES		YES		YES		
Hannah Gray							YES						
Ellie Harmer													
Will Harmer													
S. H-Thresher													
W H-Thresher			YES			YES	YES				YES		
David Jefferys				YES							YES		
Charles Joel							YES						
David Livett							YES					YES	
Kate Lymer					YES	YES	YES		YES		YES	YES	
Russell Mellor					YES		YES						
Alexa Michael							YES						
Peter Morgan											YES		
Terence Nathan													
Keith Onslow					YES		YES						
Tony Owen							YES				YES		
Angela Page							YES						
Ian F. Payne													
Sarah Phillips													
Tom Philpott			YES				YES				YES		
Chris Pierce					YES		YES			YES	YES	YES	
Neil Reddin							YES				YES		
Catherine Rideout							YES				YES		
Charles Rideout			YES				YES				YES		
Michael Rutherford							YES						
Richard Scoates													
Colin Smith													

Diane Smith													
Melanie Stevens			YES								YES		
Tim Stevens						YES					YES		
Teresa Te													
Michael Tickner										YES	YES		
Michael Turner			YES										
Pauline Tunncliffe					YES		YES			YES	YES		
Stephen Wells								YES					
Angela Wilkins					YES		YES		YES		YES	YES	
Richard Williams													

Linda Gabriel													
Justine Godbeer													
Rosalind Luff													
Leslie Marks													
Lynn Sellwood						YES	YES						

Report No.
CS17130

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Tuesday 21st March 2017

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

Title: UPDATE ON CHILDREN'S SERVICES

Contact Officer: Angela Buchanan, Acting Assistant Director, Strategic Business Support,
E-mail: angela.buchanan@bromley.gov.uk

Chief Officer: Ade Adetosoye, Deputy Chief Executive, ECHS Department

Ward: Borough-wide

1. Reason for report

- 1.1 The purpose of this report is to provide an update on the progress of the Children's Services Improvement Agenda including feedback from Ofsted's second Monitoring Visit (22 and 23 February 2017).
-

2. RECOMMENDATION

- 2.1 The Care Services PDS Committee is invited to comment on the contents of this report and the progress of Improvements that have taken place in Children's Social Care.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The full content of this report impacts on needs of vulnerable children and the required actions necessary to improve the services delivered.
-

Corporate Policy

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

Financial

1. Cost of proposal: Not Applicable:
 2. Ongoing costs: Not Applicable:
 3. Budget head/performance centre: New Funding being requested
 4. Total current budget for this head: £0
 5. Source of funding: Supplementary Estimate
-

Staff

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

Legal

1. Legal Requirement: Statutory Requirement:
 2. Call-in: Not Applicable: No Executive Decision
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Approx. 300 CLA, 230 subject to a child protection plan and 2000 children in need
-

Ward Councillor Views

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

3. COMMENTARY

3.1 Introduction

3.1.1 This is the third progress report being made to Care Services PDS, the previous reports were presented at this meeting on 10 January 2017 and 6 December 2016.

3.2 Progress made against Children's Services Improvement Plan

3.2.1 Following Ofsted's inspection of Bromley Children's Services and Bromley Safeguarding Children Board in May 2016 the service developed the Children's Services Improvement Plan to respond to report recommendations.

3.2.2 Ofsted's first Monitoring Visit of the service took place Tuesday 8 and Wednesday 9 November 2016. Inspectors recognised that the Improvement plan was ambitious and went further than covering the report recommendations however, progress in changing practice lacked pace.

3.2.3 In December 2016, the Deputy Chief Executive & Executive Director of ECHS introduced new governance and monitoring arrangements in order to inject pace and a sharper focus in completion of actions outlined within the improvement plan. Meetings are held weekly and focus on two improvement priorities per meeting. The remit of the weekly meetings is to clarify progress of action completion, verify evidence for completed actions and agree remedial activity for any areas that are slow to progress. The meetings also provide an opportunity to validate and test each action to ensure that the work that has been completed has been embedded within practice.

3.2.4 Monthly progress reports are shared with the Children's Service Improvement Team (CSIT) and Children's Service Improvement Governance Board (CSIGB) meetings. At the CSIGB on Friday 20 January 2017, the Service Improvement Team was asked to produce a monthly 'Exemption' report in order to highlight actions that are RAG rated 'Red'. The contents of the Exemption report (**Appendix 1**) was discussed at the CSIGB on Friday 17 February 2017.

3.2.5 For the period May 2016 to the end of January 2017 there was a total of 200 actions that needed to be started or completed. An additional 27 actions due to be progressed, but not completed until after the reporting period (i.e. action deadline is December 2016 to March 2017, January to March 2017 etc), were not included in the report analysis.

3.2.6 20 actions out of the 200 (10%) had not progressed within the published timescale and were RAG rated Red. The priorities with the highest number of outstanding actions were *Priority 6 – Care Leavers* (4 actions), *Priority 5 – Children Looked After* (3 actions) and *Priority 7 – Adoption* (3 actions). No actions that were outstanding posed immediate safeguarding risks to children and young people. The weekly Improvement Team Boards have been rescheduled to ensure that there is greater focus on these areas.

3.2.7 The majority of the outstanding actions were due to be completed in December 2016 or January 2017 (15 actions). The oldest action was from *Priority 5 – Children Looked After* and should have been completed in September 2016. However, there was clear rationale behind the reason for its delay. All actions that have been identified in the report have been discussed at the weekly Improvement Team Board meetings and have remedial work planned.

3.3 Changes to the Senior Management Team and staffing

3.3.1 The service has made three permanent appointments to the Senior Management Team in order to support the new service structure. Sham Kidane - Head of Service for CLA & Care

Leavers started in February 2017, Carol Whitting - Head of Service Safeguarding and Care Planning (East) will be starting at the beginning of March 2017 and David Dare - Head of Service Safeguarding and Care Planning (West) will be starting in April 2017.

3.3.2 In addition to this two experienced interim Head of Service appointments have also been made Vanessa White - Interim Head of Fostering and Sue Staley - Interim Head of Referral and Assessment. Both started with the service in February 2017.

3.3.3 Previous reports to this meeting (10 January 2017 and 6 December 2016) have recognised how the Executive has supported the implementation of the improvement plan by agreeing to fund an extra £950K over two phases. On 1 March 2017 full Council agreed to drawdown a further £1.5million to ensure that the third phase of recruitment can take place. This funding will be used to recruit 15 qualified social worker posts. These posts are essential as they will contribute to the ongoing improvement agenda and enabling the service to achieve its caseload ambition for practitioners.

3.4 Practice Improvement Framework – Audit Programme

3.4.1 A new improvement audit programme was introduced into the service which has resulted in a good level of compliance. It has enabled the service to carry out a planned programme of monthly cases audits alongside deep dive reviews focussing on specific areas. Feedback and learning from this activity is regularly disseminated within the team. CSIT and CSIGB provide monthly scrutiny and monitoring of the outcomes of the audit framework.

3.4.2 The Deep Dive analysis report for CLA who have been under voluntary care order for over a year and then returned home was shared with CSIGB on Friday 17 February 2017. This audit was undertaken in order to better understand the circumstances of children coming into care (under Section 20) for over a year, the services historic approach to use of Section 20 and the changes for children currently coming into care. The audit found that in the majority of cases, decisions to return children home were right and that the service has developed clear guidance for practitioners in order to provide a framework for children returning home. The analysis also identified a number of areas where improvements could be made. The service will be revisiting this area for another deep dive in 4 – 6 months' time in order to appraise the impact of the practice guidance.

3.4.3 Three independent consultants have been reviewing 'live cases' through a process called 'Triple lock' to quality assure decision making, provide feedback to front line staff and to facilitate continuous improvement and learning. This process works in parallel with existing line management responsibilities and decision making. Auditors monitor themes, co-ordinate benchmarking of practice and discuss the programme of learning arising from trends and patterns found.

3.4.4 BSCB recruited an external auditor to undertake a short programme of multi agency audits. The first commenced in November 2016 and focussed on neglect. The second audit will begin in January 2017 and will focus on CSE. Both audits will be completed by April 2017.

3.5 Ofsted Monitoring Visit – 22 and 23 February 2017

3.5.1 The second Monitoring Visit took place on Wednesday 22 and Thursday 23 February 2017. The inspection team headed by Marcie Taylor, the lead inspector from the SIF also comprised of another inspector.

3.5.2 Inspectors spent the first day reviewing cases that had been selected from Children's Social Care's monthly audit cohort. These cases were selected from the following categories:

- Children who have been subject to Section 20 for over 12 months
- Children who have been reviewed under Public Law Outline (PLO)
- Children in care proceedings

3.5.3 The second day was spent 'case sampling' and meeting with a range of officers and external representatives such as the Chair of BSCB, the Chair of Children's Services Improvement Governance Board, the External Practice Consultant (Triple Lock) and the Children's Commissioner.

3.5.4 The inspection team provided verbal feedback to Senior Managers at the end of the monitoring visit, observing that no children in cases that they had reviewed were at significant risk or in immediate need. Inspectors recognised that good progress was being made in improving practice and that staff were able to identify areas that had changed. Ofsted will formally feedback findings from this visit in a letter to the Authority which will be received on Friday 24 March. This letter will be published on their website.

3.6 Next Steps

3.6.1 The date of the third monitoring visit is Tuesday 9 and Wednesday 10 May 2017. Ofsted intend to use the same inspection team used in earlier monitoring visits for consistency.

3.6.2 The service will continue to progress changes to practice and performance as outlined in the Children's Services Improvement Plan 2016-2017.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

4.1 The full content of this report impacts on needs of vulnerable children and the required actions necessary to improve the services delivered.

5. POLICY IMPLICATIONS

5.1 All actions within the improvement action plan are set in the context of the Building a Better Bromley Key Priorities for 2016-2018 by being ambitious for all our children and young people though:

- Fulfilling our duty of care to ensure the health, wellbeing and achievements of our vulnerable children
- Provide the best possible service to deliver appropriate support to all children and young people.

By ensuring the best possible future for the children and young people of Bromley, with a clear focus on supporting the most vulnerable through:

- Safeguarding children and young people within schools and the community.
- Listening to the views of children and young people to influence the decisions that are made about them.
- Encouraging excellent educational opportunities from the early years through to further and higher education for all Bromley children and young people including those with Special Educational Needs.

5.2 These aims are covered by both Care Services and Education Portfolio Plans which are reported to the relevant PDS committees for approval (September/October 2016) and monitoring January/March 2017.

6. LEGAL IMPLICATIONS

- 6.1 The Secretary of State has extensive powers under the provisions of Section 497 A where a local authorities performance in the delivery of Children's Services is deemed to be inadequate. The Secretary of State has issued a new Direction under this provision appointing a Commissioner who is charged among other things to make recommendations for the improvement of Children's Services in Bromley and recommending to the Secretary of State whether those services should continue to be provided by the Council.
- 6.2 The Secretary of State notes the recommendations outlined in the October 2016 report to the effect that the Council should retain control of children's social services for a period of six months, pending a further review of improvement progress.
- 6.3 The Commissioner will provide the final report to the Secretary of State by 14 April 2017.

Non-Applicable Sections:	Financial and Personnel Implications
Background Documents: (Access via Contact Officer)	Children's Services Improvement Plan Exemption Report – January 2017

APPENDIX 1

LB Bromley Children’s Services Improvement Governance Board	
Subject:	Children’s Services Improvement Plan Exception Report
Date:	3 February 2017
Lead Officer:	Ade Adetosoye - Deputy Chief Executive & Executive Director of ECHS
Contact Officer:	Angela Buchanan – Head of Service for Planning and Development
1. Purpose of the report	
The purpose of this report is to outline areas where there has been a delay in progressing actions in the plan by the published timescale.	
2. Recommendations	
Members of the Board are invited to comment on the contents of this report.	
3. Background	
<p>Following Ofsted’s inspection of Bromley Children’s Services and Bromley Safeguarding Children Board in May 2016 the service developed the Children’s Services Improvement Plan to respond to report recommendations.</p> <p>The improvement plan is RAG rated to record progress against timescales. Green shows that the action is completed, amber means that it is in progress, red shows that an action has not progressed and white indicates that the work is not planned to start.</p> <p>This report focuses on actions that have been RAG rated ‘Red’ up to 31 January 2017.</p> <p>Appendix 1 lists all RAG rated ‘Red’ actions, none of which pose any immediate safeguarding risks to children and young people. The majority of outstanding actions relate to supporting the service with processes, procedures and tools and have already been discussed at the weekly Improvement Team Board and have tasks already assigned to officers in order to progress the action to ‘Amber’.</p>	
4. Analysis	
<p>For the period May 2016 to January 2017 there have been a total of 200 actions that needed to be started or completed. An additional 27 actions are due to be progressed, but not due to be completed until after the reporting period (i.e. action deadline is December 2016 to March 2017, January to March 2017 etc). These actions have not been included in this analysis. There are a total of 20 actions (10%) that have not progressed within the published timescale.</p> <p>Table 1 overleaf provides a breakdown by priority of the number of actions that were due to be completed during this period.</p>	

Priority	Total no of actions due May 2016 - Jan 2017	No of actions not progressed
Priority 1 – Leadership and Governance	11 actions	1
Priority 2 – Management Oversight and Quality Assurance	27 actions	1
Priority 3 – Bromley Safeguarding Children Board	20 actions	2
Priority 4 - Safeguarding	16 actions	1
Priority 5 – Children Looked After	41 actions	3
Priority 6 – Care Leavers	20 actions	4
Priority 7 - Adoption	5 actions	3
Priority 8 – CSE, Missing and Gangs	32 actions	2
Priority 9 - Commissioning	14 actions	2
Priority 10 – Legal	14 actions	1
Total	200 actions	20 actions

Table 1

The priorities which have shown the slowest progress are *Priority 7 - Adoption* where two thirds (60%) of actions due have not been completed within published timescales and *Priority 6 – Care Leavers* where one fifth (20%) of all actions have not been completed. *Priority 6 – Care Leavers* has the most outstanding actions, followed by *Priority 5 – Children Looked After* (3 actions).

Of the 20 actions that have not been completed within the published timescale the majority (15 actions), were due to be completed in either December 2016 (11 actions) or in January 2017 (4 actions). There is 1 action dated September 2016 (Priority 5 – Children Looked After) and 1 from October 2016 (Priority 6 – Care Leavers). These actions have been identified in the Improvement Team Board meetings where tasks have been assigned to ensure that there is progress.

5. Current status on Red actions (see Appendix 1)

Priority 1 – Leadership and Governance

1.7.2 - The service is in the process of scheduling the annual staff survey, which is part of a much wider service user engagement framework. Since being in post, the Deputy Chief Executive & Executive Director of ECHS has introduced links to frontline staff with a range of events as outlined in The Deputy Chief Executive's Line of Sight document. This has included:

- Six staff engagement sessions held during December 2016 with attendance from over 170 members of staff.
- Five Children's Social Care Staff Briefings in January 2017 to launch key documents 'Roadmap to Excellence', 'Social Work Practice Standards' and 'Practice Development Programme'.
- The monthly ECHS staff surgery, 'Listening to you' which commenced in January 2017.
- The Social Work Practice Advisory Group which is for social workers held its first monthly meeting in January 2017 and prioritised the annual staff survey as a one of its first projects from its programme of work.

Priority 2 – Management Oversight and Quality Assurance

2.10.1 - The Executive has supported the service by providing additional funding over three phases to recruit a range of identified posts. Additional funding for 15 social worker posts has been requested in order to recruit to these posts that are needed in the short to medium term to ensure caseloads are manageable and the service is working as efficiently and effectively as possible. This is currently being considered and will be discussed at the next full Council meeting on 1 March 2017.

Priority 3 – Bromley Safeguarding Children Board The Children's Services

Improvement Plan Quarter Two Monitoring report (May to September 2016) identified that there were capacity issues in BSCB that would impact on the delivery of actions. A written business case outlining these concerns was shared with the Chief Executive and the Deputy Chief Executive & Executive Director.

3.1.2 - The performance dataset and summary report is analysed and challenged by the QAPM Subgroup on a quarterly basis with exception reporting to the Board. The main Board also receive an annual performance report. The dataset has been revised and returns have improved so there are far fewer gaps than they were in 2015, there is still considerable work to do to ensure the report is able to fully meet the needs of the Board in a sustained way.

3.3.1 - The Board continues to meet its commitment to listening to the voice of children, young people and their families/carers through our ongoing consultation sessions. For four of the past five quarterly Board meetings, Board members have met in the community with a consultation session before or after the meeting. Board members have met secondary school students, parents and young offenders. The Business Manager has also worked with the Bromley's LinCC (Children in Care Council) and Bromley Youth Council who have run sessions at the BSCB Annual Conference again in November 2016 and helped to design our new website. The additional systematic engagement with the 'authentic' voice of children and young people in Bromley is a priority for the new independent Chair.

Priority 4 – Safeguarding

4.3.3 - An external consultant has recently been appointed to undertake a review of the Signs of Safety model. This review will provide an updated implementation timeline and action plan which will include who and when case conferencing training should be delivered.

Priority 5 – Children Looked After

5.3.3 - In November the London Borough of Bexley completed a peer challenge of the IRO service, which provided an opportunity for colleagues from a neighbouring borough to meet with the team and offer operational advice on specific areas of practice. An independent external consultant has now been commissioned to build on this by carrying out a full review of the IRO/CP service. Any recommendations made from this will then feed into improvements being made.

5.8.2 & 5.8.3 - In the most recent Children Looked After Improvement Team Board it was recognised that the service should consider the allocation of a short term resource to lead on making improvements to life story work, subject to available funding. This is currently being considered by the Deputy Chief Executive & Executive Director and senior management team.

Priority 6 – Care Leavers

6.3.4, 6.4.4 & 6.4.5 - Actions that require health input were discussed in the last Care Leavers Improvement Team Board. Tasks have been assigned and a revised timeline given in order to progress the actions.

6.1.4 - The Chief Executive and the Deputy Chief Executive & Executive Director and senior management team are currently reviewing the existing organisational structure in order to consider if extra IRO capacity is possible to chair Care Leavers Pathway Planning meetings.

Priority 7 – Adoption

7.2.1, 7.2.3 & 7.2.4 - Staff vacancies within the Adoption Team have impacted on the delivery of actions outlined in this Priority. The proposed organisational restructure should help address this. The first Adoption - Improvement Team Board was held on 7 February 2017 and discussed the lack of pace in completion actions. This area has been prioritised with another meeting scheduled for the end of February and two in March to accelerate work. In addition a new Head of Service Adoption will be starting with the service and the Group Manager for Adoption will be returning from maternity leave to co-ordinate work needing to be completed.

