

Decision Taker:	Cabinet Member for Health and Wellbeing
Date:	23 May 2024
Report title:	Gateway 0 Care at Home and Reablement Services
Ward(s) or groups affected:	All wards
Classification:	Open
Reason for lateness (if applicable):	Not applicable
From:	Strategic Director for Children and Adult Services

RECOMMENDATIONS

1. That the cabinet member for health and wellbeing approve the strategic options assessment for delivery of Care at Home and Reablement services for Southwark Council.
2. That the cabinet member for health and wellbeing note that a procurement strategy, Gateway 1, will be presented to the cabinet following more detailed work for approval of this report by officers.

BACKGROUND INFORMATION

Care at Home

3. Care at Home services provide vital support for residents over the age of 18 that includes personal care, assistance with meal preparation, and a range of other practical support with daily living that enables people to remain living at home safely, for as long as possible.
4. The council commissions the vast majority of Care at Home packages from nine providers via its core contract and supplementary framework, as required, at agreed rates.
5. The core provider contracts were commissioned in April 2018 – these services receive referrals first, on a locality basis, from the placements team.
6. Supplementary providers are additional providers commissioned in 2022 that receive referrals if the Core providers are unable to deliver a package of care following the initial referral. If a placement is still not possible, referrals are then made to spot providers.

Table 1 – Lotting Structure for Core Care at Home contract

Service Delivery	LCN/ Area	Lot	Core Providers	Area Name
General Home Care	LCN North A	1	London Care	Bermondsey And Rotherhithe
		2	Sagecare	
	LCN North B	3	Supreme Care	Walworth and Blackfriars
		4	Medacs Healthcare	
	LCN South C	5	London Care	Camberwell and Peckham
		6	Sagecare	
		7	Supreme Care	
	LCN South D	8	Medacs Healthcare	Dulwich
		9	Thames Homecare	
Night Owls	Borough-wide E	10	London Care	Borough-wide

Table 2 – Lotting Structure for Supplementary Care at Home Framework

Service Delivery	Area	Lot	Supplementary Providers	Area Name
General Care at Home	North	1.1	Unique	Bermondsey, Rotherhithe Walworth and Blackfriars
		1.2	Hartwig (ended)	
		1.3	Carepoint	
	South	2.1	Mihomecare	Camberwell, Peckham and Dulwich
		2.2	Care Outlook	

7. Under the current arrangements both Core and Supplementary providers are able to meet demand the vast majority (circa. 95%) of the time. The most common reasons for spot purchasing include requirements to meet specialist language needs, resident requests for change based on previous experience, and when restart dates cannot be agreed to facilitate timely discharge.
8. An important factor in the client's experience is the continuity of care from a small, familiar group of carers. This is achieved 96% of the time in Southwark, with clients on average having no more than four care workers each month (and most clients having one-two care workers).

Reablement

9. The Reablement Service is a short-term therapy-led intervention for up to six weeks to enable residents to regain skills and confidence after experiencing a change in need. An effective Reablement Service improves an individual's outcomes and supports managing Adult Social Care demand by preventing, reducing, and delaying the need for long-term care.
10. The council currently commissions the majority of its Reablement provision via a block contract with MiHomecare. This is supported by close working with an integrated team of council and Guys and St Thomas' Trust therapists and social workers who participate in weekly multi-disciplinary meetings. Additionally, the council spot purchases a small number of Reablement packages from other providers.

Night Owl Service

11. The council originally commissioned the Night Owl service in February 2012 – at the same time as the care at home contracts; the Night Owl Service contract has now expired. The Night Owl service provides personal care for vulnerable residents between 10pm and 7am, 7 days a week. Referrals are made to the service to support people leaving hospital when they are medically fit. The council is planning to commission a separate contract for the Night Owl service. More details on this service will be set out in the Gateway 1 report.

