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DATE: 29<sup>th</sup> December 2016

## CARE SERVICES PORTFOLIO HOLDER BRIEFING

Meeting to be held on Tuesday 10 January 2017

**This briefing 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. In addition, questions on the briefing should also be sent to the Clerk at least 24 hours before the meeting.**

### QUESTIONS ON THE INFORMATION BRIEFING

The Briefing comprises:

- 1 SOCIAL CARE INNOVATIONS GRANT FINAL REPORT (Pages 3 - 8)**
- 2 BROMLEY INDEPENDENT REVIEWING OFFICERS SERVICE ANNUAL REPORT 2015/16 (Pages 9 - 24)**
- 3 INTERNAL AUDIT PROGRESS REPORT: REFERENCE FROM AUDIT SUB-COMMITTEE (Pages 25 - 44)**
- 4 CARE SERVICES PORTFOLIO PLAN MID-YEAR UPDATE 2016/17 (Pages 45 - 90)**
- 5 CONTRACT ACTIVITY REPORT 2016/17 (Pages 91 - 110)**

Members and Co-opted Members have been provided with advanced copies of the Part 1 (Public) briefing via email. The Part 1 (Public) briefing is also available on the Council website at the following link:

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

Printed copies of the briefing are available to Members and Co-opted Members upon request by contacting Kerry Nicholls on 020 8313 4602 or by e-mail at [kerry.nicholls@bromley.gov.uk](mailto:kerry.nicholls@bromley.gov.uk).

**Copies of the Part 1 (Public) documents referred to above can be obtained from**  
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## London Borough of Bromley

### PART 1 - PUBLIC

#### Briefing for Care Services Policy Development and Scrutiny Committee 10<sup>th</sup> January 2017

## SOCIAL CARE INNOVATIONS GRANT FINAL REPORT

Contact Officer: Susan Phillips, Head of Social Care, Referral and Disabilities Service  
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Chief Officer: Ade Adetosoye, Executive Director: Education, Care & Health Directorate

### 1. Summary

- 1.1 The Social Care Innovation Fund Project (SCIF) is a time limited project which has developed a programme of innovation relating to assessments for short breaks for children and young people with special educational needs and disabilities (SEND).
- 1.2 The development component of the project is due to come to an end in March 2017, at which point it is intended that the implementation of elements that have been successfully tested and proven will commence.
- 1.3 This report provides Members with details of the key learning and outcomes from the SCIF project

### 2. **THE BRIEFING**

#### **Introduction**

- 2.1 The Social Care Innovation Fund (SCIF) is a national programme funded by the Department for Education (DfE) and led by the Council for Disabled Children (CDC). Bromley was successful in securing funding of £100,000 from SCIF to develop and test more efficient processes linked to the current assessment process where families receive social care services from the statutory sector, with the aim of co-producing and testing innovative solutions to deliver improved outcomes for disabled children and their families and value for money for the Council.
- 2.2 The current process for allocation of a short break involves social workers making a home visit (in most cases) and completing an assessment. The assessment is comprehensive and provides a range of details that determine the needs of the child and family, which is then presented to a resource panel for a decision. The panel includes a Group Manager and Deputy Manager. Detailed analysis of this work flow has indicated that the cost is approximately £500 per case. The mode average of the resource allocated is typically equivalent to £1,000 of services.

- 2.3 The current process requires the input of a significant amount of time on the part of qualified social work staff although the majority of outcomes are deemed to be 'low level'. This would indicate that the current process is not proving cost efficient.
- 2.4 The innovation project was designed to explore a new approach to streamlining the process and ensure that the Council is using its social work resource in the most appropriate and cost effective way to support children and families with the most need.
- 2.5 In 2015/16 there were 336 families known to the Disabled Children's Team categorised as follows:

Assessed Level of need	Number of Children	% of total
CIN 1	270	80%
CIN 2	29	9%
CIN 3/Child Protection Plan Children Looked After	37	11%

- 2.6 At this time, 47% of children and young people did not have an assigned Social Worker but would have still had to have undergone the assessment process as described in 3.2 above.
- 2.7 The significance of this data is to demonstrate the disproportionate amount of social worker time being applied for 'CIN 1' cases, thus reducing the resources available to support the most vulnerable children and families. Although children classed as CIN 1, will have a severe and profound disability, many of these families will not require a detailed social work assessment.
- 2.8 The project team has worked with over 100 individuals including parents/ carers, disabled young people, staff from special schools, representatives from the voluntary sector and social workers to:
- **Discover** what works well/not so well in the current process
  - **Define** the key issues are to be addressed
  - **Co-Produce** a number of solutions/outcomes to the problems
  - **Test** these solutions/outcomes within the Bromley Special Education Needs and Disability (SEND) community
- 2.9 All testing has been supported by CORAM - an independent organisation appointed by the DfE
- 2.10 The project included the following key principles:-
- Empowering families, increasing their resilience and improving their experience of the assessment process
  - Developing methods of meaningful co-production and positive relationship building between professionals, parents/carers and children and young people
  - Developing proportionate methods of assessment
  - Testing approaches that demonstrate better value for money
  - Clarifying the role of the Social Worker

## Key learning

- 2.11 **Assessments take too long** – the experience can be intrusive and the eligibility criteria is not clear. This can result in negative experiences for families, which can invite unnecessary challenge.
- 2.12 **The resource utilised for ‘low level need’ assessments is too great** – this detracts from appropriate use of skills and knowledge to support those with the highest need. Establishing a clear criteria for services assists with the management of resources.
- 2.13 **There is lack of consistency in service and experience** – it is vital that the process is developed to promote consistency in communication, culture and service delivery, increasing customer satisfaction and minimising challenge.
- 2.14 **There is an over-reliance on specialist services** – the project found that families see specialist services as the only options available to them, precluding other, less costly options from being explored. It is apparent that the Local Offer must be comprehensive and provide the ability for families to access a range of universal and targeted options as an alternative to specialist provision.
- 2.15 **The Social Care element of the EHC plan needs to be strengthened** – it is vital to approach social needs with an asset based approach, promoting resilience within families, drawing on existing circles of support. Identifying universal and non-statutory support that contributes to a holistic plan is vital to promote sustainable progression and preparation for adult life.

## Key Solution (1) - An Online Assessment for Short Break Enquiries

- 2.16 Families with a low level of need will access a short break by applying on line. The assessment will be electronically managed by the Bromley Mylife portal and a staff verification process put in place to ensure information provided is accurate. An automatic scoring calculation will determine the precise level of the short break which will be ratified by a manager within the Disabled Children’s Team. This will significantly reduce response times for families from the point of application through to a being informed of a decision about their application.
- 2.17 The online assessment will be extended to annual reviews for those low level need families to ensure shorter timelines.
- 2.18 This system will ensure parental confidence in knowing that an equitable system has been adopted for all families making themselves known to the service.

## Key Solution (2) - A Social Worker ‘Ways of Working’ tool kit

- 2.19 For the ‘higher need’ families, a Social Worker Assessment will still take place. To ensure consistency within the service and to demystify the role of the Social Worker for young people and their families, a series of tools have been developed including:
- A ‘jargon-free’ letter for parents
  - An Easy Read letter for young people
  - A film for young people explaining the role of the Social Worker
  - A ‘leave-behind’ detailing the ‘next steps’ and contact details of the Social Worker.

### **Key Solution (3) - A tool kit for Young People, families and professionals**

2.20 Having the right support at the right time and developing resilience can make a significant difference to disabled children and young people and their families. In the EHC process, typically the Social Care/Social Needs outcomes are limited and are not regarded as a priority. The SCIF project identified a number of tools to help generate a conversation about a family's social needs, including:-

- i) a set of questions for parents & professionals, intended to generate a conversation about social needs,
- ii) Outcomes Pyramids – to generate Education, Health and Care outcomes to be used in annual reviews, and
- iii) Social Needs questions and film for young people to think about activities outside of school.

### **Key Solution (4) - development of the Local Offer**

2.21 The SCIF project identified that many families with SEND in Bromley are unaware of the Local Offer and those that use it find it not always 'fit for purpose'. Subsequently families can be left feeling isolated. The project devised an advertising campaign 'Time for Me' (posters, films and interactive email) directing families to the Local Offer which encourages them to think that having a child/young person with additional needs does not preclude them from living life to the full.

2.22 The Disabled Children's Team in co-operation with the My Life Team plan ensure that as and when new services are available this information is updated online. The Disabled Children Team is committed to an ongoing process of informing the My Life Team of new services/information which will support disabled children and their families to access universal and targeted services

### **Measuring impact**

2.23 **Realignment of resource** – the solutions identified through this project reduce the time required for assessments (social workers) and managers (decision making), resulting in the ability of skills and expertise being focused on those families with the most need, a key driver in the Ofsted Children's Services Improvement Plan. Resources will lead to social worker time being appropriately allocated to high needs children. Disabled Children, will often have a high level of communication needs, which demands more intensive work to gain their wishes and feelings, either through direct work or observations. Providing Social Workers more time, supports identifying better outcomes for disabled children and their families and safeguarding them from abuse. Research consistently identifies that disabled children are at the highest risk of abuse.

2.24 **Promoting co production** – the project has been delivered with a focus on co-production which meets the Council's statutory duty in this respect. This approach has started to engender a change of culture in working closely in partnership with families.

2.25 **Reduced reliance on statutory services** – this will be realised by promoting early intervention, the right support at the right time, together with a strong Local Offer resulting in an increase in family resilience.

### **Next Steps**

2.26 The key solutions will be implemented from 1 April 2017. The impact of the project will continue to be monitored by the Group Manager within the Disabled Children's Team in order to

determine whether resources have been appropriately re-allocated to ensure that the needs of the most vulnerable children and young people remain at the forefront of the service.

### **3. POLICY IMPLICATIONS**

- 3.1 This project is in line with the Care Services Portfolio Plan 2016/17: to support children with complex disabilities to remain within their family home and their local community

### **4. LEGAL IMPLICATIONS**

- 4.1 The local authority has a duty to provide social care assessments within designated timescales and to ensure the safeguarding of vulnerable children. The online referral supports this duty and allows parent/s carers to request a Social Work Assessment if they so wish.

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Report No.  
CS17087

## London Borough of Bromley

### PART ONE - PUBLIC

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

**Date:** Tuesday 10<sup>th</sup> January 2017

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

**Title:** BROMLEY INDEPENDENT REVIEWING OFFICERS SERVICE ANNUAL REPORT 2015/16

**Contact Officer:** Janet Bailey, Interim Social Care Director  
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**Chief Officer:** Janet Bailey, Interim Social Care Director, Education and Care Services

**Ward:** Borough-wide

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#### 1. Reason for report

- 1.1 The Children and Young Persons Act 2008 created a new power for the Secretary of State to issue statutory guidance to IROs known as the 'IRO Handbook'. the IRO Manager should be responsible for the production of an annual report for the scrutiny of the members of the local authority corporate parenting board.
  - 1.2 This report presents to the Care Services Policy development and Scrutiny Committee details of activity and development of the IRO Service over the past year. It further summarises how the IRO Service monitors the performance of the local authority in relation to its children looked after. Explain why we have developed the strategy and what the committee might find interesting.
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#### 2. RECOMMENDATION

The Care Services Policy Development and Scrutiny Committee is asked to consider and comment on the Annual report (attached at Appendix A).

### Impact on Vulnerable Adults and Children

1. Summary of Impact: N/A
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### Corporate Policy

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

### Financial

1. Cost of proposal: Not Applicable
  2. Ongoing costs: Not Applicable
  3. Budget head/performance centre: Children's Social Care
  4. Total current budget for this head: £N/A
  5. Source of funding: Approved Revenue budget.
- 

### Personnel

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: Not Applicable: No Executive decision.
- 

### Procurement

1. Summary of Procurement Implications: N/A
- 

### Customer Impact

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

### Ward Councillor Views

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



# **INDEPENDENT REVIEWING OFFICER (IRO) SERVICE 2015 – 2016**

## **ANNUAL REPORT**

**An Annual Report of the Independent Reviewing Officer (IRO)  
Service for Bromley's Children Looked After**

**The report contains a summary of the work completed by  
Bromley Independent Reviewing Officers between  
1<sup>st</sup> April 2015 and 31<sup>st</sup> March 2016**

**Report Author – Wendy Kimberley, Group Manager  
CSC Quality Improvement & Safeguarding  
Education and Care Services**

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## 1. Introduction

- 1.1 The Independent Review Officers' (IRO) role in Bromley will remain subject to continued improvement following the Ofsted single inspection in April 2016. This report is written in context of the overall improvement plan and details work undertaken in 2015/16 and objectives for 2016/17. Since the inspection the IRO service has been involved in improvements in particular the establishment of the Early Permanence Panel which scrutinises the care plan of all newly looked after children.

The IRO service is set within the framework of the updated IRO Handbook, linked to revised Care Planning Regulations and Guidance which were updated June 2015. The responsibility of the IRO has changed from the management of the Review process to a wider overview of the case including regular monitoring and follow-up between Reviews. The IRO has a key role in relation to the improvement of care planning for children looked after and for challenging drift and delay.

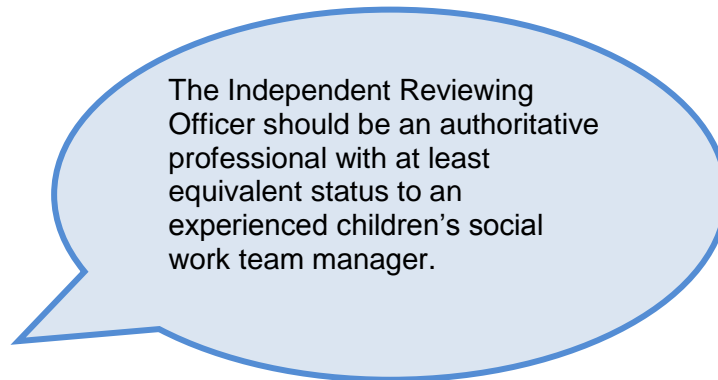
- 1.2 This report provides a summary of how the IRO service monitors the performance of the local authority in relation to its children looked after. It discusses the development of the IRO Service over the past year. It also provides some statistical analysis of the performance of the IRO Service in relation to Bromley's children looked after population. It highlights good practice and areas which require improvement for the forthcoming year.

## 2. Legal Context of the Service

- 2.1 Since 2004 all local authorities have been required to appoint IROs to protect children's interests through the care planning process. The requirement to appoint IROs arose from concerns that the care planning for looked after children could 'drift'. IROs must be independent from the immediate line management of the case. The effectiveness of their role has subsequently been questioned as to whether they can be sufficiently robust in their challenge of the local authority. Therefore an attempt was made to strengthen the IRO role through statutory guidance and the IRO Handbook.
- 2.2 The Children and Young Persons Act 2008 extended the IROs' responsibilities from monitoring the performance by the local authority of their functions in relation to only a child's *review* to the more encompassing role of monitoring the performance by the local authority of their functions in relation to a child's case.
- 2.3 As part of the monitoring function, the IRO also has a duty to monitor the performance of the local authority's function as a corporate parent. The IRO should highlight any areas of poor practice. This should include identifying patterns of concern emerging not just around individual children but also more generally in relation to the collective experience of its children looked after of the services they receive.
- 2.4 The primary task of the IRO is to ensure that the care plan for the child fully reflects the child's current needs. The actions set out in the plan should be consistent with the local authority's legal responsibilities towards the child. As corporate parents each local authority should act for the children they look after as a responsible and conscientious parent would act.

### 3. The Independent Reviewing Team

- 3.1 The IROs are employed by the London Borough of Bromley. They are line managed by a Quality Improvement Group Manager. As required by the statutory guidance, their management is independent of the immediate case management of Bromley's children looked after
- 3.2 Since April 2012 the staffing establishment has been 5 full-time IROs. The guidance states:

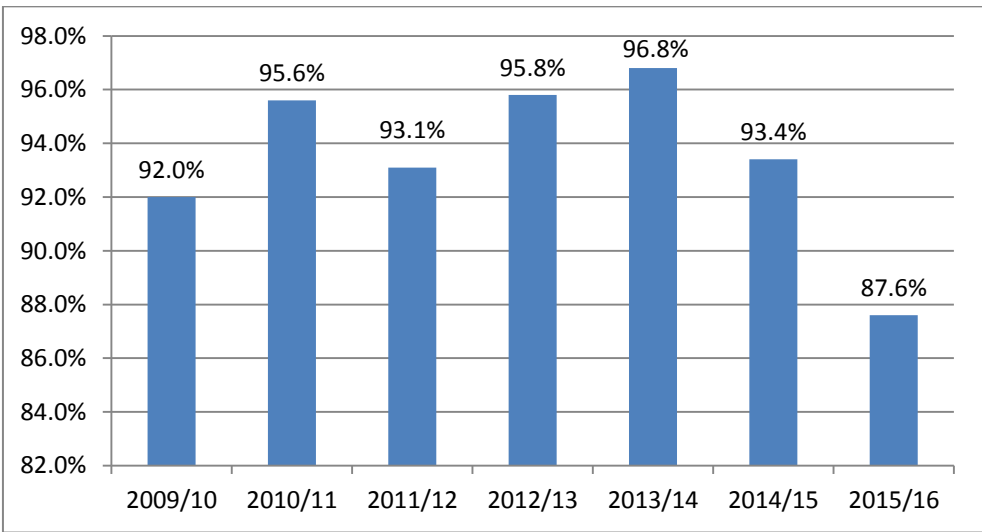


- Our five IROs have extensive relevant social work experience of 18 years or more.
  - There are three male IROs and two female IROs.
  - There are three IROs from a BME background
  - One IRO has 8 years of experience of working with children with disabilities prior to joining the IRO Service 8 years ago.
- .
- 3.3 Statutory guidance recommends the caseload for a full time IRO should be between 50 and 70 looked after children to enable the delivery of a quality service. In 2015-16 each IRO has held a caseload of approximately 60 children. The caseload management has to take into consideration the geographical location of placements and travelling time. The National and London IRO Manager networks have identified that caseloads exceeding 60 has a significant impact on the IRO's ability to fulfil the full requirements of the statutory guidance and those authorities who have significantly higher have been awarded inadequate judgements in the single inspection framework.
- 3.4 A child or young person coming into care will be allocated an IRO within 24 hours of placement. The IRO will then make contact with the allocated social worker. When appropriate the IRO will also make contact with the child. Good practice is for the IRO to visit the child before the day of the Review. The purpose of the visit is to introduce them, discuss the role of the IRO and the purpose of Reviews. The IROs try to achieve this whenever possible.
- 3.5 A child looked after will retain the same allocated IRO for their duration in care unless the IRO leaves the employment of the local authority. In exceptional circumstances there may be a change of IRO.

## 4. Activity of the IRO Service

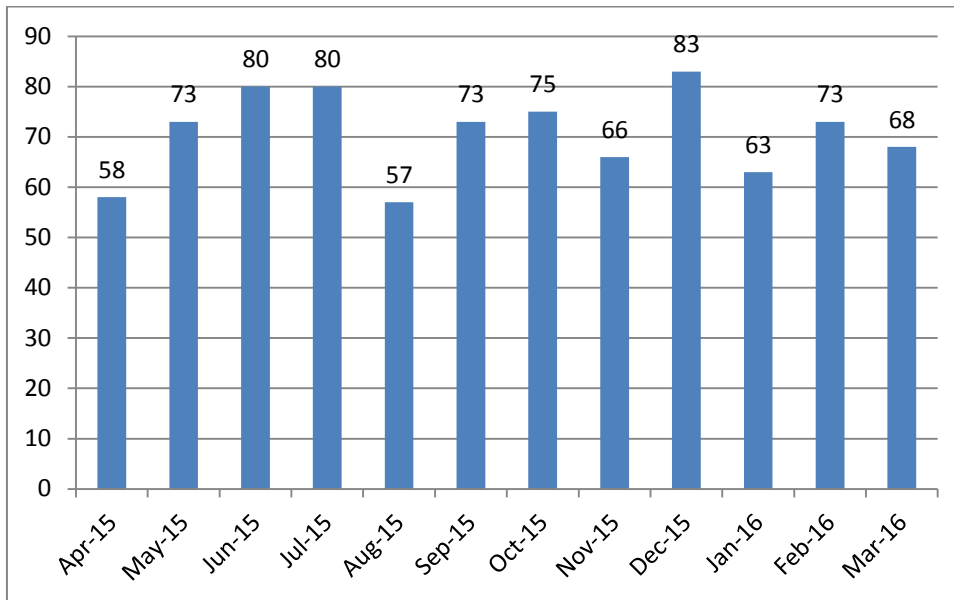
- 4.1 From April 2015 to March 2016 the total number of looked after children has fluctuated between 264 and 286. The fluctuation between these points has remained fairly consistent since 2010. There have been a total of 161 new admissions into care (from 150 children) during the year and 141 episodes of care have ceased (134 children left care). Children may leave care because they have been adopted or placed on a special guardianship or a child arrangement order. Some young people will have turned 18, others will have returned home.
- 4.2 The total number of individual children and young people’s LAC reviews held in 2015/16 was 849. 87.6% of these Reviews were held within statutory timescales. The Service’s target is 100%. A key issue impacting on this figure are:

➤ Placements with Connected Persons not recorded as S.20



**% of CLA cases which were reviewed within required timescales by year**

- 4.3 Monthly activity for IROs is shown below and averages at 14 children’s reviews per 20 working day month for each IRO without taking into account annual leave, bank holidays and other duties required of the IRO within the service. The average time for the Bromley IRO service to write up the report for the Review is 12 working days. The IRO Handbook states the IRO should produce a full record of the review within 15 working days.