Priority 8 – Child Sexual Exploitation, Children Missing and Gangs

8.3.4 & 8.3.5 - The specialist multi-agency CSE and Missing Unit became operational from the 9 January 2017. An updated performance data set is currently being developed in consultation with the police. The Head of YOS and Youth Services will be leading on reviewing and updating work with Gangs, which will link up the new unit. The newly set up CSE, Missing and Gangs BSCB Subgroup chaired by Trevor Lawrey from the Metropolitan Police provides multi-agency scrutiny and challenge.

Priority 9 – Commissioning

9.5.1 & 9.5.5 - The service is currently reviewing how to provide more flexible support and training opportunities to foster carers. The Commissioning Improvement Team Board has identified delays in progress in these areas and assigned tasks to officers to progress the outstanding actions for the next meeting (14 February 2017).

Priority 10 – Legal

10.2.5 - The outstanding action relates to the feedback from the service user forms which have been reintroduced by the Court and Legal Teams to measure satisfaction levels. Since the last CSIGB took place, the legal team have been able to verify that for the period April to October 2016, 22 feedback forms have been received. An overall average rating of 4 (based on range 1 – 5) was given to the team. 6 feedback forms had a maximum score of 5 in all 11 areas. Advocacy (in house and counsel) also scored an average of 4. Further analysis will be presented at the next CSIT (14 March 2017) and will be included in the February 2017 Exception report. Interviews for the vacancies within the legal team have taken place and 3 candidates have been given job offers to fill them.

APPENDIX 1

Actions not progressed between May 2016 to January 2017

Timescale	Action ID	Key Action	Lead	Agency Involvement
Priority 1 - Leadership and Governance				
Jan-17	1.7.2	Undertake an annual staff survey and respond to findings with an action plan to address concerns of staff. Commencing January 2017.	DCS	LBB (Dir Human Resources)
Priority 2 - Management Oversight and Quality Assurance				
Oct - Dec 16	2.10.1	Develop a Caseload Management Policy (including a financial business case) to be agreed by Senior Management and Members in order to ensure that social workers and Early Intervention caseworkers' caseloads are manageable. Caseloads are reduced a) Safeguarding - 12 -15 cases per qualified social worker (CP/CIN plans), b) R&A 12-15 cases per qualified social worker (Assessments), c) Court team 8 - 10 cases per qualified social worker, d) For EIFS no more than 20 families, e) For CLA 10 -12 cases per qualified social worker, f) For care leavers (18+) no more than 20 children, g) Fostering Service, 15 - 18 fostering families and h) For IROs (in line with IRO protocol – no more than 60 children).	DCS	N/A
Priority 3 - Bromley Safeguarding Children Board				
Nov-16	3.1.2	Create a revised multi-agency performance information data set, with greater focus on the Board's Business plan priorities and including all key factors a) Board Performance Report to reflect the reality of services provided and identifies where services are and are not meeting standards.	Business Manager/BS CB Chair & Members	BSCB Members
Jan-17	3.3.1	Develop an action plan/ strategy to ensure that children and young people's views are utilised and to include: a) Developing a Safeguarding Children's forum to champion and challenge the work of the Board, b) Review capacity to audit work being completed, c) Assess and give the Board reassurance and d) Ensure children and young people's views are used to inform service improvement.	BSCB Business Manager	BSCB Members/ LBB Engagement Officer
Priority 4 - Safeguarding				
Dec-16	4.3.3	Child Protection chairs to deliver training on the Signs of Safety model of case conferencing.	HOS SG & CP	Health, Police, YOS
Priority 5 - Supporting Children Looked After				
Sep-16	5.3.3	Quarterly report of progress against IRO improvement action plan to the Improvement Board.	HOS QI	N/A
Nov-16	5.8.2	Review the capacity of staff to complete life story work and consider a business case to recruit a consultant to do a short piece of work to get this up to date	HOS C&R	LBB L&D
Dec-16	5.8.3	Develop a short life-story and direct work policy outlining minimum standards of practice. To include: a) a requirement for direct work with all CLA, and life story for all CLA in long-term placements, b) Life story work to focus on helping the child understand their journey and to be completed at the child's pace and c) requirements on recording direct work and life story work is happening, on the case file.	HOS C&R	LBB L&D
Priority 6 - Supporting Care Leavers				
Oct-16	6.1.4	Write a job description and recruit an Independent Reviewing Officer for post 18 care leavers, to chair Pathway Plan reviews for care leavers where the plan is not progressing appropriately.	ADCSC HOS C&R	N/A
Dec-16	6.3.4	Review the 'Moving on' preparation course for care leavers, improving the content and changing the timing and frequency.	HOS C&R	N/A
Jan-17	6.4.4	Undertake a review of what health support care leavers require post 18 and work with the Clinical Commissioning Group (CCG) commission relevant services based on the recommendations.	HOS C&R	Health

Jan-17	6.4.5	Questions about sexual exploitation to be included within the Bromley 'Health Watch' school based survey.	HOS C&R	Health
Priority 7 - Adoption				
Dec-16	7.2.1	Develop a short adoption protocol that sets out clear steps for children where adoption is a plan (or may be a plan in the future). This protocol to include: a) All children who might potentially have an adoption plan are allocated to a specialist adoption worker at the earliest point in the child's journey i.e. the first Legal Planning Meeting, b) Pre planning for adoption to start as part of the twin tracking process from cases entering PLO, c) The fostering and adoption panels to quality assure the reports and provide feedback via the panel advisors, d) The HoS – C&R to 'dip sample' 1 report from each panel for report quality and timeliness, e) The IRO to escalate concerns about delays in progressing 'matches' in timely way, f) Matching reports must include the views of the child and g) Clear timescales for matching reports to be signed off, quality assured and presented to panel.	HOS C&R	N/A
Dec-16	7.2.3	Review and revise the matching report template to ensure the focus is on the current and future needs of children and how these will be met in placement, by whom and by when.	HOS C&R	N/A
Dec-16	7.2.4	Adoption staff to attend training on completing the revised matching report template and on good practice.	HOS C&R	N/A
Priority 8 - CSE, Missing and Gangs				
Dec-16	8.3.4	Develop a multi-agency performance data set on CSE, missing, trafficking and gangs which is used to monitor multiagency performance, to track and check on timeliness, application of procedures, and identify cross links between cases: a) Monitor how police notify children's social care when a child has gone missing and when they have returned immediately, same day, b) Monitor the number of staff that have received a briefing about how to respond to children missing from care or home and the performance data shows that 80% of children who comply receive a RHI within 72 hours and c) Review the number of repeat incidents of children who are running away from home or care.	Police	Task & Finish Group LBB (CSC, Education, Housing), Health, Police, Probation, Schools
Dec-16	8.3.5	Safer Communities Partnership to sign off gang's strategy, and LSCB to provide scrutiny prior to sign off.	Police	Task & Finish Group LBB (CSC, Education, Housing), Health, Police, Probation, Schools
Priority 9 - Strategic Commissioning				
Dec-16	9.5.1	Develop a foster carer academy to deliver, in partnership with learning providers, a range of courses, including professionally credited learning opportunities.	HOS C&R	Task and Finish Group
Dec-16	9.5.5	Develop a fostering support service for carers to access additional support particularly in the evenings and weekends.	HOS C&R	Task and Finish Group
Priority 10 - Legal				
Dec-16	10.2.5	Summary of feedback (from 10.2.4) to be provided to DCS.	HOS LS, HOS S&CP, Court Manager	N/A

Report No.
FSD17022

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: PORTFOLIO HOLDER FOR CARE SERVICES

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 21st March 2017

Decision Type: Non-Urgent Executive Non-Key

Title: CAPITAL PROGRAMME MONITORING - 3RD QUARTER 2016/17 AND ANNUAL CAPITAL REVIEW 2017 TO 2021

Contact Officer: James Mullender, Principal Accountant
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Chief Officer: Director of Finance

Ward: Borough-wide

1. Reason for report

- 1.1 On 8th February 2017, the Executive received a report summarising the current position on capital expenditure and receipts following the 3rd quarter of 2016/17 and presenting for approval the new capital schemes in the annual capital review process. The Executive agreed a revised Capital Programme for the five year period 2016/17 to 2020/21. This report highlights changes agreed by the Executive in respect of the Capital Programme for the Care Services Portfolio. The revised programme for this portfolio is set out in Appendix A, detailed comments on individual schemes are included at Appendix B and the new schemes approved for this Portfolio are set out in paragraph 3.5.
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2. RECOMMENDATION

- 2.1 The Portfolio Holder for Care Services is asked to note and confirm the changes agreed by the Council's Executive on 8th February 2017.

Corporate Policy

1. Policy Status: Existing Policy: Capital Programme monitoring and review is part of the planning and review process for all services. Capital schemes help to maintain and improve the quality of life in the borough. Effective asset management planning (AMP) is a crucial corporate activity if a local authority is to achieve its corporate and service aims and objectives and deliver its services. For each of our portfolios and service priorities, we review our main aims and outcomes through the AMP process and identify those that require the use of capital assets. Our primary concern is to ensure that capital investment provides value for money and matches the Council's overall priorities as set out in the Community Plan and in "Building a Better Bromley". The capital review process requires Council Directors to ensure that bids for capital investment provide value for money and match Council plans and priorities.
 2. BBB Priority: Excellent Council
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Financial

1. Cost of proposal: £10k in 2020/21 (see para 3.5).
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Capital Programme
 4. Total current budget for this head: £15.6m for the Care Services Portfolio over five years 2016/17 to 2020/21
 5. Source of funding: Capital grants, capital receipts and earmarked revenue contributions
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Staff

1. Number of staff (current and additional): 1 fte
 2. If from existing staff resources, number of staff hours: 36 hours per week
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Legal

1. Legal Requirement: Non-Statutory - Government Guidance
 2. Call-in: Applicable
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Customer Impact

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

1. Have Ward Councillors been asked for comments? N/A
2. Summary of Ward Councillors comments: N/A

3. COMMENTARY

Capital Expenditure

3.1 A revised Capital Programme was approved by the Executive on 8th February 2017, following a detailed monitoring exercise carried out after the 3rd quarter of 2016/17. The Executive also considered and approved new capital schemes in the annual capital review process. This report identifies changes relating to the Care Services Portfolio and the table in paragraph 3.2 summarises the overall position following the Executive meeting.

Capital Monitoring - variations agreed by the Executive on 8th February 2017

3.2 The base position prior to the 3rd quarter's monitoring exercise was the revised programme approved by the Executive on 30th November 2016, as amended by variations approved at subsequent Executive meetings. Changes to the Care Services Portfolio Programme approved by the Executive in February are shown in the table below and further details are included in paragraphs 3.3 to 3.5. The revised Programme for Care Services (including new schemes) is attached as Appendix A and detailed comments on individual schemes are included at Appendix B.

	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL 2016/17 to 2020/21
	£000	£000	£000	£000	£000	£000
Programme approved by Executive 30/11/16	5,622	9,927	10	10	0	15,569
<u>Variations approved by Executive 08/02/17</u>						
Schemes rephased from 2016/17 into 2017/18 (see para 3.3)	-1,255	1,255	0	0	0	0
Total Q3 Monitoring variations	-1,255	1,255	0	0	0	0
New scheme (see para 3.5)	0	0	0	0	10	10
Revised Care Service Capital Programme	4,367	11,182	10	10	10	15,579

3.3 Schemes rephased from 2016/17 into 2017/18

As part of the 3rd quarter monitoring exercise, £1,255k has been re-phased from 2016/17 into 2017/18 to reflect revised estimates of when expenditure on the Care Services schemes is likely to be incurred. This has no overall impact on the total approved estimate for the capital programme. This is itemised in the table below and comments on scheme progress are provided in Appendix B.

Capital Expenditure – Rephasing in Q3 monitoring	2016/17 £000	2017/18 £000
Renovation Grants - Disabled Facilities	-180	180
Gateway Review of Housing I.T System	-183	183
London Private Sector Renewal Schemes	-70	70
Mobile technology to support children's social workers	-32	32
PCT Learning Disability re-provision programme - Walpole Road	-200	200
Mental health grant	-100	100
Supporting Independence – Extra Care Housing	-13	13
Transforming Social Care	-11	11
Star Lane Traveller Site	-192	192
Empty Homes Programme	-113	113
Payment in Lieu Fund – Site K	-67	67
Payment in Lieu Fund – Properties Acquisition	-94	94
Total Care Services Programme rephasing	-1,255	1,255

Annual Capital Review – new scheme proposals

- 3.4 In recent years, the Council has steadily scaled down new capital expenditure plans and has transferred all of the rolling maintenance programmes to the revenue budget. General (un-earmarked) reserves, established from the disposal of housing stock and the Glades Site, have been gradually spent and have fallen from £131m in 1997 to £49.6m (including unapplied capital receipts) as at 31st March 2016. The Council's asset disposal programme has diminished and any new capital spending will effectively have to be met from the Council's remaining revenue reserves.
- 3.5 As part of the normal annual review of the Capital Programme, Chief Officers were invited to come forward with bids for new capital investment, including Invest to Save bids which were particularly encouraged. No bids for new schemes were received for the Care Services Portfolio. The 2020/21 annual provision for feasibility studies (£10k) on potential new schemes was approved and has been added to the Capital Programme.

Post-Completion Reports

- 3.6 Under approved Capital Programme procedures, capital schemes should be subject to a post-completion review within one year of completion. After major slippage of expenditure in recent years, Members confirmed the importance of these as part of the overall capital monitoring framework. These reviews should compare actual expenditure against budget and evaluate the achievement of the scheme's non-financial objectives. No post-completion reports are currently due for the Care Services Portfolio, but this quarterly report will monitor the future position and will highlight any further reports required.

4. POLICY IMPLICATIONS

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

5. FINANCIAL IMPLICATIONS

- 5.1 These were reported in full to the Executive on 8th February 2017. Changes agreed by the Executive for the Care Services Portfolio Capital Programme are set out in the table in paragraph 3.2.

Non-Applicable Sections:	Legal, Personnel & Procurement Implications, Impact on Vulnerable Adults and Children
Background Documents: (Access via Contact Officer)	Approved Capital Programme (Executive 30/11/16). Capital Q3 monitoring report (Executive 08/02/17).

CARE SERVICES PORTFOLIO - APPROVED CAPITAL PROGRAMME 8 FEBRUARY 2017										
Code	Capital Scheme/Project	Total Approved Estimate £'000's	Actual to 31.3.16 £'000's	Estimate 2016/17 £'000's	Estimate 2017/18 £'000's	Estimate 2018/19 £'000's	Estimate 2019/20 £'000's	Responsible Officer	Remarks	
	SOCIAL CARE									
950802	Care Homes - improvements to environment for older people	290	288	2	0	0	0	Lorna Blackwood	100% government grant	
950804	PCT Learning Disability re-provision programme - Walpole Road	11,004	10,130	0	874	0	0	Colin Lusted	Fully funded by PCT	
950806	Social Care Grant - 2010/11 and prior years	508	491	17	0	0	0	Lorna Blackwood	100% government grant	
950806	Social Care Grant - 2011/12 and 2012/13 settlement	867	0	81	786	0	0	Lorna Blackwood	100% government grant	
950806	Social Care Grant - 2013/14 and 2014/15 settlement	1,293	0	0	1,293	0	0	Lorna Blackwood	100% government grant	
950806	Social Care Grant - 2015/16	663	0	0	663	0	0	Lorna Blackwood	100% government grant	
950806	Social Care Grant - Social care electronic information system	240	0	240	0	0	0	Lorna Blackwood	100% government grant	
950807	Mental health grant	331	5	0	326	0	0	Lorna Blackwood	100% government grant	
950815	Supporting Independence - Extra Care Housing	20	7	0	13	0	0	Lorna Blackwood	100% government grant	
950816	Transforming Social care	145	134	0	11	0	0	Angela Buchanan	100% government grant	
950818	Manorfield - Temporary Accommodation	563	420	143	0	0	0	Sara Bowrey	Approved by Executive 15/10/14.	
950818	Manorfield - Temporary Accommodation (GLA Grant)	431	431	0	0	0	0	Sara Bowrey	Additional Grant from GLA £431k (Executive 02/12/15, 20/07/16)	
907562	Mobile technology to support children's social workers	71	39	0	32	0	0	Angela Buchanan	100% grant	
950000	Feasibility Studies	40	0	10	10	10	10	David Bradshaw		
	TOTAL SOCIAL CARE	16,466	11,945	493	4,008	10	10			
	HOUSING									
950819	Gateway Review of Housing I.T System	200	17	0	183	0	0	Sara Bowrey	Approved by Executive 11/02/15	
950821	Payment in Lieu Fund - Properties Acquisitions	1,120	1,021	5	94	0	0	Sara Bowrey	Funded from PIL (S106) receipts	
950822	Payment in Lieu Fund - Site K	672	605	0	67	0	0	Sara Bowrey	Funded from PIL (S106) receipts	
950823	Housing Zone Bid and Site G									
950823	Housing Zone Bid and Site G - Payment in Lieu Fund	3,000	0	662	2,338	0	0	Sara Bowrey	Funded from PIL (S106) receipts	
950823	Housing Zone Bid and Site G - Growth Fund	2,900	0	0	2,900	0	0	Sara Bowrey	Funded from Growth Fund	
950792	Payment in Lieu Fund - unallocated	2,248	0	2,248	0	0	0	Sara Bowrey	S106 Receipts	
914110	London private sector renewal schemes	3,243	2,957	130	156	0	0	Steve Habgood	100% external funding	
950501	Empty Homes Programme	620	376	9	235	0	0	Steve Habgood	100% external funding	
916XXX	Renovation Grants - Disabled Facilities	9,342	7,513	820	1,009	0	0	Steve Habgood	Govt grant £1.681k in 2016/17	
	TOTAL HOUSING	23,345	12,489	3,874	6,982	0	0			
	OTHER									
941529	Star Lane Traveller Site	250	58	0	192	0	0	Sara Bowrey	Urgent water and drainage works (statutory duty)	
	TOTAL OTHER	250	58	0	192	0	0			
	TOTAL CARE SERVICES PORTFOLIO	40,061	24,492	4,367	11,182	10	10			

