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DATE: 6 November 2017

CARE SERVICES PORTFOLIO HOLDER BRIEFING

Meeting to be held on Tuesday 14 NOVEMBER 2017

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

QUESTIONS ON THE INFORMATION BRIEFING

The Briefing comprises:

- 1 EARLY INTERVENTION AND SUSTAINMENT PILOT (Pages 3 - 6)
- 2 ADULT SOCIAL CARE LOCAL ACCOUNT 2016/17 (Pages 7 - 26)
- 3 RISK MANAGEMENT: ECHS DEPARTMENTAL RISK REGISTER (Pages 27 - 36)

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

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

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

Copies of the Part 1 (Public) documents referred to above can be obtained from
<http://cds.bromley.gov.uk/>

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London Borough of Bromley

PART 1 - PUBLIC

Briefing for Care Services Policy Development and Scrutiny Committee 14th November 2017

EARLY INTERVENTION AND SUSTAINMENT PILOT

Contact Officer: Sara Bowrey, Director: Housing
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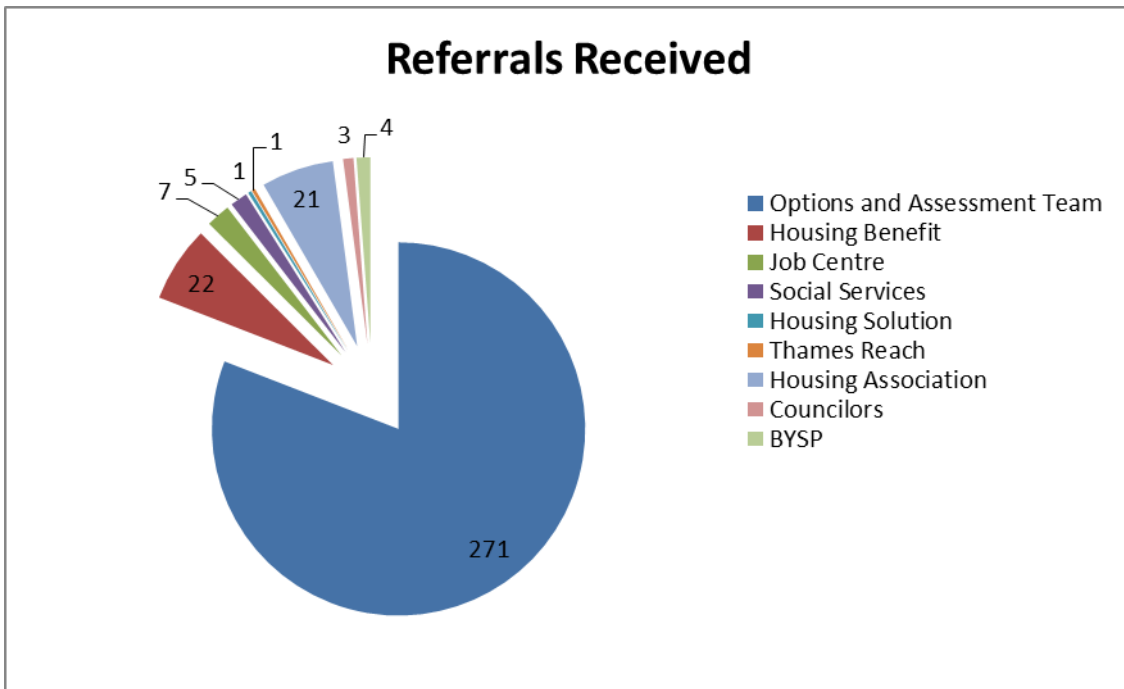
Chief Officer: Executive Director: Education, Care and Health Services

1. Summary

- 1.1 In May 2017, The Executive approved the release of up to £230K set aside in the central contingency for homelessness and welfare reform to pilot the early intervention initiative as part of the range of activities being undertaken to prepare for the requirements of the Homeless Reduction Act and to address the current cost pressures in relation to temporary accommodation provision.
- 1.2 The aim of the pilot was to provide homeless intervention services before the point of crisis to maximise the effectiveness of prevention work. The new model seeks to co-ordinate interventions and tap into services across agencies/departments to mitigate, prevent and secure sustainable solutions to enable a household to become as independent as possible in the longer term.

2. **THE BRIEFING**

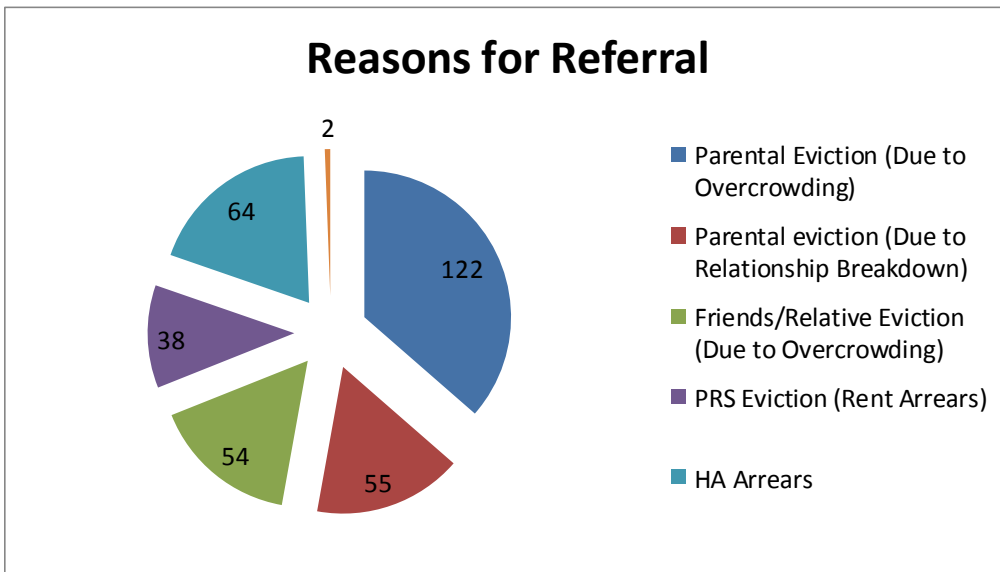
- 2.1 The information below provides an update in respect of the outcomes obtained from the pilot to date:
- 2.2 **Referrals**
- 2.3 Number of referrals received: 335.
- 2.4 The table below details the source of the referrals received.



2.5 The table below identifies the host of all the referrals we have received.

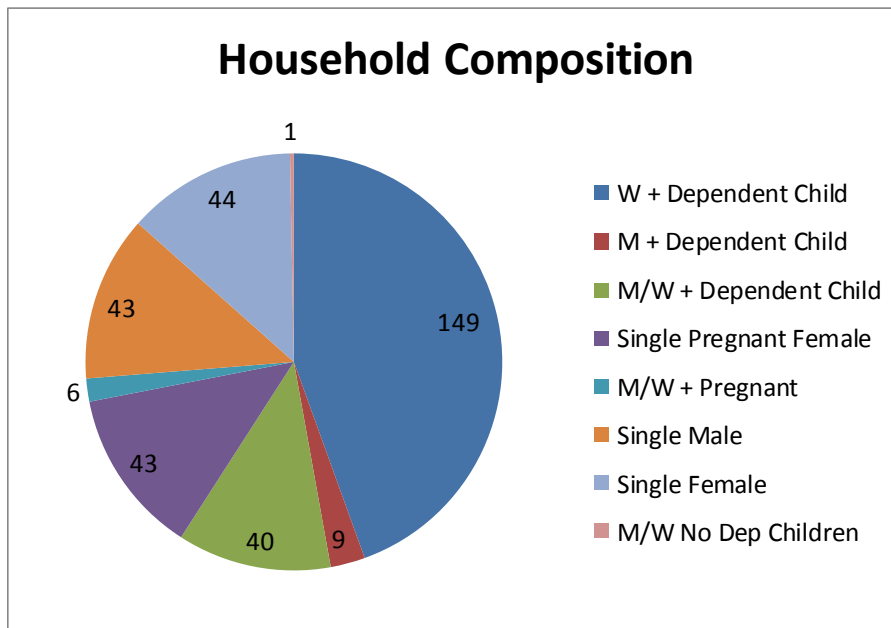
2.6 Evictions from the parental, family or friends' home are the most common, making up 69% of our total referrals received, followed by evictions from a Housing Association Tenancy attributing to 20% of our referrals.

2.7 In many cases this masks the original reason for homelessness. In many cases households have returned to stay with family or friends having lost private rented accommodation. Work continues with landlords, agents and partner agencies to raise awareness of homeless prevention to encourage referrals at as early a stage as possible. As such it is anticipated that the number of referrals received from the private rented sector will increase in coming months.



2.8 Household Composition:

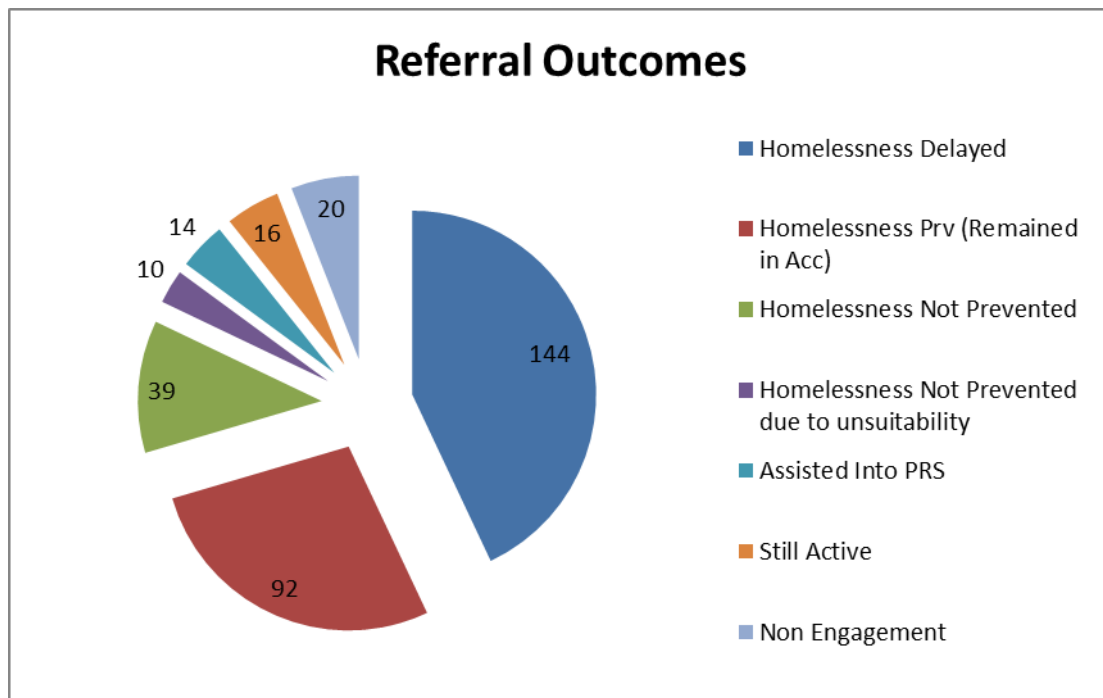
2.9 As identified in the chart below 44% of our referrals have a household composition of a woman with dependent children. The second highest household composition is single females with 13%.



2.10 Outcomes:

2.11 Below is a breakdown of the outcomes the team have achieved from the 335 referrals. Of the 92 referrals that have successfully been prevented (remained in accommodation), 42 of those were housing association evictions, 32 parental evictions and 18 private rented tenancies. Homelessness has been delayed for 144 households. This means that these households have been able to remain in existing accommodation whilst work can be undertaken to secure an alternative housing solution this avoiding the need for emergency accommodation and the homelessness route.

