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DATE: 29 December 2017

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

Councillor Mary Cooke (Chairman)
Councillor Pauline Tunnicliffe (Vice-Chairman)
Councillors Ruth Bennett, Kevin Brooks, Judi Ellis, Robert Evans, Will Harmer,
David Jefferys, Terence Nathan and Charles Rideout QPM CVO

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

A meeting of the Care Services Policy Development and Scrutiny Committee will be
held at Bromley Civic Centre on **TUESDAY 9 JANUARY 2018 AT 7.00 PM**

MARK BOWEN
Director of Corporate Services

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

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

A G E N D A

PART 1 AGENDA

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

STANDARD ITEMS

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

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

In accordance with the Council's Constitution, questions to the Care Services Portfolio Holder or to the Chairman of this Committee must be received in writing 4 working days before the date of the meeting. Therefore please ensure questions are received by the Democratic Services Team by 5.00pm on Wednesday 3rd January 2018.

4 MINUTES OF THE CARE SERVICES PDS COMMITTEE MEETING HELD ON 14TH NOVEMBER 2017 (Pages 5 - 26)

5 MATTERS ARISING AND WORK PROGRAMME (Pages 27 - 32)

6 UPDATE FROM THE DEPUTY CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR: EDUCATION, CARE AND HEALTH SERVICES (Verbal Update)

7 HOLDING THE PORTFOLIO HOLDER AND EXECUTIVE TO ACCOUNT

8 PRE-DECISION SCRUTINY OF CARE SERVICES PORTFOLIO HOLDER REPORTS

Portfolio Holder decisions for pre-decision scrutiny.

a CAPITAL PROGRAMME MONITORING - 2ND QUARTER 2017/18 (Pages 33 - 38)

b ANNUAL QUALITY MONITORING REPORT: CARE HOMES, SUPPORTED LIVING SCHEMES AND EXTRA CARE HOUSING (Pages 39 - 86)

9 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

a CONTRACT AWARD FOR ADVOCACY SERVICES PART 1 (PUBLIC) INFORMATION (Pages 87 - 94)

Members and Co-opted Members of the Education, Children and Families Select Committee are invited to attend the meeting for consideration of this item.

b CONTINGENCY DRAWDOWN: HOMELESSNESS AND TEMPORARY ACCOMMODATION PRESSURES (Pages 95 - 104)

c UPDATE ON SERVICE PROPOSALS AND PROCUREMENT STRATEGY FOR MODULAR HOME PROVISION (Pages 105 - 114)

d HEALTH SUPPORT TO SCHOOL AGE CHILDREN (To Follow)

10 POLICY DEVELOPMENT AND OTHER ITEMS

- a CARE SERVICES PORTFOLIO DRAFT BUDGET 2018/19** (Pages 115 - 134)
- b CONTRACT REGISTER AND CONTRACTS DATABASE REPORT PART 1 (PUBLIC) INFORMATION** (Pages 135 - 144)

11 QUESTIONS ON THE CARE SERVICES PDS INFORMATION BRIEFING

The briefing comprises:

- Programmes Jointly Commissioned by PHE/NHSE (Immunisation and Screening)

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

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

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

This item will only be debated if a member of the Committee requests a discussion be held, in which case please inform the Clerk 24 hours in advance indicating the aspects of the information item you wish to discuss. Questions on the briefing should also be sent to the Clerk at least 24 hours before the meeting.

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

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

Items of Business

Schedule 12A Description

- | | |
|--|--|
| <p>13 EXEMPT MINUTES OF THE CARE SERVICES PDS COMMITTEE MEETING HELD ON 14TH NOVEMBER 2017
(Pages 145 - 148)</p> | <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> |
| <p>14 PRE-DECISION SCRUTINY OF PART 2 (EXEMPT) CARE SERVICES PORTFOLIO HOLDER REPORTS</p> <ul style="list-style-type: none">a CONTRACT EXEMPTION: HEARING IMPAIRED SUPPORT (Pages 149 - 154) | <p>Information relating to the financial or business affairs of any particular person (including the authority holding that information)</p> |

15 PRE-DECISION SCRUTINY OF PART 2 (EXEMPT) EXECUTIVE REPORTS

- a ADVOCACY: AWARD OF CONTRACT PART 2 (EXEMPT) INFORMATION**
(Pages 155 - 162) Information relating to the financial or business affairs of any particular person (including the authority holding that information)

16 PART 2 (EXEMPT) POLICY DEVELOPMENT AND OTHER ITEMS

- a CONTRACT REGISTER AND CONTRACTS DATABASE REPORT PART 2 (EXEMPT) INFORMATION**
(Pages 163 - 176) Information relating to the financial or business affairs of any particular person (including the authority holding that information)

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CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Minutes of the meeting held at 7.00 pm on 14 November 2017

Present:

Councillor Mary Cooke (Chairman)
Councillor Pauline Tunnicliffe (Vice-Chairman)
Councillors Kevin Brooks, Judi Ellis, Robert Evans,
Will Harmer, David Jefferys, Keith Onslow and
Charles Rideout QPM CVO

Linda Gabriel, Justine Godbeer and Lynn Sellwood

Also Present:

Councillor Diane Smith, Portfolio Holder for Care Services
Councillor Angela Page, Executive Support Assistant to the Portfolio
Holder for Care Services

45 APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTE MEMBERS

Apologies for absence were received from Councillor Ruth Bennett and Councillor Keith Onslow attended as her substitute. Apologies were also received from Councillor Terry Nathan and Rosalind Luff.

46 DECLARATIONS OF INTEREST

Linda Gabriel declared that she was the Chairman of Bromley and Lewisham Mind.

Justine Godbeer declared that she was Campaigns and Development Officer at Bromley Experts by Experience and left the meeting during consideration of Item 14a: Lewis House Management: Contract Award via Exemption to Competitive Tender Part 2 (Exempt) Information.

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

Three written questions were received from a member of the public and these are attached at Appendix A.

48 MINUTES OF THE CARE SERVICES PDS COMMITTEE MEETING HELD ON 5TH SEPTEMBER AND 9TH OCTOBER 2017

RESOLVED that the minutes of the meetings held on 5th September and 9th October 2017 be agreed.

49 MATTERS ARISING AND WORK PROGRAMME

Report CSD17142

The Committee considered its work programme for 2017/18, the schedule of Council Members' visits and matters arising from previous meetings.

With regard to Minute 33a: Capital Programme Monitoring 1st Quarter 2017/18, the Director: Housing confirmed that all Section 106 affordable housing contributions received by the Local Authority were used to support the provision of affordable housing.

RESOLVED that the Care Services work programme for 2017/18, the schedule of Council Members' visits and matters arising from previous meetings be noted.

50 UPDATE FROM THE DEPUTY CHIEF EXECUTIVE AND EXECUTIVE DIRECTOR: EDUCATION, CARE AND HEALTH SERVICES (VERBAL UPDATE)

Updates on a range of work being undertaken across the Education, Care and Health Services Department would be provided during the meeting.

51 HOLDING THE PORTFOLIO HOLDER AND EXECUTIVE TO ACCOUNT

52 PRE-DECISION SCRUTINY OF CARE SERVICES PORTFOLIO HOLDER REPORTS

A BUDGET MONITORING 2017/18

Report CS18081

The Committee considered a report setting out the budget monitoring position for the Care Services Portfolio for 2017/18, based on expenditure to the end of September 2017.

The controllable budget was forecast to be in an overspend position of £61k, assuming further management action was taken throughout the year to maintain this position. This was a result of projected overspends across a number of services including Assessment and Care Management, Learning Disabilities and Temporary Accommodation due to higher than expected demand for services and increased costs related to the impact of the National Living Wage on some care contracts. The amount of overspend had been offset by one-off contributions from a range of sources including the Better Care Fund, the Improved Better Care Fund and Integrated Care Networks. There was a projected overspend position for the Care Services Portfolio of £3,153k for 2018/19, and further management action would continue to be taken to address this budget gap. The ongoing increase in demand for

services across the Care Services Portfolio would be a key consideration in the budget setting process for 2018/19.

The Helping People Home Grant had been provided to the Local Authority by the Department of Health as a Section 31 grant in 2014/15 to address pressures on acute hospitals caused by delayed discharges to social care. It was proposed to release the remaining £40k of this funding to support the continuation of services within Adult Social Care.

In considering the report, the Chairman was pleased to note the significant reduction in the projected Portfolio overspend for 2017/18 and thanked the Head of Education, Care and Health Services Finance and other Officers for the excellent work that had been undertaken to contain cost pressures. A Member was concerned at the use of one-off contributions to mitigate the in-year overspend, and the Chairman underlined the need to review current service design as the scope to realise further efficiencies would be increasingly limited moving forward. The Director: Adult Social Care noted that the majority of services within the Care Services Portfolio were statutory and that the Local Authority would continue to work with partners to develop efficient models for service delivery. Members were advised that the Social Care precept on Council Tax had been introduced to address cost implications within care settings related to the introduction of the National Living Wage and could not be used to offset other costs.

In response to question from a Member, the Head of Education, Care and Health Services Finance confirmed that work to mitigate costs relating to the increase in demand for temporary accommodation was ongoing, and that this would include the use of contingency funds. The Head of Education, Care and Health Services Finance reported that the Homelessness Reduction Act 2017 would come into force in April 2018 and was expected to further increase costs relating to the provision of statutory Housing services.

With regard to the overspend in the Learning Disabilities Service, the Director: Adult Social Care advised that following an increase in the number of placements over recent months, work was being undertaken with Children's Social Care and Education Services to identify clients earlier, particularly in relation to the transition from children's services.

RESOLVED that the Portfolio Holder be recommended to:

- 1) Note the latest projected overspend of £61k forecast on the controllable budget for 2017/18 based on information as at September 2017, which was a significant reduction in the previously projected Portfolio overspend of £990k for 2017/18 based on information as at May 2017;**
- 2) Note the full year effect of cost pressures of £3,153k for the Care Services Portfolio budget for 2018/19;**

- 3) **Agree the release of £40k held in contingency relating to the Helping People Home Grant;**
- 4) **Note the comments of the Department in Section 9 of Report CS18081; and,**
- 5) **Approve the Care Services Portfolio Budget Monitoring Report 2017/18.**

B CARE SERVICES PORTFOLIO PLAN PRIORITIES 2017/18

Report CS18079

The Committee considered a report outlining the draft Portfolio Plan priorities for 2017/18.

The draft Care Services Portfolio Plan 2017/18 comprised four priority outcomes in line with the Local Authority's "Building a Better Bromley" vision of creating an environment where people could lead healthier, more independent and self-reliant lifestyles, with a clear focus on supporting the most vulnerable. The four priority outcomes reflected the revised Portfolio structure for Care Services and were underpinned by eight Outcome Statements and 41 aims that defined the supporting Social Care, Health and Housing action plans and measures. Members were advised that the target for Priority Outcome 2.1 which related to Adults receiving Direct Payments had been increased to a more ambitious target of 20% following publication of the draft Portfolio Plan at the request of the Portfolio Holder for Care Services.

The Chairman noted the delay in producing the draft Care Services Portfolio Plan 2017/18 which was as a result of changes to the Portfolio structure for Care Services, and requested that the Care Services Portfolio Plan 2018/19 be provided to the Care Services PDS Committee prior to the start of the 2018/19 municipal year.

In considering the need to robustly monitor the performance of external providers delivering commissioned services, the Interim Director: Programmes noted that the Local Authority benefitted from a rigorous contracts monitoring approach and that the Programmes and Commissioning teams worked closely with external providers to ensure quality services were maintained. An annual satisfaction survey for Bromley residents was not undertaken; however there was a programme of user satisfaction surveys within the Adult Social Care service which provided service user feedback. A Member suggested that a dashboard approach might be useful for performance monitoring across the Care Services Portfolio. Another Member underlined that any risks related to the provision of services by external agencies or partners should be included in the risk register.

A Co-opted Member highlighted Priority Outcome 3.2.4 which related to the development of cross-cutting health and social care commissioning strategies including older people, people with learning disabilities and people with

mental health needs. The Interim Director: Programmes confirmed that this would also include people with physical disabilities. Initial scoping work to develop the commissioning strategies was in progress and a consultation on the proposals would be undertaken in early 2018.

A Member requested that future Portfolio plans include aims supporting closer working with the Third Sector and addressing the issue of social isolation. In response to a question from the Member relating to Priority Outcome 4.1, the Director: Housing explained that the 2017/18 target for the number of households approaching the Local Authority for housing advice services whose situation was resolved had been set at a lower rate than the previous year in anticipation of a significant increase in demand for the service when Homelessness Reduction Act 2017 came into force in April 2018. A Co-opted Member was concerned to note that a number of aims within Priority Outcome 2 did not have an agreed target and asked that meaningful measures be developed.

The Chairman requested that the draft Care Services Portfolio Plan 2018/19 be provided to Members in advance of its consideration at Care Services PDS Committee to allow Members' an opportunity to give initial feedback. A Member requested that any images used in future Portfolio plans reflected the full diversity of service users within the Care Services Portfolio.

RESOLVED that the Portfolio Holder for Care Services be recommended to agree the Care Services Portfolio Plan 2017/18.

C DOMICILIARY CARE SERVICES ANNUAL QUALITY MONITORING REPORT

Report CS18073

The Committee considered a report outlining the quality monitoring arrangements for agencies delivering domiciliary care in Bromley and reviewing performance for 2016/17. The report also proposed an amendment to the Local Authority's current policy to ensure that no new domiciliary care placements were made with agencies rated as 'Inadequate' or 'Requires Improvement' where possible and that two new agencies be added to the Framework that were both rated as 'Good'.

The Local Authority commissioned domiciliary care services from external agencies with 68% of care packages currently delivered by 18 agencies via a Framework that had been established in August 2012 to enable the Local Authority to commission care from agencies at guaranteed prices and support monitoring of the quality of care. Domiciliary care services not fulfilled via the Framework were provided by agencies that had spot contracts with the Local Authority. The quality of domiciliary care provision was monitored by the Contract Compliance Team as well as annually against the Council's Quality Assurance Framework, and follow-up visits were made focusing on the delivery of improvement plans arising from the Quality Assessment Framework. The Council's Executive had recently authorised the extension of

the Framework from 27th August 2017 to 26th August 2019 during which time Commissioners would be retendering the service.

In considering the report, a Co-opted Member emphasised the need for the local care market to be further developed, particularly as an increasing number of service users would be encouraged to take up Direct Payments. The Director: Adult Social Care confirmed that the Local Authority had appointed a Direct Payment Lead Officer who would be supporting service users taking up Direct Payments, and would also work with providers to develop the social care infrastructure across Bromley.

A Member noted the proposed amendment to the Local Authority's current policy for domiciliary care placements to be made with agencies rated as 'Good' or above where possible, and underlined the need for the circumstances around any domiciliary care placements made with agencies rated as 'Inadequate' or 'Requires Improvement' to be reflected in the risk register. The Strategic Manager: Procurement and Contracts advised Members that a considerable amount of work had been undertaken on how to best implement this proposal as it had been identified that ratings from previous inspections did not necessarily reflect the quality of current service provision within care settings. The Local Authority monitored all safeguarding incidents to ensure that care settings implemented all recommendations required to improve provision.

In response to a question from Member, the Strategic Manager: Procurement and Contracts confirmed that a range of work had been undertaken by the Local Authority in partnership with the Bromley Clinical Commissioning Group following the identification of a safeguarding issue by the Care Services PDS Committee at its meeting on 15th November 2016 around care workers recording and supplying medicines. Care providers were now working well to manage the recording and supplying of medicines and this would be subject to ongoing monitoring.

RESOLVED that the Portfolio Holder be recommended to:

- 1) Agree that the Central Placement Team only place new care packages with providers with a CQC rating of "Good" or above where possible; and,**
- 2) Agree that the following agencies be added to the Framework:**
 - **Care Direct (CQC – Good)**
 - **Invicta 24 (CQC – Good)**

D LEWIS HOUSE MANAGEMENT: CONTRACT AWARD VIA EXEMPTION TO COMPETITIVE TENDER PART 1 (PUBLIC) INFORMATION

Report CS18086-1

The Committee considered a report which outlined the outcome of negotiations with the existing service provider to continue to deliver housing management and independent living services at Lewis House.

Lewis House was a community venue which offered a range of services to Bromley residents that gave people with disabilities the opportunity to test out equipment and view adaptations before purchase. This provision was currently delivered via a contract that was due to expire on 31st December 2017. A recent tender process for the delivery of this provision had failed to attract any bids. To meet service need and ensure no break in service, the Director: Commissioning and Interim Director: Programmes had granted authority to negotiate a new contract with the current provider. A proposal to continue the contract with the current provider had subsequently been agreed and it was recommended that the contract be granted for a period of three years from 1st January 2018 to 31st December 2020, with the option to extend for a further period of up to two years. It was also proposed that authority to agree the contract extension option be delegated to the Executive Director: Education, Care and Health Services in consultation with the Portfolio Holder for Care Services, the Director: Commissioning, the Director: Finance and the Director: Corporate Services.

In considering the report, Members discussed the length of the proposed contract and agreed to recommend that the period of contract be amended.

RESOLVED that the Portfolio Holder be recommended to:

- 1) Award the contract for housing management services at Lewis House for a period of five years from 1st January 2018 to 31st December 2022 with the option to extend for a further period of up to two years, subject to agreement by Corporate Procurement and Legal Officers; and,**
- 2) Delegate authorisation to extend the contract for a period of up to two years to the Executive Director: Education, Care and Health Services in consultation with the Portfolio Holder for Care Services, the Director: Commissioning, the Director: Finance and the Director: Corporate Services.**

53 PRE-DECISION SCRUTINY OF EXECUTIVE REPORTS

A CONTRACT AWARD FOR NURSING CARE BEDS PART 1 (PUBLIC) INFORMATION

Report CS18070-1

The Committee considered a Part 1 (Public) information report requesting the Council's Executive approve the award of a block contract of 70 nursing care beds for a period of seven years from 2nd January 2018 to 1st January 2025, with the option to extend the contract for a further three year period.

The Local Authority had a statutory responsibility to ensure that it was not contributing towards the unnecessary delay of patients being discharged from hospital. To support this, the Local Authority had agreed a block contract with Mission Care which provided 48 nursing home placements and an additional

12 placements on a first refusal basis in 2012 which had been identified as offering good value for money but had no option to extend beyond 1st January 2018. As it was not possible to predict the future demand for nursing home beds and there were times when all contracted beds were full, the Local Authority often had to spot-purchase additional nursing bed placements which had a significant cost implication and the potential to delay discharge from hospital. To ensure sufficient availability of nursing home placements in the medium term, it was proposed that the Local Authority commission a new block contract for 60 nursing home placements and 10 placements on a first refusal basis. Purchasing nursing home beds via a block contract had been identified as being a cost effective strategy as it provided beds at a guaranteed price and reduced the administration associated with making placements. The Local Authority had maximised the use of the existing block contract and was achieving 100% usage of block and first refusal beds at very competitive prices.

RESOLVED that the Council's Executive be recommended to:

- 1) Approve a contract award for 70 block nursing care beds for a period of seven years from 2nd January 2018 to 1st January 2025, with the option to extend the contract for a further three year period;**
- 2) Approve the increase in supporting budget arising from the impact of the National Living Wage as detailed in the Part 2 (Exempt) report; and,**
- 3) Delegate the authorisation to extend the contract for a period of up to three years to the Executive Director: Education, Care and Health Services in consultation with the Portfolio Holder for Care Services, the Director: Finance, the Director: Corporate Services and the Director: Commissioning.**

B HOMELESSNESS STRATEGY

Report CS18053

The Committee considered a report outlining the draft Homelessness Strategy 2018-2023 and seeking authorisation to commence an eight week public consultation exercise prior to its finalisation.

The Local Authority had a legal requirement to agree a published homelessness strategy. The draft Homelessness Strategy 2018-2023 had been developed in consultation with service users and stakeholders and detailed the Local Authority's approach and further planned developments to strengthen homeless prevention and increase access to affordable and sustainable accommodation, thus reducing demand for emergency accommodation. The proposed strategic priorities within the draft strategy comprised early identification and prevention of homelessness, achieving positive outcomes for young people, increased access to and promotion of the

supply of accommodation and achieving positive outcomes to improve health and wellbeing and support people to break the cycle of homelessness. The draft Homelessness Strategy 2018-2023 also reflected a significant change to the Local Authority's statutory duties in relation to homelessness and temporary accommodation within the Homelessness Reduction Act 2017 that would come into force in April 2018.

In considering the draft strategy, A Member underlined the need to ensure there was sufficient housing supply within the Borough and that appropriate sites for housing development were identified. The Vice-Chairman noted that Reading Borough Council had recently announced a programme to develop modular temporary accommodation. The Director: Housing confirmed that modular housing was one of several options under consideration by the Local Authority and that best practice from other local authorities was used in developing the Borough's temporary accommodation strategy. The More Homes for Bromley scheme continued to be successfully rolled out. A total of 118 properties had now been purchased in the Borough and sub-region, and the Mears Group was undertaking an assessment to identify if the scheme could be expanded beyond the planned 400 properties.

Another Member raised concerns around the increase in Houses in Multiple Occupancy (HMO) within the Borough that did not have to be registered unless they were over a particular size or occupancy, and highlighted the importance of monitoring these properties to ensure they were maintained to a safe standard. The Director: Housing noted that other local authorities had placed social care clients in Houses in Multiple Occupancy within Bromley and that this raised potential safeguarding concerns where the Local Authority was not made aware of vulnerable residents. The Member requested that consideration be given to creating a Register of Houses in Multiple Occupancy, and that this could be particularly useful to Ward Members.

The Portfolio Holder confirmed that the two Visiting Officers had recently been appointed within the Housing Service and would deliver a rolling programme of visits for temporary accommodation. The Housing Service would also be working to develop closer links with private sector landlords with a view to increasing the availability of high quality private sector accommodation.

RESOLVED that the Council's Executive be recommended to authorise a final eight week public consultation exercise following which the finalised Homelessness Strategy 2018-2023 and action plan would be presented to the Council's Executive for approval.

54 POLICY DEVELOPMENT AND OTHER ITEMS

A BROMLEY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2016 – 2017

Report CS18074

The Committee received a presentation on the Bromley Safeguarding Adults Board Annual Report 2016/17 by Lynn Sellwood, who had been appointed

Independent Chairman, Bromley Safeguarding Adults Board in March 2017 and Raynor Griffiths, Manager: Bromley Safeguarding Adults Board.

The Local Authority had a statutory duty under the Care Act 2015 to establish a Safeguarding Adults Board to ensure that there were local safeguarding arrangements in place within the Borough to protect vulnerable adults. The Bromley Safeguarding Adults Board had three main functions comprising developing a strategic plan, publishing an annual report and undertaking Safeguarding Adults Reviews to investigate serious incidents. The Board's statutory partners were Bromley Clinical Commissioning Group and the Metropolitan Police, and the Board worked across wide range of non-statutory partners including the Care Quality Commission and local voluntary organisations, and had two Lay Members.

During 2016/17, the Bromley Safeguarding Adults Board had worked to engage service users in the development of the Bromley Safeguarding Adults Strategy 2016-19 and had delivered a workforce strategy, with 619 staff trained in safeguarding. A highly successful annual conference had also been arranged around the theme 'accessing judgement' which had been attended by 150 delegates. The Board continued to work with all key partners to deliver a range of preventative work, including Trading Standards and Bromley Fire Brigade. A mapping exercise was also underway to plot all reported safeguarding incidents in 2016/17 and enable future service delivery to be more closely targeted to areas of need. An increase in the number of inappropriate safeguarding referrals made by the Metropolitan Police had been identified as a training issue and would be addressed.

In response to a concern raised by a Member, the Independent Chairman, Bromley Safeguarding Adults Board confirmed that the Board's priorities for 2017/18 included the issues of hoarding, self-respect and domestic violence. Fire safety had been considered at a recent meeting of the Bromley Safeguarding Adults Board and would continue to be a key area of focus for the Board going forward in partnership with the Bromley Fire Service. Looking ahead, the Board was seeking to develop closer links with the Bromley Safeguarding Children Board on cross-cutting issues such as gang membership, and would be also working with further education colleges to ensure the right measures were in place to protect vulnerable adults from radicalisation.

The Chairman led Members in thanking Lynn Sellwood and Raynor Griffiths for their excellent presentation which is attached at Appendix B.

RESOLVED that the Bromley Safeguarding Adults Board Annual Report 2016/17 be noted.

B SHARED LIVES UPDATE

Report CS18071

The Committee considered an overview of the Shared Lives Service.

The Shared Lives Service had been established in 2006 to support vulnerable adults to live within a family environment in receiving support. Service users were referred to the Shared Lives Service by the Community Disability Team and once successfully placed, service user's placements were monitored through two-monthly visits from the Shared Lives team and via an annual review by the Care Management team, as well as through the Bromley Quality Checkers Learning Disability Service Users Group. The Shared Lives scheme was registered with CQC and had a "Good" rating in all areas. The Shared Lives Service provided an alternative care option for service users within their own communities and realised significant cost savings of approximately £1.6M per annum, based on the current cohort of 31 users in comparison with alternate models of care such as Residential Care or Supported Living Schemes. The opportunities available to carers through the Shared Lives Service were promoted at community events and venues across the Borough and during the past year, four new carers had joined the Service which had offset four carers who had chosen to leave.

In discussion, Members generally agreed that the Shared Lives Service offered an excellent opportunity for vulnerable adults in Bromley and recommended the Portfolio Holder for Care Services consider how the initiative could be expanded to benefit more vulnerable adults. The Vice-Chairman agreed to undertake further work exploring how the Shared Lives Service might be further developed following the meeting. A Member was pleased to report the high standard of the matching process which ensured that vulnerable adults participating in the service were placed with the right family.

RESOLVED that:

- 1) The overview of the Shared Lives Service be noted; and,**
- 2) The Portfolio Holder for Care Services be recommended to consider how the Shared Lives Service could be expanded.**

C EXPENDITURE ON CONSULTANTS 2016/17 AND 2017/18

Report CSD17139

The Committee considered a report outlining the total expenditure of the Local Authority on consultants for 2016/17 and the first quarter of 2017/18 for the Care Services Portfolio.

At its meeting on 7th September 2017, the Executive and Resources PDS Committee considered a report on Local Authority expenditure on consultants across all Council departments for both revenue and capital budgets and requested that this expenditure be considered by the PDS Committees for each Portfolio. Within the Care Services Portfolio, which had responsibility for children's social care services until January 2017, revenue expenditure focused on the need for one-off specialist advice and to respond to insufficient in-house skills or resources had totalled £62,442 in 2016/17 with no revenue

expenditure in the first quarter of 2017/18. Capital expenditure on consultants totalled £38,861.77 in 2016/17 and £10,000 in the first quarter of 2017/18.

RESOLVED that the expenditure on consultants relating to the Care Services Portfolio be noted.

D CONTRACT REGISTER AND CONTRACTS DATABASE UPDATE PART 1 (PUBLIC) INFORMATION

Report CS18083-1

The Committee considered an extract from the Contracts Register as at 11th September 2017 which provided key information concerning contracts within the Care Services Portfolio with a total contract value greater than £50k. The report also gave an update on the Local Authority's new Contracts Database which had been developed to improve the Local Authority's contract management and corporate memory by creating a 'live' documentary system with all key contract information being accessible from one location.

There were 106 contracts within the Care Service Portfolio with a total contract value greater than £50k as at 11th September 2017, none of which were currently flagged as being of concern.

RESOLVED that:

- 1) The review of the £50k Contracts Register be noted; and,**
- 2) It be noted that the corresponding Part 2 (Exempt) Contracts Register (Report CS18083-2) contained additional and potentially commercially sensitive information in its commentary.**

55 QUESTIONS ON THE CARE SERVICES PDS INFORMATION BRIEFING

The Care Services PDS Information Briefing comprised three reports:

- Early Intervention and Sustainment Pilot
- Adult Social Care Local Account 2016/17
- Risk Management: ECHS Departmental Risk Register

RESOLVED that the Information Briefing be noted.

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

RESOLVED that the Press and public be excluded during consideration of the items of business listed below as it was likely in view of the nature of the business to be transacted or the nature of the proceedings that if

members of the Press and public were present there would be disclosure to them of exempt information.

**57 EXEMPT MINUTES OF THE CARE SERVICES PDS
COMMITTEE MEETING HELD ON 5TH SEPTEMBER 2017**

RESOLVED that the exempt minutes of the Care Services PDS Committee meeting held on 5th September 2017 be agreed.

**58 PRE-DECISION SCRUTINY OF PART 2 (EXEMPT) CARE
SERVICES PORTFOLIO HOLDER REPORTS**

**A LEWIS HOUSE MANAGEMENT: CONTRACT AWARD VIA
EXEMPTION TO COMPETITIVE TENDER PART 2 (EXEMPT)
INFORMATION**

The Committee considered the report and supported the recommendations.

**59 PRE-DECISION SCRUTINY OF PART 2 (EXEMPT) EXECUTIVE
REPORTS**

**A CONTRACT AWARD FOR NURSING CARE BEDS PART 2
(EXEMPT) INFORMATION**

The Committee considered the report and supported the recommendations.

**60 PART 2 (EXEMPT) POLICY DEVELOPMENT AND OTHER
ITEMS**

**A CONTRACT REGISTER AND CONTRACTS DATABASE
UPDATE PART 2 (EXEMPT) INFORMATION**

The Committee considered the report and supported the recommendations.

**61 QUESTIONS ON THE CARE SERVICES PDS PART 2 (EXEMPT)
INFORMATION BRIEFING**

The Committee considered the Part 2 (Exempt) information briefing.

The Meeting ended at 9.16 pm

Chairman

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CARE SERVICES PDS COMMITTEE
14th November 2017

WRITTEN QUESTIONS TO THE CARE SERVICES PORTFOLIO HOLDER

Written Questions to the Care Services Portfolio Holder received from Mrs Susan Sulis, Secretary, Community Care Protection Group

1. With regard to Item 9b: Homelessness Strategy:
 - a) When will the Council produce its new Housing Strategy?
 - b) In addition to 'Affordable Housing', does the Council intend to build new Social Housing for rent, at prices that local people on low wages can afford?
 - c) Has the Council produced any estimates of need for Social Housing, and identified potential sites?

Reply:

- a) *Work has commenced on the new Housing Strategy. The final strategy is due to published in the Summer of 2018, subject to final public consultation. This timeline has been set to ensure that the new Housing Strategy supports Bromley's emerging Local Plan.*
- b) *The Council does not directly develop or manage social housing, but works closely with partner registered providers (housing associations) and developers to secure the full range of affordable housing products across developments. This includes properties for rent to those on low incomes.*
- c) *Regarding estimates on housing need:*

Yes, estimates of the need for housing (including affordable housing) were undertaken as part of the sub-regional Strategic Housing Market Assessment (SHMA). Ongoing estimates take place using the data from homeless and housing register applications.

Identifying potential sites:

The local plan identifies potential sites for residential development – these include a proportion of affordable housing. We also work with housing associations to identify potential sites for new affordable housing. As land availability is limited we also look at other options such as refurbishment of buildings, sites for modular developments and purchase of existing properties.

2. When adults facing homelessness or already homeless approach the Council for assistance are they given:
 - a) Written information explaining the Council's procedures?

- b) A hard copy of the online Application Form to complete if requested, and completed copy as standard?
- c) At the end of the interview, a copy of the Interviewer's Assessment?

Reply:

- a) *Clients are provided with a leaflet – Your Guide to Homelessness. Where applying for inclusion onto the housing register, a scheme summary and full policy document is provided. We also have a range of leaflets concerning a number of housing options and support services. All leaflets can also be accessed via the Council's website and Bromley Homeseekers website. Literature is currently being updated to reflect the new duties and procedures arising out of the Homelessness Reduction Act 2017 which comes into force in April 2018.*
- b) *Hard copies of the online form are not available as standard; however officers can assist clients to complete the form over the phone or in person. Clients are provided with a hard copy of the completed form to sign. A new housing IT system is currently being implemented which will enable all applicants to receive full printed copies and access their application on-line.*
- c) *Applicants receive full written confirmation of all housing advice and options discussed, together with a decision in respect of their homeless application. All clients also have the right to request access to their file.*

3. In considering the Interviewer's Assessment:

- a) What evidence is required to enable the Assessor to decide if the Applicant is deemed a 'Vulnerable Person'?
- b) If the Applicant is not considered 'Vulnerable' are they given the reasons for this in writing?
- c) Are Applicants told of their Appeal Rights and given guidance on how to appeal?