Current contract end-dates

12. The current Core and Supplementary Care at Home contracts expire on 31 March 2025 and 31 August 2024 respectively.
13. The current Reablement contract expires 31 May 2025.
14. The Children's Care at Home framework is due to expire on 2 May 2025. As the contracts expire at a similar time, and in view of commonalities in the market, officers intend to procure the children's care at home service with the adults' care at home and reablement services. More detail will be set out in the subsequent Gateway 1.
15. The council has a spot-purchase arrangement in place for the Night Owl service.

KEY ISSUES FOR CONSIDERATION

Future service requirements and outcomes

16. The council intends to commission high quality, person-centred, holistic Care at Home and Reablement services that support residents to live as independently as possible, for as long as possible.

17. Future services will:

- Be of a high quality – reflected in Care Quality Commission (CQC) rating;
- Be able to meet a range of needs and provide sufficient capacity;
- Be culturally competent, affirming, and inclusive;
- Take a strengths-based approach;
- Work effectively with partners to support seamless person-centred care; and
- Provide quality employment opportunities – compliant with the Ethical Care Charter.

18. This will support the council to manage adult social care demand by preventing, reducing, and delaying the need for long-term care and more costly forms of long-term care (e.g. residential care.)

Strategic service delivery options and assessment

Market considerations

19. Care at Home and Reablement services are regulated by the Care Quality Commission. Whilst it is a service within the social care sector that has few barriers to entering the market, the costs of regulation can be prohibitive for small organisations.
20. The market for the Care at Home and Reablement services is stable and well developed in Southwark. Over the last ten years, there has been over 30 organisations registered in the borough to provide home care services. There are a range of local, regional and national organisations who make up the local market.
21. Officers have undertaken soft market testing via the London Tenders Portal in November 2023. 12 providers responded to this, including seven who currently provide services for Southwark, indicating a good degree of interest and an opportunity to diversify the pool of providers in the Southwark market.

External procurement

22. The council could strategically commission Care at Home and Reablement services via a range of routes – including establishing a cost and volume framework, a dynamic purchasing system, or block contracting. The preferred model will be determined through further market engagement in advance of the Gateway 1 report.
23. This option is recommended because strategic commissioning:
- Is most likely to provide sufficient high quality provision to meet local needs;
 - Offers flexibility around service design and financing;
 - Enables diversity of provision to support resident choice and control;

- Provides longer term security for providers that supports market sustainability;
- Enables the council to undertake effective market shaping (for example to improve recruitment and retention through pay and conditions); and
- Is most likely to provide best value for money.

24. See paragraph 42 for risks and mitigations officers have considered for this option.

In-Source

25. The council could bring some or all the Care at Home and Reablement services in-house. Providing all services in-house would necessitate the recruitment and retention of a large workforce of at least 2000 employees

26. The advantages of in-sourcing, including partially in-sourced services, include:

- The local authority having greater direct control over the quality of services without relying on the ability of the market to deliver;
- Public funds going directly to the services – rather than toward profit;
- In-house delivery giving the council greater flexibility to make operational changes to services, without the need for contract variation; and
- In-house delivery could enable greater connectivity with other council services.

27. However, this option is not recommended because:

- In-house delivery is reported to cost more than externally commissioned provision – the council is committed to make significant savings through its Medium Term Financial Strategy, and so the increased expense would necessitate making further savings elsewhere.
- Insourcing would concentrate risk onto one provider – the council. It will be logistically challenging for a single organisation to schedule 27,000 hours of care per week and maintain optimum levels of staff to meet surges in demand. The out of hours service would be costly and more challenging to recruit staff.
- Providers have greater experience and expertise in running Care at Home and Reablement services than the local authority – this expertise would be lost if the council decided to run all services in-house.
- Insourcing would reduce the choice of providers available to residents would reduce diversity in the market. This does not fulfil the council's obligation under the Care Act to promote diversity in the market.
- Adding a large new service to the council's portfolio would require extra resources to support the service both at mobilisation and with business as usual activities including human resources, payroll, legal, finance, estate management and training. Insourcing would require considerably more time to set up due to the complexity of the provision, and the size of staffing requirements.

