

Meeting	Cabinet Resources Committee
Date	18 October 2012
Subject	Re-shaping Day Opportunities for Older People in Barnet: Implementation Plan for the Neighbourhood Model and Procurement of Later Life Planners and Practical Support Services
Report of Summary	Cabinet Member for Adults <p>Cabinet Resources Committee is asked to approve the implementation plan for the neighbourhood model, to be delivered by existing providers via a lead provider framework; and approve the commencement of procurement for Later Life Planners and Practical Support services.</p>

Officer Contributors	Helen Coombes Interim Head of Transformation
Status (public or exempt)	Public
Wards Affected	All
Key Decision	Yes
Reason for urgency / exemption from call-in	N/A
Function of	Executive
Enclosures	Appendix 1 Update on the Equality Action Plan Appendix 2 Case Brown v Secretary of State
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RECOMMENDATIONS

- 1.1 That Cabinet Resources Committee agree the implementation plan and timescales developed with local providers for implementation for the neighbourhood model:
- 1.2 That the Barnet Provider Group (BPG) led by Age-UK Barnet be commissioned to operate a neighbourhood service for an initial 3 years (option to extend to 5) for £550,000 per year prior to competitive procurement of a new contract to commence at the end of the period.
- 1.3 That the requirements of Contract Procedure Rule 6 and Table 6-1 be waived in relation to the neighbourhood model as set out in paragraph 6.2 (below)
- 1.4 That Cabinet Resources Committee approve the commencement of competitive procurement for Later Life Planners and Practical Support Services, to start on the 1 October 2012 for commencement of services by 1 April 2013, for £215,000 per year.
- 1.5 That Cabinet Resources Committee gives full consideration to the Equalities Plan at Appendix 1.

2. RELEVANT PREVIOUS DECISIONS

- 2.1 Cabinet Resources Committee 22 July 2008 (Decision item 11) approved changes to voluntary sector commissioning arrangements.
- 2.2 Cabinet Resources Committee, 8 December 2009 (decision item 7) approved the strategic document 'Looking after Yourself – a prevention framework for Barnet' as the basis for the commissioning of preventative services by Adult Social Care and Health.
- 2.3 Cabinet Resources Committee, 24 May 2011 (decision item 6) - approved the Estates Strategy 2011-2015 and corresponding action plan. This includes, among other targets, to complete a public sector /community assets plan in the Borough and develop the longer-term strategy with action plan to co-locate and manage community assets more effectively with our partners.
- 2.4 Cabinet 17 July 2012 (decision item 11) agreed the older adults day opportunities model; instructed the Cabinet member for Adults to develop in partnership with local providers of older adults services an implementation plan for CRC; agreed to add £150,000 to the older adults prevention funding to support the neighbourhood model.

3. CORPORATE POLICIES AND POLICY CONSIDERATIONS

- 3.1 The Joint Strategic Needs Assessment for Barnet has identified that the population of people aged 65 and over is set to increase by 21% over the next 10 years, and for the 90 plus age group to increase by 55% whilst at the same time resources to the Council to meet the needs of Barnet's residents are set to decrease in line with the Government's Comprehensive Spending Review.
- 3.2 Barnet's draft Health and Well Being Strategy (HWBS) has two overarching aims: 'Keeping Well' a strong belief in 'prevention is better than cure' and 'Keeping Independent'. Barnet's voluntary sector has a key role to play, building resilience in families, the community and neighbourhoods. Together with the Ageing Well, the new model for older adults day services will improve access to information and advice on a range of health and well being services, will assist to develop mutual support between citizens and increase inclusion, and develop neighbourhood and community based support networks for older people.
- 3.3 The new model for day opportunities, will also support the Corporate Plan objective 'Supporting residents to be healthy and live independent lives' in particular the aim to 'work with community groups and service providers to develop mutual support'
- 3.4 The Council's Estates Strategy 2011 – 2015 includes a target to complete a public sector community assets plan in the borough and develop the longer term strategy with an action plan to co-locate and manage community assets more effectively with the council's partners. This reflects the approach required for the neighbourhood model, and indeed the Ageing Well programme; where the aim is to have venues open to all, accessible and flexible, with a brokering service to link services and opportunities to venues.

