

	<h2>Adults and Safeguarding Committee</h2> <h3>12 June 2017</h3>
Title	Annual report on the Adults and Safeguarding Committee commissioning plan and outcome measures
Report of	Commissioning Director, Adults and Health
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Adults and Safeguarding Committee Commissioning Plan – Annual Performance Report 2016/17
Officer Contact Details	Kirstie Haines – Strategic Lead, Adults and Health 0208 359 2781, Kirstie.Haines@Barnet.gov.uk James Mass, Assistant Director 020 8359 4610, james.mass@barnet.gov.uk

<h2>Summary</h2>
<p>This report gives an overview of performance relating to the committee’s remit over the last year, including the implementation of strengths-based social care, a delivery approach which aims to promote resilience for service users. It details progress against the Adults and Safeguarding Committee’s commissioning intentions and performance from the addendum to the Commissioning Plan agreed by the Adults and Safeguarding Committee.</p>

<h2>Recommendations</h2>
<p>1. That the Adults and Safeguarding Committee note the performance against the Adults and Safeguarding Committee Commissioning Plan in 2016/17.</p>

1. WHY THIS REPORT IS NEEDED

- 1.1 The Adults and Safeguarding Committee Commissioning Plan 2015-20 was approved in June 2015. It sets strategic priorities and outcome measures with targets to be refreshed annually. All Theme Committees agreed five year Commissioning Plans. An addendum to the Commissioning Plan was agreed in March 2017 with updated targets for 2017/18.
- 1.2 This report sets out the performance achieved in 16/17 with further detail for each of the commissioning intentions and performance indicators contained in Appendix A.
- 1.3 **34** commissioning intentions were included in the Commissioning Plan. Of these, **82% (28)** are Green, **18% (6)** are Green Amber, **none** are Red Amber and **none** are Red.
- 1.4 Of the **17** indicators included in the plan, **16** were given a RAAG rating. **82% (14)** were rated Green, **12% (2)** were rated Green Amber, **6% (1)** were rated Red Amber, and none were rated Red. **13** indicators were given a 'direction of travel' (DOT) status. **77% (10)** have an "improved or maintained" DOT, and **23% (3)** have a "worsened" DOT.

Successes

- 1.5 There have been some significant successes in 2016/17. The Council has implemented strengths-based social care, a delivery approach which aims to promote resilience for service users and reduce the reliance on funded packages of care. A strengths-based practice training programme was co-developed through a successful pilot in Quarter 1 and rolled out across the operational teams in Quarters 2 and 3; the programme was shortlisted for the Creative and Innovative Social Work Practice award at the Social Worker of the Year awards. CareSpace, local assessment hubs, were rolled out across the borough, enabling operational teams to make stronger links with local communities and service users to have better access to community resources, with two hubs (the Independent Living Centre and Anne Owens) co-located with local voluntary and community sector (VCS) organisations. Social work teams were also encouraged to work more flexibly within the community through the introduction of mobile working technology across the Delivery Unit.
- 1.6 A range of innovative new care and support services have been commissioned and launched, including the new telecare service; the revised accommodation and support offer, which includes a number of innovative service options such as Neighbourhood Networks (which help people maintain their tenancies and develop their local, social and support networks), supported living for people with complex disabilities and health needs, and the

Crash Pad emergency respite service for people with learning disabilities; access to employment support services through the Your Choice Barnet contract; a new Personal Assistants (PAs) service, delivered by Your Choice Barnet; and the Shared Lives service, delivered in partnership with LB Harrow. These will lead to improved quality of life for residents and lower cost to the Council.

- 1.7 The new carers' support offer was launched, with a new contract for specialist carers' support services mobilised and the development of a new team which supports carers of people with dementia. Feedback from carers who have been supported by the new service is positive, with the majority stating that the service has helped their wellbeing and to sustain their caring role. The Council also became part of the national Employers for Carers scheme. These services formed part of the integrated Barnet Carers and Young Carers' Strategy.
- 1.8 The Council has seen sustained success in keeping the rate of admissions to residential care well below target for both older and working age adults. For older adults new admissions are at 381.9 per 100,000 and for working age adults new admissions are at 8.5 per 100,000 population against a target of 16.6. These numbers will be validated as part of year end activity to support the Council's statutory returns. Barnet's performance in these areas compares well with other local authorities.
- 1.9 Other preventative services have also performed strongly. Telecare installations are at 1,013 packages for the year, well above the target of 800 while the percentage of service users receiving ongoing services who have telecare has increased from 12.7% at the end of 2015/16 to 16.2% at the end of Q4, just short of the 17% target, creating a strong foundation for the new telecare provider to build on in the next financial year. The number of instances of information, advice and guidance provided to carers reached 3,226, exceeding the target of 3,000 instances.
- 1.10 The mental health accommodation and employment indicators are both rated Green with substantial improvement in the employment indicator in particular, which has reached 7.6% against the 7.2% target. This is a recovery following a dip in quarter three when a number of service users – those more likely to be in employment – moved on from receiving mental health services. The new mental health service structure is in place enabling delivery of the new operating model – focusing on enablement and prevention – to be embedded in 2017/18.