- Even partial in-sourcing of services would necessitate the recruitment and remuneration of a large number of staff by the council to support the delivery of Care at Home and Reablement services.
- This would increase costs to the council significantly and there may be some issues with recruiting qualified staff in a timely manner due to workforce challenges in the London Care Market.
- Partial insourcing may lead to misalignment of services as separate approaches may lead to variation in quality and may also lead to access issues for service users. Lack of a single approach to delivery also may result in challenges to strategically address challenges or opportunities.
- Determining which staff could be employed by the local authority in this situation would be limited by the statutory responsibilities of the council to independently support and monitoring the work of the providers.
- Feedback from councils in other parts of London that currently have partially delivered their in-sourced domiciliary care services have indicated that it has been very challenging to achieve value for money.

Shared Service Delivery

28. Neighbouring boroughs are not in a position to collaborate with Southwark on delivery or commissioning of these services. Lewisham and Lambeth both went out to tender for their Care at Home services in 2023. Any lessons from neighbouring boroughs' procurement will be shared and learnt from.
29. Officers will maintain a dialogue with neighbouring boroughs and ensure relevant lessons learnt are considered in the development of the procurement strategy.

Voluntary sector/not-for-profit

30. Voluntary sector/not-for-profit providers would be eligible to tender for external procurement opportunities – officers will actively encourage this via market warming.

Decommissioning services

31. This is a statutory service and therefore the council must purchase this service in some format. The council could decommission contracting arrangements and move to spot purchasing arrangements for Care at Home and Reablement, managed by Adult Social Care and Placements teams.
32. The advantage of this option is that the council would only pay for care that is actually delivered. However, this is a statutory service with a relatively high number of service users (and service usage) and therefore attracts a high volume of invoice processing and capacity required for quality assurance and therefore spot purchasing would lead to increased processing and quality assurance costs.
33. This option is not recommended because it:

- Risks more volatility in price – currently spot purchased packages cost on average more than packages from frameworks;
- Poses risks to providers being able to comply with Southwark’s Ethical Care Charter.
- Poses risks to the stability of the local market, as many operators would not be able to continue without the security of strategic commissioning arrangements;
- Would make it significantly more challenging to undertake contract management and quality assurance activity; and
- Would increase workload for the Placements team, which would require additional resourcing.

Policy Framework Implications

34. High quality health and social care services is a key priority in Southwark.
35. The Council Delivery Plan (2022-26) includes commitments that:
 - Southwark residents will have access to good quality home care; and
 - The council will support all unpaid carers.
36. The council’s Joint Health and Wellbeing Strategy (2022-27) recognises the importance of ensuring there is good quality, coordinated care and support available to people in their own homes and local neighbourhoods.
37. The council has a number of duties under the Care Act 2014 for which Care at Home and Reablement directly responds to as follows:
 - To promote individual’s well-being (PART 1 Section 1);
 - To contribute towards preventing or delaying the development by adults in its area of needs for care and support (PART 1 Section 2a);
 - Duty to meet needs for care and support (PART 1 Section 18).
38. Nursing and personal care are regulated activities under Schedule 1 of the Health and Social Care Act 2008 (Regulated Activities) Regulations 2014. All providers carrying out regulated activity must be Care Quality Commission (CQC) registered.
39. The procurement of any services through this strategic commissioning exercise must adhere to the Fairer Future Procurement Framework, which details ethical and environmental standards, social value commitments, and best procurement practice.
40. The procurement of any services through this strategic commissioning exercise will likewise adhere to Southwark’s Ethical Care Charter.

Recommended Strategic Delivery Option

41. Based upon the information and details outlined in this report, the recommended strategic delivery option is external procurement with future investigation of partial insourcing and/or User Led Organisations (ULOs). Details of the model of service delivery will be undertaken to progress the recommended option and additional areas for investigation.