CARE SERVICES PORTFOLIO - APPROVED CAPITAL PROGRAMME 2016/17 - 3RD QUARTER MONITORING						
Capital Scheme/Project	Actual to Estimate	Approved Estimate	Actual to Estimate	Revised Estimate	Responsible Officer Comments	
	31.03.16 £'000's	Nov 2016 £'000's	01.02.17 £'000's	Feb 2017 £'000's		
SOCIAL CARE						
Care Homes - improvements to environment for older people	288	2	0	0	2	This funding was provided to support care homes in the voluntary/independent sector to improve the environment in care homes for older people. Care homes are able to 'bid' to the Council for this funding and there are criteria agreed for this.
PCT Learning Disability provision programme	10,130	200	-21	0	0	The Department for Health capital is for uses associated with the re-provision of NHS Campus clients to the community, and projects relating to the closure of the Bassetts site. Approximately £850K has been identified for alternative day service provision following the closure of the Bassetts Day Centre. LD Day activities have been market tested and have now been transferred to an external provider tasked with the running and modernisation of services. The new provider is now progressing service modernisation which may require an element of capital investment. Proposals are now being drawn up with any resulting capital expenditure potentially starting in 17/18. Officers still await the final invoice for the retained snagging amount at 118 Widmore Road which will be approximately £20k. It should be noted that the NHS are entitled to request the return of the remaining capital sum. £200k has been rephased into 17/18
Social care grant - 2010/11 and prior years	491	17	17	17	17	This funding is made available to support the reform of adult social care services. To date, these have been funded by the Council. As the new legislation for adult social care becomes clearer it is likely that this funding will be used to support the changes required. For example previously the funding has been used for works to Council owned learning disability properties and for investment in older people day opportunity services.
- 2011/12 and 2012/13 settlement	0	81	81	81	81	
- 2013/14 and 2014/15 settlement	0	0	0	0	0	
- 2015/16	0	0	0	0	0	
Social care grant - electronic information system		240	240	240	240	
Mental health grant	5	100	0	0	0	This funding is made available to support reform of adult social care services. To date, these have been funded by the Council. As the new legislation for adult social care becomes clearer it is likely that this funding will be used to support the changes required. It is unlikely that spend would occur in FY16/17, so £100k has been rephased to 17/18.
Supporting Independence - Extra Care Housing	7	13	0	0	0	This funding is available for specialist equipment/adaptations in extra care housing to enable schemes to support people with dementia or severe physical disabilities. Consideration is being given to the potential for additional telecare in ECH. It is unlikely that spend would occur in FY16/17 and £13k has been rephased to 17/18.
Transforming Social care	134	11	0	0	0	The remaining balance is to undertake work supporting mobile working in Adult Social Care. It is anticipated that the remaining work totalling £11k will be carried out in FY17/18 and has therefore been rephased.
Manorfield - Temporary Accommodation	420	143	142	142	143	£563k approved by Executive 15/10/14 for the refurbishment at Manorfields. Additional £431k allocation received from GLA for replacement of boiler, associated building works and design works. The refurbishment work is now completed together with any final snagging. Close down of accounts is currently taking place to sign off final work costs.
Manorfield - Temporary Accommodation (GLA Grant)	431	0	0	0	0	
Mobile technology to support children's social workers	39	32	0	0	0	Officers are unable to progress the mobile working plans and expenditure until data protection issues are resolved. Evaluation of the laptop pilot in CSC Feasibility Studies
Feasibility Studies	0	10	0	0	10	
TOTAL SOCIAL CARE	11,945	849	459	459	493	
HOUSING						
Payment in Lieu Fund - Properties Acquisitions	1,021	99	0	0	5	The remaining funds relate to work required post lettings during the term of the tenancies. There may be a small spend this year of £5k but it is anticipated that the rest is unlikely to be spent until next financial year and £94k has been rephased.
Payment in Lieu Fund - Site K	605	67	0	0	0	Further delays have been incurred with the build and final completion is now due in March 2018. £67k has been rephased to 17/18.
Housing Zone Bid and Site G						Executive 24.03.15 - Housing Zone bid and Site G report 24/03/15 - £3m PIL and £2.7m from Growth fund (Bromley Town Centre). The Housing Investment Group of the GLA considered the Council's HZ bid on 10th November 15. Properties have been purchased, one completed in August, one in November, and for the remaining properties, officers are working on the agreement, and it is not expected that expenditure is likely to occur this financial year.
- Payment in Lieu Fund	0	662	632	662	662	
- Growth Fund	0	0	0	0	0	
Payment in Lieu Fund - unallocated	0	2,248	0	0	2,248	Section 106 receipts - unallocated balance
Gateway Review of Housing IT System	17	183	0	0	0	Evaluation is currently under way of the bids received. This will be concluded to appoint a new provider by year end in line with the project plan.
London private sector renewal schemes	2,957	200	130	130	130	Officers anticipate spend of approximately £130k in FY16/17; the remaining £70k has been rephased to 17/18.
Empty Homes Programme	376	122	9	9	9	Spending is being targeted on long term empty property as per the funders criteria; take up is slow, but consistent. Revised correspondence drawn up and being given to every owner of empty property with their Council Tax revised bill to increase awareness of the assistance available. It is anticipated that spend will fall in next financial year, so £113k has been rephased into 17/18.
Renovation Grants - Disabled Facilities	7,513	1,000	626	626	820	In line with previous years, it was estimated that a total value of £820k would be spent in this FY. However, high levels of completed jobs in January have significantly increased spend since the quarter 3 forecast to Executive and between £900-950k spend is now anticipated. Spend on mandatory DFGs reduced following a reorganisation of the OT service in 2012 which impacted on the Occupational Therapist's ability to progress DFG cases to the Housing Improvement team and resulted in waiting lists for OT assessments. Last financial year a private OT agency was employed to process 50 cases from the waiting list, which resulted in numbers and spend in line with pre-2012 levels. A paper proposing major changes to assisting disabled clients with financial assistance in line with Better Care Fund Guidance has been prepared and is currently being considered at Director level will also increase future spend. Changes to the way referrals are made is also starting to reduce the backlog. £180k was being rephased to 17/18, however it is now likely that around £100-130k will be reversed at the end of the year.
TOTAL HOUSING	12,489	4,581	1,397	1,397	3,874	
OTHER						
Star Lane Traveller Site	58	192	0	0	192	The work is to replace much of the water supply to meet minimum regulatory standards. The project was assigned to Operational Property to implement and project manage. However there have been significant delays and limited progress regarding this project. Concerns have been escalated and this has been raised as a priority. The contractor has provided assurance that this project would be taken forward as a matter of urgency and that the work will be completed as early as practically possible in the new financial year. £192k has therefore been rephased into 17/18.
TOTAL OTHER	58	192	0	0	192	
TOTAL CARE SERVICES PORTFOLIO	24,492	5,622	1,856	1,856	4,559	

Report No.
CS17109

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: PORTFOLIO HOLDER FOR CARE SERVICES

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 21st March 2017

Decision Type: Non-Urgent Executive Non-Key

Title: BUDGET MONITORING 2016/17

Contact Officer: David Bradshaw, Head of Education, Care & 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: Borough-wide

1. Reason for report

- 1.1 This report provides the budget monitoring position for 2016/17 based on activity up to the end of December 2016.
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2. RECOMMENDATIONS

2.1 The Care Services PDS committee is invited to:

- i) Note that the latest projected overspend of £4,657,000 is forecast on the controllable budget, based on information as at December 2016;
- ii) Note the full year effect for 2016/17 of £4,555,000 as set out in section 4;
- iii) Note the funding release requests as detailed in section 5 & 6 of this report;
- iv) Note the comments of the Department in section 9 of this report; and,
- v) Refer the report to the Portfolio Holder for Care Services for approval.

2.2 The Portfolio Holder for Care Services is asked to:

- i) Note that the latest projected overspend of £4,657,000 is forecast on the controllable budget, based on information as at December 2016;
- ii) Agree to the release of the Community Housing Fund referred to in section 5; and,
- iii) Refer the funding release requests held in contingency referred to in section 6 to the Council's Executive for its approval.

Impact on Vulnerable Adults and Children

1. Summary of Impact: N/A
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Corporate Policy

1. Policy Status: Not Applicable
 2. BBB Priority: Children and Young People
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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: £105.610m
 5. Source of funding: Care Services Approved Budget
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Staff

1. Number of staff (current and additional): 634 Full time equivalent
 2. If from existing staff resources, number of staff hours: N/A
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Legal

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

1. Estimated number of users/beneficiaries (current and projected): The 2016/17 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
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Ward Councillor Views

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

3. COMMENTARY

- 3.1 The 2016/17 projected outturn for the Care Services Portfolio is detailed in Appendix 1a, broken down over each division within the service. Appendix 1b gives explanatory notes on the movements in each service. The current position is an overspend of £4,657k. This position assumes that further management action will be taken throughout the year to maintain the current position. If this does not take place and cannot be evidenced then the position may change.

Adult Social Care

- 3.2 Overall the position for Adult Social Care is a predicted £1,232k overspend. The main areas of overspend or underspend are:-

Assessment and Care Management - £1,178k overspent

- 3.3 Assessment and Care Management is currently estimated to overspend by £1,178k. This is in the main due to Placements/Domiciliary Care/Direct Payments for 65+ where client numbers are currently above the budgeted figure. This area has significant savings targets in 2016/17 and this figure is a proportion of this. In the last monitoring £750k had been assumed for the remainder of the year. £399k of this management action has been achieved. The latest figure assumes no further management action for the remainder of the financial year
- 3.4 Within Assessment and Care Management, Nursing/Residential/supported living/shared lives placements for 65+ are currently overspent by £133k. Client numbers are 409 which is above the budgeted number of 401.
- 3.5 Domiciliary Care and Direct Payments for the 65+ are projected to overspend by £1,159k. This area of the budget had the most savings/efficiencies attributable to it. Packages continue to be reviewed and reablement capacity is being increased to bring this overspend down where possible
- 3.6 Placements/Domiciliary Care/Direct Payments for the 18-64 age group is slightly underspent overall. However placement client numbers are slightly above the budgeted figure at 45 which is an increase of 5 since August.
- 3.7 Increased costs are being experienced due to the impact of the National Living Wage (NLW) on some of the care contracts. A net pressure of £686k is being estimated. This pressure has been acknowledged and is dealt with in more detail in paragraph six with a drawdown of funding from contingency. The overall impact will be zero if the funding is agreed. The impact of the NLW will continue in future years as the rate increases.

Direct Care - £83k underspent

- 3.8 Reablement is £125k underspent. This is due to issues recruiting to vacant posts. Although this means an underspend in reablement there is an issue that it may have an impact on the level of savings that may be achieved in domiciliary care as clients may not be reabled where necessary.
- 3.9 This is partially offset by an overspend of 42k in in house extra care. This is due to staffing overspends and reduced client contributions

Learning Disabilities - £549k overspent

- 3.10 The overspend in Learning Disabilities has reduced from £944k to £549k overspend. Progress on achieving the savings is being closely monitored and there is planned management action

for the remainder of the year. There continues to be additional cost pressures relating to transition clients, ordinary residence and increased care packages have been partly offset by overachievement of savings on the supported living contracts

Mental Health - £48k underspend

- 3.11 Savings targets in Mental Health have been achieved. There is a small underspend arising from activity levels. However there are still pressures in the system that may manifest themselves at a later date

Better Care Fund – Protection of social care - £371k underspend

- 3.12 Elements of the better care fund are allocated to the protection of social care. This funding can be used flexibly. There have been underspends in some areas of the budget that are allocated BCF funding. As a result of this, the surplus funding has been reallocated to areas within adult social care. This has resulted in a one off reduction in expenditure of £371k for the area as the grant now covers the spend..

Housing

- 3.13 Pressures in Temporary Accommodation (TA) (Bed and Breakfast) in 2016/17 are forecast to be £276k overspent. However there is funding available in the central contingency and it is assumed that this will be drawn down to reduce the overspend to a net zero. This has reduced from £538k in the previous monitoring report.
- 3.14 Expected increases in numbers did not materialise in November and December and this has resulted in a reduction in the overspend projection. Homelessness client numbers are picking up again for the rest of the year and are expected to rise to an additional 15 to 17 per month for the remainder of the financial year. This is assumed within the financial projections. Officers are currently modelling different scenarios to quantify the effect of possible initiatives to limit the growth. It is hoped that the temporary accommodation initiative with Mears will help in limiting the growth in future.
- 3.15 There are other pressures emerging in Housing including £125k relating to the costs of storage of furniture of clients going into temporary accommodation and £75k relating to the high cost of utilities at one of the traveller sites. The intention is to provide individual meters on the site. A multi-agency working group chaired by the Executive Director of ECHS is looking at the future options for this. Capital funding is available for improvements at the traveller sites
- 3.16 Although there is a full year effect of this overspend, this again will be dealt with through the drawdown of contingency in due course.

Children's Social Care

- 3.17 Children's Social Care is expected to be overspent by the year end by £3,519k, a reduction of £369k over the previous monitoring. The projections in August assumed management action of £250k for the remainder of the year and this has been achieved in addition to the £369k. Officers continue to drive down the overspend and various areas are being explored including obtaining additional income from our partners. The main areas of overspend and underspend are as follows:-

Placements - £1,092k overspend

- 3.18 Placements is overspending by £1,092k, a reduction of £450k from the previously reported figure. The impact of the fostering allowance changes have taken place and this is reflected in these figures.

Leaving Care - £824k overspent

- 3.19 Leaving Care continues to rise for both the 16 to 17 age group and the 18+ with a total overspend of £824k being predicted. Costs have increased as clients are having to be placed in accommodation with higher levels of support, or in the case of the 18+ clients due to a lack of suitable accommodation and rental price.

Public Law Outline - £920k overspent

- 3.20 Although the overspend has reduced by £68k since the last report, this continues to be a major in year pressure. This is in the main due to community and residential based parenting assessments, some of which are court ordered.

Nurseries recharge to social care - £172k underspent

- 3.21 The amount recharged to social care from Education for the specialist nurseries has reduced due to the number of social care clients being placed.

Staffing - £1,174k overspent

- 3.22 Staffing overspends are apparent across the whole of childrens social care. The majority of the overspend is due to the use of locum staff where permanent recruitment has not been possible. The department in conjunction with HR have a recruitment and retention strategy in place to address this and so moving forward the impact of locum staff will be minimised

Running cost expenditure freeze - £291k underspent

- 3.23 Certain running costs budgets were frozen from November as part of an exercise to reduce the overspend. This has resulted in an underspend of £291k for the year across the division.
- 3.24 Pressures as a result of the Ofsted inspection have been acknowledged by Members Additional funding for 2016/17 of £950k for additional staffing and resources has already been approved by Members in September. An additional £141k was approved by the Executive on the 11th January 2017. The additional funding is assumed within all of the figures above.

Health Integration

- 3.25 Health integration is predicted to underspend by £122k. This is due to vacancies within the team and one off funding identified to contribute to costs.

Public Health

- 3.26 The current variance in Public Health is zero. This area has recently seen a reduction in grant funding and has significant savings targets for 2016/17 which are being managed successfully resulting in no ongoing pressures being reported. Any resulting under or overspend will be carried forward and offset against future grant allocations.
- 3.27 Due to early realisation of savings additional grant has been freed up for 2016/17 of £500k. This surplus has been utilised to support 0-5 childrens centre expenditure. Whilst this does not reduce the Care services portfolio spend it has reduced the Education Portfolio lowering the overall spend of the ECHS department.

4. FULL YEAR EFFECT GOING INTO 2017/18

- 4.1 The cost pressures identified in section 3 above will impact in 2017/18 by £4,555k. Management action will continue to need to be taken to ensure that this does not impact on future years. The Council have acknowledged the pressures in the 2017/18 and funding for full

year effect pressures has been provided of £2.1m for Children Social Care and £1.45m for Adult Social Care.

5. RELEASE OF FUNDING BY THE PORTFOLIO HOLDER

Community Housing Fund - £31,000

- 5.1 The Community Housing Fund aim is to put local groups in the driving seat and help them deliver affordable housing aimed at first-time buyers in response to the problem second homes can cause in reducing supply.
- 5.2 The funding will be targeted at the community-led housing sector and distributed to groups via councils who know the area's needs best. Allocating the funding to these housing organisations will put communities centre stage in deciding what type of housing is most needed. It will also offer an income stream to community organisations, in turn allowing them to reinvest in more housing or in other activities or services which will benefit their area.
- 5.3 The first year of funding will be used to build capacity within local groups such as improving technical skills, setting up support hubs to offer advice, business planning and providing staff to review local housing needs. Funding the following year will then be used to deliver housing on the ground for local people.

6. RELEASE OF AMOUNTS HELD IN CONTINGENCY NEEDING EXECUTIVE APPROVAL

Impact of the National Living Wage (NLW) - £686,000

- 6.1 Previous reports to the Executive in June and July 2016 detail the impact of the National Living wage on Domiciliary care/Direct Payments and Nursing Home contracts. The National Living Wage rose from £6.70 to £7.20 from the 1st April 2016 and has had a large impact on the cost of providing some social care services. The financial impact has been calculated at £686k for the 2016/17 financial year for these areas. The 2017/18 draft budget has been updated to reflect the estimated impact, including provision for further costs held in the central contingency.

Retained Welfare Fund - £100,000

- 6.2 The Welfare Fund is around the provision of move-on items: essential living items – beds/white goods for setting up a home.
- 6.3 There have been a number of reports to Members on this matter. In July 2014 the Resources Portfolio Holder approved the adoption of a 'white goods and furniture' welfare scheme from 2015/16. The scheme replaced The Bromley Welfare Fund following the Government decision to withdraw ongoing programme funding. The Bromley Welfare Fund was introduced as a result of the abolition from April 2013 of the central government administered Community Care Grants and Crisis Loans for general living expenses. Members agreed that the new scheme would be restricted both in terms of eligibility criteria and good available which have been identified as the minimum items required in order for the Council to meet its duty to provide suitable settled accommodation for homeless households.
- 6.4 The drawdown for this is to cover the goods that we have purchased through the framework contract in line with the agreed policy.

7. POLICY IMPLICATIONS

- 7.1 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.

- 7.2 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.
- 7.3 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 2016/17 to minimise the risk of compounding financial pressures in future years.
- 7.4 Chief Officers and Departmental Heads of Finance are continuing to place emphasis on the need for strict compliance with the Council's budgetary control and monitoring arrangements.

8. FINANCIAL IMPLICATIONS

- 8.1 A detailed breakdown of the projected outturn by service area is shown in appendix 1(a) with explanatory notes in appendix 1(b). Appendix 1 (c) shows the latest full year effects. Appendix 2 gives the analysis of the latest approved budget. Other financial implications are contained in the body of this report and Appendix 1b provides more detailed notes on the major services.
- 8.2 Overall the current underspend position stands at £4,657k (£4,555k overspend full year effect). The full year effect will be addressed in 2016/17 and 2017/18 in due course.