2.12 The most common reasons for homelessness not being able to be prevented is that the accommodation is not affordable or the accommodation/living arrangements are not reasonable and cannot meet the needs of the household. In such cases early intervention has enabled greater work to be undertaken to provide a rehousing pathway this reducing the reliance on forms of costly nightly paid accommodation.



2.13 The cost of Prevention initiatives:

2.14 We have used different resources to maintain client’s current tenancies or to secure new tenancies in the private rented sector. The table below details the main resources used to assist clients.

- £22,582.76 has been utilised from the Homeless Prevention Fund
- £25,746.55 has been utilised from Credit Union. We have used the Credit Union for cases that have the means to repay the loan without having a detrimental effect on them still being able to meet there living costs and their current monthly rental charge.

2.15 Costs avoidance from prevention work

2.16 Savings against the cost of nightly paid emergency housing placements:

| | No. | Average NPA weekly net cost | Total savings |
|------------------------------|--------------|-----------------------------|--------------------|
| prevented delayed - 6 months | 92 | £138.00 | £660,192.00 |
| delayed - 3 months | 46 | £138.00 | £165,048.00 |
| | 98 | £138.00 | £175,812.00 |
| | Total | | £825,240.00 |

2.17 The intervention polite will continue to be monitored and reviews to feed into the service preparations for the New Homeless reduction Act requirements will full details of ongoing requirements set out in the Contingency drawdown report scheduled for December.

London Borough of Bromley

PART 1 - PUBLIC

**Briefing for Care Services
Policy Development and Scrutiny Committee
14th November 2017**

Adult Social Care Local Account 2016/17

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1. Summary

1.1 This report provides Members with the Adult Social Care Local Account for 2016/17 (Appendix A). The Local Account outlines how Bromley is supporting an improved quality of life for people with social care needs.

2. THE BRIEFING

2.1 The Department of Health (DoH) has recommended that all local authorities' Adult Social Care directorates publish an annual Local Account (Annual Report), replacing the previous arrangements with the Care Quality Commission (CQC) from 2010. This is a non-statutory self-assessment reflecting performance in Adult Social Care and is the way in which progress can be communicated to the wider community, giving residents an opportunity to read about how the local authority's adult social care performed locally against key outcomes. We have once again taken the opportunity to include our housing services in our account in addition to the other Divisions associated with adult services.

2.2 The work outlined in this report has supported people to have choice and control, and to maximise their wellbeing and independence in their local community.

2.3 The Bromley Annual Report has recognised a significant range of strengths across all service areas in 2016/17 supporting the department's continuation of improved performance. The PDS Committee and Executive have received reports on areas covered within this briefing throughout the year and key achievements include:-

- Launch of the Bromley Dementia Support Hub in partnership with the third sector and the NHS Bromley Clinical Commissioning Group (Bromley CCG), providing one stop access to support Bromley residents living with dementia, their friends and carers.
- Commenced design of a Primary and Secondary Intervention programme to prevent vulnerable residents from going into crisis by providing the necessary ongoing support within the community. The aim is to reduce long term care packages, early admissions to care homes and emergency hospital admissions.
- Implemented new initiatives to give more families the opportunity to access temporary accommodation in, or near, Bromley enabling them to access work and remain in school.
- Assisted 1,919 households to remain either in their own home or secure alternative accommodation.
- Supported over 400 inactive residents to become 'Zero to Hero' runners with a goal of completing a 5k local parkrun within 12 weeks.
- Maximised the efficiency of the NHS Health Checks programme through: Increased early detection of high blood pressure, type 2 diabetes and people at risk of developing diabetes
- 621 residents attended Slimming World or Weight Watchers interventions, of whom 50 (8%) lost over 10% of their body weight and 184 (30%) lost over 5% of their body weight. A further 95 people remain on the course.

2.4 There are also areas for development which are reflected in the 2017/18 Care Services Portfolio Plan under the following four priority outcomes.

- With health Partners, focus on wellbeing and prevention to improve health outcomes for the residents of Bromley
- Ensure the provision of high quality locally relevant information and advice about care and support need to enable choice and control
- Ensure that people with care and support needs, and those whose circumstances make them vulnerable, can live their lives to the full and are protected from avoidable harm
- People experiencing housing difficulties are assisted with advice and support aimed at maintaining or securing a home and avoiding a crisis

2.5 The draft Care Services Portfolio plan for 2017/18 forms part of the PDS meeting agenda for 14th November 2017.



Adult Social Care, Housing Services and Public Health FINAL Local Account 2016/17

Encouraging
high
aspirations

Promoting
healthy lives

Protecting the
most
vulnerable

Maximising
independence

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Supporting Independence in Bromley, Our Journey to Excellence

Introduction

Welcome to the seventh edition of Bromley Council's 'Local Account' of Adult Social Care, Housing Services and Public Health, in which we reflect how Bromley is supporting an improved quality of life for people with social care needs.

Geographically, Bromley is the largest London Borough and whilst relatively prosperous, the communities within Bromley differ substantially. People living in the north of the borough contend with similar issues to those found in our neighbouring inner London boroughs such as higher levels of deprivation and disease prevalence, whilst in the South, the borough is comparable with rural Kent.

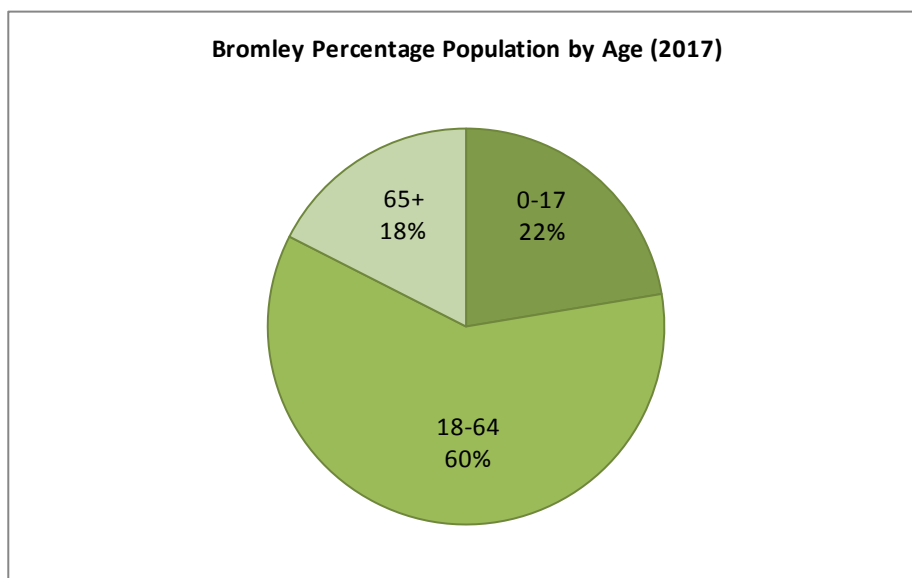
The Education, Care and Health department strives to support its residents to achieve their ambitions; to be safe, to have a decent home where they are well cared for, to thrive socially and emotionally, to live independently and to feel in control of their lives, and to be productive members of the community, all of which underpins the aim of 'Supporting Independence', one of the Council's priorities in Building a Better Bromley. By working with partners, we will ensure that every resident in Bromley needing our support has the right help at the right time to keep them safe and to meet their needs, so that they achieve, thrive and reach their full potential.

Bromley supports over 5,000 adults who have disabilities, mental health problems, learning difficulties, sensory loss or long term conditions, mostly in their own home. We do this through providing information, advice and guidance and, where people have care and support needs, ensuring that these are delivered so that service users can maximise their independence and feel in control of their lives, using Direct Payments as a model of service delivery where viable. Together with Health partners, we focus on wellbeing and prevention to improve health outcomes for the residents of Bromley and encourage residents to adopt healthier, more independent and self reliant lifestyles.

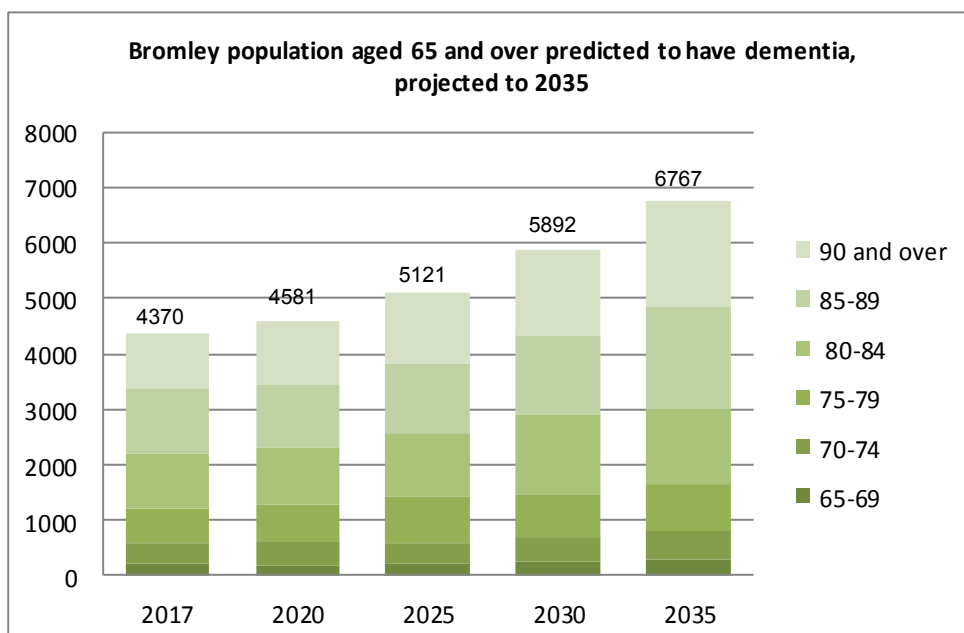
Bromley MyLife is an important online resource <https://bromley.mylifeportal.co.uk/home> which provides information and advice should someone need support or guidance, enabling them to retain their independence. This information is accessible 24 hours a day, 7 days a week. The Adult Social Care Directory for 2017/18 provides valuable information to support individuals and their carers to make informed choices about their life and can be found at <https://bromley.mylifeportal.co.uk/careandsupportdirectory/> or a printed copy can be ordered by calling 01223 207770.

More than 5,500 households approach the Council for housing advice each year. There are currently approx. 1,450 households in temporary accommodation, of which nearly 850 are in forms of nightly paid accommodation. Early impact analysis of extended duties contained within the forthcoming Homeless Reduction Act suggests a potential caseload increase in the region of 40%.

Ensuring excellent service delivery during times of financial uncertainty is key and we are committed to providing high quality services which meet people's individual needs on our Journey to Excellence.