Reply:

- a) *The homeless legislation clearly sets out those categories of persons who fall into a priority need group for housing. This includes those who are deemed 'vulnerable as a result of old age, mental illness, or handicap, or physical disability or other special reason'*

In assessing whether a person falls into this category the local authority must carry out a full assessment of need having regard to both the statutory code of guidance, statutory instruments and relevant caselaw.

- b) *Yes - this is a legal requirement and provided for all homeless decisions.*
- c) *Yes – this is a legal requirement. All decisions letters include full details of an applicant's right to request a review and how to do so.*



BROMLEY ADULT SAFEGUARDING BOARD ANNUAL REPORT



PURPOSE OF THE BOARD

- The Local Authority has a duty to establish a safeguarding adults board under S43 of the Care Act 2015.
- The aim of the Board is to ensure that there are local safeguarding arrangements in place to help and protect adults in Bromley.
- The Board has three main functions which are to:
 - Develop a strategic plan which describes the Board's objectives and how members of the Board will achieve these
 - Publish an annual report detailing how effective the Board's work has been
 - Undertake safeguarding adults reviews (SARs) and publish the findings and recommendations from these.

BOARD MEMBERS

- The Board's statutory partners are Bromley CCG and the Metropolitan Police. There is attendance from both parties at all our Board, Executive and sub-group meetings.
- The Board has a wide range of non-statutory partners, including the CQC, local voluntary organisations and Healthwatch.
- The Board recently appointed two Lay Members, and is amongst 7% of SABs that have recruited Lay Members.
- The Board is establishing a service user forum, which will invite service users to help comment on and progress our strategy.

KEY STRATEGIC AIMS

- **Priority 1 – Empowerment**
To help support residents manage risk in their own lives with support from professionals.
- **Priority 2 – Prevention**
To support the developments of and oversee strategies that help reduce abuse and neglect.
- **Priority 3 – Proportionality**
To ensure that we acted appropriately where and abuse or neglect has occurred and that individual's are supported to have a choice.
- **Priority 4 – Protection**
To work collaboratively with our partners to ensure those in need are represented.
- **Priority 5 – Partnership**
To work with our partners to develop a 'one team' approach that focuses on the welfare and needs of the individual.
- **Priority 6 – Accountability**
To ensure that all partner agencies are aware of their safeguarding duties and accept responsibility for this.

LOCAL CONTEXT

Typically:

- Female (62%)
- Over 75 years (58%)
- Suffering neglect or acts of omission (37%)
- Abuse in own home (56%)
- Perpetrator known to them (51%)

Users with Learning

Disabilities:

- 11% of all safeguarding enquiries
- 90% between 18 – 64
- Exposed to physical or financial abuse as well as neglect
- One of high risk groups for sexual abuse

Users with mental health:

- 21% of all safeguarding enquiries
- 64% of service users over 65 years
- 24% between 75 - 84
- Exposed to neglect or acts of omission if over 65
- Suffering physical abuse if under 65



OUR SERVICE USERS

KEY BOARD ACHIEVEMENTS

- The Safeguarding Adults Strategy for 2016 – 2019 outlines what the Board wants to achieve in the next three years. Service users were engaged in the process, with 617 people responding to an online survey and 63 people attending six focus groups. Work plans are in place to help the Board achieve its strategy; the key priorities for next year are domestic abuse, self-neglect, hoarding and home fire safety.
- We held the Bromley Safeguarding Adults Annual Conference 2016 with the theme of 'Accessing Justice'. This was attended by over 100 delegates and included sessions on pressure ulcers and self-neglect.
- Members of the Care Management Team worked closely with the Bromley Metropolitan police to investigate cases where the allegations of abuse and/or neglect were potentially of a criminal nature. Police intervened in 19 safeguarding cases, leading to 2 criminal prosecutions.
- Trading Standards delivered awareness raising talks and training and advice events to partners to enable them to recognise the signs of mass market fraud and doorstep crime. In total, 2,913 people attended these sessions. There were 229 calls to the rapid response number which included. As a result of these calls, officers made 63 immediate visits to vulnerable residents, resulting in savings of £399,000.

KEY BOARD PARTNER ACHIEVEMENTS

- BCCG developed a Bromley CCG Integrated Safeguarding Strategy and the 'Children and Young People, Children Looked After and Adults at Risk' which includes work set by the Adult and Children Safeguarding Boards.
- Bromley Healthcare had three CQC inspections throughout the year that rated safety as good and reported that safeguarding was embedded across the organisation.
- The Bromley Metropolitan Police Community Safety Unit, which handles domestic violence and abuse and hate crime, rose from 26th in the MPS to 5th in respect of detected cases. The police were the first in the MPS to create a dedicated victim care team to help safeguard vulnerable victims through multi-agency working.
- London Fire Brigade completed 3,434 Home Fire Safety Visits, an increase of 262 on 2015/16 figures. There were 65 safeguarding referrals to the Local Authority. London Fire Brigade responded to 8 fire retardant bedding requests for vulnerable residents.
- Healthwatch Bromley carried out five 'enter and view' visits to Ashglade, Burrows House, Foxbridge House, Sundridge Court and Green Parks House Care Homes and Extra Care Housing Schemes.

CASE STUDIES

Two rogue tree surgeons traders were convicted after defrauding elderly people in the area

A female was supported by a Bromley IDVA to press charges against her abusive partner

An elderly male who was self-neglecting and hoarding was supported with a community care package



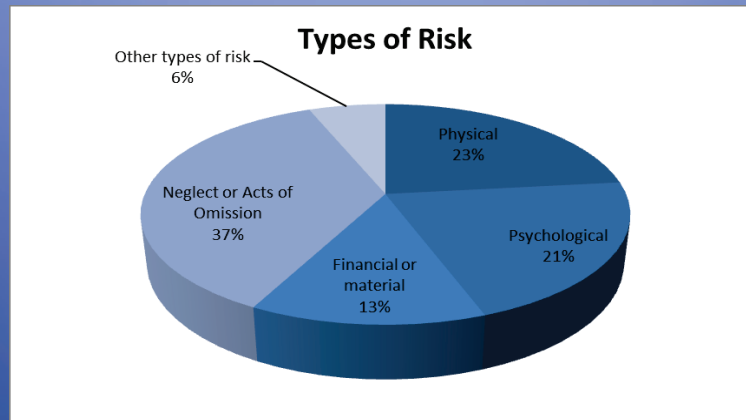
A female with Alzheimer's and her son were provided with support when their relationship became physically abusive

An elderly couple were helped to manage finances after their son had taken this from them

A male with learning disabilities was referred to a new placement after his carer physically abused him

NATIONAL PERFORMANCE

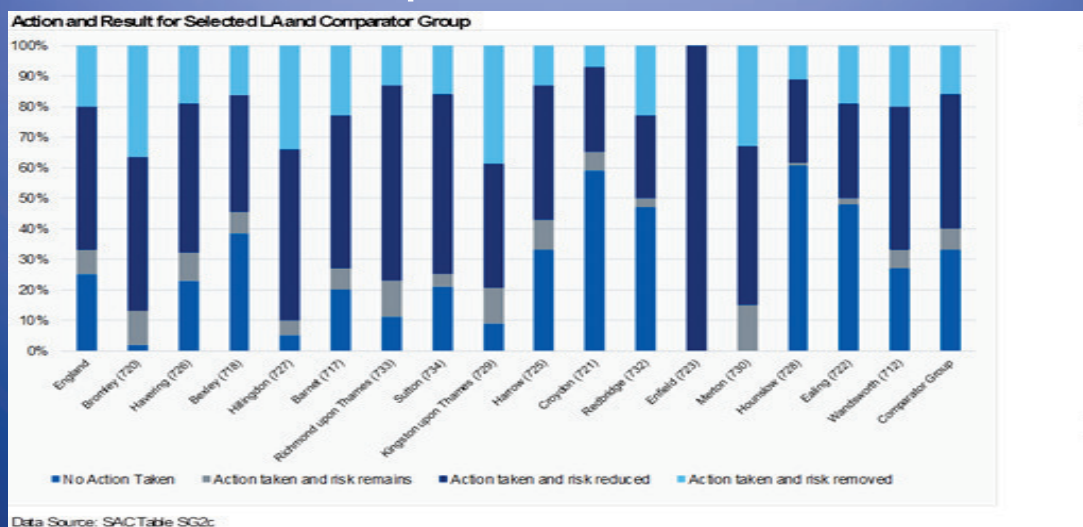
Enquiries per 100,000 adults and types of risk



- London Borough of Bromley has approximately 86 enquiries per 100,000. This is lower than the national average of 239 enquiries per 100,000.
- Bromley most commonly deals with safeguarding cases involving neglect and acts of omission as well as physical abuse. Nationally these are the most common types of abuse at, 33% and 26% respectively.

NATIONAL PERFORMANCE

Actions and results of enquiries



Action was taken to manage the risk of abuse in 98% of all cases investigated by Bromley. This is higher than the national average of 75%.

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Report No.
CSD18001

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Tuesday 9th January 2018

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

Title: MATTERS ARISING AND WORK PROGRAMME

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

Chief Officer: Director of Corporate Services

Ward: N/A

1. Reason for report

1.1 The Care Services PDS Committee is asked to review its work programme for 2017/18, the programme of visits to day centres and residential homes and matters arising from previous meetings.

2. RECOMMENDATION

2.1 The Committee is requested to review the Care Services PDS Committee work programme for 2017/18, the schedule of Council Members' visits and matters arising from previous meetings, and indicate any changes required.

Impact on Vulnerable Adults and Children

1. Summary of Impact: Not Applicable
-

Corporate Policy

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

Financial

1. Cost of proposal: No Cost
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Democratic Services
 4. Total current budget for this head: £343,810
 5. Source of funding: 2017/18 revenue budget
-

Personnel

1. Number of staff (current and additional): 8 posts (6.87 fte)
 2. If from existing staff resources, number of staff hours: Maintaining the Committee's work programme takes less than an hour per meeting
-

Legal

1. Legal Requirement: None
 2. Call-in: Not Applicable: This report does not involve an executive decision
-

Procurement

1. Summary of Procurement Implications: None.
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

- 3.1 The Care Services PDS Committee's matters arising table updates Members on "live" recommendations from previous meetings and is attached at **Appendix 1**.
- 3.2 The Care Services PDS Committee Work Programme 2017/18 outlines the programme of work for the Committee including areas identified at the beginning of the year, new reports and those referred from other committees, the Portfolio Holder for Care Services or the Council's Executive. The Committee is asked at each meeting to consider its Work Programme and ensure that priority issues are being addressed; that there is an appropriate balance between the Committee's key roles of holding the Executive to account, policy development and review, and external scrutiny of local services, including health services; and that the programme is realistic in terms of Member time and Officer support capacity, and the Work Programme is attached at **Appendix 2**.
- 3.3 The Schedule of Council Members' visits has been updated and information on recent and forthcoming visits is provided in the table in **Appendix 3**.

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

MATTERS ARISING FROM PREVIOUS MEETINGS

PDS Minute number/title	Committee Request	Update	Completion Date
Minute 47a 15 th November 2016 Domiciliary Care Quality Monitoring Report	The Committee requested a letter be sent to the Bromley Safeguarding Adults Board and the Bromley Clinical Commissioning Group referring the safeguarding issue of care workers recording and supplying medicines, and suggesting that pharmacists be commissioned to produce pre-populated medication administration charts, and that progress be reported back to the Committee.	In addition to earlier updates, at the meeting of Care Services PDS Committee on 14 th November 2017, the Strategic Manager: Procurement and Contracts confirmed that a range of work had been undertaken by the Local Authority in partnership with the Bromley Clinical Commissioning Group following the identification of this safeguarding issue. Care providers were now working well to manage the recording and supplying of medicines and this would be subject to ongoing monitoring.	Completed.
Minute 54b 14 th November 2017 Shared Lives Service	That the Vice-Chairman undertakes further work exploring how the Shared Lives Service might be further developed.	Updates on the work being undertaken would be reported to future meetings of the Care Services PDS Committee when available.	In progress.

CARE SERVICES PDS COMMITTEE WORK PROGRAMME 2017/18

Meeting Date	Title
All Meetings (Standing Items)	<u>VERBAL UPDATES</u> Report from Deputy Chief Executive/Executive Director Budget Update (Verbal Update) <u>PORTFOLIO HOLDER DECISIONS</u> Capital Programme Monitoring Budget Monitoring <u>PDS ITEMS</u> Contract Register and Contracts Database Report
14 th March 2018	<u>PORTFOLIO HOLDER DECISIONS</u> Care Services Portfolio Plan Priorities 2018/19 <u>EXECUTIVE DECISIONS</u> Services for the Blind Transport Commissioning <u>PDS ITEMS</u> Chairman's Annual Report Residential and Nursing Care Issues Housing Related Support/Supported Accommodation Travellers' Sites Joint Strategic Needs Assessment (JSNA) Overview of Domiciliary Care Services Service Improvement and Peer Review Referral from Appeals Sub (Part 2)

**SCHEDULE OF COUNCIL MEMBERS' VISITS
SPRING TERM 2018**

Establishment Name	Date	Time
Amplio House (Albermarle Road) 1–6 Amplio House, 14 Westgate Road, Beckenham BR3 5HN	24.01.18 WEDNESDAY	14:00-15:00
Blyth House 16 Blyth Road, Bromley, BR1 3RZ	05.02.18 MONDAY	14:00-15:00
Community Options 78 Croydon Road, Penge, London, SE20 7AB	19.02.18 MONDAY	09:30-10:30
Florence Nursing Home 47 Park Avenue, Bromley, Kent, BR1 4EG	06.03.18 TUESDAY	14:00-15:30
Johnson Court (Learning Disability Support Living Scheme) 143A Chislehurst Road, Bromley , BR6 0DS	20.03.18 TUESDAY	14:00-15:30

Report No.
FSD18003

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: PORTFOLIO HOLDER FOR CARE SERVICES

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 9th January 2018

Decision Type: Non-Urgent Executive Non-Key

Title: CAPITAL PROGRAMME MONITORING - 2ND QUARTER 2017/18

Contact Officer: James Mullender, Principal Accountant
Tel: 020 8313 4292 E-mail: james.mullender@bromley.gov.uk

Chief Officer: Director of Finance

Ward: Borough-wide

1. Reason for report

- 1.1 On 6th December 2017, the Council's Executive received the 2nd quarterly capital monitoring report for 2017/18 and agreed a revised Capital Programme for the four year period 2017/18 to 2020/21. This report highlights changes agreed by the Executive in respect of the Capital Programme for the Care Services Portfolio. The revised programme for this Portfolio is set out in Appendix A. Detailed comments on scheme progress as at the end of the second quarter of 2017/18 are shown in Appendix B.

2. **RECOMMENDATION**

- 2.1 **The Portfolio Holder for Care Services is asked to note and confirm the changes agreed by the Council's Executive on 6th December 2017.**

Corporate Policy

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

Financial

1. Cost of proposal: Nil net effect
 2. Ongoing costs: Not Applicable
 3. Budget head/performance centre: Capital Programme
 4. Total current budget for this head: £13.4m for the Care Services Portfolio over four years 2017/18 to 2020/21
 5. Source of funding: Capital grants, capital receipts and earmarked revenue contributions
-

Staff

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

Legal

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

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY

Capital Monitoring – variations agreed by the Executive on 6th December 2017

3.1 A revised Capital Programme was approved by the Executive on 6th December 2017, following a detailed monitoring exercise carried out after the 2nd quarter of 2017/18. The base position is the programme approved by the Executive on 19th July 2017, as amended by variations approved at subsequent Executive meetings. This report highlights changes agreed by the Executive in respect of the Capital Programme for the Care Services Portfolio. The revised programme for this Portfolio is set out in Appendix A. Detailed comments on scheme progress as at the end of the second quarter of 2017/18 are shown in Appendix B.

	2017/18	2018/19	2019/20	2020/21	TOTAL 2017/18 to 2020/21
	£000	£000	£000	£000	£000
Programme approved by Executive 17/07/17	7,933	2,820	10	10	10,773
Variations approved at subsequent Executive meetings - Site G (Exec 07/11/17) (see para 3.2.1)	2,640	0	0	0	2,640
Approved Programme prior to Q2 Monitoring	10,573	2,820	10	10	13,413
Variations approved by Executive 06/12/17	0	0	0	0	0
Total Amendment to the Capital Programme	0	0	0	0	0
Total Revised Care Services Programme	10,573	2,820	10	10	13,413

3.2 Variations approved at subsequent Executive meetings

3.2.1 Balance of S106 Payment in Lieu monies set aside towards the Site G development programme be reallocated to the Payment in Lieu (unallocated) Scheme for Housing (£2,640k increase in 2017/18)

On 7th November 2017, the Executive approved a report relating to Opportunity Site G Development Programme. At this stage of the development only £360k of the existing Section 106 monies are able to be used because of the precise conditions contained within the agreement. As the development nears implementation of affordable housing provision, there may be potential to draw down and allocate some of this funding at this stage. It is also anticipated that there may be future Section 106 Payment in Lieu monies that can be applied to contribute towards the provisions of affordable housing on the site. The £2,640k balance of Section 106 monies currently set aside towards Site G development programme has been reallocated to the Payment in Lieu (unallocated) scheme for Housing, subject to a future report to Members on how this funding may be utilised.

3.3 Section 106 receipts from developers (uncommitted balance) – (nil net effect in 2017/18)

In previous years, the Capital Programme budget for Section 106 receipts has been adjusted as and when new spending plans receive approval. In July 2015, the Executive agreed that the Capital Programme budget should, in future, agree with the total of S106 receipts available to fund expenditure. The approved S106 budgets for the Care Services Capital Programme are illustrated in the table below.

	Total Approved S106 Budget £000	Actuals up to FY16/17 £000	Budget FY17/18 £000
Housing:			
Purchase of Properties	1,120	1,021	99
Site K	672	605	67
Affordable Housing	2,500	0	2,500
Uncommitted balance (as at Nov 2017)	2,891	0	2,891
Housing Total	7,183	1,626	5,557

3.4 Schemes re-phased from 2017/18 into future years

There were no re-phasings carried out during the 2nd quarter monitoring exercise. This quarterly report will monitor the future position and will highlight any schemes where rephasing is required.

Progress on works at Star Lane

- 3.5 The work is to replace much of the water supply to meet minimum regulatory standards. The project was assigned to Amey to implement and project manage. The final specification for works was completed during 2nd quarter 2017/18. Work has now commenced for the trenching on site and this is due to completed early in the New Year. Internal pipework is currently being tendered with an anticipated onsite start for March 2018. The completion date is anticipated at end of 1st quarter 2018/19.

Post-Completion Reports

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

4. POLICY IMPLICATIONS

- 4.1 Capital Programme monitoring and review is part of the planning and review process for all services.

5. FINANCIAL IMPLICATIONS

- 5.1 These were reported in full to the Executive on 6th December 2017. Changes agreed by the Executive for the Care Services Portfolio Capital Programme are set out in the table in paragraph 3.1.

Non-Applicable Sections:	Legal, Personnel and Procurement Implications, Impact on Vulnerable Adults and Children
Background Documents: (Access via Contact Officer)	Capital Programme Monitoring – 2 nd quarter report (Executive 06/12/17) Opportunity Site G Development Programme (Executive 07/11/17)

APPENDIX A

CARE SERVICES PORTFOLIO - APPROVED CAPITAL PROGRAMME 6 DECEMBER 2017									
Code	Capital Scheme/Project	Total Approved Estimate	Actual to 31.3.17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21	Responsible Officer	Remarks
		£'000's	£'000's	£'000's	£'000's	£'000's	£'000's		
SOCIAL CARE									
950802	Care Homes - improvements to environment for older people	290	288	2	0	0	0	Paul Feven	100% government grant
950804	PCT Learning Disability reprovion programme - Walpole Road	11,004	10,130	874	0	0	0	Colin Lusted	Fully funded by PCT
950806	Social Care Grant - 2010/11 and prior years	508	508	0	0	0	0	Paul Feven	100% government grant
950806	Social Care Grant - 2011/12 and 2012/13 settlement	867	89	778	0	0	0	Paul Feven	100% government grant
950806	Social Care Grant - 2013/14 and 2014/15 settlement	1,293	0	722	571	0	0	Paul Feven	100% government grant
950806	Social Care Grant - 2015/16	663	0	0	663	0	0	Paul Feven	100% government grant
950806	Social Care Grant - Social care electronic information system	240	240	0	0	0	0	Paul Feven	100% government grant
950807	Mental health grant	331	5	326	0	0	0	Paul Feven	100% government grant
950815	Supporting Independence - Extra Care Housing	20	7	13	0	0	0	Paul Feven	100% government grant
950816	Transforming Social care	145	134	11	0	0	0	Janet Bailey	100% government grant
950818	Manorfield - Temporary Accommodation	994	993	1	0	0	0	Sara Bowrey	Approved by Executive 15/10/14. Additional Grant from GLA £431k (Executive 02/12/15, 20/07/16)
907562	Mobile technology to support children's social workers	71	39	32	0	0	0	Janet Bailey	100% grant
950000	Feasibility Studies	40	0	10	10	10	10	David Bradshaw	
	TOTAL SOCIAL CARE	16,466	12,433	2,769	1,244	10	10		
HOUSING									
950819	Gateway Review of Housing I.T System	659	36	447	176	0	0	Sara Bowrey	Approved by Executive 11/02/15
950821	Payment in Lieu Fund - Properties Acquisitions	1,120	1,021	99	0	0	0	Sara Bowrey	Funded from PIL (S106) receipts
950822	Payment in Lieu Fund - Site K	672	605	67	0	0	0	Sara Bowrey	Funded from PIL (S106) receipts
950830	Affordable Housing	2,500	0	2,500	0	0	0	Sara Bowrey	Funded from PIL (S106) receipts
950792	Payment in Lieu Fund - unallocated	2,891	0	2,891	0	0	0	Sara Bowrey	S106 Receipts
914110	London private sector renewal schemes	3,243	3,130	113	0	0	0	Steve Habgood	100% external funding
950501	Empty Homes Programme	620	415	205	0	0	0	Steve Habgood	100% external funding
916XXX	Renovation Grants - Disabled Facilities	11,180	8,490	1,290	1,400	0	0	Steve Habgood	Govt grant £1,681k in 2016/17
	TOTAL HOUSING	22,885	13,697	7,612	1,576	0	0		
OTHER									
529	Star Lane Traveller Site	250	58	192	0	0	0	Sara Bowrey	Urgent water and drainage works (statutory duty)
	TOTAL OTHER	250	58	192	0	0	0		
	TOTAL CARE SERVICES PORTFOLIO	39,601	26,188	10,573	2,820	10	10		

APPENDIX B

CARE SERVICES PORTFOLIO - APPROVED CAPITAL PROGRAMME 6th DECEMBER 2017					
					2nd QUARTER 2017/18
Capital Scheme/Project	Actual to 31.03.17	Approved Estimate Jul 2017	Actual to 04.12.17	Revised Estimate Dec 2017	Responsible Officer Comments
	£'000's	£'000's	£'000's	£'000's	
SOCIAL CARE					
Care Homes - improvements to environment for older people	288	2	0	2	This funding was provided to support care homes in the voluntary/independent sector to improve the environment in care homes for older people. Care homes are able to "bid" to the Council for this funding and there are criteria agreed for this.
PCT Learning Disability reprovion programme	10,130	874	-21	874	The Department for Health capital is for uses associated with the reprovion of NHS Campus clients to the community, and projects relating to the closure of the Bassetts site. Approximately £850k has been identified for alternative day service provision following the closure of the Bassetts Day Centre. LD Day activities have been market tested and have now been transferred to an external provider tasked with the running and modernisation of services. The new provider is now progressing service modernisation which may require an element of capital investment. Proposals are now being drawn up with any resulting capital expenditure starting in 17/18. Officers still await the final invoice for the retained snagging amount at 118 Widmore Road which will be approximately £20k. It should be noted that the NHS are entitled to request the return of the remaining capital sum.
Social Care Grant - 2010/11 and prior years	508	0	0	0	This funding is made available to support reform of adult social care services. To date, these have been funded by the Council. As the new legislation for adult social care becomes clearer it is likely that this funding will be used to support the changes required. For example previously the funding has been used for works to Council owned learning disability properties and for investment in older people day opportunity services.
- 2011/12 and 2012/13 settlement	89	778	27	778	
- 2013/14 and 2014/15 settlement	0	722	0	722	
- 2015/16	0	0	0	0	
- Social care electronic information system	240	0	0	0	
Mental health grant	5	326	0	326	This funding is made available to support the reform of adult social care services. To date, these have been funded by the Council. As the new legislation for adult social care becomes clearer it is likely that this funding will be used to support the changes required.
Supporting Independence - Extra Care Housing	7	13	0	13	This funding is available for specialist equipment/adaptations in extra care housing to enable schemes to support people with dementia or severe physical disabilities. Consideration is being given to the potential for additional telecare in ECH.
Transforming Social care	134	11	0	11	The remaining balance is to undertake work supporting mobile working in Adult Social Care. It is anticipated that the remaining work will be carried out in FY17/18.
Manorfield - Temporary Accommodation	993	1	0	1	£563k approved by Executive 15/10/14 for the refurbishment at Manorfields. Additional £431k allocation received from GLA for replacement of boiler, associated building works and design works. The refurbishment work is now completed together with any final snagging. Close down of accounts is currently taking place to sign off final work costs.
Mobile technology to support children's social workers	39	32	13	32	Evaluation of the laptop pilot in CSC will enable officers to plan and spend the remainder of this grant in 2017/18.
Feasibility Studies	0	10	0	10	
TOTAL SOCIAL CARE	12,433	2,769	19	2,769	
HOUSING					
Gateway Review of Housing I.T System	36	447	131	447	Exec 21/03/17 approved the addition of £459k for the purchase of Housing IT System. A new provider has been appointed and work has commenced on implementation. Phase one is due to be completed by the end of the current financial year.
Payment in Lieu Fund - Properties Acquisitions	1,021	99	1	99	The remaining funds relate to work required post lettings during the term of the tenancies. This money is held for repairs and maintenance during the life of the properties.
Payment in Lieu Fund - Site K	605	67	0	67	Further delays have been incurred with the build and final completion is now due in March 2018.
Affordable Housing	0	2,500	2,500	2,500	Exec 19.07.17 - S106 contribution for the provision of affordable units to Clarion housing association
Payment in Lieu Fund - unallocated	0	251	0	2,891	S106 Receipts (unallocated)
London private sector renewal schemes	3,130	113	30	113	Officers anticipate spend of approximately £113k in FY17/18.
Empty Homes Programme	415	205	13	205	Spending is being targeted on long term empty properties as per the funders criteria; take up is slow, but consistent. Revised correspondence has been drawn up and being given to every owner of an empty property with their Council Tax revised bill to increase awareness of the assistance available.
Renovation Grants - Disabled Facilities	8,490	1,290	737	1,290	Government grant 17/18 was £1,838k. Additional schemes to provide physical improvements to client's home environments and to assist with creating safer and healthier homes, reduce admissions to hospital and keep clients in their own home for longer have been prepared and will be considered at integration meetings.
TOTAL HOUSING	13,697	4,972	3,412	7,612	
OTHER					
Star Lane Traveller Site	58	192	0	192	The work is to replace much of the water supply to meet minimum regulatory standards. The project was assigned to Amey to implement and project manage. The final specification for works was completed during quarter 2 FY17/18. Work has now commenced for the trenching on site and this is due to be completed early in the new year. Internal pipework is currently being tendered with an anticipated onsite start for March 2018. The completion date is anticipated at end of quarter 1 2018/19.
TOTAL OTHER	58	192	0	192	
TOTAL CARE SERVICES PORTFOLIO	26,188	7,933	3,431	10,573	

Report No.
CS18110

London Borough of Bromley

PART 1 - PUBLIC

Decision Maker: PORTFOLIO HOLDER FOR CARE SERVICES

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 9th January 2018

Decision Type: Non-Urgent Executive Non-Key

Title: ANNUAL QUALITY MONITORING REPORT: CARE HOMES, SUPPORTED LIVING SCHEMES AND EXTRA CARE HOUSING

Contact Officer: Wendy Norman, Head of Contract Compliance and Monitoring
Tel: 020 8313 4212 E-mail: wendy.norman@bromley.gov.uk

Chief Officer: Lesley Moore, Director: Commissioning

Ward: Borough-wide

1. Reason for report

- 1.1 This report sets out the monitoring arrangements for Registered Care Homes, Supported Living Schemes and Extra Care Housing Schemes in Bromley and comments on performance during 2017.
-

2. RECOMMENDATIONS

- 2.1 The Care Services Policy Development and Scrutiny Committee is requested to:
- i) Consider the report and and comment on the action taken to ensure that Providers maintain and improve the quality of services provided.
- 2.2 The Portfolio Holder for Care Services is asked to agree that:
- i) The Central Placement Team only make new placements with Providers whose CQC rating is "good" or above where possible.

Corporate Policy

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

Financial

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

Staff

1. Number of staff (current and additional): N/A
 2. If from existing staff resources, number of staff hours: 2.75
-

Legal

1. Legal Requirement: Statutory requirement.
 2. Call-in: Call-in is applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Approximately 1200 at any one time.
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Ward Councillor Views

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

3. COMMENTARY

- 3.1 The Contract Compliance Team is responsible for monitoring social care contracts. It also monitors the quality of care offered to Bromley residents in care homes, supported living, extra care housing, and by domiciliary care agencies. The remit and size of the team has increased as the Council has become a commission organisation, rather than a direct care provider. This report focusses on the monitoring of quality services in care homes and other residential settings in the borough.
- 3.2 Where it is appropriate the Council meets assessed needs by funding placements in residential and nursing homes. Service Users are able to choose their placement, although their choice can be limited depending on the availability of placements and the user's financial resources. The majority of placements funded by the Council are contracted with individual homes on a spot contract basis (820 as at December 2017) supplemented by 60 nursing care beds purchased via a block contract with Mission Care. The Council ensures that service users have a choice of placements in homes in the borough for which the Council will pay a fair market rate. These rates are monitored and reviewed regularly in order to reflect demand as an inability to make local placements quickly also has a negative impact on the local acute hospital services.
- 3.3 The Council pays up to an agreed ceiling rate, based on criteria that service users have sufficient choice of placements in the borough at those ceiling rates. When it is not possible to place at those rates, a placement will be made above that level. If the Council's ceiling rate is too low providers will offer their beds to other local authorities or full payers as the first option, which will then also cause bed blocking at the hospital etc.
- 3.4 Service users who are more independent may be offered a tenancy in a flat in Extra Care Housing. There are 6 schemes spread across the borough. Support to manage daily living activities is provided on site and some of the schemes also have restaurants. During 2017 the support service was re-tendered. The new providers are Mears and Creative.
- 3.5 Many Service Users with Learning Disabilities have tenancies in supported housing schemes within the borough. The Council contracts with support providers to deliver support in these schemes and the providers are monitored by CQC as domiciliary care provision. The Council's Monitoring Officer visits each scheme and the registered care homes for Learning Disabilities and People with Mental Health problems.

MONITORING ACTIVITY

- 3.6 This report sets out the monitoring activity undertaken by the Contract Compliance Team in Care Homes, Supported Living and Extra Care Housing Schemes in Bromley during 2017. The report also comments on the performance of the nursing bed block contract with Mission Care.
- 3.7 The Contract Compliance Team monitors the overall quality of service delivered in each Bromley location using a comprehensive Quality Assessment Framework (QAF) covering the quality of accommodation, the state of the building, health and safety, fire safety and business continuity plans. A blank copy of this document is attached as Appendix 3 to this report. The monitoring officer also selects random service user files and reviews in detail the care plans, recording, medication arrangements etc. Monitoring also covers staffing rotas, supervision arrangements and checks training. As part of the preparation for each visit we review complaints and safeguarding alerts recorded by the Council and during the visit we gather feedback from service users and their families. The provider is given a full report from the visit and is asked to complete an action plan to cover improvements that have been identified. The Council's Care Services Team undertakes reviews of the Bromley funded Individual service users annually, or more frequently if necessary.