Identified risks for the service and recommended strategic option

42. Officers have considered the following risks and mitigations for this option.

No.	Risk Description	Mitigation	Risk Rating (mitigated score)
1.	Poor response from providers to the procurement leaving the council with limited choice of suppliers.	There will be significant and ongoing market engagement with current and potential suppliers prior to and during the procurement.	Low
2.	Providers awarded a contract are unable to deliver within price, resulting in service failure or cost pressures.	Officers will continue to undertake benchmarking to ensure rates remain competitive and fair. Annual price review process to support sustainability.	Medium
3.	A procurement challenge is issued against procurement decision.	Procurement process to be undertaken in open transparent way, with support from Procurement and Legal teams.	Low

Key/non-key decisions

43. This is a key decision.

Next steps

44. A Project Board has been established to oversee the procurement programme. Membership of the Board includes senior staff from across the council, including Adult Social Care, Commissioning, Contract Management, Brokerage and Finance. A Reference Group of Service Users will be set up to support the procurement process that will report to the Project Board.

45. Stakeholder engagement will be held to inform the design of the new service model and that ensure that the specification is fit for purpose. This engagement will include consultation with existing providers, service users and staff.
46. The information gathered via the engagement work and market testing will inform the options presented within the Gateway 1 report (procurement strategy approval.)

Service Delivery Project Plan (Key Decisions)

Activity	Complete by:
DCRB Review Gateway 0	28/02/2024
CCRB Review Gateway 0	07/03/2024
Lead Member Briefing and Sign off for Gateway 0	09/04/2024

Community, equalities (including socio-economic) and health impacts

Community impact statement

47. High quality Care at Home and Reablement services benefit local people in a range of ways, chiefly:
 - They provide a positive impact on the health, wellbeing, and independence of a wide cohort of residents who need extra support to live well in the community;
 - Through rehabilitation and therapy, it enables residents at a specific point in their lives to live independently again in their community, in many cases without the need for long-term care; and
 - Care at Home workers deliver essential support to residents, so that they can live happy and fulfilled lives in the heart of their neighbourhoods and communities.
48. Please see paragraph 56 on benefits for care staff.

Equalities (including socio-economic) impact statement

49. Care at Home and Reablement services are mostly provided for two demographic groups – older people and people with disabilities or long-term conditions.
 - 8.1% of Southwark’s population are 65 years or older – this is relatively low compared to the national average of 18.6%.
 - Between 2023 and 2033, Southwark’s over 65’s population is forecast to grow by 44%, compared to 29% for London and 21% for England.
 - Over 42,000 Southwark residents (14%) are recorded as having a disability. This is a similar proportion to London but slightly less than the national average of 17%.

- A proportionately higher percentage of people who are Black British are using care at home services in Southwark – 43% (compared to 29% nationally).
- for Reablement services it is the reverse, a greater proportion of White residents (55%) and fewer Black British residents (28%) use the service.

50. Further work will be carried out to explore if these trends align with the reablement needs across demographic groups or if there are any barriers to access for certain demographic groups. This information will then be used to inform a commissioning model that addresses inequalities in service provision and access. An equalities impact assessment will also be completed.

Health impact statement

51. The delivery of Care at Home and Reablement services enable many older and disabled residents to live safely and independently at home, many of whom are recovering from illness after discharge from hospital. It will provide them with the care and support they need to live healthy and fulfilled lives in the community and prevent or delay many from being admitted to residential or nursing care.
52. Good quality work is a key determinant of health and wellbeing. Southwark's Ethical Care Charter enables care staff to benefit from improved pay and working conditions.

Climate change implications

53. Following council assembly on 14 July 2021, the council has committed to considering the climate change implications of any decisions. The related Climate Change strategy has five priorities and it is expected that the proposed procurement will contribute to the priority of 'Active & Sustainable Travel'.
54. The intention is for this procurement's social value initiatives to include route planning that will promote walking and reduce carbon footprints and offer staff a 'Cycle to Work' scheme. The frontline Care at Home workforce is necessarily mobile and tends to be predominantly residents and therefore walking and cycling are achievable initiatives.