Source: Projecting Older People Population Information System



'Between 2017 and 2025, a 17% increase in the population of older people with dementia is expected

Source: Projecting Older People Population Information System

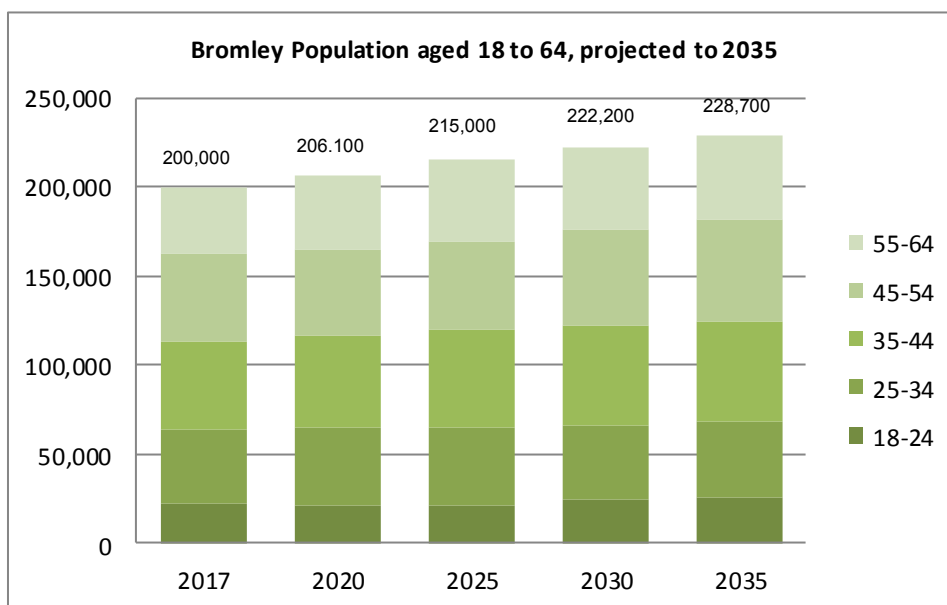
| | 2017 | 2020 | 2025 | 2030 | 2035 |
|---|-------|-------|-------|-------|-------|
| People aged 65-69 predicted to be admitted to hospital as a result of falls | 83 | 78 | 89 | 107 | 112 |
| People aged 70-74 predicted to be admitted to hospital as a result of falls | 134 | 144 | 129 | 147 | 177 |
| People aged 75 and over admitted to hospital as a result of falls | 1,019 | 1,082 | 1,266 | 1,380 | 1,538 |
| Total population aged 65 and over predicted to be admitted to hospital as a result of falls | 1,236 | 1,304 | 1,484 | 1,634 | 1,827 |

Source: Projecting Older People Population Information System

The Population of Bromley

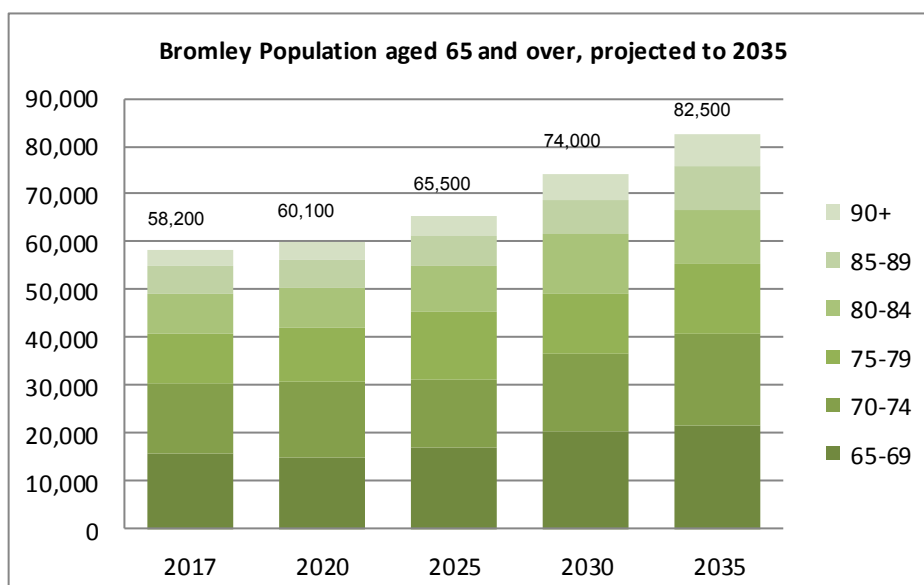
The borough's population in the 2011 Census was 309,400 (2001 Census 295,000). The ONS 2016 mid year estimates indicate a further increase of 18,045 to 327,445.

The borough has experienced an increase in birth rates, with 20,095 0-4 year olds recorded in the 2011 census, an increase of 1,414 on the 2001 census. The ONS 2016 mid year estimates indicate 4,251 births in 2016 compared with 2,552 deaths. Life expectancy is high at 81.4 years for men and 84.9 years for women.



Between 2017 and 2025, an 8% (15,000) increase in the population of adults aged 18-64 is expected

Source: Projecting Adult Needs and Service Information System

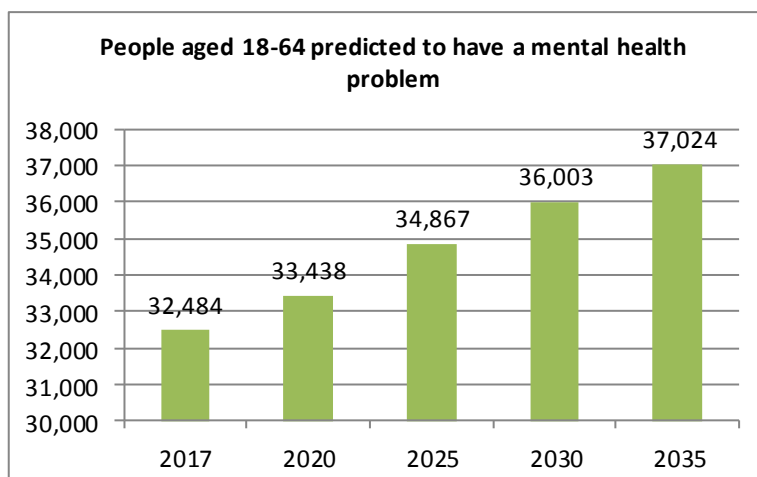


Between 2017 and 2025, a 13% (7,300) increase in the population of adults aged 65 and over is expected

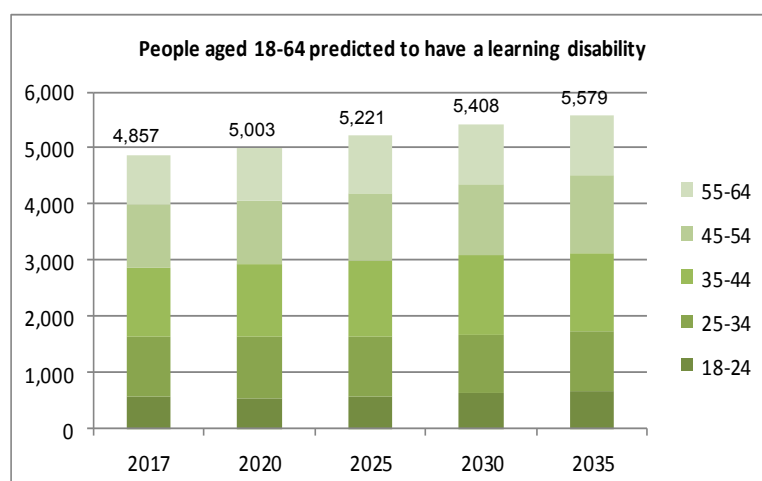
Source: Projecting Older People Population Information System

The Population of Bromley—continued

◆ **Mental Health** — A 7% (2,383) increase in the number of people aged 18-64 having a common mental health disorder is predicted between 2017 and 2025. This equates to 1 in 6 of the adult population of Bromley, compared with the national picture of approximately 1 in 4. 10.7% of people completing the GP patient survey reported that they feel moderately or extremely anxious or depressed. At the more severe end of the spectrum, over 2,500 people in Bromley have been identified by GPs as suffering from serious mental illness.



◆ **Adults with a Learning Disability** — A 7% (364) increase in the total population of adults aged 18 to 64 with a learning disability is predicted between 2017 and 2025.



◆ **Housing** — The current housing market is making it very difficult for people to access affordable and long term accommodation, particularly in the South East. Whilst Bromley has fewer homeless people compared with most other London Boroughs, the rate is higher than the England average. Significant work has been undertaken to progress the level of homelessness prevention work. As a result, 1,919 households received direct help to remain in their own home or secure alternative accommodation. However, the continuing high volume of statutory homelessness and emerging impact of the latest tranche of welfare reform, together with the shortage of affordable accommodation and rising costs of accommodation, have impacted significantly on the number of households in temporary accommodation, exacerbating budgetary pressures.

◆ **Health** — The main causes of death in Bromley remain cardiovascular disease, cancer and respiratory disease, with smoking being a major risk factor in all three. The prevalence of heart disease based on identified cases in Bromley has been declining over the last four years and mortality rates continue to improve. The number of people with diagnosed diabetes has increased over time. In 2014/15 there were 14,493 people on the diabetes register, compared with 4,846 in 2002. This rise in prevalence to 5.40% has particular significance as diabetes is classed as a vascular disease, which is often a precursor to heart disease or stroke. Moreover, it is estimated that there are a further 14,381 adults with undiagnosed and unrecorded diabetes.

Key Priorities for 2016/17

The departmental Portfolio Plan for 2016/17 focused on 'promoting healthy lives; maximising independence; protecting the most vulnerable and being ambitious for all our children and young people'.

The four Care Services Priority Outcomes for adults were:

- ◆ ensuring the provision of **high quality locally relevant information and advice** about care and support need to enable choice and control
- ◆ ensuring that people with care and support needs, and those whose circumstances make them vulnerable, can live their lives to the full and are **protected from avoidable harm**
- ◆ with health partners, focus on wellbeing and prevention to **improve health outcomes** for the residents of Bromley
- ◆ people **experiencing housing difficulties** are assisted with advice and support aimed at maintaining or securing a home and **avoiding crisis**

The 2016/17 Portfolio Plan can be found at:-

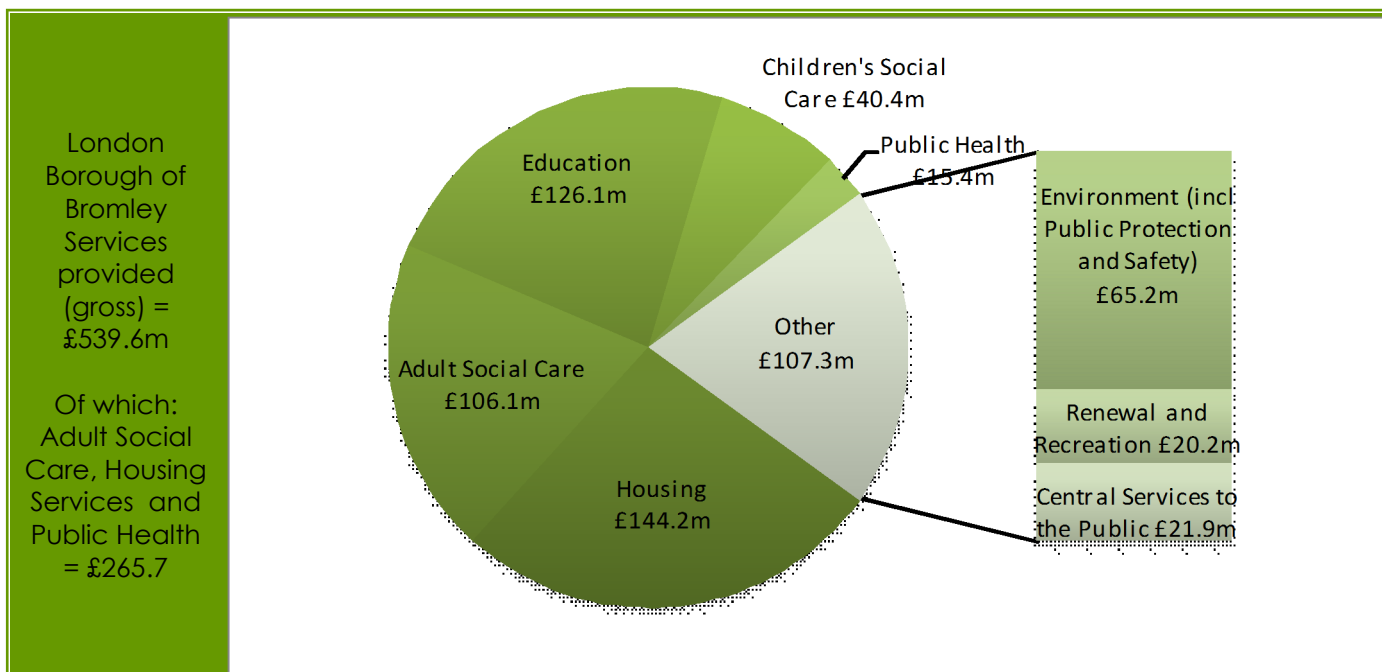
http://www.bromley.gov.uk/downloads/file/1741/care_services_portfolio_plan