**Number of LAC reviews April 2015 - March 2016**

- 4.4 The Bromley IRO Service is supported by business support officers who have responsibility for the setting up of reviews including sending out invitation letters, consultation forms and reminder letters. They play a very significant part in helping to ensure reviews are kept within statutory timescales. They also send out the IRO reports following the Review. They scan any associated Review documents on to the Children’s Social Care database. They assist in maintaining the electronic systems for the child. They also have the responsibility of ensuring that the initial and subsequent health checks take place within the statutory timescales. They send out the paperwork for children looked after medicals and for entering data for medical and dental appointments including adoption medicals.

## 5. The Children in our Care

- 5.1 As at 31 March 2016 49.3% of our children looked after were placed with Bromley foster carers. 10.1% were with Independent Fostering Agency (IFA) foster carers. A further 5.7% were with extended family members or friends, known as Connected Persons Placements. A further 9.1% of children looked after were in residential placements and 6.3% were in a pre-adoptive placement.
- 5.2 Children’s Social Care is committed to improving permanency for all children looked after which is outlined in the Department’s Permanency Strategy. In 2015/16 15 children were adopted, a decrease from 20 in 2014/15.
- 5.3 As at 31<sup>st</sup> March 2015, 11 children were subject to an adoption plan and awaiting an adoption placement (carried over from the previous financial year). A further 23 children became subject to Adoption plans in 2015/2016.

Out of the total of 34 children (11+23):

- 17 children were matched with an adoptive family during the year 2015/16
- 2 children had their adoption plan rescinded during 2015/16
- 15 children were actively being found an adoption placement as at 31<sup>st</sup> March 2016.



- 5.4 There were 18 children looked after placed with prospective adopters during the year. Out of the 18 children placed in the year 2015/16:
- 4 children were granted the Adoption order during the year
  - 14 children were in their adoptive placements as at 31<sup>st</sup> March 2016 and we were working with them and their adopters to ensure they achieve permanency through an adoption order in 2016/17
- 5.5 13 children left care on SGO, 6 to former foster carers and 9 to other carers
- 5.6 Local authorities have, for a number of years, had an obligation on them to identify sufficient placements locally for their children looked after. There has been recent significant interest in young people being at risk of sexual exploitation. This has galvanised Government to ensure that children are only placed at a distance from home, and in particular in residential accommodation where there is good reason for this to be the case.
- 5.7 The changes to the regulations introduced additional requirements on local authorities and in particular the DCS to ensure that there are robust processes in place to ensure that care planning, especially when it is felt that the needs of the child are best met in a placement away from the local authority area, takes into account the associated possible risks and puts safeguards in place to reduce the risks. Sometimes a residential placement at a distance may be chosen specifically to protect a young person who has been identified as at significant risk of sexual exploitation.
- 5.8 As of 31st March 2016, 156 children were placed outside of the borough boundaries. Of these 156 children:
- 57 were placed more than 20 miles from their home address, of which:
- 18 (31.5%) were placed with foster carers
  - 6 (10.5%) were placed with connected person foster carers
  - 1 (2%) were placed in preparation for independence accommodation
  - 31 (54%) were placed in residential accommodation.
  - 1 (2%) were placed with a parent
- Of the 31 children and young people placed in residential accommodation:
- 20 (65%) are children with a disability
- In relation to the types of placements for the 23 children placed in residential accommodation:
- 2 (6%) were placed in secure/YOI settings
  - 4 (13%) were placed in mother & baby units
  - 24 (77%) were in children's homes
- 5.9 When scrutinising the care plan IROs will always consider whether the placement is meeting all the needs of the child. Consideration will be given as to whether an alternative placement closer to Bromley would lead to better outcomes for the child. The safeguarding of the child is a primary concern.

## **6. Children and Young People's Participation**

6.1 A child's wishes and feelings are taken into full consideration in the care planning and review process. The IRO will always try to meet with the child prior to the Review. 98% of children and young people aged over 4 participated in their Review. They may have participated by attending their Review and speaking for themselves, or they may have conveyed their views via the mind of my own (MOMO) advocacy app or through an advocate or their IRO.

6.2 Some young people are encouraged to chair or co-chair their own Review.

Since January 2015 children and young people have been asked to complete a questionnaire following Reviews to ensure we understand we are meeting their needs and to help us make improvements in the way reviews are held.

6.3 In partnership with the Living in Care Council the pack given to every newly child looked after now has a dedicated section on the IRO and an age appropriate information leaflet on the role of the IRO and their contact details.

6.4 IROs make every effort to contact children and young people between their Reviews. This may be through visiting the children or through phoning them. Not all children want this additional contact and the children's wishes are taken into account. The IRO's contact is likely to be more frequent if the child is not in a settled permanent placement.

## **7. Impact of the IRO Service on Outcomes for Children and Young People**

7.1 All authorities are required to have in place a procedure for escalating concerns. In Bromley there is a process for escalating concerns between IROs and the Local Authority. This is used if the IRO has more serious concerns about the progress of the care plan and has not been able to resolve the issue informally with the case holding manager. The formal escalation process is initiated by the IRO and cannot be ended until the IRO is satisfied that the concern has been appropriately addressed and resolved. The Department's Escalation Policy is available in the Procedures Manual and has been updated. This document includes templates for the IRO to complete for each stage of the process.

7.2 The table below shows the number of formal escalations over the previous two years. Examples of issues escalated over the past year are:

- delay in implementing significant Review decisions
- the Placement Order not having been rescinded
- delay in recording the PEP meeting
- a delay in completing the Connected Person assessment
- the Pathway Plan not having been updated
- social worker visits to the child being outside of the statutory timescale.

7.3 Since April 2016 Heads of Service are automatically copied into all escalations and the number of escalations has increased sharply in line with Ofsted recommendations.

## IRO Escalations

	2013/14	2014/15	2015/16
Total no. of children where issues have been escalated	36	36	34
Total no. of children where issues were escalated to the Deputy Manager and resolved	26	30	26
Total no. of children where issues were escalated to the Group Manager and resolved	7	5	8
Total no. of children where issues were escalated to the Head of Service and resolved	3	1	2
Total no. of children where issues were escalated to the Assistant Director	0	0	0
Total no. of children where issues were escalated to CAFCASS*	0	0	0

7.3 Other practice issues may be resolved outside of the escalation procedure either through the IROs' midway monitoring or through informal raising of issues. Increasingly IROs are meeting and discussing concerns at earlier stages and using informal processes to resolve straightforward issues.

7.4 The work of the IRO service fits with the aims and objectives in the corporate parenting strategy and the group manager attends the strategy group. The group manager and active involvement officer gave a presentation at the newly reconfigured board in September 2015 on the aims and objectives of the corporate parenting strategy

7.5 IROs participate in auditing casefiles and contribute to learning through dissemination of the audits with social workers and partner agencies.

## 8. Making a Significant Contribution to Service Improvement for Children Looked After

8.1 IRO monitoring activity is recorded and taken to senior managers and gives examples raised in relation to performance and outcomes for children looked after. This includes both points relating to individual children and also concerns that are more generalised across the service to inform strategic planning.

8.2 The Assistant Director and the Heads of Service for Children's Social Care are invited to meet with the Independent Reviewing Officers twice a year. It is an opportunity for two way feedback about how the Independent Reviewing Service can contribute to driving up performance in identified areas, and also for Senior Managers to hear first-hand from Independent Reviewing Officers about the challenges and recommendations for the service for looked after children.

8.3 A strong relationship between the Living in Care Council and the Independent Reviewing Service is also seen as essential in service improvement for looked after children. Nobody is in a better position to know what the service is like on a day to day basis than the children and young people who are in receipt of the service. We plan to allocate an IRO to be the link person and the Group Manager meets regularly with the participation worker.

8.4 This IRO Annual Report is also an important tool for improving the service for children looked after. For this reason this report will be presented to:

- the Senior Management Team for Children's Social Care
- the Living in Care Council
- the Corporate Parenting Strategy Group
- the Lead Member for Children's Services
- Care Services and Education Portfolio members
- Bromley Safeguarding Children Board.

In addition it is a public document and will be published on the Bromley website and the Bromley Children Looked After website.

## **9. Quality Assurance of the Independent Reviewing Service**

9.1 If the IRO Service is to be successful in making a positive impact on outcomes for looked after children, it is essential to ensure that the local authority has a robust and effective IRO Service.

The IRO Manager observes each IRO chairing a Review as a minimum of once per year. The observation is recorded on a template designed specifically for the purpose. The IRO is given verbal feedback followed by a copy of the completed observation template. As a consequence of observation feedback this year the IROs have focused on SMART care planning.

9.2 Use of MOMO has helped the service prioritise young people's needs and for young people to share good news about what's happening in their lives while in care for instance one young person shared good news about being in the top set for maths!

- This year feedback about the reviews has been requested at every review meeting and children/young people and their parents and carers have provided written comments which are collated into quarterly reports.
- At the end of March there were 141 completed Looked After Children Review Evaluation Forms – and of those: 28% (44) were from children and young people, 28% (44) were from parents, 44% (69) were from carers
- 91% felt able to say what they think at the review meeting - nobody said that they did not feel able to say what they think
- 80% felt prepared for the review meeting
- 93% felt that going to the review was useful
- 77% felt that that the review will make things better for them
- 94% felt listened to at the review

In summary during 2015/16 more parents and carers think that the review is useful and will make things better for them. Between November and March all children felt listened to at the review meeting

### 9.3 Examples of what young people said in preparation for their reviews via MOMO



## 10. Recruiting, Retaining and Developing Skilled and Knowledgeable Staff

10.1 The IRO Service in Bromley has had a good record of retaining staff, both IROs and the business support staff. However in 2015/16 despite having two vacancies we have recruited to 1 and have a long term locum staff member in the other.

- 10.2 Learning is shared through monthly group supervision. Changes in legislation, recent case law and new procedures are discussed as well as practice issues. The group supervision is in addition to monthly individual supervision. Reflective practice is promoted through IROs auditing their own work. Feedback from observations of reviews is also a useful learning tool. In addition all IROs have been trained in using the signs of safety model so that we can use this approach in supervision and reviews
- 10.3 IROs are actively encouraged to attend relevant training. Examples of training attended over the past year include the BSCB annual conference the London IRO Annual Conference. As part of their social worker registration with the HCPC, the IROs must maintain a record of their continuous professional development outlining all activities that have contributed to their ongoing learning. A team away session allowed for focus on the quality of care plans

## **11. Safeguarding children and young people in our care**

- 11.1. The statutory requirements for the IRO in relation to safeguarding are found in 3.40 of the IRO Handbook.

*'In most cases where a child who is the subject of a child protection plan becomes looked after it will no longer be necessary to maintain the child protection plan. There are however a relatively few cases where safeguarding issues will remain and a looked after child should also have a child protection plan. These cases are likely to be where a local authority obtains an interim care order in family proceedings but the child who is the subject of a child protection plans remains at home, pending the outcome of the final hearing, or where a child's behaviour is likely to result in significant harm to themselves or others.*

*Where a looked after child remains the subject of a child protection plan it is expected that there will be a single planning and reviewing process, led by the IRO, which meets the requirements of both the Regulations and the guidance Working Together to Safeguard Children'*

- 11.2 A small percentage of children were subject to joint Child Protection/LAC plans. For the majority of these children the Child Protection Plan was ended at the first or second Review after they became looked after. They were either safeguarded by the legal proceedings or were no longer at risk of significant harm because their circumstances had changed by becoming looked after.
- 11.3. The IRO will address any safeguarding concerns that are raised within the reviewing and monitoring process. Young people who are assessed to be at risk of sexual exploitation are referred to the Multi-Agency Planning (MAP) meeting
- 11.4 Safeguarding also encompasses children and young people who go missing. The IRO should be advised by the allocated social worker if a child has gone missing. The IRO monitors whether the Missing Children Procedure is being followed and will raise concerns either informally or through the Escalation Procedure as necessary.
- 11.5 Other safeguarding concerns for looked after children include gang affiliation, substance misuse and children who are at risk of offending.

## 12. Progress on Developments for 2015/16

- 12.1 Embed Promoting the Health and Well-being of Looked After Children March 2015, including provision of Health Passports for 18 year old care leavers  
**Outcome:** The initiative of health passports for 18 year olds has been successfully introduced
- 12.2 Incorporate statutory guidance permanence, long term foster placements and ceasing to be a looked after child March 2015  
**Outcome:** A themed audit on the effectiveness of planning for children who return home in planned for November 2016
- 12.3 Following the YOS Inspection in February 2015 emphasis should be placed on effective communication between IROs and YOS workers so that offending behaviour and care needs are comprehensively understood and worked with.  
**Outcome:** Regular updates on the effectiveness of joint working between children's social care and youth offending service have been delivered to the corporate parenting board and good communication between YOS and the IRO service has been maintained.
- 12.4 IRO's monitoring and reviewing plans to ensure they are SMART and appropriate to the level of involvement with partner agencies including YOS  
**Outcome:** the IROs ensured that youth offending information was available at all reviews and that there is better join up between the services for the benefit of all young people involved.

## 13. IRO work priorities 2015-16 included

- Complete Reviews in timescales
- Making sure the young person's views are fully incorporated into plans which includes introducing mind of my own app MOMO
- Promoting introduction of the third PEP meeting
- Promoting the advocacy service
- Holding reviews at the child's placement except in exceptional circumstances
- Introducing signs of safety methodology into review meetings so that the percentage of young people who feel their review is helpful increases.
- Ensuring that invitations to YOS and attendance by YOS staff at children looked after and care leaver reviews is monitored and added value recognised in the care plan
- Work with CLA and LCT managers to consider the suitability of all placements over 20 miles from Bromley.

### 13.1 Progress

The IRO service completed 88% reviews in timescale and there has been a good increase of reviews held within the child's home environment. The IROs have prioritised the needs of children and young people so that they can meaningfully engage in the review process. The percentage of young people using the mind of my own app has been good and the comments in section show our young people are able to express their views about how they feel and what they would like to happen. In addition members of LINCC attend one of the IROs team meetings to embed the principles of the Bromley Pledge.



Training in signs of safety has laid the ground work for introduction of using the approach reviews and the service aim to do this consistently in the autumn 2016.

IROs have promoted the advocacy service and at the end of March 2016 45 young people had made use of the advocacy service.

Attendance by YOS workers at reviews has increased and joint working continues to be a priority.

The service recognises the need to escalate and challenge practice in a robust and consistent manner and this is a particular so that these challenges can be part of improving poor practice.

## **14. The Improvement Plan**

**The IROs are 100% committed to improvements in the service and contributed to the improvement plan. Our priorities include the following for 2016/17**

- Review and revise the existing the escalation processes so that these are routinely utilised by Independent Reviewing Officers (IROs)
- Mandatory training session for all IROs and GM QI on practice standards and requirements of their role.
- An independent quality assurance review and audit of CLA Reviews, to scrutinise and challenge IRO practice and ensure CLA reviews meet statutory requirements. Review to include consideration of IRO caseloads and administrative systems, quality of minutes and children's consultation and mid-way monitoring. Report to identify key areas for improvement and a SMART IRO improvement action plan to be monitored by the GM QI.
- Quarterly report of progress against IRO improvement action plan to the Improvement Board.
- Continue to embed the work and monitoring of the Early Permanence Panel.
- Joint work with Bexley IRO service to provide peer challenge.

Wendy Kimberley  
November 2016



**London Borough of Bromley**

**PART 1 - PUBLIC**

**Briefing for Care Services  
Policy Development and Scrutiny Committee  
10<sup>th</sup> January 2016**

**INTERNAL AUDIT PROGRESS REPORT:  
REFERENCE FROM AUDIT SUB-COMMITTEE**

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

Chief Officer: Mark Bowen, Director of Corporate Services  
Tel: 020 8313 4461 E-mail: [mark.bowen@bromley.gov.uk](mailto:mark.bowen@bromley.gov.uk)

1. Summary

- 1.1 This information briefing refers issues identified by the Audit Sub-Committee as a result of audit activity undertaken in relation to the Learning Disability Service for adults to Care Services PDS Committee for consideration.
- 1.2 A further report providing an update on progress in resolving these issues will be provided to the meeting of Care Services PDS Committee on 21<sup>st</sup> March 2017.

**2. THE BRIEFING**

- 2.1 At its meeting on 29<sup>th</sup> November 2016, the Audit Sub-Committee considered a report outlining recent audit activity across the Council which included an update on work being undertaken following the audit of the Learning Disability Service for adults that included Supported Living, Short Breaks, Live in Care and Support, Shared Lives and Shared Ownership schemes.
- 2.2 Following consideration of the report, the Audit Sub-Committee requested that an update on work being undertaken on three Priority One recommendations identified within the Learning Disability Service be referred to Care Services PDS Committee for Members' consideration.
- 2.3 The relevant extract from the Internal Audit Progress Report (Report FSD 16075) is provided below for Members' information:

**3.60 Learning Disabilities**

- 3.61 The London Borough of Bromley manages the learning disability residential service for adults who have a learning disability and are Bromley service users. The services provided include Supported Living, Short Breaks, Live in care & Support, Shared Lives and Shared ownership schemes. The budget for Learning Disabilities (LD), 2015/16, was £23,942K; with an actual spend of £23,352K. The 2016/17 budget was set at £22,614K, the difference in the two years explained by £150K inflation, £130K changes in ILF arrangements and savings of £1.6m to be delivered by the LD service. The full year equivalent client numbers for the services reviewed in this audit was 498 for 2015/16 but this will vary during the year.

3.62 This service area was previously audited in 2013/14; the final report issued September 2013 gave a nil assurance audit opinion and 12 priority 1 recommendations. A management review and follow up audit review ensured that there was scrutiny for this service to improve the significant areas of weak control. Progress to implement the priority 1 recommendations was reported to Audit Sub Committee. The findings in this report have identified similar issues arising however it is acknowledged that the service have been through a difficult period of operation given management changes and turnover. The Head of Service post has been met by agency appointments, the most recent of which terminated in August 2016. The Department have now transferred the Team Leader (Complex Team East) to manage the LD team and an initial meeting has been held with audit to discuss the issues arising.

3.63 There are three priority one recommendations:

3.64 Assessment: Examination of a sample of 15 clients identified three instances where a core assessment to identify the clients' needs was not carried out and in four instances where an eligibility test to determine the clients' eligibility for publicly funded care and support was not performed. Examination of the sample of 15 clients identified six instances where a client review was not carried out on an annual basis and seven instances where the core assessment was not reviewed every three years.

3.65 Care & Support Plans: It was identified that in 7 instances, the care plan was not reviewed on an annual basis; 3 instances without a core assessment in place and 11 instances where a care plan was not in place within 4 weeks of the core assessment being completed.

3.66 Service Agreements: Examination of 15 clients identified twelve instances where there was no evidence that the panel had authorised the agreements.

3.67 All three priority one recommendations have been accepted for implementation by management. There were no other recommendations. We have given the audit limited assurance.

2.4 The relevant extract from the draft minute of Audit Sub-Committee on 29<sup>th</sup> November 2016 is provided below for Members' information:

Minute 20 (draft) – Internal Audit Progress Report

Report FSD16075

*“...With regard to the audit of Learning Disabilities, a Member noted the three Priority One recommendations around assessment, care and support plans and service agreements, and requested that this issue be referred to Care Services PDS Committee to ensure appropriate scrutiny was undertaken on the measures being implemented to address the issues identified.”*

2.5 Following consideration of the report, Audit Sub-Committee will continue to monitor all identified Priority One recommendations on an ongoing basis. An update on progress in resolving the issues identified in relation to the Learning Disability Service for adults will be reported to the meetings of Audit Sub-Committee on 4<sup>th</sup> April 2017 and Care Services PDS Committee on 21<sup>st</sup> March 2017.

2.6 The redacted report on 'Review of Learning Disabilities Audit' was published to the Council website on 21<sup>st</sup> November 2016 and is available at Appendix A.



**FINAL INTERNAL AUDIT REPORT**  
**EDUCATION CARE & HEALTH SERVICES**

**REVIEW OF LEARNING DISABILITIES AUDIT 2015-16**

**Issued to:** Stephen John - Director, Adult Social Care  
Mandy Henry – Joint Team Manager Integrated Service  
Anne Watts – Assistant Director, Strategic and Business Support Services  
David Bradshaw – Head of Finance ECHS

**C.c.** Peter Turner – Director of Finance

**Prepared by:** Auditor (Wandsworth Council on behalf of LBB)  
Principal Auditor

**Date of Issue:** 9th November 2016

**Report No.:** ECH/010/01/2015bf

**INTRODUCTION**

1. This report sets out the results of our systems based audit of Learning Disabilities 2015-16. The audit was carried out in quarter 4 as part of the programmed work specified in the 2015/16 Internal Audit Plan agreed by the Director of Resources and Audit Sub-Committee.
2. The revised budget for Learning Disabilities (LD), 2015/16, was £23,942K; with an actual spend of £23,352K. The 2016/17 budget was set at £22,614K, the difference in the two years explained by £150K inflation, £130K changes in ILF arrangements and savings of £1.6m to be delivered by the LD service. The full year equivalent client numbers for the services reviewed in this audit was 498 for 2015/16 but this will vary during the year.
3. The London Borough of Bromley manages the learning disability residential service for adults who have a learning disability and are Bromley service users. The services provided include Supported Living, Short Breaks, Live in care & Support, Shared Lives and Shared ownership schemes.
4. The controls we expect to see in place are designed to minimise the department's exposure to a range of risks. Weaknesses in controls that have been highlighted will increase the associated risks and should therefore be corrected to assist overall effective operations.
5. The scope of the audit was outlined in the revised Terms of Reference issued on 10<sup>th</sup> May 2016. The period covered by this report is from April 2015 to March 2016.

**Priority 1**  
**Required to address major weaknesses and should be implemented as soon as possible**

**Priority 2**  
**Required to address issues which do not represent good practice**

**Priority 3**  
**Identification of suggested areas for improvement**

## REVIEW OF LEARNING DISABILITIES AUDIT 2015-16

### AUDIT SCOPE

6. The scope of the audit is detailed in the Terms of Reference. The audit considered clients who are receiving a Day Provision, Residential service, Shared Lives support or Supported Living service.