4. RISK MANAGEMENT ISSUES

- 4.1 Commissioning neighbourhood services with the Barnet Provider Group (BPG) using a lead provider model is recommended in order to mitigate a number of risks
- 4.2 The proposed arrangement will result in a partnership between Barnet Council and the BPG to provide these services from the 1st April 2013 This partnership will ensure a smooth transition from existing services to the neighbourhood model by creating the conditions for service continuity; and minimising the potential risk of loss of a substantial number of volunteers. It will offer potential efficiencies of scale by reducing overhead and building costs and mitigating risks of duplication and/or gaps in services.

- 4.3 The BPG lead provider model, will have Age UK Barnet as the lead contractor and the model also offers efficiencies in contract management for the council. The BPG would be underpinned by a memorandum of understanding between the participants, with a management committee established to oversee the ongoing provision of the neighbourhood model. In addition the BPG is considering the election of an independent chair to facilitate the partnership in recognition that collaborative working to deliver a contract is a new way of working for many of the voluntary sector.
- 4.4 The council has long standing relationships with many of the funded voluntary organisations providing support to older people; they are delivering services of considerable value to Barnet's population of older people. Engagement and consultation with providers has shaped the proposed services and commissioning future provision through the existing provider group, will create the conditions for integrated working between the partners. It is expected that in the lead provider model Age UK Barnet will put in place sub contracts or other partnerships to maintain the skills and experience of the existing providers and to minimise risks of discontinuity in service delivery in the transition between old and new contracts.
- 4.5 There is a risk that entering into a partnership contract to commission and or provide neighbourhood services directly with the BPG could result in challenge (s) being brought against the council. This risk has been mitigated by requiring the provider group to undertake a process since the last cabinet report that has enabled the council to test the strength of the provider proposal and also putting in additional support to all of the existing provider groups to ensure that they understand the nature of the relationship between individual organisations and Age UK Barnet in a lead provider model. As the BPG includes both local and national providers of services to older people, it reflects the majority of the known market who potentially would have responded to a competitive process. All the organisations are 'not for profit' voluntary sector organisations, some of which have historically had a very small grant from the council. Some of these organisations are run entirely through volunteers with no paid staff.
- 4.6 The risk has also been mitigated in view of the specialist nature of the service, the fact that Providers approached the council with their 'offer', the provider group self selected the lead provider as Age UK Barnet, the council provided a 'critical friend' who was available to meet with individual organisations (in particular the smaller and minority organisations) to facilitate discussions within the group and to provide additional clarification on the expectations of the Council. The 'offer' is entirely based on the model, which has been in development over the past 2 years with the Older Adults Partnership Board, and was the subject of the formal consultation. The fact that following the formal consultation the providers approached the council does indeed fit with the Big Society model. In addition each organisation was provided with

a commissioning 'relationship' manager to ensure that both staff and members of the respective management committees fully understood all the implications, particularly of wider market implications to inform decision making.

- 4.7 A letter has been sent to all providers asking them to confirm that their individual organisation has been able to participate in the process; that they understand the implications and have signed up to the BPG with Age UK Barnet as the lead contractor. All of the organisations apart from one have now confirmed their participation and on going dialogue is continuing with the one remaining organisation. Age UK Barnet have provided documentary evidence that they have got agreement from all but one provider and again continue to be in dialogue with this organisation.
- 4.8 As the model is a demand led model, based on identified needs in each neighbourhood albeit within the framework of a specification, if in a certain neighbourhood sufficient interest is expressed by older people in a specific service, then BPG will need to either look within their existing group of providers to see if they can meet that need or source another provider and sub contract with them. Thus at any point an additional sub contractor can be added if required to meet a need. This is in line with our lead contractor approach for home and community support where the same model applies.
- 4.9 Significant risks are identified if the council proceeds directly to competitive procurement before it has sufficiently tested the proposed model. The proposals for the neighbourhood model have been worked up in consultation with providers and users and following consideration of best practice elsewhere. Whilst there are a variety of 'neighbourhood models' elsewhere the different conditions prevailing in Barnet, and the planned alignment with Ageing Well will mean that the Barnet model is relatively untested. Shaping the voluntary sector market into a new model, maximising relationships between different voluntary sector organisations to enable sharing that can lead to efficiencies and migrating to a new neighbourhood model can only take place over a medium to long term time span. To create the conditions for the successful implementation of a new service it is advantageous for the council to use well-established and respected providers who are trusted by service users and the substantial number of volunteers who provide their services.
- 4.10 The existing volunteers have been recruited by specific named providers; the risk that these volunteers would cease their contribution if an entirely new neighbourhood provider was introduced is mitigated through the approach recommended. The length of the contract proposed would allow sufficient time for different elements of the BPG to respond to locally driven need in neighbourhoods for existing and new volunteers to align themselves to a neighbourhood offer rather than a provider identity. The 3-year term proposed would allow