and reports on progress against the plan can be found at:-

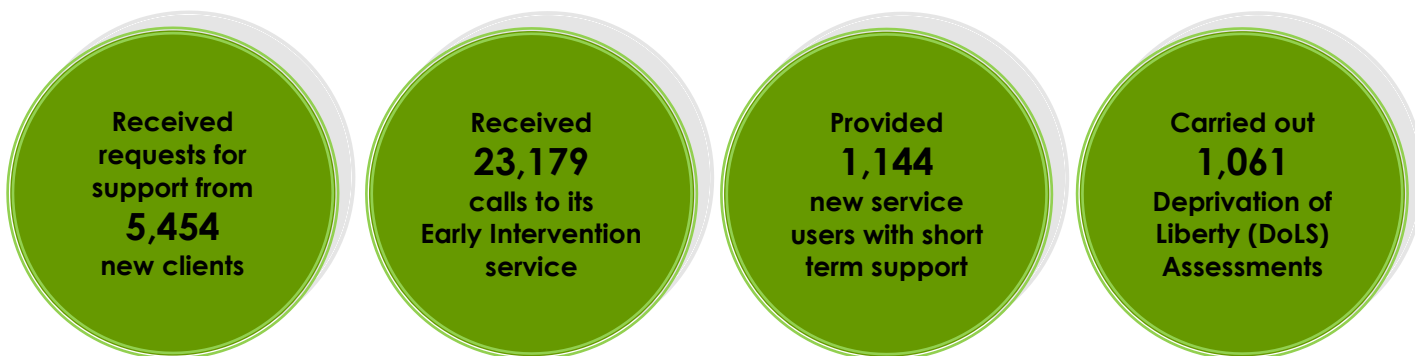
<http://cds.bromley.gov.uk/ieListDocuments.aspx?CId=559&MId=5997>

Expenditure for 2016/17

The London Borough of Bromley's gross 'cost of services' for 2016/17 was £539.6m, with Adult Social Care, Housing Services and Public Health accounting for just under half (£265.7m—49%) of this expenditure.



During 2016/17, adult social care services.....



| | |
|--|---|
| <p>Support for service users</p> <p>1,450 requests for support were received from new clients aged 18-64</p> <p>4,004 requests for support were received from new clients aged 65+</p> <p>738 18-64 year old new clients were provided with short term support to maximise independence</p> <p>406 65+ new clients were provided with short term support to maximise independence</p> <p>1,719 clients in total aged 18-64 accessed long term support during the year</p> <p>2,795 clients in total aged 65+ accessed long term support during the year</p> <p>Mental Health</p> <p>725 new clients received ongoing low level support of which 710 were aged 18-64</p> | <p>Physical Support (Personal care) needs</p> <p>126 new clients received long term personal care support, of which 114 were aged 65+</p> <p>149 received nursing care as at the year end, of which 136 were aged 65+</p> <p>76 received residential care as at the year end, of which 57 were aged 65+</p> <p>Adults with a Learning Disability</p> <p>1,719 clients aged 18-64 accessed long term support during the year</p> <p>174 received residential care, of which 153 were aged 18-24</p> <p>8 received nursing care, of which 6 were aged 18-24</p> |
|--|---|

Adult social care received fewer complaints this year (267 in 2015/16) whilst helping more people. The main concern for service users was the quality of service. Complaints about domiciliary care agencies were fewer than last year but exactly half were upheld.

Financial issues are a major concern for families and more than a third of disputed decisions involved charges, highlighting the importance of giving people proper and timely information about charges that can apply and the support we can provide.



Adult Social Care and Health—Achievements

Supporting Independence

In 2016/17 we continued to work closely with our partners to support residents of the borough to manage their own lives with the minimum of interference from the Council. Where support was needed, we strove to provide it efficiently, representing value for money, and free from unnecessary bureaucracy and delays. Good examples of this work can be summarised as follows:

- ◆ Launched the Bromley Dementia Support Hub in partnership with the third sector and the NHS Bromley Clinical Commissioning Group (Bromley CCG), providing one stop access to support Bromley residents living with dementia, their friends and carers
 - ◆ Commenced design of a Primary and Secondary Intervention programme to prevent vulnerable residents from going into crisis by providing the necessary ongoing support within the community. The aim is to reduce long term care packages, early admissions to care homes and emergency hospital admissions
 - ◆ Through the Local Authority's Reablement programme and Bromley CCG's commissioned 'step down' beds at Orpington Hospital, intensive short term support was delivered to over 600 people to help them relearn daily skills and regain their confidence to live independently and thus return home from hospital or avoid hospital admission
 - ◆ Implemented new initiatives to give more families the opportunity to access temporary accommodation in, or near, Bromley enabling them to access work and remain in school
 - ◆ Assisted 1,919 households to remain either in their own home or secure alternative accommodation
- A photograph showing three elderly individuals walking on a green lawn, likely a golf course. On the left is a woman in a light green shirt and blue jeans. In the center is a man wearing a hat, a checkered shirt, and grey trousers, leaning on a walking stick. On the right is a woman in a dark blue jacket and dark trousers. They are all smiling and appear to be in good health and active.
- ◆ Through the Adult Services Stakeholder conference held in November 2016, addressed the theme of 'Tackling Social Isolation'. The action plan developed as a result of the conference output forms the basis of enhancements to the Bromley MyLife website content to include:

 - Information on social isolation in Bromley for use by the independent sector in planning services and supporting bids for grant funding from national and regional bodies
 - Providing information on activities for individuals and also organisations which signpost
 - Information and suggestions for individuals or community organisations who want to volunteer or organise activities for people who are socially isolated
 - ◆ Redesigned and enhanced the Bromley MyLife website to maximise advice and support for people who care for someone

 - Launched a new online form enabling members of the public to tell the Council that an adult may be at risk
 - Developed a new section about adult learning options in Bromley, including courses and distant learning

Healthy Bromley

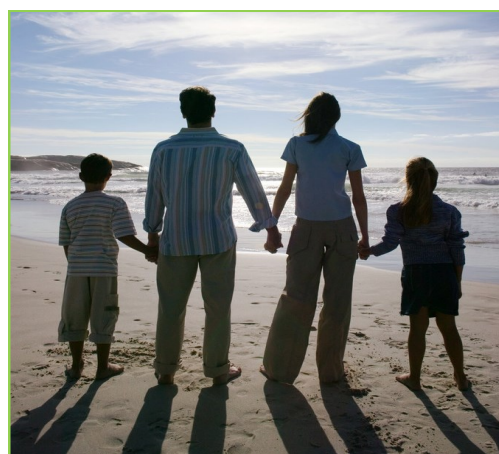
During 2016/17, with health partners, we focused on wellbeing and prevention to improve health outcomes for the residents of Bromley and encouraged residents to adopt healthier, more independent and self-reliant lifestyles. Key achievements include:-

- ◆ Supported over 400 inactive residents to become 'Zero to Hero' runners with a goal of completing a 5k local parkrun within 12 weeks
- ◆ Through the Men's Active Lifestyle programme, supported 807 inactive men (10,603 attendances) aged 50+ to undertake 12 weeks of different sport and physical activities to improve their health and wellbeing. 90% of men reported that they continued to do more than 30 minutes of physical activity a week, six months after they completed the programme, with 47% of participants recording an improved happiness score
- ◆ Maximised the efficiency of the NHS Health Checks programme through:
 - Increased early detection of high blood pressure, type 2 diabetes and people at risk of developing diabetes
 - Improved prevention of cardiovascular disease through the monitoring and review of the NHS Health Checks programme
- ◆ Supported 117 residents to undertake a one year Diabetes Prevention programme with Weight Watchers. Bromley is the first area in Europe selected to implement a US Weight Watchers Diabetes Prevention



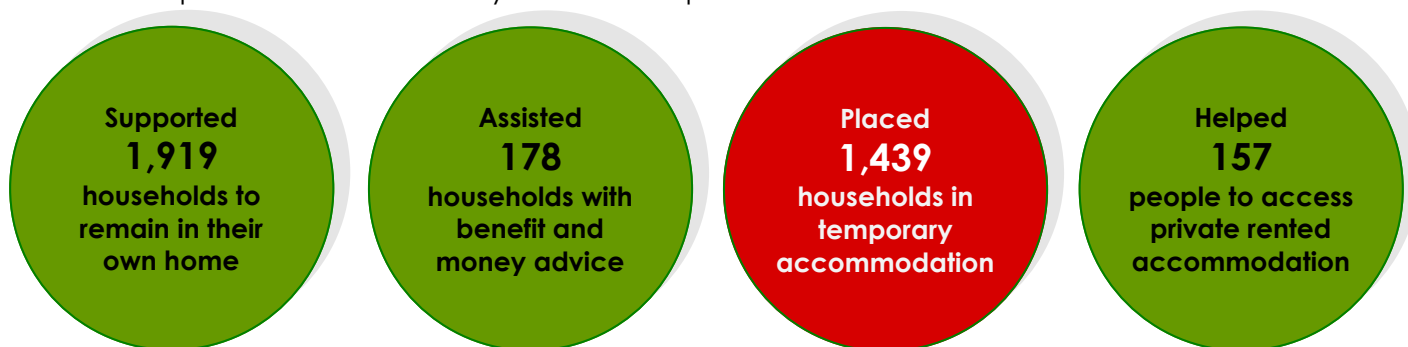
Programme which evidenced significant decreases in risk. 44 residents (38%) returned to normoglycaemia (no longer at risk of diabetes) at one year and 18 residents (15%) reduced their risk at 12 months

- ◆ As a first wave site for the new NHS Diabetes Prevention Programme 'Healthier You', supported residents found to be at high risk of diabetes by their GP or at an NHS Health Check, through the offer to join the NHS Diabetes Prevention Programme. This involves attendance at a minimum of 13 sessions over a period of at least nine months, supporting people to achieve a healthier weight and become more active
- ◆ 621 residents attended Slimming World or Weight Watchers interventions, of whom 50 (8%) lost over 10% of their body weight and 184 (30%) lost over 5% of their body weight. A further 95 people remain on the course
- ◆ Through implementation of a robust sexual health strategy:
 - Continued to reduce teenage pregnancies to the lowest level since 1998
 - Progressively diagnosed individuals with HIV at a much earlier stage of infection effecting reduced onward transmission and a much better outcome for those infected



Housing—Our Achievements

The key priorities for 2016/17 were designed to fulfil both the Council's statutory duties and key targets in respect of housing, whilst ensuring that these were tailored to address local specific needs and priorities within Bromley. Between April 2016 and March 2017 we:

