

CABINET

27 OCTOBER 2015

GATEWAY 5 REPORT: HOME CARE AND FLEXI CARE SERVICES IN MEDWAY

Portfolio Holder: Councillor David Brake, Adult Services

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SUMMARY

This report seeks approval to extend the current contract to 31 March 2016.

Additionally, this report seeks approval for the Partnership Commissioning Team, in partnership with the Category Management Team, to commence a procurement exercise for the reprovision of home care and flexi –care services with effect from 1 April 2016.

This Gateway 5 Report has been approved for submission to the Cabinet after review by the Children and Adults Directorate Management Team on 18 August 2015 and the Procurement Board on 9 September 2015.

1. BACKGROUND INFORMATION

1.1 Budget & Policy Framework

1.1.1 Home care and Flexi-care services are crucial for Medway's residents in terms of the Council's priority for adults maintaining their independence in the community and living healthy lives.

1.2 Contract Background Information

Home care services

1.2.1 This Gateway 5 report relates to the Council's home care services contract awarded to the following providers:

- Age UK Medway
- Agincare Group Ltd
- Anchor Support Services Ltd
- Ark Home Healthcare
- Boldglen
- Care UK
- Care Watch Maidstone
- Community Care Line
- Everycare Ltd
- Guardian Homecare
- Here 2 Care
- Independent Care & Support Ltd
- Kent Social Care Professionals
- London Care
- Meritum Integrated Care LLP
- NV Care Ltd
- Scott Care Ltd
- The People Care Team

1.2.2 Home care services provide care and support to eligible vulnerable individuals to enable them to remain within their own home and community. Home care is only provided where there is an assessed need for the service and a financial assessment is made to determine the contributions towards the cost of care payable by the service user. Failure to facilitate a sufficient supply of good quality home care services would undoubtedly result in a high number of admissions to residential and hospital care with the subsequent high social and financial cost.

1.2.3 Medway Council established a Dynamic Framework Agreement in December 2012 for the provision of home care and extra care services. This contract has an aggregated value of £45,000,000 and is based on a Gold, Silver and Bronze rating which reflects the provider's value for money and overall tender score. In 2014, Medway Council undertook a second tender exercise for new providers to join the Dynamic Framework Agreement with effect from January 2015. This resulted in three new providers being appointed. Providers rated as Gold have the first opportunity to respond to referrals of care packages which they 'win' by being able to demonstrate their ability to best meet the preferences of the service user in terms of how the care is delivered. There are currently 18 providers as part of this agreement: 13 in the Gold band; 4 in the Silver band and 1 in the Bronze band.

1.2.4 Due to severe capacity issues across the home care sector, the Authority advertised an Invitation to Quote opportunity for new providers to join a 'Supplementary Home Care Provider List' to supplement the existing system. As a result, contracts have been awarded to two providers.

Flexi-care services

1.2.5 This Gateway 5 report also relates to the Council's flexi-care (also known as extra care housing) services contract awarded to the following providers:

- Care at Home Services
- Care UK Homecare Ltd
- Guardian Homecare
- Housing 21
- London Care
- Mears Care Ltd
- Meritum Independent Living
- Scott Care Ltd

1.2.6 Flexi-care is a choice of housing for older people which consists of self-contained apartments (unlike residential and nursing care where people only have a licence to occupy a room in a communal home) where an individual's care and support needs can be met in a secure, community-based setting. Tenants or shared owners are able to retain their independence within their own home with the reassurance of having staff on site 24 hours a day, 365 days a year to provide emergency care and ongoing planned daily support.

1.2.7 Having established this framework, the Council undertook mini-competitions to determine the care provider for two new schemes: Bellerophon House (opened March 2013) and Montgomery Court (opened January 2014). The contract to deliver on site care at both schemes was awarded to Guardian Homecare. In Year One, Officers took the opportunity to review the model of service delivery which resulted in a variation to contract and a move to commissioning block hours each week: Bellerophon House, 351 hours per week and Montgomery Court, 392 hours per week.