sufficient time to review the model on a 'rolling evaluation' basis, and continue to refine and develop the specification in consultation with the people using it. National evidence and experience documents the challenge of shifting the voluntary sector, a number of who do not have paid staff, into a new model which involved working together, sharing buildings and back office resources etc. Having a voluntary sector 10 year strategy is not unheard of, given the neighbourhood model represents a big change to both staff and volunteers; if we lose substantial numbers of volunteers the service cannot operate.

- 4.11 The risk that the partnership will not offer Value For Money would be mitigated by the following intended actions:
- i. The council's requirements for the services will be specified to define the objectives and deliverables over the 3-year period of the partnership.
 - ii. The contract will be outcomes focused with well-defined indicators of success and include clear and enforceable accountabilities for performance and provision for early termination.
 - iii. This will be measured using performance indicators, benchmarking against similar services and ensuring best practice is continually reviewed and adopted.
- 4.12 Volunteers aligned to the existing providers offer significant added social value in addition to the investment made via the contract from the council. The neighbourhood model implementation is dependent on this additional social value remaining in place to meet the increasing levels of demand from older people within neighbourhoods.
- 4.11 There is a, further, risk in terms of a potential challenge relating to the identification of Age UK Barnet as the 'Lead Provider'. The carrying out of the full procurement will go some way towards mitigating this risk.
- 4.13 In terms of contract management, the approach would be exactly the same as that for our lead providers and they will be measured against a detailed outcome specification.

5. EQUALITY AND DIVERSITY ISSUES

- 5.1 The public sector equality duty in the Equality Act came into force on 5 April 2011. Pursuant to section 149 of the Act, the council has a public sector obligation to have due regard to eliminating unlawful discrimination, advancing equality and fostering good relations in the contexts of age, disability, gender reassignment, pregnancy and maternity, religion or belief and sexual orientation.
- 5.2 The recommendations within this report follow Cabinet's decision on 17 July 2012 which agreed the Older Adults Day Opportunities Model and

instructed the Cabinet Member for Adults to develop in partnership with local providers of Older Adults services an implementation plan for the Older Adults Day Opportunities Strategy for consideration by Cabinet Resources Committee.

5.3 This report deals with the implementation of the Equality Action Plan, which is contained in Appendix 1. This includes delivery of the action points, any new issues arising out of the processes since Cabinet in July 2012 and to ensure that provision is made for future equality considerations when implementing CRC's decision arising out of this meeting.

5.4 The following table deals with each action point highlighted in Appendix 1:

Equality issue	Due regard given?
Whether a group or individual has been excluded from taking part in developing Neighbour-hood services	Detailed arrangements are proposed as regards the administration of the Neighbourhood model. The operation of services will however reach a far wider group of organisations and individuals. An initial task of the BPG Steering Group will be to undertake a mapping exercise of all organisations in the borough carrying out day services for older people and also map all types of protected groups that may not currently be catered for.
Whether the provider led model with Age UK Barnet at the helm has excluded other contracted organisations or individuals from a protected group.	In taking a decision to accept the BPG's proposals and the officer recommendations, the question must be asked whether due regard was given to the equalities duties under s149 of the Equalities Act and evidence should be shown. The issue of whether other contracted organisations have had the opportunity to object to the proposed arrangements or put themselves forward as lead providers has been dealt with by issuing a questionnaire to existing providers. All but one organisation have responded confirming their agreement to work under these arrangements.
Equalities duties within draft service specifications for Neighbourhood Services, Later Life Planners; Handyperson and Home from Hospital services and Care & Activity Model	To date, a high level draft service specification for Neighbourhood Services and summary specifications for Later Life Planners, Handyperson and Home from Hospital services have been drafted with a generic equalities section relating to all services. Each individual full specification will then contain equalities issues specific to that service. Generic equality duties included relate to accessibility; ethnic / cultural / religious specific services; gender / sexuality specific services; and services for people on low income.