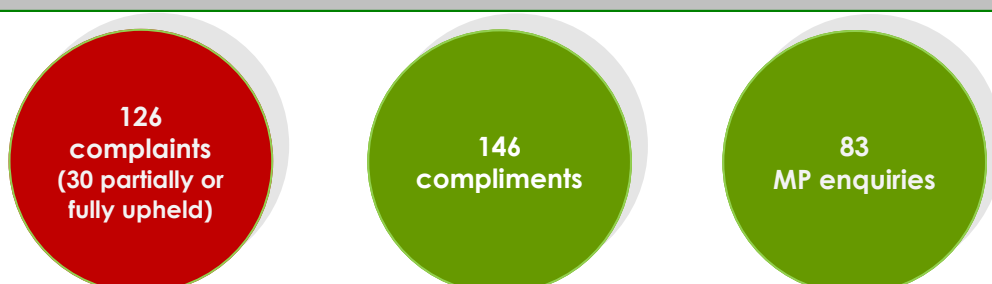


2016/17 Key Achievements

- ◆ Established a new Early Intervention team to focus on early preventative work to avoid homelessness and ensure households are able to sustain accommodation. The initial pilot supported 145 households to prevent or delay homelessness
- ◆ Whilst level of need remains high, reduced, in quarter four, the proportion of households in nightly paid accommodation in favour of more settled cost effective options
- ◆ Sustained zero use of shared Bed and Breakfast accommodation for families and young people, and achieved zero use of shared nightly paid accommodation for 16 and 17 year olds
- ◆ Commenced refurbishment of a former residential unit to provide ten units on an interim basis
- ◆ Commenced negotiations to develop two emergency units at an existing supported scheme
- ◆ Through the 'More Homes for Bromley' residential property acquisitions scheme, purchased 78 properties of which 51 are already occupied, with a further 61 pending exchange of contracts

More than 5,500 households approach the Council for housing advice each year. Of the approximately 1,450 households in temporary accommodation, nearly 850 are in forms of nightly paid accommodation. Early impact analysis of extended duties contained within the forthcoming Homeless Reduction Act suggests a potential caseload increase in the region of

There were slightly fewer complaints about Housing services this year when compared with 2015/16 despite the significant increase in demand for services. Encouragingly significantly more compliments were received this year from people who used the service.



Quality Assurance and Safeguarding — Our Achievements

The Bromley Safeguarding Adults Board's Strategic Plan for 2016-2019 https://bromley.mylifeportal.co.uk/uploadedFiles/Bromley/Bromley_Homepage/QuicklinkContent/Keeping_adults_safe_from_harm/BSAB/BSAB_Library/BSAB_Strategy_2016-2019.pdf, developed with input from residents via a consultation exercise, will drive the Board's work for the next three years and help the authority to meet the challenge of keeping vulnerable people safe whilst also respecting their right to make their own decisions.

Successes for 2016/17 include:-

- ◆ Strong preventative work by Community Safety and Trading Standards, delivering awareness raising talks to 53 groups and providing 58 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
- ◆ Raising awareness of safeguarding in the community through public campaigns, such as "White Ribbon Campaign" –for raising awareness of Domestic Violence and Abuse
- ◆ 2,000 safeguarding adults leaflets were published and distributed

During 2016-17, the Board focused on scamming, fire reduction and learning disabilities, and successfully worked with the London Fire Brigade to undertake home fire prevention visits.

- ⇒ 3,434 Home Fire Safety Visits to vulnerable householders carried out by the London Fire Brigade
- ⇒ Received 2,248 concerns from the Police, of which 11 were investigated by Adult Safeguarding
- ⇒ Received 223 concerns from the London Ambulance Service, five of which were investigated
- ⇒ The Council made 39 referrals to the Police for public protection and 58 Home Fire Safety Initiative referrals to the London Fire Brigade
- ⇒ 2,000 safeguarding adults leaflets were published and distributed
- ⇒ Developed a User's and Carers Individual Feedback form to establish the impact on people experiencing safeguarding
- ◆ Speakers addressed the **Annual Safeguarding Conference 'Accessing Justice'** on a number of 'Elder Abuse' key issues and provided a legal update on safeguarding adults. Delegates were able to attend workshops on subjects such as Domestic Violence against Older People; Improving Dementia Care and Financial Scamming. The presentations from the day can be downloaded at <https://bromley.mylifeportal.co.uk/bsab/conference2016/>



Training

- ◆ The adult safeguarding training programme aims to equip lead agency care managers and staff of statutory health partner agencies with the skills, knowledge and understanding of safeguarding procedures to demonstrate good practice in undertaking safeguarding investigations. During 2016/17, training sessions were arranged on Hoarding, Self Neglect, the Mental Capacity Act and Deprivation of Liberty Safeguards.

In total, 620 attendees across the multi-agency partnership received classroom-based adult safeguarding, Mental Capacity Act and Deprivation of Liberty Safeguards training.

- 3,142 people from the London Borough of Bromley and partner agencies have completed a module of the Care Act training, building a workforce with the knowledge and skills to support wellbeing, meet the aspirations of those in need of services and ensure effective safeguarding for everyone who is vulnerable

- Five 'Protecting the elderly and vulnerable from scams and doorstep crime' courses training 54 delegates
- Six 'Safeguarding Adults Level 1' courses training 141 delegates
- Six 'DoLS (Deprivation of Liberty Safeguards) Core Awareness' courses training 70 delegates

- ◆ The Dementia Hub, offering support to all those in the borough diagnosed with dementia, has also successfully delivered a range of training for over 70 staff across Extra Care Housing and Care Management.

New E-Learning Courses for 2016/17 include:

- ◆ Modern Day Slavery and Human Trafficking
- ◆ Hate Crime
- ◆ Gangs



Service Users' voice

National Survey of Adult Carers in England

This survey takes place on a national level every other year and seeks the opinion of people aged 18 or over who are caring for a person aged 18 or over, on a number of topics that are considered to be indicative of a balanced life alongside their unpaid caring role.

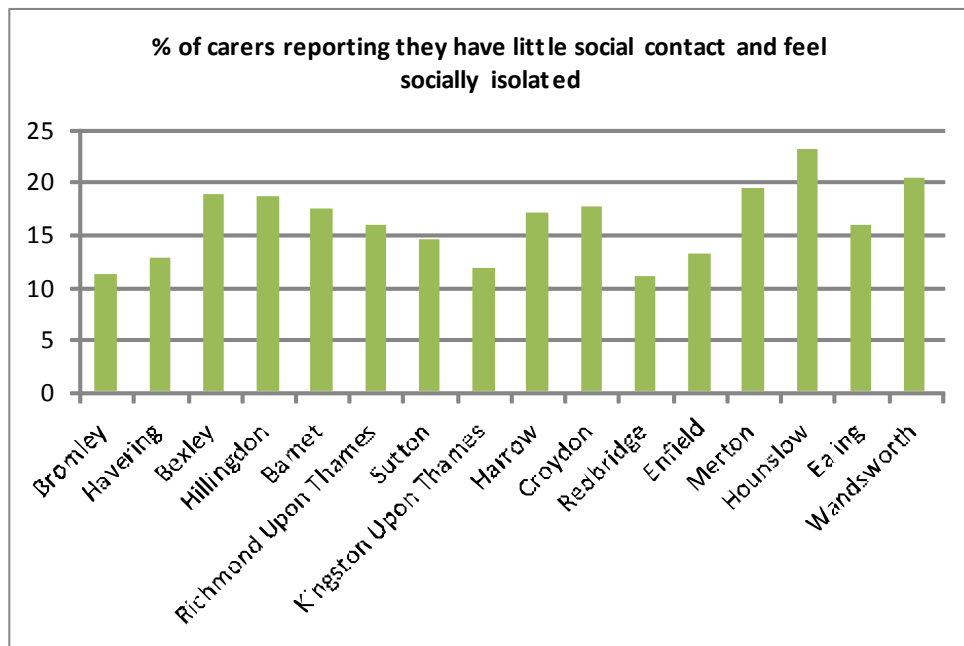
The report <http://www.digital.nhs.uk/catalogue/PUB30045> published by 'NHS Digital' reflects the national findings. Bromley consulted with over 500 carers and headlines from both datasets suggest that:-

- ◆ In Bromley, 77% of people cared for were over 75 years of age. Whilst this is significantly higher than the national figure of 52.6%, it reflects the high number of older people living in the borough
- ◆ 11% of carers in Bromley have been caring for 20 years or more. This is approximately half the national figure of 21.4%
- ◆ 55% of carers in Bromley say they have as much social contact as they want with people they like. This figure is the highest percentage in Bromley's comparator group and 19.5% higher than reported nationally
- ◆ Nationally, 70% of carers reported they usually, or always, felt involved or consulted in discussion about the support or services provided to the person they care for. In Bromley, the figure was slightly lower at 68.4%
- ◆ Nationally, 71% of carers who received support or services were extremely, very or quite satisfied with the support or services they received. In Bromley, the figure was slightly lower at 66%, which is line with our CIPFA (Chartered Institute of Public Finance and Accountancy) comparator boroughs
- ◆ Nationally, 64.2% of carers who had tried to find information about support in the last twelve months had found it 'easy' or 'very easy'. In Bromley, the figure was 6.6% lower at 57.6%
- ◆ In Bromley, 32.6% of carers spent more than 35 hours a week in their caring role and 18.3% spent more than 100 hours a week. These figures are lower than the national averages of 58.5% and 35.7% respectively



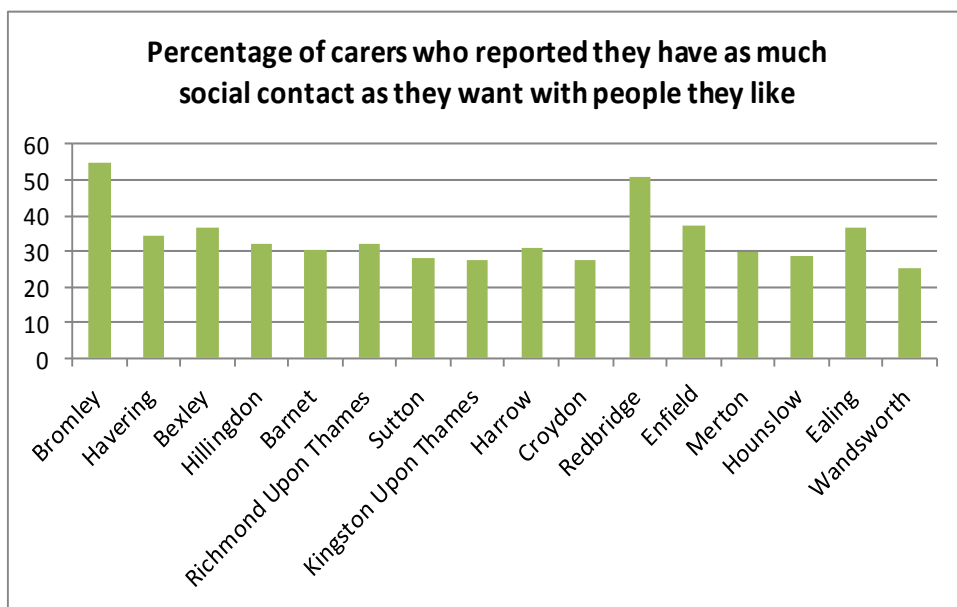
'This measure reflects that in Bromley, 90% of people cared for are over 65 years of age'

"Copyright © 2017, Re-used with the permission of nhsdigital (2016/17 statutory return data)