### AUDIT OPINION

7. Overall, the conclusion of this audit was that limited assurance can be placed on the effectiveness of the overall controls. Definitions of the audit opinions can be found in Appendix C.

### MANAGEMENT SUMMARY

8. The audit reviewed the effectiveness of controls in the following areas: Policies and Procedures, Assessments, Care Plans & Support Plans, Service Agreements and Ordinary Residence Claims. The Performance and Information team generated a list of clients with active service lines on CareFirst during 2015/16; this report detailed 1507 entries. For the purpose of this audit the report was filtered down to 755 entries consisting of 478 case ID's. A sample of 15 cases was selected for audit examination.

9. Management are requested to consider findings in the following areas:-

#### Assessments

- A Learning Disabilities Core Assessment was not in place in three instances, and there were four instances where an eligibility assessment was not performed; significant delays in authorisation in four adult review documents; incomplete

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**Priority 1**  
Required to address major weaknesses and should be implemented as soon as possible

**Priority 2**  
Required to address issues which do not represent good practice

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Identification of suggested areas for improvement

## REVIEW OF LEARNING DISABILITIES AUDIT 2015-16

documents on file in three instances; no separation of duties for authorisation; reviews not carried out in a timely manner for 6 cases and core assessments not reviewed every 3 years in seven instances.

### Care Plans & Support Plans

- It was identified that in seven instances, the care plan was not reviewed on an annual basis; for 3 cases sampled there was no disability core assessment and in 11 instances a care plan was not in place within four weeks of the assessment being completed.

### Service Agreements

- Testing identified 12 instances where there was no evidence that the panel had authorised the agreements.

10. This service area was previously audited in 2013/14; the final report issued September 2013 gave a nil assurance audit opinion and 12 priority 1 recommendations. A management review and follow up audit review ensured that there was scrutiny for this service to improve the significant areas of weak control. Progress to implement the priority 1 recommendations was reported to Audit Sub Committee. The findings in this report have identified similar issues arising however it is acknowledged that the service have been through a difficult period of operation given management changes and turnover.
11. A restructure in 2015 resulted in three senior managers in the LD service leaving the Authority. The Head of Service post has been met by agency appointments, the most recent of which terminated in August 2016. The Department have now transferred the Team Leader (Complex Team East) to manage the LD team and an initial meeting has been held with audit to discuss the issues arising.
12. During the course of the audit the Director, Adult Social Care sought advice from Internal Audit with regard to an invoice received from a provider for £130K. The payment was in respect of a Bromley LD client but the Department were disputing financial liability. Initial review indicated that the client had been transferred from his placement to a secure unit. E-mails

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### Priority 1

Required to address major weaknesses and should be implemented as soon as possible

### Priority 2

Required to address issues which do not represent good practice

### Priority 3

Identification of suggested areas for improvement

## REVIEW OF LEARNING DISABILITIES AUDIT 2015-16

between providers and the allocated Bromley care manager (TH) indicate that alternative placements were being considered and comparative costs were made available. There is then elapsed time of some 8 months followed by an e-mail between commissioning officers seeking to clarify the agreement for the placement and funding for this LD client. Internal Audit have consulted with LD and determined that a case review and internal investigations is being progressed by the Senior Practitioner LD. To avoid duplication it was agreed with the Director, Adults Social Care that LD would complete their review and Internal Audit would be kept informed particularly as there is potential loss to the Authority. This case does indicate potential system weaknesses and issues:-

- Availability of key documentation to support placement, funding and financial liability and absence of an adequate audit trail to support key decisions and allow continuity of service delivery.
- The shortcomings identified maybe restricted to this case, this care manager or may be endemic of the working practices evidenced by the LD team.
- The limited emails available to audit indicate that the lowest cost placement was not accepted by the Authority and may therefore represent a loss and poor value for money, if a higher cost placement was then procured.

### SIGNIFICANT FINDINGS (PRIORITY 1)

13. During the audit the following issues were identified in three areas of the service:

Assessment: Examination of a sample of 15 clients identified three instances where a core assessment to identify the clients' needs was not carried out and in four instances where an eligibility test to determine the clients' eligibility for publicly funded care and support was not performed. Examination of 17 key documents identified four instances where there was a delay in authorising the adult reviews and three instances where the forms were incomplete. Examination of

Page 5 of 17

**Priority 1**  
Required to address major weaknesses and should be implemented as soon as possible

**Priority 2**  
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**Priority 3**  
Identification of suggested areas for improvement

## REVIEW OF LEARNING DISABILITIES AUDIT 2015-16

the sample of 15 clients identified six instances where a client review was not carried out on an annual basis and seven instances where the core assessment was not reviewed every three years. There was 1 key record out of the 65 key documents reviewed that had been initiated and authorised by the same officer.

Care & Support Plans: Examination of a sample of 15 clients identified that in 7 instances, the care plan was not reviewed on an annual basis; 3 instances without a core assessment in place and 11 instances where a care plan was not in place within 4 weeks of the core assessment being completed.

Service Agreements: Examination of 15 clients identified twelve instances where there was no evidence that the panel had authorised the agreements.

### DETAILED FINDINGS / MANAGEMENT ACTION PLAN

14. The findings of this report, together with an assessment of the risk associated with any control weaknesses identified, are detailed in Appendix A. Any recommendations to management are raised and prioritised at Appendix B.

### ACKNOWLEDGEMENT

15. Internal Audit would like to thank all staff contacted during this review for their help and co-operation.

**Priority 1**  
Required to address major weaknesses and should be implemented as soon as possible

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Identification of suggested areas for improvement



DETAILED FINDINGS

No.	Findings	Risk	Recommendation																				
1	<p><b>Assessments</b>                      Examination of a sample of 15 clients identified three instances where a core assessment was not in place (Sample 1, 11 and 14) and four instances where eligibility assessment was not performed (Sample 4, 9, 11 and 13)</p> <p>Examination of the 17 key documents identified four instances where there was a delay in authorising the adult review document.</p> <table border="1" data-bbox="286 943 1178 1174"> <thead> <tr> <th>Sample</th> <th>Date Completed</th> <th>Authorised Date</th> <th>Duration (Days)</th> </tr> </thead> <tbody> <tr> <td>3</td> <td>30/12/2015</td> <td>03/02/2016</td> <td>35</td> </tr> <tr> <td>8</td> <td>16/10/2015</td> <td>04/03/2016</td> <td>140</td> </tr> <tr> <td>10</td> <td>31/07/2015</td> <td>05/01/2016</td> <td>158</td> </tr> <tr> <td>10</td> <td>03/03/2016</td> <td>26/04/2016</td> <td>54</td> </tr> </tbody> </table>	Sample	Date Completed	Authorised Date	Duration (Days)	3	30/12/2015	03/02/2016	35	8	16/10/2015	04/03/2016	140	10	31/07/2015	05/01/2016	158	10	03/03/2016	26/04/2016	54	<p>Where the Core Assessments are not carried out, there is a possibility that the client's disability and the client's needs may not be identified and met.</p> <p>Where an eligibility test is not performed, there is a risk that services are being provided to clients who are not eligible to receive a service.</p> <p>Where the review documents are not authorised in a timely manner, there is a risk that clients' needs are not adequately met</p>	<p><b>Ensure that the Core Assessments and eligibility tests are carried out and are available in all cases.</b></p> <p><b>Ensure that document authorisation is carried out in a timely manner.</b></p>
Sample	Date Completed	Authorised Date	Duration (Days)																				
3	30/12/2015	03/02/2016	35																				
8	16/10/2015	04/03/2016	140																				
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10	03/03/2016	26/04/2016	54																				

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DETAILED FINDINGS

No.	Findings	Risk	Recommendation																		
1 cont	<p>Examination of the 17 key documents identified three instances where these forms were incomplete. These incomplete forms are the last document on these clients CareFirst files.</p> <table border="1" data-bbox="282 539 1162 700"> <thead> <tr> <th>Sample</th> <th>Document</th> <th>Date Started</th> </tr> </thead> <tbody> <tr> <td>4</td> <td>Core Assessment</td> <td>17/11/2014</td> </tr> <tr> <td>7</td> <td>Initial Assessment</td> <td>07/08/2015</td> </tr> <tr> <td>11</td> <td>Initial Assessment</td> <td>17/08/2015</td> </tr> </tbody> </table> <p>Examination of 65 key documents consisting of Adult Reviews, Core Assessment, and Initial Assessments identified 30 instances where there was a lack of segregation of duties and the officer completing the assessment was the same officer who authorised the document. However, there was only one instance which related to 2015/16.</p> <table border="1" data-bbox="282 1035 1081 1112"> <thead> <tr> <th>Sample</th> <th>Document</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>15</td> <td>Initial Assessment</td> <td>17/06/2015</td> </tr> </tbody> </table>	Sample	Document	Date Started	4	Core Assessment	17/11/2014	7	Initial Assessment	07/08/2015	11	Initial Assessment	17/08/2015	Sample	Document	Date	15	Initial Assessment	17/06/2015	<p>Where there are incomplete documents on clients' files, there is a risk that assessments cannot be evidenced as being carried out.</p> <p>Where the assessments are being authorised by the same officer who completed the document, there is a risk that the qualitative data may be insufficient.</p>	<p><b>Ensure that key documents are completed</b></p> <p><b>Ensure that the officers completing and authorising documents are different officers.</b></p>
Sample	Document	Date Started																			
4	Core Assessment	17/11/2014																			
7	Initial Assessment	07/08/2015																			
11	Initial Assessment	17/08/2015																			
Sample	Document	Date																			
15	Initial Assessment	17/06/2015																			

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Identification of suggested areas for improvement

DETAILED FINDINGS

No.	Findings	Risk	Recommendation																											
1 cont	<p>Examination of the clients' assessment record identified six instances where a review has not been carried out in a timely manner. In all cases, these were the last document on the clients CareFirst file.</p> <table border="1" data-bbox="282 611 1162 903"> <thead> <tr> <th>Sample</th> <th>Document</th> <th>Date</th> </tr> </thead> <tbody> <tr> <td>2</td> <td>Initial Assessment</td> <td>06/03/2014</td> </tr> <tr> <td>4</td> <td>Initial Assessment</td> <td>03/04/2014</td> </tr> <tr> <td>5</td> <td>Core Assessment</td> <td>01/07/2014</td> </tr> <tr> <td>7</td> <td>Adult Review</td> <td>27/01/2015</td> </tr> <tr> <td>11</td> <td>Adult Review</td> <td>24/11/2014</td> </tr> <tr> <td>12</td> <td>Initial Assessment</td> <td>30/10/2014</td> </tr> </tbody> </table> <p>It was also identified that in seven instances, the core assessment was not reviewed every three years.</p> <table border="1" data-bbox="282 1086 1146 1214"> <thead> <tr> <th>Sample</th> <th>Core Assessment Date</th> </tr> </thead> <tbody> <tr> <td>2</td> <td>03/12/2012</td> </tr> <tr> <td>3</td> <td>11/02/2011</td> </tr> </tbody> </table>	Sample	Document	Date	2	Initial Assessment	06/03/2014	4	Initial Assessment	03/04/2014	5	Core Assessment	01/07/2014	7	Adult Review	27/01/2015	11	Adult Review	24/11/2014	12	Initial Assessment	30/10/2014	Sample	Core Assessment Date	2	03/12/2012	3	11/02/2011	<p>Where adult reviews and assessments are not performed on an annual basis, there is a risk of not identifying any changes to the clients need</p>	<p><b>Ensure that reviews and core assessments are carried out on an annual basis.</b></p> <p><b>[Priority 1]</b></p>
Sample	Document	Date																												
2	Initial Assessment	06/03/2014																												
4	Initial Assessment	03/04/2014																												
5	Core Assessment	01/07/2014																												
7	Adult Review	27/01/2015																												
11	Adult Review	24/11/2014																												
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DETAILED FINDINGS

No.	Findings	Risk	Recommendation																
	<table border="1"> <tr> <td data-bbox="280 359 640 395">4</td> <td data-bbox="640 359 1146 395">28/05/2012</td> </tr> <tr> <td data-bbox="280 395 640 432">Sample</td> <td data-bbox="640 395 1146 432">Core Assessment Date</td> </tr> <tr> <td data-bbox="280 432 640 469">6</td> <td data-bbox="640 432 1146 469">04/08/2008</td> </tr> <tr> <td data-bbox="280 469 640 505">7</td> <td data-bbox="640 469 1146 505">09/05/2013</td> </tr> <tr> <td data-bbox="280 505 640 542">8</td> <td data-bbox="640 505 1146 542">18/06/2009</td> </tr> <tr> <td data-bbox="280 542 640 579">13</td> <td data-bbox="640 542 1146 579">20/06/2011</td> </tr> </table>	4	28/05/2012	Sample	Core Assessment Date	6	04/08/2008	7	09/05/2013	8	18/06/2009	13	20/06/2011						
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Sample	Core Assessment Date																		
6	04/08/2008																		
7	09/05/2013																		
8	18/06/2009																		
13	20/06/2011																		
2	<p data-bbox="280 734 1146 874"><b>Care and Support Plans</b> Examination of 15 clients found seven instances where the care and support plan was not reviewed on an annual basis.</p> <table border="1"> <thead> <tr> <th data-bbox="280 880 640 917">Sample</th> <th data-bbox="640 880 1146 917">Most Recent Care Plan Date</th> </tr> </thead> <tbody> <tr> <td data-bbox="280 917 640 954">2</td> <td data-bbox="640 917 1146 954">06/02/2014</td> </tr> <tr> <td data-bbox="280 954 640 991">5</td> <td data-bbox="640 954 1146 991">28/10/2013</td> </tr> <tr> <td data-bbox="280 991 640 1027">7</td> <td data-bbox="640 991 1146 1027">19/02/2015</td> </tr> <tr> <td data-bbox="280 1027 640 1064">8</td> <td data-bbox="640 1027 1146 1064">05/02/2014</td> </tr> <tr> <td data-bbox="280 1064 640 1101">11</td> <td data-bbox="640 1064 1146 1101">24/11/2014</td> </tr> <tr> <td data-bbox="280 1101 640 1137">12</td> <td data-bbox="640 1101 1146 1137">26/09/2014</td> </tr> <tr> <td data-bbox="280 1137 640 1174">14</td> <td data-bbox="640 1137 1146 1174">06/02/2014</td> </tr> </tbody> </table>	Sample	Most Recent Care Plan Date	2	06/02/2014	5	28/10/2013	7	19/02/2015	8	05/02/2014	11	24/11/2014	12	26/09/2014	14	06/02/2014	<p data-bbox="1202 772 1619 951">Where care and support plans are not reviewed on an annual basis there is a risk that care needs may not be identified.</p> <p data-bbox="1202 995 1619 1206">Where care and support plans are not in place within four weeks, appropriate services may not be in place to support the client's needs.</p>	<p data-bbox="1637 772 2049 874"><b>Ensure that care plans are reviewed on an annual basis.</b></p> <p data-bbox="1637 919 2049 1059"><b>Ensure that care plans are in place within four weeks of the core assessment being completed.</b></p> <p data-bbox="1637 1104 1803 1136"><b>[Priority 1]</b></p>
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**Priority 1**  
Required to address major weaknesses and should be implemented as soon as possible

**Priority 2**  
Required to address issues which do not represent good practice

**Priority 3**  
Identification of suggested areas for improvement

DETAILED FINDINGS

No.	Findings	Risk	Recommendation			
2. cont	<p>It was also identified that, with three instances without a core assessment in place, in eleven instances the care and support plan was not in place within four weeks of the core assessment being completed.</p>					
	<table border="1"> <thead> <tr> <th data-bbox="271 758 472 798">Sample</th> <th data-bbox="472 758 869 798">Date of Core Assessment</th> <th data-bbox="869 758 1193 798">Date of Care Plan</th> </tr> </thead> </table>	Sample	Date of Core Assessment	Date of Care Plan		
	Sample	Date of Core Assessment	Date of Care Plan			
	1	-	29/01/2016			
	2	23/09/2013	06/02/2014			
	3	11/02/2011	07/02/2014			
	4	28/05/2012	05/02/2014			
	5	01/07/2014	28/10/2013			
	6	04/08/2008	04/02/2014			
	7	09/05/2013	31/12/2013			
	8	18/06/2009	05/02/2014			
9	23/05/2014	04/02/2014				
10	23/05/2011	07/02/2014				

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11	-	07/02/2014													
12	19/09/2013	05/02/2014													
13	20/06/2011	04/02/2014													
14	-	06/02/2014													
3	<p><b>Service Agreements</b>                      Examination of the 15 client’s service agreements identified that in twelve instances, LD Panel Report and Decision Paper approving the service provided was not located.</p> <p>(Sample 1,2,3,4,5,6,7,8,11,12,13 and 14)</p> <p>Discussion at the end of audit meeting identified that care managers have submitted funding requests for approval by the Group Manager. These requests were referred to as “X manager requests” and were not formally recognised as part of the service agreement procedures, as approval was outside of panel.</p>	<p>Where panel papers are not obtained and retained on the clients file, there is a risk that the department is providing services prior to authorisation being granted which could potentially lead to a financial loss to the Council.</p>	<p><b>Ensure that panel papers authorising the provision of services are obtained and retained.</b></p> <p><b>Investigate the use of any informal request for funding. Identify any funding approved outside of panel and ensure that the correct procedure is followed.</b></p> <p><b>[Priority 1]</b></p>												

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 Required to address major weaknesses and should be implemented as soon as possible

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**Priority 1**  
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**Priority 3**  
Identification of suggested areas for improvement

MANAGEMENT ACTION PLAN

Finding No.	Recommendation	Priority *Raised in Previous Audit	Management Comment	Responsibility	Agreed Timescale
1	<p><b>Ensure that the Core Assessments and eligibility tests are carried out and are available in all cases.</b></p> <p><b>Ensure that document authorisation is carried out in a timely manner.</b></p> <p><b>Ensure that key documents are completed.</b></p> <p><b>Ensure that the officers completing and authorising documents are different officers.</b></p> <p><b>Ensure that reviews and core assessments are carried out on an annual basis.</b></p>	1	<p>This is to be bought up in the team meetings and followed through in supervision sessions. This is agreed practice</p> <p>Supervisors to routinely quality check and authorise documents sent to them on the Electronic Social care system- CareFirst</p> <p>Regular scrutinisation of workers desktops by workers, supervisors and team manager is required to ensure key documents are completed.</p> <p>Also, in supervision, cases are to be reviewed to inform the supervisor that the workers are completing the key documents.</p> <p>This can also be discussed in team meetings</p> <p>Discussion at team meetings to enforce the process and remind team of the audit requirement- it is the agreed practice that documents should not be</p>	Joint Team Manager Integrated Service	November 2016



MANAGEMENT ACTION PLAN

Finding No.	Recommendation	Priority *Raised in Previous Audit	Management Comment	Responsibility	Agreed Timescale
			completed and authorised by the same officer Regular scrutiny of the management reports to inform the management team how many reviews are due-The report is produced weekly		
2	<p><b>Ensure that care plans are reviewed on an annual basis.</b></p> <p><b>Ensure that care plans are in place within four weeks of the core assessment being completed.</b></p>	1	Supervisors and staff to ensure this occurs, and that any care plans not reviewed are returned to the worker to complete. Care/support plans to be completed and scrutinised by supervising staff. Assessing staff to accept and acknowledge this requirement	Joint Team Manager Integrated Service	November 2016

MANAGEMENT ACTION PLAN

Finding No.	Recommendation	Priority *Raised in Previous Audit	Management Comment	Responsibility	Agreed Timescale
3	<p><b>Ensure that panel papers authorising the provision of services are obtained and retained.</b></p> <p><b>Investigate the use of any informal request for funding. Identify any funding approved outside of panel and ensure that the correct procedure is followed</b></p>	1	<p>Panel papers are completed and authorised on carefirst, and retained on the system. PRG papers are to be authorised by someone other than the manager completing them signifying agreement for a case to go to PRG</p> <p>All requests for funding are to be made to the Group Manager, or in her absence, to the Senior care managers, and advised to the Director of Adult Social Care. Requests are to be recorded on Carefirst Observations by all parties and service requests raised and authorised by the manager where necessary, and presentation to the next PRG should be made as a priority</p>	Joint Team Manager Integrated Service	November 2016

**OPINION DEFINITIONS**

As a result of their audit work auditors should form an overall opinion on the extent that actual controls in existence provide assurance that significant risks are being managed. They grade the control system accordingly. Absolute assurance cannot be given as internal control systems, no matter how sophisticated, cannot prevent or detect all errors or irregularities.

<b>Assurance Level</b>	<b>Definition</b>
Full Assurance	There is a sound system of control designed to achieve all the objectives tested.
Substantial Assurance	While there is a basically sound systems and procedures in place, there are weaknesses, which put some of these objectives at risk. It is possible to give substantial assurance even in circumstances where there may be a priority one recommendation that is not considered to be a fundamental control system weakness. Fundamental control systems are considered to be crucial to the overall integrity of the system under review. Examples would include no regular bank reconciliation, non-compliance with legislation, substantial lack of documentation to support expenditure, inaccurate and untimely reporting to management, material income losses and material inaccurate data collection or recording.
Limited Assurance	Weaknesses in the system of controls and procedures are such as to put the objectives at risk. This opinion is given in circumstances where there are priority one recommendations considered to be fundamental control system weaknesses and/or several priority two recommendations relating to control and procedural weaknesses.
No Assurance	Control is generally weak leaving the systems and procedures open to significant error or abuse. There will be a number of fundamental control weaknesses highlighted.

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## London Borough of Bromley

### PART 1 - PUBLIC

Briefing for Care Services Policy Development and Scrutiny Committee  
Tuesday 10 January 2017

## CARE SERVICES PORTFOLIO PLAN MID-YEAR UPDATE 2016/17

Contact Officer: Angela Buchanan, Head of Service, Planning and Development:  
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Chief Officer: Ade Adetosoye OBE, Deputy Chief Executive and  
Executive Director Education, Care and Health Services  
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### 1. Summary

- 1.1 This report provides Members with the most recent update on progress against the actions contained within the Care Services Portfolio Plan, and the work being taken forward between January and June 2017 (Appendix 1).