9. DEPARTMENTAL COMMENTS

- 9.1 The Care Services Portfolio is currently estimated to overspend by £4,657k in 2016/17 which is a reduction of over £1.2m. The full year effect for 2017/18 stands at of £4,555k.
- 9.2 There continues to be pressures in Adult Social Care mainly due to placements, domiciliary care and direct payments. Management action is addressing savings targets although these continue to be a challenge in some areas where demand for services is increasing.
- 9.3 Domiciliary Care Packages are continuing to be reviewed. High levels of scrutiny are in place in all cases where there is a request for an increase.
- 9.4 Additional posts are being recruited to in the Reablement Service. Once these are in place the service will have the capacity to manage around 50/55 Service Users per month which should result in some efficiencies working their way through the system.
- 9.5 In addition, we are seeing much more complexity in users' needs as they come through to us later in their journeys. We have much more work to do in reviewing high cost placements, ceiling rates and assessments whilst working to manage parental expectations within Learning Disabilities. The department will be working to look at other efficiency plans that may require policy change.
- 9.6 Commissioning activity continues to secure value for money through contract negotiations making a significant contribution to the savings targets.
- 9.7 Children's social care continues to see pressures in placements, fostering and care proceedings costs with an increase of children coming through the system although the overspend has reduced since the last report. Management actions continue to be put in place to reduce expenditure without compromising child safety.

Non-Applicable Sections:	Impact on Vulnerable Adults and Children and Legal, Personnel and Customer Implications
Background Documents: (Access via Contact Officer)	2016/17 Budget Monitoring files in ECHS Finance Section

Care Services Portfolio Budget Monitoring Summary

2015/16 Actuals £'000	Division Service Areas	2016/17 Original Budget £'000	2016/17 Latest Approved £'000	2016/17 Projected Outturn £'000	Variation £'000	Notes	Variation Last Reported £'000	Full Year Effect £'000
EDUCATION CARE & HEALTH SERVICES DEPARTMENT								
Adult Social Care								
22,652	Assessment and Care Management	20,334	21,022	22,200	1,178	1	1,027	1,519
2,516	Direct Services	1,241	1,044	961	Cr 83	2	Cr 74	0
774	Commissioning & Service Delivery	2,700	1,168	1,175	7	3	19	0
28,980	Learning Disabilities	30,685	30,405	30,954	549	4	944	514
6,092	Mental Health	5,947	5,881	5,833	Cr 48	5	105	168
Cr 312	Better Care Funding - Protection of Social Care	0	0	Cr 371	Cr 371	6	Cr 207	0
60,702		60,907	59,520	60,752	1,232		1,814	2,201
Operational Housing								
Cr 1	Enabling Activities	Cr 1	Cr 1	Cr 1	0		0	0
Cr 2,350	Housing Benefits	Cr 1,907	Cr 1,907	Cr 1,907	0		0	0
6,364	Housing Needs	6,354	7,210	7,009	Cr 201	7	75	146
	Housing funds held in contingency		0	201	201		0	0
1,413	Supporting People	1,051	1,051	1,144	93	8	76	Cr 72
5,426		5,497	6,353	6,446	93		151	74
Children's Social Care								
16,768	Care and Resources	15,978	15,852	18,157	2,305		2,361	2,066
1,853	Safeguarding and Quality Assurance	1,494	2,665	2,567	Cr 98		85	0
2,508	Social Care Referral Services	2,695	2,802	2,905	103		0	Cr 70
3,174	Safeguarding and Care Planning	2,967	2,944	4,146	1,202	9	1,459	284
1,113	Early Intervention and Family Support	998	958	967	9		10	0
2,343	Children's Disability Service	2,342	2,281	2,279	Cr 2		0	0
27,759		26,474	27,502	31,021	3,519		3,915	2,280
Health Integration								
330	Health Integration Programme	0	330	208	Cr 122		Cr 37	0
	Carers							
1,301	- Net Expenditure	1,434	1,434	1,184	Cr 250		Cr 135	0
Cr 1,301	- Recharge to Better Care Fund	Cr 1,434	Cr 1,434	Cr 1,184	250		135	0
	Information & Early Intervention							
1,187	- Net Expenditure	1,163	1,163	1,380	217		Cr 72	0
Cr 1,187	- Recharge to Better Care Fund	Cr 1,163	Cr 1,163	Cr 1,380	Cr 217	10	72	0
	Better Care Fund							
18,692	- Expenditure	19,027	20,158	20,158	0		0	0
Cr 18,651	- Income	Cr 19,180	Cr 20,311	Cr 20,311	0		0	0
	NHS Support for Social Care							
266	- Expenditure	0	348	348	0		0	0
Cr 266	- Income	Cr 0	Cr 348	Cr 348	0		0	0
171		Cr 153	177	55	Cr 122		Cr 37	0
Strategic & Business Support Services								
242	Learning & Development	308	308	300	Cr 8		0	0
1,972	Strategic & Business Support	2,279	2,170	2,079	Cr 91		0	0
2,214		2,587	2,478	2,379	Cr 99	11	0	0
Public Health								
13,578	Public Health	15,106	15,106	15,106	0		0	0
Cr 13,936	Public Health - Grant Income	Cr 15,478	Cr 15,478	Cr 15,478	0		0	0
Cr 358		Cr 372	Cr 372	Cr 372	0		0	0
Cr 1,079	Savings achieved early in 2015/16 for 2016/17	0	0	0	0		0	0
94,835	TOTAL CONTROLLABLE ECHS DEPT	94,940	95,658	100,281	4,623		5,843	4,555
2,690	TOTAL NON CONTROLLABLE	366	366	456	90		86	0
12,835	TOTAL EXCLUDED RECHARGES	8,291	10,013	10,013	0		0	0
110,360	TOTAL ECHS DEPARTMENT	103,597	106,037	110,750	4,713		5,929	4,555
Environmental Services Dept - Housing								
189	Housing Improvement	195	195	229	34	12	34	0
189	TOTAL CONTROLLABLE FOR ENV SVCES DEPT	195	195	229	34		34	0
407	TOTAL NON CONTROLLABLE	Cr 942	Cr 942	Cr 942	0		0	0
327	TOTAL EXCLUDED RECHARGES	320	320	320	0		0	0
923	TOTAL FOR ENVIRONMENTAL SVCES DEPT	Cr 427	Cr 427	Cr 393	34		34	0
111,283	TOTAL CARE SERVICES PORTFOLIO	103,170	105,610	110,357	4,747		5,963	4,555

REASONS FOR VARIATIONS**1. Assessment and Care Management - Dr £1,178k**

The overspend in Assessment and Care Management can be analysed as follows:

	<u>Current Variation</u> £'000
<u>Physical Support / Sensory Support / Memory & Cognition</u>	
Services for 65 +	
- Placements	133
<i>less management action</i>	0
- Domiciliary Care / Direct Payments	1,159
<i>less management action</i>	0
Services for 18 - 64	
- Placements	-40
- Domiciliary Care / Direct Payments	-5
Extra Care Housing	-31
Staffing	-38
	<u>1,178</u>

The budget for 2016/17 included savings of £2.15m in relation to the Assessment & Care Management budgets. In August a projected overspend of £827k was being reported, which included management action of £750k to be achieved during the year, so at that stage an overspend of £1,577k had been assumed. The figures for December show a projected overspend of £1,178k, assuming no further management action, indicating that £399k of the £750k management action has been achieved.

Services for 65+ - Dr £1,292k

Services for the 65's and over age group are currently showing a projected overspend of £1,292k, assuming no further management action being achieved.

Placements are currently projected to be overspent by £133k. This is analysed as (i) Residential care overspend of £71k (ii) Nursing care overspend of £39k (iii) supported living and shared lives overspend of £23k. The combined client numbers are currently 409 which is 8 above the budgeted number of 401.

The budget savings in this area relate to better management of both internal and external void apartments in extra care housing to reduce numbers placed in residential care, as well as ensuring no placements are made above the councils financial ceiling rates.

Domiciliary care and direct payments are currently projected to overspend by £1.159m. This area of the budget has the highest savings target to achieve at £1.26m. The savings in this area relate to reviewing packages of care, increasing the capacity of the reablement service so that more clients can be reabled and reduce the reliance on care packages, and additional charging for day and transport services.

Extra Care Housing - Cr £31k

The 3 externally run extra care housing schemes are projected to underspend by £31k based on the latest client data. Although average care packages continue to be above the level budgeted for, additional income from client contributions is offsetting some of this additional cost. As mentioned above, avoidance of voids in these schemes is a key element of the 2016/17 budget savings, and there is also a financial cost to the council where a property remains vacant for more than 28 days.

Services for 18 - 64 year olds - Cr £45k

Placements for the 18 - 64 age group are currently showing a projected underspend of £40k, however client numbers are above those budgeted for by 2. There are now 45 placements for this age group compared to 40 in August. Domiciliary care and direct payments are projected to underspend by £5k.

2. Direct Care - Cr £83k**Extra Care Housing - Dr £42k**

The 3 in house units providing extra care services are now showing a projected overspend, comprising of a staffing overspend of £36k and reduced client contributions of £9k. Staffing of the units vary depending on the needs of clients placed there, with some clients needing more care hours than the budget provides for. Although some of these additional hours are offset by additional client contributions, unless the client is a full cost payer there is an additional net cost to the council.

Reablement Service - Cr £125k

The reablement service continues to achieve good results in the service it provides, continuing to reduce ongoing domiciliary care costs through its reablement of clients. Staff resignations over the past year and the difficulty in recruiting to the subsequent vacant posts however is having an impact on the level savings that can be achieved. As a result of these vacancies the service is currently predicting an underspend of £125k.

3. Adult Social Care Commissioning & Service Delivery - Dr £7k (net)

There are a number of variations within the net overspend of £7k on Adult Social Care Commissioning:

	£000
Adult Social Care Commissioning staffing	37
Deprivation of Liberty Safeguards (DOLS) *	0
Legal expenses	22
Taxicard	-30
Other, including contracts	-22
	<u>7</u>

* Further budget pressures are anticipated relating to Deprivation of Liberty Safeguards but these require clarification. Some funding remains within the central contingency.

4. Learning Disabilities - Dr £549k

The original 2016/17 LD budget included £1.6m savings for the year. This target has increased during the year to a) include a share of departmental savings that had previously not been identified from a specific area (£160k) and b) to fund the net cost of the temporary team of staff working on delivering the savings (£145k net). Progress on achieving the savings continues to be closely monitored and the projections take into account both savings achieved to date and planned savings for the remainder of the year. If action to deliver the planned savings doesn't materialise, or materialises to a lesser extent, then the projected overspend may increase.

Cost pressures relating to transition clients, increased client needs and ordinary residence cases have been partly mitigated by the overachievement of savings on supported living contracts.

There continues to be a level of assumption relating to uncertainties included in the projections e.g. increased care needs, carer breakdowns, attrition, health funding, start dates for new packages etc. However given that we are now in the latter stages of the year this is a less significant element of the projection. Based on the information currently available an overall net overspend of £549k is anticipated.

5. Mental Health - Cr £48k

The original 2016/17 MH placements budgets included £254k savings which were fully achieved in advance in 2015/16. A further £40k has been added to the savings target for MH in-year to include a share of departmental savings that had previously not been identified from a specific area.

The previous report outlined that it was thought there had been a degree of mis-classification of new clients' Primary Support Reasons (PSRs) which was distorting the projections and overstating MH projected spend. This has now been rectified.

Overall an underspend of £48k is currently anticipated on Mental Health budgets.

6. Better Care Fund - Protection of Social Care - Cr £371k

A number of local authority adult social care services are funded by the element of the Better Care Fund set aside to protect social care services. This includes funding previously received under the former Department of Health Social Care Grant.

These services are currently projected to underspend by £371k in 2016/17 and this will be used to offset other budget pressures within social care in line with the intentions of the funding.

7. Housing Needs - £0k

A underspend of £276k is currently projected for Temporary Accommodation budgets. This is due to the drawdown of budget for this year already taken place and a lower than expected increase in clients during November and December. The client numbers for January have returned to the expected level. Despite the lower than expected increase in client numbers, the pressures that we have been experiencing for a while are continuing with rising unit costs, and increasing numbers of clients.

Due to the increase in the number of new Homelessness clients being recorded by the Council earlier in the year (including 30 in one week), we have increased the number of new clients we are expecting each month in the forecast from 15 to 17 per month.

In addition, by necessity there has been increasing use of non-self-contained accommodation outside of London. Although on the face of it this appears beneficial as the charges are lower, the housing benefit subsidy is capped at the Jan 2011 LHA rates (without the 90% + £40 admin formula that self contained accommodation attracts), thus often making these placements more costly than those in London, especially when the monitoring and furniture storage costs are factored in.

The full year effect of the projected overspend is currently anticipated to be a pressure of £146k in 2017/18. However, this only takes account of projected activity to the end of the financial year and does not include any projected further growth in numbers beyond that point.

One of the Traveller sites is experiencing high use of utilities (overspend of £75k) due to the site not have meters. This has been an ongoing pressure for some time, but has previously been covered by underspends in other areas of the budget. There is a Capital Project to install meters on the site in question that has been delayed.

8. Supporting People - Dr £93k

Savings totalling £370k were built in to the 2016/17 Supporting People budget and it is currently estimated that only £277k will be delivered in 2016/17. However 2016/17 tendering activity should deliver the savings required in a full year and this is assumed in the modelling.

9. Childrens Social Care - Dr £3,519k

The current projected overspend in Childrens Social Care is £3,519k, a reduction of £396k since August. The main areas of under / overspending are shown below. The August projections included savings assumptions from management action for the remainder of the year of £250k and these have been achieved by amongst other things a freeze on spending on various budgets implemented by the Chief Executive in November 2016. No further management action is included in the projections, although officers continue to work to reduce expenditure.

Care and Resources - Dr £2,305k

Placements - Dr £1,092k

The budget for 2016/17 for childrens placements included savings of £1,119k. Projections for December indicate a projected overspend in the region of £1.092m, a reduction of £450k from the figure reported in August. A high level of this reduction relates to the impact of changes in the fostering allowances, the effects of which are now able to be seen. This figure includes assumptions around future placements for the final 3 months of the financial year, although the level of volatility around this budget makes predictions difficult.

Leaving Care - Dr £824k

The costs in relation to clients leaving care continues to rise for both the 16-17 age group and the 18+ age group for whom housing benefit contributes towards the costs.

The costs in relation to clients leaving care at the age of 16 or 17 continues to rise from the figure reported in August, with an overspend of £475k being projected compared to an overspend of £302k in August, an increase of £173k. Cost have increased as children are having to be placed in accommodation with higher levels of support than they previously had.

For the 18 plus client group there continues to be differences between the amount being paid in rent and the amount reclaimable as housing benefit, mainly due to lack of supply of suitable accommodation and the rental price. In addition we have seen an increase in older LAC who entered the care system as older teenagers. The current overspend is projected at £349k based on the current numbers of clients in the service, an increase of £158k on the last reported figure. This amount could rise if net client numbers increase.

Staffing - Dr £389k

See note below relating to staffing budgets across the Division.

Safeguarding & Care Planning - Dr 1,202kNo Recourse to Public Funds - Cr £29k

The projected cost to Bromley for people with no recourse to public funding continues to underspend, however the underspend has reduced since the August monitoring which showed a figure of £45k under. The current projected underspend is £29k. Additional budget was moved into this area in 2015/16 to deal with a previous overspend on the budget. Currently there are 39 children with families receiving funding, compared to 28 in August. At the end of 2015-16 there were 48 receiving funding. This budget does however remain volatile.

Public Law Outline - Court Ordered Care Proceedings - Dr £920k

Costs in relation to care proceedings are currently expected to be £920k above the budget provision of £542k. This is a reduction of £68k from the figure reported for August. The main area of overspend is in community based and residential based parenting assessments which are largely outside the control of the council.

Staffing - Dr £311k

See note below relating to staffing budgets across the Division.

Safeguarding and Quality Assurance - Cr £98kStaffing - Dr £193k

See note below relating to staffing budgets across the Division.

Various Expenditure Budgets - Cr £291k

In November 2016, the Chief Executive initiated a freeze on budgets that were underspending at that time. An amount of budget equal to these underspends has been moved to a specific code within Childrens Social Care to ensure that they are not spent.

Social Care Referral Service - Dr £103kNurseries Recharge to Childrens Social Care - Cr £172k

The underspend is being caused by a reduction in the income recharge to the Education Division in relation to the in-house nurseries. This underspend is offset by an overspend in the Education Division, and therefore has a £0 effect across the council.

Staffing - Dr £275k

See note below relating to staffing budgets across the Division.

Early Intervention and Family Support / Childrens Disability Service - Dr £6kStaffing - Dr £6k

See note below relating to staffing budgets across the Division.

Childrens Social Care Staffing

Analysis of the staffing budgets across the whole of Childrens Social Care has identified overspends across most of the teams. The majority of the overspend relates to the use of costly locum staff, where it has not been possible to recruit permanently to posts. A HR recruitment and retention strategy is in place to address this

10. Health Integration Division - Cr £122k

The Health Integration Division was newly formed in 2016/17 as a result of the Commissioning restructure and includes the budgets for: Information and Early Intervention; Carers; Better Care Fund; NHS Support for Social Care and the Health Integration Programme Team.

The total projected underspend for the Division is currently £493k. Of this, £371k relates to services funded by the Better Care Fund and referred to at ref 6 above. The remaining underspend of £122k relates to vacancies in the Programme Team and one off funding identified to contribute to the cost of the team.

11. Strategic & Business Support Service - Cr £99k

Since the last budget monitoring report, Strategic & Business Support Services Division has returned to ECHS Department from Corporate Services.

The projected underspend of £99k arises from variations across a number of budget heads including staffing, centrally controlled running expenses (including printing, stationery and DBS checks), training and income.

12. Environmental Services Department - Housing Improvement - Dr £34k

There is a projected shortfall within renovation grant agency fee income of £34k, due to a delay in OT assessments and referrals for work to be carried out which has a corresponding effect on the fees earned by the Housing Improvement team. Officers are investigating options for increased use of DFG funding in line with 'Better Care' funding guidelines and whether additional external occupational therapy support could be brought in to deal with the backlog. This will not impact on the fee income until next financial year.