- 1.11 Barnet's Neighbourhood Services continue to provide support to older people in the borough, catering for different needs and interests. The services are run by a group of local voluntary organisations, commissioned by the council through the lead provider Age UK Barnet. They include a wide range of social, educational and exercise activities, including IT sessions, help to access health services, cooking and nutrition, practical help and social activities, to enable people to stay healthy, active and independent and increase their well-being. The model has been successful at increasing participation in day activities by older people and increasing the number of volunteers. A total of 1,009 new clients accessed the service during 2016/17, with over 600 active volunteers.
- 1.12 The council commissioned a new contract commencing April 2016 with Alzheimer's Society for dementia support services in the community. The new service comprises:
- Dementia Advisors - work with people at an early stage, helping them at the point at which they are diagnosed to make the choices which will let them live as independently as they possibly can.
 - Dementia cafes - an informal social point at which people with dementia and their carers can come together, sharing views, obtaining mutual support and gathering information and participating in arts and crafts activities.
 - A dementia day opportunities service and carer support, the day experience is now also offering half day slots at different venues across the borough.
 - In addition to the above the Alzheimer's Society has developed a Dementia Hub in Hendon, formally opened in May, providing a visible presence for the integrated dementia support services.
- 1.13 A Dementia Action Alliance Co-ordinator (DACC) is being resourced by the Alzheimer's Society outside of the tender. A number of organisations have signed up to form the Barnet Dementia Action Alliance (DAA), which is recognised as the building block to for Barnet to become a dementia friendly borough. The Alzheimer's society works closely with Barnet's re-modelled Memory Assessment Service, commissioned by Barnet Clinical Commissioning Group (BCCG) and provided by Barnet Enfield and Haringey Mental Health Trust (BEHMHT). This ensures integrated support for people with dementia, at the point of diagnosis.
- 1.14 The Shared Lives scheme commissioned by Barnet and provided by LB Harrow is underway and work is ongoing to embed the scheme and ensure referrals are being made at the appropriate rate. To date six placements have been made across learning disabilities, mental health and older people cohorts. Service user feedback has been very strong and carers / family members also report positively, highlighting the trust they have in the carers enabling them to make the most of respite opportunities.

- 1.15 Planning applications for leisure centres at Barnet Copthall and New Barnet have been approved. Construction will start on site later in 2017. Annual leisure centre attendances increased in 2016/17 at 1,164,316 (+1.68%) against the baseline of 1 million. For children and young people, participation in junior sports courses increased, predominately in swimming and gymnastics resulting in a 16% increase in sports course members. The main areas of attendance improvement were:
- 8.7% increase in older adults (45+)
 - 11.3% increase in BME
 - 5.9% increase in women and girls
 - 9.9% increase in disabled participation.
- 1.16 Areas that have seen significant programme development include the addition of gender specific and family swimming lessons to the programme offer and the introduction of Dementia Swimming at Barnet Copthall.

Challenges

- 1.17 Adult social care experienced significant challenges in relation to its budget in 2016/17, due to the impact of demand pressures and increased complexity of need, in relation to dementia, learning disabilities and referrals from the NHS. The position for 2016/17 reflected the full year budget impact for a number of individuals placed part way through 2015/16 and continuing through into 2016/17, as well as new pressures from new placements in year and increases to existing packages reflecting increases in need. The Deprivation of Liberty Safeguards (DOLs) service continued to have a significant pressure in 2016/17 (£0.5m), as a result of the Supreme Court judgements in 2014/15 and a loss of national grant funding since 2015/16.
- 1.18 The Council is continuing to take positive measures to mitigate the impact of this wherever possible. The areas of spend that are not related to care packages or care placements (staffing, non-care third party spend) have been closely controlled and have underspent to reduce the overall pressure. Additional funding has also been put into the adult social care budget.
- 1.19 Performance against the employment and accommodation indicators for Learning Disabilities has declined slightly, with the accommodation indicator performing at Green Amber and the employment indicator at Red Amber. LD service users should benefit from the new accommodation support options and day opportunities (including employment support services) which have launched in Quarter 4; along with the new employment service provided by Your Choice Barnet. Plans to develop a framework for employment support providers should also help address performance in this area. An in-depth review of the LD service is currently under way with a focus on identifying any

barriers to accessing more creative support options, which would enable independent living and employment opportunities.