### 2. THE BRIEFING

#### 2.1 Progress on the current Care Services Portfolio Plan

The 2016/17 Care Services Portfolio Plan details the six priority outcomes and supporting aims for the Care Services Portfolio as agreed in October 2016.

**Outcome 1:** With Health partners, focus on wellbeing and prevention to improve health outcomes for the residents of Bromley

**Outcome 2:** Fulfilling our duty of care to ensure the health, wellbeing and achievements of our vulnerable children

**Outcome 3:** Provide the best possible service to deliver support to all children and young people

**Outcome 4:** Ensure the provision of high quality locally relevant information and advice about care and support need to enable choice and control

**Outcome 5:** Ensure that people with care and support needs, and those whose circumstances make them vulnerable, can live their lives to the full and are protected from avoidable harm

**Outcome 6:** People experiencing housing difficulties are assisted with advice and support aimed at maintaining or securing a home and avoiding crisis

The six priority outcomes detailed above remain aligned to the national areas covering housing, adults and children's social care, and reflect the Government's outcome frameworks for these services. They take account of the Department of Health, and the Department for Communities and Local Government guidance for the integration of local health and social care together with the requirements of adult social care services as defined by the Care Act 2014, which modernised existing laws around adult social care and introduced new duties for local authorities from April 2015. The direction of travel, in response to the Ofsted inspection of 'Services for children in need of help and protection, children looked after and care leavers and the review of the effectiveness of the Local Safeguarding Children Board' remains at the heart of Outcomes 2 and 3, supporting our ambitions for the children of Bromley.

## 2.2 Progress on the 2016/17 Care Services Portfolio Plan

A summary report is attached as Appendix 1; it highlights the key areas of progress thus far. Of the 52 actions to be progressed before the end of November 2016, 36 are on track with 16 actions requiring more work in the second half of the year.

Progress has been achieved across a range of areas and in terms of direct impact for our adult and children social care service users, the highlights are:

- Launch of the Dementia Hub in July 2016 supporting 176 service users and 132 carers to ensure that support planning is in place, which will allow people to remain independent for as long as possible. The service provides a 'one stop shop' in terms of information, advice, support and planning for people with dementia and their carers immediately following diagnosis.
- 3,343 eligible people received an NHS Health Check.
- 80 pupils enabled to become independent travellers opening up opportunities to participate in further and higher education, work experience/employment opportunities.
- Over 50% of Special Educational Needs statements in the statutory specified groups have been converted to Education, Health and Care Plans.
- Improved outcomes for vulnerable people through the delivery of over 80 awareness/training sessions to partners and groups within the community focusing on the community responsibility for safeguarding vulnerable adults. These sessions reached 1,944 delegates.
- Successfully delivered housing advice and homelessness prevention to assist 964 households to remain in their home or secure alternative accommodation.

There are areas that remain a challenge in the Care Services Portfolio. These include assisting the number of people experiencing housing difficulties and ensuring adequate provision of foster placements.

- **Housing:** Whilst 964 households have been supported to remain in their home or secure alternative accommodation, prevention work is becoming increasingly difficult due to the increase in private rental sector evictions.
- **Children's Social Care:** Challenges remain to increase the number of in-house foster carers to a level that reflects the needs of all Bromley's children in care, including emergency, short-term and long-term placements, family and friends carers, children with disabilities and parent & child placements. Work continues to explore ways to

continually attract new carers to Bromley, both to replace carers that have decided to retire from fostering and to meet the needs of children and young people requiring placements. Recruitment strategy is planned to encourage new foster carers into the role.

These challenges have been represented across the 16 actions which have been marked as Amber. The focus of the first half of 2017 will continue to be to provide sharper focus on action delivery and quality, to achieve the shared goals of being ambitious for the children of Bromley and supporting people to remain independent for as long as they can.

2.3 The PDS Committee and Executive have received reports on areas covered within this report; the table below provides further details:

<b>PDS number</b>	<b>Meeting Date</b>	<b>Agenda Item</b>	<b>Report Title</b>
ED 16019	8 <sup>th</sup> March 2016	7	<a href="#">Update on Youth Offending Services Improvement Plan</a> <a href="#">Appendix 1 - Improvement Plan</a>
CS 16020	10 <sup>th</sup> March 2016	7a	<a href="#">Budget Monitoring 2015/16</a> <a href="#">Appendix 1</a>
CS 16025	10 <sup>th</sup> March 2016	7e	<a href="#">Health Visiting and National Child Measurement Programme</a>
CS 16052	10 <sup>th</sup> March 2016	7k	<a href="#">Dementia Post Diagnosis Service</a>
CS 16026	10 <sup>th</sup> March 2016	7o	<a href="#">Draft Joint Strategy for Carers</a>
CS 17009	28th June 2016	11c	<a href="#">Fostering Service Annual Report 2015/16 (Covering Report)</a> <a href="#">Fostering Service Annual Report (Appendix 1)</a>
CS 17010	28th June 2016	11d	<a href="#">Adoption Service Annual Report 2015/16 (Covering Report)</a> <a href="#">Adoption Service Annual Report (Appendix 1)</a>
CS 17011	28th June 2016	2	<a href="#">Virtual School Annual Report 2015/16 (Covering Report)</a> <a href="#">Virtual School Annual Report 2015/16 (Appendix 1)</a> <a href="#">Virtual School 2015/17 Development Plan</a> <a href="#">Virtual School 2015 Progression Commentary</a>
CS 17036	13th Sept 2016	22	<a href="#">Ofsted Inspection of Children's Services</a>

CS 17053	15 <sup>th</sup> Nov 2016	46a	<a href="#">Care Services Portfolio Budget Monitoring 2016/17</a> <a href="#">Care Services Portfolio Budget Monitoring Summary</a>
CS 17056	15th Nov 2016	46b	<a href="#">Update on Tackling Troubled Families</a>
CS 17055	15th Nov 2016	46c	<a href="#">Drawdown of Homeless Contingency Needs Grant</a>
CS 17062	6 <sup>th</sup> Dec 2016	3a	<a href="#">Children's Services Improvement Plan update (Covering Report)</a> <a href="#">Children's Services Improvement Plan Monitoring Report</a>



Care Services Portfolio Plan Half Year Update 2016/17 (November 2016)

**Priority Outcome 1**

With Health partners, focus on wellbeing and prevention to improve health outcomes for the residents of Bromley. As at the end of November, five out of eight actions being progressed during the first half of the year are on track with three actions requiring more work in the next half year.

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
1.1	Earlier diagnosis and intervention means that people are less dependent on intensive services	Green	Improve prevention of cardiovascular disease through monitoring and review of the NHS Health Checks programme and evaluation of outcomes	<p>Between April and September 2016, 8,271 people were offered a NHS Health Check, with 3,343 (40%) uptake.</p> <p>Monitoring of the programme, through assessment and validation of performance each quarter, is ongoing.</p> <p>An audit programme is in progress to measure the clinical outcomes of participants identified at increased risk. Data collection from all GP Practices has been completed and is being prepared for analysis.</p>	<p>Supporting areas with low performance, to improve equity of access in the borough.</p> <p>Continued monitoring and evaluation of outcomes through performance data analysis and preparation of audit reports.</p>

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		Green	Improve access and promote self management by expanding the on line self sampling home testing service for sexually transmitted infections including HIV, for adults aged over 25	Since the start of this initiative in January 2016, 263 individuals have been tested as a preventative measure. Eight people were found positive of sexually transmitted infections including HIV. Most of these were HIV early diagnoses which suggest that this programme is proving effective and meeting the outcome indicator of reducing late to very late diagnoses stipulated by Public Health England.	Evaluation will be carried out during the next quarter with findings available in February 2017. Focus of the next phase, depending on the outcomes of the evaluation, will be targeting those 'at risk' groups of individuals.
		Green	Launch a new 'Dementia Hub' in partnership with Bromley Clinical Commissioning Group, offering a single point of access to information, advice and personalised support planning	The Dementia Hub had an agreed 'phased in' approach between July and October 2016. The service is now fully operational and has received 308 referrals (176 service users and 132 carers).	The Dementia Hub's performance will continue to be monitored quarterly with the providers being supported to ensure that they target staff training where needed.  The impact of the hub is being measured together with the CCG and the first monitoring report will be produced at the end of March 2017.

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		Green	Work with Health partners to ensure service users are supported to regain their independence at home following a hospital stay (reablement, telecare, equipment)	<p>As at October 2016, 191 (90.5%) of the 211 people were still at home 91 days after discharge from hospital into the Reablement service. Additional reablement capacity is supported by a rolling recruitment programme for facilitators.</p> <p>As part of the integrated hospital discharge process, (Transfer of Care Bureau), the Local Authority and Bromley CCG are working together to manage effective, safe, appropriate and timely discharges and the transfer of care for patients who have ongoing needs, and to ensure that joint funding decisions are made as quickly as possible.</p> <p>Mental Health flexible support, when agreed as part of hospital discharge planning, is commissioned through Community Options, maximising opportunities for service users with mental health needs to regain independence, participate in community activities and integrate with their peers, family and local community.</p>	A full review of the Bureau will be carried out in April 2017.

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
1.2	People are protected as far as possible from avoidable deaths, disease and injuries	<b>Amber</b>	Develop integrated care with Bromley Clinical Commissioning Group, focusing on self management of long term conditions and early intervention and prevention	<p>A joint commissioning strategy for primary and secondary intervention services was agreed with the CCG Governing Body and Council Executive in September.</p> <p><a href="#">Commissioning Strategy for Primary and Secondary Intervention Services</a></p> <p>The strategy, jointly worked on by commissioners from both the local authority and Bromley Clinical Commissioning Group (BCCG) sets out a framework through which to design a set of Third Sector services that support people in the community to maintain their independence and delay and prevent the need for high cost care packages and early admissions to care homes and/or hospital.</p> <p>The tender for this work was published on 21<sup>st</sup> November 2016 with new services due to be live from April/May 2017.</p>	Dialogue with a preferred provider will take place during January 2017 with a tender award being recommended in February/March 2017.

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		<b>Amber</b>	Evaluate operation of the Transfer of Care Bureau, in partnership with the Bromley Clinical Commissioning Group, and agree future operating arrangements	Arrangements for operation of the bureau during the winter period have been agreed as part of the system wide Winter Plan which is supported by the Better Care fund. The plan involves all health providers as well as social care.  <a href="#">Better Care Fund 2016/17 Performance update</a>	Between December 2016 and March 2017, the focus will be on monitoring that the actions agreed in the plan are having a positive effect on hospital activity and discharges. Performance is monitored on a daily basis to ensure that issues are escalated in a timely manner. A full review of the bureau will be carried out post winter (April 2017), with recommendations for future management arrangements.
1.3	The health needs of the local population are understood, and people are encouraged to adopt healthy lifestyles	<b>Amber (Central Government Delay)</b>	Produce a plan for the integration of local health and social care services, in accordance with Department of Health (DoH) and Department for Communities and Local Government (DCLG) guidance, by 2017	Guidance from the Department of Health and Department for Local Communities and Local Government is still awaited. In the meantime, the Council continues to plan services locally in conjunction with the CCG where relevant.	Focus will be on progressing the joint projects agreed as part of the Better Care Fund programme. First monitoring report (second quarter) submitted to Health and Wellbeing Board 1 <sup>st</sup> December.  <a href="#">Better Care Fund 2016/17 Performance update</a>
		<b>Green</b>	Review the market position statement to ensure that it continues to reflect local need	The Market Position Statement will be reviewed in light of the new guidance issued by the Department of Health in November 2016.	Revised Market Position Statement to be published by the end of March 2017 ensuring that it addresses the priority areas for the Council and identifies key commissioning intentions.

We will measure this achievement by:		Target 2016/17	Outturn
1.	<b>ASCOF 1b:</b> The proportion of people who use services who have control over their daily lives (%)  (Collected via annual user survey)	72	Annual Indicator Outturn available Quarter Two 2017/18
2.	<b>ASCOF 1I(1):</b> The proportion of people who use services who reported that they had as much social contact as they would like (%)  (Collected via annual user survey)	45	Annual Indicator Outturn available Quarter Two 2017/18
3.	<b>ASCOF 1I(2):</b> The proportion of carers who reported that they had as much social contact as they would like (%)  (Collected via biennial user survey)	40	Biennial Indicator Outturn available Quarter Two 2017/18
4.	<b>ASCOF 2b(1):</b> The proportion of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services (%)	90	90.5% (191/211) October
5.	<b>ASCOF 2d(1):</b> Proportion of those that received a short term service during the year where the sequel to the service was either no ongoing support or support at a lower level (%)	70	50.5% (92/181) October

## **Priority Outcome 2**

**Fulfilling our duty of care to ensure the health, wellbeing and achievements of our vulnerable children. As at the end of November, one of six actions being progressed during the first half of the year is on track with five actions requiring more work in the next half year.**

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
2.1	Vulnerable children and families are identified and supported at the earliest opportunity	<b>Amber</b>	Deliver the required improvements as set out in the agreed Children's Service Improvement Plan	<p>Progress made during May to September 2016 was reported to Care Services PDS on 6<sup>th</sup> December 2016.</p> <p><a href="#">Children's Services Improvement Plan Update Covering Report (6th Dec)</a></p> <p><a href="#">Children's Services Improvement Plan Monitoring Report (6th Dec)</a></p> <p>Of the 69 actions which were to be started or completed during the period, 28 have been completed on time, 35 are being progressed and six have not progressed.</p> <p>The focus for early actions has been to improve standards related to immediate safeguarding risks. This has included recruitment of additional staff and recruitment to key positions, the introduction of new tools, training and support for front line staff.</p>	<p>Improving governance and monitoring arrangements to provide sharper focus on action delivery and quality including regular reports to Care Services PDS.</p> <p>Refinement of the dataset underpinning the Children's Services Improvement Plan to enable reporting of key indicators to Members. This will be supported by a series of sessions for Members (commencing 12<sup>th</sup> January)</p> <p>The service will continue to progress changes to practice and performance as outlined in the Children's Services Improvement Plan 2016/17. The focus remains on improving practice standards in early help, Legal, Children Looked After and Care Leavers.</p>

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		Amber	Ensure that at all stages of the identification, support and protection of children in need, intervention is timely, and clear assessments of needs are in place	<p>The service has introduced a new schedule of auditing and practice improvement activity which includes a monthly auditing programme to inform senior management about the quality of practice, including assessments. Case auditing commenced in October 2016 with a cohort of 51 cases.</p> <p>Staff have attended a range of training courses including core principles of good practice. Further training is scheduled to take place between January and March 2017.</p> <p>Line managers have introduced a number of tracking and monitoring arrangements reviewing standards of practice.</p> <p>Support for Members in their role as Corporate Parents has been provided through an updated training programme with 'Early Intervention and Family Support' essential training for the Lead Member and Care Services PDS Members delivered on 13<sup>th</sup> October.</p>	<p>Recruitment to key posts as identified in Care Services PDS Report CS 17089 on this agenda.</p> <p>Continued reduction in caseload size.</p> <p>Continued focus on improving practice through</p> <ul style="list-style-type: none"> <li>- Practice standards</li> <li>- Training</li> <li>- Real time practice audits</li> <li>- Increased management oversight</li> </ul>



No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		Amber	Explore opportunities for more integrated working between Health Visiting, and Early Intervention and Family Support, to strengthen early help intervention for vulnerable families	<p>Information sharing agreement set up and signed between Bromley Healthcare and the London Borough of Bromley. Meeting scheduled for January 2017 to progress.</p> <p>Reporting set up to inform Health Visiting service of referrals into Early Intervention and Family Support.</p> <p>Awareness raising presentations delivered at all five 'Safeguarding Practice Leads for GPs' training days between April and October 2016.</p> <p>Referrals from Health Visitors increased between April and November 2016 when compared with the same time period last year (56 referrals April to November 2016 compared with 37 referrals in April to November 2015).</p>	<p>Establishing data to be shared, the process to automate this and to commence data sharing.</p> <p>Using the shared data to increase and improve 'targeting' vulnerable families.</p> <p>Continuing to increase referrals into Early Intervention and Family Support from Health Visitors and other health professionals.</p>

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		Amber	Through provision of early intervention and family support (including the Tackling Troubled Families Phase 2 initiative), work with families, including those with a range of health problems and affected by domestic violence and abuse, to improve employment and school attendance outcomes, and reduce antisocial behaviour	<p>'Signs of Safety' model incorporated into a new assessment process within Early Intervention and Family Support that is tailored to the Tackling Troubled Families programme.</p> <p>650 families have had direct family support (Family Support Parenting Practitioner team) between April and November 2016 (604 between April and November 2015).</p> <p>On average, 90% of cases meet the Tackling Troubled Families criteria and are counted as Tackling Troubled Families cases.</p> <p>88 Troubled Family claims were made in September 2016 equating to £158,400, including an attachment fee of £1,000 per family.</p> <p>Purchased and introduced 'Experian Mosaic' to support identification and proactively 'target groups' in order to intervene earlier.</p>	<p>Redefining 'reach areas' for the Children and Family Centres, identifying who the current target groups should be, based on published data and using Mosaic, to focus resources and intervene earlier.</p> <p>Building a new reporting model following the introduction of the new database in June 2016.</p> <p>Publishing a new Performance Digest for Early Intervention including both performance and intelligence reporting.</p> <p>Working with Probation Services (CRC – Community Rehabilitation Company) once they have completed their configuration in Spring 2017 to target families with lower levels of offending behaviour.</p>

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		Green	Through effective use of the Common Assessment Framework (CAF) and 'Signs of Safety' model, improve support to children and families at an early stage, thereby reducing the need for statutory services	<p>Signs of Safety model incorporated into the Common Assessment Framework (CAF).</p> <p>Between April and November 2016, 13 delegates were trained in 'Early Help: Understanding and Using the Common Assessment Framework' enabling them to understand local CAF arrangements and how agencies will work together at an early preventative stage of intervention.</p> <p>Signs of Safety training sessions have been held for some partner agencies with further work being scheduled to train those who have not attended.</p> <p>Introduced a new Signs of Safety Team Around the Child meeting minutes template.</p> <p>Created a new 'Frequently Asked Questions' section on Bromley.gov.uk to support agencies to complete the Common Assessment Framework.</p> <p>634 children have had a Common Assessment Framework opened between April and November 2016 compared with 474 between April and November 2015.</p>	<p>Two further courses are planned (December 2016 and January 2017) training up to 36 delegates.</p> <p>Embedding the Troubled Families framework with the Common Assessment Framework.</p> <p>Continuing to increase the submission of Common Assessment Frameworks by Health Visitors and other health professionals.</p>

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
2.2	Children and young people are safeguarded and protected from harm, and are kept safe from bullying or crime	Amber	<p>Improve the arrangements to reduce the risk to children of sexual exploitation and episodes of missing from care by:-</p> <ul style="list-style-type: none"> <li>- ensuring that risks to sexually exploited children and young people, and those who go missing, are routinely assessed and understood, and that timely action is taken to address concerns</li> <li>- developing suitable arrangements to share and analyse information from child sexual exploitation risk assessments and 'return' interviews to reduce future risks for individual children and young people, and to inform partnership prevention and disruption activity</li> </ul>	<p>Children's Social Care has been working alongside other departments and partner agencies to progress joint initiatives and actions. This has included a joint agency working partnership, which has met four times and is led by the Police, to focus on children at risk of sexual exploitation/missing, and gangs. Interim arrangements include resourcing an administrator to co-ordinate a centralised intelligence data list of children at risk. The service will be recruiting a qualified practitioner to work as a Child Sexual Exploitation (CSE) Missing Co-ordinator to progress this work area. Intelligence is being shared between Children's Social Care and Education to ensure that children and young people at risk are flagged up.</p>	<p>Child Sexual Exploitation (CSE)/ Missing unit will be set up from January including</p> <ul style="list-style-type: none"> <li>- Children's Social Care,</li> <li>- Police,</li> <li>- Targeted commissioned services.</li> </ul> <p>Child Sexual Exploitation (CSE) Missing Co-ordinator to be recruited.</p> <p>New Missing referral pathway to be launched.</p> <p>Child Sexual Exploitation Risk Assessment Tool and Multi Agency Protocol/Multi Agency Sexual Exploitation Terms of Reference to be refreshed</p>

We will measure this achievement by:		Target 2016/17	Outturn (November 2016)
1.	Number of families attached to the Tackling Troubled Families Programme in Year Two of Phase Two (Five Year Phase)	388	234 (60%)
2.	Number of children supported through an early help Common Assessment Framework (CAF) Assessment	>800	457 cases closed to CAF excluding those closed due to the case already being open to Children's Social Care
3.	Percentage of Social Work assessments completed within 45 days	81%	67.5%
4.	Percentage of Child Protection reviews held within timescale	100%	99.7%
A full dataset is being developed as part of the 'Child Sexual Exploitation and Missing' task and finish group.			

### **Priority Outcome 3**

**Provide the best possible service to deliver appropriate support to all children and young people. As at the end of November, eight out of ten actions being progressed during the first half of the year are on track with two actions requiring more work in the next half year.**

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
3.1	Vulnerable children and young people are encouraged to have high aspirations for their future	<b>N/A</b>	During 2017, the London Borough of Bromley and its partners will develop an overarching Children and Young People plan which sets out a shared vision, key priorities and how these will be delivered	This action is to be progressed during 2017.	Review of partnership arrangements will commence in April 2017. This review will inform further workstreams and include timescales to develop the plan.
		<b>Amber</b>	Through direct work with Children Looked After, ensure that their voice is heard in assessments which focus on their needs, leading to clear outcomes and timescales for change	<p>The service has introduced a new schedule of auditing and practice improvement activity which includes a monthly auditing programme to inform senior management about the quality of practice, including assessments. Case auditing commenced in October 2016 with a cohort of 51 cases.</p> <p>Staff have attended a range of training courses including core principles of gapped practice. Further training is scheduled to take place between January and March 2017.</p> <p>Line managers have introduced a number of tracking and monitoring arrangements reviewing standards of practice.</p>	A range of practice standards briefing notes are being produced and will be circulated to staff to facilitate minimum working standards.