Social Value considerations

55. The Public Services (Social Value) Act 2012 requires that the council considers, before commencing any procurement process, how wider social, economic and environmental benefits that may improve the well-being of the local area can be secured.
56. The successful bidders will be expected to comply with the Southwark's Ethical Care Charter (SECC) which includes, but not limited to, the following:
- Care workers will be paid at least the London Living Wage (LLW)
 - Clients will be allocated the same care worker wherever possible
 - Care workers will be paid for their travel time

- Care workers will be covered by occupational sick pay schemes
- Care at Home workers will be trained (at no cost to individual care workers)
- Zero hour contracts will not be used in place of permanent contracts for care workers, unless requested by the care worker

57. The successful bidders will be required to sign up to the Fairer Futures Procurement Framework and reiterate their commitment to pay the LLW, as well as their commitment to pursuing various other social value measures in a Social Value method statement.

Economic considerations

58. The procurement of Care at Home services is a cost-effective way of ensuring residents are able to remain living in their own homes. The service supports people to maintain their mental and physical health and wellbeing and live independently in the community. It also enables clients to, where possible, undertake voluntary or paid work at home and thus contribute to the local economy.

59. Most of the provider staff are Southwark residents, thus generating local employment opportunities for people living in the borough. By procuring Care at Home and Reablement services together, service providers will be able to open up a wide range of opportunities for staff to progress their career in the caring profession. Staff will have a choice of working in long term Care at Home placements as well as short term Reablement packages of care. Care workers will be working alongside professional therapy staff and provide exposure to new ways of working and the development of a broader skills set which will support career progression for them.

Social considerations

60. See community impact statement, equalities impact statement, health impact statement, and social value considerations sections above.

Environmental/Sustainability considerations

61. See climate change implications above.

Plans for the monitoring and management of project

62. The council's contract register publishes the details of all contracts over £5,000 in value to meet the obligations of the Local Government Transparency Code. The Report Author must ensure that all appropriate details of this procurement are added to the contract register via the eProcurement System. Annual monitoring reports are required for those contracts exceeding Light Touch Regime threshold and/or categorised as Strategic Procurements.

63. The contracts will be performance managed by a dedicated contract monitoring officer for Care at Home in Children and Adult Services in conjunction with operational service leads from Social Care.

Resource implications

64. Work to progress recommendations within this report will be undertaken by staff in the Commissioning Division.

TUPE/Pensions implications

65. There are no immediate implications from the recommendation of this report to continue to a Gateway 1 report. TUPE, pensions and Trade Union recognition implications will be considered and detailed within a subsequent Gateway 1 and Gateway 2 reports.

Financial implications

66. The current agreed budget for Care at Home and Reablement for 2023-24 is £24.8m. (£22.7m for Care at Home (adults) and £2.1m for Reablement). Care at Home is provided using demand-led cost and volume contracts; and Reablement is primarily a block contract. The Night Owl service has been spot purchased since January 2023 and costs approximately £242,500 per year.
67. In 2023-24, Care at Home and Reablement services represents 31% of total budget of Adult social care. The Care at Home and Reablement budgets are part funded from Better Care Fund, Improved Better Care Fund and Adults Social Care Discharge grants.
68. In 2023-24, the council pays an average of £227.22 per week for each package of care for Care at Home. This has increased by 14% from the equivalent weekly rate of £199.87 in the previous financial year. The council recognises that paying a fair price for high quality care is important for the sustainability of the Care at Home sector (which continues to see organisations entering the market) and therefore procurement exercises, which are both transparent (i.e. advertised) and values-based (e.g. Southwark's Ethical Care Charter), are the most objective way of securing/agreeing a fair price of care.
69. The council uses a price envelope to ensure that all elements of the Ethical Care Charter are reflected in the range of rates within the envelope. In order to ensure that the contract prices paid to providers keep pace with the Living Wage Foundation decisions about the rates of the Living Wage and London Living Wage (LLW), the council awards uplifts to reflect the increase in the LLW and the associated on-costs.