1.3 Urgency of Report

1.3.1 Not applicable.

1.4 Funding/Engagement From External Sources

1.4.1 These services are funded from existing adult social care budgets.

1.5 Parent Company Guarantee/Performance Bond Required

1.5.1 No.

2. PROCUREMENT DEPENDENCIES AND OBLIGATIONS

2.1 Statutory/Legal Obligations

2.1.1 The Council has a range of statutory duties and powers to provide services to vulnerable adults such as older people, people with learning disabilities, physically disabled people, people with mental health problems, drug and alcohol misusers and carers. Duties and powers are contained within the National Assistance Act 1948, the Chronically Sick and Disabled Persons Act 1970, the Mental Health Act 1983, the Care Act 2014, together with other statutes and regulations.

2.1.2 Local authorities can provide or commission services in a variety of ways to meet the needs of those it assesses as eligible for services. The personalisation agenda encourages a move away from direct provision by local authorities to personal budgets allowing service users the choice to purchase services from a range of providers.

2.2 Project Dependency

2.2.1 The proposed contract extension and re-commissioning of home care and flexi-care services project is dependent on the existence of an Adults' Placement Team who will allocate home care packages to providers.

3. BUSINESS CASE

3.1 Procurement Project Outputs / Outcomes

3.1.1 The following procurement outcomes/outputs identified as important at Gateway 1 to the delivery of this procurement requirement and identified as justification for awarding the contract at Gateway 3, have been appraised in the table below to demonstrate how the procurement contract and corresponding supplier(s) has delivered said outcomes/outputs.

Outputs / Outcomes	How was success measured?	Who measured success of outputs/ outcomes	When was success measured?	How has contract award delivered outputs/outcomes?
Appointing homecare providers that can deliver the service requirements	Performance and compliance visits, provider reports, service user surveys and feedback	Care managers, Partnership Commissioning Team, Performance Team	Measured throughout the procurement project on a regular basis	See Contract Management, Section 6
To provide a real alternative to residential care and nursing care	Measuring the number of service users placed in residential and nursing care	Partnership Commissioning	6 monthly	Through the provision of 24 hour on site support and care in a flexible manner to meet the individual needs of Service Users
To encourage and maximise Service Users independence	Providers should be able to evidence they are continuously promoting Service User independence through personalised care, treatment and support	Partnership Commissioning	6 monthly	Promoting Service Users physical and emotional health and wellbeing
To provide flexible care and support	Monitoring the Providers performance in dealing with	Partnership Commissioning	6 monthly	Delivering the service in a timely and flexible manner as requested and

services whilst meeting the Service Users needs	complaints and compliments in a timely manner that ensures the Service Users viewpoint is taken into account			preferred by the Service User to meet their needs
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4. RISK MANAGEMENT

4.1.1 **Risk Categorisation** – The following risk categories have been identified as having a linkage to the procurement contract at this Gateway 5 stage.

1. Risk Category: Contractual delivery	Likelihood: C	Impact: II
Outline Description: Providers are not robustly managed to deliver key objectives of the contract		
Plans to Mitigate: Establishing a supplementary home care provider list to address immediate capacity issues. Long term plan is to re-commission home care and flexi-care services across Medway		
2. Risk Category: Equalities	Likelihood: D	Impact: I
Outline Description: Service users with complex care needs or in rural areas may not be supported due to the rates of the price envelopes		
Plans to Mitigate: The contract allows for a 20% enhancement to be paid for more complex care; however Medway Council has not needed to implement this rate since the commencement of the contract. The enhancement is not used to pay for staff travelling to rural areas.		

5. CONTRACT APPRAISAL/PERMISSIONS REQUIRED

5.1 Contract Appraisal

5.1.1 The current terms and conditions of contract allow for two 1 year extensions to November 2017. Due to a number of factors impacting on current service delivery (see Contract Management, Section 6), the Partnership Commissioning Team is recommending that all these contracts be extended by a period of four months to 31 March 2016. There is an urgent need to secure new providers however it is unwise to commence a new home care contract on 1 January 2016. There is also an urgent need to revise the service specification so that the home care service is robust in its reablement approach. The services will be put out to tender with a view to establishing new contracts with effect from 1 April 2016.

5.2 Permissions Required

5.2.1 This is a high risk service and due to the contract value, Procurement Board agreed to recommend this report to Cabinet for decision.

6. CONTRACT MANAGEMENT

6.1 Contract Management

Home care

6.1.1 The Adults Placement Team was established in December 2012 as a result of introducing the Council's Dynamic Framework Agreement for home care and flexi-care services. The team is formed of 3 x FTE officers responsible for allocating referrals for home care services received from social work teams and the Integrated Discharge Team based at Medway Hospital. The team has consistently performed well and staff turnover has been very low. Their role has expanded to include managing the Council's Supported Living Dynamic Purchasing System and there are plans to include brokering residential/nursing care home placements for clients with disabilities to their operations.