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		Green	Improve the participation of Children Looked After and care leavers in apprenticeships and work based training and ensure that Children Looked After are encouraged and supported to remain in education	A cross departmental working group (Education, Children’s Social Care, Virtual School, Leaving Care, Youth Offending, Bromley Youth Support Service and Education Welfare and Business Partnership) has been established to produce an overarching young person’s participation strategy and action plan, which will identify support required for young people to participate in education, employment or training.	Through the Bromley Education Partnership, Youth Employment Scheme (Phase 3 – two year period), deliver 100 work related learning opportunities (to be prioritised for vulnerable groups including Children Looked After), including:- <ul style="list-style-type: none"> <li>- Work place visits/work experience</li> <li>- Employability workshops (CV, research and Interviews)</li> <li>- Volunteering opportunities</li> <li>- Vocational taster sessions</li> <li>- Employer talks/career ideas</li> <li>- 1:1 mentoring</li> </ul>

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		Green	Through the work of the Virtual School, secure good educational outcomes for Children Looked After, enabling them to live successful, fulfilling and economically independent lives	<p>Work continues to ensure that children and young people looked after by the London Borough of Bromley have access to appropriate high quality education provision.</p> <p>Working with social workers, carers, designated teachers and Head Teachers, high academic expectations are championed through ambitious and challenging personal education plans.</p> <p>Academic progress of children and young people in care is monitored and recorded to ensure progress in line with National expectations.</p> <p>Education provision and expectations for children, especially those with disabilities, who are working below the level of assessment and/or age related expectation, are monitored closely.</p> <p>Training is delivered to raise awareness of the importance of education for children in care, inform of changes to statutory guidance, provide clarity of roles and responsibilities for key professionals and share good practice.</p>	Monitoring that the actions agreed in the Virtual School Development Plan are having a positive effect on the educational outcomes for children in care.



No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
				<p>Work with partner agencies ensures continuity of schooling for children in care. Support and challenge is provided to schools and other education providers to promote stability and success for children. Additional, personalised support is delivered through access to advice and guidance, 1:1 tuition and additional resources whenever need is identified.</p>	

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
3.2	Children and young people are supported to achieve their maximum potential	Green	Support children with complex disabilities to remain within the family home and their local community, through the provision of a range of high quality short breaks services ranging from after school activities to overnight care	<p>The Social Care Innovation project (SCIF) has continued to develop an easy access model for the purpose of short break assessment. A significant focus of the project is to promote family resilience and to signpost to local services.</p> <p>The range of short breaks has improved as a result of work undertaken to expand the Local Offer area of Bromley MyLife with a range of previously unused short break providers now included.</p> <p>Bromley Mencap has enhanced their sitting service to include opportunity for overnight provision within childminders' homes.</p>	<p>The short break providers in boroughs bordering Bromley will be added to the Local Offer information on Bromley MyLife which will better serve the population living on the borough periphery.</p> <p>The Social Care Innovation project by way of short breaks, information, advice and guidance, will result in support being provided in a more timely and outcome focused way.</p> <p>A framework agreement of short break providers will be tendered in December 2016 which will give greater choice to parents and carers.</p> <p>A second wave of innovation funding has been applied for which, if successful, should enable a focused project to commence in January 2017 aimed at improving life chances for disabled young people aged 14 and over.</p>

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		Green	Support young disabled adults to travel independently through the continuation of a travel training programme	<p>The travel training programme is planned to work with 40 pupils during the 2016/17 academic year who are currently in receipt of travel assistance.</p> <p>The independence which pupils gain from the training will allow them to access education, employment and social opportunities with greater confidence.</p>	Continuation of training for cohort of pupils identified for 2016/17 academic year.
		Green	Provide an integrated pathway for children and young people, and their families, ensuring a smooth transition to the new Special Educational Needs and Disabilities framework	<p>Local Offer refreshed September 2016 and published on Bromley MyLife <a href="https://bromley.mylifeportal.co.uk/localoffer/">https://bromley.mylifeportal.co.uk/localoffer/</a></p> <p>Over 50% of Special Educational Needs statements in the statutory specified groups converted to Education, Health and Care Plans.</p>	

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
3.3	Children and young people are supported to access opportunities for positive activities and encouraged to have happy and healthy lifestyles	Green	Ensure consideration is given to achieving permanency, including adoption, at the earliest possible point. Strengthen placement planning arrangements and improve sufficiency and choice of placements within the borough to meet current needs	The Early Permanency Panel, a forum for senior managers to review and monitor the quality of work and decision making being made by social workers has met six times since July 2016. Between July and October 2016, the panel has considered plans for 36 children, representing 12.5% of the Children Looked After population for that period. In one third (12) of these cases, recommended actions were completed within two weeks of the meeting. A further 41% (15) of cases completed actions within four weeks.	

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		Amber	Ensure adequate provision of foster placements for older children, children and young people from an ethnic minority background, and ensure a sufficient level of support for foster carers	<p>As at November 2016, 6 new foster carer units have been approved.</p> <p>Recruitment of foster carers, particularly carers for adolescents, siblings and BME children remains challenging.</p> <p>The 'Foster for Bromley' section of Bromley MyLife has been redesigned and enhanced  <a href="https://bromley.mylifeportal.co.uk/fosterforbromley/">https://bromley.mylifeportal.co.uk/fosterforbromley/</a></p> <p>Online form launched for members of the public to initiate contact should they be interested in becoming a foster carer so that a time can be arranged for a member of the fostering team to call them back.</p>	Fostering 'Meet the Team' events are scheduled for 14 <sup>th</sup> December, 11 <sup>th</sup> January, 15 <sup>th</sup> February and 15 <sup>th</sup> March.

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		Green	Establish how fostering services are best delivered	<p>A review of the Fostering service was undertaken in Spring/Summer 2016 to ensure that it provided best value and to consider the best delivery options of an in house service.</p> <p>The recommendations from the report were for the sustainability and growth of the in house Fostering service, which provides the most cost effective placement options for children needing foster care.</p>	A review of the process for recruiting new carers has been undertaken and a proposal to externalise the recruitment process will be market tested in early 2017.
		Green	Ensure quality of care and value for money of commissioned Children Looked After placements through a programme of continual review	<p>All placements made with Independent Fostering Agencies (IFA) and children's homes are kept under review at quarterly meetings to ensure that the needs of the child continue to be met and that any outcomes identified at the start of the placement are achieved or on track and to agree any exit strategies.</p> <p>A review of all externally commissioned placements has been undertaken to ensure that joint funding arrangements are in place wherever appropriate.</p>	Following a review of emergency and 'placement to assess' arrangements, a contract for a number of residential placements is being proposed to the Commissioning Board with a view to implementing a block contracting arrangement by the Summer of 2017. It is considered that this will provide the opportunity to keep young people in Borough or closer to home and facilitate potential rehabilitation home where appropriate.

We will measure this achievement by:		Target 2016/17	Outturn (November 2016)
1.	Percentage of Care Leavers (age 17-21), in Education, Employment or Training	50%	41.5%
2.	Percentage of Care Leavers (age 18-21) in Higher Education	8%	2.2%
3.	Number of children currently in care proceedings	N/A	N/A
4.	Average number of weeks in care proceedings (per family)	26	N/A
5.	Number of newly approved foster carer households	22	6
6.	Number of newly approved adopters	15	5
7.	Number and percentage of children ceasing to be Looked After who are adopted	N/A	16 (13.4%)
8.	The average time (days) between a child entering care and moving in with its adoptive family, for children who have been adopted (3 year average)	426	632.7
9.	The average time (days) between a Local Authority receiving court authority to place a child and the Local Authority deciding on a match to an adoptive family (3 year average)	121	237.6
10.	Percentage of children who wait less than 15 months between entering care and moving in with their adoptive family (3 year average)	50%	44.3%

#### **Priority Outcome 4**

**Ensure the provision of high quality locally relevant information and advice about care and support need to enable choice and control. As at the end of November, seven out of eight actions being progressed during the first half of the year are on track with one action requiring more work in the next half year.**

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
4.1	People manage their own support so that it is delivered to meet their needs, and are able to engage socially as much as they wish to avoid loneliness and isolation	Green	Enable residents to manage their care and support needs through the provision of a good quality co-ordinated information and advice service	<p>The Bromley MyLife website <a href="https://bromley.mylifeportal.co.uk">https://bromley.mylifeportal.co.uk</a> supports people to make informed choices about their life by providing trusted advice across social care, health, learning and community support. It details services available in the local area and how to access them.</p> <p>Enhancements made during 2016 include the addition of an Adult Learning section, <a href="https://bromley.mylifeportal.co.uk/adultlearning/">https://bromley.mylifeportal.co.uk/adultlearning/</a></p> <p>and the redesign and relaunch of the 'Caring for someone' section which includes information on having a break from caring, <a href="https://bromley.mylifeportal.co.uk/carers/">https://bromley.mylifeportal.co.uk/carers/</a></p> <p>The Bromley Care and Support Directory 2016/17 <a href="https://bromley.mylifeportal.co.uk/careandsupportdirectory/">https://bromley.mylifeportal.co.uk/careandsupportdirectory/</a> is the comprehensive guide to choosing and paying for care, providing information about community support, residential and nursing care options that are available in Bromley.</p>	<p>Drafting the Bromley Care and Support Directory for 2017/18 ensuring it meets the needs of service users, carers and professionals.</p> <p>Through the Primary and Secondary Intervention joint Commissioning Strategy, support vulnerable residents in the community to maintain their independence and delay or prevent the need for high cost care packages and early admissions to care homes or hospital.</p>



No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		Green	<p>In partnership with the voluntary sector:-</p> <ul style="list-style-type: none"> <li>-raise awareness of social isolation, specifically the link with the increased risk of abuse</li> <li>-share good practice on identifying groups of people who may be socially isolated and also particularly vulnerable to abuse,</li> </ul> <p>through the adult stakeholder conference (November 2016) and awareness campaign</p>	<p>The Adult Services Stakeholder conference held on 23<sup>rd</sup> November 2016 addressed the theme of 'Tackling Social Isolation'. The half day conference was attended by over 90 service users, carers and professionals who took part in workshops and received presentations on areas such as 'Social Isolation and Doorstep Fraud' and 'Tackling Social Isolation in Bromley's Housing Developments'.</p>	<p>Creation of post conference action plan.</p> <p>Working with conference delegates to support instigation of their identified promises and commitments to tackle social isolation.</p> <p>Working with the Health and Wellbeing Board to develop a co-ordinated campaign for Bromley.</p>
		Green	<p>Maximise access to services supporting social engagement, through an enhanced Bromley MyLife website detailing services and activities identified at the November 2016 adult stakeholder conference</p>	<p>The action plan developed from the output of the Adult Stakeholder conference 'Tackling Social Isolation', will form the basis of enhancements made to the content of the Bromley MyLife website prior to the end of the 2016/17 financial year.</p>	

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
4.2	People know the choices available locally to support them to maintain independence and who to contact when they need help	Green	<p>Create on line information to:-</p> <ul style="list-style-type: none"> <li>-support people to identify whether their care and support needs would be considered eligible under the Care and Support (Eligibility Criteria) regulations</li> <li>-provide targeted information based on individual needs</li> </ul>	<p>Standardised information is currently provided through the eight sections on Bromley MyLife (adoption, adults, carers, disabled children, families, fostering, healthy lives and learning).</p> <p>Development of an online tool to enable members of the public to refine their searches still further will commence in quarter four, signposting people to the most appropriate place to meet their care and support needs should they not be eligible under the Care and Support (Eligibility Criteria) regulations.</p>	
		Green	<p>Create on line referral forms for adult social care to:-</p> <ul style="list-style-type: none"> <li>-give people more control as to how they contact the council</li> <li>-enable professionals to make referrals to adult social services</li> <li>-enable people to inform the Council if they have concerns that an adult may be at risk of abuse</li> </ul>	<p>During October 2016, the online reporting forms went live on the Bromley MyLife web site for members of the public to inform the Local Authority should they be concerned about an adult being at risk of abuse <a href="https://bromley.mylifeportal.co.uk/reportabuse/">https://bromley.mylifeportal.co.uk/reportabuse/</a></p> <p>A test form has been developed as part of the Disabled Children's Team Social Care Innovation fund for short breaks. This has been tested by 13 parents, carers and professionals.</p> <p>Work is under way to develop an online referral form to Adult Social Care for professionals and members of the public.</p>	<p>Implement the Adult Social Care referral form to Adult Social Care for professionals and members of the public.</p> <p>Develop a live form and business process for the Disabled Children's Team Short Breaks assessment.</p>

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		Amber	Through the provision of clear eligibility criteria and entitlement statements, ensure that residents are informed at an early stage of any identified needs eligible for support, and how that support will be provided	<p>Core Assessment of Need form for Mental Health (Oxleas) revised and implemented August 2016 taking account of the requirements of the Care Act.</p> <p>Carers Assessment form revised February 2016 and tested with the voluntary sector. Feedback has led to further refinement and a requirement to test with a wider audience.</p>	Implementing revised Initial Assessment form.
		Green	Establish, through market testing, who is best placed to deliver Extra Care Housing services and Carelink	<p>Extra Care Housing is an active tender with outcomes to be presented to Members in March 2017.</p> <p>The outcome of the CareLink market testing was presented to the Executive on 15th November 2016.</p> <p><a href="#">Carelink (including Telecare) service update 15th November 2016</a></p>	<p>Work planned for Quarter Four will be dependent on the outcome of the tenders. If a contract award is proposed for Extra Care Housing, this will result in a staff consultation during January 2017.</p> <p>Subject to receiving Member agreement to the CareLink recommendation, the tender for the supply of equipment will be carried out between January and March 2017.</p>

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
4.3	People seeking help from Care Services receive advice, guidance and services swiftly	Green	<p>In partnership with the voluntary sector, seek to improve the wellbeing of individuals:-</p> <ul style="list-style-type: none"> <li>-at all stages of the care and support process</li> <li>-whose circumstances make them vulnerable to harm,</li> </ul> <p>through the continued development of high quality, skilled and responsive workforce</p>	<p>The adult safeguarding training strategy provides training at six levels, linked to building competence at each stage in the safeguarding process. The programme aims to equip lead agency care managers and staff of statutory health partner agencies with training which develops their knowledge of safeguarding procedures and provides them with the understanding and skills to demonstrate good practice in undertaking safeguarding investigations.</p> <p>Between April and November 2016, the following multi agency training has been undertaken.</p> <ul style="list-style-type: none"> <li>• 2,493 people from the London Borough of Bromley and partner agencies have completed a module of the Care Act training, building a workforce with the knowledge and skills to support wellbeing, meet the aspirations of those in need of services and ensure effective safeguarding for everyone who is vulnerable.</li> <li>• A pilot ‘Managing Adults at Risk Process for Service Managers’ two day course was held in September training 11 delegates.</li> <li>• Four half day courses ‘Safeguarding Adults Level 1 – Awareness and Reporting’ have been held training 97 delegates</li> <li>•</li> </ul>	<p>A further three courses are planned for between now and the end of March 2017 training up to sixty delegates.</p> <p>Two additional courses are scheduled for February 2017.</p>

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
				<ul style="list-style-type: none"> <li>Pilot 'Enquiry Skills Level 3' two day course was held in October with further courses held in October and November training 23 people.</li> </ul>	Three courses are planned for between now and the end of March 2017 training up to 60 delegates.

We will measure this achievement by:		Target 2016/17	Outturn
1.	<b>ASCOF 3d(1):</b> Proportion of people who use services who find it easy to find information about support (%) (Collected via biennial user survey)	75	Biennial Indicator Outturn available Quarter Two 2017/18
2.	<b>ASCOF 3d(2):</b> Proportion of carers who use services who find it easy to find information about support (%) (Collected via biennial user survey)	70	Biennial Indicator Outturn available Quarter Two 2017/18
3.	Number of unique visitors to the MyLife Portal	36,000	29,704 November Increased from 25,528 in the same period for 2015
4.	Total Number of MyLife Portal pages viewed	200,000	135,268 November Increased from 128,859 from the same period for 2015
5.	Average number of MyLife pages viewed per visit	<5.0	3.2 November Reduced from 3.6 in the same period for 2015

### **Priority Outcome 5**

**Ensure that people with care and support needs, and those whose circumstances make them vulnerable, can live their lives to the full and are protected from avoidable harm. As at the end of November, six out of seven actions being progressed during the first half of the year are on track with one action requiring more work in the next half year.**

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
5.1	Carers can balance their caring roles with their desired quality of life and feel that they are respected as equal partners throughout the care process	Green	Implement a new commissioning strategy for carers in conjunction with Bromley Clinical Commissioning Group	Residential respite contracts ceased in September 2016 with needs now being met on a Spot purchase basis, widening customer choice and creating better value.	The new respite at home contract for people with dementia was tendered in October 2016. Implementation will take place following contract award sign off by Executive in January 2017 with a contract start date of 1 <sup>st</sup> April 2017.
		Amber	Introduce a revised respite offer for older people and their carers in consideration of usage over the last two years	<p>A joint commissioning strategy for primary and secondary intervention services, including the revised respite offer for carers, was agreed with the CCG Governing Body and Council Executive in September.</p> <p>The tender for this work was published on 21<sup>st</sup> November 2016 with new services due to be live from April/May 2017.</p>	Dialogue with a preferred provider will take place during January 2017 with a tender award being recommended in February/March 2017.

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
5.2	Service user and carer views and experiences are gathered to help inform service developments, and concerns are responded to quickly and efficiently	Green	Ensure that the voice of service users and carers is routinely sought (developing/changing services) and that when we receive feedback, it is reviewed and integrated into plans where appropriate	<p>New Quality Assurance and Performance Officer has taken up post eliciting feedback on service user experience. This enables Council Officers to challenge providers where poor practice is identified.</p> <p>Compliance officers review the results and actions from Providers Service User Questionnaires, ensuring that these are incorporated into plans where appropriate.</p> <p>Quality Checkers Team provides assistance with accessing views of service users with Learning Disabilities.</p>	Ensuring that feedback from all contracts is analysed and forwarded to Commissioners.

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
5.3	Care service standards are regularly reviewed to ensure delivery of quality services	Green	Encourage customers to share their experiences of our services through compliments and complaints, using the lessons learnt to improve service delivery	<p>The Bromley MyLife 'Complaints, Comments and Feedback' page <a href="https://bromley.mylifeportal.co.uk/complaints-comments-feedback.aspx">https://bromley.mylifeportal.co.uk/complaints-comments-feedback.aspx</a></p> <p>enables service users to give feedback/comments about the service that they have received.</p> <p>Learning from detailed analysis of feedback forms the basis of training and is incorporated into plans where appropriate.</p>	<p>Working with service departments to establish lessons to be learnt from the complaints received during the current year and what improvements have been made as a result of lessons learnt from the previous year's complaints.</p> <p>These are published on an annual basis in the <a href="#">Annual Compliments, Comments and Complaints Report 2015/16</a></p>
		Green	Review the provider training programme to ensure that it reflects the priorities identified through contract compliance activity	<p>The Provider Training Programme is subject to constant review, with courses quality assured to ensure that requirements are fully met.</p> <p>Provider training needs are a standing item at the Provider Forum.</p>	Review of medication and Deprivation of Liberty Safeguards (DoLS)/Mental Capacity Act training.
		Green	Work with the Bromley Clinical Commissioning Group to introduce a programme of health support for care homes and extra care housing	The London Borough of Bromley has been involved in the development of the new proposals for the Visiting Medical Officer (VMO) service which are currently being considered by the CCG.	Development of proposals for additional support to care homes in conjunction with the CCG. The project is currently being scoped by a joint commissioning officer. The project brief will be agreed by LBB and the CCG in January 2017.