Waiver of Financial Regulations:

The Council's Contract Procedure Rules state that where the value of a contract exceeds £50k and is to be exempt from the normal requirement to obtain competitive quotations, the Chief Officer has to obtain the agreement of the Director of Resources and Finance Director and (where over £100,000) approval of the Portfolio Holder, and report use of this exemption to Audit Sub-Committee bi-annually.

Since the last report to the Executive there were 21 waivers agreed for care placements in both adults and childrens social care services over £50k but less than £100k and 14 waivers agreed for over £100k. The waivers quoted relate to the annual cost of the placements, although it should be noted that some of these are short term placements where the final cost can be below these amounts.

Virements Approved to date under Directors 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 the Executive there have been the following virements: £30k transferred from Environmental Services to contribute to domestic violence-related expenditure; £13k transferred to Corporate Services to part fund a post; £8k transferred to Corporate Services for additional Liberata costs relating to service changes. In addition, posts have been created following reports to Members relating to Childrens Social Care Improvement plans and Deprivation of Liberty Safeguards.

Full Year Effects

Description	2016/17 Latest Approved Budget £'000	Variation To 2016/17 Budget £'000	Potential Impact in 2017/18
Housing Needs - Temporary Accommodation	7,110	Cr 275	The full year effect of the projected overspend is currently anticipated to be a pressure of £146k in 2017/18. However, this only takes account of projected activity to the end of the financial year and does not include any projected further growth in numbers beyond that point. This cost expected to be covered by a contingency bid during the 2017/18 as has been the case for a number of years.
Assessment and Care Management - Care Placements	19,417	1,216	The full year impact of the current overspend is estimated at Dr £1,519k, mainly in relation to domiciliary care packages.
Learning Disabilities - Care Placements and Care Management	30,405	549	The full year effect is estimated at an overspend of £514k which is slightly lower than the current year's overspend. This is because savings achieved during 2016/17 will have only a part year effect in the current financial year, with the full benefit not being realised until 2017/18. This figure will continue to vary as the year draws to a close and remaining assumptions are replaced with actual activity. The full year effect in this report does not include any planned activity beyond 31/3/17.
Mental Health - Care Placements	5,881	Cr 48	There is currently a full year overspend of £168k anticipated on Mental Health. The 2016/17 position is an underspend because of non-recurrent variations relating to prior years and the underlying trend is one of upward cost pressures, including reduced joint funding contributions.
Supporting People	1,051	93	There is anticipated to be an underspend of £72k in a full year. This is a result of estimated savings arising from tendering activity in 2016/17.
Children's Social Care	27,361	3,691	The current full year effect impact for CSC is estimated at £2,280k. This can be analysed as Dr £729k on placements, Cr £70k for no recourse to public funds clients, Dr £961k on leaving care clients and Dr £660k on Care Proceedings (Public Law Outline)

Reconciliation of Latest Approved Budget

£'000

2016/17 Original Budget

103,170

Carry forwards:

Social Care Funding via the CCG under S256 agreements

Adult Social Care Invest to Save Schemes

- expenditure		48
- income	Cr	48

Integration Funding - Better Care Fund

- expenditure		300
- income	Cr	300

Better Care Fund

- expenditure		381
- income	Cr	381

Adoption Reform Grant

- expenditure		132
- income	Cr	132

DCLG Preventing Homelessness Grant

- expenditure		200
- income	Cr	200

Implementing Welfare Reforms Changes

- expenditure		56
- income	Cr	56

Tackling Troubled Families

- expenditure		748
- income	Cr	748

Other:

Better Care Fund allocation from contingency	Cr	750
Additional income linked to National Living Wage - return to contingency		503
Commissioning restructure	Cr	12
Children's Social Care OFSTED report		950
Deprivation of Liberty Safeguards		66
Homelessness		760
Funding for Liberata re spot day care placements and transport invoices	Cr	8
Part funding for Corporate post	Cr	13
Environmental Services contribution to domestic violence services		30
Transfer of budget from ECHS to Commissioning (Transport BSO)	Cr	13

Items requested this cycle:

National Living Wage		686
Retained Welfare Fund		100
Children's Services Improvement Plan Phase 3		141
<i>Community Housing Fund</i>		
- expenditure		31
- income	Cr	31
		<u>2,440</u>

Latest Approved Budget for 2016/17

105,610

Report No.
CS17106A

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: EXECUTIVE

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 21st March 2017

Decision Type: Non-Urgent Executive Key

Title: AWARD OF COMMUNITY SEXUAL HEALTH EARLY INTERVENTION SERVICES PART 1 (PUBLIC) INFORMATION

Contact Officer: Mimi Morris-Cotterill, Assistant Director Public Health
Tel: 020 8313 4769 E-mail: mimi.morris-cotterill@bromley.gov.uk

Chief Officer: Dr Nada Lemic, Director of Public Health

Ward: Borough-wide

1. Reason for report

- 1.1 This document is a summary to Part 2 'Community Sexual Health Early Intervention Service – Contract Award' to be considered by the Council's Executive on 22 March 2017 with pre-decision scrutiny by the Care Services Policy & Development Scrutiny Committee on 21 March 2017.
- 1.2 This summary provides an overview of the tendering process for the Community Sexual Health Early Intervention Service in accordance with the Council's financial and contractual procedure rules.
-

2. RECOMMENDATIONS

- 2.1 Care Services Policy & Development Scrutiny Committee is asked to note the contents of this report.
- 2.2 The Council's Executive is asked to note this summary when considering the recommendations in the Part 2 report that details the tender outcome.

Impact on Vulnerable Adults and Children

1. Summary of Impact: Support under this contract will enable vulnerable adults and children to have access to sexual health services to maintain healthy lifestyles and avoid risky behaviours.
-

Corporate Policy

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

Financial

1. Cost of proposal: £4,748k (4 years)
 2. Ongoing costs: £4,748k (4 years)
 3. Budget head/performance centre: Public Health Budget
 4. Total current budget for this head: £3,538k
 5. Source of funding: Public Health Grant
-

Staff

1. Number of staff (current and additional): This is included in part 2 of the report.
 2. If from existing staff resources, number of staff hours: n/a
-

Legal

1. Legal Requirement: Statutory and non- statutory requirements.
 2. Call-in: Call-in is applicable
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Background:

- 3.1 Local authorities are mandated to commission comprehensive, open access and free sexual health services including Sexually Transmitted Infection (STI) testing and treatment, partner notification and contraception provision under the Local Authorities (Public Health Functions and Entry to Premises by Local Healthwatch Representatives) Regulations 2013.
- 3.2 The Council contracts for a range of community sexual health services from Bromley Healthcare (BHC) through a joint block contract with the Bromley Clinical Commissioning Group (CCG). These services will not be re-commissioned after 30 September 2017
- 3.3 Report to Executive CS17018 (July 2016) set out the preferred commissioning and procurement route for community sexual health services proposing that the services be reconfigured into a Sexual Health Early Intervention Service.
- 3.4 This option aimed to restructure existing services and build in extra capacity within existing budget. By commissioning the service in this way there should be a level of integration that supports a wider and more sustainable prevention programme empowering individuals to take responsibility of their own health and wellbeing. It is expected to achieve greater efficiencies. It also provides an opportunity to reconfigure current service model and take into account some of the developments which are being considered by the London Sexual Health Transformation Programme.
- 3.5 A key development of the London Sexual Health Transformation Programme is the implementation of Integrated Sexual Health Tariff which will trigger a charging mechanism for contraceptive and reproductive health activities. The Council will be charged for the costs when residents go outside the borough. Funding for this is in the current block contract but will need to be set aside to meet the costs. This is currently estimated to be £260k per annum.
- 3.6 The report identified that there would not be a wide commercial market but that where boroughs had conducted similar tendering exercises there was a small number of providers eligible to deliver these services.

The Tender Process:

- 3.7 In accordance with the Council's financial and contract procedure rules, the tender was published on 2 December 2016 using ProContract, the Council's electronic tendering system.
- 3.8 As it had been identified that there was a limited market for this service, a one stage open tender procedure was used and required potential bidders to set out their proposals for service delivery and cost.
- 3.9 A total of four bids were received and verified on Friday 20 January 2017. Two of the bids were specific to one or more of the elements contained within the Service Specification and, as indicated in the Invitation to Tender document, these bidders were informed that they may be directed to the Lead Organisation if and when a contract was awarded so they could be considered as a potential consortium member or sub-contractor.
- 3.10 The tender prices were evaluated based on the Chartered Institute of Public Finance & Accountancy (CIPFA) Evaluation Model, which calculates an overall mean price value from all the prices received. Individual scores are then allocated for each 1% the bidder's tender value is above or below the mean price.

3.11 The tender submissions were evaluated on a 60% price and 40% quality split. The evaluation of the 40% quality scoring was undertaken against the following criteria, rated as shown.

1	Service Provision in Bromley	20%
2	Service Outcome	20%
3	Service Transition	15%
4	Adding Innovation	10%
5	Safeguarding	10%
6	Resource Management	10%
7	Service User Involvement & Managing Need	5%
8	TUPE Arrangements	5%
9	Financial Sustainability	5%

3.12 The overall weightings for this tender evaluation were set to identify the Most Economically Advantageous Tender (MEAT) and deliver the best possible combination of whole-life cost and quality to meet the Council's requirements.

3.13 The evaluation was undertaken by members of the Public Health Team with minimal clarification questions sent through the Due North portal. Final scores were agreed at a consensus meeting with all parties.

4. JUSTIFICATION FOR AWARD

4.1 The results of the evaluation process are shown in the Part 2 report which contains the detailed scoring.

4.2 A recommendation to award the contract for Community Sexual Health Early Intervention Services is included in the Part 2 report.

5. POLICY IMPLICATIONS

5.1 The Community Sexual Health Early Intervention Service meets the Council's objectives within 'Building a Better Bromley' for a Healthy Bromley.

6. FINANCIAL IMPLICATIONS

6.1 The proposal set out in this report is consistent with current policy and is in line with the proposal for the Council's Public Health budget for 2017/18.

6.2 The financial implications of this contract award are included in the Part 2 report.

7. LEGAL IMPLICATIONS

7.1 The legal implications of this contract award are included in the Part 2 report.

8. PERSONNEL IMPLICATIONS

8.1 The personnel implications of this contract award are included in the Part 2 report.

Non-Applicable Sections:	N/A
Background Documents: (Access via Contact Officer)	Report CS17018 Gateway Review – Procurement for a Sexual Health Early Intervention Service (Exec 20 July 2016)

Report No.
CS17124A

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 21st March 2017

Decision Type: Non-Urgent Executive Key

Title: REPLACEMENT OF HOUSING INFORMATION SYSTEMS – ITT EVALUATION OUTCOME PART 1 (PUBLIC) INFORMATION

Contact Officer: Sara Bowrey, Director Housing
Tel: 020 8313 4013 E-mail: sara.bowrey@bromley.gov.uk

Chief Officer: Ade Adetosoye, Deputy Chief Executive and Executive Director EC&HS

Ward: Borough-wide

1. Reason for report

- 1.1 This document is a summary to the Part 2 'Contract Award for Housing IT System' to be considered by PDS.
- 1.2 The summary provides an overview of the process for the tendering of a Housing IT System in accordance with the Council's financial and contractual requirements.

2. RECOMMENDATIONS

- 2.1 The Care Services PDS Committee is asked to note and comment on the contents of this report prior to the Council's Executive being asked to:
- i) Note the summary when considering the recommendations in the Part 2 – Full Detail Report to award the contract.

Impact on Vulnerable Adults and Children

1. Summary of Impact: The IT system ensures the delivery of a fit for purpose housing service to support the housing needs of vulnerable adults and children.
-

Corporate Policy

1. Policy Status: Existing Policy
 2. BBB Priority: Excellent Council Supporting Independence
-

Financial

1. Cost of proposal: £659k capital, Revenue costs of up to £161k p.a.
 2. Ongoing costs:
 3. Budget head/performance centre: Housing
 4. Total current budget for this head: £200k capital receipts, £153k housing revenue budget
 5. Source of funding: Core
-

Personnel

1. Number of staff (current and additional): Project team required for implementation set out in the body of this report.
 2. If from existing staff resources, number of staff hours: Existing staff will be required to assist in implementation and testing. A contingency for overtime costs have been included in the body of the report together with the cost of backfilling for capacity from Liberata and ISD for implementation and data migration.
-

Legal

1. Legal Requirement: Non-Statutory - Government Guidance: The housing system is integral in the delivery of the Councils' statutory housing functions.
 2. Call-in: Applicable:
-

Procurement

1. Summary of Procurement Implications: The tender process was compliant with the Public Contract Regulations 2015. The Housing IT System was tendered using the Crown Commercial Services (CSC) RM1059 Framework as agreed by Executive on the 13th July 2016 (Report Number CS17007).
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The Council received more than 6,000 approaches for housing advice and approximately 500 applications each month for inclusion on the housing register. The allocation for temporary accommodation and social rented housing is managed through the housing system covering a total housing association stock in excess of 11,000 units.

Ward Councillor Views

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

3. COMMENTARY

Background:

- 3.1 Officers presented a Gateway Review (CS14106) of Housing Systems in January 2015, an updated report was presented in July 2016 (CS17007).
- 3.2 This report set out the reasons for requiring a new housing IT system. In summary that the existing systems:
- Were not fit for purpose and did not cover all statutory housing elements
 - Were not integrated requiring bespoke data transfer and the development of 2 separate systems.
 - Were costly to maintain with additional upgrades required to maintain systems
 - Did not provide for mobile working
 - Did not comply with the Council's IT strategy preferred option and requirement for software as a service and managed IT systems where accessed by 3rd parties
 - Were hosted on internal secure networks where public websites cannot be hosted
 - Did not provide any on-line services or customer facing services
 - Did not allow third party contractor access thus making the management of rent accounts for temporary accommodation more difficult.
- 3.3 In addition it was highlighted that the future of one of the two existing systems was insecure and that this system was unlikely to be maintained and developed in the longer term necessitating a migration to a new system.
- 3.4 Furthermore the Homeless Reduction Bill extends the duties on local authorities regarding housing information, advice and homeless prevention. In order to meet these new duties in an effective and efficient manner it is necessary to increase the level of on line advice and prevention. The existing system could not fulfil the extended statutory duties.
- 3.5 Members agreed the recommendation to proceed to procurement of a fully integrated Housing IT system. Members also agreed a capital funding bid to procure and implement the system

The Tender Process:

- 3.6 An initial tendering exercise using the Crown Commercial Services RM1059 Framework (Local Authority Software Applications) was carried out in Autumn 2015. This exercise was not successful in attracting bids. Feedback from providers was that the Council's invitation to tender coincided with the conclusion of several other tendering exercises and the implementation of major system upgrades; therefore they did not have the resources to submit bids within our time frame.
- 3.7 Officers undertook further work with suppliers to understand the current position in the market prior to reporting back to Care Services PDS and Executive in July 2016 where it was agreed to undertake a further procurement exercise using the RM1059 Crown Commercial Services Framework. (Local Authority Software Applications).
- 3.8 The market is a limited one with an extremely small number of providers offering a fully integrated housing IT system which is fully managed with software as a service. Officers held an open day before the tendering exercise was undertaken in order to generate interest and review the capabilities of the providers. The Council invited 6 providers from the framework who could meet the Council's requirements. A total of 2 provider's submitted bids in response to the Invitation to Tender, 1 provider opted out noting they were unable to meet the full requirements and 3 did not respond.

3.9 The Tender was evaluated on the basis of a detailed systems and implementation requirements document and tenderers submitted pricing schedules. Full support was provided by IT (LBB and BT) in evaluating requirements, reviewing the technical solutions proposed and identifying costs required outside the Pricing Schedule. The tender submissions were evaluated on the following criteria as agreed by The Executive Committee in July 2016 (CS17007)

Criteria	Percentage Weightings
Cost	40
Cost Effectiveness*	10
Delivery Date and Delivery Period**	10
Quality	40

*Covers long-term efficiencies that could be delivered by systems, including, but not limited to, channel shift and customer relationship management.

**Further delays would very likely mean extremely high costs to stay on current systems because of maintenance and upgrades

3.10 The tender prices were scrutinised by key stakeholders including ECHS Head of Finance and Head of IT.

3.11 Early on in the evaluation stage one of the suppliers withdrew, the supplier was contacted and they confirmed that they no longer wished to comply with the Crown Commercial Services framework terms and conditions. The Council's Legal Department confirmed that, on this basis, the bid could not be considered a compliant bid. Written correspondence with the bidder confirmed their decision to withdraw their bid. It is noted that this was the higher priced bid, requiring more intensive system development to meet requirements.

3.12 Head of Procurement and Legal discussed the outcome of the bids received and agreed the evaluation exercise should continue with a view to achieving a competitive price. Evaluation therefore continued with the remaining bidder. Out of a total possible score of 60% for quality, cost effectiveness and deliverability, Orchard scored 55.4%. The detailed scoring is set out in the Part 2 report.

3.13 The final costs have been evaluated and are less than those set out in the Crown Commercial Services Call Off Schedule.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

4.1 There is no direct impact on vulnerable adults and children arising directly from the contents of this report. However recipients of services are some of the most vulnerable members of the community with high representation from particular equality groups; in particular vulnerable due to disability, mental health, pregnancy or young children and people including those leaving care.

4.2 The proposed Housing IT system offers enhanced customer interfaces and the provision of on-line housing advice to improve the transparency and level of information provided to service users. It also supports the delivery of services through mobile working to increase the time officers spend in the fields increasing flexibility to better meet service user needs.

5. POLICY IMPLICATIONS

- 5.1 Investment in a new IT system will support the Council in delivering the objectives of the Supporting Independence and Excellent Council which are key priorities in Building a Better Bromley and comply with the Councils IT strategy.
- 5.2 It will also facilitate the delivery of statutory housing duties and the priorities set out in the homelessness Strategy, temporary accommodation strategy and portfolio plan.

6. FINANCIAL IMPLICATIONS

- 6.1 The financial implications of awarding the Contract are included within the Part 2 paper.

7. PERSONNEL IMPLICATIONS

- 7.1 A project team is required for the duration of the implementation, Requirements and costing of the fixed term posts are noted within the Part 2 paper.

8. LEGAL IMPLICATIONS

- 8.1 This report seeks the approval of the Portfolio Holder to award a contract for the provision of a Housing IT System for 5 years with the option to extend for 2 years pursuant the Rule 16.7 of the Contract Procedure Rules.
- 8.2 The contract is subject to the full application of the Public Contracts Regulations 2015. Officers used a Framework Agreement which was set up in compliance with the Regulations to carry out a mini competition to select a provider.
- 8.3 The report author will need to consult with the Legal Department regarding the execution of the Contract.