	<p>A specific section deals with finding non-contracted organisations and places an obligation on the Lead Provider to ensure at the outset that all protected groups and all cultural groups in Barnet are represented by carrying out a mapping exercise.</p>
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6. USE OF RESOURCES IMPLICATIONS (Financial, Procurement, Performance and Value for Money, Staffing, IT, Sustainability)

- 6.1 The neighbourhood service which is being commissioned initially for 3 years currently has an annual base budget of £550,000. The total contract value for the 3 years is £1.65M, each organisation will receive a share of this money dependent on the services they provide. The procurement for Later Life Planners and Practical Support Services, to start on the 1 October 2012 and the contract to commence on the 1st April 2013, currently has a budget of £215,000. These are both currently funded from the prevention budget in the Adult Social Care and Health budget (including section 256 budgets for the additional £150,000 for neighbourhood services agreed at Cabinet on the 17th July 2012. As part of the voluntary sector Medium Term Financial Savings, the voluntary sector has already received a cut in their funding. The size of the contract is based on these amounts plus some additional monies to extend the offer through a neighbourhood model due to rising numbers and demand from older people.
- 6.2 In relation to the neighbourhood model the Council's Contract Procedure rules provide that contracts of the values indicated in paragraph 6.3 should be awarded following a tender process or other approved route. In considering the recommendation 1.2 to waive this requirement the Committee must be satisfied that the waiver would fall within one or more criteria specified in Paragraph 5.8 of the Contract Procedure Rules.
- i. The nature of the market for the works to be carried out or the supplies or services to be provided has been investigated and is demonstrated to be such that a departure from the requirements of Contract Procedure Rules is justifiable: or
 - ii. The contract is for works, supplies or services that are required in circumstances of extreme urgency that could not have been reasonably foreseen; or
 - iii. The circumstances of the proposed contract are covered by legislative exemptions (whether under EU or English Law); or
 - iv. There are other circumstances which are genuinely exceptional
- 6.3 The services to be provided under the neighbourhood model represent a justifiable departure from the Contract Procedure Rules for a number of reasons as set out under the risk management section 4, and referenced in recommendations 1.2 and 1.3.

- 6.4 The nature of the market was investigated; evidence was obtained from 9 London Boroughs, and 4 other local authorities, about 100 organisations were written to and a market event was held. Based on the results of these investigations and investigations was that there was a potential market but it was immature.
- 6.5 Essentially, the partnership will ensure a smooth transition from existing services to the neighbourhood model by creating the conditions for service continuity, and retaining the local knowledge and experience. The arrangement will also minimise the potential loss of substantial numbers of volunteers, who are aligned to the existing providers. The combined provider group have a resource of up to 2000 volunteers, who form the backbone of the services provided to older people. The replacement of existing organisation by a new group can result in the loss of volunteers who are not prepared to continue volunteering. This would place at risk the neighbourhood model and risk a reduced offer to older people.
- 6.6 The council is committed to improving opportunities for social capital, and stabilisation of the voluntary sector. The proposed route meets these commitments as described in the first and fourth point above
- 6.7 Together with the Ageing Well programme the service will allow for increasing use of social capital to reduce providers' dependency on council funding through effective use of volunteers and encouragement of peer support groups. The service will also contribute to managing assets more effectively, through supporting the work on the community assets plan as described in section 7 below.
- 6.8 A number of measures will be put in place to ensure value for money is obtained from the neighbourhood model, and that volunteers are retained. These include working closely with the BPG to establish a specification which will specify required staffing levels, indicative activities to take place in each neighbourhood, and numbers of service users anticipated. A baseline measurement will be created using data from existing activities, and this can be used to monitor progress.
- 6.9 Following the market testing exercise on the 15th August 2012 described in paragraph 9.16 below and in reference to recommendation 1.3 the Committee is asked to approve the commencement of competitive procurement for Later Life Planners and Practical support services to commence 1 April 2013.

7. PROPERTY AND ESTATES

- 7.1 The Council's Estates Strategy 2011–2015 includes a target to complete a public sector community assets plan in the borough and develop the longer term strategy with an action plan to co-locate and manage community assets more effectively with the council's partners.