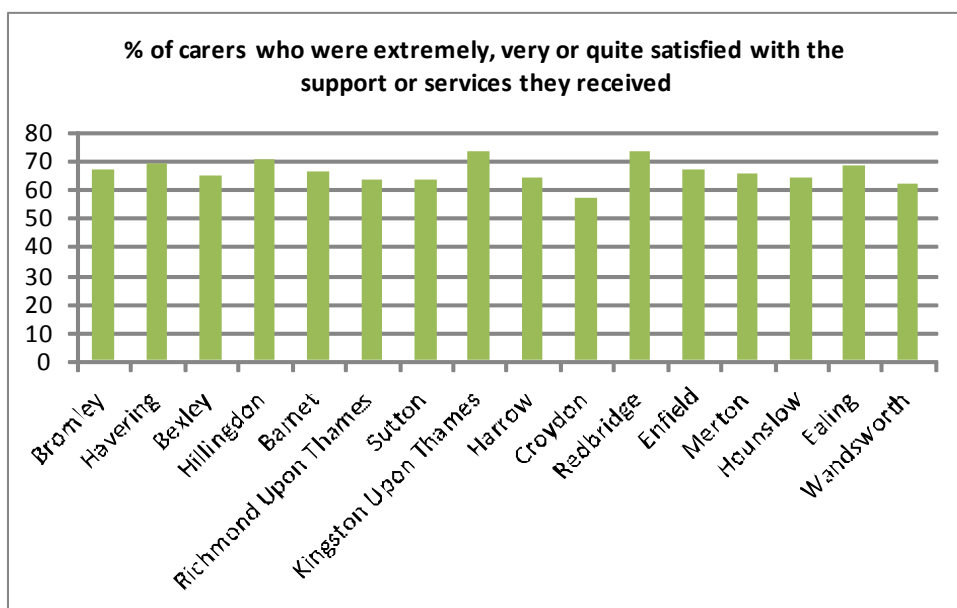
'Loneliness is linked to poor mental and physical health. Social isolation can affect a number of vulnerable groups, not only older people but also those with physical disabilities, learning disabilities and mental ill health.'

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'Satisfaction with support or services is directly linked to a positive experience of care and support'

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► **Adult Social Care and Housing Compliments**

The Department received 50 compliments for adult social care and 146 for housing.

In my time of need, I appreciate the patience and effort you and your entire housing team have given me from the very first day

Thank you to all the wonderful reablement staff who visited my mother after her fall. Not only was the assistance they provided invaluable but the advice was essential towards recovery

Thank you for the caring service my daughter received on her return from hospital. The ladies were cheerful and helpful, providing her with confidence to improve



....the system worked well for me when I made a safeguarding alert. Often feedback about social workers is negative around safeguarding but I have found the service to be excellent

I cannot thank you enough for the support yourself and the temporary housing team have given my client in finding her this accommodation..... I wish you a fantastic weekend, knowing you has made a big difference to this vulnerable woman's life

I would like to take this opportunity to thank the London Borough of Bromley for homing my daughter and I at this otherwise horrible and difficult time. The Options Officer really did save us and we are so grateful that you then took on board our evidence of domestic abuse and kept us safe and secure

In 2017/18 we plan to....

..... support the people of Bromley with social care needs to achieve an improved quality of life by delivering the following:

Supporting Independence

Deliver targeted preventative services through the Primary and Secondary Intervention Strategy comprising:-

- Single Point of Access incorporating welfare benefit advice
- Services to residents with Long Term Health conditions
- Services to the Elderly Frail
- Carers Support services
- Services to residents with Learning Disabilities
- Services to residents with Physical Disabilities
- Mental Health Support services
- Support to the sector

These services, whilst universal, will be targeted at vulnerable groups, providing ongoing support within the community.



Homelessness Strategy

- ◆ Develop partnerships to better prevent homelessness by tackling the root causes of homelessness (prevention and early intervention)
- ◆ Develop a multi agency approach to build resilience and reduce the risk of homelessness (support and sustainment)
- ◆ Increase the supply of good quality private rented accommodation
- ◆ Improve access to suitable temporary and settled accommodation, reducing the reliance on nightly paid accommodation
- ◆ Ensure adequate provision of supported accommodation services for vulnerable client groups
- ◆ Minimise the impact of welfare reform and improve access to employment opportunities
- ◆ Ensure the provision of accessible advice and information
- ◆ Provide temporary accommodation outreach and visiting services to minimise the impact of more distant placements



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London Borough of Bromley

PART 1 - PUBLIC

Briefing for Care Services Policy Development and Scrutiny Committee Tuesday 14th November 2017

RISK MANAGEMENT: ECHS DEPARTMENTAL RISK REGISTER

Contact Officer: Naheed Chaudhry, Assistant Director: Strategy, Performance & Business Support
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Chief Officer: Ade Adetosoye OBE, Deputy Chief Executive and Executive Director ECHS
Tel: 020 8313 4197 E-mail: ade.adetosoye@bromley.gov.uk

1. SUMMARY

- 1.1 This information briefing provides the Care Services Policy, Development and Scrutiny Committee and Portfolio Holder with the current Education, Care and Health Services Departmental Risk Register (Appendix A), being the output of a 'check and challenge' process undertaken by Zurich, the Local Authority's insurers.

2. THE BRIEFING

- 2.1 Zurich were commissioned by Internal Audit to carry out a 'check and challenge' exercise on the current risk registers for each of the three departments. The aim of this was to provide the Departmental Management Teams (DMT) and the Corporate Leadership Team (CLT) with an independent discussion on risk and one which challenged, refreshed and validated the current risk register content.
- 2.2 Zurich attended the October Corporate Risk Management Group (CRMG) meeting to discuss their findings and recommendations prior to the Corporate Leadership Team's approval of each refreshed risk register and presentation of the same to the Audit Sub Committee on 8th November 2017.
- 2.3 The Education, Care and Health department's refreshed risk register is attached as Appendix A and Members' attention is drawn to those risks of relevance to the Care Services Portfolio as detailed in the table overleaf.

| Risk Reference | Risk |
|----------------|---|
| 1 | Failure to deliver ECHS Financial Strategy |
| 2 | Failure to deliver effective Adult Social Care services |
| 2a | Failure to deliver effective Learning Disability services |
| 4 | Recruitment and Retention |
| 5 | Failure to deliver effective Housing Needs services |
| 5a. | Temporary Accommodation |
| 5b | Capital Grant |
| 6 | Inability to deliver an effective Public Health service |
| 7 | Business Interruption/Emergency Planning |
| 8 | Contracts and Service Level Agreements |
| 18 | Welfare Reforms |
| 19 | Deprivation of Liberty Safeguards |
| 20 | Data Collections |

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ECHS Risk Register

| | | | | | | | | | | | DATE LAST REVIEWED: | 09/10.2017 | |
|-----|-----------------------------|--|--|---------------------|--|--------|-------------|---|--|--------|---------------------|--|---|
| REF | DIVISION | RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title) | RISK CAUSE & EFFECT | RISK CATEGORY | GROSS RISK RATING (See next tab for guidance) | | | EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK | CURRENT RISK RATING (See next tab for guidance) | | | FURTHER ACTION REQUIRED | RISK OWNER |
| | | | | | LIKELIHOOD | IMPACT | RISK RATING | | LIKELIHOOD | IMPACT | RISK RATING | | |
| 1 | All | Failure to deliver ECHS Financial Strategy | Cause(s): - Continual reduction in Central Government funding - Demographic changes - Increased demand for services - Demand led statutory services (c. 80% of operations) which can be difficult to predict - Increasing cost volatility due to rise of complex, high cost families or placements requiring services. Effect(s): - Lower than anticipated levels of financial resource - Failure to achieve a balanced budget - Failure to secure economy, efficiency, and effectiveness of use of resources leading to a Qualified Independent Auditors' Report - Objectives of the service not met - Reputation is impacted - Wider goals of the Council are not achieved | Financial | 5 | 5 | 25 | - Budget monitoring and forecasting - Regular review of medium term strategy - Regular reporting to DLT and Members via the Committee reporting process - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Monitor demographics, economic indicators and develop insight into future demand - Match financial planning to Council priorities - Internal audit framework - Early intervention with service users - Constantly reviewing service operations for potential efficiencies | 4 | 5 | 20 | | ECHS DLT Ade Adetosoye, Director of Education, Janet Bailey, Sara Bowrey, Naheed Chaudhry, Paul Feven, Stephen John, Nada Lemic. |
| 2 | Adult Social Care | Failure to deliver effective Adult Social Care services The Council is unable to deliver an effective adult social care service to fulfil its statutory obligations including the safeguarding of Adults | Cause(s): - Increasing demand - Above compounded by associated longer waiting lists leading to deteriorating condition and ultimately increased service user / carer costs - Failure to deliver effective safeguarding arrangements - Failure to comply with statutory requirements including the Care Act Effect(s): - Impact on life chances and outcomes for service users - Failure to keep vulnerable adults safe from harm or abuse | Legal, Reputational | 4 | 4 | 16 | Care Act - Redesigned processes, including amending forms, and operational procedures in place and Care Act compliance training Better Care Fund - Programme overseen by the Interim Director of Programmes and the CCG Safeguarding - 1. Multi Agency Bromley Adult Safeguarding Board (BSAB) in place. 2. BSAB Training programme (E Learning and Face to Face). 3. Awareness training for vulnerable groups. 4. Care Act compliance training Recruitment - Dedicated HR programme of support in place to recruit social workers to front line posts Performance Monitoring Framework - Review of Performance Management Indicators Procurement and Contract Monitoring - Effective procurement framework and contract monitoring arrangements to ensure acceptable quality of service provision and value for money | 3 | 4 | 12 | | Director, Adult Social Care (Stephen John) |
| 2a | Learning Disability Service | Failure to deliver effective Learning Disability services Failure to assess service users, establish eligibility criteria and carry out the review process. | Cause(s): - Failure to identify and meet service users' needs - Provision of service to ineligible clients - Provision of service prior to/without appropriate authorisation - Failure to manage the transition process of service users from Children's Services to Adult Services leading to increased risk of Judicial Review Effect(s): - Costs associated with Legal process - Ongoing care package costs as a result of Legal process outcome - Placement predictions leading to financial pressures (cross refer ECHS Budget risk) | Legal, Reputational | 4 | 4 | 16 | - Close monitoring of placements and eligibility criteria - Budget monitoring and forecasting - Regular review of medium term strategy - Regular reporting to DLT and Care Services PDS - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Hold provider to account for poor performance - Monitor demographics, economic indicators and develop insight into future demand | 4 | 4 | 16 | Review effectiveness of new controls implemented post audit in Q4 (?) 2017 | Director, Adult Social Care (Stephen John) |