No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
5.4	Everyone enjoys physical safety and feels secure	Green	<p>Focus on improving outcomes for vulnerable people in need of care and protection through:-</p> <ul style="list-style-type: none"> <li>-raising awareness of financial scamming and doorstep crime with groups of people with learning disabilities</li> <li>-ensuring that the workforce continues to have the skills and expertise in safeguarding to deliver modernised services through an expanded training programme, including courses in understanding how to recognise and prevent hoarding and self neglect, and modern day slavery</li> </ul>	<p>Trading Standards addressed approx. 50 delegates at the 'Speaking up Group' for adults with learning disabilities, providing information in an easy read format. The presentation looked at how to stay safe in the home, on the internet and how to spot scams. A similar presentation was given to a smaller group of adults living in sheltered accommodation in Penge and a training and awareness session has been delivered to the Kent Association of the Blind.</p> <p>Three sessions delivered in 'Protecting the Elderly and Vulnerable from Scams and Doorstep crime' (covering Hoarding) between June and September 2016 training 38 delegates including those who have care responsibilities for adults with learning difficulties. Additional bespoke training has been delivered to 25 teams across the safeguarding network.</p>	<p>Working with Mencap in the 'Step Forward' programme.</p> <p>Providing training to Age UK Care Navigators as part of the Age UK Integrated Care Model proactive and frailty pathways.</p> <p>A Trading Standards officer will be attending an Easy Read training course to help develop the presentations and literature handed out to ensure that it is accessible.</p> <p>Ten community talks planned although this number is likely to increase.</p> <p>Proactive targeting of care services providers, community groups and other partners to deliver awareness raising sessions on financial scamming against vulnerable adults.</p> <p>Three more sessions are planned before the end of the financial year.</p> <p>Modern Day Slavery E Learning on schedule to be rolled out in Quarter Four 2016/17.</p>

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
				<p>Stakeholder conference engagement has included a workshop on ‘financial abuse against older or vulnerable people’ at the Adult Safeguarding Conference in September 2016 and a Social Isolation presentation to the Adult Stakeholder conference in November 2016.</p> <p>80 training awareness/training sessions have been delivered by Trading Standards to partners and groups within the community attended by 1,944 people. Talks to all groups focus on the community responsibility for safeguarding vulnerable adults, and delegates are requested to share what they learn with colleagues, clients and family.</p> <p>Two ‘Home Fire Initiative Awareness’ courses delivered by the London Fire Brigade (recognising when service users are at increased risk in the event of a fire because of risk factors including hoarding) to 27 delegates.</p>	

We will measure this achievement by:		Target 2016/17	Outturn
1.	<b>ASCOF 4a:</b> Proportion of people who use services who feel safe (%) (Collected via annual user survey)	68	Annual Indicator Outturn available Quarter Two 2017/18
2.	<b>ASCOF 3b:</b> Overall satisfaction of carers with social services (%) (Collected via biennial user survey)	37	Biennial Indicator Outturn available Quarter Two 2017/18
3.	<b>ASCOF 3c:</b> Proportion of carers who report that they have been included or consulted in discussion about the person they care for (%) (Collected via biennial user survey)	67	Biennial Indicator Outturn available Quarter Two 2017/18
4.	100% of LBB social care staff have the required competency based training to conduct safeguarding duties	100%	93.5% (October)
5.	Number of groups of people with learning disabilities engaged with to raise awareness of financial scamming and doorstep crime	New	4 (November)
6.	Number of people trained to identify and prevent hoarding and self neglect, and modern day slavery	New	65 (November)

**Priority Outcome 6**

People experiencing housing difficulties are assisted with advice and support aimed at maintaining or securing a home and avoiding crisis. As at the end of November, nine out of thirteen actions being progressed during the first half of the year are on track with four actions requiring more work in the next half year.

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
6.1	Focus on preventing homelessness by working in partnership with Registered Social Landlords, the Private Rented Sector and a range of advice and support agencies	Green	Maximise the level of homeless prevention through increased targeted early intervention and support	<p>During the first half of 2016, 964 households were assisted to remain either in their own home or secure alternative privately rented accommodation.</p> <p>A new Early Intervention Team has been set up using the grant funding awarded earlier this year to pilot early intervention prevention options. This has focused on the main causes of homelessness and in particular eviction from the private rented sector.</p>	Developing the early intervention pilot focusing on parental/family/friends exclusions and eviction from the private rented sector.

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		Amber	Work in partnership with Housing Benefit, the Department for Work and Pensions (DWP), Partner Landlords and Social Care to minimise the impact of the Welfare Reform Act	<p>Close work has taken place between Housing and the DWP to prepare for the next tranche of welfare reform, in particular the commencement of Universal Credit roll out and the lowering of the benefit caps.</p> <p>Work has been undertaken to raise awareness and make contact to advise and support those affected by the Benefit Cap and identified as most at risk of homelessness. During the first half of 2016/17, the team worked with 191 households affected by Welfare Reform.</p> <p>Work is still ongoing with the DWP to embed the new procedures and ensure that Universal Credit housing element payments are received to prevent arrears.</p>	<p>Embedding the new procedures and ensuring managed payments are received for households in temporary accommodation receiving Universal Credit.</p> <p>Commence preparation for the wider roll out of Universal Credit.</p> <p>Continue to support those households now falling into or receiving larger Benefit Cap deductions.</p>
		Green	Strengthen the level of money advice and work with the credit unit to reduce the level of homelessness occurring as a result of debt	During the first half of the year, the debt advice service provided casework intervention to prevent homelessness for 79 households.	Continue to focus debt and money advice on those households at risk of homelessness due to rent and mortgage arrears.

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		<b>Green</b>	Continue to review and strengthen joint working with Children's Social Care to prevent homelessness and reduce the number of children in inappropriate/insecure accommodation	Zero use of shared Bed and Breakfast accommodation was achieved at the start of the year and continues to be maintained.  A health check review of joint working arrangements, prevention services and young people's accommodation has been undertaken and an action plan developed from the recommendations arising.	Continue to ensure zero use of shared facility Bed and Breakfast accommodation.  Implement the action plan including the review of the accommodation pathway.
		<b>Amber</b>	Increase the range of accommodation pathway options and support available for homeless 16/17 year olds and care leavers to prevent homelessness and ensure that young people are accommodated in suitable accommodation which supports their journey to independence	The health check review undertaken includes young people's accommodation and recommendations arising have been included in the action plan.	Complete the review of the accommodation pathway.  Embed the contract with the new providers.
		<b>Amber</b>	Produce and maintain the new London Borough of Bromley Homelessness strategy ensuring that the strategy promotes partnership working to reduce and prevent homelessness	Work has commenced on the housing strategy completing the review stage and gaining partner representation.	Undertaking focus groups and drafting the updated strategy.

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
6.2	People are able to access accommodation that is affordable	Amber	Continue to develop partnership working with private sector landlords to:- - assist households to remain in private sector accommodation - maximise access to private sector accommodation	Work has continued with private landlords including a review of the incentives campaign.  During the first half of 2016/17, 87 households have been assisted with advice and support to secure privately rented accommodation. It is, however, becoming increasingly difficult to access the private rented sector due to the increasing affordability gap.	Launch the new publicity campaign and revised Landlords' incentives.
		Green	Work to acquire sufficient levels of decent quality, cost effective accommodation, minimising the use of nightly paid shared accommodation	The number of families in shared accommodation for over six weeks has been reduced by over 60% and progress is on target to achieve zero use by the end of 2016/17.  The refurbishment of Manorfields has been completed and is now fully operational.  More Homes Bromley has been launched with the first properties coming on line in November.	Monitor the progress of the More Homes Bromley initiative to ensure the supply meets the targets of at least 10 properties per month.  Continue to work with leasing scheme partners to increase the available supply of properties.

No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		Green	Work innovatively with a range of providers to increase access to a supply of affordable accommodation	<p>Close working arrangements are in place with planners to ensure that housing representation takes place from the pre-application stage onwards to maximise the supply of affordable homes within new development schemes.</p> <p>Close work also continues with housing association partners to explore all potential site opportunities for development.</p>	Continue to work closely with planners to gain affordable housing provision on new build sites and meet the latest guidance.
		Green	Monitor the use and impact of the new Manorfields scheme to ensure that it contributes to reducing the use of Nightly Paid Accommodation	The initial post works completion report and audit confirm that Manorfields is meeting both the financial savings and avoidance of nightly paid accommodation for those households.	Continue to ensure that the scheme meets the business model.
		Green	Ensure that Bed and Breakfast is only used as an emergency measure, following a risk assessment, for families with dependent children, and young homeless/care leavers	<p>The use of shared facilities for families with dependent children has been reduced by 60%.</p> <p>Zero use was achieved at the start of the year for young people and has been maintained to date.</p>	Continue to reduce the use to achieve zero use by the year end.



No	We aimed to	RAG status	Actions	Half Year Update – end of November 2016	Between December 2016 and June 2017 we are focusing on...
		Green	Lead negotiations on the affordable housing provision on section 106 applications, ensuring that the affordable housing planning obligation reflects local adopted planning policy and local statutory and high priority housing need	Close working arrangements are in place with planners to ensure that housing representation takes place from the pre-application stage onwards to maximise the supply of affordable homes within new development schemes.	Continue to work closely with planners to gain affordable housing provision on new build sites and meet the latest guidance.
		Green	Ensure the successful implementation of the More Homes Bromley initiative to monitor that the supply meets housing need requirements and makes best use of accommodation acquired to reduce the reliance on nightly paid accommodation	This scheme is now operational with the first properties coming on line in November.	Monitor the progress of the More Homes Bromley initiative to ensure the supply meets the targets of at least 10 properties per month.

We will measure this achievement by:		Target 2016/17	Outturn
1.	Number of households approaching the Local Authority housing advice services for whom housing advice casework intervention resolved the situation. Measured in a percentage of successful preventions against number of applicants actually approaching the service	65%	964 96.2% (481/500) (Q1) 85.9% (483/562) (Q2)
2.	Number of homeless acceptances recorded within the quarter	50%	220 (Q1) 246 (Q2)
3.	Proportion of Homeless Reviews completed within 56 working days	100%	71.4% (Q1) 70% (Q2)
4.	Number of households living in temporary accommodation on the last day of the quarter	-	1,359 (Q2)
5.	Number of households in nightly paid accommodation	500	824 (Q2)
6.	Number of families with dependent children in shared B&B for over 6 weeks	0	4 (Q2)
7.	Number of 16/17 year old in emergency shared nightly paid accommodation (age as at 31st March)	0	0 (Q1) 0 (Q2)

## London Borough of Bromley

### PART 1 - PUBLIC

#### Briefing for Care Services Policy Development and Scrutiny Committee 10<sup>th</sup> January 2017

## CONTRACT ACTIVITY 2016/17

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Chief Officer: Lesley Moore, Director of Commissioning

### 1. SUMMARY

- 1.1 The Contracts Sub-Committee reviews the contract registers for all departments. The appendix to this report sets out all the Care services contracts valued at £50,000 and over and updates Members on actions taken on those contracts which are identified as high and medium risk.
- 1.2 This report covers all contracts in the Care Services Portfolio. Education contracts are reported separately to the Education Select Committee.

### 2. THE BRIEFING

- 2.1 Appendix 1 is an extract from the Corporate Contracts Register which was reviewed by Contracts Sub-Committee on 2<sup>nd</sup> November 2016; the next Contracts Sub-Committee is 31<sup>st</sup> January 2017. For ease of reference this appendix has been sorted by contract end date. There are 88 Care Services contracts with a value of £50,000 or more listed in this appendix.
- 2.2 Commissioners have already considered the actions required as a result of the contracts which appear on the register and a programme of work is in place to ensure that pre-tender planning and procurement processes will be completed on time and reported as required. This work will result in a number of significant contract awards which will be reported to the Portfolio Holder and Executive as appropriate.
- 2.3 The Contracts Register is used as the basis for Procurement Team and Officer work plans. A traffic light system is used to assess the current status of each project and any projects with red status are tracked and reported to fortnightly divisional management team meetings. The Corporate Commissioning Board reviews the register quarterly. Commissioners and Procurement and Contract Compliance staff implement recovery plans for projects with red status alerts in order to mitigate all risks and to ensure that the department operates within financial regulations.
- 2.4 22 contracts in Appendix 1 were flagged red (high risk) and 11 were flagged as amber (medium risk) when the report was considered by Contracts Sub-Committee. Actions taken by officers to mitigate these risks are outlined in the paragraphs below.

## 2.5 Contracts Flagged RED – High Risk (22)

### ECHS No. Contract Title and Narrative

- 15 to 20 ***Older People – Extra Care Housing contracts.***  
Tenders were received on 15 August and are being evaluated. Authority to extend existing contracts was given by Executive on 13 September (report no. CS17031). The outcome of the tender process will be reported to Executive in March 2017.
- 23, 56 ***Adults - Direct Payments Support Services and Payroll Services.***  
Procurement exercise has commenced, and is on track for contract award to be sought in January 2017, and a contract start of 1 April 2017.
- 25, 26, 28 ***Older People - Day Opportunities Transport.***  
An update on Older People Day Transport was given to Commissioning Board on 3 October 2016. Contract ECHS 25 ceased in August. When ECHS 26 & 28 expire in March 2017 there are no plans to re-procure them. Older people's transport will be part of the passenger transport contract from 1 April 2017.
- 30 ***Housing - Move On Packs - Framework for Essential Household Goods.***  
Gateway Report approved by PH CS PDS 13 October 2016 (report no. CS17039) to establish a new framework to increase the number of providers, to commence from 1 April 2017. The Framework will be awarded in February 2017.
- 35 ***Adults - Supporting People - Learning Disabilities.***  
A one year extension permitted under the terms of the contract is currently being sought under authority delegated to the Portfolio Holder for Care Services.
- 36, 37, 38 ***Housing - Block Booking Arrangements.***  
Report (no. CS17055) approved by Executive on 30 November delegating authority to the Portfolio Holder to enable Housing to enter into new block contracts with landlords as the accommodation becomes available.
- 43 ***Public Health - NHS Health Checks - Point of Care Testing.***  
Report on 'Public Health Commissioning Intentions' approved by Executive on 18 October 2016 (report no. CS17046), extending contract by 1 year.
- 48 to 51 ***Domestic Abuse - Bromley Domestic Abuse Support Groups/Safer Bromley Van/Advocacy Project/Perpetrator Programme.***  
Gateway report on amalgamating domestic abuse services approved by Executive 14 September 2016 (report no. CS17029r). Delays in tender process due to reduction of MOPAC funding. The contract will be awarded in March 2017 and approval will be sought from Care Services PDS to extend existing contracts for 2 months to allow for this.
- 54 ***Children's Recovery Support Service 1:1 Counselling.***  
6 month extension approved by CS PDS on 15 Nov 2016 (report no. CS17068), so that a full specification can be developed for procurement of a new contract.

## 2.6 Contracts Flagged Amber - Medium Risk Contracts (11)

### ECHS No. Contract Title and Narrative

- 10 ***Mental Health - Respite at Home Services.***  
Retendering process now underway. The contract award report is due to go to Care Services PDS on 11 January 2017.
- 31, 33, 39, 42, 45, 85 ***Strategic Partnership Core Funding contracts.***  
Report on 'Primary and Secondary Intervention Services' approved by Executive on 30 September 2016 (report no. CS17033), agreeing commissioning strategy. Competitive Dialogue process underway. Update on the tender process to be given to Executive in February 2017.
- 32, 69, 93 ***Public Health - GP SLAs/Family Nurse Partnership/Health Visiting Service.***  
Report on 'Public Health Commissioning Intentions' approved by Executive on 18 October 2016 (report no. CS17046), agreeing future arrangements.
- 55 ***General - Independent NHS Complaints Advocacy Service.***  
Report on 'Advocacy Gateway Review' approved by Executive on 18 October 2016 (report no. CS17040), agreeing future arrangements.

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## Contracts Register for Contracts Sub Committee 2 November 2016

(For Contracts Activity Report to go to Care Services PDS 10 January 2017)

Contract Manager	Head of Service/ AD/ Director Responsible	RAG Status	Title	Supplier Name	Total Contract Value	Original Annual Value	2016/17 Budget	2016/17 Projected	Start Date	End Date (including any extensions taken)	Duration Months (core term + any extensions taken)	Variation/ Extension/ Waiver Option Taken?	Variation/ Extension/ Waiver Information	PREVIOUS UPDATE TO CONTRACTS SUB COMMITTEE 24 AUGUST 2016	UPDATE ON RAG CONTRACTS FOR CONTRACTS SUB COMMITTEE 2 NOVEMBER 2016
Calvin Pearson	Sara Bowrey		Adults - Supporting People - Floating Support Young People	One Housing Group Ltd	£ 476,276	£ 95,255	£ 95,255	£95,255	01-Sep-11	31-Aug-16	60	Extension	1 year extension approved by Portfolio Holder 22 Apr 2013. 1 year extension approved to 31 Aug 2015 (Executive 11 Jun 2014). Further 1 year extension to 31 Aug 2016 approved by Executive 24 Apr 2015,	Contracts ecm_3402 and ecm_3403 will both be combined under contract ecm_42644.  A report went to the Commissioning Board on 20 July 2016.	
Calvin Pearson	Sara Bowrey		Adults - Supporting People - Accommodation Based Support for Young People	One Housing Group Ltd	£ 1,571,084	£ 343,616	£368,428	£368,428	01-Sep-11	31-Aug-16	60	Extension	1 year extension granted to 31 Aug 2015. Further 1 year extension to 31 Aug 2016 approved by Executive 24 Apr 2015 (Special Meeting, report CS14141) to enable full tender exercise.	Contracts ecm_3402 and ecm_3403 will both be combined under contract ecm_42644.  A report went to the Commissioning Board on 20 July 2016.	
Jenny Beasley	Stephen John		Older People - Respite at Home Services	Carers Bromley	£ 250,408	£ 100,204	£ 100,204	£ 100,204	01-Apr-14	30-Sep-16	30	Extension	1 year extension approved to 31 Mar 2016 (CS PDS 04 Mar 2015); extension approved to 30 Sep 2016 (CS PDS 23 Sep 2015).	Report required to give an update to the Commissioning Board. The report should include reference to the wider strategy relating to the BCF-funded Carers Contract.	
Calvin Pearson	Sara Bowrey		Adults - Supporting People - Tenancy Sustainment Services	Hestia Housing & Support	£ 352,880	£ 352,880	£302,800	£302,800	01-Oct-15	30-Sep-16	12			Report went to Commissioning Board on 22 February 2016.  Contract to end (to be replaced by contract ecm_42644).	
Jenny Beasley	Stephen John	AMBER	Mental Health - Respite at Home Services	Bromley & Lewisham Mind	£ 363,676	£ 140,000	£ 140,000	£139,984 between 817 and 824, plus new additional capacity element £21k FYE to start Dec 2015	01-Apr-14	31-Mar-17	30	Extension	1 year extension approved to 31 Mar 2016 (CS PDS 04 Mar 2015). Variation approved (AD 29 Jun 2015); extension approved to 30 Sep 2016 (CS PDS 23 Sep 2015).	Report went to Commissioning Board on 18 July 2016.  Further report required to update the Commissioning Board in early September 2016.	<b>Work has commenced on market testing. Tenders due out in October 2016.</b>  <b>Reported to Commissioning Board on 10 October 2016.</b>
Colin Lusted	Stephen John		Learning Disabilities - Supported Living at The Glade	MCCH	£ 2,686,505	£ 593,924	£ 335,000	£335,000 Variable, cost on a client by client basis	28-Nov-11	27-Nov-16	60	Extension	2 years extension granted to 27 Nov 2016 (Director 07 Apr 2014)	Report went to Commissioning Board 18 July 2016.  Awaiting an update after Executive meeting on 14 September 2016.	
Colin Lusted	Stephen John		Learning Disabilities - Supported Living at Coppice & Spinney	MCCH	£ 3,521,064	£ 655,544	£ 743,800	743,800 Variable, cost on a client by client basis	28-Nov-11	27-Nov-16	60	Extension	2 years extension granted to 27 Nov 2016 (Director 07 Apr 2014)	Report went to Commissioning Board 18 July 2016.  Awaiting an update after Executive meeting on 14 September 2016.	
Jenny Beasley	Stephen John		Physical Disability & Sensory Impairment - Stroke Support Service	Stroke Association	£ 76,000	£ 38,000	£ 38,000	£38,000	01-Dec-14	30-Nov-16	24	Extension	1 year extension approved to 30 Nov 2016 (AD 17 Dec 2015)		

Contract Manager	Head of Service/ AD/ Director Responsible	RAG Status	Title	Supplier Name	Total Contract Value	Original Annual Value	2016/17 Budget	2016/17 Projected	Start Date	End Date (including any extensions taken)	Duration Months (core term + any extensions taken)	Variation/ Extension/ Waiver Option Taken?	Variation/ Extension/ Waiver Information	PREVIOUS UPDATE TO CONTRACTS SUB COMMITTEE 24 AUGUST 2016	UPDATE ON RAG CONTRACTS FOR CONTRACTS SUB COMMITTEE 2 NOVEMBER 2016
Lorna Blackwood	Lorna Blackwood	RED	Older People - Care Services at Sutherland Court (Extra Care)	Sanctuary Home Care Ltd	£ 2,047,084	£ 342,871	£ 449,966	£ 507,620	20-Aug-12	19-Aug-18	72	Extension	6 months extension approved by PH 07 Mar 2016; 18 months extension approved by Exec 14 Sep 2016.	This contract is part of a group of linked Extra Care Housing contracts: ecm_3534, ecm_3533, ecm_3535, ecm_3536, ecm_3612 and ecm_3611. Report went to Commissioning Board on 18 May 2016. A report is due to the Commissioning Board in September. Further clarification is required on the tenders that have been received and contract extensions must now be sought.	<b>Contract extension approved by Exec 14 Sep 2016 (Part 2, agenda item 19) to 19 August 2018 with break clauses.</b> <b>Update given to Commissioning Board on 10 October 2016 and due to go to Executive meeting on 30 November 2016.</b>
Lorna Blackwood	Lorna Blackwood	RED	Older People - Care Services at Regency Court (Extra Care)	Sanctuary Home Care Ltd	£ 2,469,862	£ 405,568	£ 564,534	£ 607,694	20-Aug-12	19-Aug-18	72	Extension	6 months extension approved by PH 07 Mar 2016; 18 months extension approved by Exec 14 Sep 2016.	This contract is part of a group of linked Extra Care Housing contracts: ecm_3534, ecm_3533, ecm_3535, ecm_3536, ecm_3612 and ecm_3611. Report went to Commissioning Board on 18 May 2016. A report is due to the Commissioning Board in September. Further clarification is required on the tenders that have been received and contract extensions must now be sought.	<b>Contract extension approved by Exec 14 Sep 2016 (Part 2, agenda item 19) to 19 August 2018 with break clauses.</b> <b>Update given to Commissioning Board on 10 October 2016 and due to go to Executive meeting on 30 November 2016.</b>
Lorna Blackwood	Lorna Blackwood	RED	Older People - Housing Related Support at Regency Court (Extra Care)	Hanover Housing Association	£ 252,747	£ 43,837	£ 44,366	£44,366	20-Jul-12	19-Jul-18	72	Extension	28/02/2017. 1 year 5 months extension approved by Exec 14 Sep 2016.	This contract is part of a group of linked Extra Care Housing contracts: ecm_3534, ecm_3533, ecm_3535, ecm_3536, ecm_3612 and ecm_3611. Report went to Commissioning Board on 18 May 2016. A report is due to the Commissioning Board in September. Further clarification is required on the tenders that have been received and contract extensions must now be sought.	<b>Contract extension approved by Exec 14 Sep 2016 (Part 2, agenda item 19) to 19 August 2018 with break clauses.</b> <b>Update given to Commissioning Board on 10 October 2016 and due to go to Executive meeting on 30 November 2016.</b>
Lorna Blackwood	Lorna Blackwood	RED	Older People - Housing Related Support at Sutherland Court (Extra Care)	Hanover Housing Association	£ 221,262	£ 37,039	£ 37,039	£37,039	20-Nov-12	19-Nov-18	72	Extension	3 month extension approved by AD 26 Feb 2016. 1 year 9 months extension approved by Exec 14 Sep 2016.	This contract is part of a group of linked Extra Care Housing contracts: ecm_3534, ecm_3533, ecm_3535, ecm_3536, ecm_3612 and ecm_3611. Report went to Commissioning Board on 18 May 2016. A report is due to the Commissioning Board in September. Further clarification is required on the tenders that have been received and contract extensions must now be sought.	<b>Contract extension approved by Exec 14 Sep 2016 (Part 2, agenda item 19) to 19 August 2018 with break clauses.</b> <b>Update given to Commissioning Board on 10 October 2016 and due to go to Executive meeting on 30 November 2016.</b>