Investment implications

70. There are no investment implications arising directly from this report.

Legal implications

71. Please see concurrent from the Assistant Chief Executive – Governance and Assurance.

Consultation

72. This report has been prepared in consultation with officers from Adult Social Care, Commissioning, Finance, Legal, and Procurement.
73. In addition, it has been underpinned by:
- Engagement with providers (via soft market testing)
 - Benchmarking with local commissioners.
 - Reviews of resident feedback (in provider surveys)
 - Reviews of staff feedback (undertaken by incumbent providers)
74. Officers will build on this engagement and research for the Gateway 1 report.
75. Officers will be carrying out service user engagement for the development of the Gateway 1 report. Southwark will work closely with all current providers to circulate an online and postal questionnaire to service users and their families. The survey will focus on what residents' feel is working well with their care package and what they feel could be improved. This will be in addition to the homecare forum that is being established for users of services and their families.
76. Officers will additionally establish a reference group made up of service user and (families/friends) carer representatives from across the Care at Home sector to ensure continuous input throughout the different phases of the procurement and mobilisation process. In particular, the reference group will assist in the evaluation of bids during the tender process. A Care at Home Forum made up of clients and their families is in the process of being set up – the reference group will link into this forum once it is established.

Other implications or issues

77. There are none.

SUPPLEMENTARY ADVICE FROM OTHER OFFICERS

Strategic Director of Finance

78. The Strategic Director of Finance notes the approval of the Gateway 0 for the Strategic Options Assessment for delivery of Care at Home and Reablement services for Southwark Council.
79. The strategic director of finance also notes the financial implications from paragraphs 66 to 67 of this report and there are agreed budgets for the services for Care at Home and the Reablement Service, as well the Night Owl service.
80. The Care at Home and the Reablement Service are partially funded through the Better Care Fund, the Improved Better Care Fund and the Social Care Grant. The Night Owl Service is fully funded by the Better Care Fund. Therefore it is

important that the service provision continue to fulfil the conditions of these funding streams and grants allocations.

Head of Procurement

81. This report seeks approval of the Gateway 0 strategic options assessment for delivery of Care at Home and Reablement services for Southwark Council, and requests noting of next steps as set out in the report. In accordance with the council's Contract Standing Orders, decision must be taken by Cabinet, following review by DCRB and CCRB.
82. Analysis and accompanying narrative associated with each of the proposed strategic options is contained within paragraphs 19-41.
83. Headline risks associated with the recommended strategic option are contained within table at the end of paragraph 42.
84. Intended alignment with the Fairer Future Procurement Framework (FFPF) is explicitly referenced at paragraphs 39 and 57.
85. Proposed methodology for performance/contract monitoring is detailed within paragraphs 62-63. The report also confirms that an annual performance review will be provided to the council's DCRB and CCRB in alignment with council Contract Standing Orders.
86. The Community, Equalities and Health Impact Statements are set out in paragraphs 47-52.
87. The Climate Change, Social Value, Economic and Environmental Sustainability statements are set out in paragraphs 53-61.

Assistant Chief Executive – Governance and Assurance

88. This report seeks approval of the strategic options assessment for delivery of Care at Home and Reablement services in Southwark.
89. Under the council's Contract Standing Orders, a pre-procurement/Gateway 0 report is required for any service contract with an estimated contract value of £10m or more, or other strategically important contract for services, goods or works where requested by the relevant Cabinet Member. The decision to approve this report is reserved to the relevant Cabinet Member, after consideration of the report by the Corporate Contracts Review Board.
90. Paragraphs 19 to 33 of this report set out and assess the various delivery options available to the council and note the recommended option. Subject to approval of the recommendations in this report and following the completion of stakeholder engagement and surveys and further work to develop the desired model of care a Gateway 1 report will be presented which will detail those activities and confirm the process required to procure the services. Legal

officers from Governance and Assurance will continue to assist and give advice to client officers as the procurement progresses.