ECHS Risk Register

| | | | | | | | | | | | DATE LAST REVIEWED: | 09/10.2017 | |
|-----|---|--|--|---------------------|--|--------|-------------|--|--|--------|---------------------|--|---|
| REF | DIVISION | RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title) | RISK CAUSE & EFFECT | RISK CATEGORY | GROSS RISK RATING (See next tab for guidance) | | | EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK | CURRENT RISK RATING (See next tab for guidance) | | | FURTHER ACTION REQUIRED | RISK OWNER |
| | | | | | LIKELIHOOD | IMPACT | RISK RATING | | LIKELIHOOD | IMPACT | RISK RATING | | |
| 3 | All Children's Social Care, Safeguarding and Education Sections | Failure to deliver effective Children's services The Council is unable to deliver an effective children's service to fulfil its statutory obligations in Safeguarding and Education and protect those at risk of significant harm or death, sexual exploitation or missing from care | Cause(s): - Increasing demand - The Secretary of State could determine that the Council is failing to deliver its Children's Social Care services to an adequate standard and approve alternative delivery arrangements as the most effective way of securing and sustaining improvement. This arrangement could include the removal of service control from the authority. Effect(s): - Impact on life chances and outcomes for children | Legal, Reputational | 4 | 5 | 20 | - Multi Agency Bromley Children's Safeguarding Board (BCSB) in place and BCSB Training programme - Dedicated HR programme of support in place to recruit social workers to front line posts - Review of Performance Management Indicators - Effective procurement framework and contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Appointment of Deputy Chief Executive with Director of Children's Services responsibility (in post December 2016) - Appointment of Director, Children's Services (in post December 2016) - £950k available for immediate use to build capacity and £2.3m available on a recurring basis for Children's services - Performance Framework - Quality Assurance Audit Programme - Children's Service Improvement Action Plan refocussed to ensure that Heads of Service and Group Managers are delivering the actions relevant to their teams. - Key events and supporting material developed to ensure improving practice is at the heart of the organisation - Review of team structures - New process for authorising placements developed - Continued reduction of caseloads - Development of CSE and missing unit (ATLAS team in place) - Training plan for qualified social workers and other professionals (Jan - Mar 2017) | 4 | 4 | 16 | | Director, Children's Services (Janet Bailey) Director, Education |
| 4 | All | Recruitment and Retention Failure to recruit and retain key skilled staff with suitable experience/qualifications | Cause(s): - Failure to compete with other organisations to recruit the highest quality candidates to build an agile workforce - Small pool of experienced Social Workers, particularly children's Effect(s): - Failure to identify and meet service user needs - Provision of service to ineligible clients - Provision of service prior to/without appropriate authorisation - Lack of skill set results in an inability to deliver effective adults, children's and public health services to fulfil statutory safeguarding obligations, impacting on life chances and outcomes | Personnel | 5 | 4 | 20 | - Dedicated HR role to support managers in recruiting social workers to front line posts - Joint meetings held between HR and employment agencies to improve the quality and speed of locum assignments - Repromotion and review of the current Recruitment and Retention package - Repromotion of the 'no quit' policy - Recruitment drive to convert locums to permanent staff - Commissioning of improvements to the Council's recruitment web site to include a video virtual tour of the Council - Support in effectively managing staff performance - Provision of training measures to include targeted leadership and management training programmes including partners and other stakeholders - Tailored individual career plan for staff - Training and quality assurance of practice - Provision of regular monitoring information to feed into the corporate governance dashboard | 3 | 4 | 12 | | Director, Adult Social Care (Stephen John) Director, Children's Services (Janet Bailey) Director, Public Health (Nada Lemic) Director, Housing (Sara Bowrey) |
| 5 | Housing Needs | Failure to deliver effective Housing Needs services The Council is unable to deliver an effective Housing Needs service to fulfil its statutory obligations | Cause(s): - very demand led - lack of trained staff - homelessness is increasing number and complexity of cases Effect(s): - Impact on life chances and outcomes for individuals and families in need of Housing Services - Reputational damage - Legal challenge | Legal | 4 | 4 | 16 | - Focus on preventing homelessness and diversion to alternative housing options through:- - Landlord and Tenancy advice support and sustainment - Assistance (including financial aid) to access the private rented sector - Access to employment and training - Debt, money, budgeting and welfare benefits advice, including assistance to resolve rent and mortgage arrears - Sanctuary scheme for the protection of victims of domestic violence - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money | 3 | 4 | 12 | - Seek new and alternative forms/supply of temporary accommodation - Ensure the successful implementation of the More Homes Bromley initiative to ensure the supply reduces the reliance on nightly paid accommodation - Continue to develop partnership working with private sector landlords to assist households to remain in private sector accommodation - Work innovatively with a range of providers to increase access to a supply of affordable accommodation - Produce and maintain the new London Borough of Bromley Homelessness strategy ensuring that the strategy promotes partnership working to reduce and prevent homelessness | Director, Housing (Sara Bowrey) |

ECHS Risk Register

| | | | | | | | | | | | DATE LAST REVIEWED: | 09/10.2017 | |
|-----|----------------------------------|--|---|-----------------------------------|--|--------|-------------|---|--|--------|---------------------|--|--------------------------------------|
| REF | DIVISION | RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title) | RISK CAUSE & EFFECT | RISK CATEGORY | GROSS RISK RATING (See next tab for guidance) | | | EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK | CURRENT RISK RATING (See next tab for guidance) | | | FURTHER ACTION REQUIRED | RISK OWNER |
| | | | | | LIKELIHOOD | IMPACT | RISK RATING | | LIKELIHOOD | IMPACT | RISK RATING | | |
| 5a | Housing Needs | Temporary Accommodation Inability to effectively manage the volume of people presenting themselves as homeless and the additional pressures placed on the homelessness budgets | Causes: - changes in government funding - rising number of placements (approx. 20 per month) Effect(s): - Failure to fulfil statutory obligations - Impact on life chances and outcomes for individuals and families in temporary accommodation - Increased risk of legal challenge due to provision of unsuitable accommodation (including shared accommodation) - Pressure on other services | Social | 5 | 4 | 20 | - Focus on preventing homelessness and diversion to alternative housing options through:- - Landlord and Tenancy advice support and sustainment - Assistance (including financial aid) to access the private rented sector - Access to employment and training - Debt, money, budgeting and welfare benefits advice, including assistance to resolve rent and mortgage arrears - Sanctuary scheme for the protection of victims of domestic violence - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money | 5 | 4 | 20 | - Seek new and alternative forms/supply of temporary accommodation - Ensure the successful implementation of the More Homes Bromley initiative to ensure the supply reduces the reliance on nightly paid accommodation - Continue to develop partnership working with private sector landlords to assist households to remain in private sector accommodation - Work innovatively with a range of providers to increase access to a supply of affordable accommodation - Produce and maintain the new London Borough of Bromley Homelessness strategy ensuring that the strategy promotes partnership working to reduce and prevent homelessness | Director, Housing (Sara Bowrey) |
| 5b | Housing Needs (Housing Strategy) | Capital Grant Failure to deliver the Council's affordable housing strategy in support of statutory obligations Lack of infrastructure in place where growth is occurring (Section 106 monies) | Cause(s): - Lack of availability of external capital grant (Housing Associations) to deliver key housing schemes - Lack of available suitable sites within the borough on which to develop new affordable housing schemes over the short to medium term Effect(s): - An inadequate supply of housing will lead to an inability to meet housing needs of a range of client groups in support of statutory housing and homelessness duties. | Social | 4 | 4 | 16 | - Lead negotiations on the affordable housing provision on section 106 applications, ensuring that the affordable housing obligation reflects local adopted planning policy and local statutory and high priority housing need - Determination at planning stage to ensure collection of obligations due - Conditions attached to funding received to ensure it is spent on preventing homelessness | 3 | 4 | 12 | - Review of proposed legislation as it develops | Director, Housing (Sara Bowrey) |
| 6 | Public Health | Inability to deliver an effective Public Health service The Council is unable to deliver an effective Public Health service to fulfil its statutory obligations | Cause(s): Reduced budget which has led to funding cuts, reduced service and redundancies. Withdrawal of non-statutory services. Effect(s): - Increased clinical risk to patients and Bromley residents - Reputational risk to council - Gaps and potential blocks in health service between NHS and Local Authority | Professional, Legal, Reputational | 4 | 4 | 16 | - Working with partners including the CCG and Hospital Trust to jointly deliver Public Health functions and mitigate impact of cuts - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money | 3 | 4 | 12 | Plans for further integration with CCG | Director, Public Health (Nada Lemic) |
| 7 | All ECHS Divisions | Business Interruption / Emergency Planning Failure to provide Council services or statutory requirements of mass illness/fatalities scenario following a business interruption or emergency planning event | Cause(s): - Business Interruption could be caused by Loss of Facility (fire, flood etc.), Staff (illness, strike) or IT (cyber attack). - Mass fatalities or illness has a range of causes and this risk to the council could be caused by council staff being impacted resulting in failure to manage statutory requirements of mass illness/fatalities scenario (e.g. registering of deaths within timescales) Effect(s): - Business interruption - failure to deliver services, loss of customer / resident satisfaction. - Emergency planning - failure to deliver statutory duties. | Personnel, Reputational | 2 | 5 | 10 | Business Interruption - Civil protection and emergency planning policies in place at corporate level overseen by the Corporate Risk Management Group - Business Continuity Plans in place at service level - Contracts contain business continuity provision - Communication to all staff prior to all impending industrial action, informing of any possible service disruption as well as explaining implications of strike action for individual staff members Emergency Planning - Robust plans in place, including Outbreak Plan, Flu Plan and Pandemic Flu Plan - Alert system via the South East London Health Protection Unit (SEL HPU) - Annual Flu vaccination programme in place | 1 | 5 | 5 | | ECHS DLT |

ECHS Risk Register

| | | | | | | | | | | | DATE LAST REVIEWED: | 09/10.2017 | |
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| | | | | | LIKELIHOOD | IMPACT | RISK RATING | | LIKELIHOOD | IMPACT | RISK RATING | | |
| 8 | All ECHS Divisions | <p>Contracts and Service Level Agreements Failure to effectively procure and/or manage key contractors or partners, leading to the department being unable to deliver key services, including attracting appropriate contractors or partners to deliver services</p> | <p>Cause(s): - Failure of provider - Provider withdrawing from the contract</p> <p>Effect(s): - Failure to deliver required quality/quantity/value for money services</p> | Contractual, Partnership | 4 | 1 | 4 | <ul style="list-style-type: none"> - Timely and effective procurement process - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Business Continuity plans - Contracts Sub-Committee established (a sub-committee of the Executive and Resources PDS Committee which considers a range of contracts issues including legal requirements, contract clauses and contract management to ensure value for money). - Traffic light system in use to assess the current status of each procurement project and any projects with a red status are tracked and reported to fortnightly divisional management team meetings - Commissioners and Procurement and Contract Compliance staff implement recovery plans for projects with red status alerts in order to mitigate all risks and to ensure that the department operates within financial regulations | 3 | 1 | 3 | - Ensuring appropriate adjustment of prices following introduction of the National Living Wage | ECHS DLT |
| 9 | Education | <p>School Place Planning Failure to meet the statutory requirement to ensure education is available to meet the needs of the population in the area</p> | <p>Cause(s): - Failure to secure sufficient Primary and Secondary school places in the area - Failure to provide/commission sufficient educational placements for children with disabilities and special educational needs - Failure to ensure sufficient alternative provision - Difficult to open new schools - can't do it directly, site restrictions, free schools only current route for new school - Planning consent - members / planning consent</p> <p>Effect(s): - Disruption to Education - Impact on life chances for young people</p> | Political, Legal | 4 | 4 | 16 | <ul style="list-style-type: none"> - Implementation of the Basic Need programme - Implementation of the Primary and Secondary School development plans - Regular review of medium term strategy - Monitor demographics, economic indicators and develop insight into future demand (including birth rate, dwelling stock and migration) - Maintain relationships with ESFA | 2 | 4 | 8 | | Director, Education |
| 10 | Education | <p>Not in Education, Employment or Training (NEET) Failure to meet requirements of Education, Care and Skills Act 2008 - duty on all young people to participate in Education, Employment or Training until their 18th birthday</p> | <p>Cause(s): - Lack of control over Academies</p> <p>Effect(s): - Disruption to Education - Impact on life chances for young people</p> | Professional, Legal | 3 | 2 | 6 | <ul style="list-style-type: none"> - Provision offered by Bromley Youth Support Programme (BYSP) - Advice and Guidance Drop in sessions - One to one support - Looked After Children NEET support - YOT NEET support - Provision offered by Bromley Education Business Partnership (BEBP) - Bromley Youth Employment Scheme (YES) - Bromley Flexible Learning programme - Mentoring programme - Skills Xtra - Work experience for Children Looked After - N-Gage - Youth Contract - Tracking service in conjunction with South London CCIS Service - 'Door knocking' | 3 | 2 | 6 | | Director, Education |