- 3.8 The Care Quality Commission (CQC) ratings are also used to form part of the picture that is built up of each home. The Council's Compliance officers visit every home in Bromley and undertake a full QAF annually. Providers are asked to draw up an action plan to resolve any improvement issues identified in the QAF which is followed up by the Contract Compliance Officer. Where the outcome of the QAF or other risk indicators such as CQC scores suggest it is necessary follow up focus visits are undertaken to the home.
- 3.9 During 2017 officers have been working closely with colleagues in the Bromley Clinical Commissioning Group (CCG) in order to share information about homes and to reduce duplication of effort. The Continuing Health Care nurses have suggested additions to the QAF to cover clinical aspects of care which will be assessed by nurses. This work will be developed formally through a joint LBB and CCG Care Home Programme launched in November 2017. The programme involves a task and finish group on quality to be managed jointly. The Contract Compliance Team has also liaised with the St Christopher's nursing team who focus on end of life care to share intelligence about care homes.
- 3.10 The Portfolio Holder for Care Service takes an active interest in the quality of care being delivered in care homes. The Assistant Portfolio holder has been reviewing the work of the Contract Compliance Team and identified that early intelligence about potential problems could be gathered by seeking more information directly from service users and their families. To address this point one of the quality assurance officers has begun a programme of unannounced observation visits during which she will engage with users and residents of care homes and will also where possible attend relatives meetings. Members of the PDS committee visit care homes during the year and are able to engage with service users and their relatives. As part of their role as a watchdog of health and social care services Bromley and Lewisham Healthwatch have a statutory power to undertake Enter and View visits to care homes.
- 3.11 The Executive Director and Portfolio Holder for ECHS in partnership with Bromley CCG have initiated a series of meetings with Care Home Providers in Bromley in order to understand pressures and to identify ways in which the Council and Bromley CCG can support providers to deliver a good and consistent quality of care to Bromley residents.
- 3.12 This Contract Compliance activity encompasses the service delivered to all residents whether or not they are funded by the Council as many Bromley homes have a high proportion of self-funded residents.

CARE QUALITY COMMISSION (CQC RATINGS)

- 3.13 The formal regulator for Adult Care Services is the CQC. The regulatory framework covering care services for adults is the Health and Social Care Act 2008. The Care Quality Commission (Registration) Regulations 2009 and Health and Social Care Act 2008 (Regulated Activities) Regulations 2010 detail the key care standards which providers must deliver. There are 28 regulations and associated outcomes set out in this legislation. The CQC monitors for compliance against these Fundamental Standards of Quality and Safety. The fundamental standards are grouped into 5 key themed areas for the purposes of providing a consolidated rating for each home which are: Safe; Effective; Caring; Responsive and Well-led. Each individual area is rated separately and these and an overall rating is published on the CQC website. The ratings are: Outstanding; Good; Requires improvement; and Inadequate.
- 3.14 If the provider is failing to meet an individual standard the CQC will require the provider to complete an action plan to remedy the problem. If the issue is serious a warning notice will be issued which has to be remedied within a set timescale. If the provider fails to remedy the warning notice within the given time scales the provider may be put into special measures which if not remedied could result in the registration of the service being withdrawn.

- 3.15 Within the overall CQC rating a home may have individual ratings from different categories. A home could be rated overall “good” while still having an area that “requires improvement”, or as “requires improvement” while having an area rated as “inadequate”. A home may also be rated overall as “inadequate” whilst having a “good” rating in an area. Therefore it is necessary to consider the individual ratings and overall report about a home together with all other available current information when considering the performance of a home. Where homes are rated as “requires improvement” the Council’s Contract Compliance Officer will intensify the level of scrutiny of the provider and the provider’s performance is regularly reviewed by the partners at the Care Services Intelligence Group (CSIG).
- 3.16 The CQC checks that providers have appropriate levels of management and that the registered person for that business has appropriate values and are well motivated. CQC inspections work closely with the Contract Compliance officers to ensure that information is shared appropriately and that resources are best used. Providers also have a duty to be transparent with their residents and their representatives which includes displaying their rating and informing them of any changes in rating, breaches etc. It is recognised that a home’s performance sometimes changes relatively quickly, particularly if there is a change of manager or key staff members or internal quality assurance checks are not undertaken robustly .
- 3.17 The CQC report “The state of health and social care in England 2016/17” comments that the quality of care across England is mostly good. The majority of providers originally rated as good maintain this rating, however 23% dropped at least one rating. This observation reflects experience in local homes and underpins the need for constant vigilance by home owners and monitoring staff.

CQC RATINGS OF LOCAL HOMES

Rating	Registered Care	Supported Living	Extra Care	Total	
Outstanding	0	2	0	2	
Good	38	11	1	50	
Requires Improvement	14	0	1	15	(previous provider)
Inadequate	0	0	0	0	
To be Inspected	1	1	4	6	

- 3.18 A snapshot of the overall CQC ratings by setting as at December 8th 2017 is set out in the table above. Appendix 1 sets out the current CQC ratings for all the Bromley providers. There are separate tabs for Care Homes for Older People, Extra Care Housing (ECH) and Supported Living Schemes and Care homes for People with Learning Disabilities and Mental Health Issues. The spreadsheet also shows the number of placements funded by the Council and the dates of monitoring visits made by the Council’s Contract Compliance Officer and CQC.
- 3.19 Very few services in the country are rated as outstanding in every category. In Bromley we were pleased to learn that CMG have been awarded an overall ‘Outstanding’ rating for a supported living scheme. Christies Care who provide live in carers are also rated outstanding. This confirmed very positive feedback from our contracts officer. Antokol Nursing Home, Coloma Court, and Community Options (Croydon Road) have received an outstanding rating for ‘Caring’.
- 3.20 15 providers have received an overall rating of ‘Requires Improvement’. A provider receives this rating when 2 or more key areas have been rated as requiring improvement. Each of these

providers is working to an improvement plan in order to achieve a 'Good' rating. Key areas which require improvement are: risk assessments to be more robust, effective application of Deprivation of Liberty Safeguards (DoLS) and overall quality assurance which is related to the areas mentioned above. These areas of concern are picked up and used as themes for learning and discussion in the Care Home Forum which is held quarterly throughout the year for Providers.

- 3.21 Bromley Park Nursing Home was rated Inadequate and in special measures for a few months during 2017. New placements were suspended and all existing residents were reviewed. The home worked hard in order to overcome the problems identified and their overall rating was improved after completion of remedial actions. They were supported by a range of partners from health and social services to achieve this by regular monitoring and assistance to improve practice around nutrition, infection control and record keeping.

CHANGE OF POLICY

- 3.22 The Council's current policy is not to make any new placements with a registered provider where the CQC has found the service to be "**inadequate**". If a service receives this rating the Council's Care Services managers, together with the Contract Compliance and Safeguarding Teams in liaison with Health partners undertake a risk assessment in order to decide what action should be taken in respect of existing service users. Depending on the situation service users funded by Bromley could be given the option to move to alternative care homes.
- 3.23 Following discussion at the Care Services Policy Development and Scrutiny Committee on November 14th 2017 the Portfolio Holder agreed a recommendation that new care packages should only be placed with Domiciliary Care providers rated as "**Good**" by CQC. This report proposes that the same policy is applied to new placements in care homes. It is recognised that there will be some difficulties posed in implementing this policy because of the reducing number of placements available within Bromley, however Officers believe it should provide an incentive to providers to improve their CQC rating.

OUT OF BOROUGH HOMES

- 3.24 Where service users have chosen to live out of the borough the contract compliance team undertakes regular checks of the CQC ratings. Care Services are alerted to any issues raised about the quality of care provided and will take follow up action if necessary. Care Services staff reviews service users in residential care regularly in order to ensure that residents continue to be safely placed. Social Services Authorities communicate with each other to ensure that new placements are not made in homes where there are concerns for the quality of care.

4. SAFEGUARDING ALERTS AND COMPLAINTS

- 4.1 Service users are encouraged to make complaints in the first instance directly to the service provider. The Contract Compliance Officer checks the Complaints log at care homes during visits and follows up on these, for example by checking the service user's file and care plans or staff file to ensure that actions have been recorded. Where a complaint is not resolved satisfactorily the complainant may approach the Council for assistance. There are relatively few complaints received.
- 4.2 Contract Compliance Officers also monitor safeguarding alerts that are raised against every home in order to spot any potential trends. They will also check on the progress and outcomes of safeguarding investigations during monitoring visits and can ensure that any recommendations are carried out, either through the care plans, or through viewing staff files.

- 4.3 A detailed analysis of safeguarding alerts and complaints by home is set out in Appendix 2. Between April and December 2017 the Council has received 67 safeguarding referrals about Bromley care services. This is compared with the total of 92 in the whole 16/17 financial year. The number of complaints and safeguarding alerts should not necessarily be considered negatively. It is important that service users and their families feel confident to report concerns. The largest number of incidents are categorised as “neglect or acts of omission”. This would include failures with medication, uncaring attitude or poor care by carers, or failure to act in response to problems with service user’s health.
- 4.4 A few services have a higher number of safeguarding alerts during 2017. Sometimes these are due to more than one person being involved in a single incident. It is also important to check whether the alerts are found to be substantiated after investigation. There are currently 6 alerts in Glebe Court where the safeguarding investigations have yet to be completed, however all agencies are aware of these alerts and are visiting regularly and sharing information via CSIG in order to mitigate risks.

Care Services Intelligence Group (CSIG)

- 4.5 The Council’s safeguarding manager convenes CSIG which is a regular meeting of officers from the Council, Bromley CCG , Bromley Healthcare, Oxleas, Police and CQC to exchange information and share any concerns about local providers. This ensures that any potential issues with individual or multiple providers are identified early; that investigations progress appropriately and that any learning requirements are factored into monitoring and training programmes.

HOMES WITH CONCERNS

- 4.6 Where a risk to all residents in a care home is identified an “all residents” safeguarding case is opened. In this instance the Council works with all relevant partners (CCG, Health Providers, Police, CQC) in order to ensure the ongoing safety of residents. It is normal to require the provider to stop accepting new referrals into the home whilst investigations are ongoing. The Council will undertake reviews of all Bromley funded residents and will also ensure that residents who are self funders are supported.

Rosecroft:

- 4.6.1 An all Residents Safeguarding Alert was raised for this home in November 2016. The home closed in May 2017. The police investigation is ongoing.

Bromley Park Nursing Home

- 4.6.2 This home was rated Inadequate by CQC and placed in special measures for a few months during 2017. New placements were suspended and all existing residents were reviewed. The home worked hard in order to overcome the problems identified and their overall rating was improved to “requires improvement” after completion of remedial actions. They were supported by a range of partners from health and social services to achieve this by regular monitoring and assistance to improve practice around nutrition, infection control and record keeping. In November 2017 the key stakeholders judged that problems were resolved and the home resumed taking new placements.

4.6.3 Coppice and Spinney

This is a supported living scheme where the support provision is run by Outward. Contract monitoring and complaints from clients have identified concerns with the level of care being provided. Stakeholders from the Council and Bromley CCG are meeting with the provider to

ensure that management action is taken to improve the situation and more frequent monitoring visits will be made during 2018 until issues are resolved.

5. USER / STAKEHOLDER SATISFACTION

- 5.1 During every monitoring visit Officers take time to talk to residents about their experiences of care and support. They will also observe the interaction between staff and residents. Each provider undertakes its own annual user satisfaction survey. Residents and relatives meetings are conducted to promote inclusion; the feedback received is acted upon. The Contract compliance officer reviews the outcomes of these surveys and meetings as part of the contract monitoring process.
- 5.2 The feedback received as part of these surveys has been satisfactory. Difficulties have been recognised where residents lack the capacity to get involved due to cognitive impairment; a best interest decision has been taken by the provider in such cases. The Contract Monitoring Team has increased the focus on obtaining feedback from relatives and residents by using some quality assurance officer time to visit care homes.
- 5.3 The Contract Monitoring Team works with the Quality Checkers Team, a group of service users with Learning Disabilities who live within the Bromley schemes and use services. They are able to give useful feedback by communicating directly with service users about their experiences and to highlight accessibility problems with accommodation and facilities. This team also assists with the recruitment of shared lives carers.

6. NURSING BED BLOCK CONTRACT

- 6.1 The Council has a contract with Mission Care for 60 nursing care beds in Bromley. These are spread across Willet House, Greenfield, Elmwood and Homefield. All homes are rated good except Greenhill, which requires improvement . The Council is closely monitoring Mission Care's action plan with the expectation that the actions taken will result in the rating improving at the next inspection. Mission Care won this contract following a procurement exercise. The original term of the contract has been extended twice as allowed and will expire on 31.12.17
- 6.2 The occupancy of these contracted beds during 2017 has been 100%. This extremely good performance is sustained due to close partnership working with Mission Care. The contract continues to deliver extremely good value for money. Regular contract monitoring meetings are held to review performance and explore issues arising. The key challenge for Mission Care and all providers in Bromley is to attract, recruit and retain a well-motivated and skilled workforce, both carers and nurses and managers. Mission Care has a well-developed practice of "growing its own "work force by recognising potential in staff and promoting them within the group where possible.

7. EXTRA CARE HOUSING

- 7.1 These schemes are registered and inspected by the CQC as Domiciliary Care Providers. Each scheme is registered with the CQC individually, although no schemes have yet been formally inspected and rated. During 2017 new contracts were awarded to Mears Care and Creative Solutions. Sanctuary Housing and the Council's own Extra Care Service ceased providing in July 2017. Officers are working closely with the providers to mobilise the new contracts effectively.
- 7.2 Monitoring officers have developed a QAF specifically for extra care housing and use this to drive continuous improvement in the service. The Council's Quality Monitoring Officer also met individually with a sample of service users and their families as part of the monitoring.

7.3 The annual summary of complaints and safeguarding alerts is included in Appendix 2. In Extra Care Housing the majority of these are from Sutherland and Regency Courts reflecting the concerns about Sanctuary Homecare's performance. Sanctuary did not bid for a new contract and therefore Council officers met very regularly with Sanctuary management during the last year of the contract in order to ensure that quality assurance was maintained until the end and the service improved. The number of alerts has decreased since the new providers took over.

8 PROVIDER FORUMS

8.1 The Contract Compliance Team runs quarterly forums for Care Home Providers and bi-annual forums for Learning Disability Providers. These forums are well attended and are used for the purpose of driving continuous improvement in services. Stakeholders from many partner organisations use the forums as a means of disseminating information, training, and gathering views for commissioning. In 2017 visitors to the forum have included LBB and CCG commissioners. Specialist nurses, Speech and language therapists, nutritional specialists, clinical nurse specialists, public health infection control, CCG pharmacy advisers, specialist recruitment advisers, the Fire service and many more. Through the forum we can also ensure that providers are aware of changing legislation and requirements such as the the forthcoming GDPR regulations.

9. RISKS

9.1 Providers continue to find it difficult to recruit suitable motivated care and nursing staff. There is also quite a high turnover of managers in some homes which tends to enhance staffing difficulties. Owners are reviewing salaries in order to ensure that they can recruit experienced managers. The CQC report "The state of Health Care and Adult Social Care in England 2016/17" highlights high patterns of staff turnover and the potential additional problem posed by Brexit as in the South East 10% of staff come from the EEA. Providers are reporting a reduction in staff from EEA applying for local jobs. The CQC report also re-states the pressure that Care providers are under and warns that "staff are working ever harder to deliver the quality of care that people have a right to expect. However there is a limit to their resilience"

9.2 Some of the homes are in older properties which present challenges for nursing higher dependency residents, but few owners have the appetite for the challenge that undertaking a refurbishment presents, or the funding required for this investment.

10. EMERGING NEEDS

10.1 A small number of people with dementia present with challenging behaviour and require additional support and monitoring for a time in order to ensure both their safety and that of other residents. Placements specialising in this type of care are extremely expensive and the only alternative is to provide 1:1 care in the current home which is expensive and unsatisfactory for residents and staff. Some local providers are proposing to set up small units which specialise in this intense level of care. This could be a more cost effective and caring alternative to 1:1 care and will be explored as part of future commissioning arrangements.

11. IMPACT ON VULNERABLE ADULTS

11.1 The residents of Care Homes and Extra Care Housing are amongst the most vulnerable residents in the borough. Regular monitoring of the quality of care provided, both via announced and unannounced visits by officers is essential to ensure that provision is satisfactory. It is also critical to ensure that the person responsible for the care home has made appropriate

arrangements to check quality assurance and service user feedback and that they have clearly publicised their whistle blowing policy.

12. FINANCIAL CONSIDERATIONS

- 12.1 There may be financial implications by moving to making placements with providers whose CQC rating is good or above where possible. However at this stage it is not quantifiable.
- 12.2 Officers will monitor the progress of this and report back to Members in due course as to the financial impact if any.

Non-Applicable Sections:	Customer Profile, Market, Personnel and Legal Considerations
Background Documents: (Access via Contact Officer)	See appendices

				2017/18									
EXTRA CARE HOUSING NEW CONTRACT WEF 1st AUGUST (updated 14/11/17)	Address	Q1	Q2	Q3	Q4	QA visits	Date of last CQC inspection	Overall rating	Is the service safe	Is the service effective	Is the service caring	Is the service responsive	Is the service well-led
CARE PROVIDER													
MEARS			07-Aug	29/11/17	CONTRACT MTG JAN		16-Nov-17						
Crown Meadow Court	Crown Meadow Court, 23 Brosse Way, Bromley, BR2 8FE	12.6.17		01/12/2017		OCT		GOOD	GOOD	GOOD	GOOD	GOOD	GOOD
Durham House*	52 Durham Avenue Bromley BR2 0RD			7/12/17		NOV							
Norton Court *	10 Hayne Road Beckenham BR3 3XF			12/12/2017		DEC							
CREATIVE													
			15-Aug	30/11/2017	CONTRACT MTG JAN								
Apsley Court *	100 Wellington Road St Mary Cray BR5 4AQ					JAN							
Regency Court	Regency Court, 14 Mackintosh Street, Bromley BR2 9GL	5.7.17				FEB							
Sutherland Court	Thesiger Road Penge SE20 7NN	26.6.17				QAF MAR	MAR						
* responsibility for QA transferred from LBB July 2017													
Mears and Creative have registered each scheme separately and they will be rated individually by CQC													

			DATES OF LBB MONITORING VISITS							CQC INSPECTION SUMMARY OF FINDINGS								
Home	Owning Company	Category of Care	Q1 2017-18	Q2	Q3	Q4	No of LBB placed SU's (1st Oct 16)	No of LBB placed SU's (29th Sept 2017)	Total number of beds	LBB % of total	Date of last CQC inspection	Previous CQC Score		Standards of treating people with respect and involving them in their care	Standards of providing care, treatment & support which meets people's needs	Standards of caring for people safely & protecting them from harm	Standards of staffing	Standards of management
													Overall Rating:	Is the Service Safe?	Is the Service Effective?	Is the Service Caring?	Is the Service Responsive?	Is the Service well-led?
Eversleigh Residential Care Home	CNV	OP Resi			CQC report published	x	3	6	31	19.4%	Nov-17	Jul 16 All Good	Requires Improvement	Requires Improvement	Requires Improvement	Good	Good	Requires Improvement
Fairlight and Fallowfield	Mills Group	OP Resi/ Nursing	23.5.17		CQC Visit completed Nov	x	8	6	68	8.8%	Jul-17	June 2017, 3 req imp, 2 good	Requires Improvement	Requires Improvement	Requires Improvement	Good	Good	Requires Improvement
Fairmount	Chislehurst Care Ltd.	OP Resi				x	5	4	38	10.5%	Mar-17	Dec 15, Overall req imp	Requires Improvement	Requires Improvement	Requires Improvement	Good	Good	Requires Improvement
Florence Nursing Home	Lorven Housing Ltd	OP Nursing				x	11	11	30	36.7%	Jul-17	Jan 14, 5 ticks	Good	Good	Good	Good	Good	Good
Foxbridge House	Care UK	OP Nursing	Feedback on LBB monitoring report received			x	2	3	84	3.6%	Sep-16	Requires improvement	Good	Good	Good	Good	Good	Good
Glebe Court	Glebe Housing Association	OP Nursing		26.9.17	CQC Visiting		4	7	47	14.9%	Oct-16	Requires improvement	Good	Good	Good	Good	Good	Good
Greenhill	Mission Care	OP Nursing	Feedback on LBB monitoring report received		27.11.17	x	29	24	64	37.5%	Aug-17	Jun 15 good Nov 15 Good in safe (focused)	Requires Improvement	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement
Homefield	Mission Care	OP Nursing	CQC good rating		26/10/17 & 27/10/17 am	x	23	20	42	47.6%	Apr-17	June 2016, 3 req imp, 2 good	Good	Good	Good	Good	Good	Good
Homelands	Independent	OP Resi	21.6.17				1	3	12	25.0%	Sep-15	Aug 14 5 ticks	Good	Good	Good	Good	Good	Good
Jansondean	Sage	OP Nursing			20.11.17 requested an update on recommendations from last report by 4/12/17	x	16	15	28	53.6%	Jun-16	Oct 15 Overall Req Impr	Good	Requires Improvement	Good	Good	Good	Good

			DATES OF LBB MONITORING VISITS							CQC INSPECTION SUMMARY OF FINDINGS								
Home	Owning Company	Category of Care	Q1 2017-18	Q2	Q3	Q4	No of LBB placed SU's (1st Oct 16)	No of LBB placed SU's (29th Sept 2017)	Total number of beds	LBB % of total	Date of last CQC inspection	Previous CQC Score		Standards of treating people with respect and involving them in their care	Standards of providing care, treatment & support which meets people's needs	Standards of caring for people safely & protecting them from harm	Standards of staffing	Standards of management
													Overall Rating:	Is the Service Safe?	Is the Service Effective?	Is the Service Caring?	Is the Service Responsive?	Is the Service well-led?
Lauriston House	Minster / Larchwood	OP Nursing		12.7.17		x	3	1	39	2.6%	Sep-17	Sept 16 Overall Req Impr	Good	Good	Good	Good	Good	Good
Nettlestead	Nightingales	OP Resi				x	0	1	22	4.5%	Mar-17	June 15 Overall Good	Good	Good	Good	Good	Good	Good
Oatlands	Independent	OP Resi				x	23	15	56	26.8%	Dec-15	Aug 13 5 ticks	Good	Good	Good	Good	Good	Good
Oatleigh	Independent	OP Nursing			CQC Visiting		9	5	56	8.9%	Nov-15	Feb 15 overall req impr	Good	Good	Good	Good	Good	Good
Park Avenue	Excelcare Holdings	OP Nursing			CQC Visit Nov		7	6	51	11.8%	Nov-17	Aug 16 All Good	Requires Improvement	Requires Improvement	Good	Good	Good	Requires Improvement
Prince George Duke of Kent Court	Royal Masonic Benevolent Institution	OP Nursing			CQC Visit Nov		8	7	78	9.0%	Nov-17	July 16 - overall req impr	Good	Good	Requires Improvement	Good	Good	Good
Queen Elizabeth House	Greensleeves Homes Trust	OP Resi					0	1	28	3.6%	Sep-17	Sept 15 All Good	Good	Good	Good	Good	Good	Good
Rowena	Independent	OP Resi	12th May				10	9	22	40.9%	Mar-17	August 2015, all good	Requires Improvement	Requires Improvement	Good	Good	Requires Improvement	Requires Improvement
Springfield	Leonard Cheshire	PD				x	0	0	11	0.0%	Sep-16	May 13 5 ticks	Good	Good	Good	Good	Good	Good
St Cecilia's	Leonard Cheshire	PD Nursing	29th June		x 20.11.17 requested an updated action plan by 4.12.17	x	5	5	30	16.7%	Jan-17	Sept 16 - overall Inadequate, Safe - inadequate, caring - good, others- req impr	Requires Improvement	Requires Improvement	Requires Improvement	Good	Good	Requires Improvement
Sundridge Court	Caring Homes Group	OP Nursing				x	5	5	30	16.7%	May-16	Jun 14 5 ticks	Good	Good	Good	Good	Good	Good
The Heathers	Independent	OP Resi	CQC report			x	5	6	13	46.2%	Jul-17	Feb 16 - o/a req impr	Requires Improvement	Requires Improvement	Requires Improvement	Good	Requires Improvement	Requires Improvement
The Sloane	Chislehurst Care	OP Nursing				x	5	4	25	16.0%	Apr-16	Sept 13 5 ticks	Good	Good	Good	Good	Good	Requires Improvement
Whiteoak Court	Independent	OP Nursing	CQC good rating		22/11/17		3	4	27	14.8%	May-17	Requires improvement	Good	Good	Good	Good	Good	Good
Willett House	Mission Care	OP Nursing	CQC good report			x	15	17	37	45.9%	Jul-17	June 15 Good	Good	Requires Improvement	Good	Good	Good	Good
x - indicates visit planned during this quarter																		

Home		Service Type	Q1	Q2	Q3	Q4	Quality Checkers Visits	No of LBB placed SU's	Total number of beds	LBB % of total	Date of last CQC inspection	Previous CQC Scores		Standards of treating people with respect and involving them in their care	Standards of providing care, treatment & support which meets people's needs	Standards of caring for people safely & protecting them from harm	Standards of staffing	Standards of management	
			DATES OF LBB MONITORING VISITS				LBB QUALITY CHECKERS VISITS							Overall Rating:	Is the Service Safe?	Is the Service Effective?	Is the Service Caring?	Is the Service Responsive?	Is the Service well-led?
Avenues Head Office	Riverhouse 1 Maidstone Rd Sidcup DA14 5TA		22/06/2017								Nov-15	June 13 5 ticks	Good	Good	Good	Good	Good	Good	
Swingfield Court	2A Walpole Road Bromley BR2 9ST	LD Supported Living	11.5.17	Introductory Mtg with Area Mgr at Swingfield 25/8/17 21/9/17		March	21/09/2017	10 (3 void)	13 (12 flats / 2 with 2 beds)	100.0%									
213 Widmore Road	Bromley BR1 2RG	LD Supported Living		Sept - mgr not available on selected date	6.10.17	Jan		5	5	100.0%									
Amplio House	14 Westgate Road Beckenham BR3 5HN	LD Supported Living	25.4.17		13.10.17		25/10/2017	5	6 (1 void)	100.0%									
5 & 15 Brosse Way	Bromley BR2 8FF	LD Supported Living	24.4.17		Updated Action Plan requested 23.10.17	Mar		No.5 4 No.1 5 - 2	6	100.0%									
Lanaster House	85 Kings Road Biggin Hill TN16 3NQ	LD Supported Living		13/07/2017		Jan	21/11/2017	6	6 (7 flats / 1 staff)	100.0%									
8 Oldsmiths Close	Biggin Hill TN16 3FD	LD Supported Living	16.5.17		Updated Action Plan requested 23.10.17	Feb		3	3	100.0%									
Cowden Road	54 Cowden Road, Orpington, BR6 0TR	LD Registered		26.9.17		Mar		5	5	100.0%	Mar-17	4 x Good 1 x Req Imp (well-led)	Good	Good	Good	Good	Good	Good	
MCCH - Head Office	1 Hermitage Court, Hermitage Lane, ME16 9NT	Oversees BAT services									May-16	March 14 6 Ticks	Good	requires improvement	Good	Good	Good	Good	

Home		Service Type	Q1	Q2	Q3	Q4	Quality Checkers Visits	No of LBB placed SU's	Total number of beds	LBB % of total	Date of last CQC inspection	Previous CQC Scores		Standards of treating people with respect and involving them in their care	Standards of providing care, treatment & support which meets people's needs	Standards of caring for people safely & protecting them from harm	Standards of staffing	Standards of management		
			DATES OF LBB MONITORING VISITS				LBB QUALITY CHECKERS VISITS							Overall Rating:	Is the Service Safe?	Is the Service Effective?	Is the Service Caring?	Is the Service Responsive?	Is the Service well-led?	
182 Crofton Road	BR6 8JG	LD Supported Living	19.6.17		Updated Action Plan requested 23.10.17	Feb		4	4	100.0%										
14 Kersey Gardens	SE9 4JY	Care / Christies			Dec															
62 London Lane	Bromley BR1 7WF	LD Supported Living	9.6.17		Updated Action Plan requested 10.11.17	Feb	14/07/2017	5	5	100.0%										
54 Lovelace Ave	Bromley BR2 8EB	LD Live in Care / Christies Care			16.10.17			2	2	100.0%										
35 Moorfield Rd	Orpington BR6 0HG	LD Supported Living			Updated Action Plan requested 10.11.17	Feb		3	4	100.0%										
25 Orchard Grove	Orpington BR6 0RX	LD Supported Living		3.7.17	Updated Action Plan requested 10.11.17	Mar	22/06/2017	4	4	100.0%										
5 Redhill	Chislehurst BR7 6DB	LD Supported Living		Sept - mgr not available on selected date	1/12/17 *see comments			4	4	100.0%										
2 Blaise Ave	Bromley BR1 3DA	LD Supported Living		6.7.17	Updated Action Plan requested 10.11.17			5	5	100.0%										
50 Vinson Close	BR6 0EG	LD Supported Living		8.9.17		Feb		4	4	100.0%										
118 Widmore Road	BR1 3BE	Registered Respite Care	05/04/2017	CQC visit this 1/4 27/9/17	4.5.17 (QAF) & 20.6.17 (Astley Project)	Dec	05/08/2017	RES PITE DAY SERVICE S	12				Nov-17	First Inspection under current registration	Good	Good	Good	Good	Good	Good
Certitude - Astley	39 Magpie Hall Lane, BR2 8ED	LD Day Opportunities			QC visit 5/10/17	Oct	05/10/2017													
Certitude - Cotmandene	66-68 Cotmandene Crescent BR5 2RG	LD Day Opportunities				Oct	26/10/2017													
Certitude - Kentwood	Kingsdale Road SE20 7PR	LD Day Opportunities			QC visit 10/10/17	Oct	10/10/2017													

Home		Service Type	Q1	Q2	Q3	Q4	Quality Checkers Visits	No of LBB placed SU's	Total number of beds	LBB % of total	Date of last CQC inspection	Previous CQC Scores		Standards of treating people with respect and involving them in their care	Standards of providing care, treatment & support which meets people's needs	Standards of caring for people safely & protecting them from harm	Standards of staffing	Standards of management	
			DATES OF LBB MONITORING VISITS				LBB QUALITY CHECKERS VISITS							Overall Rating:	Is the Service Safe?	Is the Service Effective?	Is the Service Caring?	Is the Service Responsive?	Is the Service well-led?
Selby Support Services	6 Derwent Road, Penge SE20 8SW	LD Housing Support	30.6.17	over to Commissioner Matthew Barnes Sept 17 - decommissioning service			30.6.17												
Outward - Head Office	109 Antill Rd, Bow, E3 5BW		12.6.17	Contract Mtg @ Civic 18.7.17	Contract Mtg @ Civic 19.10.17						Mar 17	Sept 13 5 ticks	Good	Good	Good	Good	Good	Good	
Outward - Padua Road	34 Padua Road, Penge SE20 8FF	LD Supported Living	12.5.17		Updated Action Plan requested 10.11.17	Mar		4	5	100.0%								Good	
Coppice & Spinney <i>Outward from 28/11/16 was mcch</i>	3 Golden Lane West Wickham BR4	LD Supported Living		31.7.17 & 7/9/17		Dec	11/10/2017	6	6	100.0%									
The Glade <i>Outward from 28/11/16 was mcch</i>	2 Golden Lane West Wickham	LD Supported Living		31.7.17		Jan		4	4	100.0%									
The Elms	44 Bromley Road, Becekenham, BR3 5JD	LD Supported Living	2.6.17				6.11.17	6	6	100.0%									
Sanctuary - Main Office	Oak House, 10 Woodlodge Gardens, Bromley, BR1 2WA										Dec-16	Feb 15 Good	Good	Good	Good	Good	Good	Good	
Johnston Court	Chislehurst Road, Orpington, BR6 0DS	LD Supported Living			Updated Action Plan requested 10.11.17	Jan		7	7	100.0%									
Park Road	17A Park Road BR1 3HJ	LD Supported Living		14.7.17		Feb	28.6.17	10	10	100%									