6.1.2 Since its formation, the Adults Placement Team has managed on average 1600 referrals per year. At the end of March 2015, there were 1,340 live care packages on Frameworki.

6.1.3 The main sources of referrals for home care services are the Integrated Discharge Team and adult social care teams.

6.1.4 All suppliers are subject to quality monitoring through a set of key performance indicators on a six monthly basis. The outcome of the monitoring can alter their position. Providers have been re-ranked 4 times since the establishment of the Dynamic Framework Agreement for home care.

6.1.5 The table below sets out the movement between bands since the commencement of the contract, and shows a consistent increase of quality of service providers.

Date	Original	6 months	12 months	18 months
Gold	5	12	10	13
Silver	8	6	8	4
Bronze	7	1	1	1

6.1.6 Since establishing the agreement, 5 providers have withdrawn from delivering services. These were providers that were ranked either Silver or Bronze, who did not get a sufficient flow of referrals to make their service financially viable.

6.1.7 This contract is for reablement focused home care and standard home care services, however it is widely acknowledged that the reablement focus of this service needs to be strengthened.

6.1.8 Additionally, the strategic direction is to discharge people directly home from hospital to continue to recover and become reabled to their previous level of independence. A reablement service would be distinctly different to the reablement focused home care service, in that the reablement service would be delivered in peoples' homes for up to six weeks. The aim of the service will be to support people to be self caring at the end of the reablement period, or to have regained some independence and require a smaller ongoing package of reablement focused home care than they would have required if they had not been reabled. The ongoing care will continue to use the reablement approach, so maximising people's independence long term.

6.1.9 In recent months the contract for home care has not delivered against the Council's requirements, with 8 out of 18 providers not accepting referrals. This is largely due to staff availability and capacity issues in the home care sector. Providers are experiencing problems recruiting staff to zero hours contracts, meaning it is unattractive employment. Changes in minimum wage and living wage will greatly impact on the cost of delivering care therefore the price paid by local authorities will have to increase. The number of spot purchased arrangements has steadily increased throughout June (14 packages of care) and July 2015 (21 packages of care). This lack of capacity has at times compromised the Council's ability to expedite discharge planning arrangements from hospital.

6.1.10 Care packages across Medway's ME3 postcode and rural areas have always been challenging to allocate, with only a few providers prepared to accept them (Scott Care Ltd and Care Watch Maidstone). Packages of care for patients discharged from Medway Hospital to these locations are problematic to allocate due to limited availability and capacity required at short notice.

6.1.11 Providers have told us about:

- capacity issues: - an inability to recruit and retain suitable care workers
- logistics of being able to accept care packages: - with consideration being given to:
 - the location of the care package
 - duration
 - expectations of the package
 - cost
 - assessment
 - reviews
 - travel time to get there and travel time to the next client
 - proximity to other calls
 - many clients wanting calls at 08:00 12:00, 17:00 and 20:00 is challenging to recruit to.

6.1.12 Having determined they can accept a care package, to be told by the Partnership Commissioning Team they have not been allocated the care package because it was given to a higher ranked provider, doesn't make this a viable model/contract for providers. The process is not conducive towards achieving cost effective care delivery and providers cannot achieve the benefit of economies of scale. For most providers, servicing clients that are randomly scattered across the whole of Medway is not an efficient way to operate.

- Pricing: when the contract was established, the National Minimum Wage (NMW) was set at £6.19/hour and has increased over the past three years, with further increases in April 2016. Medway Council has not given providers uplifts in this time. In 2014, providers were given the opportunity to revise their pricing structures, but only within the capped bands set by the Council. Only two providers took the opportunity to do this. See Appendix 1 for the current ranking and price bandings of providers.
- By 2020 there will be at least 2 pounds added to the current cost of delivering care.
- The table below (from BBC website) shows the estimated national and living wages from 2016 to 2020 when the £9 living wage becomes mandatory

	National Wage (est)	Living Wage (est)
2016	£7	£7.25
2017	£7.25	£7.75
2018	£7.50	£8.25
2019	£8.00	£8.50
2020	£8.25	£9.00

- Pensions: providers have raised concerns that the prices paid by Medway Council should be revised to take into account the above and expectations to pay increasing pension contributions.

