



OFFICIAL EXECUTIVE DECISION NOTICE
PUBLISHED BY DEMOCRATIC SERVICES

Notice is hereby given that the following decision(s) have been made today by Cabinet Members at the London Borough of Hillingdon:

Title of decision	HOSPITAL DISCHARGE SUPPORT SERVICES
Reference No.	1470
Date of decision	Friday 11 July 2025
Call-in expiry date	Friday 18 July 2025
Relevant Select Committee	Health and Social Care Committee
Relevant Wards	All

Decision made

Cabinet Members making the decision	Councillor Ian Edwards, Leader of the Council Councillor Jane Palmer, Cabinet Member for Health and Social Care
Decision	Approved <p>The Leader of the Council, in conjunction with the Cabinet Member for Health & Social Care:</p> <p>1. Gave retrospective approval to a variation of the Lot 1: Homecare and Outreach – North, Extra Care Services – Park View Court and Grassy Meadow Court and Specialist Support Services – Borough-wide contract between the London Borough of Hillingdon and CCS Homecare Services Limited to:</p> <p>a) Increase the capacity for the Bridging Care and Reablement Services for the period 23rd October 2024 to 31st March 2025 at a total cost of £178,147.</p> <p>b) Include the provision of an extra care step-down coordinator post for the period 2nd December 2024 to 2nd May 2025 at a cost of £51,522.</p> <p>2. Approved a further variation of the Lot 1: Homecare and Outreach – North, Extra Care Services – Park View Court and Grassy Meadow Court and Specialist Support Services – Borough-wide contract between the London Borough of Hillingdon and CCS Homecare Services Limited to:</p>

a) Increase the capacity of the Bridging Care and Reablement Services for the period 1st April 2025 to 31st March 2026 at a total cost of £362,604.

b) Delegate to the Corporate Director, Adult Social Care and Health, in consultation with the Leader of the Council and Cabinet Member for Health and Social Care authority to increase capacity for the Bridging Care and/or Reablement Services during the winter pressure period, subject to the availability of funds.

3. Accepted a single tender from Bondcare (London) Limited for the provision of up to four nursing care home beds for step-down purposes as they became available at a weekly rate of £1,250 per week from 17th March 2025 to 4th June 2027 at a total cost of £565,349.

4. Approved variations to contracts with Halton Services Limited (Parkfield House Nursing Home), GCH (North London) Ltd (Drayton Village Care Centre) and Bondcare (London) Limited (Ashwood Care Centre) to secure up to six additional nursing care home beds for step-down purposes as they became available at a weekly rate of £1,300 for the period 3rd November 2025 to 31st March 2026 at a maximum cost of £166,029. This was subject to the availability of funding.

Reason for decision	<ol style="list-style-type: none">1. Bridging Care and Reablement Services capacity 2024/25: The additional capacity for the Bridging Care and Reablement Services assisted in expediting hospital discharge during the winter demand surge period.2. Extra care step-down coordinator: Employed by CCS Homecare Services, this post coordinated access to the four step-down flats at Grassy Meadow Court, which supported early discharge from hospital as an alternative to care home placements and thereby reduced demand on local care home bed capacity. Key tasks undertaken by the postholder included reviewing referrals, managing the staff rota for care workers allocated to the step-down flats, liaising with the Extra Care Housing Manager and Extra Care Social Worker and being on-call to address queries or issues faced by care staff in respect of residents of the step-down flats.3. The funding to support recommendation 1 comes from the £934,446 that the Council received in 2024/25 from the Northwest London Integrated Care Board (ICB)'s
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Discharge Fund allocation to the Hillingdon Health and Wellbeing Board. The approval request for these services was not reflected in the Winter Hospital Discharge Support Schemes report that the Leader and Cabinet Member approved on 20th February 2025 as there was uncertainty about how much additional capacity would be required and for how long. This is within the context of an increased number of referrals from the community. The 2024/25 funding has been carried forward into 2025/26 to meet these commitments.