9. PROCUREMENT IMPLICATIONS

- 9.1 Procurement has been undertaken via a framework set up by the Crown Commercial Services. Clause 3.4 of the corporate procurement rules state;

“In seeking to demonstrate *Value for Money*, the Head of Procurement must be consulted and the agreement of the Finance Director obtained *prior* to commencing any *Procurement* process using the Office of Government Commerce (OGC) Buying Solutions or similar *Central Purchasing Organisation* Contracts.”

Non-Applicable Sections:	N/A
Background Documents: (Access via Contact Officer)	Gateway Review of Housing IT Systems – 14 th January 2015 (CS14106) Update on Replacement of Housing Information Systems – 13 th July 2016 (CS17007)

Report No.
CS17132A

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: EXECUTIVE

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 21st March 2017

Decision Type: Non-Urgent Executive Key

Title: CONTRACT AWARD FOR STATUTORY HOMELESSNESS REVIEWS PART 1 (PUBLIC) INFORMATION

Contact Officer: Tracey Wilson, Compliance & Development Manager
Tel: 020 8313 4098 Email: tracey.wilson@bromley.gov.uk

Chief Officer: Sara Bowrey, Director of Housing
Tel: 020 8313 4013 Email: sara.bowrey@bromley.gov.uk

Ward: Borough-wide

1. Reason for report

- 1.1 This document is a summary to Part 2 'Statutory Homelessness Reviews – Contract Award' to be considered by the Council's Executive on 22 March 2017 with pre-decision scrutiny by the Care Services Policy Development and Scrutiny Committee on 21 March 2017
- 1.2 This summary provides an overview of the tendering process for the Statutory Homelessness Reviews Service in accordance with the Council's financial and contractual procedure rules.

2. RECOMMENDATIONS

2.1 Care Services Policy & Development Scrutiny Committee is asked to note and comment on the contents of this report prior to Council's Executive being asked to:

- i) Note this summary when considering the recommendations in the Part 2 report

Impact on Vulnerable Adults and Children

1. Summary of Impact: Support under this contract will enable vulnerable adults and children to ensure that they are able to access and understand the review process in the event that a negative homeless decision is made. Particular provisions are included within the contract ensure that vulnerable adults and families are supported through the reviews process to ensure that they are able to actively engage in the process and make all necessary submissions.
-

Corporate Policy

1. Policy Status: Existing policy.
 2. BBB Priority: Supporting Independence
-

Financial

1. Cost of proposal: Estimated cost maximum £60,000.00 (5 years)
 2. Ongoing costs: N/A. £
 3. Budget head/performance centre: 746000 Budget
 4. Total current budget for this head: £16,000
 5. Source of funding: core revenue budget
-

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.
 2. Call-in: Call-in is applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Bromley currently receives approximately 1200 applications per year from people seeking assistance under the homelessness legislation. In all cases applicants have a right to request a statutory review of any decision made in respect of their homelessness application. Bromley currently receives on average 130 homelessness reviews per year across all types of decisions. The number of homeless approaches is starting to rise and is likely to increase further once the proposals in the current Homeless Reduction Bill come into force.
-

Ward Councillor Views

1. Have Ward Councillors been asked for comments? N/A.
2. Summary of Ward Councillors comments: None

3. BACKGROUND

- 3.1 Homeless Households have a statutory right to a review of decisions made by the Council in respect of applications for accommodation and accommodation offered under the provisions of part VII of the Housing Act 2996 (as amended by the Homelessness Act 2002). The process for conducting such reviews is set out in the legislation under s202, part VII of the Housing Act 1996 and requires that reviews are conducted by someone independent of the original decision and sufficiently senior to the person making the original decision.
- 3.2 Legal Advice confirms that the decision to contract out the statutory homelessness reviews function must be agreed by Executive in order to comply with the Homelessness legislation and accompanying statutory order in relation to the reviews function. Report CS17045 (18th October 2016) refers and approved this decision.
- 3.3 The number of homeless applications to the service remained fairly steady since the earlier increases in 2011 and this can be attributed to the emphasis on homeless prevention. Whilst the numbers have remained static the profile of cases has changed quite dramatically as a result of welfare reform and the single highest reason for homeless is now eviction from the private sector.
- 3.4 Recent legislation and case law findings have led to a significant increase on the current number of reviews having to be undertaken and there is not sufficient capacity in-house to meet the current level of statutory review investigations. As such, there has been an increased reliance on independent reviews to provide sufficient capacity to fulfil the Council's statutory review obligations.

4. THE TENDER PROCESS

- 4.1 In accordance with the Council's financial and contract procedure rules, a Request for Quotations was published on 20 January 2017 using ProContract, the Council's electronic tendering system. Three bids were received and verified on Friday 17 January 2017.
- 4.2 The tender prices were evaluated based on the Chartered Institute of Public Finance & Accountancy (CIPFA) Evaluation Model, which calculates an overall mean price value from all the prices received. Individual scores are then allocated for each 1% the bidder's tender value is above or below the mean price.
- 4.3 The tender submissions were evaluated on a 60% price and 40% quality split. The evaluation of the 40% quality scoring was undertaken against the following criteria, rated as shown.

1	Track record (Experience and Expertise)	20%
2	Service Outcomes	20%
3	Data Protection	20%
4	Enabling Service User Involvement	15%
5	Reporting Procedures	15%
6	Training	10%

- 4.4 The overall weightings for this tender evaluation were set to identify the Most Economically Advantageous Tender (MEAT) and deliver the best possible combination of whole-life cost and quality to meet the Council's requirements.
- 4.5 The evaluation was undertaken by members of the Housing Department and final scores were agreed at a consensus meeting attended by members of the Procurement Team.

4.6 The results of the evaluation process are shown in the Part 2 report which also contains the detailed scoring, and a recommendation to award the contract for Statutory Homelessness Reviews Service is included in the Part 2 report.

5. POLICY IMPLICATIONS

5.1 The Statutory Homelessness Reviews Service meets the Council's objectives within 'Building a Better Bromley' for a Supporting Independence.

6. FINANCIAL IMPLICATIONS

6.1 The proposal set out in this report is consistent with current policy and is in line with the proposal for the Council's Housing budget for 2017/18.

6.2 The financial implications of this contract award are included in the Part 2 report.

7. LEGAL IMPLICATIONS

7.1 The legal implications of this contract award are included in the Part 2 report.

Non-Applicable Sections:	Personnel Implications.
Background Documents: (Access via Contact Officer)	Report CS17045 Gate Report for the Provision of Statutory Homelessness Reviews

Report No.
CS17131A

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: PORTFOLIO HOLDER FOR CARE SERVICES

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 21st March 2017

Decision Type: Non-Urgent Executive Key

Title: CONTRACT AWARD FOR BROMLEY WELFARE FUND/
ESSENTIAL HOUSEHOLD GOODS SERVICE PART 1 (PUBLIC)
INFORMATION

Contact Officer: Tracey Wilson, Compliance & Development Manager
Tel:0208 464 3333 ext. 3293 E-mail: Tracey.Wilson@bromley.gov.uk

Chief Officer: Sara Bowrey, Director: Housing

Ward: Borough-wide

1. Reason for report

- 1.1 This report sets out the results of a tendering process to establish a framework of providers for the provision of essential household items needed to meet the basic requirements of homeless people leaving temporary accommodation and moving into settled accommodation.
-

2. RECOMMENDATIONS

2.1 Care Services Policy & Development Scrutiny Committee is asked to note and comment on the contents of this report prior to the Portfolio Holder for Care Services being asked to:

- i) Note this summary when considering the recommendations in the Part 2 report

Impact on Vulnerable Adults and Children

1. Summary of Impact: Recipients of the scheme are some of the most vulnerable members of the community with high representation from particular equality groups; in particular vulnerable due to disability, mental health, pregnancy or young children and people including those leaving care.
-

Corporate Policy

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

Financial

1. Cost of proposal: Estimated Cost £400k over four years
 2. Ongoing costs: Recurring Cost
 3. Budget head/performance centre: Bromley Welfare Fund
 4. Total current budget for this head: £350k
 5. Source of funding: Government programme funding including underspend agreed to be carried forward from 14/15. Will need to include the budget for CSC setting up home allowance
-

Personnel

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

Legal

1. Legal Requirement: Statutory Requirement Care Leavers setting up home allowance is a statutory requirement. The Welfare Fund is not a statutory requirement but assists in fulfilling statutory rehousing duties
 2. Call-in: Applicable
-

Procurement

1. Summary of Procurement Implications: The tendering process was carried out in line with public contract 2015 regulations
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Approximately 6,000 households approach each year at risk of homelessness. There are currently nearly 1300 households placed in temporary accommodation to whom the Council has a statutory rehousing duty under the homelessness legislation. This number is currently rising by between 12 and 15 households per month. Around 550 families are assisted to move into settled accommodation each year. There are currently approximately 169 care leavers, all of whom will require access to the Setting Up Home allowance grant at some point.
-

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 Welfare Reform Act (2012) ended the provision of Community Care Grants and Crisis Loans under the Discretionary Social Fund for living expenses provided by the Department for Work and Pensions. Funding was transferred to Local Authorities from 1 April 2013. Whilst there is no statutory duty requiring Local Authorities to deliver a specific scheme to administer this funding, the Council considers it in the best interests of the community to run such a scheme and in July 2014 the Resources Portfolio Holder approved the adoption of a white goods and furniture welfare scheme from 2015/16. The scheme replaced The Bromley Welfare Fund following the government decision to withdraw ongoing funding. The fund has primarily been used to award furniture and white goods to people leaving temporary accommodation or an institution.
- 3.2 It was agreed that the scheme would be restricted both in terms of eligibility criteria and goods available (cookers, fridges, freezers and beds) which have been identified as the minimum items required for the Council to meet its statutory duty to provide suitable settled accommodation for statutory homeless households. Framework Agreement consisting of two lots was tendered in early 2015:
- Lot 1: Supply and fit of specified white goods
Lot 2: Supply of specified beds
- 3.3 Members approved three companies to be appointed to the Framework. At the time of appointment it was recognised that the limited number of companies could, potentially, limit options for the smooth delivery of the service but as the Council would not be bound solely to the use of the Framework it would be able to go back out to the market under a separate tendering exercise if required.
- 3.4 The services purchased through the current framework have on the whole been satisfactory, except some problems with one Provider regarding health and safety with gas cooker installation. This has now been rectified satisfactorily; however, it highlighted the risk of having so few providers on the Framework. We have reason to believe that there would be more interest from the market on a refresh of this framework. A number of other Local Authorities are using similar schemes were able to attract more companies and this extra supply could provide a decrease in prices. We would also ensure that relevant suppliers were made aware of the tender opportunity in order to attract more suppliers and increase competition.
- 3.5 The initial Framework Agreement was put in place for two years with a possible extension of two years. However, given the limited number of suppliers as mentioned above, Commissioners are of the opinion that the establishment of a new Framework Agreement would allow a significant increase in providers to be appointed to the Framework due to changes in the market.
- 3.6 Whilst reviewing the service it was identified that the that Children's Social Care, Leaving Care Team regularly purchase a number of comparable items. Under the Children (Leaving Care) Act, care leavers are entitled to a setting up home allowance to ensure that they have the essential household items needed to set up a new home. Currently the Leaving Care Team are purchasing these essential living items on an ad hoc basis which does not ensure best value for money. Analysis of expenditure over the last year has confirmed that the white goods and beds could have been purchased more economically using the framework and with faster delivery times. Any delays in moving into Care Leavers into independent living result in additional placement costs
- 3.7 It is proposed that the Children's Leaving Care Team access this framework to purchase essential household items.
- 3.8 It was agreed that we would tender for a new Framework Agreement to begin 1 April 2017 when the original Framework is due to expire. This will include provision for goods purchased for care leavers under the setting up home allowance. The Framework will be for a period of four years.

3.9 An additional lot will be introduced and in addition to the items we are already able to provide to clients, this may also include the following items:

- Wardrobe
- Washing machine
- Sofa
- Chest of drawers
- Dining table/chairs
- Bedding
- Curtain
- Hoover
- Television

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

4.1 Summary of Impact: Recipients of the scheme are some of the most vulnerable members of the community with high representation from particular equality groups; in particular vulnerable due to disability, mental health, pregnancy or young children and people including those leaving care.

5. POLICY IMPLICATIONS

5.1 The objective of this service is compliant with the statutory framework within which the Council's housing function must operate and assist in achieving the targets set out within Building a Better Bromley.

6. FINANCIAL IMPLICATIONS

6.1. The use of a framework to meet the requirements of the service allows for the greatest level of flexibility in expenditure because it makes no guarantees to successful tenderers regarding the volume of service activity. This will enable service levels to be increased or reduced in line with statutory requirements, budget pressures and Member priorities.

7. LEGAL IMPLICATIONS

7.1. The legal implications of this contract award are included in the Part 2 report

8. PROCUREMENT IMPLICATIONS

8.1 The commissioning approach to this service was approved by the Portfolio Holder on 13 October 2016 (report no. CS17039)

8.2 This new contract is a combination of two previously separate services (Welfare Fund and Setting up Home Allowance), the predominant purpose of which is the support service element.

8.3 The tender opportunity was advertised in accordance with the Public Contracts Regulations 2015 and the Council's Contract Procedure Rules in the Official Journal of the European Union (notice no. 2016/S195-351663) and Contracts Finder.

Non-Applicable Sections:	Personnel Implications.
Background Documents: (Access via Contact Officer)	N/A

Report No.
CS17118

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 21st March 2017

Decision Type: Non-Urgent Executive Key

Title: EXTRA CARE HOUSING CONTRACT AWARD PART 1
(PUBLIC) INFORMATION

Contact Officer: Alicia Munday , Programme Manager - Commissioning
Tel: 020 8313 4559 E-mail: alicia.munday@bromley.gov.uk

Chief Officer: Lorna Blackwood, Director of Health Integration Programme

Ward: Borough-wide

1. Reason for report

- 1.1 This document is a summary to the Part 2, 'Extra Care Housing Contract Award Report' to be considered by the Executive on 22 March 2017 with pre decision scrutiny by the Care Services Policy Development Scrutiny Committee on 21 March 2017.
- 1.2 The summary provides an overview of the process for the tendering of the care and support in Extra Care Housing Schemes at Regency Court, Sutherland Court, Apsley Court, Crown Meadow Court, Durham House and Norton Court in accordance with the Councils' financial and contractual requirements. The Part 2 report recommends a contract award.
-

2. RECOMMENDATIONS

2.1 Care Services PDS Committee is asked to note and comment on the contents of this report prior to the Council's Executive being requested to:

- i) Note the summary when considering the recommendations in the Part 2 report that considers the tender outcome.

Impact on Vulnerable Adults and Children

1. Summary of Impact: Extra Care Housing supports vulnerable adults.
-

Corporate Policy

1. Policy Status: Existing Policy: Commissioning Programme
 2. BBB Priority: Excellent Council Supporting Independence:
-

Financial

1. Cost of proposal: Up to £3,474k p.a.
 2. Ongoing costs: n/a
 3. Budget head/performance centre: 824 500/501/502, 829***
 4. Total current budget for this head: £3,514k
 5. Source of funding: Core
-

Staff

1. Number of staff (current and additional): 49 staff (33.48 FTEs)
 2. If from existing staff resources, number of staff hours: 1205
-

Legal

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

Customer Impact

1. Estimated number of users/beneficiaries (current and projected):
Circa 300
-

Ward Councillor Views

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

3. BACKGROUND

3.1 Extra Care Housing (ECH) creates a much needed intermediate step that relieves cost pressures from moving people directly from their home to residential care when an increase in support and care needs occur. From the Council's perspective it should be more economically advantageous to deliver care and support within an ECH Scheme and from the service user's perspective it should offer more flexible care and support arrangements, as well as prevent social isolation and support people to remain as independent for as long as possible.

3.2 Bromley currently has 6 ECH schemes:

Scheme	Number of Units	Current Care/support Provider	Registered Social Landlord
Crown Meadow Court	60	Mears Care/Hanover	Hanover
Regency Court	60	Sanctuary Care/Hanover	Hanover
Sutherland Court	50	Sanctuary Care/Hanover	Hanover
Aspley Court	24	LBB	A2 Dominion
Durham House	30	LBB	Affinity Sutton
Norton Court	45	LBB	Affinity Sutton
Total	269		

3.3 In October 2015 (Report No.CS15923), the Executive agreed to the combined re-tendering of the existing commissioned schemes and the market testing of the LBB schemes in two lots.

Lot 1 Sutherland Court
Regency Court
Apsley Court

Lot 2 Crown Meadow Court
Durham House
Norton Court

3.4 A report in September 2016 (Report No. CS17031) updated Members on this tendering process and extended the current commissioned services contract to allow more time for the financial evaluation to be completed. The Council has now completed the tender evaluation and a recommendation to award contracts is now being made.

4. INFORMATION ON THE TENDER

4.1 In accordance with the Council's financial and contractual requirements, and following Executive approval, the care and support in the 6 schemes were subject to a full tender process.

4.2 The tender process was undertaken using Pro-Contract the Council's electronic tendering system. The tender required a minimum of 2 providers, one for each lot to deliver care and support. The housing management functions are undertaken by the respective landlords.

4.3 Currently the service provided in the commissioned Extra Care Housing Schemes is split between care and support, with separate providers for each. This is now considered an artificial split as the services are complementary and need to be delivered seamlessly. As such the tender required providers to bid with one hourly rate for providing both care and support. Bidders were also asked to include within their hourly rate provision of 'core

services', which includes the overheads of managing an Extra Care Housing Scheme (such as being on site 24/7, supporting service users moving in, liaising with relatives etc.).

4.4 Bidders were required to submit their proposal based on a specified level of care hours per week being provided at each scheme. As needs can change, and therefore hours can vary, an average number of hours were taken over a fixed period of time, and for the purposes of consistency this is what was used in the financial evaluation. As the needs in a scheme are different, the number of care hours differs for each lot.

4.5 The tender followed a 2 stage open tender procedure. With 11 suppliers submitting compliant Selection Questionnaires. The second stage of the tender process was evaluated on the basis of Award Criteria questions in accordance with the Public Contracts regulations 2015 and the suppliers submitting pricing schedules. The tender submissions were evaluated on a 60% price and 40% quality split. The evaluation of the 40% quality scoring was undertaken against the following subject areas that were weighted as shown in the table below:

4.6

1	Financial Resources & Contract Affordability	5%
2	Assessment of Ability / Service User Wellbeing	20%
3	Service Delivery	20%
4	Care Support Plans	15%
5	Community Living	10%
6	Extra Care Housing Environment	10%
7	Added Value	5%
8	Experience of Undertaking TUPE	5%
9	Service User Feedback	10%

4.7 The evaluation was undertaken by a panel of Officers and included visits to bidders. Early engagement with service users also included commissioners meetings with residents and feeding their priorities into the tender process and specification.