Contract Manager	Head of Service/ AD/ Director Responsible	RAG Status	Title	Supplier Name	Total Contract Value	Original Annual Value	2016/17 Budget	2016/17 Projected	Start Date	End Date (including any extensions taken)	Duration Months (core term + any extensions taken)	Variation/ Extension n/ Waiver Option Taken?	Variation/ Extension/ Waiver Information	PREVIOUS UPDATE TO CONTRACTS SUB COMMITTEE 24 AUGUST 2016	UPDATE ON RAG CONTRACTS FOR CONTRACTS SUB COMMITTEE 2 NOVEMBER 2016
Lorna Blackwood	Lorna Blackwood	RED	Older People - Housing Related Support at Crown Meadow Court (Extra Care)	Hanover Housing Association	£ 382,274	£ 42,255	£ 43,762	£ 43,762	25-Mar-11	24-Mar-18	72	Extension	1 year extension approved by Exec 14 Sep 2016.	This contract is part of a group of linked Extra Care Housing contracts: ecm_3534, ecm_3533, ecm_3535, ecm_3536, ecm_3612 and ecm_3611. Report went to Commissioning Board on 18 May 2016. A report is due to the Commissioning Board in September. Further clarification is required on the tenders that have been received and contract extensions must now be sought.	<b>Contract extension approved by Exec 14 Sep 2016 (Part 2, agenda item 19) to 19 August 2018 with break clauses.</b> <b>Update given to Commissioning Board on 10 October 2016 and due to go to Executive meeting on 30 November 2016.</b>
Lorna Blackwood	Lorna Blackwood	RED	Older People - Care Services at Crown Meadow Court (Extra Care)	Mears Care Ltd	£ 4,242,085	£ 444,653	£ 611,747	£ 638,912	25-Mar-11	24-Mar-18	72	Extension	1 year extension approved by Exec 14 Sep 2016.	This contract is part of a group of linked Extra Care Housing contracts: ecm_3534, ecm_3533, ecm_3535, ecm_3536, ecm_3612 and ecm_3611. Report went to Commissioning Board on 18 May 2016. A report is due to the Commissioning Board in September. Further clarification is required on the tenders that have been received and contract extensions must now be sought.	<b>Contract extension approved by Exec 14 Sep 2016 (Part 2, agenda item 19) to 19 August 2018 with break clauses.</b> <b>Update given to Commissioning Board on 10 October 2016 and due to go to Executive meeting on 30 November 2016.</b>
Lorna Blackwood	Lorna Blackwood		Mental Health - Provision of Services to Carers - Mental Health Worker	Carers Bromley	£ 104,000	£ 26,000	£ 26,000	£26,000	01-Apr-13	31-Mar-17	36	Extension	1 year extension approved to 31 Mar 2017 (AD & PH 31 Mar 2016)	Report went to Commissioning Board on 22 August 2016 to give update.	
Nicky Diggins	Kay Weiss		Children's - BCP Approved Provider List 2015/16 for Early Intervention and Prevention Services	Various (Framework)	£389,623	£213,623	£220,380	£176,000	01-Apr-15	31-Mar-17	24	Extension	1 year extension approved by AD/PH 31 Mar 2016		
Jenny Beasley	Stephen John	RED	Adults - Direct Payments Support Services	Vibrance	£ 460,365	£ 122,835	£134,140	£134,140	01-Aug-12	31-Mar-17	56	Extension	31-Mar-17	This contract is linked to ecm_3357 'Adults - Direct Payments Payroll Services'. These two contracts to be combined into one new contract. Update to be given to Commissioning Board on 5 September 2016. The timescales allowed for completion of this procurement exercise are short.	<b>Specification was seen by Commissioning Board on 5 September 2016.</b> <b>Procurement plan on track for new contract to be in place from 01 Apr 2017.</b>
Page 97 Leadbetter	Kay Weiss		Children's - Adoption Medicals	Bromley Healthcare Community Interest Company Ltd	£ 64,000	£ 32,000	£ 32,000	£32,000	20-Apr-15	31-Mar-17	23.4			Service review needs to have taken place and strategy agreed before the beginning of October 2016.	
Jenny Beasley	Stephen John	RED	Older People - Day Opportunities Transport	Age Concern Penge & Anerley	£ 82,758	£ 41,379	£ 41,379	£41,379	01-Apr-15	31-Mar-17	24		1 year extension available	This contract is part of a group: ecm_21617, ecm_21619 and ecm_21620. A report will be coming to the Commissioning Board to give an update on the strategy on 5 September 2016. Update to be given to Commissioning Board on 5 September 2016.	<b>This provision ceased on 05 Aug 2016.</b> <b>Update on Older People Day Transport given to Commissioning Board on 3 October 2016.</b>

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Jenny Beasley	Stephen John	RED	Older People - Day Opportunities Transport	Alzheimer's Society	£ 84,794	£ 42,397	£ 42,397	£42,397	01-Apr-15	31-Mar-17	24		1 year extension available	This contract is part of a group: ecm_21617, ecm_21619 and ecm 21620. A report will be coming to the Commissioning Board to give an update on 5 September 2016.  Update to be given to Commissioning Board on 5 September 2016.	<b>Paper proposing transport provision to and from this location be transferred to the Bromley transport contract considered by the Commissioning Team on 19 Sep 2016.</b>  <b>Update on Older People Day Transport given to Commissioning Board on 3 October 2016.</b>
Jenny Beasley	Stephen John	RED	Older People - Day Opportunities Transport	Bromley & Lewisham Mind	£ 222,000	£ 111,000	£ 111,000	£111,000	01-Apr-15	31-Mar-17	24		1 year extension available	This contract is part of a group: ecm_21617, ecm_21619 and ecm 21620. A report will be coming to the Commissioning Board to give an update on 5 September 2016.  Update to be given to Commissioning Board on 5 September 2016.	<b>Paper proposing transport provision to and from this location be transferred to the Bromley transport contract considered by the Commissioning Team on 19 Sep 2016.</b>  <b>Update on Older People Day Transport given to Commissioning Board on 3 October 2016.</b>
Mimi Morris-Cotterill	Nada Lemic		Public Health - Sexual Health - GUM Service - Advice, Screening and Treatment (out of borough)	NHS GUM Providers	£ 372,000	£ 124,000	£ 164,920	£164,920	01-Apr-14	31-Mar-17	36	Extension	31/03/2017	Contracts ecm_3298 and ecm_3297 relate to GUM services.  A report will be giving an update to the Commissioning Board on 5 September 2016.	
Tracey Wilson	Sara Bowrey	RED	Housing - Move On Packs - Framework for Essential Household Goods Service	Various (Framework)	£ 400,000	£ 200,000	N/A	£ 200,000	01-Apr-15	31-Mar-17	24		2 years extension available	A report will be going to the Commissioning Board on 5 September to give an update.	<b>A report went to the Commissioning Board on 12 Sep 2016 and is scheduled for CS PDS 11 Oct 2016 to establish a new framework to increase the number of providers which would commence in April 2017 for a period of 2+1+1.</b>
Lorna Blackwood	Lorna Blackwood	AMBER	Strategic Partnership - Age Concern Bromley	Age Concern Bromley	£ 802,025	£ 114,575	£ 114,580	£ 114,580	01-Apr-10	31-Mar-17	84		3 years extension available	This contract is part of a group linked to the Third Sector Commissioning Strategy: ecm_3630, ecm_3631, ecm_38707, ecm_38705, ecm_38706 and ecm_3450.  A report will be going to the Commissioning Board to give an update on 22 August 2016.  The current timeframe allowed for the Third Sector Commissioning Strategy is narrow.	<b>Update was given to Commissioning Board on 22 August 2016.</b>  <b>Report recommending procurement strategy deferred to 30 September Special Executive meeting.</b>
Nada Lemic	Nada Lemic	AMBER	Public Health - GP SLAs	General Practitioners	£ 1,560,000	£ 560,000	£ 500,760	£ 500,760	01-Apr-14	31-Mar-17	36	Extension	1 year extension approved to 31 Mar 2016 (CS PDS 11 Nov 2014); further year extension approved to 31 Mar 2017 (CS PDS 23 Sep 2015)	A report will be going to the Commissioning Board on 5 September 2016 to give an update.	<b>Update given to Commissioning Board 19 September 2016.</b>  <b>Report to CS PDS on 11 Oct 2016 on Public Health Commissioning Intentions recommending 1-year SLA arrangement.</b>

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Lorna Blackwood	Lorna Blackwood	AMBER	Strategic Partnership - Carers Bromley	Carers Bromley	£ 2,816,751	£ 402,393	£ 254,070	£ 254,070	01-Apr-10	31-Mar-17	84		3 years extension available	This contract is part of a group linked to the Third Sector Commissioning Strategy: ecm_3630, ecm_3631, ecm_38707, ecm_38705, ecm_38706 and ecm_3450.  A report will be going to the Commissioning Board to give an update on 22 August 2016.  The current timeframe allowed for the Third Sector Commissioning Strategy is narrow.	<b>Update was given to Commissioning Board on 22 August 2016.</b>  <b>Report recommending procurement strategy deferred to 30 September Special Executive meeting.</b>
Mimi Morris-Cotterill	Nada Lemic		Public Health - Sexual Health - GUM Service - Advice, Screening and Treatment (in-borough)	King's Healthcare Partnership	£ 3,900,000	£ 1,300,000	£ 1,414,870	£ 1,414,870	01-Apr-14	31-Mar-17	36	Extension	1 year extension approved by CS PDS 11 Nov 2014; further year extension approved to 31 Mar 2017 (CS PDS 23 Sep 2015).	This contract is part of a group of linked contracts: ecm_3298, ecm_3297 and ecm_38707.  A report went to the Commissioning Board in June 2016 - a report will be returning to update the Commissioning Board on 5 September 2016.	
Andrew Royle	Stephen John	RED	Adults - Supporting People - Learning Disabilities	Fitzroy Support	£ 107,414	£ 107,414	£ 107,410	£ 107,410	01-Apr-16	31-Mar-17	12		1 year extension available	Future contracting arrangements to be in place by October 2016.  A report will be brought to the Commissioning Board on 5 September to give an update.	<b>Report to go Commissioning Board on future commissioning intentions regarding the delivery of this service. Extension of 1 year under the terms of the contract being sought under delegated authority.</b>
Sara Bowrey	Sara Bowrey	RED	Housing - Block Booking Arrangements for 182 Anerley Road	Carol Hughes-Young	£ 64,331	£ 42,887	£ 42,887	£ 42,887	01-Oct-15	31-Mar-17	17			This contract is part of a group: ecm_37322, ecm_37323 and ecm_37321.  Report not yet submitted and reviewed at Commissioning Board - future contracting arrangements need to be confirmed.	<b>The January TA gateway report agreed to progress to the establishment of a sub-regional DPS for temporary accommodation. This work is progressing and block booking arrangements will be drawn into the DPS once operational. In the meantime, discussions are currently ongoing with existing provider to continue to secure the current units on a block booking arrangement as this offers increased security over supply and keeps rates lower than the wider spot purchasing arrangements. Progress is reported through the PDS reports relating to Housing priorities and contingency draw down.</b>

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Sara Bowrey	Sara Bowrey	RED	Housing - Block Booking Arrangements for 3c Cambridge Road	TLK Property & Investments Ltd	£ 67,050	£ 44,700	£ 44,700	£ 44,700	01-Oct-15	31-Mar-17	17			This contract is part of a group: ecm_37322, ecm_37323 and ecm_37321.  Report not yet submitted and reviewed at Commissioning Board - future contracting arrangements need to be confirmed.	The January TA gateway report agreed to progress to the establishment of a sub-regional DPS for temporary accommodation. This work is progressing and block booking arrangements will be drawn into the DPS once operational. In the meantime, discussions are currently ongoing with existing provider to continue to secure the current units on a block booking arrangement as this offers increased security over supply and keeps rates lower than the wider spot purchasing arrangements. Progress is reported through the PDS reports relating to Housing priorities and contingency draw down.
Sara Bowrey	Sara Bowrey	RED	Housing - Block Booking Arrangements for 15 Lewes Road	JFD Developments Ltd	£ 98,550	£ 65,700	£ 65,700	£ 65,700	01-Oct-15	31-Mar-17	17			This contract is part of a group: ecm_37322, ecm_37323 and ecm_37321.  Report not yet submitted and reviewed at Commissioning Board - future contracting arrangements need to be confirmed.	The January TA gateway report agreed to progress to the establishment of a sub-regional DPS for temporary accommodation. This work is progressing and block booking arrangements will be drawn into the DPS once operational. In the meantime, discussions are currently ongoing with existing provider to continue to secure the current units on a block booking arrangement as this offers increased security over supply and keeps rates lower than the wider spot purchasing arrangements. Progress is reported through the PDS reports relating to Housing priorities and contingency draw down.
Lorna Blackwood	Lorna Blackwood	AMBER	Learning Disabilities - Bromley Mencap Core Funding	Bromley Mencap	£ 51,327	£ 51,327	£ 51,330	£ 51,330	01-Apr-16	31-Mar-17	12			This contract is part of a group linked to the Third Sector Commissioning Strategy: ecm_3630, ecm_3631, ecm_38707, ecm_38705, ecm_38706 and ecm_3450.  A report will be going to the Commissioning Board to give an update on 22 August 2016.  The current timeframe allowed for the Third Sector Commissioning Strategy is narrow.	<b>Update was given to Commissioning Board on 22 August 2016.</b>  <b>Report recommending procurement strategy deferred to 30 September Special Executive meeting.</b>
Nina Morris-Potterill	Nada Lemic		Public Health - Sexual Health - Laboratory Test for Chlamydia Screening Programme	The Doctors Laboratory Ltd	£ 72,000	£ 72,000	£ 72,000	£ 72,000	01-Apr-16	31-Mar-17	12		1 year extension available	Contracts ecm_38708, ecm_3616 and ecm_3615 are all to be included in the new SH Early Intervention Service to be procured, as approved by Executive (report no. CS17018) 20 Jul 2016.	

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Lorna Blackwood	Lorna Blackwood	AMBER	Strategic Partnership Core Funding - Bromley CAB	Bromley Citizens Advice Bureaux Ltd	£ 145,000	£ 145,000	£ 145,000	£145,000	01-Apr-16	31-Mar-17	12			This contract is part of a group linked to the Third Sector Commissioning Strategy: ecm_3630, ecm_3631, ecm_38707, ecm_38705, ecm_38706 and ecm_3450.  A report will be going to the Commissioning Board to give an update on 22 August 2016.  The current timeframe allowed for the Third Sector Commissioning Strategy is narrow.	<b>Update was given to Commissioning Board on 22 August 2016.</b>  <b>Report recommending procurement strategy deferred to 30 September Special Executive meeting.</b>
Gillian Fiumicelli	Nada Lemic	RED	Public Health - NHS Health Checks - Point of Care Testing	Alere Ltd	£ 100,000	£ 100,000	£ 100,000	£ 100,000	01-Apr-16	31-Mar-17	12		1 year extension available, if taken this would extend the contract to 31/03/18		<b>Report going to CS PDS on 11 Oct 2016 on Public Health Commissioning Intentions recommending 1-year extension under the terms of the contract.</b>
Lorna Blackwood	Lorna Blackwood	AMBER	Strategic Partnership Core Funding - Bromley & Lewisham Mind	Bromley & Lewisham Mind Ltd	£ 49,830	£ 49,830	£ 49,830	£ 49,830	01-Apr-16	31-Mar-17	12			This contract is part of a group linked to the Third Sector Commissioning Strategy: ecm_3630, ecm_3631, ecm_38707, ecm_38705, ecm_38706 and ecm_3450.  A report will be going to the Commissioning Board to give an update on 22 August 2016.  The current timeframe allowed for the Third Sector Commissioning Strategy is narrow.	<b>Update was given to Commissioning Board on 22 August 2016.</b>  <b>Report recommending procurement strategy deferred to 30 September Special Executive meeting.</b>
Eamon Brennan	Kay Weiss		Children's - Appropriate Adult service at Police Stations	Appropriate Adults Service Ltd	£50,000	£25,000	£25,000	£25,000	01-Apr-15	31-Mar-17	24	Extension	1 year extension approved by AD 31 Mar 2016		
Hilary Rogers	Kay Weiss		Children's - Group Based Short Break Provision	Family Link	£80,395	£33,850	£33,850	£33,850	01-Jun-15	31-Mar-17	22	Extension	1 year extension approved by AD 18 Mar 2016		
Aileen Stamate	Anne Watts	RED	Domestic Abuse Bromley Domestic Abuse Support Groups	Bromley Women's Aid	£92,212	£16,579	£23,629	£23,629	01-Aug-13	31-Mar-17	44			This contract is part of a group on domestic abuse strategy: ecm_38101, ecm_38102, ecm_38106 and ecm_38682.	<b>Gateway Review approved by Executive 14 Sep 2016 (report no. CS17029r).</b>  <b>Market testing of DV and VAWG services to commence with a view to procuring a single contract starting from 1 April 2017 for an estimated total value of £220k p.a. to March 2020 in a 1+1+1 contract.</b>
Aileen Stamate	Anne Watts	RED	Domestic Abuse Safer Bromley Van	Victim Support	£102,413	£25,257	£25,713	£25,713	01-Apr-13	31-Mar-17	48			This contract is part of a group on domestic abuse strategy: ecm_38101, ecm_38102, ecm_38106 and ecm_38682.	<b>Gateway Review approved by Executive 14 Sep 2016 (report no. CS17029r).</b>  <b>Market testing of DV and VAWG services to commence with a view to procuring a single contract starting from 1 April 2017 for an estimated total value of £220k p.a. to March 2020 in a 1+1+1 contract.</b>



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Aileen Stamate	Anne Watts	RED	Domestic Abuse - Advocacy Project	Victim Support	£349,285	£116,461	£116,439	£116,439	01-Apr-14	31-Mar-17	36			This contract is part of a group on domestic abuse strategy: ecm_38101, ecm_38102, ecm_38106 and ecm_38682.  An update will be given on this contract at the Commissioning Board on 22 August 2016.	Gateway Review approved by Executive 14 Sep 2016 (report no. CS17029r).  Market testing of DV and VAWG services to commence with a view to procuring a single contract starting from 1 April 2017 for an estimated total value of £220k p.a. to March 2020 in a 1+1+1 contract.
Aileen Stamate	Anne Watts	RED	Domestic Abuse Perpetrator Programme	Domestic Violence Intervention Project	£85,516	£28,515	£28,507	£28,507	01-Apr-14	31-Mar-17	36			This contract is part of a group on domestic abuse strategy: ecm_38101, ecm_38102, ecm_38106 and ecm_38682.  An update will be given on this contract at the Commissioning Board on 22 August 2016.	Gateway Review approved by Executive 14 Sep 2016 (report no. CS17029r).  Market testing of DV and VAWG services to commence with a view to procuring a single contract starting from 1 April 2017 for an estimated total value of £220k p.a. to March 2020 in a 1+1+1 contract.
Aileen Stamate	Anne Watts		Domestic Abuse - Schools Programme, Volunteer Manager and Resettlement Officer	Bromley Women's Aid	£ 86,570	£ 60,610	£ 60,610	£ 60,610	01-Jun-15	31-Mar-17	21				Gateway Review approved by Executive 14 Sep 2016 (report no. CS17029r).  Market testing of DV and VAWG services to commence with a view to procuring a single contract starting from 1 April 2017 for an estimated total value of £220k p.a. to March 2020 in a 1+1+1 contract.
Ian Leadbetter	Kay Weiss	RED	Children's - Support Services to Children at Risk of Sexual Exploitation	Barnardo's	£ 55,000	£ 55,000	£ 55,000	£ 55,000	01-Jul-16	31-Mar-17	9			Update to be given at Commissioning Board on 22 August 2016.  In light of the outcome of the Ofsted Inspection, a more detailed specification needs to be drawn up, now in a short time period.	Specification currently being revised and developed, with a view to tenders being sent out in October.  Due to give an update to Commissioning Board on 10 October 2016.
Sarah Wembourne	Lorna Blackwood	AMBER	General - Independent NHS Complaints Advocacy Service	VoiceAbility Advocacy	£152,237	£37,685	£37,685	£36,000 Lower usage	01-Apr-13	31-Mar-17	48	Extension	1 year extension granted to 31 Mar 2016 (CS PDS report CS14105) 04 Dec 2014; further year extension approved to 31 Mar 2017 (PH 07 Dec 2015).	A report went to the Commissioning Board 15 August 2016.	Bromley will be seeking authority to join new Pan London framework from 01 Apr 2017 but may opt out following planned re-tender of all third sector services during 2017.
Jenny Beasley	Stephen John	RED	Adults - Direct Payments Payroll Services	ECDP	£ 137,523	£ 35,000	£41,000	£41,000	09-Apr-13	08-Apr-17	48	Extension	1 year extension granted (Director 05 Jan 2015); 1 further year extension approved (AD/PH 16 Nov 2015).	This contract is linked to ecm_3357 'Adults - Direct Payments Payroll Services'. These two contracts to be combined into one new contract.  Update to be given to Commissioning Board on 5 September 2016.  The timescales allowed for completion of this procurement exercise are short.	Specification was seen by Commissioning Board on 5 September 2016.  Procurement plan on track for new contract to be in place from 01 Apr 2017.