Home		Service Type	Q1	Q2	Q3	Q4	Quality Checkers Visits	No of LBB placed SU's	Total number of beds	LBB % of total	Date of last CQC inspection	Previous CQC Scores		Standards of treating people with respect and involving them in their care	Standards of providing care, treatment & support which meets people's needs	Standards of caring for people safely & protecting them from harm	Standards of staffing	Standards of management
			DATES OF LBB MONITORING VISITS				LBB QUALITY CHECKERS VISITS						Overall Rating:	Is the Service Safe?	Is the Service Effective?	Is the Service Caring?	Is the Service Responsive?	Is the Service well-led?
Parkside	79 Thicket Road, Sydenham, SE20 8DS	LD Registered			2.11.17			3	7	43%	May-16	Nov 15 Req Imp (safe)	Good	Good	Good	Good	Good	Good
Totem Care																		
Tanglewood NB we don't seem to have a contract with Tanglewood!	66 Leaves Green Road, Keston, BR2 6DQ	LD Registered	X	X				0	6									
Livability																		
Nash College	Coney Hill Education Centre, Croydon Road Bromley BR2 7AG	LD & PD	June - CQC		Nov			0	23		Jun-17	June 15 Good	Good	Good	Good	Good	Good	Good
MENTAL HEALTH			All services monitored by Yinka, taken over by Grainne July 2017															
Angelina Care																		
Angelina Care	229 High Street, Penge, SE20 7QP	Independent MH Registered			13.12.17			5	12	42%	May-16	Feb 14 2 ticks	Good	Good	Good	Good	Good	Good
Community Options / Heritage Care			Contract Mtg Yinka 27/4/17	Note Community Options Service have de-registered - registered under Heritage Care - awaiting inspection														
Albemarle Rd	33 Albemarle Road, Beckenham, BR3 5HL	MH Registered (Part LBB/CCG Funded)			13.11.17			7	7	100%	Feb-17	May 15 Good	Good	Requires improvement	Good	Good	Good	Good

Home		Service Type	Q1	Q2	Q3	Q4	Quality Checkers Visits	No of LBB placed SU's	Total number of beds	LBB % of total	Date of last CQC inspection	Previous CQC Scores		Standards of treating people with respect and involving them in their care	Standards of providing care, treatment & support which meets people's needs	Standards of caring for people safely & protecting them from harm	Standards of staffing	Standards of management	
			DATES OF LBB MONITORING VISITS				LBB QUALITY CHECKERS VISITS							Overall Rating:	Is the Service Safe?	Is the Service Effective?	Is the Service Caring?	Is the Service Responsive?	Is the Service well-led?
Croydon Road	78 Croydon Rd, Penge, SE20 7AB	MH Registered (Part LBB/CCG Funded)		Introductory Visit 25/9/17				7	7	100%	Oct-17	Oct 16 Good (1x RI well-led)	Good	Good	Good	Good	Good	Good	
High Street	56 High Street, Chislehurst BR7 5AQ	MH Registered (Part LBB/CCG Funded)		Introductory Visit 25/9/17				9	10	90%	Nov-15	May 15 Good (Req Imp Well-led)	Good	Good	Good	Good	Good	Good	
Repton Road	73 Repton Road, BR6 9HT	MH Registered (Part LBB/CCG Funded)		CQC inspection 29/9/17				5	3	60%	Nov-17	July 15 All Good	Good	Good	Good	Good	Good	Good	
Sandford Road	4 Sandford Road, Bromley, BR2 9AW	MH Registered (Part LBB/CCG Funded)						2	5	40%	Apr-15	Oct 13 5 ticks	Good	Good	Good	Good	Good	Good	
Wheathill Road	19 Wheathill Rd, Penge, SE20 7XQ	MH Registered		CQC inspection 2/10/17				5			Nov-17	Feb 15 All Good	Good	Good	Good	Good	Good	Good	
Edward Road	17 Edward Road, Bromley BR1 3NG	MH Supported Living (Part LBB/CCG Funded)		Introductory Visit 25/9/17 & CQC inspection this quarter				9	11	82%	Not yet inspected								
Hammelton Road	38 Hammelton Road, BR1 3PY	Living - satellite to Sandford Road CCG Funded	CCG Funded						1	5	20%	Satellite to Sandford Rd							
Lennard Road	53 Lennard Road, SE20 7LX	Supported Living - satellite to Croydon Road CCG Funded	CCG Funded						2	3	67%	Satellie to Croydon Rd							

Home		Service Type	Q1	Q2	Q3	Q4	Quality Checkers Visits	No of LBB placed SU's	Total number of beds	LBB % of total	Date of last CQC inspection	Previous CQC Scores		Standards of treating people with respect and involving them in their care	Standards of providing care, treatment & support which meets people's needs	Standards of caring for people safely & protecting them from harm	Standards of staffing	Standards of management
			DATES OF LBB MONITORING VISITS				LBB QUALITY CHECKERS VISITS						Overall Rating:	Is the Service Safe?	Is the Service Effective?	Is the Service Caring?	Is the Service Responsive?	Is the Service well-led?
Highview Care Services Ltd											Oct-17	CQC do not rate stand alone substance misuse services	Requires improvement	Requires improvement	Good	Good	Good	Requires improvement
Highview	161 Croydon Road, SE20 7TY	Substance Misuse Service	CCG Funded					0										
Bromley Y																		
Bromley Community Wellbeing	17, Ethelbert Road, Bromley BR1 1JA	Local charity offering theraputic services 0-18			1/4 meeting 10.11.17													

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	Complaints		Safeguarding		Substantiated		Not Substantiated		Inconclusive		Not Investigated		Ongoing		Neglect and Acts of Omission		Physical		Psychological		Financial		Sexual	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Registered Care Homes																								
Antokol																								
Archers Point																								
Ashcroft - Bromley			1												1									
Ashglade																								
Ashling Lodge (Closing 2/12/17)																								
Baycroft Grays Farm Road																								
Beechmore Court																								
Blyth House																								
Bromley Park Dementia Nursing Home			2	5	2	2							1	1	5	1								
Burrell Mead																								
Burrows House			4	6	1	2					1	2	3	5		1					1			
Clairleigh NH																								
Coloma Court																								
Elmstead				1		1									1									
Elmwood			5	2		1					1			3		2	2							
Eversleigh Residential Care Home			3												2	1								
Fairlight and Fallowfield			2	4		4								2	4									
Fairmount			1	1							1			1	1									
Florence Nursing Home			6	1									1	6	1									
Foxbridge House			4	3	1				1				1	1	2	2								1
Glebe Court			1	7		1							6		5	1	1							1
Greenhill			2												2									
Homefield				1	1										1									
Homelands																								
Jansondean			7		1										5	2								
Lauriston House			3	1										1	2	2								
Nettlestead			1												1									
Oatlands				2		1								1	2									
Oatleigh			1												1									
Park Avenue			2													2								
Prince George Duke of Kent Court			6	2		1					1				3	1	2	1					1	
Queen Elizabeth House																								
Rowena			6	2		1	1								6	2								
Springfield																								
St Cecilia's			6						1						4				2					
Sundridge Court			1												1									
The Heathers			1																1					
The Sloane																								
Witleoak Court		1	1	1									1	1	3									
Willet House			3		2	1									3									
Wish College		1														1	1							
Wynrama		1																						
TOTAL		3	69	39	3	5	4	12	1	1	2	2	0	14	47	37	11	8	4	0	1	0	1	2

	Complaints		Safeguarding		Substantiated		Not Substantiated		Inconclusive		Not Investigated		Ongoing		Neglect and Acts of Omission		Physical		Psychological		Financial		Sexual	
	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18	2016/17	2017/18
Extra Care																								
Sutherland Court			8	6											4	4	2	2			2			
Regency Court	2		6	4											5	4					1			
Crown Meadow Court																								
Norton Court				2									2			2								
Durham Court				1										1										
Apsley Court																								
	2	0	14	13	0	0	0	0	0	0	0	0	0	3	9	10	2	2	0	0	3	0	0	0
Supported Living																								
Avenues			5	4											3	1	1	1			2			
Certitude			3	1											1	1	1				1			
MCCCH			3												3									
Outward	1	2	1	2											1	1		1						
Christies				1											1									
Fitzroy (Selby Housing)				1																				1
The Old Manse				1																				
Bromley Autistic Trust				2											1			1						
	1	2	12	12	0	0	0	0	0	0	0	0	0	0	10	3	2	3	0	0	3	0	0	1



**LONDON BOROUGH OF BROMLEY
REGISTERED NURSING CARE CONTRACT
MONITORING
QUALITY ASSESSMENT FORM**

Contract Compliance Monitoring Visit

Name of Provider	
Nominated Individual	
Registered Manager	
In Attendance for Provider	
Contract Compliance Officer(s)	
Date of Visit	
Date of Last LBB Visit	
Date of Last CQC Inspection	

Unannounced/Announced Visit

Service Overview

During discussion with staff members, were any specific feedback/comments provided:

During discussion with service users and visitors, were any specific feedback/comments provided:

OBSERVATIONS	YES	NO
Do service users appear to be clean, comfortable and appropriately dressed?		
Where appropriate, are all service users occupied with meaningful stimulation?		
Is everyone at ease?		
Are staff responsive to people's needs? Do they respond quickly when people seek help e.g. answer call bells?		

PART 2 – Key Standards Performance Monitoring

Service User Files	File 1	File 2	File 3
Date Care Support Started			
Client Information Sheet (NOK info, GP etc.?)			
Risk Assessment (Health and Safety)			
Risk Assessment (Manual Handling)			
Risk Assessment (Medication)			
Risk Assessment (Fire)			
Support Plan			
Evidence of Reviews			
Complaints recorded			

NOTE: all areas of C, B and A must be covered in order to score A, all areas of C & B must be covered to score B etc.

Care Planning

1. Pre-admission Assessments

	Previous and Current Scores	P	C
A	The pre-assessment forms the basis of an individual on-going care plan.		
B	Service users are only using the service once a full and appropriate assessment has been completed.		
C	There is evidence that a measurable assessment tool is in place.		
D	There is no evidence of a pre-assessment completed by the provider.		

Comments:

2. Are care plans in place and reviewed? Is the service user involved in the care planning process?

	Previous and Current Scores	P	C
A	Service users are actively involved in the assessment of their care needs which enables them to make choices. Care plans are regularly updated and the level of support required is adjusted with changing needs of the service user. Care plans reflect input from other professionals (including RGN) and record how all contributors were involved in the process.		
B	Care plans are detailed, person centred and clearly describes the care, treatment and support needs of the person. Service user involvement in care planning is evident and care plans are consistently reviewed.		
C	Care plans are in place and reviewed regularly, but there is no evidence to suggest that the service user (or advocate) has been involved in its creation.		
D	Care plans are incomplete or inconsistent; do not reflect the person's needs or preferences; are out of date and infrequently reviewed.		

Comments:

**3. Are risk assessments in place and reviewed?
Is the service user involved in the risk assessment process?**

	Previous and Current Scores	P	C
A	Risk assessments are continuously updated and reflect service user's changing health, personal, social and financial needs. Service users (or advocate) are involved in their own risk assessments and any subsequent revisions. The provider uses external health care professionals and best practice when developing risks and mitigations.		
B	Risk assessments are reviewed and updated regularly and reflect service users changing care needs. Risk assessments are used to support people to have as much freedom, choice and control as possible.		
C	Risk assessments are in place, support needed is clearly documented, but risks are not re-assessed consistently.		
D	Risk assessments contain too limited or inadequate information (e.g. no date or time, no associated action plan etc.). Risk assessments provide no clarity on what action staff would need to undertake or are out of date.		

Comments:

The Provider provides pressure area care:	YES	NO
Does the Provider carry out and document an assessment of pressure ulcer risks (e.g. waterlow score) and identify pressure ulcer risk factors (e.g. the person has significantly limited mobility, inability to reposition themselves, history of pressure ulcers)?		

4. Consent, Mental Capacity Act 2005 and Deprivation of Liberty Safeguards

	Previous and Current Scores	P	C
A	Regular DoLS audits are conducted to review consent and change in circumstances of the service user. If restrictions are needed, ensure they are least restrictive, time limited and under constant review.		
B	Care plans clearly detail capacity to make decisions and how this may fluctuate, as well as what support should be provided to meet the needs. Best interests decisions are carried out appropriately with the person, their advocate and a multi-disciplinary team (e.g. a group of healthcare workers such as psychiatrists, social workers etc.)		
C	Mental capacity assessments and DoLS referrals have been completed by the provider where appropriate. Staff received training about MCA, Positive Behaviour Support and DoLS at levels appropriate to their role and this training is regularly refreshed.		
D	There has been no capacity assessment, best interests decision meetings and no DoLS applications made where necessary. Staff had either not been trained on MCA and DoLS or their training was not sufficient.		

Comments:

5. **Are service users able to make advanced planning choices around their end of life care?**

	Previous and Current Scores	P	C
A	Service users are able to discuss and record detailed choices and wishes for their end of life care and funeral arrangements etc. Staff are trained on end of life care and referrals are made to external professionals where appropriate e.g. St Christopher's, GP etc.		
B	Service users are able to discuss and record their choices around pain management and how their body and possessions will be handled after death. Advanced plans and DNAR forms are in place where appropriate.		
C	Care plans record basic information about people's choices around their end of life care. Resuscitation choices are appropriately agreed with all parties (e.g. GP/LPA /Advocate) and recorded in the care plan.		
D	No evidence that provider discusses this area with service users.		

Comments:

5a. The Provider provides high quality end of life care:	YES	NO
Is the provider taking part in the Gold Standards Framework (GSF) accreditation or Steps to Success programme?		
Does the provider have anticipatory medicine in place for those who need palliative care?		

6. **Is support from external medical professionals sought and recorded in a timely and appropriate way? (e.g. GP, District Nurse, Tissue Viability Nurse, Dietician)**

	Previous and Current Scores	P	C
A	People are supported to attend hospital and other healthcare appointments. A health action plan is in place where appropriate. Champions/ Senior Staff help promote healthy outcomes and act as referral and support to the wider staff team.		
B	Clear records are kept of recent and upcoming health related appointments (e.g. hospital, GP, dentist, optician). Records detail the support provided by external professionals, and the advice provided for care staff. Any follow up action is clearly recorded.		
C	Staff monitor and make prompt referrals to relevant healthcare services when changes to health or wellbeing had been identified.		
D	The service does not make or does not act promptly on referrals to appropriate care and treatment.		

Comments:

Medication

7. Medication policy

	Previous and Current Scores	P	C
A	All of the following areas are covered in the policy: <ul style="list-style-type: none"> • Controlled Drugs • Patient Choice and Consent (Self-medication) • Protocol for refusal of medication • Covert Medication • Error Reporting • Training and record-keeping 		
B	The provider has policies and procedures in place for the receipt, recording, storage, handling, administration and disposal of medication. These are reviewed regularly to ensure that recent guidelines have been reflected.		
C	The provider has a medication policy, but this is not reviewed regularly.		
D	The provider does not have a medication policy.		

Comments:

8. Medication training and competency assessments

	Previous and Current Scores	P	C
A	All staff have an annual review of their knowledge, skills and competencies relating to managing and administering medicines. The provider identifies and provides any other specialised training needed for staff in relation to service users health needs.		
B	Designated staff administer medicines only when they have had the necessary training and are assessed as competent.		
C	Staff receive clearly documented medication training. The MAR file has a record of staff initials and signatures to identify who administered each medication.		
D	Staff have insufficient training and support to administer medicines effectively.		

Comments:

9. Medication Support and MAR Charts

	Previous and Current Scores	P	C
A	With safe risk assessment in place, the service users are supported to manage their own medicines if possible. Information in the risk assessment/support plan details: <ul style="list-style-type: none"> the person's choice and ability to self-medicate risks of self-administration to the person or others storage of medicines responsibilities of support staff what medicines are and how they should be taken what conditions they are intended to treat 		
B	PRN 'when required' and variable dosage protocols are in place and PRN administration sheets are completed by staff. Managers undertake regular medicine management audits to monitor safe practices and stock.		
C	Medication administration records and topical cream charts are fully completed and contain the required entry information and signatures. Medication risk assessments are conducted and reviewed where required and / or detailed current information regarding peoples medicines and preferred support is recorded in care plans / risk assessments.		
D	Several gaps and errors were identified in medication administration records (MAR). Medication risk assessments are not in place where required and/or detailed and current information regarding peoples medicines and preferred support is not recorded in care plans / risk assessments.		

9(a) Storage of Medication

	YES	NO
Does the provider record the temperature of the room and fridge used to store medication daily?		
If so, do the records show that the room is kept below 25°C?		
Do records show that the fridge used to store medication is kept between 2° and 8°C?		

9(b) Administration of Medication

	YES	NO
Does the MAR file have photos of service users that are up to date (i.e. taken in the last twelve months)?		
Are leaflets available to inform staff and service users about the side effects and purpose for each medication?		
Where relevant, are risk assessments in place for covert medication, and are these consistently reviewed?		
Where relevant, is there a book to record the administration of controlled drugs? Have these administrations been witnessed by a second member of staff?		
Does the home have oxygen?		

9(c) How many medication errors have occurred in the last 3 months?

Comments:

Food, Nutrition and Hydration

10. How are service users protected from risk of malnutrition?
How are special dietary requirements catered for?

	Previous and Current Scores	P	C
A	Where appropriate, referrals are made to the dieticians, diabetic nurse and other healthcare specialists to ensure best practice and food, nutrition, and hydration is provided. Recommendations made by these specialists are consistently followed by trained staff and any change in needs is reported promptly. The service provides additional support and personalised adapted equipment to help people be as independent as possible at mealtimes.		
B	Nutrition needs are reviewed and updated regularly. Service users especially those with complex needs are protected from the risk of poor nutrition (e.g. MUST score). Food, nutrition and hydration training is provided to all staff involved in the preparation or distribution of food and drink. Service users are supported to eat if needed		
C	People's nutritional needs are assessed and well-documented. People are involved in menu planning. Service users with special dietary needs are supported to contribute to menu design.		
D	People who are at risk of losing weight do not have their dietary needs monitored effectively to meet nutritional needs. Care plans related to food and nutrition are not followed by staff and record keeping is poorly maintained.		

Comments:

Active Stimulation and Support

11. Do service users have the opportunity to engage in daily activities that meet their social and spiritual needs?

	Previous and Current Scores	P	C
A	The individual activities programme is evaluated regularly based on service user feedback, and amended to reflect changing needs. People's engagement in activities is documented.		
B	A range of internal and external activities are available for service users that are meaningful and fulfilling (e.g. the activities are reflective of the diverse interest of those who need care and support).		
C	The activities are provided however they are not tailored to the needs and interests of people who need care and support.		
D	Staff members do not make attempts to engage people or offer activities. Activities are limited to when a specialist member of staff is on duty only.		

Comments:

Staffing – Recruitment – check at least one nurse and one carer

Staff Files	File 1	File 2	File 3	File 4
Employment Commencement Date				
Job Application Form and Contract				
Verification of ID (including 1 x photo ID)				
D isclosure and B arring S cheme Disclosure				
Two Written References (pref. professional)				
Work or Residence Permit (where applicable)				
Declaration of fitness				
Evidence of Induction				
Evidence of a formal end of probation meeting				
Training Records (incl. mandatory and refresher)				
Supervision Records (including annual appraisal)				
Complaints/Disciplinary Records				
Evidence of Professional Registration (Nurses)				

Comments:

12. DBS checks, references and proof of identity

	Previous and Current Scores	P	C
A	DBS checks are checked consistently for all staff.		
B	DBS checks are not consistently checked every three years.		
C	Evidence shows that all new staff only take up post after receipt of satisfactory references, proof of identity and DBS check.		
D	The provider has not followed required recruitment procedures, and DBS checks have not been consistently obtained.		

Staffing - Levels

Looking at staffing rotas, how many staff are on shift:

	Morning shift	Afternoon shift	Night shift
RGN			
Senior Carers			
Carers			
Management			
Admin	Personnel Administrator, Training Administrator and Activities Co-ordinator		
Domestic/Housekeeping	Couldn't establish this.		
Maintenance			
Max no. residents:		Current no. residents:	

How does the provider gauge the staffing levels required to meet the needs of service users? Does the provider regularly assess the required staffing level and have they identified minimum staffing / service user ratio?

Staffing - Retention

13. Is there a high turnover of staff in the service?

	Previous and Current Scores	P	C
A	Provider recognises the benefits of low staff turnover and explores ways of encouraging staff to remain with the organisation for a long period of time. During the visit, evidence was seen of good working relationships between service users and staff.		
B	Provider has a low dependency on agency staff. Staff appear to be relaxed and confident in the service,		
C	Provider always has enough staff on duty, but agency staff are constantly required to meet adequate staffing levels for shifts.		
D	Staff rota and/or service user feedback suggests that there are shifts where the provider is short-staffed. Staff do not appear to be relaxed and confident.		

14. Is the service well-led and managed?

	Previous and Current Scores	P	C
A	Managers and leaders demonstrate a good knowledge of the support needs of service users. There is a strong focus on putting those supported at the heart of the service		
B	Managers and leaders are open, visible and approachable. They lead by example and are well known to people who need care and support.		
C	Managers and leaders are appointed with the experience and ability to run a successful care service.		
D	The service has high turnover of managers and leaders, including the registered manager role and poor succession planning. Managers and leaders are not visible or approachable.		

14(a) Has the provider had any recent staffing difficulties, with recruitment or disciplinary action?

Staffing - Support

15. How often do staff receive supervision?

	Previous and Current Scores	P	C
A	An up-to-date matrix is in place to clearly show when staff were supervised. Supervision is person-centred and evidences that staff have actively contributed to the supervision. Supervision records evidence regular input from senior management (or owner where appropriate).Nurses: As below & there are champions for clinical areas.		
B	Supervision is conducted and recorded at least six times per year (or as stipulated in the provider policy). Records evidence that staff are able to raise and discuss issues with supervisors. Nurses: Nurses have regular supervision at least monthly. There is external clinical supervision provided and nurses are supported to revalidate		
C	Supervision is conducted less frequently than six times per year (or not as stipulated in the provider policy).		
D	No supervision arrangements are in place.		

15(a) Appraisals

	Yes	No
Are person-centred appraisals conducted in the service?		
Are appraisals consistently conducted and recorded annually?		

16. Staff Meetings

	Previous and Current Scores	P	C
A	Records evidence that staff are given the opportunity to raise and discuss issues with management.		
B	Records evidence that complaints and/or issues are discussed with staff, and 'lessons learnt' have been shared and discussed.		
C	Records show that staff meetings are held and recorded.		
D	There are no records to evidence staff meetings.		

17. Are bank/agency staff appropriately trained and introduced to the home?

	Previous and Current Scores	P	C
A	As below, and additionally bank/agency staff are able to shadow permanent staff to increase their knowledge of the service		
B	All bank/agency staff are DBS checked, given the appropriate training as outlined in q.18 and ensured that they have the right skillset for the home		
C	Provider ensures that bank/agency staff pass standard background checks		
D	Provider does not check bank/agency staff and is unable to evidence the suitability of the worker to be in the placement		

Training

18. Are all mandatory training/ Care Certificate (CC) Standards up to date?

Understand Your Role – CC1	
Your Personal Development – CC2	
Duty of Care – CC3	
Equality and Diversity - CC4	
SOVA (Safeguarding of Vulnerable Adults) - CC10	
Moving & Handling – Practical and Theory – CC14	
Health & Safety – CC13	
First Aid and Basic Life Support – CC12	
Food Safety: Hygiene, Fluids and Nutrition – CC8	
Infection Prevention and Control – CC15	
Safe Administration of Medication	
Dignity and/or Person-Centred Care – CC 5&7	
Understanding Communication with client group– CC6	
Awareness of learning disabilities, dementia and mental health(where appropriate) – CC9	
Wound care/pressure area care (where appropriate)	
Restraint or Challenging Behaviour (where appropriate)	
Mental Capacity Act/DoLS <i>Senior staff and management should have all completed this</i>	

18(a) Are nurses trained in:

Diabetes care	
Wound management	
Dementia care	
Swallowing assessments	
Speech and language therapy	
Epilepsy and seizure care	

18(b) Training Matrix	Yes	No
Is there an up to date training matrix available?		

How is training delivered? (E-learning, LBB Consortium etc, delivered by provider, independent training bought in, externally delivered, other)

Comments:

- 19. Is mandatory training up to date?
Are enough training opportunities available to staff?**

	Previous and Current Scores	P	C
A	Learning and development opportunities are available beyond induction and refresher training. Career pathways are created for staff, including opportunities provided by specialist courses and qualifications.		
B	Provider ensures that effective systems are in place to identify when staff refresher training is needed. Provider ensures that new learning is transferred into practice.		
C	Provider ensures staff are appropriately trained and learning is kept up to date. All training and development should be well documented and tailored to the needs of the individuals the staff care for.		
D	The service has poor record keeping and is unable to evidence training and when this was last refreshed.		

Quality Assurance

- 20. What Quality Assurance system is in place to ensure that the provider identifies issues and maintains best practice?**

	Previous and Current Scores	P	C
A	The provider drives continuous improvement by learning from incidents, feedback, complaints and in organisations with more than one service, they ensure learning from one site is shared and implemented with others. Staff are fully engaged and supportive of the approach to continued improvement (e.g. links are made to this in supervisions and the service improvement plan is shared with all staff).		
B	The provider regularly undertakes unannounced inspections / audits and involves specialists and advisors in the monitoring and continual improvement of the service (e.g. quality assurance teams, Healthwatch, experts by experience). Managers and leaders are enabled to attend external forums or networks to learn from peers and hear about good practice beyond their own organisation.		
C	The provider ensures findings from audits, inspections, assessments and other reviews are clearly documented and actioned. This information is fed into the services continuous improvement plan.		
D	There is no consistent system for the service to identify address and monitor any concerns or risks relating to care and support. The service has not actioned improvements identified at their last CQC inspection or external audit / LBB QAF monitoring		

21. Are service Users involved in decision-making processes (e.g. details of service plan, activities, menu choices)

	Previous and Current Scores	P	C
A	There is evidence that service user feedback is acted upon, and that service users have an active influence in decision-making. Additional training is arranged where more specialist communication skills are needed to support people to express their views.		
B	The provider uses a range of communication tools to enable people who need care and support to express their views. Staff are recruited with the necessary communication skills to engage with people who need care and support.		
C	, The provider involves people who need care and support and / or family / advocates in the quality assurance process. Service user meetings are held and recorded regularly.		
D	There is no evidence to suggest that service users are involved in decision-making.		

21(a) Feedback from Relatives/Advocates

	Yes	No
Does provider regularly seeks feedback from relatives/advocates?		
Is the feedback acted upon, and that relatives/advocates have an active influence in decision-making and in the life of the service.		

22. Accidents and Incidents

	Previous and Current Scores	P	C
A	Reports are analysed regularly, and there is evidence that action has been taken in response to any trends identified. There is evidence of learning from accidents and incidents, people who need care and support are involved in discussions about their safety and this is reflected in risk assessments and care plans.		
B	There is evidence that trends are identified in accidents and incidents, and the records clearly identify outcomes of incidents and accidents.		
C	Reports are completed and filed appropriately for incidents, and there is evidence to show that staff understand the appropriate reporting process. CQC and Local Authority are notified appropriately.		
D	There is evidence to suggest that accident and incident reports are not completed and filed appropriately.		

22 (a) How many accident and incident reports have been filed in the last three months?

Comments:

23. Complaints

	Previous and Current Scores	P	C
A	The provider conducts and records comprehensive investigations into complaints and concerns (involving additional independent external professionals to assist where needed). They can clearly demonstrate where improvements have been made as a result of complaints or concerns. They ensure that staff know about these improvements and what prompted them to be introduced.		
B	Records are held to evidence all complaints received, and confirms all were responded to within the time frame stipulated in the policy.		
C	The provider has a formal complaints procedure which is shared with all staff and people who need care and support and / or their families. The policy includes contact details to signpost complainants to appropriate internal and external organisations including the local authority and LGSCO.		
D	The provider does not regularly review its complaints policy. The policy is not displayed in the service for the attention of service users and visitors.		

23 (a) How many complaints have been received since the last visit?

23 (b) How many complaints have been upheld?

Safeguarding

24. Whistleblowing Policy

	Yes	No
Is a whistleblowing policy in place, clearly displayed and reviewed regularly?		
Are staff aware of and able to locate the whistleblowing policy?		
Is there evidence that staff have used the whistleblowing policy?		

25. Provider has taken proper steps to ensure that service users are protected from abuse

	Previous and Current Scores	P	C
A	Provider establish and maintain clearly documented evidence of safeguarding incidents, including how they were dealt with, what agencies were involved and any follow up action and learning.		
B	Provider ensures all safeguarding incidents are thoroughly investigated in an open and transparent manner. Safeguarding discussions are included in staff supervision and team meetings.		
C	Staff know how to blow the whistle on poor practice (both internally and external agencies) without recrimination. Safeguarding alerts and notifications are sent to the local authority and Care Quality Commission as required.		
D	Staff are not suitably experienced or trained to be able to recognise and report safeguarding issues. The service fails to report safeguarding incidents to the local authority and Care Quality Commission.		

Health and Safety

Policies in Place:

Complaints/Compliments Policy, Procedure & Log	
Gifts & Hospitality Policy, Procedure & Register	
Accidents Policy, Procedure & Log	
Staff handbook	
Service user handbook	
Equal Opportunities Policy & Procedure	
Health and Safety Policy Statement, Policies & Procedures	
Lone Working Policy	
Safeguarding Policies & Procedures	
Whistle-blowing Policies & Procedures	
Data Protection Policy & Procedure	

26. Does the provider have a current and up to date Business Continuity Plan (or equivalent) in place?

	Previous and Current Scores	P	C
A	The Plan is tested regularly, and amended where appropriate to ensure that it remains a useful tool in the event of an emergency.		
B	A plan is in place, updated regularly and has all relevant emergency contact details. Staff are aware of the Plan and are able to locate it easily. The Plan contains clear procedures for staff to follow in the event of specific incidents (e.g. flooding, loss of power, gas leak).		
C	A Plan is in place, but is not updated regularly. Provider tests their Plan with staff to ensure that they know how to use it in emergency situations.		
D	Business Continuity Plan is inadequate, or has not been tested with staff.		

Comments:

27. Does the provider have robust Fire Prevention procedures and practices?

	Previous and Current Scores	P	C
A	The provider conducts and records person centred fire risk assessments (taking account of the lifestyle of residents, their mental capacity to make decisions, the likelihood they will make wise decisions, and their physical agility). The person is involved and an action plan is developed in relation to fire protection and prevention for the individual. Referrals are made to LFB or AEIS as appropriate		
B	The provider reviews the risk assessment annually, or in response to significant changes in premises or service user group. Emergency evacuation plans are readily available in the event of fire, clearly identifying the location of any oxygen sources. Records evidence that the provider consistently maintains all fire equipment, signage and emergency lighting.		
C	An appropriate risk assessment is in place, and the provider acts upon any significant issues identified in the risk assessment. Fire drills are consistently run and recorded for all staff and service users, and staff are able to: <ul style="list-style-type: none"> • prevent or limit the risk of fire • know how to respond to an emergency individually and collectively Staff training includes evacuation procedures and escape routes specific to the provision.		
D	The provider does not have an adequate risk assessment in place. Staff are not appropriately trained, and the provider does not run and record fire drills consistently.		

Comments:

Fire Safety	YES	NO
Are escape routes clearly marked and free from obstacles?		
Is there a fire alarm and is it in good working order / is it maintained?		
Are smoke alarms tested on a regular basis?		
Are fire doors in good condition? After testing a sample of doors, do they close fully and seal the doorway?		