Flexi-Care

6.1.13 Montgomery Court is a flexi-care scheme enabling older people aged 55 and over with a range of care and/or support needs to live independently in their own homes. The scheme which opened in January 2014 has 28 x 1 bedroom units and 34 x 2 bedroom units. The Council commissions a block of 392 hours care per week, however the on site care provider is actually delivering in excess of 498 hours care per week. The Partnership Commissioning Team and Adult Social Care Senior Management Team have been closely monitoring this contract. The additional care hours can be attributed to the dependency levels of tenants within this scheme, with a significant number of tenants with extremely high care needs supported to live independently.

6.1.14 Bellerophon House is a flexi-care scheme enabling older people aged 55 and over with a range of care and/or support needs to live independently in their own homes. The scheme opened in March 2013 and comprises of 36 x 1 bedroom units and 5 x 2 bedroom units. The Council commissions a block of 351 hours care per week but the on-site care provider is delivering significantly fewer hours of care within this service provision. Rather than pay to the provider a sum for the block hours commissioned, Medway Council is paying invoices for each tenant's assessed care needs.

6.1.15 The dependency levels within each scheme should reflect the following:

Banding	Bellerophon House	Montgomery Court
Low (1 hr per week)	13 tenants	20 tenants
Medium (6 hrs per week)	13 tenants	22 tenants
High (12 hrs per week)	15 tenants	20 tenants

6.1.16 The flexi-care scheme was originally commissioned on the basis of the following dependency levels, but varied to reflect those quoted above.

Care band	Description	Care Hours
Low	Someone with low or no care needs	Up to 5 hours per week
Medium	Someone with moderate care needs	Between 5 and 10 hours per week
High	Someone with substantial or critical Care needs	More than 10 hours per week

6.1.17 There is a third flexi-care scheme in Medway, Prospect Place (Gillingham) comprising of 60 units, within which the on site care service has not yet been subject to competition. The housing provider Housing and Care 21, is also the on-site care provider delivering services to 18 tenants. However the remaining tenants have a variety of other home care agencies providing their care. Tenants within this scheme pay a weekly 'lifestyle' charge to offset the cost of emergency night time care provision. Plans are in place to ensure that the 'lifestyle' charge is paid to the housing associations for the overnight emergency support which

is unplanned care delivered to tenants, and doesn't form part of a package of planned care funded by the local authority.

- 6.1.18 Two new Flexi – care schemes are being planned for Medway: St Mary's Island and Fort Horsted.
- 6.1.19 The current on-site provider has raised concerns that the hourly rate paid by Medway Council is too low to attract staff and has requested that the authority gives consideration to a tapered increase in the hourly rate. This further demonstrates the need to re-commission/revise the service delivery model for flexi-care in Medway.
- 6.1.20 The Partnership Commissioning Team is recommending that the care component delivered within all three flexi-care schemes is put out to tender and new contracts in place from 1 April 2016. In the meantime, contracts with Guardian Homecare for services at Bellerophon House and Montgomery Court should be extended by a period of four months to 31 March 2016.
- 6.1.21 Meetings have been held between the Council and the providers to review the performance of the contract, matters of concern, risks around safeguarding and any complaints that have been raised.

7. CONSULTATION

7.1 Internal (Medway) Stakeholder Consultation

- 7.1.1 A steering group has been established to review current processes and agree a model of home care and flexi care going forwards.

7.2 External Stakeholder Consultation

Home care

- 7.2.1 Medway Council consulted with providers in relation to the pricing structure before the commencement of these contracts (particularly in relation to home care), however Councils have been criticised by the UK Home Care Association for paying below the average hourly rate as recommended by the trade group. The Partnership Commissioning Team has consulted with providers again in respect of the pricing structure for 30 minutes, 45 minutes and 60 minutes packages of care to determine a fair cost for care. The introduction of a 'National Living Wage' in April 2016 and compulsory pensions in October 2015 is a significant financial risk that will need to be factored into the financial modelling for future services.
- 7.2.2 Consultation with providers will be undertaken to freely discuss model options.
- 7.2.3 Consultation with service users will be undertaken to help inform the service specifications.

7.2.4 Research shows that some authorities operate Approved Provider Lists with providers being ranked in order of preference and offered packages of care in order of ranking. Other authorities commission home care based on geographical locations, spot purchase or have a selection of block contracts.