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Stephen John	Lorna Blackwood		Older People - Day Opportunities Innovation & Development Grant	Age Concern Bromley t/a Age UK Bromley & Greenwich	£ 53,642	£ 26,821	£ 26,821	£ 26,821	01-May-15	30-Apr-17	24				
Antoinette Thorne	Charles Obazuaye		Training - Step Up To Social Work Project	Royal Holloway (London University)	£ 282,282	£ 153,972	£ 157,311	£ 157,311	29-Jun-15	30-Apr-17	22		22 months extension available		
Colin Lusted	Stephen John		Learning Disabilities - Supported Living at 109 Masons Hill	MCCH	£3,269,206	£ 684,458	£ 406,800	£406,800 Variable, cost on a client by client basis	23-Apr-12	30-Jun-17	63	Extension	2 years extension granted to 22 Apr 2017 (Director 07 Apr 2014). 10 week extension approved to 30 Jun 2017.	A report was sent to the Commissioning Board on 9 May 2016.	
Andrew Royle	Stephen John		Learning Disabilities - Supported Living at Century Way	Avenues London	£ 742,708	£ 181,601	£ 210,500	£ 210,500	01-Oct-13	30-Jun-17	48	Extension	1 year extension approved by PH 07 Mar 2016; 1 further year available	A report was sent to the Commissioning Board on 9 May 2016.	
Andrew Royle	Stephen John		Learning Disabilities - Supported Living at 111 Masons Hill	Care Management Group Ltd	£ 1,038,518	£ 223,319	£ 368,900	£ 368,900	01-Jul-13	30-Jun-17	48	Extension	30 Jun 2017 + 1 further year extension available	A report was sent to the Commissioning Board on 9 May 2016.	
Andrew Royle	Stephen John		Learning Disabilities - Supported Living at Padua Road	Outward Housing	£ 706,686	£ 235,562	£ 235,560	£ 235,560	01-Jul-13	30-Jun-17	48	Extension	30 Jun 2017 + 1 further year extension available		
Andrew Royle	Stephen John		Learning Disabilities - Supported Living at Dunstonian Court	Sunnyside Domiciliary Support Services Ltd	£ 140,000	£ 140,000	£ 140,000	£ 140,000	01-Jul-16	30-Jun-17	12				
Lorna Blackwood	Lorna Blackwood		Adults - Integrated Community Equipment Service (ICES)	Medequip Assistive Technology Ltd	£ 6,870,000	£ 1,490,000	£ 1,718,440	Greater than budget dependent on usage	02-Jul-12	01-Jul-17	60	Extension	2 years extension granted (Exec 26 Nov 2014)	A report will give an update to the Commissioning Board in September.	
Colin Lusted	Stephen John		Learning Disabilities - Travel Training for Young People with Disabilities	Bexley Accessible Transport Scheme	£ 265,410	£ 88,470	£ 185,880	£ 185,880	01-Sep-14	31-Aug-17	36	Extension	1 year extension approved by AD 15 Jul 2015; 1 year extension approved by AD 22 Mar 2016.		
Page 103 Jenny Selway	Nada Lemic	AMBER	Public Health - Family Nurse Partnership	Bromley Healthcare Community Interest Company Ltd	£360,000	£180,000	£180,000	£180,000	01-Oct-15	30-Sep-17	24	Extension	1 year extension to 31 Mar 2017 approved by CS PDS 10 Mar 2016 (report no. CS16021). Further 6 month extension approved by CS PDS 28 Jun 2016 (report no. CS17019).	This contract will be integrated with the Early Intervention Service when retendering in October. The 6 month extension is short - a report is due back to the Commissioning Board in October to report on further contracting arrangements and strategy.  This contract is linked to ecm_37345.  An update was given to the Commissioning Board on 20 June 2016.	<b>This service will cease on 30 Sep 2017 and elements will be incorporated into the Health Visiting service.</b>

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Jenny Selway	Nada Lemic		Public Health - National Child Measurement (NCMP)	Bromley Healthcare Community Interest Company Ltd	£ 1,686,220	£ 234,000	£308,580	£301,107	01-Apr-11	30-Sep-17	78	Extension	1 year extension approved to 31 Mar 2017 (CS PDS 23 Sep 2015); Bromley Healthcare contract extended to 31 March 2017. 6 month extension approved by CS PDS 10 Mar 2016 (CS16025)	CCG may take over this contract - report going to Cabinet on 2 September 2016. Report due to Commissioning Board at the end of September.	
Mimi Morris-Cotterill	Nada Lemic		Public Health - Sexual Health - Health Improvement	Bromley Healthcare Community Interest Company Ltd	£3,500,000 estimated (part of Bromley Healthcare Block Contract)	£ 647,000	£404,230	£394,456	01-Apr-11	30-Sep-17	78	Extension	6 month extension approved by CS PDS 10 Mar 2016 (CS16008)	Contracts ecm_38708, ecm_3616 and ecm_3615 are all to be included in the new SH Early Intervention Service to be procured, as approved by Executive (report no. CS17018) 20 Jul 2016.	
Mimi Morris-Cotterill	Nada Lemic		Public Health - Sexual Health - Contraception & Reproductive Health	Bromley Healthcare Community Interest Company Ltd	£4,500,000 estimated (part of Bromley Healthcare Block Contract)	£ 684,000	£ 739,320	£ 721,455	01-Apr-11	30-Sep-17	78	Extension	6 month extension approved by CS PDS 10 Mar 2016 (CS16008)	Contracts ecm_38708, ecm_3616 and ecm_3615 are all to be included in the new SH Early Intervention Service to be procured, as approved by Executive (report no. CS17018) 20 Jul 2016.	
Andrew Royle	Stephen John		Learning Disabilities - Supported Living at 44 Bromley Road	Outward Housing	£ 558,148	£ 139,716	£ 139,716	£139,716 Variable, cost on a client by client basis	01-Oct-13	30-Sep-17	48	Extension	1 year extension approved to 30 Sep 2017 (CS PDS 21 Jan 2015) - 1 further year available		
Lorna Blackwood	Lorna Blackwood	AMBER	Strategic Partnership Core Funding - Community Links Bromley	Community Links - Bromley	£ 465,813	£ 155,271	£ 155,271	£155,271 Variable, cost on a client by client basis	01-Oct-14	30-Sep-17	36		2 years available	This contract is part of a group linked to the Third Sector Commissioning Strategy: ecm_3630, ecm_3631, ecm_38707, ecm_38705, ecm_38706 and ecm_3450. A report will be going to the Commissioning Board to give an update on 22 August 2016. The current timeframe allowed for the Third Sector Commissioning Strategy is narrow.	<b>Update was given to Commissioning Board on 22 August 2016.</b> <b>Report recommending procurement strategy deferred to 30 September Special Executive meeting.</b>
Andrew Royle	Stephen John		Learning Disabilities - Supported Living at 15 Brosse Way	Avenues London	£ 629,497	£ 163,499	£ 163,499	£163,499 Variable, cost on a client by client basis	01-Oct-13	30-Sep-17	48	Extension	1 year extension approved to 30 Sep 2017 (CS PDS 21 Jan 2015) - 1 further year available		
Andrew Royle	Stephen John		Learning Disabilities - Supported Living at Johnson Court	Sanctuary Home Care Ltd	£ 563,095	£ 112,619	£ 112,619	£112,619 Variable on client by client basis	01-Oct-12	30-Sep-17	60		2 years extension available		
Wendy Norman	Lesley Moore		Adults - Supporting People - Tenancy Support Services for Homeless People	Evolve Housing + Support	£ 593,241	£ 197,747	£ 197,747	£197,747	01-Oct-14	30-Sep-17	36		2 years extension available		
Yinka Adetunji	Stephen John		Mental Health - Flexible Support	Community Options	£ 2,220,120	£ 465,452	£ 465,452	£465,452 Variable on client by client basis	01-Oct-12	30-Sep-17	60	Extension	2 years extension approved 17 Aug 2015.		



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Jenny Selway	Nada Lemic	AMBER	Public Health - Health Visiting Service	Bromley Healthcare Community Interest Company Ltd	£5,700,000	£3,800,000	£3,622,000	£3,454,000	01-Oct-15	30-Sep-17	24	Extension	6 month extension approved by CS PDS 10 Mar 2016 (CS16025)	This contract will be integrated with the Early Intervention Service when retendering in October which has been highlighted as a corporate priority. This contract is linked to ecm_3611. A report is due back to the Commissioning Board in October.	<b>This service is to be retendered, incorporating elements of the Family Nurse P'ship service, for a new contract from 01 Oct 2017.</b>  <b>Update given to Commissioning Board on 3 October 2016.</b>
Agnes Marossy	Nada Lemic		Public Health - Young Persons Substance Misuse Service	Change Grow Live (CGL)	£ 330,380	£ 165,190	£ 165,190	£ 165,190	01-Dec-15	30-Nov-17	24		1 year extension available	Contract ending.	
Hilary Rogers	Kay Weiss		Mental Health - Community Well-Being Service For Children And Young People	Bromley Y	£ 1,345,983	£ 448,661	£ 445,570	£ 441,161	01-Dec-14	30-Nov-17	36		2 years extension available	Contract ending.	
Agnes Marossy	Nada Lemic		Public Health - Adults Substance Misuse Service	Change Grow Live (CGL)	£ 2,432,980	£ 1,216,490	£ 1,216,490	£ 1,216,490	01-Dec-15	30-Nov-17	#N/A		1 year extension available	Contract ending.	
Stephen John	Lorna Blackwood		Building Management - Lewis House	Bromley Experts By Experience CIC	£63,800	£31,900	£31,900	£31,900	01-Jan-16	31-Dec-17	24				
Colin Lusted	Stephen John		Learning Disabilities - Supported Living in 5 LD properties	Avenues London	£ 4,101,000	£ 1,367,000	£ 1,367,000	£1,367,000 Variable, cost on a client by client basis	12-Jan-15	11-Jan-18	36		2 years extension available		
Wendy Norman	Lesley Moore		Older People - Nursing Beds (PF & EMI)	Mission Care	£10,571,816	£ 2,142,954	£ 2,093,610	£ 2,093,610	02-Jan-13	31-Jan-18	60	Extension	1 year extension approved to 31 Jan 2017 (AD 12 Oct 2015); 1 further year extension approved by CS PDS 28 Jun 2016 (report no. CS17012).	Report went to Commissioning Board on 6 June 2016.	
Nada Lemic	Nada Lemic		Public Health - Framework for Various Public Health Services	Various (Framework)	£ 3,200,000	£ 800,000	Not allocated by contractor	Not allocated by contractor	03-Mar-14	02-Mar-18	48	Extension	2 year extension to framework approved by Care Services PDS (report no. CS15925) 23 Sep 2015.		
Stephen John	Lorna Blackwood		Older People - Day Opportunity Services For Personal Budget Clients	Biggin Hill Community Care Association	£ 90,360	£ 18,072	Dependent on usage	Dependent on usage. Q1 = 3,983	01-Apr-13	31-Mar-18	60				
Stephen John	Lorna Blackwood		Older People - Day Opportunity Services For Personal Budget Clients	Age Concern Bromley t/a Age UK Bromley & Greenwich	£ 205,360	£ 41,072	£ 30,000	£ 30,000	01-Apr-13	31-Mar-18	60				

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Hilary Rogers	Lorna Blackwood		Children's - Network Services, inc. Child-Minding, Buddying and a Sitting Service for Children and Young People with Learning and/or Physical Disabilities	Bromley Mencap	£ 240,000	£ 169,133	£ 99,190	£ 99,190	01-Apr-15	31-Mar-18	36				
Lorna Blackwood	Lorna Blackwood		Mental Health - General Advocacy and Independent Mental Health Advocacy Services	Rethink Mental Illness	£ 266,760	£ 88,920	£ 123,000	£ 123,000	01-Apr-15	31-Mar-18	36		2 years extension available (1 year + 1 year)		
Lorna Blackwood	Lorna Blackwood		Adults - Healthwatch Bromley	Healthwatch Bromley	£325,184	£126,384	£113,150	£113,150	01-Apr-15	31-Mar-18	36				
Stephen John	Lorna Blackwood		Older People - Day Opportunity Services For Personal Budget Clients	Alzheimer's Society	£ 583,870	£ 116,774	Dependent on usage	Dependent on usage. Q1 = 11,252	01-Apr-13	31-Mar-18	60				
Stephen John	Lorna Blackwood		Older People - Day Opportunity Services For Personal Budget Clients	Age Concern Penge & Anerley	£ 595,540	£ 119,108	Dependent on usage	Dependent on usage. Q1 = 24,653	01-Apr-13	31-Mar-18	60				
Stephen John	Lorna Blackwood		Older People - Day Opportunity Services For Personal Budget Clients	Age Concern Orpington and District	£ 611,970	£ 122,394	Dependent on usage	Dependent on usage. Q1 = 28,952	01-Apr-13	31-Mar-18	60				
Stephen John	Lorna Blackwood		Older People - Day Opportunity Services For Personal Budget Clients	Age Concern Ravensbourne	£ 800,900	£ 160,180	Dependent on usage	Dependent on usage. Q1 = 30,410	01-Apr-13	31-Mar-18	60				
Stephen John	Lorna Blackwood		Older People - Day Opportunity Services For Personal Budget Clients	Bromley & Lewisham Mind	£ 872,105	£ 174,421	Dependent on usage	Dependent on usage. Q1 = 33,347	01-Apr-13	31-Mar-18	60				
Page 108 Sean Phillips	Kay Weiss		Children's - Family Group Conference	Daybreak Family Group Conferences	£ 149,934	£ 74,967	£ 74,967	Dependent on usage. Q1 = 18,742	01-Apr-16	31-Mar-18	24		1 year extension available		
Sara Bowrey	Sara Bowrey		IT System - Anite Housing Annual Maintenance	Northgate Information Solutions Ltd	£ 87,084	£ 43,502	£ 43,502	£ 43,502	01-Apr-16	31-Mar-18	24				

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Antoinette Thorne	Charles Obazuaye		Training - Signs of Safety Training	EJH Training Services Ltd & JKB Consulting & Management Ltd	£51,450	£31,450	£61,250	£10,000	12-Jun-15	31-Mar-18	33	Variation	Variation approved by AD 21 Mar 2016		
Lorna Blackwood	Lorna Blackwood		Older People - Dementia Post-Diagnosis Support Services	Bromley & Lewisham Mind	£902,056	£451,028	£493,000	£451,028	01-Jul-16	30-Jun-18	24		2 years extension available (1 year + 1 year)		
Stephen John	Lorna Blackwood		Physical Disability and Sensory Impairment - Kent Association for the Blind Services for the Blind	Kent Association for the Blind	£ 200,940	£ 100,470	£ 100,470	£ 100,470	01-Jul-16	30-Jun-18	24		1 year extension available		
Ian Leadbetter	Kay Weiss		Children's - Independent Visitor Service for Children Looked After	Asphaleia Ltd	£ 52,870	£ 26,435	£ 26,435	£ 26,435	01-Aug-16	31-Jul-18	24		2 years extension available (1 year + 1 year)		
Lorna Blackwood	Lorna Blackwood		Older People/Learning Disabilities/Physical Disabilities - Independent Advocacy Service for older people and those with a learning and/or physical disability	Rethink Mental Illness	£ 133,440	£ 44,480	£ 52,000	£ 52,000	01-Oct-15	30-Sep-18	36		2 years extension available (1 year + 1 year)		
Wendy Norman	Lesley Moore		Adults - Tenancy Sustainment for Women in Refuges	Bromley Women's Aid	£ 314,466	£ 104,822	£ 106,000	£ 106,000	01-Jan-16	31-Dec-18	36		2 years extension available		
Angela Buchanan	Anne Watts		Software Licence - Social Care Information System (Care First)	OLM Systems Ltd	£ 2,324,117	£ 169,033	£ 180,370	£ 175,523	06-May-06	31-Mar-19	156	Extension	31 Mar 2019		
Angela Buchanan	Anne Watts		Website Development - MyLife Web Portal	OLM Systems Ltd	£ 140,720	£ 46,906	£ 36,490	£ 36,490	01-Apr-16	31-Mar-19	36				
Sara Bowrey	Sara Bowrey		Housing - Temporary Accommodation Service	Orchard & Shipman PLC	£ 4,687,260	£ 1,562,420	£ 1,562,420	£ 1,562,420	01-Apr-16	31-Mar-19	36		2 years extension available		
Colin Lusted	Stephen John		Learning Disabilities - Supported Living Scheme 1 (3 Properties)	Certitude Support	£ 2,389,963	£ 797,654	£ 797,654	£ 797,654	25-Apr-16	24-Apr-19	36		2 years extension available		

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Jenny Beasley	Stephen John		Domiciliary Care Services - Individual Client Contract	Helping Hands Homecare	£274,102	£ 45,500	£ 46,602	Dependent on usage - Q1 = 11,329	27-Aug-12	26-Aug-19	84	Extension	2 years extension approved by CS PDS 28 Jun 2016; 2 further years available.	A report was brought to the Commissioning Board on 6 June 2016.	
Jenny Beasley	Stephen John		Domiciliary Care Services - Individual Client Contract	Sweet Tree Home Care Services Ltd	£384,649	£ 69,212	£ 38,589	Dependent on usage - Q1 = 696	27-Aug-12	26-Aug-19	84	Extension	2 years extension approved by CS PDS 28 Jun 2016; 2 further years available.	A report was brought to the Commissioning Board on 6 June 2016.	
Jenny Beasley	Stephen John		Domiciliary Care Services - Individual Client Contract	Heart of the South	£487,149	£ 81,333	£ 81,333	Dependent on usage - Q1 = 23,502	27-Aug-12	26-Aug-19	84	Extension	2 years extension approved by CS PDS 28 Jun 2016; 2 further years available.	A report was brought to the Commissioning Board on 6 June 2016.	
Jenny Beasley	Stephen John		Domiciliary Care Services - Spot Contract	Daret Healthcare (UK) Ltd	£960,731	£ 167,479	£ 123,336	Dependent on usage - Q1 = 34,508	27-Aug-12	26-Aug-19	84	Extension	2 years extension approved by CS PDS 28 Jun 2016; 2 further years available.	A report was brought to the Commissioning Board on 6 June 2016.	
Jenny Beasley	Stephen John		Domiciliary Care Services - Spot Contract	Mackley Home Care Ltd	£1,078,416	£ 189,325	£ 131,791	Dependent on usage - Q1 = 37,275	27-Aug-12	26-Aug-19	84	Extension	2 years extension approved by CS PDS 28 Jun 2016; 2 further years available.	A report was brought to the Commissioning Board on 6 June 2016.	
Jenny Beasley	Stephen John		Domiciliary Care Services - Spot Contract	Always Caring Bromley Ltd	£1,517,112	£ 252,852	£ 252,852	Dependent on usage - Q1 = 15,967	27-Aug-12	26-Aug-19	84	Extension	2 years extension approved by CS PDS 28 Jun 2016; 2 further years available.	A report was brought to the Commissioning Board on 6 June 2016.	
Jenny Beasley	Stephen John		Domiciliary Care Services - Spot Contract	Carewatch Care Services Ltd t/a Carewatch Bromley	£4,233,332	£ 701,700	£ 724,832	Dependent on usage - Q1 = 137,868	27-Aug-12	26-Aug-19	84	Extension	2 years extension approved by CS PDS 28 Jun 2016; 2 further years available.	A report was brought to the Commissioning Board on 6 June 2016.	
Jenny Beasley	Stephen John		Domiciliary Care Services Framework	Various (Framework)	£46,121,961	£ 10,523,980	£ 9,468,690	Dependent on usage	27-Aug-12	26-Aug-19	84	Extension	2 years extension approved by CS PDS 28 Jun 2016; 2 further years available.	A report was brought to the Commissioning Board on 6 June 2016.	
Antoinette Thorne	Charles Obazuaye		Training - Workforce Development Courses for Social Care Staff	Various	£ 280,000	£ 70,000	£ 70,000	£ 70,000	01-Apr-16	31-Mar-20	48				
Lorna Blackwood	Lorna Blackwood		Learning Disabilities - Adult Social Care Services	Certitude Support	£ 19,000,000	£ 3,700,000	£ 3,865,550	£ 3,865,550	01-Oct-15	30-Sep-20	60		2 years extension available		
Lorna Blackwood	Lorna Blackwood		Mental Health - Section 31 Agreement for the Exercise of Mental Health Function - LBB and Oxleas	Oxleas NHS Foundation Trust	£30,438,550	£ 1,570,450	£ 1,373,390	£ 1,373,390	01-Dec-04	30-Nov-24	240				
Richard Haines	Stephen John		ICT - Domiciliary Care Software Planning System	Advanced Health & Care Ltd	£111,660	£5,583	£144,000	£144,000	01-Apr-06	31-Mar-26	240				
Lorna Blackwood	Lorna Blackwood		Older People - St Marks PCC (Lease)	Biggin Hill Community Care Association	£ 322,500	£ 20,991	£ 18,547	£ 18,547	10-Oct-01	09-Oct-31	360				

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Colin Lusted	Stephen John		Learning Disabilities - Capital Works and Housing Management at 4 Homes for Adults with Learning Disabilities	Croydon Churches Housing Association	£ 100,000	£ 100,000	£ 56,600	£ 56,600	18-Nov-13	17-Nov-38	300				

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