28. Provider has robust health and safety procedures in place (*Infection Control, Moving and Handling, Health and Safety Audits*)

	Previous and Current Scores	P	C
A	There is evidence to suggest that the provider has a process whereby health and safety issues can be identified and rectified, including identifying areas for improvement. Appropriate risk assessments are in place.		
B	There is evidence to suggest that: <ul style="list-style-type: none"> • Health and safety issues are reported appropriately (e.g. RIDDOR) • Moving and handling equipment is regularly maintained and serviced annually. 		
C	Policies and procedures are in place and are reviewed annually. Training in relevant areas is up to date.		
D	There is little evidence to suggest that the provider has appropriate policies and procedures in place. Training in relevant areas has not been completed and refreshed consistently.		

Environment

Internal Environment

	YES	NO
There is evidence that service users are able to influence the decoration of their own areas.		
There is evidence that service users are supported (where applicable) to keep their environment clean, free of clutter, with no trip hazards. Décor and furnishings are well maintained and replaced if they become unfit for purpose.		
Service is clean and tidy, all communal areas are well maintained.		

External Environment

	YES	NO
There is evidence that service users are able to utilise the external areas when they choose.		
All external areas are clean, tidy and well kept.		
External areas are safe, with sound fencing and gates where relevant. Entrances/exits have appropriate ramps/handrails etc.		

Clinical care – For completion by CCG Staff.

The Provider delivers effective clinical care:

	YES	NO
Are there food and fluid truing charts?		
Are supplements provided?		
Are there any actions from a pharmacy review?		
Is there a PRN policy?		
Are controlled drugs stored correctly?		
Does the MAR chart reflect everything that has been prescribed?		
Are creams and eyedrops kept in rooms? Are the dates they were opened on recorded?		
Are there referrals to the MDT?		
Is medication kept in cupboards?		
Do charts match with the care plans?		
Are any pharmacy actions effectively implemented and followed up on?		

Clinical Safety

The Provider ensures a safe clinical environment:

	YES	NO
Are there clinic rooms/medication rooms?		
Are the clinic rooms/medication rooms able to be locked?		
Are clinical treatment and medication preparation always carried out in the appropriate location?		
Are there glucometers?		
Are the glucometer calibrated?		
Do staff know how to check glucometers?		
Is there a record that staff have checked glucometers?		
Are there enough fridges?		
Are the fridges clean?		
Is the fridge temperature recorded?		
Is the equipment up to date and appropriate to the patient's need?		
Is the equipment PAT tested?		
Is there a record that staff have checked equipment?		
Are there pressure mattresses?		
Are pressure mattresses on the right setting?		
Is there a record that staff have checked pressure mattresses?		
Are there scales?		
Are scales calibrated and checked for accuracy?		
Is there a record that staff have checked scales?		
Are there bed rails?		
Are the bed rails being used appropriately and audited on a monthly basis?		
Are there call bells?		
Is there a record that staff have checked call bells?		

Provider has clear infection prevention procedures in place

	YES	NO
Are there infection control champions or key workers?		
Do all staff have gloves and aprons in the correct colours?		
Do staff have an awareness of cross infection?		
Is there a cleaning and laundry policy?		
Is there training in continence care?		
Is there training in wound care?		
Does the home have a catheter policy?		
Are wound charts used appropriately?		
Are there difference coloured mops for different spills?		

SCORE SUMMARY:

Previous Scores:

A		B		C		D	
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Current Scores:

A		B		C		D	
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PART 3 – Conclusion and Recommendations

Key areas for Improvement

Report No.
CS18118-1

London Borough of Bromley

PART 1 – PUBLIC

Decision Maker: EXECUTIVE

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 9th January 2018

Decision Type: Non-Urgent Executive Key

Title: CONTRACT AWARD FOR ADVOCACY SERVICES PART 1
(PUBLIC) INFORMATION

Contact Officer: Sarah Wemborne, Commissioning Development Officer
Tel: 020 8313 4548 E-mail: sarah.wemborne@bromley.gov.uk

Chief Officer: Paul Feven, Director of Programmes, ECHS

Ward: Borough-wide

1. Reason for report

- 1.1 This report requests approval to grant a contract award for Advocacy Services. This is a 3 year contract with a 1 +1 year extension option to start on 1 April 2018.
 - 1.2 The report should be read in conjunction with Part Two report "Contract Award for Advocacy Services"
-

2. RECOMMENDATIONS

- 2.1 The Care Services PDS Committee is asked to review and comment on the contents of this report prior to the Council's Executive being requested to:
 - i) Approve the contract award for Advocacy services for a period of 3 years starting 1 April 2018 with the option of two one year extensions (3+1+1) at a whole life contract value of £1,430,635.
 - ii) Delegate to the Deputy Chief Executive and Executive Director: ECHS, in consultation with the Portfolio Holder for Care Services, the Director: Commissioning, the Director: Finance and the Director: Corporate Services, the authorisation to extend this contract for the two one year extension options.

Corporate Policy

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

Financial

1. Cost of proposal: £286k per annum:
 2. Ongoing costs: £286k per annum:
 3. Budget head/performance centre: 758004, 810101 & 813105
 4. Total current budget for this head: £313k
 5. Source of funding: ECHS Core Budget
-

Staff

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

Legal

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

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): Estimated 634 per annum (based on 2016-17 provision)
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1. In October 2016 the Executive approved (report no. CS17040) commissioning a single Advocacy service that aligned all existing Advocacy contracts.
- 3.2. Advocacy provides support for an individual to improve their ability to voice and express their views and wishes in a variety of circumstances or where this is not possible for their interests to be presented on their behalf in these contexts. For example a person may use Care Act Advocacy to have their views heard or represented in the planning or review of their care plan. Please see Section 5 for full details on the Councils statutory responsibilities in regards to Advocacy provision.
- 3.3 The Council currently has 7 Advocacy contracts with 4 providers. The current contracts are outlined below:

Current provider	Start Date of Contract and Original Contract and	Client Group	Service Type
Advocacy For All	01.04.16 Original contract: 1 year-no extensions available	Learning Disabilities	This service provides Advocacy support for those with Learning Disabilities in Supported Living to have their voice heard in a number of processes and settings. This support includes one to one support and peer support.
Advocacy For All	01.04.16 Original contract: 1 year-no extensions available	Learning Disabilities	This service provides Advocacy support for those with Learning Disabilities to have their voice heard in a number of processes and settings. This support includes one to one support and peer support. There are two separate contracts for Learning Disabilities Advocacy as one was originally for Supported Living clients and one for all others.
Advocacy For All	01.04.15 Original contract: 2 years with option for 2 years extension- no extensions taken	Mental Health – Independent Mental Capacity Advocacy	This service provides Advocacy support as required under The Mental Capacity Act 2005 for matters including but not limited to Serious Medical Treatment, Deprivation of Liberty Safeguards and Accommodation

Current provider	Start Date of Contract and Original Contract and Extensions Taken	Client Group	Service Type
<p>Baker and Joy</p> <p>(New service users from June 2017 have been referred to Barnardo's on a spot purchasing arrangement following suspension placed on Baker and Joy)</p>	<p>02.02.15 Original contract: 3 years-no extensions available</p>	<p>Children and Young People</p>	<p>This service provides Advocacy support as required by The Children's Act 1989 and 2004 for matters including but not limited to Initial and Child Protection conferences, Care proceedings, Child Needs Assessments, Child Carers Assessments and Young Carers Assessments</p>
<p>Rethink Mental Illness</p>	<p>01.04.15 Original contract: 3 years plus option for 2 years extension- no extensions taken</p>	<p>Mental Health</p>	<p>This service provides Mental Health Advocacy Support as required under the Mental Health Act 1983 and 2007 for matters including but not limited to Care Home reviews and placements, Accommodation reviews, Hospital stays as well as Deprivation of Liberty Safeguards</p>
<p>Rethink Mental Illness</p>	<p>01.10.15 Original contract: 3 years plus option for 2 years extension- no extensions taken</p>	<p>Care Act Advocacy</p>	<p>This service provides Advocacy support as required under the Care Act 2014 for matters including but not limited to Needs Assessments, Carers Assessments, planning and/or review of care and/or support plans.</p>
<p>POhWER</p>	<p>01.04.17-31.03.18 Procured through a pan London contract with Southwark Council as lead.</p>	<p>Independent Health Complaints Advocacy</p>	<p>This service provides Advocacy support under the Health and Social Care Act 2012 for individuals to make health complaints, progress health complaints, and assistance with related correspondence and making complaints to the Ombudsman. This service is a statutory requirement for the Local Authority to commission.</p>

- 3.4 There are seven existing Advocacy contracts that will be amalgamated into this single Advocacy service. All organisations that hold these seven contracts have been given notice of termination for April 2018 in line with the commencement of the new single Advocacy service and as agreed in the gateway report taken to Executive in October 2016. If this contract is not awarded, then extensions will be sought for all current contracts as an interim measure to continue statutory provision.
- 3.5 The new single Advocacy service will include the following Advocacy services
- Care Act Advocacy
 - Independent Mental Health Advocacy (including General Mental Health Advocacy)
 - Independent Mental Capacity Advocacy
 - Independent Health Complaints Advocacy
 - Children and Young Persons Advocacy
 - Learning Disabilities Advocacy
- 3.6 The new Advocacy service will ensure better access to Advocacy for service users through a single point of access. This will benefit service users with more than one Advocacy need or for those with Advocacy needs that change over time. A single service and single point of access will make it easier for both service users and professionals to contact the service which will allow for a more holistic service that can address all Advocacy needs and enquiries in one place.
- 3.7 The service will be delivered through a single contract that will have a joint performance monitoring arrangement between the different Advocacy services delivered under this contract. The service will report on the performance of the service as a whole as well as the specific performance monitoring requirements of each form of Advocacy. This will allow for a more holistic and cohesive delivery of Advocacy services and enables a more efficient use of the Council's contract monitoring and compliance resources through this joint delivery and reporting.
- 3.8 The awarded contractor will provide quarterly monitoring reports as well as annual reports and attend quarterly monitoring meetings. Monitoring reports will include the number of hours the service delivers as well as monitoring against the contract outcomes as set out in para 3.8. This contract will be monitored by the Council's corporate contract monitoring team.
- 3.9 The service will report on a number of Key Performance Indicators which will include specific measurements for each form of Advocacy. For the whole service, the contractor will report on the number of individuals supported by each form of Advocacy, the rating of the service by service users and the number of cases completed within a certain number of hours.
- 3.10 The outcomes of the new service are:
- Service Users will be empowered by being given a voice and will not have to struggle to be heard.
 - Service Users will be equipped with the support they need to voice their concerns and to be able to Self-Advocate where possible.
 - Service Users will be empowered to be independent and to make informed decisions regarding the reasons they required Advocacy support for.
 - Service Users will be aware of their rights to make a complaint and the skills to do so.
 - Service Users' voices will be heard or represented during meetings or processes that involve decisions about them.
- 3.11 In addition the Contractor will establish co-produced outcomes with each service user specific to their desired outcomes. The high level outcomes as set out in 3.10 will inform the personal outcomes set with service users and will be demonstrated through case studies.

- 3.12 Commissioners carried out engagement with existing and previous service users of Advocacy in Bromley. This informed the development of the service specification for this contract, incorporating individual's experiences, wishes and feedback.
- 3.13 The Tender process has been implemented in line with the Council's Financial Regulations and Contract Procedure Rules. This was a 2 stage restricted tender process. Once the recommendation of this report has been approved, the Council would issue the appropriate contract award notice with consideration of the required standstill period.
- 3.14 A Provider day was held in May 2017 and the procurement process for this service began in September 2017. This was a two stage tender process consisting of supplier interviews.
- 3.15 Please see Part 2 (Exempt) report for the tender process and justification for award.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 An Equality Impact Assessment has been undertaken. This assessment concluded that Advocacy services will promote equality as helping individuals to self-advocate and speak up for themselves in a variety of settings. A single point of access will enable improved access to Advocacy services.

5. POLICY IMPLICATIONS

- 5.1 The Council is obligated to fulfil its statutory requirements in regards to Advocacy provision in line with the following relevant legislation
- The Care Act 2014 (Section 67)
 - Mental Health Act 1983 (Section 2 and 3)
 - Mental Health Act 2007 (Section 30)
 - The Mental Capacity Act 2005 (Section 35)
 - The Children's Act 1989 (Section 26A)
 - The Children's Act 2004 (Section 53)
- 5.2 Local policy directs the provision of Advocacy services as well. Building a Better Bromley priorities include Supporting Independence. The Single Advocacy service will support individuals to self-advocate and be independent.

6. FINANCIAL IMPLICATIONS

- 6.1 Please see Part 2 (Exempt) report for the financial implications

7. LEGAL IMPLICATIONS

- 7.1 This report seeks the approval of the Executive to award a contract to provide Advocacy services to cover all of client groups the Council is required to provide this service to as a single service.
- 7.2 The proposed contract is for 3 years with an option to renew for further two years, a year at a time; potential contract term of 5 years. The annual value of the contract is £284,455 with an aggregated life time value of £1,422,225.
- 7.3 The 'Light-Touch' Regime applies to this contract as the contract value exceeds the threshold for such services as set out in Schedule 3 of the Public Contracts Regulations 2015. The procurement process adopted complies with Regulations 74 to 77 and the general rule in Regulation 18, the obligation to treat bidders equally and without discrimination, in a transparent and proportionate manner. A two stage restricted procedure was used, leading to evaluation of 2 tenders followed by clarification interviews with both bidders.

- 7.4 For this contract it is necessary to formally consult with the Executive and the Commissioning Board prior to award pursuant to rules 5.4 and 5.5.
- 7.5 The report author will need to consult with the Legal Department regarding the execution of the contract.

8. PROCUREMENT IMPLICATIONS

8.1 This 2 stage restricted tender opportunity was advertised through the London Tenders Portal in accordance with the Public Contracts Regulations 2015 and the Council’s Contract Procedure Rules. Two compliant bids were received and both providers invited to attend clarification interviews. The bids were evaluated in line with the regulations for finance and quality in a 60:40 split, and the winning provider’s total weighted score was significantly greater, enabling a clear difference to be established between the bidders.

Non-Applicable Sections:	Personnel Implications
Background Documents: (Access via Contact Officer)	Advocacy Gateway Review (report no. CS17040) 13 th October 2016

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Report No.
CS18116

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 9th January 2018

Decision Type: Non-Urgent Executive Non-Key

Title: CONTINGENCY DRAWDOWN: HOMELESSNESS AND TEMPORARY ACCOMMODATION PRESSURES

Contact Officer: Sara Bowrey, Director Housing
Tel: 0208 313 4013 E-mail: sara.bowrey@bromley.gov.uk

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

Ward: Borough-wide

1. Reason for report

- 1.1 To update members on homeless pressures during 2017/18 and the range of initiatives undertaken to try and reduce the rising budget pressures wherever possible and forthcoming challenges arising from the introduction of the Homelessness Reduction Act 2017 and roll out of universal credit in Bromley.
- 1.2 To request drawdown of £844K from the central contingency for homelessness and welfare reform pressures, together with the Homeless Reduction Act New Burdens funding and flexible homelessness support grant introduced in 2017/18 to replace the management fee element for temporary accommodation previously claimed through housing benefit.

2. **RECOMMENDATION(S)**

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

- i) **Release £844K for 2017/18 from central contingency set aside to offset the current homelessness and temporary accommodation budget pressures; and,**
- ii) **Agree drawdown of the ring fenced grants as set out below:**

	2017/18 £	2018/19 £	2019/20 £
Homeless Reduction Act New Burdens	254,713	233,317	220,697
Homelessness Reduction ACT IT upgrade for new reporting requirements	9,022		
Homelessness flexible support grant	2,106,890	2,359,717	

- iii) Note the forecast pressures going forward in relation to homelessness, welfare reform, temporary accommodation and the new duties arising from the Homelessness Reduction Act 2017.**
- iv) Approve the release of the additional resources required for implementation and administration of the new statutory duties contained within the Homelessness Reduction Act**

Impact on Vulnerable Adults and Children

1. Summary of Impact: The initiatives set out in this report seek to ensure the provision of support to vulnerable adults and young people to prevent homelessness wherever possible or to assist in securing alternative accommodation suitable for their needs
-

Corporate Policy

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

Financial

1. Cost of proposal: £844K :
 2. Ongoing costs: £844K in 2017/18:
 3. Budget head/performance centre: Various housing needs cost centres
 4. Total current budget for this head: £6,609k
 5. Source of funding: EC&HS approved 2017/18 revenue budget. Contingency budget set aside for homelessness and welfare reform pressures.
-

Personnel

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

Legal

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

Procurement

1. Summary of Procurement Implications:
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): More than 5,500 households approach the council for assistance each year facing housing difficulties which threaten to render them homeless. There are currently 1,558 households in temporary accommodation, of which 845 are in costly forms of nightly paid accommodation. Early impact analysis of the extended duties contained within the Homeless Reduction Act suggests a potential overall caseload increase in the region of 40%.
-

Ward Councillor Views

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

3. COMMENTARY

- 3.1 Previous reports have detailed the increasing pressures relating to homelessness and the provision of temporary accommodation resulting from the current market situation and the impact of welfare reform.
- 3.2 The Council has achieved significant results in preventing homelessness, particularly through assisting households into private rented accommodation. However the rise in rents against restricted housing benefit levels, together with the loss of direct housing benefit payments to landlords means that the private rented sector across London is out of reach for an increasing number of households. The table below shows the gap between average private rents and the maximum that can be claimed in benefit to cover housing costs. This is having a significant impact both upon the numbers presenting at risk of homelessness and the number of households that can be assisted into private rented accommodation to discharge the Council's housing duties

Property size	Current Average rent in Bromley pcm**	Total Benefit able to be claimed through Housing Benefit or universal credit to cover housing costs pcm	Shortfall between total benefit that can be claimed and average rental prices
Room Only	£576	£365	-£211
1 bed	£988	£698	-£290
2 Bed	£1,334	£858	-£476.
3 Bed	£1,646	£1,050	-£596
4 Bed	£2,116	£1,360	-£756
5 Bed	£2,448	£1,360	-£1,088

** taken from www.home.co.uk 23rd October 2017

- 3.3 In recent years there has been a marked reduction in the number of housing association units becoming available both from re-lets and new build developments. The current lack of permanent housing supply to address this demand has necessitated the increased use of TA. This also means that households are remaining in TA for longer periods of time before move on accommodation can be secured.
- 3.4 Like many authorities, a large proportion of TA , including nightly-paid accommodation is procured within the private rented sector. There is a complex subsidy regime to assist with the cost of TA, however the subsidy arrangements have also become more restricted, and this alongside steep price rises has made it more difficult to secure TA, particularly within the borough
- 3.5 Across London the demand for TA has increased dramatically with all London authorities effectively chasing the same limited supply. In response the TA market has moved to nightly paid models of accommodation (essentially private rented accommodation offered on a less secure nightly rate basis) rather the more traditional longer term lease opportunities. This has essentially been driven by providers as nightly paid arrangements prove more lucrative
- 3.6 In accordance with the law, The Council seeks to accommodate people within their area as far as is reasonably practicable. However, there is a serious shortfall of accommodation that can be secured in borough to meet statutory housing need meaning that it is not reasonably practicable to provide accommodation within Bromley to every household to whom the Council owes a rehousing duty and there is an increasing need to secure accommodation that may be at some distance from the borough. In addition welfare reform has impacted upon the location of

placements for some families on the grounds of sustained affordability in relation to the benefits they are now entitled to receive towards their housing costs.

- 3.7 The above factors mean that the number of homeless households accommodated in temporary accommodation has continued to increase, rising from 1,439 in April 2017 to 1,558 at the beginning of November 2017. Of these 879 placements are in private rented sector accommodation secured on a nightly rate basis. In addition a wider geographical area across London and the South East is being utilised to secure a sufficient supply of accommodation to meet statutory homelessness duties. The map contained in appendix 1 shows the current location of temporary accommodation placements.

Mitigating Actions:

- 3.8 The acute pressures being faced means that, like all boroughs in London, Bromley is implementing new strategies to tackle growing demand and look to more innovative schemes and also further afield in London and beyond to provide sustainable and suitable housing solutions.
- 3.9 The new Homelessness Strategy is currently being developed, this provides a full analysis of current and predicted needs and seeks to build upon existing measures and implement new initiatives to maximise the effectiveness of homeless prevention wherever possible. Work is also underway on developing a longer term overarching Housing Strategy seeking to increase the available supply and range of accommodation that is affordable to our residents and ensure the best use and condition of existing stock.
- 3.10 Detailed below are the key actions undertaken during the current year to assist in containing the current pressures being experienced:
- During the first half of 2017/18 homeless prevention initiatives have assisted in preventing or relieving homelessness for 850 households. The comparative costs of placing these households in temporary accommodation would be £600,000 per month based on current average nightly paid accommodation charges.
 - Piloting and early intervention model to identify those at risk of homelessness, tackle the underlying causes of homelessness to prevent homelessness occurring and assist households in developing resilience to sustain accommodation in the longer term. In May 2017 the Executive approved £230K to be drawdown from central contingency to pilot this new approach. To date the early intervention pilot has prevented or delayed homelessness for 236 households saving £825K against the comparative cost of placing into temporary accommodation.
 - Redesigning the offer to private landlords to encourage greater take up of block booking, leasing scheme and private rented sector opportunities. 4 block booking arrangements have been secured saving £53K against the current average nightly paid cost.
 - Completion of the refurbishment of Benedict House, a former residential home to create xx units of temporary accommodation. Feasibility studies are undertaken at all potential vacant sites to consider their potential use for additional accommodation supply.
 - Acquiring 400 properties in Bromley and the South East through the More Homes Bromley Initiative. To date approximately 171 properties have been purchased or are under offer. Whilst the level of acquisition is slightly below the monthly target leaving a shortfall against predicted savings for 2017/18 of £382K, the pipeline has increased and is on track to achieve the total 400 within the agreed timescale.
 - Site appraisal is underway for the pilot of a modular homes site offering good quality accommodation which can be assembled in a relatively short timescale. A supplier day has been arranged for December to help inform the tender process for a development and management partner in the New Year.

- During 2017/18 payment in lieu funding has provided £3.5m towards schemes being developed by Clarion Housing Group to assist in an overall programme of in excess of 128 units.

3.11 Overall these initiatives have successfully slowed the rate of growth in temporary accommodation placements and most significantly have started to reduce the proportion of placements being made into expensive nightly rate accommodation.

Current Budget and Future Pressures

3.12 The above factors mean that the total number of households in temporary accommodation is now 1,558 (excluding those placed in supported accommodation as part of a rehousing pathway).

3.13 Although pan-London arrangements have been made to try and control nightly paid rates, demand is still outstripping supply, which is forcing up prices, particularly outside of London. Even with the growth in the sector difficulty is experienced in securing places and the Council is increasingly forced to rely on expensive commercial hotels to meet our legal duty.

3.14 The current average cost of nightly let accommodation including the new flexible support grant allocation to offset the previous management fee payable under housing benefit is as follows:

Accommodation Types	Average of Rental Charge	Average of Client Income	Average of HB Subsidy Claimed by LBB	Average of UC Received by LBB	Average of Client contribution	Average of Full Year Cost to LBB	Management Fee	Full year Cost less Mgmt Fee
	£	£	£	£	£	£	£	£
Single Room	9,420	3,744	4,593	0	840	243	0	243
Studio	12,472	3,214	4,638	383	0	4,236	2,080	2,156
Self Contained (1 Bed)	13,323	3,107	3,818	310	0	6,088	2,080	4,008
Self Contained (2 Bed)	16,516	3,499	5,052	246	0	7,720	2,080	5,640
Self Contained (3 Bed)	19,626	4,126	6,102	0	0	9,398	2,080	7,318
Self Contained (4 Bed)	24,808	6,163	9,215	1,181	0	8,249	2,080	6,169

3.15 Overall this brings the anticipated full year spend on temporary accommodation for 2017/18 to £13.8m Taking account of the maximum amount able to be charged to those households placed to offset against the cost of this provision this still leaves the Council with a net cost of £5.8m.

It must also be noted that there are additional resource pressures for both the Council (Housing and Legal Services) and Liberata (for accommodation charge collection) arising from increased casework for homeless approaches, volume of temporary accommodation use and increased complaints and legal challenges that have to be dealt with. Increase in litigation in this area means more and more in-house legal time is used to deal with the cases as well incurring the cost of counsel and paying the other sides legal costs.

3.16 The quality of accommodation also needs to be monitored as an increasing number of landlords appear to be trying to cash in with sub-standard and shared facility accommodation leaving the Council at increased risk of legal challenge and financial claims

3.17 All of the above, together with research undertaken at both regional and national level reinforces the certainty that current rises in the use and cost of temporary accommodation are set to continue.

3.18 The following trends appear set to continue into the foreseeable futures:

- Continuing property and rental price increases against frozen benefit and temporary accommodation subsidy levels reducing access/supply of private rented and temporary accommodation unit thus increasing the number of households accommodated by the Council and funding gap needing to be subsidised and reducing access
- Increased homeless approaches, particularly from the lowering of the benefit cap.
- Increased concern from housing associations regarding affordability and increased refusals for nominations and/or requests for rental guarantees to take statutory homeless households.
- Increased rent arrears resulting from universal credit roll out in the new year
- Increased pressure on out of London accommodation
- Increasing legal challenges around temporary accommodation including the type, location and length of stay

3.19 There are also a number of legislative and financial changes being implemented which will impact significantly, creating greater resource and budgetary pressures. Most importantly:

Temporary accommodation subsidy. Temporary Accommodation Management Fee' (TAMF) was distributed to local authorities by the Department for Work and Pensions until the end of March 2017. The fee made £40 available per week per eligible temporary accommodation unit operated by authorities in London. TAMF has been replaced by the Flexible Homelessness Support Grant (FHSG).

The new grant will empower councils with the freedom to support the full range of homelessness services. This could include employing a homelessness prevention or tenancy support officer to work closely with people who are at risk of losing their homes. However this flexibility is limited due to the level of commitment to offset the loss of the TAMF on existing TA schemes.

For 2017/18 the loss of the TAMF and the introduction of the FHSG is predicted to be broadly cost neutral. However this may become a pressure in 2018/19 as increases in homelessness outstrip the increase in grant allocation.

The Homelessness Reduction Act 2017: The Homelessness Reduction Act makes significant changes to the current homelessness legislation by placing duties on local authorities to intervene earlier and prevent a homelessness crisis for all households. In brief the legislation will require far more intensive statutory casework at an earlier stage, increase the number of households to whom assistance must be provided and the minimum level of assistance that must be provided, increase the units of accommodation that must be secured to meet these wider statutory duties, extend the requirement on visiting accommodation and completion of suitability assessments and extend the range of decisions and casework subject to statutory review – an overall increase of around 40% in decisions, casework and reviews. Whilst the principles of early intervention are welcomed and it is hoped may in the longer term may assist in reducing levels of homelessness and TA use it does not in itself provide additional units of accommodation to meet rising housing need and will, at least in the short to medium term place significant cost pressures on the Council to resources the additional work and temporary accommodation placements required to meet the new statutory duties. This legislation comes into force on the 1st April 2018. In response to the new burdens government have introduced a new grant to support this; £254,713 (plus £9,022 for IT updates) in 2017/18, £233,317 in 2018/19 and £220,697 in 2019/20. Extensive work has been undertaken locally and at pan London level to assess the costs of resourcing the new statutory duties, a summary of which is set out in the table at paragraph 6.1. This demonstrates the significant shortfall between new burdens funding and the actual cost of implementing the new duties.

It must further be noted that the live roll out of universal credit is scheduled to commence during summer 2018 for Bromley. Whilst some recent measures have reduced the risk on temporary accommodation rent arrears by removing these from universal credit in favour of the existing housing benefit payment regime, it is none the less likely to increase the risk of homelessness for a number of vulnerable families and adults. A provision has been allowed in the forecast to account for this increase and work is already underway to support households to minimise the potential impact. However the impact of UC roll out will be closely monitored and updated accordingly.

Contingency and grant funding drawdown

- 3.20 Based on the above the table set out in section 6 sets out the budgets pressures faced for 2017 – 2021:
- 3.21 In light of the above Members are therefore asked to
- 3.22 Approve release of £844K from the central contingency for 2017/18 in respect of the current temporary accommodation and also to note the projected pressures for 2018 and beyond. The drawdown has been assumed on the budget monitoring report.
- 3.23 Agree to the drawdown of the grant allocation for the Flexible Homelessness Support Grant from contingency of £2,106,890 in 2017/18 and £2,359,717 in 2018/19
- 3.24 Agree to the drawdown of the grant allocation for the Homelessness Reduction Act Grant from contingency of £254,713 in 2017/18, £233,317 in 2018/19 and £220,697 in 2019/20., together with the one off grant of £9,022 to upgrade the IT system to meet new statutory reporting requirements.

4. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 4.1 There is no direct impact on vulnerable adults and children arising from the contents of this report. Current policy holds safeguarding as a core element within the homeless assessment process and ensures the specific needs of vulnerable adults and children are considered within the suitability assessment of all accommodation provided in discharge of the homelessness duty.

5. POLICY IMPLICATIONS

- 5.1 The housing objectives are set out in the relevant business plans. These objectives are compliant with the statutory framework within which the council's housing function must operate and incorporate both national targets and local policies identified from the next practice guidance, audits and stakeholder consultation.
- 5.2 The council has an approved homelessness prevention strategy and temporary accommodation placement policies to ensure compliance with the statutory framework for the provision of housing advice, homeless and temporary accommodation provision. This meets the requirements of the law whilst seeking best value for money in all placements and prevention initiatives.

6. FINANCIAL IMPLICATIONS

- 6.1 The provision of temporary accommodation is a high-risk budget area. As previously reported currently predictions show cost rising as per the table below.

Housing Contingency Drawdown 2017/18

	<u>Draw</u> <u>Down</u> <u>17/18</u>	<u>Draw</u> <u>Down</u> <u>18/19</u>	<u>Draw</u> <u>Down</u> <u>19/20</u>	<u>Draw</u> <u>Down</u> <u>20/21</u>	<u>Draw</u> <u>Down</u> <u>21/22</u>
Housing B&B Pressure	736	824	824	824	824
Growth 18/19	0	720	1,444	1,444	1,444
Growth 19/20	0	0	720	1,444	1,444
Growth 20/21	0	0	0	720	1,444
Growth 21/22	0	0	0	0	720
Increase in Rents	0	200	204	208	212
Visiting and Fraud Prevention	310	310	310	310	310
Cost of Flexible Support Grant changes	2,107	2,360	2,360	2,360	2,360
Homelessness flexible support grant	-2,107	-2,360	-2,360	-2,360	-2,360
Additional cost of homelessness Reduction Act	50	983	971	971	971
Homelessness Reduction Act Grant	-254	-233	-221	0	0
Overhauling statutory Homelessness data grant	-9	0	0	0	0
Universal Credit Spike	93	93	93	93	93
Legal costs	68	108	108	108	108
Finance costs	50	50	50	50	50
Additional posts	110	110	110	110	110
Contingency already drawn down in 2017/18	-310	0	0	0	0
	844	3,165	4,613	6,282	7,730

6.2 As in previous reports, there is growth assumed in B&B nightly paid pressures. There are also considerable additional burdens arising from the introduction of the Homelessness Reduction Act although management are exploring ways of mitigating the impact of this. Any effects of the mitigation will be reported to Members in future updates.

7. LEGAL IMPLICATIONS

- 7.1 All local authorities as a statutory duty under part VII (as amended by the Homeless Act 2002) to provide housing advice and preventative services, the assessment of homelessness duties, and to secure suitable temporary accommodation for priority homeless households.
- 7.2 The Homeless Reduction Act places an increased number of duties upon local authorities, particularly in relation to the level of advice and support given to prevent homelessness. The new act extends the provision to all households, includes far greater prescription in terms of the nature of advice and support, and also rolls back the point at which intervention must be provided.
- 7.3 Whilst in the longer term these measures seek to increase the success of homeless prevention initiatives, it will nonetheless increase the number of duties faced by local authorities and the volume of casework which must be undertaken.

8. PROCUREMENT IMPLICATIONS

- 8.1 There are no direct procurement implications arising from this report. All procurement activities in relation to homelessness and temporary accommodation are reported in line with procurements requirements.