BACKGROUND DOCUMENTS

Background Documents	Held At	Contact
JSNA Annual Report 2023 Southwark's Joint Strategic Needs Assessment	Commissioning Directorate, Older People and Complex Needs, Children and Adult Services, 4 th Floor, Hub 4, 160 Tooley Street, London, SE1 2QH	Jonathan McInerny 020 8167 6947
Link: https://www.southwark.gov.uk/health-and-wellbeing/public-health/health-and-wellbeing-in-southwark-jsna		
Southwark's Joint Health and Wellbeing Strategy 2022 - 2027	Commissioning Directorate, Older People and Complex Needs, Children and Adult Services, 4 th Floor, Hub 4, 160 Tooley Street, London, SE1 2QH	Jonathan McInerny 020 8167 6947
Link (please copy and paste into your browser): https://moderngov.southwark.gov.uk/documents/s105577/Appendix%201%20-%20Draft%20Joint%20Health%20and%20Wellbeing%20Strategy.pdf		
Southwark Ethical Care Charter	Commissioning Directorate, Older People and Complex Needs, Children and Adult Services, 4 th Floor, Hub 4, 160 Tooley Street, London, SE1 2QH	Jonathan McInerny 0207 525 5000
Link (please copy and paste into your browser): https://moderngov.southwark.gov.uk/documents/s52528/Appendix1SouthwarkEthicalCareCharter.pdf		
Care Act 2014	Commissioning Directorate, Older People and Complex Needs, Children and Adult Services, 4 th Floor, Hub 4, 160 Tooley Street, London, SE1 2QH	Jonathan McInerny 020 8167 6947
Link: https://www.legislation.gov.uk/ukpga/2014/23/contents/enacted		

Background Documents	Held At	Contact
Equalities Act 2010	Commissioning Directorate, Older People and Complex Needs, Children and Adult Services, 4 th Floor, Hub 4, 160 Tooley Street, London, SE1 2QH	Jonathan McInerny 020 8167 6947
Link: https://www.gov.uk/guidance/equality-act-2010-guidance		
Southwark's Borough Plan	Commissioning Directorate, Older People and Complex Needs, Children and Adult Services, 4 th Floor, Hub 4, 160 Tooley Street, London, SE1 2QH	Jonathan McInerny 020 8167 6947
Link (please copy and paste into your browser): https://moderngov.southwark.gov.uk/documents/s92006/AppendixASouthwarksBoroughPlan2020.pdf		
Health and Social Care Act 2008 (Regulated Activities) Regulations 2014	Commissioning Directorate, Older People and Complex Needs, Children and Adult Services, 4 th Floor, Hub 4, 160 Tooley Street, London, SE1 2QH	Jonathan McInerny 020 8167 6947
Link: https://www.legislation.gov.uk/ukdsi/2014/978011117613/contents		
Southwark's Market Sustainability Plan	Commissioning Directorate, Older People and Complex Needs, Children and Adult Services, 4 th Floor, Hub 4, 160 Tooley Street, London, SE1 2QH	Jonathan McInerny 020 8167 6947
Link: https://www.southwark.gov.uk/social-care-and-support/adult-social-care/adults-with-care-needs/southwark-council-market-sustainability-plan		

APPENDICES

No	Title
None	

AUDIT TRAIL

Cabinet Member	Councillor Evelyn Akoto, Cabinet Member for Health and Wellbeing	
Lead Officer	David Quirke-Thornton, Strategic Director for Children and Adult Services	
Report Author	Jonathan McInerney, Programme Manager, Adults, Older People and Complex Needs	
Version	Final	
Dated	29 February 2024	
Key Decision?	Yes	
CONSULTATION WITH OTHER OFFICERS / DIRECTORATES / CABINET MEMBER		
Officer Title	Comments Sought	Comments included
Strategic Director of Finance	Yes	Yes
Head of Procurement	Yes	Yes
Assistant Chief Executive – Governance and Assurance	Yes	Yes
Director of Exchequer (For Housing contracts only)	Not applicable	Not applicable
Contract Review Boards		
Departmental Contract Review Board	Yes	Yes
Corporate Contract Review Board	Yes	Yes
Cabinet Member	Yes	No
Date final report sent to the Constitutional Team		21 May 2024