4.8 Members are asked to note that the contract with the providers will include the following key performance indicators:

	Performance Indicator	Target	Provision of monitoring information
1	Percentage of staff team to be permanent.	75%	Quarterly Monitoring Report
2	Agency Staff	No more than 5% of Staff team to be agency.	Quarterly Monitoring Report
	Retention of staff	With no more than 5% staff turnover	Annual Monitoring Report
3	Percentage of staff receiving mandatory refresher training	95%	Contract Compliance Vis
4	Support Independence – through maintain existing levels of needs – no more than 5% increase if care and support hours across schemes, and no more than %% of service users moving into nursing or residential care	<=5%	Bi-Annual Monitoring Report

In addition the following Quality Indicators will be monitored/required and reviewed

Quality Indicators

- Service User satisfaction Levels
- Minimum C or above in Quality Assurance (QAF) monitoring
- Introducing and/or developing new activities that promote Service User wellbeing and reduce Service User isolation
- Evidence of the Provider encouraging family involvement in Service Care and Support. Evidence of Service User and relatives meetings.
- % of Service Users not requiring increased care and support packages after 4 weeks following hospital discharge

5. JUSTIFICATION FOR AWARD

5.1 The result of the evaluation process is shown in the Part 2 Report. This includes a recommendation to award a contract for care and support in all 6 schemes listed in table 3.2.

6. SUSTAINABILITY/IMPACT ASSESSMENTS

6.1 The recommendation to award the contracts has been judged to have no negative impact on local people and communities.

7. POLICY IMPLICATIONS

7.1 The Council has a statutory duty to meet the needs of the service users supported in the schemes that have been included in the tender as set out in Part 1 of the care Act 'General Responsibilities of Local Authorities'.

7.2 Extra Care Housing is designed to meet the Council's objectives within Building a Better Bromley to support independence within the community, particularly for vulnerable people.

8. FINANCIAL IMPLICATIONS

8.1 The financial implications of awarding the Contract are included within the Part 2 report.

9. IMPACT ON VULNERABLE PEOPLE AND CHILDREN

9.1 Extra Care Housing supports vulnerable adults. The recommendation assumes that there will be no change to the service being available.

10. LEGAL IMPLICATIONS

10.1 As Social Care Services above the EU threshold, the tender was subject to the application of the "Light touch" regime under the Public Contracts Regulations 2015 (Regulations). The contract was subject to a competitive tendering exercise in compliance with the Regulations.

10.2 It is not anticipated that any award of contract will result in any negative changes to the level of services to individuals as this is determined by care managers and not by the provider. Having completed the initial stage one screening of the Equality Impact Assessment, there is no indefinable negative impacts on equality of opportunity.

10.3 The Council will need to comply with TUPE obligations and the Pensions Direction with regards to staff who may transfer to the new contractors.

10.4 The report author will need to consult with the Legal Department regarding the execution of the contract.

10.5 There are further considerations in the Part 2 Report.

11. PERSONNEL IMPLICATIONS

11.1 There has been regular engagement with staff, trade unions and departmental representatives around the market testing of these services since May 2016. As indicated in previous reports informal engagement with staff and their representatives in relation to the market testing of Extra Care Housing services has been ongoing since 2011 following the publication of the Department Business Plan which outlined the services identified for market testing.

11.2 Formal consultation with staff and the trade unions on the detailed proposals outlined in this report commenced on 10 January 2017, and ended on 17 February 2017. This involved meetings with the affected staff groups. Whilst meetings were offered to trade unions during this consultation period, no meetings were requested. A summary of the main points raised during the consultation process and management responses is included in the Part 2 report.

11.3 There are 49 staff (33.48 FTEs) employed by Bromley Council working across the in house Extra Care Housing Schemes, along with an additional casual staff who are in scope of these proposals. Any staffing implications arising these proposals or potential award will need to be carefully planned for and managed in accordance with Council policies and procedures and with due regard for the existing framework of employment law. The Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) as amended (2014) will apply to these proposals and any legal and financial implications arising from this. If Members agree to award the contracts then the staff working in the posts set out in the Part 2 Report would transfer to the commissioned providers.

11.4 In the event that Members agree to the recommendations, the post of Group Manager, Extra Care Housing will be deleted and the employee will be at risk of redundancy.

11.5 Should the proposed contract award be agreed then a further period of consultation on the detailed transfer proposals would take place with staff and their trade union representatives in accordance with employment legislation and the Council's Managing Change procedures. This will enable staff to explore in more detail the impact of the transfer on their employment situation.

11.6 If Members agree to the recommendations in this report, staff and their representatives will be updated as appropriate.

12. PROCUREMENT IMPLICATIONS

12.1 The Tender process has been undertaken in accordance with the Council's Financial Regulations and Contract Procedure Rules and completed in compliance with the requirements of the Public Contract Regulations 2015 "Light Touch Regime". Once the Council has made its decision, the Authority will need to issue the appropriate Award Notices, observe the mandatory Standstill Period and issue an OJEU and Contract Finder Award Notice as provided for in the Regulations.

Non-Applicable Sections:	N/A
Background Documents: (Access via Contact Officer)	Adults Social Care Report CS13017 Adult Social Care Update Report No. CS14122)

Report No.
CS17115

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 21st March 2017

Decision Type: Non-Urgent Executive Key

Title: CONTRACT AWARD OF LEARNING DISABILITY SUPPORTED LIVING SCHEMES PART 1 (PUBLIC) INFORMATION

Contact Officer: Colin Lusted, Business and Planning Manager
Tel: 020 8461 7650 E-mail: colin.lusted@bromley.gov.uk
Carol Fletcher, Procurement Officer
Tel: 020 8461 7681 E-mail: carol.fletcher@bromley.gov.uk

Chief Officer: Stephen John, Director: Adult Social Care
Tel: 020 8313 4754 E-mail: stephen.john@bromley.gov.uk

Ward: Borough-wide

1. Reason for report

1.1 This document is a summary to the Part 2 'Contract Award of Learning Disability Supported Living Schemes' to be considered by the Council's Executive on 22 March 2017 with pre-decision scrutiny by the Care Services Policy and Development Scrutiny Committee on 21 March 2017.

1.2 The summary provides an overview of the process for the tendering of the learning disability supported living schemes at 109 and 111 Masons Hill and 18/19 Century Way in accordance with the Council's financial and contractual requirements.

2. RECOMMENDATIONS

2.1 Care Services Policy Development and Scrutiny Committee is asked to note and comment on the contents of this report prior to the Council's Executive being asked to:

- i) Note the summary when considering the recommendations in the Part 2 – Appendix Detail report to award the tender.

Impact on Vulnerable Adults and Children

1. Summary of Impact: To ensure continued provision of statutory services appropriate to the needs of Bromley's adult population.
-

Corporate Policy

1. Policy Status: Existing Policy:
 2. BBB Priority: Supporting Independence :
-

Financial

1. Cost of proposal: Further Details No additional cost of undertaking this proposal.
 2. Ongoing costs: Recurring Cost: The existing cost of the 3 schemes is £975,644pa. The future recurring cost from 1/7/2017 resulting from the tender of these schemes would be £964,884pa
 3. Budget head/performance centre: 819*** 3618 (Learning Disabilities Supported Living)
 4. Total current budget for this head: £10,383,000 per annum
 5. Source of funding: Contained within existing budget, no additional funding required
-

Personnel

1. Number of staff (current and additional): LBB staff are engaged in contract monitoring and quality assurance
 2. If from existing staff resources, number of staff hours: Approximately 0.1FTE (3.6 hours per week average) Contract Compliance Officer time to monitor the Contracts.
-

Legal

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

Procurement

1. Summary of Procurement Implications: The Tender process has been undertaken in accordance with the Council's Financial Regulations and Contract Procedure Rules and completed in compliance with the requirements of the Public Contract Regulations 2015 "Light Touch Regime".
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): 16
-

Ward Councillor Views

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

3. COMMENTARY

Background:

- 3.1 A Gateway Report (CS17016) was presented to Executive on 20 July 2016 outlining the current provision of supported living services for 20 people with significant disabilities living in 4 properties. The report projected that these services will be required for future service users in order to prevent the move to expensive residential care. The report detailed the proposed commissioning strategy for the tendering of these services with an emphasis upon achieving the best possible quality / pricing.
- 3.2 The Executive agreed the following:
- i) The schemes be grouped for tendering in order to drive the best possible quality/pricing;
 - ii) An exemption be agreed to enable the extension of the 109 Masons Hill scheme for 10 weeks (23/4/2017 - 30/6/2017, with a value of approximately £60,684) and co-termination with the 111 Masons Hill scheme situated next door; and,
 - iii) The commencement of the procurement procedure be approved to enable award in accordance with the Council's financial and contractual requirements.
- 3.3 Following Executive approval to commence the tender process, the 4 tenants living in the Dunstonian scheme requested they receive Direct Payments. The scheme was therefore removed from the tender process and the remaining 3 schemes containing 16 tenants have been tendered as a single lot. Work is separately being progressed to complete the transfer to Direct Payments prior to the Dunstonian contract end date.

The Tender Process:

- 3.4 In accordance with the Council's financial and contractual requirements, and following Executive approval on 20 July 2016, the 3 schemes have been subject to a full tender process.
- 3.5 The tender process was undertaken using Pro-Contract, the Council's electronic tendering system. As it was estimated there would be significant interest in providing this service, a two stage open tender procedure was used. A total of 45 suppliers expressed an interest in providing the service with 15 suppliers submitting compliant Selection Questionnaires. Following evaluation of the Selection Questionnaire, 8 suppliers were shortlisted to go through to the second 'service specific' stage of the tender process, 4 of whom then declined to progress. The reasons given for them declining to bid were that one provider decided their chance of success was too limited should the 3 incumbent providers bid and the other provider who gave a reason said that they no longer had the necessary resources to undertake the process.
- 3.6 The second stage of the tender process was evaluated on the basis of Award Criteria questions in accordance with the Public Contracts Regulations 2015 and the suppliers submitted pricing schedules. The tender submissions were evaluated on a 60% price and 40% quality split. The evaluation of the 40% quality scoring was undertaken against the following subject areas that were weighted as shown:

1	Financial Resources & Contract Affordability	5%
2	Implementation	20%
3	Recruitment, Training & Workforce Development	20%
4	Quality Assurance	20%
5	Achieving Outcomes	20%
6	Community & Family Engagement	15%

- 3.7 The tender prices were evaluated using the Chartered Institute of Public Finance & Accountancy (CIPFA) Evaluation Model, which calculates all the prices received from individual bidders and produces an overall mean price value, i.e. the arithmetic average value bid across all tenders received. Individual scores are then allocated for each 1% the bidder's tender value was above or below the mean price received for all bids.
- 3.8 The overall weightings for this contract evaluation were set to identify the Most Economically Advantageous Tender (MEAT) and deliver the best possible combination of whole-life cost and quality to meet the Council's requirements.
- 3.9 The evaluation was undertaken by a panel of Officers and was backed up with supplier interviews to clarify issues identified in the tender submissions. A service user was present at the interviews and asked questions on behalf of service users living in the schemes. The interviews were used to inform the suppliers' final evaluation scores.

Justification for Award:

- 3.10 The result of the evaluation process is shown in the Part 2 Appendix Paper which contains the detailed scoring.
- 3.11 A recommendation to award the contract for the provision of supported living services at the Masons Hill & Century Way schemes is included within the Part 2 appendix paper.
- 3.12 Members are asked to note that the contract with the provider will include the following key performance indicators:

	Performance Indicator	Target	Provision of monitoring information
1	Percentage of staff team to be permanent.	75%	Quarterly Monitoring Report
2	Agency Staff	No more than 10% of Staff team to be agency.	Quarterly Monitoring Report
3	Percentage of staff receiving mandatory refresher training	95%	Contract Compliance Visit
4	Percentage of appropriately trained and assessed as competent staff available to meet the health and medication needs of the client's 24/7	100% of the time.	Contract Compliance Visit
5	Ensure that all safeguarding and serious incidents are reported in accordance with national and local guidance.	100% compliant	Quarterly Monitoring Report
6	Level of client satisfaction that reflects the local issues and service.	90% satisfied	Annual Satisfaction Survey

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 The tendering and award of these established supported living schemes is to ensure the continued provision of statutory services appropriate to the needs of Bromley's adult population with disabilities.

5. POLICY IMPLICATIONS

- 5.1 The Supported Living Service is designed to meet the Council's objectives within 'Building a Better Bromley' to support independence within the community, particularly for vulnerable people.

6. FINANCIAL IMPLICATIONS

6.1 The financial implications of awarding the Contract are included within the Part 2 Appendix Paper.

7. PERSONNEL IMPLICATIONS

7.1 There are no London Borough Bromley employed staff affected by this tender.

8. LEGAL IMPLICATIONS

8.1 The contract value is above the EU threshold level for services regulated under the light touch regime and was tendered in compliance with the Public Contracts Regulations 2015. The Councils Contracts Procedure Rule 16.7 requires contract awards above £1 million in value to be approved by the Executive.

9. PROCUREMENT IMPLICATIONS

9.1 The Tender process has been undertaken in accordance with the Council's Financial Regulations and Contract Procedure Rules and completed in compliance with the requirements of the Public Contract Regulations 2015 "Light Touch Regime". Once the Council has made its decision, the Authority will need to issue the appropriate Award Notices, observe the mandatory Standstill Period and issue an OJEU and Contract Finder Award Notice as provided for in the Regulations.

Non-Applicable Sections:	N/A
Background Documents: (Access via Contact Officer)	CS17016 LD Supported Living Gateway Review (Care Services PDS 28 June 2016 and Executive 20 July 2016).

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Report No.
CS17114

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Tuesday 21st March 2017

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

Title: CONTRACT PERFORMANCE REPORT - ADULTS PASSENGER TRANSPORT SERVICE

Contact Officer: Stephen John, Director Adult Social Care
Tel: 020 8313 4754 E-mail: stephen.john@bromley.gov.uk

Chief Officer: Ade Adetosoye, Deputy Chief Executive and Executive Director: Education, Care and Health Services

Ward: Borough-wide

1. Reason for report

1.1 At their meeting of 24th March 2015, the Council's Executive approved the award of a contract to Greenwich Service Plus Ltd for the delivery of the adults passenger transport service, for a period of 3 years and 9 months from 1st December 2015.

1.2 This report provides:

- a) An annual review of the performance of the contract since the start date as required by CPR 23.3;
- b) Details on how the contract is managed by the Council; and,
- c) An update to Members following the implementation of charging and user satisfaction consultation

1.3 The passenger transport service supports older people and adults with learning disabilities and involves travel to and from day care centres and other locations. The number of adults using the service is currently 354 which includes a small number of authorised one- to-one carers. Ad-hoc journeys are also undertaken as necessary to support the care of clients.

1.4 The contract was awarded to Greenwich Service Plus Ltd (GS Plus) who are a company, wholly owned by the Royal Borough of Greenwich (R.B.G). The company has vast experience in the type of specialist transport required by the Council, and provides R.B.G with similar services, extending also to Special Educational Needs transport for children.

1.5 The contract set-up involved the transfer of the former Bromley team of bus crews and office staff to the new provider which helped the smooth transition of the service, aided continuity and most importantly minimised any impact of change for the clients themselves. Members were updated previously on the Equality Impact assessment which was conducted prior to implementation of the £15 return journey charge where we engaged with residents

- 1.6 A fleet of 18 new vehicles were brought in to launch the service, which continues to operate from Central Depot as before.
 - 1.7 During the first year of the contract GS Plus have worked closely with the Council to further develop key performance indicators, IT systems and revised back-office procedures.
 - 1.8 Service quality and contract compliance has been closely monitored throughout the first year with regular engagement with day centre providers, with scheduled and unplanned checks across the network forming part of the day to day support for this contract.
-

2. RECOMMENDATION

- 2.1 The Care Services PDS Committee is invited to note the performance of the adult passenger transport contract and the ongoing developments to meet service need.**

Corporate Policy

1. Policy Status: Existing policy. Existing Policy Context/Statements
 2. BBB Priority: Supporting Independence.
-

Financial

1. Cost of proposal: N/A
 2. Ongoing costs: N/A.
 3. Budget head/performance centre: Adult Social Care
 4. Total current budget for this head: £1,398k
 5. Source of funding: Core
-

Staff

1. Number of staff (current and additional): ECS .5
 2. If from existing staff resources, number of staff hours: 17
-

Legal

1. Legal Requirement: Statutory requirement.
 2. Call-in: Call-in is not applicable. No Executive decision.
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): There are currently 354 service users.
-

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 contract commenced in December 2015 with 18 vehicles in service to support the Bromley contract. Two different types of vehicles were allocated, the majority being the larger coachbuilt style and others forming a small group of minibuses. Both types are fully accessible with tail-lifts fitted and flexible seating layouts to accommodate wheelchairs.
- 3.2 At the start of the contract, the routes were serviced similarly to the previous operation however over the first year, due to certain changes in day centre provision and a reduction in the number of clients requiring transport, the routes have been revised.
- 3.3 GS Plus now continually reviews the vehicle and crew allocation according to demand ensuring that limits on journey times for clients are not exceeded.
- 3.4 Staffing flexibility in this respect has been well managed by GS Plus, helped by having access to their own staff agency within the GS Plus group. Changes in vehicle requirements are also aided by opportunities for re-allocation to the RBG service.
- 3.5 As well as the day-to-day transport service across the Borough, the contract has also worked well in supporting additional travel requirements for clients using the Council's care service. Ad-hoc journey's both in and outside of the Borough have been undertaken, often at short notice and occasionally outside of normal operating hours. Examples of such travel are movements to respite centres or transfers between nursing homes.
- 3.6 Flexibility of the passenger service contractor has also helped when on a number of occasions, GS Plus have responded to a service need for the SEN Transport team, in circumstances where no other listed provider could help.
- 3.7 The contract provides for a period of notice to withdraw a complete route if the situation with a particular day centre changes however in general, minor fluctuations in numbers carried are normal and accommodated within the contract.
- 3.8 There has been a number of changes across the day care service where routes have been affected. On those occasions, the contractor has reviewed the wider operating network resulting in a reduction in vehicles and crews required. In April 2016, the fleet reduced from 18 to 16 and again in December 2016, when the fleet reduced by a further 2 to 14. The vehicles withdrawn were the smaller minibus type as these offered less flexibility for the service.
- 3.9 Overall, the passenger numbers when compared with tendered quantity reduced to a level (525 to 354) where the price per passenger is uplifted to a higher band. The charge increased from £24.60 to £27.67 in accordance with the contract. If numbers increase to the next band, the rate will return to £24.60. This is likely following the transfer of other day centre transport to GS Plus in April 2017.
- 3.10 In addition to those carried on behalf of the Council and where the charge is part of a user's Direct Payment. Others who attend certain day centres previously under Bromley's care service may now following re-assessment, travel as 'private' clients and pay GS Plus direct for their transport.
- 3.11 Certain other mid-day journeys for day service activities (LD's) were switched to the new centre provider contracts which meant that they were withdrawn from the core transport contract with minimal impact on their business and no direct change for those who travel.
- 3.12 With the contract charges based on a cost per passenger journey basis it remains in the interest of GS Plus to generate private business from across the borough. The contract allows for mixed travel of LBB and private clients with the approval of the authorised officer.