Non-Applicable Sections:	Personnel
Background Documents: (Access via Contact Officer)	Homelessness Strategy Supply and demand Homeless Contingency drawdown 16/17

Report No.
CS18121

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: EXECUTIVE

Date: For Pre-Decision Scrutiny by the Care Services Policy Development and Scrutiny Committee on Tuesday 9th January 2018

Decision Type: Non-Urgent Executive Non-Key

Title: UPDATE ON SERVICE PROPOSALS AND PROCUREMENT STRATEGY FOR MODULAR HOME PROVISION

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

Chief Officer: Director: Housing (ECHS)

Ward: Borough-wide

1. Reason for report

- 1.1 Bromley, along with all London local authorities is experiencing a significant increase in demand for assistance and accommodation. Members have received regular reports detailing the current pressures in the Housing Division including the significant increase in the number of placements and associated costs with night paid temporary accommodation.
 - 1.2 The Council spends more than £4.5m (net) procuring temporary accommodation (TA) for homeless households every year and demand for this service is forecast to increase.
 - 1.3 Executive on 24th May 2017 agreed to the principle of inviting bids from potential suppliers for the development and management of a modular constructed site on York Rise, subject to further market engagement to inform the tender and specification and feasibility study of the site considering both suitability and potential length of use.
 - 1.4 This report provides an update on the market engagement undertaken, feasibility analysis and requests permission to progress to formal tender to appoint a supplier for modular homes, as set out in paragraphs 3.6-3.10.
-

2. RECOMMENDATIONS

- 2.1 The Care Services PDS Committee is asked to note and comment on the contents of this report prior to Council's Executive being requested to:
 - i) Proceed to formal tender for a provision of modular build accommodation together with a management contract for a period of 15 years as set out in Paragraph 3.6 of this report;

- ii) Approve the use of the identified site York Rise for the use of modular constructed accommodation;**
- iii) Agree in principal that officers look to identify other suitable sites for use of modular homes which will be reported back to the Executive as and when identified; and,**
- iv) Note that capital funding may be required for the preparation, construction and planning of any modular home site and this will be dealt with in the award report.**

Impact on Vulnerable Adults and Children

1. Summary of Impact: Modular constructed units will provide suitable accommodation in borough to help meet housing needs and safeguard vulnerable adults and children
-

Corporate Policy

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

Financial

1. Cost of proposal: Not Applicable: Capital investment will be reported once the tender evaluation and full site appraisal are complete
 2. Ongoing costs: Non-Recurring Cost:
 3. Budget head/performance centre: Operational Housing – Temporary Accommodation
 4. Total current budget for this head: £3,783,370
 5. Source of funding: Revenue Support Grant/ capital for initial site preparation, planning and build
-

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: The statutory rehousing duty is set out in the Housing Act 1996
 2. Call-in: Applicable
-

Procurement

1. Summary of Procurement Implications: N/A
-

Customer Impact

Estimated number of users/beneficiaries (current and projected): The Council currently has nearly 1600 households in TA. An initial assessment of site suggests that between 30 and 36 units may be able to be accommodated subject to more detailed analysis and final bid outturn.

Ward Councillor Views

1. Have Ward Councillors been asked for comments? Not Applicable
2. Summary of Ward Councillors comments: Full consultation will be undertaken with ward councillors in assessing and developing the design for accommodation at York Rise both prior to and during the planning application process. This process would be followed for any additional sites identified

3. COMMENTARY

- 3.1 In recent years the Council has experienced a sharp increase in the number of households approaching for assistance and accommodation leading to a significant increase in the number of households having to be accommodated in temporary accommodation. As regularly reported the impact of welfare reform and current market pressures has meant that an increasing proportion of this demand has had to be met by procuring temporary accommodation on a costly nightly rate basis leading to an acute and increasing budget pressure.
- 3.2 The Council has responded with a number of initiatives to reduce the reliance on nightly paid provision and increase the supply of accommodation including, increasing the remodelling 3 former residential units in the borough for use as temporary accommodation securing around an additional 110 units, encouraging the uptake of leasing scheme offers and embarking upon the More Homes Bromley property purchase scheme to acquire 400 additional units over a 2-3 year purchase programme. This additional supply is still not sufficient to meet the level of increasing demand.
- 3.3 The Council is in the process of considering a range of potential options to increase the supply of accommodation for households in need of accommodation that is affordable, one of which is to procure modular constructed accommodation to provide new homes on a relatively speedy basis.
- 3.4 The previous report to executive 24th May 2017 reported on the potential to the council owned piece of land at York Rise for the provision of modular homes. The Executive agreed for officers to proceed with further analysis to assess the suitability of this site and also to engage with the market to obtain a good understanding of market solutions available and to inform future tender in terms of process, specific, length of term and so forth.
- 3.5 Officers have now completed the feasibility and market engagement in order to formalise the final specification and proposed procurement process.

THE PROPOSAL

- 3.6 It is proposed that the Council proceed to tender for a supplier to provide a turn-key solution for the delivery and management of modular constructed homes as set out below:
- a) The installation and management of modular homes on York Rise for a period of 15 years.
 - b) Schedule of rates that can be used for alternative sites (once identified by the Council) which will be uplifted by CPI.
- 3.7 The turn-key solution would include:
- Full detailed analysis of the land capacity to support accommodation in order to make best use of the land
 - Design of units and site layout, recognising the need for an appropriately designed accommodation
 - All consultation and formal planning application
 - Site and utility preparation
 - Acquisition of the units
 - Installation of units and bringing the development up to the necessary standards to let
 - Management of the units and site
 - Disassembly and disposal of the units at the end of the scheme.
- 3.8 The units would provide self-contained living accommodation with a bathroom, kitchen-diner, living area and bedrooms. The construction methods of modular accommodation have improved

considerably in recent years and are designed and engineered with particular attention to thermal and acoustic performance and have fire resistant walls. This means that they are better insulated and are warmer and quieter.

- 3.9 There are a number of different types of modular units available on the market which would need to be assessed for their quality, appearance and delivery timescale. At this stage a preferred type has not been agreed. A number of units now available can stand alone or be converted to form multi-level building block thus providing greater flexibility and more accommodation than conventional provision of this nature with the added benefits of sustainability. The tender will therefore seek a flexible solution which can be adapted to meet a range of sites with varying topography and land capacity should further sites become available for use.
- 3.10 The service providers must allow for the bid for both the construction and management contract of the modular homes although they may do this as part of a consortium arrangement.

CAPITAL

- 3.11 Capital funding will be required to support site preparation, underwrite the planning process and set-up which will be dealt with in the award report for each site identified.
- 3.12 Schemes of this nature may be eligible for GLA innovation funding to offset a proportion of the initial set up costs. It is therefore recommended that officers explore this option alongside the tender process. The outcome will be reported back together with the tender evaluation and final capital funding requirements. Any funding secured would then be used to contribute towards the set up costs. This would be on a scheme by scheme specific basis.

REVENUE

- 3.13 Ongoing management and maintenance costs would be financed through the rental stream.
- 3.14 The Council would have full nominations rights and flexibility of use for temporary and settled housing solutions to best meet demand and statutory rehousing requirements in the most effective way.

4. CUSTOMER PROFILE

- 4.1 Homeless people meeting the criteria to be placed in TA or settled housing. The Council regularly reviews the profile of statutory homeless households to feed into the requirement of accommodation in terms of the profile, size and nature of accommodation required. Currently the broad requirements are as follows:
- 30% - single person, couples or pregnant households with no other dependent children
 - 55% - 2 bedroom accommodation – single adult or couple with up to 2 children
 - 15% - 3+ bedroom –families with 3 or more children

5. MARKET CONSIDERATIONS

- 5.1 Market engagement has been undertaken as part of the preliminary feasibility stage to help inform the final specification and proposed process for the project to ensure that the Council secures the most efficient and effective solution in addition to ensuring that the service package is commercially viable for the market.
- 5.2 There are a number of providers operating in the provision and management of modular homes for use as both temporary and long terms housing.

- 5.3 The market engagement exercises undertaken have assisted in gaining a better understanding of the range of products and service available:
- 5.4 Outright purchase of modular units may not necessarily be in the Council's best interest as this model can bring added costs in relation to disassembly and disposal and also restrictions on the length of schemes to, make them financially viable. In addition many potential suppliers trade on a rent only basis and so would be excluded from a purchase only selection process and this may result in the Council not obtaining best value.
- 5.5 As such the proposal is to invite bids on both a sale and rental option and to proceed with the option which presents the best value for money.
- 5.6 Significant resources are invested by suppliers in developing proposals for any site design and also for submitting bids. There is also a need to be able to assess potential sites quickly so as to avoid unnecessary delays in decisions for disposal or redevelopment and to minimise the costs of keeping a site vacant. Securing a partner will enable potential sites to be assessed in a robust and timely manner to maximise development and regeneration options across the borough. It is also likely to gain further efficiencies through developing an ongoing arrangement.
- 5.7 Market engagement has confirmed that due to the level of set up costs schemes, offered on at least a 15 year basis provide the best value for money and enable running costs to be fully met through the revenue stream. Officers therefore recommend the use of the identified sites for a period of not less than 15 years.
- 5.8 With an increasing market comes a greater range of available modular options. This means that there needs to be a good assessment on the quality and lifespan of units procured to ensure that they fully meet planning requirements and offer ongoing efficiencies in terms of lower running and maintenance costs, particularly in light of the proposed lifespan of the scheme. Market engagement has clearly demonstrated the need for a balanced evaluation to ensure the package is attractive to the market and best value is achieved throughout the life of the scheme. It is for this reason that the 60:40 price quality evaluation is now proposed with a minimum quality qualifying criteria.

6. STAKEHOLDER CONSULTATION

- 6.1 The Council has a published temporary accommodation procurement and placement policy and homelessness strategy, both of which have been developed in consultation with key partners and service users.
- 6.2 The Council has consulted widely with other housing authorities in London and South East who have developed similar modular schemes. London Councils Housing Directors group has undertaken extensive data sharing in relationship to the accommodation provision. The Council continues to liaise frequently with housing providers to gain insight into the market.

7. SUSTAINABILITY / IMPACT ASSESSMENTS

- 7.1 Improving the supply of good quality accommodation will have a positive impact on homeless people placed by the Council. If the exercise is successful in accessing more TA within Bromley, or retaining this TA for Bromley residents (as opposed to residents from other boroughs) this will enable people and their families to retain contact with their own community, health resources, schools etc. This will have a positive impact on the well-being of Bromley residents and the life chances of children.

8. **OUTLINE STRATEGY & CONTRACTING PROPOSALS**

- 8.1 A project team has been set up as part of the Procurement process that will involve officers from Housing, Commissioning, Programmes and Projects, Finance, Legal, Procurement and Renewal and Recreation.
- 8.2 The table below sets out the proposed timescale:

Activity	Draft Dates
Executive meeting	10 th January 2018
Issue OJEU and Contracts Finder Notices	24 th January 2018
Closing date for clarification questions	19 th February 2018
Closing date for Completed Stage 1 (SQ) response	23 rd February 2018
Evaluation of Stage 1	26 th February 2018 - 9 th March 2018
Anticipated Commencement of Stage 2 – Invitation to Submit Initial Tender (ISIT)	12 th March 2018
Anticipated commencement of purdah (pre-election period)	26 th March 2018
Anticipated Closing Date for Stage 2 – ISIT	11 th May 2018
Evaluation of Stage 2 – ISIT responses	14 th May to 1 st April 2018
Stage 3 – Feedback and negotiation based on Initial Tender (as required)	April/ May/ June 2018
Anticipated commencement of Stage 4: Invitation to Submit Final Tender	2 nd July 2018
Anticipated closing date for Stage 4: Final Tender	20 th July 2018
Internal Council authorisation meetings and Members' 'Call In' period	August 2018
Anticipated Award Date and Notification to Candidates (Stage 5: Award)	September 2018
Standstill period (10 days)	September 2018
Contract mobilisation	September/ October 2018
Contract starts	November 2018

PROCUREMENT IMPLICATIONS

- 8.3 Tenders will be evaluated based on 60 % Price and 40% quality , with a minimum quality qualifying score criteria.
- 8.4 This is being undertaken as a restricted two stage process, to limit candidates based on previous experience, followed by a period of negotiation.
- 8.5 As the Service element is significantly greater than the Construction, this is being treated as a Service Contract and therefore does not require the use of a PAS91 Selection Questionnaire. As this contract is chiefly concerned with Housing Management, it is not considered under the Light Touch regime of the Public Contrast Regulations 2015.

9. IMPACT ON VULNERABLE ADULTS AND CHILDREN

- 9.1 The provision of modular constructed homes will provide suitable, safe local accommodation to meet housing need enabling the Council to meet its statutory housing obligations and to safeguard and protect those that are most vulnerable.

10. POLICY IMPLICATIONS

- 10.1 The housing objectives are set out in the relevant business plans. These objectives are compliant with the statutory framework within which the Council's housing function must operate and incorporate both national targets and local priorities identified from findings of the review, audits and stakeholder consultation.
- 10.2 The Council has a TA procurement and placement policy which seeks to ensure compliance with the statutory framework for the provision of temporary accommodation meeting the requirements for suitability whilst seeking value for money in all placements. The homelessness strategy and forthcoming housing strategy also set out the range of initiatives required to prevent homelessness and secure a sufficient supply of accommodation to meet statutory housing needs.
- 10.3 The provision of additional accommodations through modular construction methods would provide warm, safe and fully equipped homes to meet housing need and reduce the number of families placed into insecure and costly forms of nightly paid provision. Such accommodation can be used flexibly as the Council would maintain full control over nominations to enable use on a best term basis for temporary or settled housing solutions to meet statutory housing need.

11. FINANCIAL IMPLICATIONS

- 11.1 The increasing costs of TA have been reported to Members previously. There is a significant risk in respect of nightly paid accommodation expenditure in the context of welfare reform and rising homelessness. Current projections show this budget pressures rising by £3m by 2019/20.
- 11.2 Once units are in place on the York rise site this will reduce expenditure on nightly paid by at least £7,000 p.a. each, a total of £210k per annum for the scheme. This is a baseline figure for the minimum number of units and will be depending upon the final number and configuration of units.
- 11.3 Ongoing management and maintenance costs would be self-funding through the rental revenue scheme.
- 11.4 There will be capital cost associated with preparation of the site, planning and acquisition and installation of the modular constructed units. The costs of this will not be known until the work is done and this will have to be drawn down from a feasibility budget held in a capital scheme.
- 11.5 The Council would also need to provide a level of contingency funding to underwrite the risk of an unsuccessful planning application

12. LEGAL IMPLICATIONS

- 12.1 The Council have a statutory duty under part VII (as amended by the Homelessness Act 2002) to secure suitable temporary accommodation for priority homeless households.
- 12.2 Local authorities also have other statutory duties including those under sections 190 and 195 of the 1996 Act to provide accommodation, help and assistance.

- 12.3 Legislation also sets out the suitability requirements for such accommodation and how the duty can be discharged through the provision of a range of settled housing solutions.
- 12.4 The decision to formally tender modular home development on York Rise to meet the Council's statutory rehousing duties in relation to homeless families and secure a preferred provider framework will need to be undertaken in accordance with the Council's Financial Regulation, Contract Procedure Rules and will need to comply with the requirements of the Public Contract Regulations 2015.
- 12.5 Once the Council has made its decision, the Council will need to issue the appropriate Award, observe the mandatory Standstill Period and issue an OJEU and Contract Finder Award Notice as provided for in the above Regulations.
- 12.6 The report author will need to consult with the Legal Department regarding the preparations and execution of the terms of contract and schedules thereto.

Non-Applicable Sections:	Personnel
Background Documents: (Access via Contact Officer)	<ol style="list-style-type: none"> 1. 1. Temporary Accommodation Placement and Procurement Policies 2. 2. Homelessness Strategy 3. 3. Executive report 24th May 2017 – formal consultation on service proposals and procurement strategy for the provision of modular accommodation

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Report No.
CS18112

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Tuesday 9th January 2018

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

Title: CARE SERVICES PORTFOLIO DRAFT BUDGET 2018/19

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

Chief Officer: Director of Finance

Ward: Borough-wide

1. Reason for report

- 1.1 The prime purpose of this report is to consider the Portfolio Holder's Draft 2018/19 Budget which incorporates future cost pressures and initial draft budget saving options which are being reported to Executive on 10th January 2018. Members are requested to consider the initial draft budget being proposed and also identify any further action that might be taken to reduce cost pressures facing the Council over the next four years.
 - 1.2 Executive are requesting that each PDS Committee consider the proposed initial draft budget savings and cost pressures for their Portfolio and the views of each PDS Committee be reported back to the next meeting of the Executive, prior to the Executive making recommendations to Council on 2018/19 Council Tax levels.
 - 1.3 There are still outstanding issues and areas of uncertainty remaining. Any further updates will be included in the 2018/19 Council Tax report to the next meeting of the Executive.
-

2. RECOMMENDATIONS

2.1 The Care Services PDS Committee is requested to:

- i) Consider the update on the financial forecast for 2018/19 to 2021/22;
- ii) Consider the initial draft 2018/19 budget as a basis for setting the 2018/19 budget; and
- iii) Provide comments on the initial draft 2018/19 budget for the February meeting of the Council's Executive

Impact on Vulnerable Adults and Children

1. Summary of Impact: Care Services Portfolio budget setting supports the provision of services to vulnerable adults and children.
-

Corporate Policy

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

Financial

1. Cost of proposal: Not Applicable Further Details
 2. Ongoing costs: Recurring Cost: Impact in future years detailed in Appendix 4
 3. Budget head/performance centre: Council-wide
 4. Total current budget for this head: £77,089k Draft 2018/19 Budget
 5. Source of funding: Draft Revenue Budget for 2018/19
-

Personnel

1. Number of staff (current and additional): Full details will be available with the Council's 2018/19 Financial Control Budget to be published in March 2018
 2. If from existing staff resources, number of staff hours: Not Applicable
-

Legal

1. Legal Requirement: Statutory Requirement: The statutory duties relating to financial reporting are covered within the Local Government Act 1972; the Local Government Finance Act 1998; the Local Government Act 2000; the Local Government Act 2002 and the Accounts and Audit Regulations 2015.
 2. Call-in: Not Applicable: No Executive decision.
-

Procurement

1. Summary of Procurement Implications: Not Applicable
-

Customer Impact

1. Estimated number of users/beneficiaries (current and projected): The 2018/19 budget reflects the financial impact of the Council's strategies, service plans etc. which impact on all of the Council's customers (including council tax payers) and users of the services.
-

Ward Councillor Views

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

3. COMMENTARY

APPROACH TO BUDGETING, FINANCIAL CONTEXT AND ECONOMIC SITUATION WHICH CAN IMPACT ON PUBLIC FINANCES

- 3.1 Forward financial planning and financial management is a key strength at Bromley and this has been recognised previously by our external auditors. This report continues to forecast the financial prospects for the next 4 years and includes the Government's provisional core funding allocations for 2018/19 to 2019/20. At the time of writing this report, further details on various grant funding is awaited and it is important to note that some caution is required in considering any projections for 2020/21 to 2021/22 as this represents the Government's next Spending Review period.
- 3.2 A strong economy with growth increases revenues which supports the Government's ability to reduce public sector debt as the gap between finances raised and spend on public services is reduced. It is important to consider the key national issues that could impact on public finances over the next four years. The overall national debt stands at £1.8 trillion and, whilst a national budget deficit continues, will increase further to beyond £1.9 trillion. The Autumn Budget 2017 identified that public sector net borrowing is expected to be £49.9bn in 2017/18. The forecast for the last year of the current Spending Round (2019/20) is for borrowing of £34.7bn and by 2021/22 borrowing of £30.1bn. The Chancellor stated that borrowing is still forecast at over £20bn in the first year of the next Parliament. The Chancellor has previously said that he is committed to returning public finances to balance 'as soon as practicable'. Elimination of the annual national budget deficit is expected to be delayed until at least 2030 on the basis of current economic forecasts. This highlights that austerity for local government is likely to continue for some time. The Autumn Budget 2017 identifies planned Government Spend up to 2022/23. From a local government perspective, there is no significant additional funding and on that basis austerity will continue. Even with the planned Green Paper on social care which has now been delayed until Summer 2018, no additional funding was identified in the Autumn Budget 2017 for social care. Therefore, the fiscal squeeze will continue and, with ongoing protection of health, education, police and other security services, the disproportionate cuts in direct funding to local government will continue over the remainder of the four year spending review period. The impact of funding reductions translates to a reduction in the Council's Settlement Funding Assessment of 37.1% by 2019/20 compared with the England average of 22.66% and London average of 20.6% for the period 2017/18 to 2019/20.
- 3.3 Recognising there are significant funding cuts facing local government, the Government remains committed with the aims of devolution which includes transforming local government and enabling it to be more self-sufficient. The Government views the new flexibilities such as the future growth forecasts from business rates, to be fully devolved to local government by 2020 combined with scope for an increase in council tax for the adult social care precept and the ongoing ability to increase council tax as methods which can reduce the impact of grant reductions. However, it is not the full solution for local government given its costs pressures and service demands.
- 3.4 The Budget Strategy has to be set within the context of a reducing resource base, with Government funding reductions continuing beyond 2020 – the on-going need to reduce the size and shape of the organisation to secure priority outcomes within the resources available. There is also a need to build in flexibility in identifying options to bridge the budget gap as the gap could increase further. The overall updated strategy has to be set in the context of the national state of public finances, with austerity continuing given the level of public sector debt, and the high expectation from Government that services should be reformed and redesigned with devolution contributing to the transformation of local government. There is also an on-going need to consider "front loading" savings to ensure

difficult decisions are taken early in the budgetary cycle, to provide some investment in specific priorities, to fund transformation and to support invest to save opportunities which provide a more sustainable financial position in the longer term. Any decisions will need to consider the finalisation of the 2018/19 Budget as well as the longer time frame where it is now clear that the continuation of the period of austerity remains for local government.

- 3.5 Bromley has the second lowest settlement funding per head of population in the whole of London. Despite this, Bromley has retained the third lowest council tax in outer London (other low grant funded authorities tend to have higher council tax levels). This has been achieved by having one of the lowest costs per head of population in outer London. Despite being a low cost authority, Bromley has achieved general savings of over £90m since 2011/12 but it becomes more challenging to achieve further savings with a low cost base. Further details are provided in Appendix 3.
- 3.6 One of the key issues in future year budgets will be the balance between spending, council tax levels, charges and service reductions in an organisation starting from a low spending base. It is important to recognise that a lower cost base reduces the scope to identify efficiency savings compared with a higher cost organisation.

4. CHANGES SINCE THE 2017/18 BUDGET THAT IMPACT ON THE FINANCIAL FORECAST

- 4.1 The 2017/18 Council Tax report reported to Executive in February 2017 identified a significant “budget gap” over the four year financial planning period. Some key changes are summarised below.
- 4.2 There continues to be upward pressure on inflation and the 2018/19 Draft Budget and financial forecast assumes increased costs of 3.5% per annum for 2018/19 and 2019/20 reducing to 2.7% per annum from 2020/21. The inflation mainly relates to contract price increases. The main measure used for contract price increases is RPIX which is currently 4.0%. The Autumn Budget 2017 reported that inflation (RPI) is expected to be 3.1% in 2018/19, 2.8% in 2019/20 and 2.9% in 2020/21 and 2021/22. Currently RPI and RPIX are 3.9% and 4% respectively. A separate provision has also been reflected in the Draft 2018/19 Budget to meet the future increase in costs of the National Living Wage. Action will need to be taken by Chief Officers to fund increasing costs through alternative savings in the event that inflation exceeds the budget assumptions.
- 4.3 The Chancellor’s Summer Budget 2015 introduced a new National Living Wage with significant cost implications to the Council over the next few years. As previously expected in the financial forecast, the Chancellor announced, as part of his Autumn Budget 2017, further increases in the National Living Wage from April 2018.
- 4.4 A report elsewhere on this agenda titled “Contingency Drawdown: Homelessness and Temporary Accommodation Pressures” highlights the ongoing increase of households in temporary accommodation despite the range of initiatives being taken to help reduce these pressures. Initiatives during the year include continuing acquisitions of properties for More Homes Bromley (Mears scheme) and the provision of temporary accommodation in Beckenham. The roll out of universal credit, reduction in housing benefit cap and changes to local housing allowances arising from welfare reform changes have contributed towards these increasing costs. In addition, a new Homeless Reduction Act effective from 2018 expands the duties on local authorities for homeless prevention. Potential additional costs of £1m per annum are estimated in 2018/19 with government funding of £250k being provided, resulting in net additional costs of £750k per annum. Initial release of funding is requested elsewhere on this agenda with further release of the funds remaining being reported for approval later in the new financial year. A further consequence of the roll out of Universal Credit, apart from implications on the homelessness budget, is the potential non recovery of housing benefit

overpayments due to claimant error because of the restrictions on recovery through universal credit payments with losses of £500k being provided in 2018/19 rising to £750k per annum from 2019/20.

4.5 Prior to 2017/18, Councils received housing benefit funding relating to the additional cost of supported accommodation for homeless families. The Government have removed the housing benefit funding and replaced it with a cash limited grant funding (£2,360k in 2018/19). With increasing homelessness numbers, this will reflect a new cost pressure as the grant in the future is expected to be less than the additional costs of supported accommodation as homeless numbers increase. It is important to note that the increase in homelessness is part of a London wide problem faced by London boroughs and also impacts on some other major cities in England.

4.6 Executive approved the acquisition of residential properties to provide accommodation for homeless families as well as the long term “gifting” to the pension fund of the significant assets, subject to robust legal safeguards being in place. Details were reported to the meeting on 2nd December 2015 and the savings have been reflected in the Draft 2018/19 Budget and the future years financial forecast. There were further savings arising from the provision of temporary accommodation at a site in the Borough for a two year period resulting in total savings of £788k for a two year period which includes additional income from a loan to the developer.

4.7 Improved Better Care Fund

The Autumn Statement 2016 identified future funding for the Improved Better Care Fund, utilising Section 31 grant funding which effectively results in direct funding to the Council rather than through Bromley CCG. Estimated ongoing funding of £2m is available in 2018/19 increasing to £4.6m per annum from 2019/20. In addition, in March 2017, after the Council agreed it's 2017/18 Budget, the Government agreed further non-recurring funding of £4.463m in 2018/19, £3.363m in 2019/20 and £1.677m in 2020/21. The utilisation of these monies requires the joint agreement with Bromley CCG. Proposals for funding various schemes were approved by Executive on 10th October 2017. The Draft Budget includes utilisation of part of the funding available to meet identified future years cost pressures on Adult Social Care (£1m in 2018/19 rising to £2.5m per annum by 2021/22) and a contribution towards the full year effect of the Adult Social Care spend in 2017/18 (£2m in 2018/19 reducing to a contribution of £1m per annum from 2019/20). Subject to approval of the 2018/19 Draft Budget, there remains uncommitted monies of £873k in 2018/19 and £2,387k in 2019/20.

4.8 The financial forecast includes additional full year costs for adults social care of £1,394k (from 2019/20), partly offset by savings from retendering of contracts and other efficiency savings of £394k, which are not funded from the Improved Better Care Fund.

4.9 The Government announced in-year funding reductions (2015/16) for Public Health services and the ongoing reductions have been reflected in the 2018/19 Draft Budget and financial forecast. The full details of the final grant settlement for 2018/19 relating to all the grants received by the Council are awaited. A general provision has been reflected in the Council's four year financial forecast for future loss of Government Grant of £0.5m per annum in 2018/19 rising to £1.5m per annum from 2020/21.

4.10 The Spending Review and Autumn Statement 2015 included reference to Councils being allowed to have a council tax precept of up to 2% per annum to specifically fund adult social care (a 2% increase in council tax equates to £2.7m additional income per annum). Councils were able to levy the precept on top of the existing freedom to raise council tax by up to 2% without holding a referendum. Therefore, the Council could potentially have a council tax increase of just below 4% without the need for a council tax referendum. The Government

introduced this change in recognition of the cost pressures facing social care authorities. As part of the Local Government Finance settlement the Government announced that the annual Social Care Precept of 2% can be applied at 3% in 2017/18 and 2018/19 subject to a maximum of 6% across the period 2017/18 to 2019/20. The financial forecast assumes an ongoing increase of the precept of 2% per annum. The Government recognises that the precept can also include, for example, funding the additional cost of the new Living Wage. Members will be requested to consider applying the precept as part of the 2018/19 Council Tax report to the Executive on 7th February 2018.

- 4.11 The additional funding for the Better Care Fund and the higher proportion of funding cuts in core grant to the Council now take into account the amount that can be raised locally through council tax and the adult social care precept. Therefore, there is an inherent assumption that local authorities will be increasing council tax and utilising the adult social care precept to mitigate against the loss of grant funding and towards meeting the cost of social care. For Bromley, this change does not take into account any need to address low funding levels for the Council raised previously with the Government. Therefore the starting point relating to funding levels remains unchanged, despite the Council's concerns. Councils can still choose locally the level of council tax increase required, subject to referendum options. In calculating the Council's spending power, the Government has assumed that social care authorities will have an average council tax increase applying both the social care precept and general council tax increases every year. For financial planning purposes, the financial forecast assumes a council tax increase of 3.99% per annum over the next four years to compensate for the higher proportion of funding reductions, to reduce the level of social care savings and provide funding to meet social care costs, demographic cost pressures and to meet the ongoing "budget gap". The Local Government Provisional Finance Settlement 2018/19 allows a potential council tax increase of a further 1% (including adult social care precept), totalling 4.99%, without the need for a referendum.
- 4.12 Details of various grant allocations for 2018/19 are still awaited at the time of writing this report.
- 4.13 Given the scale of savings identified and any inherent risks, the need for longer term financial planning, the significant changes that may follow with a new Government relating to new burdens (there were many changes introduced by the previous coalition Government that resulted in net additional costs for the Council), effect of ongoing population increases and the potential impact of other public agencies identifying savings which impact on the Council's costs, a prudent approach has been adopted in considering the Central Contingency Sum required to mitigate against these risks. If the monies are not required during the year the policy of using these resources, in general, for investment to generate income/savings and provide a more sustainable financial position should continue
- 4.14 The latest forecast indicates that despite having a balanced budget in 2018/19 there remains a significant budget gap in future years that will need to be addressed, particularly from 2020/21.

5. FINANCIAL CONTEXT

5.1 Key issues include;

- 5.1.1 Two of the Council's main activities which are grant funded are schools and housing benefits. Both of these areas of spend continue to be ring-fenced.
- 5.1.2 A high proportion of the Council's spend relates to third party payments, mainly contracts, which can limit flexibility to change spend levels as well as providing greater inflationary pressures (e.g. the impact of the National Living Wage).
- 5.1.3 As reported in previous years, the majority of the Council's spend relates to just a few service areas.