4. **Bridging Care and Reablement Services capacity 2025/26:** If agreed the recommendation will maintain an additional 50 hours a week for the Bridging Care Service for the whole of 2025/26 and an additional 250 hours a week for the Reablement Service for the period 1st April to 31st May 2025 and 200 hours a week from 1st June 2025 to 31st March 2026. The funding for this additional capacity is contained within the 2025/26 Better Care Fund (BCF) plan and explained later in this report.
5. **Block contract:** The Council currently has a block contract in place with Halton Services Limited for the provision of ten nursing beds at Parkfield House Nursing Home. The recommendation would result in four beds transferring to Ashwood Care Centre leaving five beds at Parkfield to support people who are non-weight bearing. The total number of block beds has been reduced by one due to a reduction in ICB funding for the 2025/26 BCF. The funding for this provision is contained within the 2025/26 Better Care Fund (BCF) plan and explained later in this report.
6. If approved, the recommendation will mean that the Council has three block contracts for step-down beds spread across three separate providers, i.e., Bond Care Limited, GCH (North London) Limited and Halton Services Limited with aligned end dates. This is a component of the Council's risk management response to the recent assessment by the Care Quality Commission (CQC) of Parkfield House as '*requires improvement*'. It also creates greater flexibility for the Council pending implementation of its plan for alternative provision at The Burroughs. The Leader and Cabinet Member are also reminded that Standing Orders require that all Council contracts contain a three-month no fault break clause that maximises flexibility to respond to changed circumstances. This means that if it is possible to establish step-down nursing capacity at The Burroughs earlier than June 2027 the Council would be able to end the block contracts early.

	<p>7. <i>Additional winter bed capacity:</i> The recommendation anticipates a need for additional capacity to support increased seasonal demand on hospital beds and is part of Hillingdon's health and care system's winter planning process. Mobilisation of the beds would be subject to the availability of funds via the discharge funding aspect of the ICB's minimum contribution to the Better Care Fund (BCF), or equivalent. In short, the additional beds would not be procured if the funds were not available.</p>
Alternative options considered and rejected	<p>8. <i>Bridging and Reablement capacity 2024/25:</i> The short-term nature of the service provision to which the recommendation applies means that officers have not considered alternative options. The same also applies to the extra care step-down coordinator post.</p> <p>9. <i>Bridging Care and Reablement Services capacity 2025/26:</i> The option not to approve the continuation of the additional hours is available. As the services are operating at an average of 91% and 95% utilisation respectively this is not recommended.</p> <p>10. <i>Block contract:</i> A competitive tender option was considered but not pursued as route has been tried twice before in 2022 and 2023 without success. The short-term nature of the placements with step-down beds presents additional burdens for providers, which means that there are a limited number of organisations willing to deliver this model. This means that a competitive tender is unlikely to produce a different outcome to previous tenders.</p> <p>11. <i>Additional winter bed capacity:</i> The decision could be made not to give advance approval to additional winter capacity. This is not recommended as demands on the health and care system in winter make it likely that additional capacity will be required, and the recommendation facilitates early planning and avoids late decision requests.</p> <p>12. A competitive tender could also be required but this is not recommended for the reasons explained in paragraph 7 above. In addition, working with existing providers with whom the Council is already in contract for the provision of step-down beds will expedite responsiveness to increased demand in settings that have established relationships with health and care partners.</p>
Classification	Part 2 - Members' Only and Not for Publication

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Link to associated report	<i>That this report be declared as exempt from publication as it involves the disclosure of information in accordance with Section 100(A) and paragraphs 1 & 2 of Part 1 of Schedule 12 (A) to the Local Government Act 1972 (as amended), in that the report contains information relating to any individual and information which is likely to reveal the identity of an individual and that the public interest in withholding the information outweighs the public interest in disclosing it.</i>
Relevant Officer contact & Directorate	Gary Collier – Adult Social Care and Health
Any interest declared by the Cabinet Member(s) / dispensation granted	N/A

Implementation of decision & scrutiny call-in

[Internal Use only]	
When can this decision be implemented by officers?	Officers can implement Cabinet Member decision in this notice only from the expiry of the scrutiny call-in period which is: 5pm on Friday 18 July 2025 However, this is subject to the decision not being called in by Councillors on the relevant Select Committee. Upon receipt of a valid call-in request, Democratic Services will immediately advise the relevant officer(s) and the decision must then be put on hold.
Councillor scrutiny call-in of this decision	Councillors on the relevant Select Committee shown in this notice may request to call-in this decision. The request must be before the expiry of the scrutiny call-in period above. Councillors should use the Scrutiny Call-in App (link below) on their devices to initiate any call-in request. Further advice can be sought from Democratic Services if required: Scrutiny Call-In - Power Apps (secure)

Further information	<p>These decisions, where applicable, have been taken under The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012.</p> <p>This is the formal notice by the Council of the above executive decision, including links to the reports where applicable.</p> <p>If you would like more information on this decision, please contact Democratic Services on 01895 250636 or email: democratic@hillingdon.gov.uk.</p> <p>Circulation of this decision notice is to a variety of people including Members of the Council, Corporate Directors, Officers, Group Secretariats and the Public. Copies are also placed on the Council's website.</p>
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