- 1.20 Services which prevent non-elective admissions to hospital have performed well at 7,072 admissions against the target of 7,749, which relieves some pressure on the NHS. However, delayed transfers of care – an indicator of the pressure across the health and social care system – have performed more weakly than the target throughout the year. At Quarter 4, delays due to both health and social care were at 9.9 per 100,000 against the target of 7.35. Social care delays were at 5.1 against a target of 2.5 per 100,000. These indicators include delayed discharges from acute hospitals, community hospitals and mental health in-patient services.. The council has taken part, with NHS partners, in a review to explore the root causes of issues in A&E performance including the impact of delayed discharges. The exercise found that Barnet does not have issues with delays caused by social care assessments or by the availability of equipment. Issues were raised in relation to the availability of homecare and nursing care although residential care capacity was perceived to be less of an issue. Other local authorities across North Central London have been experiencing similar issues with social care provider capacity and a joint programme of work is being developed with NHS partners to stimulate the provider market. The increase in delayed transfers of care attributable to social care should be seen in the context of significant growth in referrals to social care from NHS services. For example, referrals to adult social care from secondary NHS care increased by 49% (from 2,565 to 3,814) between 2010 and 2015 and the referral level remains high.
- 1.21 The council continues to work closely with the NHS to maintain the operational arrangements which enable transfers of care to take place in an efficient and timely manner. Barnet is an active participant in its local Accident and Emergency Delivery board and senior managers took part in a series of ‘rapid improvement events’ in hospitals early in 2017. In the interim, the Delivery Unit has been proactive in managing these pressures, negotiating more block provision with providers which in turn gives providers the reassurance they need to recruit and to increase capacity. The new Your Choice Enablement service has developed further in Quarter 4 and has added 600 hours of care a week to available provision in the Borough.

2. REASONS FOR RECOMMENDATIONS

- 2.1 Theme committees review performance against their commissioning priorities on an annual basis. The commissioning plan sets out the council’s strategy for delivery quality services and enabling good outcomes for residents whilst addressing budget and demand pressures.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

3.1 N/A

4. POST DECISION IMPLEMENTATION

4.1 Work to implement the Commissioning Plan and respond to performance challenges will continue.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

5.1.1 The Commissioning Plan reflects the priorities contained within the corporate plan and the Health and Wellbeing Strategy.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 The Council is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old population groups. The Commissioning Plan has been informed by the council's Medium Term Financial Strategy, which sets out the need to make significant savings by 2020.

5.2.2 While performance against the commissioning intentions set out in this plan remains positive, the council has continued to experience significant challenges in relation to the adult social care budget in 2016/17. The adult social care budget overspent by £5.352m, which is 6 per cent of the total budget (£86.807m). The council is continuing to take positive measures to mitigate the impact of demand pressures wherever possible, including through additional funding from the precept and new social care grant.

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 Legal and Constitutional References

5.4.1 All proposals must be considered in terms of the council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.

5.4.2 The Council's Constitution, in Part 15 Annex A, Responsibility for Functions, states the functions of the Adults and Safeguarding Committee, including: To

receive reports on relevant performance information on Delivery Units providing services under the remit of the Committee.

5.5 Risk Management

5.5.1 The council has an established approach to risk management. Key corporate risks are assessed regularly and reported to Performance and Contract Management Committee on a quarterly basis.

5.6 Equalities and Diversity

5.6.1 The 2010 Equality Act outlines the provisions of the Public Sector Equalities Duty which requires Public Bodies to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010
- advance equality of opportunity between people from different groups
- foster good relations between people from different groups

5.7 Consultation and Engagement

5.8 The Corporate Plan and Commissioning Plans were informed by extensive consultation through the Budget and Business Planning process. The consultation aimed to set a new approach to business planning and engagement by consulting on the combined package of the Corporate Plan, Commissioning Plans, and budget. Consultation on the Council's plans for 2016/17 was undertaken following the decision by Policy and Resources Committee to proceed to consultation on the 2016/17 Budget, on 16 December 2015.

5.9 Insight

5.8.1 N/A

6. BACKGROUND PAPERS

6.1 Adults and Safeguarding Commissioning Plan - 2017/18 addendum, Adults & Safeguarding Committee, 6 March 2017
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MIId=8676&Ver=4>

6.2 Adults and Safeguarding Committee Commissioning Plan 2015-20:
<https://barnet.moderngov.co.uk/documents/s22062/Appendix%20A%20-%20Adults%20and%20Safeguarding%20Commissioning%20Plan.pdf>