6. LATEST FINANCIAL FORECAST

6.1 A summary of the latest budget projections is shown in **Appendices 5 and 6** and are summarised in the table below:

	2018/19	2019/20	2020/21	2021/22
	£m	£m	£m	£m
Variations Compared with 2017/18 Budget				
Grant Loss	8.5	14.0	18.4	22.2
Cost Pressures				
Inflation (including impact of National Living Wage)	9.1	19.1	27.5	34.4
Welfare Reforms and Impact on Homelessness	2.0	4.3	5.8	7.8
Homelessness Reduction Act	0.7	0.7	0.7	0.7
Environmental Services contract & other key contracts	0.0	2.0	4.0	4.0
Full year effect of adult social care spend not funded by IBCF	0.0	1.0	1.0	1.0
Children's Social Care	1.1	1.1	1.1	1.1
Real Changes (see Appendix 6)	2.0	1.6	2.0	2.5
Total Additional Costs	14.9	29.8	42.1	51.5
Income / Savings				
Savings from Office Accommodation Review	0.0	-0.6	-0.6	-0.6
Acquisition of Residential Properties to Accommodate Homeless (Mears)	-1.0	-1.9	-1.9	-1.9
Additional Income Opportunity (Amey)	-0.5	-0.7	-0.9	-0.9
Additional Income from Business Rate Share	0.0	-0.6	-0.9	-0.9
Impact of London Pilots of Business Rates	-2.9	0.0	0.0	0.0
Interest on balances - additional income	-0.6	-0.2	-0.1	0.0
Release general provision in contingency for significant uncertainty/variables	-2.0	-2.0	-2.0	-2.0
Savings from recommissioning/retendering of various contracts	-1.1	-1.1	-1.2	-1.2
Fall out of Commissioning Programme funding	-0.5	-0.5	-0.5	-0.5
Savings from Childrens Social Care linked to Invest to Save funding	0.0	-0.3	-0.8	-1.0
Total Income / Savings	-8.6	-7.9	-8.9	-9.0
Other Changes (includes use of non-recurring funds)				
New Homes Bonus - Support for Revenue Budget	-1.9	0.8	2.8	3.8
Collection Fund Surplus 2014/15 (set aside to meet funding shortfall in 2018/19)	-4.9	0.0	0.0	0.0
Collection Fund surplus 2015/16 (£6401k carry forward to 2018/19 and 2019/20)	-0.7	-5.7	0.0	0.0
Collection Fund surplus 2016/17	-7.9			
Collection Fund surplus 2016/17 set aside to support the 2019/20 Budget	7.9	-7.9	0.0	0.0
Projection of future year collection fund surplus	0.0	-4.0	-3.0	-2.0
Total Other Changes	-7.5	-16.8	-0.2	1.8
Council Tax				
Increase in Council Tax Base to reflect additional properties and increased collection rates	-1.6	-2.3	-2.9	-3.6
Impact of 3.99% Increase in Council Tax (including Adult Social Care Precept)	-5.7	-11.6	-17.8	-24.2
Total Council Tax	-7.3	-13.9	-20.7	-27.8
Remaining "Budget Gap"	0.0	5.2	30.7	38.7

The above table shows, for illustrative purposes the impact of a council tax increase of 3.99% in 2018/19 (including adult social care precept). Each 1% council tax increase generates on-going annual income of £1.4m. The financial forecast assumes an ongoing increase in the Adult Social Care precept beyond 2019/20. It should be noted that the current legislation only provided powers for this precept until the end of 2019/20.

7. DETAILED DRAFT 2018/19 BUDGET

7.1 Detailed draft 2018/19 Budgets are attached in Appendix 1 and 2 and will form the basis for the overall final Portfolio/Departmental budgets after any further adjustments to deal with service pressures and any other additional spending. Under the budget process previously agreed, these initial detailed budgets are forwarded to PDS committees for scrutiny and comment prior to the next Executive meeting in February.

7.2 Appendix 1 sets out the growth and savings attributable to the Care Services Portfolio

7.3 Appendix 2 sets out:-

- A summary of the Draft 2018/19 Revenue Budget for the Portfolio showing actual 2016/17 expenditure, 2017/18 budget, 2018/19 budget and overall variations in planned spending between 2017/18 and 2018/19
- A high level subjective summary for the Portfolio showing expenditure on employees, premises etc.
- A summary of the main reasons for variations per Portfolio in planned spending between 2017/18 and 2018/19 together with supporting notes.

7.4 Health and Social Care

The Spending Review and Autumn Statement 2015 referred to “the Government will integrate health and social care across the country by 2020 and requires every part of the country to have a plan in place by 2017 for full implementation by 2020”. This was a significant step combined with wider integration proposals with health and social care evolving in different parts of the country. One example of integration includes the work undertaken in Manchester which seeks to ensure integration maintains the local democratic accountability at its core.

7.5 Bromley CCG is co-terminus with the Council’s boundaries which makes any pooling of resources for a shared locality more straightforward. The Council is working with Bromley CCG to explore opportunities for the delivery of local integration of health and social care. Integration will help protect social care and provide more effective services to people in the community. There are close interdependencies between health and social care which was recognised by the Government in the creation of the Better Care Fund. Opportunities will be explored including the pooling of resources across the locality if it enables better opportunities for value for money, economies of scale, reduce duplication and streamline processes. The state of finances within the NHS, particularly amongst health providers, does create an inherent risk and therefore any integration arrangement must fully consider the implications, including the level of financial risk.

7.6 The impact of the Sustainability and Transformation Plans led by the health services and the continuation of the Better Care Fund and Improved Better Care Fund will be monitored closely to identify the risks/opportunities that may arise to meet the Building a Better Bromley priorities.

8. IDENTIFYING FURTHER SAVINGS

8.1 There were 1,335 statutory duties as at June 2011, as identified by the National Audit Office. There has been no overall reduction in statutory duties to date despite significant funding reductions.

8.2 Chief Officers previously undertook “Baseline Reviews” which identified the full cost of

services and their resultant statutory and non-statutory functions with scope for achieving savings as well as action to mitigate any negative service impact.

- 8.3 The scale of savings required in future years cannot be met by efficiency alone – there will be a need for a reduction in the scope and level of services. The council will need to continue to review its core priorities and how it works with partners and key stakeholders and the overall provision of services.
- 8.4 A significant challenge is to consider discretionary services which, if reduced, could result in higher cost statutory obligations. Therefore, it is important to consider the risk of ‘unintended consequence’ of reducing discretionary services adversely impacting on the cost of statutory services.
- 8.5 Chief Officers will explore the opportunities for further savings, as well as income opportunities, to address the medium term budget gap.
- 8.6 The Council will need to seek primarily to balance its revenue budget over the financial forecast period and it remains essential to contain Council spending within original budget estimates to mitigate against further cost pressures. However the Council could consider utilising balances, where necessary, to smooth the impact of the savings requirement throughout the period.

9. POSITION BY DEPARTMENT – KEY ISSUES/RISKS

- 9.1 Budgets within Care Services are closely linked and so many risks are held in common. Evidence shows that clients presenting to adult social care are increasingly complex, requiring more sophisticated packages of care, including Deprivation of Liberty orders (DoLs). At the same time, we see demographic pressures pushing the average age of our population upwards. However, many residents are living longer, healthier lives which is to be celebrated, as is the wider council policy to help maintain residents in their own homes for as long as possible.
- 9.2 We know that our partners who provide clients with care whether in residential homes or domestic, are also under very significant pressures. Containing our supplier costs will remain challenging in the coming year, and it is the case that we are very dependent on our commissioning team to manage pressures in a number of areas. These seem particularly acute in the complexities of children transitioning from children’s to adults’ services. A general reduction in targeted provision means we will also be ending funding to many single interest groups where individual needs will need to be picked-up through our generic programmes.
- 9.3 Costs can be best contained by improving the early advice help and guidance we give residents when they contact us, and we will bring an increasing focus to our first point of contact. This will allow us to reduce staffing in a range of back office functions but also to focus on ensuring clients are given appropriate access to universal credit and other benefits. Ever closer links with health will also improve the efficiency of the spend of the public purse, but we are very dependent on health partners delivering on their responsibilities, for us to deliver ours.
- 9.4 The National Living Wage continues to have a significant impact on the care sector where traditionally care workers are remunerated at the lower end of average income levels. In Bromley around 95% of adult social care front line service delivery and spend is in the independent sector. The Council’s social care contracts require providers to pay at least the National Minimum Wage, currently £7.50 per hour, rising to £7.83 from the 1st April 2018.

- 9.5 The Council will consider the contractual position with providers and would expect them to be able to demonstrate the specific impact of the NLW on their costs.
- 9.6 Nationally the care worker sector is experiencing recruitment problems partly as a result of pay levels but also caused by the sector's poor reputation and perceived lack of opportunity for employees. Recruitment issues for the sector locally have meant that domiciliary care providers in particular are not always able to respond in a timely way to requests for support for people living in the community which can have an impact on ensuring timely hospital discharges and avoiding unnecessary hospital admissions.
- 9.7 The Council is working closely with the NHS to further integration of health and social care. One of the priorities for the NHS is to deliver 7 day working across the health sector in hospitals and the community. This means that the Council will also have to consider how to respond to pressure for social care services to be accessible 7 days a week both in terms of its own workforce and contracts with external providers. This priority is reflected in the outcomes for the Better Care Fund in order to ensure that the resulting cost pressures in social care are recognised and supported within the health and social care economy.
- 9.8 Housing costs continue to escalate for those qualifying for temporary accommodation and we will observe this carefully, monitoring the control mechanisms we have put in place, However, this area has provided very significant pressures in the preceding years and Members will need to be aware of the particular risks here which may be further exacerbated as the live roll out of universal credit commences in Bromley during summer 2018 and in light of the increased duties imposed by the Homelessness reduction Act 2017 when it comes into force in April 2018.
- 9.9 Whilst the Department will endeavour to meet its budgetary commitments there is a risk that increasing demands and pressures on budgets, particularly in Adults and Children's Social Care. This will mean that additional in year pressures may occur leading to overspends in those areas. The Department will try to mitigate these as far as possible.

10. IMPACT ON VULNERABLE ADULTS WITH CHILDREN

- 10.1 The draft 2018/19 Budget reflects the Council's key priorities which includes, for example, supporting vulnerable adults with children and being ambitious for all our children and young people.

11. POLICY IMPLICATIONS

- 11.1 The Council launched the updated "Building a Better Bromley 2016-2018" and the budget proposals reflect the Council's priorities. "Building a Better Bromley 2016-2018" identifies key priorities as follows

- Ensure financial independence and sustainability;
- Invest in our business and our people
- Ambitious for all our children and young people
- Enhance our clean and green Borough.

- 11.2 Ensure financial independence and sustainability priorities include:

- Strict management of our budgets to ensure we live within our means
- Working to achieve the benefits of the integration of health and social care

- Early intervention for our vulnerable residents

12. PERSONNEL IMPLICATIONS

12.1 Staff, departmental and trade union representatives will be consulted individually and collectively on any adverse staffing implications arising from the Draft 2018/19 Budget. Managers have also been asked to encourage and facilitate staff involvement in budget and service planning.

13. LEGAL IMPLICATIONS

13.1 The adoption of the budget and the setting of the council tax are matters reserved for the Council upon recommendation from the Executive. The Local Government Finance Act 1992 (as amended) requires the Council to set an amount of Council tax for each financial year and provides that it must be set before 11th March in the financial year preceding that for which it is set. Sections 73-79 of the Localism Act 2011 amended the calculations, billing and precepting authorities need to make in determining the basic amount of Council tax. The changes included new sections 31 A and 31 B to the Local Government Finance Act 1992 which has modified the way in which a billing authority calculates its budget requirement and basic amount of Council Tax.

13.2 Schedule 5 to the Localism Act 2011 inserted a new section 52ZB in the 1992 Act which sets out the duty on billing authorities, and precepting authorities to each determine whether their relevant basic amount of council tax for a financial year is excessive. If an authority's relevant basic amount of council tax is excessive, the provisions in relation to the duty to hold a referendum will apply.

13.3 The Education Act 2005 introduced the concept of a funding period, which allows for the introduction of multiple year budgets rather than the setting of financial year budgets.

13.4 Executive is being requested to delegate the setting of the schools budget funded through the Dedicated Schools Grant to the Education, Children and Families Portfolio Holder.

13.5 The making of these budget decisions at full Council is a statutory responsibility for all Members. Members should also have regard to the changes from the Localism Act relating to council tax increases and the recent introduction of the Adult Social Care precept. The Council has a number of statutory duties which it must fulfill by law – although there can be an element of discretion on level of service provision. The Council also discharges a range of discretionary services. The Council is not bound to carry out such activities in the same way as it is for statutory duties – although it may be bound contractually to do so. A decision to cease or reduce provision of a discretionary service must be taken in accordance with sound public /administrative law decision making principles. The Council must also comply with the Public Sector Equality Duties in section 149 of the Equality Act 2010. In doing so, the council must have due regard to elimination of discrimination, harassment and victimization, advance equality of opportunity and foster good relations with persons who share a protected characteristic.

13.6 The Local Government Act 2003 included new requirements to be followed by local authorities, which includes the CIPFA Prudential Code. This includes obligations, which includes ensuring adequacy of future years reserves in making budget decisions and section 25 of that act requires the Director of Finance to report on the robustness of the estimates made for the purposes of calculating the Council Tax and the adequacy of the

reserves. Further details to support these obligations will be reflected in the 2018/19 Council Tax report to be reported to the February meeting of the Executive.

Non-Applicable Sections:	Finance monitoring, Estimate Documents, etc all held in Finance Section
Background Documents: (Access via Contact Officer)	Covered within overall report

CARE PORTFOLIO

GROWTH	<u>£'000</u>	<u>£'000</u>
<u>Adult Social Care</u>		
Allocation of full year effect pressures of 2017/18 in 2018/19	2,394	
Learning Disabilities growth pressures in 2018/19	1,000	
Loss of Adult Social Care Support Grant	<u>1,196</u>	4,590
<u>Public Health</u>		
Reduction in Public Health Grant from Government		410
Total Growth		<u><u>5,000</u></u>
SAVINGS	<u>£'000</u>	<u>£'000</u>
<u>Adult Social Care</u>		
LD ex-EFA recharge to DSG	-28	
Primary & Secondary Intervention Services contract savings	-50	
LD contract efficiencies in supported living schemes	-58	
LD Certitude agreed contract savings	-100	
LD efficiency savings across the service	-144	
Reablement contract savings	-150	
TCES - Community Equipment contract savings	-195	
Intermediate Care contract savings	<u>-300</u>	-1,025
<u>Public Health</u>		
Health Visitor Savings		-346
<u>Strategy</u>		
Mobile Phone contract savings		-2
<u>Housing</u>		
Mears Project		-958
<u>Programmes</u>		
Additional Improved Better Care Fund Grant (FYE of 2017/18 allocation)		-1,873
Additional Improved Better Care Fund Grant (new for 2018/19)		-2,000
Total Savings		<u><u>-6,204</u></u>

Care Services

DRAFT REVENUE BUDGET 2018/19 - SUMMARY

2016/17 Actual	Service Area	2017/18 Budget	Increased costs	Other Changes	2018/19 Draft Budget
£		£	£	£	£
	Adult Social Care				
21,537,172	Assessment and Care Management	21,477,240	2,146,480	136,830	23,760,550
1,258,253	Commissioning and Service Delivery	547,780	0	Cr 547,780	0
1,119,487	Direct Services	1,073,270	1,810	Cr 1,004,350	70,730
31,032,984	Learning Disabilities Services	30,874,910	650,610	1,927,980	33,453,500
5,588,355	Mental Health Services	6,062,930	119,830	89,650	6,272,410
60,536,251		60,036,130	2,918,730	602,330	63,557,190
	Environmental Services - Housing				
212,949	Housing Improvement	199,210	1,420	0	200,630
212,949		199,210	1,420	0	200,630
	Operational Housing				
Cr 323	Enabling Activities	Cr 900	0	0	Cr 900
Cr 2,018,476	Housing Benefits	Cr 1,945,410	Cr 38,910	0	Cr 1,984,320
7,128,270	Housing Needs	6,299,170	108,470	Cr 958,190	5,449,450
1,106,940	Supporting People	1,071,540	19,280	Cr 107,410	983,410
6,216,411		5,424,400	88,840	Cr 1,065,600	4,447,640
	Programmes Division				
Cr 143,833	Better Care Fund	Cr 160,970	Cr 271,000	273,610	Cr 158,360
0	Carers	0	7,360	Cr 7,360	0
0	Improved Better Care Fund	0	0	Cr 873,000	Cr 873,000
0	Information & Early Intervention	0	62,840	Cr 62,840	0
0	NHS Support for Social Care	0	0	0	0
206,197	Programmes Team	343,140	27,100	1,564,660	1,934,900
62,364		182,170	Cr 173,700	895,070	903,540
	Public Health				
Cr 318,798		7,340	0	64,000	71,340
	Strategic and Business Support Service				
260,947	Learning & Development	266,730	5,680	20,500	292,910
2,001,336	Strategic and Business Support Service	2,155,950	33,760	94,960	2,284,670
2,262,283		2,422,680	39,440	115,460	2,577,580
68,971,460		68,271,930	2,874,730	611,260	71,757,920
	TOTAL NON CONTROLLABLE	Cr 467,430	2,830	Cr 426,120	Cr 890,720
6,572,793	TOTAL EXCLUDED RECHARGES	6,645,160	0	Cr 423,090	6,222,070
73,815,095	PORTFOLIO TOTAL	74,449,660	2,877,560	Cr 237,950	77,089,270

CARE SERVICES PORTFOLIO

SUMMARY OF BUDGET VARIATIONS 2018/19

Ref				ORIGINAL BUDGET 2017/18
		£'000	£'000	£'000
1	2017/18 BUDGET		74,450	
2	Increased Costs		2,877	
	Full Year Effect of Allocation of Central Contingency			
3	National Living Wage	808		
4	ECH Pensions cost	16		
5	Additional Improved Better Care Fund (IBCF) - Spring Budget 2017			
	- Expenditure	1,490		
	- Income	Cr 1,490	824	
	Movement Between Portfolios / Departments / Divisions			
6	Transfer of Central Placements Team from Resources Portfolio	689		
7	Programmes Division restructure	233		
8	Creation of Head of Policy, Projects and Programmes within SSBS Funded from CSC	60		
9	Creation of PA to the DCEX within SSBS Funded from CSC	38		
10	Transfer of post from Children's Social Care	23		
11	Reduction in MOPAC expenditure	Cr 64		
	Reduction in MOPAC expenditure charged to MOPAC grant	64		
12	Children's Service Improvement Officer - Moved to CSC from SSBS	Cr 49		
	Funded from Children's Services Improvement Funding	49		
13	Legal Costs with Housing	40		
	Transfer of Legal Costs with Housing	Cr 40		
14	ECH Contract Monitoring Officer (as per Exec 22.03.17)	Cr 30		
15	Contract monitoring resources to Resources Portfolio - PSIS contract	Cr 22		
16	Funding transferred for Workforce Development Project Lead	19		
	Funding from Step Up to Social Work Grant	Cr 19		
17	Funding transferred from Public Health for SPOC Safeguarding Children post	Cr 15		
	Funding from Public Health Grant	15	991	
	Real Changes			
	<i>Savings identified for 2018/19 as part of the 2017/18 Budget process</i>			
18	Savings on mobile phone contract	Cr 2		
19	Mears Project Savings	Cr 958	Cr 960	
	<i>Other Real Changes</i>			
20	Allocation of Full Year Effect pressures	2,394		
21	Adult Social Care Support Grant	1,196		
22	Learning Disabilities growth (funded by IBCF)	1,000		
23	Reduction in Public Health Grant 18/19	410	Cr 15,096	
24	LD ex-EFA recharge to DSG	Cr 28		
25	Primary & Secondary Intervention Services	Cr 50		
26	LD contract efficiencies	Cr 58		
27	LD Certitude contract savings	Cr 100		
28	Efficiency savings	Cr 144		
29	Reablement	Cr 150		4,148
30	TCES - Community Equipment	Cr 195		1,718
31	Intermediate Care	Cr 300		1,278
32	Health Visitor Saving	Cr 346		3,634
33	Additional Improved Better Care Fund (FYE of 2017/18 allocation)	Cr 1,873		
34	Additional Improved Better Care Fund (new for 2018/19)	Cr 2,000	Cr 244	
35	Variations in Capital Charges		Cr 401	
36	Variations in Recharges		Cr 423	
37	Variations in Building Maintenance		5	
38	Variations in Insurances		Cr 11	
39	Variations in Rent Income		Cr 19	
40	2018/19 DRAFT BUDGET		<u><u>77,089</u></u>	

CARE SERVICES PORTFOLIO

Notes on Budget Variations in 2018/19

Ref Comments

2 Increased Costs (Dr £1,377k)

Inflation of £1,377k has been allocated to budgets for 2018/19. An estimated rate of 1.2% has been applied to staffing budgets with 2% applied to all other budgets.

Full Year Effect of Allocation of Central Contingency

3 National Living Wage (Dr £808k)

On 6th June 2017 the Executive agreed to release funding from the central contingency for cost pressures on adult social care budgets arising from the increase in the National Living Wage from 1st April 2017.

4 ECH Pensions Cost (Dr £16k)

On 22nd March 2017 the Executive agreed the contract award of the previously in house extra care housing service to an external provider. This adjustment relates to the Pension costs in relation to the staff transferred which are payable to the new provider.

5 Additional Improved Better Care Fund (IBCF) - Spring Budget 2017 (Dr & Cr £1,490k)

The Improved Better Care Fund is a time limited grant to local authorities for spending on adult social care. This element was announced in the Spring Budget in March 2017. The grant may be used only for the purposes of meeting adult social care needs, reducing pressures on the NHS, including supporting more people to be discharged from hospital when they are ready, and ensuring that the local social care provider market is supported. Bromley's allocation for 2018/19 is £3,363k, and £1,490k was approved for spending by the Executive on 10th October 2017.

Movement Between Portfolios / Departments / Divisions

6 Transfer of Central Placements Team from Resources Portfolio (Dr £689k)

Subsequent to the Programmes restructure discussed at ref 4 above, the Central Placements Team also returned to ECHS Programmes Division from the Resources Portfolio.

7 Programmes Division restructure (Dr £233k)

In early 2017/18 the division was restructured, with commissioning functions returning to form a separate Programmes Division within ECHS Department instead of being located in the relevant services, e.g. Adult Social Care, Education, Children's Social Care etc. The amount of budget transferred from the other divisions for 2018/19 was £782k. This, alongside the existing budget for the Health Integration Division, was combined to form the new Programmes Division budget. The amount of budget transferred from Adult Social Care Division was Cr £549k.

8 Creation of Head of Policy, Projects and Programmes within SSBS Funded from CSC (Dr£60k)

The Head of Policy, Projects and Programmes was created in August 2017 within Strategic and Business Support Services. Funding has been transferred from Children's Social Care for this purpose.

9 Creation of PA to the DCEX within SSBS Funded from CSC (Dr £38k)

Post 20025, Personal Assistant to the Deputy Chief Executive/Executive Director of ECHS was created in October 2017. Funding has been transferred from Children's Social Care for this purpose.

10 Transfer of post from Children's Social Care (Dr £23k)

A Business Support Assistant post was transferred from Children's Social Care to the Central Placements Team.

- 11 Realignment of 2018/19 MOPAC Grant Funding Across Services (Cr £64K / Dr £64k)
The MOPAC grant funding for 2018/19 has been confirmed and this has been realigned across several service areas to reflect the various contracts currently in place and activity to be undertaken which will be funded by this grant income.
- 12 Children's Service Improvement Officer - Moved to CSC from SSBS (Cr £49k / Dr £49k)
Post 19933 - Children's Services Improvement Officer was transferred in year 2017/18 to Children's Services as the activity and tasks undertaken by this post are best managed from within Children's Services
- 13 Legal Costs with Housing (Cr £40k/Dr £40k)
With the increase in homelessness there is a need to support Legal with their caseload from Housing as there is more challenges that require legal input.
- 14 ECH Contract Monitoring Officer (Cr £30k)
The report to Executive on 22nd March relating to the contract award for Extra Care Housing included provision for monitoring of the contract. A sum of £30k has therefore been transferred to the Monitoring & Compliance Team within the Chief Executives Department.
- 15 Contract monitoring resources to Resources Portfolio - PSIS contract (Cr £22k)
On 19th July 2017 the Executive agreed a contract award for Primary and Secondary Intervention Services (PSIS). As part of the report, resources were agreed for contract monitoring and £22k has been transferred to Resources Portfolio in 2018/19 to support this.
- 16 Funding transferred for Workforce Development Project Lead (Dr £19k / Cr £19k)
Post 13833 - Workforce Development Project Lead is funded through Step up to Social Care Grant. In previous years the funding has been agreed in year. At that point the budget has been allocated to fund the post. For 2018/19 grant funding has already been confirmed and the budget for the post has therefore been set.
- 17 SPOC Safeguarding Children (Cr £15k / Dr £15k)
Funding has been transferred to Children's Social Care for a new safeguarding post.

Real Changes

Savings identified for 2018/19 as part of the 2017/18 Budget process

- 18 Savings on mobile phone contract (Cr£2k)
Savings as a result of transferring the remaining ISD service to BT, as agreed by Executive on 9 August 2017.
- 19 Mears Project Savings (Cr £958k)
This represents the second year phased saving expected to be achieved from the Mears Project.
Other Real Changes
- 20 Allocation of Full Year Effect (Dr £2,394k)
The full year effect of the 2017/18 budget position has been allocated. This relates to increased cost's for both placements and domiciliary care/direct payments of £438k and on Learning Disabilities and Mental Health of £1,956k. This has been funded in the 2018/19 budget, partly by additional Improved Better Care Funding (IBCF).
- 21 Adult Social Care Support Grant (Dr £1,196k)
The Adult Social Care Support Grant in 2017/18 was for one year only and has therefore fallen out in 2018/19.
- 22 Learning Disabilities growth (funded by IBCF) (Dr £1,000k)
There are demand-related pressures on the Learning Disabilities budget arising mainly from transition clients and increased client needs. £1m has been allocated to fund LD growth pressures in 2018/19. This is funded by Improved Better Care Fund (IBCF)

- 23 Reduction in Public Health Grant (Dr £410k)
The Public Health Grant is expected to reduce in 2018/19. The difference has been funded by an allocation from contingency.
- 24 LD ex-EFA recharge to DSG (£28k)
There is an increase in the costs of the Ex-CFA clients of £28k in Care Services for 2018/19. This cost is funded from the DSG.
- 25 Primary and secondary intervention services (Cr £50k)
On 19th July 2017 the Executive approved the contract award for primary and secondary intervention services. In 2018/19 the savings that accrue to LBB in relation to this contract total £50k.
- 26 LD contract efficiencies (Cr £58k)
Savings of £58k will be achieved in 2018/19 from contract efficiencies on LD supported living schemes.
- 27 LD Certitude contract savings (Cr £100k)
The contract for delivery of LD former direct care services was approved by the Executive on 15th July 2015. As part of the contract award, further savings of £100k should be delivered in 2018/19.
- 28 Efficiency savings (Cr £144k)
Efficiency savings of £144k have been allocated to the budget for Learning Disabilities.
- 29 Reablement (Cr £150k)
As part of the Reablement contract award to Bromley Healthcare via Bromley CCG, savings of £150k are expected in reduction's in ongoing packages of care as a result of an increase in the numbers of service users going through the new service.
- 30 Community Equipment Service (Cr £195k)
As part of the contract award with Medequip Assistive Technology Limited that was re-let wef July 2017, the Council has reduced the proportion of the service it jointly funds with Bromley CCG, resulting in a saving.
- 31 Intermediate Care (Cr £300k)
As a result of the retendering of the Intermediate Care contract with Bromley CCG, the overall cost to the Council of the service has reduced by £300k.
- 32 Health Visiting (Cr £346k)
The Health Visiting service has been retendered which has resulted in a saving on the previous contract sum.
- 33 Additional Improved Better Care Fund (FYE of 2017/18 allocation) (Cr £1,873k)
The 2018/19 Additional Improved Better Care Fund allocation, as announced in the Spring budget 2017, is £3,363k and is outlined at ref 3 above. The allocation of £1,490k was agreed at the Executive on 10th October 2017 and this is shown at ref 5 above. The balance of grant income of £1,873k is being allocated as part of the 2018/19 budget along with £1m expenditure to fund LD growth (included in variations in recharges below). The balance of £873k expenditure is currently held within the Council's central contingency.
- 34 Additional Improved Better Care Fund (new for 2018/19) (Cr £2,000k)
Provisional new, additional Improved Better Care Fund income of £2m is expected in 2018/19. This has been used to part fund the 2017/18 full year effect overspend on Adult Social Care and is offset in variations in recharges below.

Variations in Capital Charges, Recharges & Rent Income

35 Variations in Capital Charges (Cr £401k)

The variation in capital charges is due to a combination of the following:

- (i) Depreciation – the impact of revaluations or asset disposals in 2016/17 (after the 2017/18 budget was agreed) and in the first half of 2017/18;
- (ii) Revenue Expenditure Funded by Capital Under Statute (REFCUS) – mainly due to variations in the value of schemes in the 2018/19 Capital Programme that do not add value to the Council's fixed asset base.
- (iii) Government Grants – mainly due to variations in credits for capital grants receivable in respect of 2018/19 Capital Programme schemes, which are used to finance expenditure that is treated as REFCUS.

These charges are required to be made to service revenue accounts, but an adjustment is made below the line to avoid a charge on Council Tax.

36 Variations in Recharges (Cr £423k)

Variations in recharges are offset by corresponding variations elsewhere and have no impact on the overall position.

37 Variations in Building Maintenance (Dr £5k)

Variations in building maintenance are due to the realignment of budgets to reflect business priorities. There are corresponding adjustments in other portfolios and these are balanced out across the council with a net nil variation.

38 Variations in Insurances (Cr £11k)

Insurance recharges to individual portfolios have changed between years, in some cases significantly, partly because an extra year of claims experience since the 2017/18 budget was finalised has been factored in. The overall variation across the Council is Dr £41k, mainly as a result of the increase in Insurance Premium Tax from 10% to 12%, which took effect in June 2017.

39 Variations in Rent Income (Cr £19k)

This relates to the reallocation of rental income budgets across departments / portfolios. There are corresponding adjustments in other portfolios and these net out to zero in total.