Flexi-care

7.2.5 With regards to flexi-care services, it will be necessary to jointly inform tenants living in Bellerophon House and Montgomery Court in respect of introducing a 'lifestyle' charge. The lifestyle charge will contribute towards the on-site presence of staff during the night to respond to emergency calls. The service specification will be revised to include this requirement, and the expectation that the housing association is responsible for collecting this income which will be offset against the price paid by the Council.

7.2.6 Tenants will also be informed of the potential change in on-site provider and the need to be involved in the process to identify the future provider of on-site care.

7.3 Procurement Project Management

7.3.1 The proposed contract extensions will be managed by the Category Management Team while the re-commissioning of home care and flexi-care project will be led by Partnership Commissioning and delivered jointly with Category Management.

7.3.2 The proposed timetable is outlined below:

Stage	Task	End Date	Role
Gateway 1 & 2	Approval to proceed from CADMT	18/08/2015	PC / DMT
	Approval to proceed from Procurement Board	Sep-15	Board
	Approval to proceed from Cabinet	Oct-15	Cabinet
	Advertise Memorandum of Information	19/08/2015	PCT
	Undertake research and benchmarking	ongoing	PCT / CM
	Undertake external and internal consultation	Sep/Oct 15	PCT
	Finalise Model of Delivery, Specification, Terms and Conditions of Contract, Tender Documentation	Oct-15	PCT / CM
	Select Tender Evaluation Panel	Sep/Oct 15	PCT / CM
	Gateway 2 sign off	Oct-15	CM
Invitation to Tender (40 days)	ITT Published	02-Nov-15	CM
	Request TUPE information	N/A	CM
	Closing Date for FAQs	08-Dec-15	CM
	ITT Return Date (from date of issue)	11-Dec-15	Bidders
	Compliance checks	18-Dec-15	CM
	Evaluation completion and consensus	08-Jan-16	CM

Gateway 3	Circulate for legal/ICT/finance comments	29-Jan-16	CM
	Approval to proceed from CADMT	Feb-16	PCT
	Approval to proceed from Procurement Board	Feb-16	CM
	Approval to proceed from Cabinet	Feb/Mar 16	PCT / CM
Award	Successful/Unsuccessful Letters sent to providers	Mar-16	CM
	Standstill period	Mar-16	CM
	Award Notice	Mar-16	CM
	Service Start Go-Live	01/04/2016	PCT / CM

7.3.3 The Partnership Commissioning Team is seeking approval to undertake a tender process to procure home care services to be delivered in people's own homes, including in extra care settings.

8. MARKET CONDITIONS AND PROCUREMENT APPROACH

8.1 Market Conditions

8.1.1 The proposed re-commissioning of home care and flexi-care services will support the Medway market and will also encourage competition within the market. It will ensure packages of care are allocated in a fair and transparent way across the market. Medway Council currently contracts with 18 registered home care agencies, however from data sourced from the Care Quality Commission website, there are approximately 30 registered home care agencies across Medway, and further providers registered across Kent and the South East.

9. OTHER CONSIDERATIONS

9.1 Diversity & Equality

9.1.1 The Equality Act 2010 will be a clause in the general terms and conditions of the contract that the successful contractor/s will be contractually bound to adhere to.

9.2 Social, Economic & Environmental Considerations

9.2.1 The Public Services (Social Value) Act 2012 requires local authorities to consider at the pre-procurement stage of any services contract:

- A) How what is proposed to be procured might improve the economic, social and environmental well-being of their areas and
- B) How the local authority might act with a view to securing that improvement in conducting the procurement process.

9.2.2 This proposed re-commissioning of home care and flexi care will create a level playing field for all providers opening up opportunities for local SMEs. Furthermore, the proposed option will create growth

opportunities for the local market to develop new and innovative service offerings.

10. PROCUREMENT BOARD

10.1 The Procurement Board considered this report on 9 September 2015 and supported the recommendation.

11. SERVICE COMMENTS AND IMPLICATIONS

11.1 Finance Comments & Implications

11.1.1 The proposed four month contract extension and its associated delivery (as per the recommendations at Section 12) will be funded from existing revenue budgets.

11.1.2 The proposed re-commissioning of home care and flexi-care services and its associated delivery (as per the recommendations at Section 12) will be funded from existing revenue budgets as far as possible. However there is a significant risk that additional funding approval will be required to meet the requirements around paying a national/living wage and the increasing costs of pension contributions.