ECHS Risk Register

| | | | | | | | | | | | DATE LAST REVIEWED: | 09/10.2017 | |
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| | | | | | LIKELIHOOD | IMPACT | RISK RATING | | LIKELIHOOD | IMPACT | RISK RATING | | |
| 11 | Education | SEN Transport Failure to provide appropriate transport to educational establishments for children and young people with special educational needs | Cause(s): - Fluctuating demand year on year - Difficulty in retaining - £800k overspend - Produces worry in political environment - members - Rising numbers of children meeting criteria for transport provision and associated increase in costs (cross refer ECHS budget risk where budget position is highlighted) Effect(s): - Disruption to education due to poor transport provision - Impact on life chances and outcomes for children and young people | Contractual, Partnership Financial | 3 | 3 | 9 | - Budget monitoring and forecasting - Regular review of medium term strategy - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Monitor demographics, economic indicators and develop insight into future demand - Travel Training Programme - Route review and rationalisation - Sharing routes with other boroughs - Supporting parents to take up reimbursement of parental mileage | 3 | 3 | 9 | Review of policy - post election to get to mutually agreeable outcome. | Director, Education |
| 12 | Education | SEN Reforms Failure to manage the transition process of service users from Statements to Education, Health and Care plans leading to an increased risk of Judicial Review | Cause(s): - How you assess and describe a children's need Effect(s): - Costs associated with the Legal process - Ongoing care package costs as a result of Legal Process outcomes | Financial Legal Customer/ Citizen Reputational | 3 | 4 | 12 | - Close monitoring of placements and eligibility criteria - Budget monitoring and forecasting - Regular review of medium term strategy - Regular reporting to DLT and Care Services PDS - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Hold provider to account for poor performance - Monitor demographics, economic indicators and develop insight into future demand | 2 | 4 | 8 | Dedicated project - £115k | Director, Education |
| 13 | Education | School Standards Failure to provide appropriate support to remaining maintained schools in category of concern | Cause(s): - Failure to provide effective and timely moderation and monitoring of statutory testing at EYFS, KS1 and KS2 - Failure to ensure that LA appointed governors for maintained schools are appointed in a timely manner and have appropriate skills to perform their duties Effect(s): Impact on life chances and outcomes for children and young people | Professional | 3 | 3 | 9 | - One maintained primary school receiving direct intervention from School Improvement Team. Primary Support Advisor for English leaves post in summer 2017, remaining resource of 0.5 Primary Maths Advisor. Assuming no other remaining maintained schools go into support category and all convert in line with current plans by summer 2018 risk is medium to low. Appointment to new post of Head of School Standards will add capacity and new skills to the team and help improve support offer for schools. - Strategic challenge will remain to develop new relationships with schools to champion improved achievement and attainment, close the gaps for underperforming groups to ensure the best outcomes for children and young people in Bromley | 2 | 3 | 6 | New Head of school standards | Director, Education |
| 14 | Education | Youth Offending Failure to deliver effective youth offending services to protect children and young people and reduce their vulnerability | Cause(s): - Increase in youth offending Effect(s): - Impact on life chances and outcomes for children - Failure to protect the public and actual or potential victims (assessment of risk to others and planning to manage the risk and protect the public) | Professional Reputational | 3 | 4 | 12 | - Learning from the Youth Justice follow up Inspection of February 2017. Action plan to be developed - Annual Strategic Plan 2016/17 implementation - Youth Justice Board case file audit (March 2016) - Improved inspection result | 2 | 4 | 8 | | Director, Children's Services (Janet Bailey) |
| 15 | Education Children's Social Care | Out of Borough Placements (Children and Young People) Inability to reduce reliance on out of borough placements Financial implications | Cause(s): - Failure to provide/commission sufficient local placements for children with disabilities, special educational needs, and children in care Effect(s): - Parental appeals to Tribunals resulting in more costly out of borough placements - Cost implications of out of borough placements (Cross refer ECHS Budget risk) | Professional Financial | 3 | 3 | 9 | - Close monitoring of placements and eligibility criteria - Budget monitoring and forecasting - Regular review of medium term strategy - Effective contract monitoring arrangements to ensure acceptable quality of service provision and value for money - Monitor demographics, economic indicators and develop insight into future demand | 3 | 3 | 9 | Carrying out a review of how to move this forward. | Director, Education Director, Children's Services (Janet Bailey) |

ECHS Risk Register

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|-----|------------------------|---|--|---------------|--|--------|-------------|---|--|--------|---------------------|---|---|
| REF | DIVISION | RISK TITLE & DESCRIPTION (a line break - press shift & return - must be entered after the risk title) | RISK CAUSE & EFFECT | RISK CATEGORY | GROSS RISK RATING (See next tab for guidance) | | | EXISTING CONTROLS IN PLACE TO MITIGATE THE RISK | CURRENT RISK RATING (See next tab for guidance) | | | FURTHER ACTION REQUIRED | RISK OWNER |
| | | | | | LIKELIHOOD | IMPACT | RISK RATING | | LIKELIHOOD | IMPACT | RISK RATING | | |
| 16 | Children's Social Care | Foster Carers Failure to meet the statutory requirement to ensure sufficient local placements to satisfy need | Cause(s): - Failure to recruit sufficient carers, particularly for adolescents, siblings, disabled children, parent and child placements, and BME children Effect(s): - Lack of suitable carers from independent foster care sources leading to the arrangement of more expensive alternatives - Impact on life chances and outcomes for children | Professional | 4 | 2 | 8 | - Reviewed and refreshed recruitment strategy - Reviewed and refreshed Fostering web pages including rebranding and improved navigation - Carried out two borough wide leaflet distributions, via council tax information and environmental information - Monthly drop in sessions | 3 | 2 | 6 | - Market test the recruitment of the Foster Carer service through a negotiated procurement process for a contract term of three years with the option to extend for a further two years - Establish a sub group of the Corporate Parenting Strategy group to lead on the development of improved support packages for Foster carers to enable them to Care for children and young people with complex needs and/or challenging behaviour | Director, Children's Services (Janet Bailey) |
| 17 | Housing Needs | Care Leavers' accommodation Failure to provide a sufficient range of safe and suitable housing for care leavers | Cause(s): - Failure to appropriately risk assess housing provision offered to care leavers Effect(s): - Impact on life chances and outcomes for Care Leavers | Legal | 3 | 3 | 9 | - Review of all young people in B&B accommodation (post 18 years) undertaken and all were moved into more suitable accommodation. - Pathway plans updated to ensure appropriate support provided in relation to health and education needs. - Full strategic needs assessment of Bromley's young people's accommodation needs funded by DCLG commissioned from St Basils (a specialist service in young people's housing) to inform future decision making and help streamline the housing pathway. - BIS team to work closely with colleagues in the Housing Teams (S&R and Allocations) to review the housing pathway for care leavers and to identify suitable accommodation options for care leavers. - Undertake a review of the current homelessness strategy, ensuring it sets out the policy for housing all young people. - Develop a policy for vulnerable homeless and care leavers as part of the homelessness strategy, outlining the housing pathways, all placement options and alternatives to bed and breakfast accommodation. - Develop and implement a risk assessment framework for care leavers to be used before any placement in new accommodation. - Amend the wider housing policy to ensure it aligns to the new care leaver placement strategy - The BIS Team to adopt the risk assessment tool in practice to ensure that all accommodation to be provided to care leavers is assessed for its suitability, as a safe and secure base, prior to the placement being commissioned. | 2 | 3 | 6 | - Develop a communication plan to promote the 'Staying Put' policy with all foster carers and young people with a view to increasing take up of this ensuring:- - that staying put opportunities are discussed as early as possible - clarity is given to foster carers about the level of support, including financial support they will receive through the staying put policy - Potentially developing a framework for tendering this service | Director, Housing (Sara Bowrey) |
| 18 | Housing Needs | Welfare Reform Impact of Welfare Reform legislation (including Universal Credit). | Cause(s): - Universal Credit payments commenced on 18th January 2016 in Bromley for single people only. From this time, there is no separate Housing. - Benefit payment direct to the Landlord Further roll out planned for 2018 which will increase the impact of this reform Effect(s): - Increased Rent Arrears - Subsequent evictions and landlords reluctant to rent properties to claimants. | Social | 4 | 3 | 12 | - Notification, advice and support provided through:- - Housing Association transfers - Negotiations with landlords - Budgeting/debt advice - Moves to cheaper areas - Prevention grants/welfare fund/Credit union loans and savings - Access to child care and employment | 3 | 3 | 9 | - Work in partnership with Housing Benefit, the DWP, partner landlords and Social Care to minimise the impact of the Welfare Reform Act | Director, Housing (Sara Bowrey) |
| 19 | Adult Social Care | Deprivation of Liberty Safeguards Failure to prevent unlawful deprivation of liberty | Cause(s): - Risk increased due to change in legislation increasing scope. Effect(s): - Failure to comply with statutory requirements pursuant to Section 4 and paras 129, 180 and 182 of Schedule A of the Mental Capacity Act 2005 (as amended to incorporate the Deprivation of Liberty Safeguards 2009) | Legal | 3 | 4 | 12 | - Core administrative function maintained - Framework in place to deliver the functions of the Best Interest Assessor and the 'Section 12' Doctor | 2 | 4 | 8 | | Director, Adult Social Care (Stephen John) |

ECHS Risk Register

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| | | | | | LIKELIHOOD | IMPACT | RISK RATING | | LIKELIHOOD | IMPACT | RISK RATING | | |
| 20 | Strategic & Business Support Services | Data Collections Failure to undertake statutory statistical data collections; including pupil census, attainment data and key adults' and children's social care information, thereby adversely affecting government grant allocations and performance assessments | Cause(s): - Business Interruption Effect(s): - Failure to commission effectively - Adverse impact on the timing and quality of decision making | Data and Information | 3 | 3 | 9 | - Schedule of statutory returns has been incorporated into the Performance and Information team's work programme - Specialist members of the team for each area - Other staff trained to provide 'back up' for specialist members of the team - Good project planning in place to co-ordinate all data collections including contributions from other services | 1 | 3 | 3 | | Assistant Director, Strategic and Business Support Services (Naheed Chaudhry) |
| 21 | Education | Addition of '30 hours funded childcare for three and four year olds of working parents from 1st September 2017' The Council is unable to provide sufficient places within the local sector to fulfil its Statutory Duty | Cause(s): - Insufficient places within local sector resulting in Local Authority failure to meet its statutory duty - Inability to implement a suitable IT system which supports efficient and timely processing of funding claims Effect(s): - Parental complaints about insufficient places, negative publicity and reputational damage - Official notification from DfE regarding failure to fulfil statutory duty - Delays in payment to providers, destabilising local businesses. Complaints from Private, Voluntary and Independent providers and reputational damage | Political, Customer, Reputational | 3 | 3 | 9 | - Detailed sufficiency planning in process - Introduce process for capturing vacant nursery placements as part of the claim submissions - Monitor eligibility, confirmations and take up of places to predict growth of demand - Work with ECHS Change and IT provider to ensure best fit IT solution within deadlines | 2 | 3 | 6 | | Director, Education |

Remember to consider current Internal Audit priority one recommendations when identifying, assessing and scoring risks.

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