Care Services

DRAFT REVENUE BUDGET 2018/19 - SUBJECTIVE SUMMARY

Service area	Employees £	Premises £	Transport £	Supplies and Services £	Third Party Payments £	Transfer Payments £	Income £	Controllable Recharges	Capital Charges/ Financing	Total Controllable £	Capital Charges/ Financing £	Repairs, Maintenance & Insurance	Property Rental Income	Not Directly Controllable	Recharges In £	Total Cost of Service £	Recharges Out £	Total Net Budget £
Adult Social Care																		
Assessment and Care Management	6,209,470	157,170	38,360	2,031,530	38,747,100	3,010,890	Cr 12,544,430	Cr 13,889,540	0	23,760,550	25,000	161,270	Cr 165,030	21,240	6,324,840	30,106,630	Cr 3,493,260	26,613,370
Commissioning and Service Delivery	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Direct Services	427,790	100	25,950	51,680	40,200	0	Cr 474,990	0	0	70,730	0	980	0	980	0	71,710	0	71,710
Learning Disabilities Services	900,230	12,240	92,090	810	36,574,950	2,504,860	Cr 4,117,440	Cr 2,514,240	0	33,453,500	95,000	89,390	0	184,390	3,903,280	37,541,170	Cr 4,719,310	32,821,860
Mental Health Services	0	0	0	0	6,739,580	158,760	Cr 618,260	Cr 7,670	0	6,272,410	6,000	26,410	Cr 26,040	6,370	73,480	6,352,260	Cr 1,400,240	4,952,020
	7,537,490	169,510	156,400	2,084,020	82,101,830	5,674,510	Cr 17,755,120	Cr 16,411,450	0	63,557,190	126,000	278,050	Cr 191,070	212,980	10,301,600	74,071,770	Cr 9,612,810	64,458,960
Environmental Services - Housing																		
Housing Improvement	326,890	36,760	3,980	3,630	0	0	Cr 170,630	0	0	200,630	Cr 1,400,000	2,310	0	Cr 1,397,690	360,300	Cr 836,760	0	Cr 836,760
	326,890	36,760	3,980	3,630	0	0	Cr 170,630	0	0	200,630	Cr 1,400,000	2,310	0	Cr 1,397,690	360,300	Cr 836,760	0	Cr 836,760
Programmes Division																		
Better Care Fund Carers	0	0	0	47,970	6,144,580	0	Cr 20,975,000	14,624,090	0	Cr 158,360	0	0	0	0	158,360	0	0	0
Improved Better Care Fund	0	0	0	861,000	0	0	Cr 5,363,000	3,629,000	0	Cr 873,000	0	0	0	0	0	Cr 873,000	0	Cr 873,000
Information & Early Intervention	0	0	0	118,730	3,498,600	0	Cr 409,930	Cr 3,207,400	0	0	0	0	0	0	158,360	158,360	Cr 158,360	0
NHS Support for Social Care	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Programmes Team	1,924,260	0	4,190	9,030	228,450	5,870	Cr 34,480	Cr 202,420	0	1,934,900	0	3,030	0	3,030	0	1,937,930	Cr 1,932,060	5,870
	1,924,260	0	4,190	1,036,730	10,247,790	5,870	Cr 26,782,410	14,467,110	0	903,540	0	3,030	0	3,030	316,720	1,223,290	Cr 2,090,420	Cr 867,130
Operational Housing																		
Enabling Activities	0	0	0	0	0	0	Cr 900	0	0	Cr 900	0	0	0	0	158,900	158,000	0	158,000
Housing Benefits	0	0	0	513,410	0	130,182,380	Cr 132,680,110	0	0	Cr 1,984,320	0	0	0	0	2,057,680	73,360	0	73,360
Housing Needs	2,300,470	95,780	13,870	816,210	8,182,140	0	Cr 5,922,690	Cr 36,330	0	5,449,450	260,000	25,870	0	285,870	1,154,320	6,889,640	Cr 148,830	6,740,810
Supporting People	0	0	0	0	983,410	0	0	0	0	983,410	0	0	0	0	0	983,410	0	983,410
	2,300,470	95,780	13,870	1,329,620	9,165,550	130,182,380	Cr 138,603,700	Cr 36,330	0	4,447,640	260,000	25,870	0	285,870	3,370,900	8,104,410	Cr 148,830	7,955,580
Public Health																		
Public Health	1,441,960	0	4,500	208,000	9,107,570	0	Cr 14,893,470	4,202,780	0	71,340	0	1,680	0	1,680	355,540	428,560	0	428,560
	1,441,960	0	4,500	208,000	9,107,570	0	Cr 14,893,470	4,202,780	0	71,340	0	1,680	0	1,680	355,540	428,560	0	428,560
Strategic and Business Support																		
Learning & Development	446,320	0	0	10,800	0	0	Cr 66,280	Cr 97,930	0	292,910	0	330	0	330	0	293,240	Cr 293,240	0
Strategic and Business Support Service	1,904,390	0	3,840	456,490	188,580	0	Cr 71,930	Cr 196,700	0	2,284,670	0	3,080	0	3,080	4,960,560	7,248,310	Cr 1,298,250	5,950,060
	2,350,710	0	3,840	467,290	188,580	0	Cr 138,210	Cr 294,630	0	2,577,580	0	3,410	0	3,410	4,960,560	7,541,550	Cr 1,591,490	5,950,060
	15,881,780	302,050	186,780	5,129,290	110,811,320	135,862,760	Cr 198,343,540	1,927,480	0	71,757,920	Cr 1,014,000	314,350	Cr 191,070	Cr 890,720	19,665,620	90,532,820	Cr 13,443,550	77,089,270

Report No.
CS18113-1

London Borough of Bromley

PART ONE - PUBLIC

Decision Maker: CARE SERVICES POLICY DEVELOPMENT AND SCRUTINY COMMITTEE

Date: Tuesday 9th January 2018

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

Title: CONTRACT REGISTER AND CONTRACTS DATABASE UPDATE PART 1 (PUBLIC) INFORMATION

Contact Officer: Laurence Downes, Head of Programme Delivery (ECHS)

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

Ward: Borough-wide

1. Reason for report

- 1.1 This report presents an extract from November 2017's Contracts Register for scrutiny by Care Services PDS Committee – all PDS committees will receive a similar report each cycle.
 - 1.2 This report is based on information covering all Portfolios, which was produced on 21 November 2017 and presented to Contracts Sub-Committee on 30 November 2017.
 - 1.3 The Contracts Register appended to the corresponding 'Part 2' report (CS18113-2) includes a commentary on each contract.
-

2. **RECOMMENDATIONS**

2.1 **That the Care Services PDS Committee:**

- i) **Reviews the appended £50k Contracts Register (which also forms part of the Council's commitment to data transparency); and,**
- ii) **Notes that the Contracts Register appended to the corresponding Part 2 (Exempt) Report (CS18113-2) contains additional, potentially commercially sensitive, information in its commentary.**

Impact on Vulnerable Adults and Children

1. Summary of Impact: The appended Contracts Register covers services which may be universal or targeted. Addressing the impact of service provision on vulnerable adults and children is a matter for the relevant procurement strategies, contracts award and monitoring reports, and service delivery rather than this report.
-

Corporate Policy

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

Financial

1. Cost of proposal: - N/A
 2. Ongoing costs: - N/A
 3. Budget head/performance centre: N/A
 4. Total current budget for this head: - N/A
 5. Source of funding: - N/A
-

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: Improves the Council's approach to contract management
-

Customer Impact

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

Ward Councillor Views

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

3. COMMENTARY


Contracts Register Background

- 3.1 The Council has 230 active contracts with a Total Contract Value (TCV) greater than £50k.
- 3.2 The appended Contracts Register details key information concerning the 91 contracts in the Care Services Portfolio (as of 21 November 2017).
- 3.3 The Register is generated from the Council's Contracts Database (CDB) which is administered by Commissioning & Procurement Directorate and populated by the relevant service managers (Contract Owners) and approved by their managers (Contract Approvers).
- 3.4 As a Commissioning Council, this information is vital to facilitate a full understanding of the Council's procurement activity and registers are reviewed by the Commission Board, the Corporate Leadership Team, and Contracts Sub-Committee as appropriate.
- 3.5 New registers will be produced four times a year – though the database itself is always 'live'.
- 3.6 Each PDS committee is expected to undertake detailed scrutiny of its contracts – including scrutinising suppliers – and hold the Portfolio Holder to account on service quality and procurement arrangements.

Contract Register Summary


- 3.7 The table below summarises key data from the 230 contracts contained in November 2017's £50k+ Contracts Register Report (which covers all six Portfolios).

All Portfolios

Issue	Data	September 2017	November 2017
Contracts (>£50k)	All Portfolios	265	230
Flagged as a concern 	All Portfolios	11	14
Contracts by Portfolio	Care Services	106	91
	Environment	20	21
	Education, Children & Families	60	43
	Public Protection & Safety	6	6
	Renewal & Recreation	19	14
	Resources	54	55
TOTALS		265	230
Contracts by Risk Index	Red	19	17
	Amber	95	77
	Yellow	123	103
	Green	28	33
TOTALS		265	230
Contracts by Procurement Status	Red	96	91
	Amber	73	55
	Yellow	29	26
	Green/other	67	58
TOTALS		265	230

- 3.8 There are fewer contracts in the November 2017's combined PDS Register (230) compared with September 2017 (265) because some services have been consolidated into single contracts and some contracts have expired. For information, there are currently 264 expired contracts (all values) in the CDB, which helps to improve the Council's corporate memory.
- 3.9 Key information, for this Portfolio, extracted from November's £50k+ Contracts Register.


Care Services Portfolio

Issue	Data	September 2017	November 2017
Contracts	£50k+	106	91
Concern Flag		0	0
Risk Index	Red	5	4
	Amber	46	38
	Yellow	52	46
	Green	3	3
Portfolio Total		106	91
Procurement Status	Red	31	24
	Amber	33	35
	Yellow	21	16
	Green	21	16
Portfolio Total		106	91

Care Services has 91 (40%) of the Council's 230 contracts (valued at greater than £50k)

Contract Register Key

- 3.10 A key to the Contracts Register is set out in the table below.

Register Category	Explanation
Risk Index	Colour-ranking system reflecting eight automatically scored and weighted criteria providing a score (out of 100) / colour reflecting the contract's intrinsic risk
Contract ID	Unique reference used in all related committee reports and authorisations
Owner	Manager/commissioner with day-to-day budgetary / service provision responsibility
Approver	Contract Owner's manager, responsible for approving data quality
Contract Title	Commonly used or formal title
Supplier	Main contractor or supplier responsible for service provision
Portfolio	Relevant Portfolio for receiving procurement, contract monitoring and budget monitoring reports
Total Value	Total Contract Value i.e. the contract's value from commencement to expiry of formally approved period (i.e. exc. any extensions which have yet to be approved)
Original Annual Value	Value of the contract its first year (which may be difference from the value in subsequent years, due to contract start-up costs etc)
Budget	Approved budget for the current financial year. May be blank due to: finances being reported against another contract; costs being grant-funded, complexity in the finance records e.g. capital (also applies to Projection)
Projection	The expected spend by the end of the current financial year
Procurement Status	Automatic ranking system (green, yellow, amber, red) based on value and proximity to expiry designed to alert Owners to take procurement action. Red ragging typically means the contract is nearing expiry and is not a criticism (as all contracts will ultimately become red).
Start & End Dates	Approved contract start date and end date (excluding any extension which has yet to be authorised)
Months duration	Contract term in months
Attention 	Red flag denotes Commissioning & Procurement Directorate concern regarding procurement arrangements (also see C&P Commentary)

Commentary	Contract Owners provide a comment where either the Risk Index or Procurement Status is ragged red or amber. Commissioning & Procurement Directorate may add an additional comment for Members' consideration if appropriate <i>The Commentary only appears in the Part 2 register</i>
Capital	Most of the Council's contracts are revenue-funded but capital contracts are separately identified (and listed at the foot of the Contracts Register) because different reporting / accounting rules apply

Contract Register Order

- 3.11 The Contracts Register is output in Risk Index order. It is then ordered by Procurement Status, Portfolio, and finally Contract Value. Capital contracts appear at the foot of the Register and contracts of concern (to Commissioning & Procurement Directorate) are flagged at the top.

4. IMPACT ON VULNERABLE ADULTS & CHILDREN

- 4.1 The Corporate Contracts Register covers all Council services: both those used universally by residents and those specifically directed towards vulnerable adults and children. Addressing the impact of service provision on the vulnerable is a matter for the relevant procurement strategies, contracts, and delivery of specific services rather than this summary register.

5. POLICY IMPLICATIONS

- 5.1 The Council's renewed ambition for the borough is set out in the 2016-18 update to [Building a Better Bromley](#) and the Contracts Database (and associated Contract Registers) help in delivering all of the aims but especially in delivering the aim of being an 'Excellent Council'. For an 'Excellent Council', this activity specifically helps by 'ensuring good contract management to ensure value-for-money and quality services'.

6. PROCUREMENT IMPLICATIONS

- 6.1 Most of the Council's (£50k plus) procurement spend is now captured by the Contracts Database. The database will help in ensuring that procurement activity is undertaken in a timely manner, that Contract Procedure Rules are followed, and that Members are able to scrutinise procurement activity in a regular and systematic manner.

7. FINANCIAL IMPLICATIONS

- 7.1 The Contracts Database and Contract Registers are not primarily financial tools – the Council has other systems and reports for this purpose such as FBM and the Budget Monitoring reports. However, the CDB and registers do contain financial information both in terms of contract dates and values and also budgets and spend for the current year.

8. PERSONNEL IMPLICATIONS

- 8.1 There are no direct personnel implications but the Contracts Database is useful in identifying those officers directly involved in managing the Council's contracts.

9. LEGAL IMPLICATIONS

- 9.1 There are no direct legal implications but the Contracts Database does identify those contracts which have a statutory basis and also those laws which should be complied with in delivering the contracted services.

9.2 A list of all (irrespective of value) the Council's contracts may be found on Bromley.gov.uk to aid transparency.

Non-Applicable Sections:	None
Background Documents: (Access via Contact Officer)	Contracts Register Reports to Contracts Sub-Committee

Contract Register Report +£50k Care Services: November 2017

Risk Index	MAIN CONTRACT DATA						FINANCE DATA				CONTRACT TERMS					
	Contract ID	Owner	Approver	Contract Title	Supplier Name	Portfolio	Total Value	Original Annual Value	Budget	Projection	Proc. Status	Start Date	End Date	Months Duration	Attention	Capital
●	245	TRICIA WENNEL	STEPHEN JOHN	Older People - Nursing Beds (PF & EMI)	Mission Care Trading Ltd	Care Services	10,566,738	2,142,954	1,958,950	1,958,950	■	02/01/2013	01/01/2018	60		
●	324	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care Services Framework - Header Record	Multiple Suppliers	Care Services	55,000,000	10,523,980	1,358,780	1,340,741	■	27/08/2012	26/08/2019	84		
●	1459	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Homecare & Support Ltd t/a Homecare Bromley	Care Services	11,746,296	1,910,000	1,411,280	1,392,541	■	27/08/2012	26/08/2019	84		
●	1450	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Caremark Bromley	Care Services	8,670,908	796,500	1,468,880	1,448,587	■	27/08/2012	26/08/2019	84		
●	300	LYNNETTE CHAMIELEC	SARA BOWREY	Housing - Private Sector Leasing for use as Temporary Accommodation	Orchard and Shipman PLC	Care Services	4,687,260	1,562,420	1,593,650	2,014,570	■	01/04/2016	31/03/2019	36		
●	255	MIMI MORRIS-COTTERILL	NADA LEMIC-STOJCEVIC	Public Health - Adults Substance Misuse Service	Change Grow Live (CGL)	Care Services	3,649,470	1,216,490	1,216,490	1,216,490	■	01/12/2015	30/11/2018	36		
●	226	STEPHEN JOHN	STEPHEN JOHN	Mental Health - Flexible Support	Heritage Care LTD	Care Services	3,005,260	465,452	250,000	250,000	■	01/10/2012	31/03/2019	78		
●	222	COLIN LUSTED	STEPHEN JOHN	Learning Disabilities - Supported Living Scheme 1 (3 Properties)	Certitude Support	Care Services	2,392,963	797,654	793,000	793,000	■	25/04/2016	24/04/2019	36		
●	270	AILSA REID-CRAWFORD	NAHEED CHAUDHRY	Software Licence - Social Care Information System (Care First)	OLM Systems Ltd	Care Services	2,324,117	169,033	192,890	192,890	■	06/05/2006	31/03/2019	155		
●	259	GILLIAN FIUMICELLI	NADA LEMIC-STOJCEVIC	Public Health - GP SLAs	General Practitioners	Care Services	2,062,280	560,000	430,000	430,000	■	01/04/2014	31/03/2018	48		
●	219	MANDY HENRY	STEPHEN JOHN	Learning Disabilities - Supported Living at Padua Road	Outward Housing	Care Services	1,177,810	235,562	142,000	142,000	■	01/07/2013	30/06/2018	60		
●	305	TRICIA WENNEL	STEPHEN JOHN	Older People - Dementia Post-Diagnosis Support Services	Bromley and Lewisham Mind Ltd	Care Services	902,056	451,028	451,030	451,030	■	01/07/2016	30/06/2018	24		
●	224	MANDY HENRY	STEPHEN JOHN	Learning Disabilities - Supported Living at 15 Brosse Way	Avenues London	Care Services	768,497	163,499	89,000	89,000	■	01/10/2013	30/06/2018	57		
●	276	SHAKEELA SHOURIE	CHARLES OBAZUAYE	Training - Step Up To Social Work Project	Royal Holloway, University of London	Care Services	552,674	153,972	270,392	135,196	■	29/06/2015	29/04/2019	46		
●	116	ANDREW ROYLE	STEPHEN JOHN	Learning Disabilities - Supported Living at Derwent Road	Fitzroy Support	Care Services	214,828	107,414	1,071,540	986,314	■	01/04/2016	31/03/2018	24		
●	183	TRICIA WENNEL	STEPHEN JOHN	Adults - Single Supplier Framework for Passenger Transport Services - Lot 2 - Adult Passenger Transport Services	Greenwich Service Plus Ltd	Care Services	6,748,000	1,687,000	1,201,240	1,201,240	■	01/12/2015	31/08/2019	45		
●	1458	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Smithfield Health & Social Care Ltd t/a Verilife	Care Services	5,346,140	600,000	661,090	652,317	■	27/08/2012	26/08/2019	84		
●	1446	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	ACSC Ltd	Care Services	4,629,996	620,700	817,130	806,278	■	27/08/2012	26/08/2019	84		
●	1455	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Kentish Homecare Agency Ltd	Care Services	3,767,876	603,700	411,360	405,894	■	27/08/2012	26/08/2019	84		
●	1553	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Invicta 24 Plus Ltd	Care Services	3,034,400	728,256	658,420	649,682	■	26/06/2015	26/08/2019	50		
●	1448	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Carby Community care Ltd	Care Services	2,389,300	237,500	529,960	522,924	■	27/08/2012	26/08/2019	84		
●	2593	MIMI MORRIS-COTTERILL	NADA LEMIC-STOJCEVIC	Public Health - Sexual Health - Early Intervention Service	Bromley Healthcare Community Interest Company Ltd	Care Services	1,853,124	926,562	463,500	463,500	■	01/10/2017	30/09/2019	24		
●	1550	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Care Direct UK Ltd	Care Services	1,458,745	330,282	186,610	184,132	■	03/03/2015	26/08/2019	53		
●	1453	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Eternal Care UK Ltd	Care Services	1,386,528	143,300	386,270	381,145	■	27/08/2012	26/08/2019	84		
●	1460	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Link Care Nursing Agency Ltd	Care Services	1,285,120	100,000	236,670	233,530	■	27/08/2012	26/08/2019	84		
●	328	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care Services - Spot Contract	Mackley Home Care Ltd	Care Services	1,070,683	189,325	112,220	110,728	■	27/08/2012	26/08/2019	84		
●	117	SARA BOWREY	ADE ADETOSOYE	Adults - Supporting People - Tenancy Support Services for Homeless People	Evolve Housing + Support	Care Services	988,735	197,747	197,750	197,747	■	01/10/2014	30/09/2019	60		
●	327	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care Services - Services	Daret Healthcare (UK) Ltd	Care Services	960,731	167,479	165,020	162,832	■	27/08/2012	26/08/2019	84		
●	1552	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Dignity Direct Homecare Ltd	Care Services	747,619	242,471	249,990	246,675	■	26/07/2016	26/08/2019	37		
●	1543	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Abacus Homecare (Bromley) Ltd	Care Services	737,652	184,413	233,370	230,275	■	01/04/2015	26/08/2019	52		
●	1548	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Home Healthcare Ltd	Care Services	503,800	125,950	343,410	338,854	■	01/04/2015	26/08/2019	52		
●	2603	Victoria Roberts	AILEEN STAMATE	Domestic Violence and VAWG Service	Bromley and Croydon Women's Aid	Care Services	337,000	158,000	179,000	179,000	■	01/06/2017	31/03/2019	21		

Risk Index	Contract ID	Owner	Approver	Contract Title	Supplier Name	Portfolio	Total Value	Original Annual Value	Budget	Projection	Proc. Status	Start Date	End Date	Months Duration	Attention	Capital
●	203	MANDY HENRY	STEPHEN JOHN	Learning Disabilities - Adult Social Care Services	Certitude Support	Care Services	17,434,903	3,700,000	3,819,050	3,819,050	■	01/10/2015	30/09/2020	60		
●	2605	JENNEFER SELWAY	NADA LEMIC-STOJCEVIC	Public Health - 0-4 Years Health Visiting Service (Incorporating Family Nurse Partnership)	Oxleas NHS Foundation Trust	Care Services	9,864,000	3,288,000	1,644,000	1,644,000	■	01/10/2017	30/09/2020	36		
●	3692	ALICIA MUNDAY	Paul Feven	Primary and Secondary Intervention Services	Bromley Third Sector Enterprise	Care Services	8,100,000	2,700,000			■	01/10/2017	30/09/2020	36		
●	221	MANDY HENRY	STEPHEN JOHN	Learning Disabilities - Supported Living in 5 LD properties	Avenues London	Care Services	7,035,000	1,367,000	1,093,000	1,093,000	■	12/01/2015	11/01/2020	60		
●	348	MANDY HENRY	STEPHEN JOHN	Learning Disabilities - Supported Living at Coppice, Spinney & The Glade	Outward Housing	Care Services	2,991,063	997,021	1,079,000	1,079,000	■	28/11/2016	27/11/2019	36		
●	2592	MANDY HENRY	STEPHEN JOHN	Learning Disabilities - Supported Living, 4 Schemes (109 & 111 Masons Hill, 18 & 19 Century Way)	Care Management Group Ltd	Care Services	2,894,652	964,884	732,000	732,000	■	01/07/2017	30/06/2020	36		
●	230	ALICIA MUNDAY	STEPHEN JOHN	Mental Health - Section 75 Agreement for the Exercise of Mental Health Function - LBB and Oxleas	Oxleas NHS Foundation Trust	Care Services	30,438,550	1,570,450	1,407,900	1,407,900	■	01/12/2004	30/11/2024	240		
●	2597	ALICIA MUNDAY	STEPHEN JOHN	Adults - Extra Care Housing, Lot 2 - Norton Court, Crown Meadow Court, Durham House	Mears Care Ltd	Care Services	9,001,000	1,966,000	1,209,060	1,209,060	■	01/07/2017	30/06/2022	60		
●	2596	ALICIA MUNDAY	STEPHEN JOHN	Adults - Extra Care Housing, Lot 1 - Apsley Court, Sutherland House, Regency Court	Creative Support Ltd	Care Services	8,315,000	1,663,000	1,124,500	1,124,500	■	01/07/2017	30/06/2022	60		
●	204	COLIN LUSTED	STEPHEN JOHN	Learning Disabilities - Capital Works and Housing Management at 4 Homes for Adults with Learning Disabilities	Croydon Churches Housing Association	Care Services	100,000	100,000	58,000	58,000	■	18/11/2013	17/11/2038	300		
●	213	MANDY HENRY	STEPHEN JOHN	Learning Disabilities - Supported Living at 44 Bromley Road	Outward Housing	Care Services	697,148	139,716	85,000	85,000	■	01/10/2013	30/06/2018	57		
●	113	SARAH WEMBORNE	ALICIA MUNDAY	Adults - Healthwatch Bromley	Healthwatch Bromley	Care Services	325,184	126,384	85,650	85,650	■	01/04/2015	31/03/2018	36		
●	227	STEPHEN JOHN	ADE ADETOSOYE	Mental Health - General Advocacy and Independent Mental Health Advocacy Services	Rethink Mental Illness	Care Services	266,760	88,920	123,000	123,000	■	01/04/2015	31/03/2018	36		
●	252	TRICIA WENNELL	STEPHEN JOHN	Physical Disability and Sensory Impairment - Kent Association for the Blind Services for the Blind	Kent Association for the Blind	Care Services	212,942	105,471	105,470	105,470	■	01/07/2016	30/09/2018	27		
●	262	GILLIAN FIUMICELLI	NADA LEMIC-STOJCEVIC	Public Health - NHS Health Checks - Point of Care Testing	Alere Ltd	Care Services	200,000	100,000	100,000	100,000	■	01/04/2016	31/03/2018	24		
●	197	PHILIP DODD	SARA BOWREY	Housing - Block Booking Arrangements for 182 Anerley Road	Carol Hughes-Young	Care Services	107,219	42,887	7,886,828	42,888	■	01/10/2015	31/03/2018	30		
●	1438	TRICIA WENNELL	STEPHEN JOHN	Physical Disability and Sensory Impairment - Deaf Access Resource Centre for the Deaf	Deaf Access Trust	Care Services	97,436	48,718	48,720	48,718	■	01/04/2016	31/03/2018	24		
●	200	SARA BOWREY	ADE ADETOSOYE	IT System - Housing Record and Document Management System	Northgate Information Solutions Ltd	Care Services	87,084	43,502	43,500	43,500	■	01/04/2016	31/03/2018	24		
●	121	TRICIA WENNELL	STEPHEN JOHN	Building Management - Lewis House	Bromley Experts By Experience CIC	Care Services	63,800	31,900	23,930	23,930	■	01/01/2016	31/12/2017	24		
●	338	STEPHEN JOHN	ADE ADETOSOYE	Health - Independent Mental Capacity Advocacy Service	Advocacy for All	Care Services	63,149	21,651	30,600	30,600	■	01/05/2015	31/03/2018	35		
●	352	NADA LEMIC-STOJCEVIC	ADE ADETOSOYE	Public Health - Pharmaceutical Needs Assessment (PNA) - 2016	Webstar Lane Ltd	Care Services	62,200	62,200	51,090	51,090	■	03/01/2017	02/04/2018	14		
●	1436	RICHARD HAINES	STEPHEN JOHN	ICT - Purchasing Community Alarm and Telecare Monitoring Equipment	Tunstall Healthcare (UK) Ltd	Care Services	56,800	28,400	16,323	16,323	■	01/02/2016	31/01/2018	24		
●	326	TRICIA WENNELL	STEPHEN JOHN	Domiciliary Care Services - Services	Day To Day Care Ltd	Care Services	4,233,332	701,700	371,160	366,232	■	27/08/2012	26/08/2019	84		
●	1461	TRICIA WENNELL	STEPHEN JOHN	Domiciliary Care - Services	Westminster Homecare Ltd	Care Services	3,965,728	700,000	221,790	218,846	■	27/08/2012	26/08/2019	84		
●	1456	TRICIA WENNELL	STEPHEN JOHN	Domiciliary Care - Services	Nestor Primecare Services Ltd t/a Allied Healthcare Group	Care Services	2,558,040	605,000	129,360	127,644	■	27/08/2012	26/08/2019	84		
●	325	TRICIA WENNELL	STEPHEN JOHN	Domiciliary Care Services - Services	Always Caring Bromley Ltd	Care Services	1,517,112	252,852	79,180	78,127	■	27/08/2012	26/08/2019	84		
●	344	WENDY NORMAN	SARA BOWREY	Housing - Tenancy Support Services for Young People	DePaul UK Ltd	Care Services	1,000,337	289,975	385,275	385,275	■	01/10/2016	30/09/2019	36		
●	218	MANDY HENRY	STEPHEN JOHN	Learning Disabilities - Supported Living at Johnson Court	Sanctuary Home Care Ltd	Care Services	788,333	112,619	154,000	154,000	■	01/10/2012	30/09/2019	84		
●	1454	TRICIA WENNELL	STEPHEN JOHN	Domiciliary Care - Services	Harmony Home Aid Services Ltd	Care Services	756,012	131,600	46,240	45,269	■	27/08/2012	26/08/2019	84		
●	347	WENDY NORMAN	SARA BOWREY	Housing - Tenancy Support Services	Hestia Housing and Support	Care Services	585,303	195,101	195,101	195,101	■	01/10/2016	30/09/2019	36		
●	269	MIMI MORRIS-COTTERILL	NADA LEMIC-STOJCEVIC	Public Health - Young Persons Substance Misuse Service	Change Grow Live (CGL)	Care Services	495,570	165,190	165,190	165,190	■	01/12/2015	30/11/2018	36		
●	1442	STEPHEN JOHN	ADE ADETOSOYE	Adults - Direct Payments Support & Payroll Service	Vibrance	Care Services	341,375	170,687	172,930	172,930	■	01/04/2017	31/03/2019	24		

Risk Index	Contract ID	Owner	Approver	Contract Title	Supplier Name	Portfolio	Total Value	Original Annual Value	Budget	Projection	Proc. Status	Start Date	End Date	Months Duration	Attention	Capital
●	119	WENDY NORMAN	SARA BOWREY	Adults - Tenancy Sustainment for Women in Refuges	Bromley Women's Aid	Care Services	314,466	104,822	106,000	106,000	■	01/01/2016	31/12/2018	36		
●	2590	TRACEY WILSON	SARA BOWREY	Housing - Framework for Essential Household Goods	Multiple Suppliers	Care Services	304,000	152,000		100,000	■	01/04/2017	31/03/2019	24		
●	196	PHILIP DODD	SARA BOWREY	Housing - Block Booking Arrangements for 15 Lewes Road	JFD Developments Ltd	Care Services	229,950	65,700	65,700	65,700	■	01/10/2015	31/03/2019	42		
●	251	STEPHEN JOHN	ADE ADETOSOYE	Older People/Learning Disabilities/Physical Disabilities - Independent Advocacy Service for older people and those with a learning and/or physical disability	Rethink Mental Illness	Care Services	133,440	44,480	40,000	40,000	■	01/10/2015	30/09/2018	36		
●	1441	ANTOINETTE THORNE	STEPHEN JOHN	Training - Mandatory Courses for Adult Social Care	First Response Training & Consultancy Services Ltd	Care Services	64,000	32,000	125,290	113,290	■	01/07/2016	30/06/2018	24		
●	1464		Janet Bailey	Health - Community Wellbeing Service For Children And Young People	Bromley Y	Care Services	2,243,305	448,661	149,830	147,050	■	01/12/2014	30/11/2019	60		
●	112	PAUL CHILTON	STEPHEN JOHN	Passenger Transport for Older Persons & Adults with Disabilities (Lot2)	Multiple Suppliers	Care Services	1,687,000	6,748,000			■	01/10/2015	30/09/2020	60		
●	1467	TRICIA WENNEL	STEPHEN JOHN	Older People - Dementia Respite at Home Services	Bromley and Lewisham Mind Ltd	Care Services	535,275	178,425	150,600	150,600	■	01/04/2017	31/03/2020	36		
●	1551	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Compassion Home Care Ltd	Care Services	423,716	83,354	63,860	63,016	■	15/12/2014	26/08/2019	56		
●	1544	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	River Garden Care Ltd	Care Services	398,704	99,676	316,380	312,180	■	01/04/2015	26/08/2019	52		
●	288	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care Services - Individual Client Contract - Helping Hands HomeCare	Helping Hands Homecare	Care Services	274,102	45,500	43,610	43,031	■	27/08/2012	26/08/2019	84		
●	1462	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	FABS Homecare Ltd	Care Services	246,004	61,501	188,650	186,146	■	01/04/2015	26/08/2019	52		
●	1546	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Petts Wood Homecare Ltd	Care Services	245,752	61,438	207,170	204,415	■	01/04/2015	26/08/2019	52		
●	2607	ROGER FAN	TRICIA WENNEL	Integrated Community Equipment Service (ICES)	Medequip Assistive Technology Limited	Care Services	2,400,000	600,000	1,718,010	1,718,010	■	01/04/2017	31/03/2021	48		
●	2600	JENNEFER SELWAY	NADA LEMIC-STOJCEVIC	Bromley Primary School Screening Programme: National Child Measurement Programme (NCMP) and Vision Screening	Bromley Healthcare Community Interest Company Ltd	Care Services	495,000	165,000	82,500	82,500	■	01/10/2017	30/09/2020	36		
●	250	TRICIA WENNEL	STEPHEN JOHN	Older People - St Marks PCC (Lease)	Biggin Hill Community Care Association	Care Services	322,500	20,991	17,470	17,470	■	10/10/2001	09/10/2031	360		
●	277	MARY NASH	ANTOINETTE THORNE	Training - Workforce Development Courses for Social Care Staff	Multiple Suppliers	Care Services	280,000	70,000	215,090	215,090	■	01/04/2016	31/03/2020	48		
●	341	RICHARD HAINES	STEPHEN JOHN	ICT - Telecare Services for Carelink	Centra Pulse Limited	Care Services	150,000	39,000	78,840	73,920	■	01/11/2015	31/10/2019	48		
●	1463	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	Independent Homecare Team Ltd	Care Services	115,900	28,975	100,220	98,889	■	01/04/2015	26/08/2019	52		
●	202	RICHARD HAINES	STEPHEN JOHN	ICT - Domiciliary Care Software Planning System	Advanced Health and Care Ltd	Care Services	111,660	5,583	13,200	13,200	■	01/04/2006	31/03/2026	240		
●	1549	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Amy Adams Homecare UK Ltd	Care Services	106,528	37,598	133,260	131,488	■	30/10/2016	26/08/2019	33		
●	1545	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Spot Contract	Capital Homecare (UK) Ltd	Care Services	81,452	20,363	2,360	2,332	■	01/04/2015	26/08/2019	52		
●	1466	SARA BOWREY	ADE ADETOSOYE	Housing - Private Sector Leasing for use as Temporary Accommodation	DaBora Conway Ltd	Care Services	81,120	27,040	127,250	127,250	■	06/02/2017	05/02/2020	36		
●	1452	TRICIA WENNEL	STEPHEN JOHN	Domiciliary Care - Services	MiHomecare Ltd	Care Services	230,580	28,700			■	27/08/2012	26/08/2019	84		
●	279	AILSA REID-CRAWFORD	NAHEED CHAUDHRY	ICT - Website Development - MyLife Web Portal	OLM Systems Ltd	Care Services	140,720	46,906			■	01/04/2016	31/03/2019	36		
●	1514	MIMI MORRIS-COTTERILL	NADA LEMIC-STOJCEVIC	Public Health - Substance Misuse - Supervised Administration of Medication Service	PharmaBBG LLP	Care Services	51,200	23,000	29,100	29,100	■	01/04/2016	30/11/2018	32		
●	2594	SARA BOWREY	ADE ADETOSOYE	IT System - Housing Information Systems	Orchard Information Systems Ltd	Care Services	750,448	233,832			■	10/04/2017	09/04/2022	60		Capital

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