11.3 Further detail is contained within Section 2.1 Financial Analysis of the Exempt Appendix.

11.2 Legal Comments & Implications

11.2.1 As this is a High Risk Procurement, a Gateway 5 report must be made to Cabinet pursuant to Contract Procedure Rule 2.4.6. The Procurement Board may make recommendations to Cabinet to inform the Cabinet decision.

11.2.2 The framework agreement was procured under the Public Contracts Regulations 2006, which provide that a framework agreement should not exceed four years, except in exceptional cases justified by the subject matter of the framework agreement. The Council could potentially extend the framework agreement up to December 2016, (a four year term) under the rules. The proposed four month extension of the framework will bring the total contract term within the four year limitation so there are no legal implications associated with the proposed extension.

11.3 TUPE Comments & Implications

11.3.1 There are no TUPE implications for the proposed four month contract extension.

11.3.2 TUPE may apply to the proposed re-commissioning of home care and flexi-care procurement process. Employees could be affected by TUPE in the event that incumbent providers are not successful as part of the procurement tender process.

11.4 Procurement Comments & Implications

11.4.1 To ensure that new contracts are in place by April 2016, it is an absolute necessity for Commissioners to keep to the proposed project timetable as any slips will result in delays taking the contract start date beyond the extension period. Additionally, new procurement regulations require contracting authorities to offer unrestricted and direct access to all procurement documents from the date of publication of the contract notice in OJEU. As such Commissioners would need to make ALL procurement documents including technical specification and conditions of contract available to Category Management at the same time prior to the contract notice being issued. This will ensure that the Council's processes are compliant with Public Contract Regulations.

11.5 ICT Comments & Implications

11.5.1 There are no immediate ICT implications in relation to the contract extension being requested or the proposed re-commissioning of these services. However, consideration should be given to the Citizen Portal which is being developed to initially meet the requirements of the Care Act, and in particular the e-marketplace element of the portal, where care providers are being asked to enter details of the service they provide, together with costs and other relevant details. This portal is a website and can be viewed by all members of the public and so anyone can request a quote for services from the provider of their choice. The providers on the DPS system have been approved by the Council and this gives validation to the approval process to be carried out by Children and Adults services in the Citizen Portal.

11.5.2 On discussing with providers, they did express concern that they were being requested to provide the same information into two Council systems and some synergy between the two systems should be explored to avoid repetition for providers in the future.

12. RECOMMENDATIONS

12.1 It is recommended that Cabinet agree to the proposed four month contract extension from 1 December 2015 for home care services delivered within the community and flexi-care services delivered within Bellerophon House and Montgomery Court.

12.2 It is recommended that Cabinet agree to the commencement of a procurement exercise to re-commission home care services as set out in paragraph 7 of the report.

12.3 It is recommended that Cabinet agree to the commencement of a procurement exercise to re-commission flexi-care services within three flexi-care schemes across Medway: Bellerophon House, Montgomery Court and Prospect Place as set out in paragraph 7 of the report.

13. SUGGESTED REASONS FOR DECISION

13.1 A four month contract extension will allow the Council to continue to allocate referrals to home care providers. However, the Authority has immediate issues to address in terms of capacity within the home care sector across Medway. Changing the way in which home care is modelled and commissioned should help address this in the long term. A four month extension to the contracts will give the Partnership Commissioning Team sufficient time to consider external factors which impact on the Council's budgets; complete financial modelling and tender services for the future.

13.2 A four month extension to the contract for flexi-care provision will allow the Council sufficient time to establish a new framework with effect from 1 April 2016 and undertake a tender exercise to establish new contracts.

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BACKGROUND PAPERS

The following documents have been relied upon in the preparation of this report:

Description of Document	Location	Date
Gateway 1 Report	http://democracy.medway.gov.uk/mglssue/HistoryHome.aspx?IId=6041	06/09/2011
Gateway 3 Report	http://democracy.medway.gov.uk/mglssue/HistoryHome.aspx?IId=9063	02/10/2012
Gateway 4 Report	http://democracy.medway.gov.uk/mglssue/HistoryHome.aspx?IId=12915	10/06/2014
Gateway 3 Report	http://democracy.medway.gov.uk/mglssue/HistoryHome.aspx?IId=14113	16/12/2014