- 3.13 GS Plus are keen to expand their involvement with the Council and will tender for further transport opportunities as they arise.
- 3.14 It remains in the interest of the Council to ensure that it has the availability of a reliable and successful business to provide its passenger transport service requirements.
- 3.15 In April 2017, three other adult passenger transport agreements included with certain day service providers comes to an end. Recently, the Commissioning Board agreed to merge those transport movements into the core service.
- 3.16 GS Plus is therefore fully engaged with the Council and the current day service providers to absorb those passengers into their service, from April 2017. Engagement with users and day centres continues and include us introducing GS Plus at the day centres and meeting clients to re-assure them of minimal change.
- 3.17 Vehicle and staffing arrangements will be revised to take account of additional workload however where possible re-routing will take place where integration with existing routes allows.

3.18 SERVICE PERFORMANCE

- 3.19 From the outset of the contract an agreed method of monitoring was in place together with Key Performance Indicators. Scheduled checks are made on a weekly, monthly and quarterly basis and take place at the operating base in Central Depot. The extent of the checks is as follows;

Weekly	4 routes selected by LBB (reduced from 8 during the first 6 months of the contract). Areas covered include condition and suitability of the vehicle and route matters.
Monthly	Maximum of 5 routes selected by LBB. Areas covered include reporting of incidents, vehicle safety, journey schedules, staff conduct and communication
Quarterly	An office based overview meeting including checks on driver records, compliance, insurance, maintenance records, training, service matters

- 3.20 In addition to the above checks, spot checks are made at destination points and a monthly contract management meeting takes place with client officers from both ECHS and ECS in attendance.
- 3.21 At 6 monthly intervals, a special contract meeting is organised with senior management of GS Plus Ltd, chaired by the Assistant Director of Environment & Community Services (SS&GS) with colleagues from ECS Commissioning in attendance.
- 3.22 Where any operational issues have been raised by the day centre providers (e.g early arrival, parking issues at centres), GS Plus have acted swiftly to resolve the matter and continue to demonstrate good relationships with partner organisations.
- 3.23 Complaints of any nature are discussed at the monthly contract meetings and as necessary by monitoring officers during the course of their work.
- 3.24 During the first year of the contract there were three enquiries concerning the need to transport clients who were unable to transfer to a wheelchair from a bed. GS Plus does not operate a vehicle adapted to carry a stretcher so were unable to undertake these ad-hoc movements. This need was met through a provider listed on the Council's SEN Transport framework.

3.25 **RISK**

- 3.26 The Council continues to review its day service provision which drives the demand for passenger transport and currently it remains in the interest of the Council, to ensure that it has available a reliable, professional and successful operator to provide its passenger transport service requirements.
- 3.27 As a licenced public service vehicle operator, GS Plus must ensure that a suitable management structure is in place, along with procedures that uphold compliance in respect of vehicles, drivers and operating standards.
- 3.28 If the standards fall below the requirements under the licence, restrictions can be imposed by the Traffic Commissioner which could affect the ability to provide the service.
- 3.29 The company has in place a comprehensive business continuity plan which supports the service through unplanned events. The plan includes working closely with the Council during any instance of severe weather that may prevent travel for vulnerable clients.
- 3.30 Emergency arrangements are being revised by the Council for incidents where clients are unable to return to their normal place of residence and their emergency contacts cannot be reached. Designated places of safety will be made available to the contractor.
- 3.31 In the event of a disruption to road fuel supplies, GS Plus would engage with the Council's arrangements under which some vehicles delivering essential services would be able to access fuel at Designated Filling Stations (London Resilience).

3.32 **BENEFITS**

- 3.33 The benefits of having an experienced organisation has been noticeable throughout the first year of operation. Through their work with RBG, senior management in GS Plus have in-depth understanding of how transport should be delivered within the care service sector, the difficulties that may arise from time to time and how to overcome them.
- 3.34 The contract calls for the passenger vehicle service to support major emergency response in the borough if required. GS Plus has experience of such requirements from RBG and have set up a list of staff who would be available to call if required. Passenger vehicles of the type operated have been used in the past for the evacuation of residents to rest centres or to provide on-site waiting accommodation whilst decisions on their safety are being made.
- 3.35 The contract has provided a high standard of passenger transport for the clients. There have been no issues relating to collection and arrival times other than minor changes that fall between the specification requirements.
- 3.36 Where difficulties may have arisen with individual clients whilst travelling or indeed returning to their homes, the company have been wholly supportive, staff have acted professionally and have gone beyond their duty to ensure the safety and wellbeing of the clients.

3.37 **MANAGEMENT**

- 3.38 The contract is managed jointly between Environment & Community Services and Education, Care & Health.
- 3.39 At depot level, day-to-day monitoring of the contract and co-ordination of ad-hoc transport requirements was absorbed into the existing ECS Transport Operations section that controls fleet transport and depots for the Council.

- 3.40 The need for the service, client matters, agreements and financial aspects are managed within Commissioning/Care Services at the Civic Centre.
- 3.41 The two sections work closely to ensure that the service is delivered to the specification, that operating standards are upheld and that client expectations are met.
- 3.42 GS Plus Ltd employs a Passenger Transport Services Manager who works from their Greenwich operating base, who visits Bromley regularly each week and is in daily contact with the depot based team.
- 3.43 Staff in the contractor's office at Central Depot are former Bromley employees comprising of a supervisor, a route planner and an administrator.
- 3.44 The LBB Transport Operations Manager and GS Plus Passenger Transport Manager periodically visit each day centre to maintain engagement with senior staff and to ensure that the transport service integrates to their satisfaction.
- 3.45 Since the start of the contract, both the Council and GS Plus have made progress with technology which improves the control of the contract.
- 3.46 With the on-set of charging individual clients for travel (under the fairer charging policy during 2016), it was considered necessary to introduce a proof of carriage system. In April 2016, the Council introduced in conjunction with the contractor, a mobile phone based application, enabling bar-code scanning of a travel card which is set up for each passenger. This captures the point and time of boarding the bus and enables various events to be recorded, particularly if the client is not able to travel. The data is used to support the billing process and for other management purposes.
- 3.47 Also in April 2016, GS Plus introduced a comprehensive passenger transport management system, familiar to the Council, which enables client and route information to be carried by each bus crew, along with details of the allocated staff and vehicle. This system also records planned journey information which is crossed-matched to the Council's bar-coding data and is used in the billing process.
- 3.48 For extended management purposes, the GS Plus fleet of buses is fitted with a GPS tracking system and the Council has access to live vehicle movements from the point of departure from the depot.
- 3.49 Data records from this system are made available to the Council by GS Plus whenever required for investigative or monitoring purposes.
- 3.50 Staff training is monitored by the Council and from the outset of the contract, GS Plus have followed a programme for both drivers and passenger assistants, under a similar approach used in their Greenwich operation.
- 3.51 Topics such as drivers' hours and tachographs, passenger assistance techniques, customer care, disability awareness, first aid and health & safety awareness are included in an ongoing programme for both drivers and passenger assistants. Training records are checked as part of the quarterly monitoring event.
- 3.52 The company has a strict safety regime with a dedicated safety advisor who provides risk assessments for all aspects of the service, particularly where pick-up restrictions may arise

(i.e carry-chair, steps, difficult pathways, etc). Any safety related incidents are swiftly investigated by the safety advisor.

3.53 Due to licencing requirements for private passenger transport businesses, some drivers who transferred to GS Plus underwent a full programme of driver training and testing to obtain the necessary PCV licence category. Periodic training is a statutory requirement in order to uphold the qualification and this is provided by GS Plus on an in-house basis.

3.54 GS Plus operate a successful staff award scheme and since the contract started, one member of the Bromley based team gained recognition for their efforts in connection with the service provision at Bromley. This may have been where a client has been in difficulty or in other circumstances where staff have gone beyond their call of duty.

3.55 UPDATE FROM CARE SERVICES

3.56 Since the implementation of the charging policy, we have received 15 complaints directly associated to the charge and 6 users who were self funders cancelled their transport. We have not seen any reduction in assessed eligible users, there has however been a reduction in attendance at day centres, this is also noted by most other London Boroughs. Some of the reasons for this include services offered by them are no longer required, people using their DP`s in a different way as they choose the care and support they need.

3.57 REVIEW OF CONTRACTOR'S LEARNING AND MATURITY TARGETS

3.58 GS Plus maintain an ongoing connection between both of their operational bases and where possible, replicate good practice and new initiatives into the Bromley operation. As a company, GS Plus are working with an organisation known as The Camden Society, who works across London to support people with learning difficulties into employment and also apprenticeships. GS Plus is hoping to enable clients to help with passenger assistance duties in the RBG operation and if successful, will commence discussions about a similar approach in Bromley.

4. SERVICE PROFILE / DATA ANALYSIS

4.1 The success of the contract is underpinned by firm communication lines involving service users, day service providers and the Council. With the type of transport being undertaken, there are daily fluctuations in demand which can affect the planned schedule. GS Plus manages such changes well and has built good relationships with all interested parties in order to minimise difficulties.

4.2 Passengers numbers using the service have reduced since the contract was tendered from 525 to 354. With a reduction in the number of weekly journeys undertaken, the contract allows for an uplift of between 10-15% increase. GS Plus therefore applied a 12.5% increase to the price per journey rate in the higher band. The charge increased from £24.60 to £27.67 and will reduce again should the journey numbers increase. This is likely following the transfer of other day centre transport to the GS Plus contract in April 2017.

4.3 The schedule of monitoring by the Council feeds into performance indicators covering three main aspects of the service; 1) Vehicles, Routes and Staff. GS Plus regularly exceeded the satisfactory levels during the first year of the contract.

4.4 Appendix 1 shows the levels achieved in those areas from December 2015 to December 2016.

5. PLANS FOR ONGOING IMPROVEMENTS IN PERFORMANCE

- 5.1 GS Plus is currently a bronze level member of the Transport for London Fleet Operator's Recognition scheme (FORS). The company is working towards re-assessment to achieve silver accreditation.
- 5.2 In its aim to expand the transport element of their business, GS Plus are applying to Transport for London for a Public Carriage Office Private Hire licence. This will assist with the smaller end of passenger transport, typical of that used for SEN Transport provision.

6 PLANS FOR ONGOING IMPROVEMENTS IN VALUE FOR MONEY

- 6.1 The Transport Operations Manager will remain engaged with other authorities through the Association of London Transport Officers (ALTO), and will monitor opportunities for benchmarking and involvement of other authorities who use such procurement methods for this type of service.
- 6.2 In the wider context, the contractor may be successful in winning further business with the Council which could drive opportunities for journey integration for SEN and better use of the fleet during down-time.

7. USER / STAKEHOLDER SATISFACTION

- 7.1 Customer liaison is of considerable importance in the adults transport contracted service and during December 2016, GS Plus developed an easy-read survey document which was approved by the Council. Over 300 documents were handed out across the service to enable feedback from clients on satisfaction with their travel. The pictorial based document provided the choice of three levels; good, satisfactory and poor.
- 7.2 Whilst the return was considerably low (36 out of 300), comments were mostly positive.
- 7.3 Positive comments supporting some of the tick sheet data included;
- Praise for certain bus crews
 - Comments concerning good communication from the office
 - Statements saying 'transport is perfect'; 'very happy'; 'happy with everything'
 - Statement saying the client 'is always treated with respect'
- 7.4 The results of the survey were discussed with GS Plus management at the monthly contract meeting and the negative points addressed for improvement. The survey will be repeated annually throughout the term of the contract.
- 7.5 The returns included one comment concerning the cost of travel however this relates to the fairer charging policy and not directly to the contract or provider.
- 7.6 Further information on the survey result is shown in Appendix 2.
- 7.7 Feedback from the day centre providers during the introductory period of the contract was positive. This was established when managers from GS Plus and the Council first visited each centre.
- 7.8 The transition to the contractor was seamless and was enhanced by the transfer of familiar staff, many who had worked within the transport service for a considerable time.

7.9 The vehicles used are branded with both GS Plus and the Council's logo, thereby supporting the familiarity theme and minimising change for those who travel.

8. SUSTAINABILITY / IMPACT ASSESSMENTS

8.1 The contract operates similarly to the previous in-house service. The contractor is based in Central Depot where most of the Council's front-line services operate from.

8.2 Since the outset of the contract, the number of vehicle operating have reduced by 4 which resulted in less vehicle movements within the depot complex and improved traffic flows at peak times to and from the depot site.

8.3 The level of vehicles operated however may increase where demand for the service cannot be met from existing resources.

8.4 The Council has an agreement in place with GS Plus to utilise existing re-fuelling apparatus within Central Depot. The company organise their own deliveries to the depot and manage the stock throughput. GS Plus currently uses a 5% blend of bio-diesel obtained through a government framework contract under their association with Greenwich Council.

8.5 As they hold a valid Public Service Vehicle operator's licence, the company has linked up with various private customers within the borough providing accessible transport on an ad-hoc basis.

8.6 GS Plus hope to expand this area of the business in the borough which will benefit borough based private and voluntary organisations who currently have limited choice in the availability of private hire accessible transport.

9. IMPACT ON VULNERABLE ADULTS AND CHILDREN

9.1 The contract delivers a key part of the care service and provides support directly to clients who are eligible to travel in order to meet their care needs who may otherwise be deemed vulnerable

10. POLICY CONSIDERATIONS

10.1 The contract operates to support the Council's Eligibility Policy for the Provision of Transport for Adult Social Care Service Users.

11. COMMISSIONING & PROCUREMENT CONSIDERATIONS

11.1 The contract term is 3 years and 9 months, from 1st December 2015 until 31st August 2019. This aligns with the SEN Transport framework contract which was tendered as a separate lot within the same procurement exercise. An extension period of up to 2 years is possible within the contract.

11.2 The contractor will take over additional day centre transport from existing day service providers on 1st April 2017. This was agreed by the Commissioning Board during October 2016.

11.3 GS Plus are keen to bid for any future transport related opportunities that may arise in the Council. They are also experienced in dealing with the change in demand and have demonstrated with the first year of the contract, how they are able to adjust their resources, with no effect on the Council.

12. FINANCIAL CONSIDERATIONS

12.1 The current budget position for the Transport service is as follows:-

Adults Passenger Transport

	<u>£000</u>
Budget	1,398
Projected Outturn	1,318
Predicted underspend	<u><u>-80</u></u>

12.2 There is currently an underspend predicted on the budget due to a decrease in the number of passenger journeys due to service provision changes

12.3 The service is chargeable to users as part of the overall Fairer Charging Policy so is means tested as part of a financial assessment. It is estimated that income has been generated of £200k which has been dealt with as part of the budget strategy in 2016/17.

13. PERSONNEL CONSIDERATIONS

13.1 32 Staff transferred to the new provider in December 2015.

14. LEGAL CONSIDERATIONS

14.1 The company is a licenced Public Service Vehicle operator under the Transport Act 1985 and the Public Service Vehicles (Operators' Licences) Regulations 1995.

14.2 Central Depot is the authorised operating centre under the licence.

14.3 Any contractual arrangements for the provision of the service must comply with the Statutory legislation applicable for Local Government contracts and the provision of services under the Care Act 2014 to such and also the Council's own contract standing orders.

Non-Applicable Sections:	Customer Profile, Market Considerations
Background Documents: (Access via Contact Officer)	Passenger Transport Service – Contract Award 4 th March 2015 – Report No: CS14139
	Version CP@5/16

Weekly Checks

	Vehicle Related (signage, cleanliness, equipment, communications, defect reporting)	Route Related (passenger lists, authorisation to travel)	Staff Related
Expected	93%	100%	N/A
Achieved	99%	100%	N/A

Monthly Checks

	Vehicle Related (Specialist equip, driver records, on-board safety/comfort)	Route Related (Route schedules, Route knowledge, journey times)	Staff Related (communication, ID badge, passenger assistant, policies, seating position of PA)
Expected	86%	87%	100%
Achieved	100%	98%	98%

Quarterly Checks

	Vehicle Related (vehicle age, maintenance standards/documentation, tachograph records),	Route Related (blue badges/PCN's, arrival and departure times)	Staff Related (driver licence checks, COC card, Uniform, Training records, PA age restrictions)
Expected	93%	100%	98%
Achieved	99%	78%	97%

CLIENT SURVEY DATA – DECEMBER 2017

Questions	Answer options	Response from Person using transport	Response from relative or carer using transport	Un-identified as client or carer
Does your bus arrive on time?	Yes	14	9	
	No	4	2	
	Not sure	3	4	1
Do you have a good driver? <i>Friendly, Polite Helpful</i>	Good	20	14	1
	Poor			
	Not sure	1	1	
Do you have a good passenger assistant? <i>Friendly, Polite Helpful</i>	Good	19	14	1
	Poor			
	Not sure	1	1	
What is your bus journey like?	Good	17	12	1
	Poor			
	Not sure	3	3	
Do the transport staff listen to you?	Good	18	12	1
	Poor	1		
	Not sure	2	3	
How Happy are you with the way staff on the bus help you?	Good	18	12	1
	Poor			
	Not sure	1	1	
Does the transport office tell you about changes or problems?	Yes	13	10	1
	No	4	4	
	Not sure	3	1	
Contacting you				
How can we contact you about daily changes?	Telephone	13	9	
	Email	1	4	
	Text	1	3	1
	Mobile	2	3	
	Post	3	3	

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