- 7.2 Two elements of work are being undertaken within the Council which relate to the delivery of community buildings:
- i. As part of the Estates Strategy discussed at Cabinet Resources Committee on 24 May 2011, council-owned community buildings are undergoing a programme of compliance. This programme is expected to end during November and will inform the forthcoming Community Buildings Strategy.
 - ii. Cabinet at its meeting in November 2012 will consider the new Community Rights to Challenge, Bid and Buy, further considering the use of community assets within the context of the Localism Act, and a decision will be made at that meeting.
- 7.3 The Council owns and controls a number of the buildings in use by providers currently delivering day opportunities services. Some may become surplus to requirements as part of the reconfiguration, whilst new premises may need to be sourced in additional locations in order to meet the requirements of the neighbourhood model.
- 7.4 In order to assist with the reconfiguration of these services and drive the neighbourhood agenda forward, whilst these programmes of work complete, Adult Social Care and Health will work jointly with the sector and with corporate colleagues to actively look at options. This will include seeking out opportunities for sharing and supporting full use of premises and in doing so, aiming to reduce cost, minimise risk and achieve ongoing sustainability of services.
- 7.5 Using £10,000 of non-recurrent funding available through Barnet's Ageing Well Programme, it is proposed that the following actions take place:
- i. In conjunction with individual providers, undertake an audit of all premises currently in use delivering existing day opportunities provision.
 - ii. In conjunction with the provider group, actively consider the premises required to deliver the neighbourhood specification. As well as council-owned community buildings, the following should also be actively considered where appropriate:
 - a) Council operational properties, for example meeting rooms and similar spaces identified via the recent Libraries Review
 - b) What could be considered community assets within Council's housing stock, for example communal rooms within sheltered housing
 - c) Health assets
 - d) Other non Council-owned community assets
 - e) Private assets

- iii. Actively source and negotiate terms for the delivery of the neighbourhood specification, seeking out opportunities for sharing where possible.
 - iv. Deliver a premises plan linking to the delivery of the overall implementation of the neighbourhood model.
 - v. In conjunction with individual providers, provide signposting and support in relation to premises which may enable related but non-Council funded activity to be delivered.
- 7.6 Additional premises opportunities may be derived from which others may benefit, for example the recommissioning of Mental Health Day Opportunities or the delivery of Barnet's Ageing Well programme. This work therefore should be undertaken in conjunction with CommUNITY Barnet and the wider provider sector, and contribute to the overall delivery of the Council's Community Building's Strategy.

8. LEGAL ISSUES

- 8.1 The services to be commissioned fall under Annexe B of Schedule 3 to The Public Contracts Regulations 2006 (as amended). This means that the award of the contract to Age UK Barnet is not subject to the full EU tendering rules but is subject to Parts 1 (General provisions), 8, (Reports, Notices, Confidentiality, Communication, Sub-Contracting, Public Service Bodies); Part 9 (Applications to the Court).
- 8.2 In addition, the move to a 'Lead Provider' arrangement is capable of constituting a 'new contract' subject to the Treaty provisions of transparency, fairness and non-discrimination.
- 8.3 The Council has carried out Equality Impact Assessments on the proposals and in doing so has had due regard to the goals set out in the equalities/ discrimination legislation as set out above.
- 8.4 Equality Impact Assessments have been completed for each of the proposals and developed in the light of responses from the public, voluntary sector and service users of day centres and this demonstrates a commitment to ensure that due regard is given to effect of proposals on all groups with protected characteristics as set out in the EIA. The feedback from consultation has informed the areas of focus of future discussion with service providers and users.
- 8.5 The council is required to have due regard to goals set out in the Equality Act 2010 particularly s149 which sets out the public sector equality duty which came into force on 5 April 2011. The general duty on public bodies states that a public authority must, in the exercise of its functions, have due regard to the need to:

- i. eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- ii. advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- iii. foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

8.6 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- i. remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- ii. take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- iii. encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

8.7 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities. Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- i. tackle prejudice, and
- ii. promote understanding

Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

8.8 The relevant protected characteristics are:-

- i. age;
- ii. disability;
- iii. gender reassignment;
- iv. pregnancy and maternity;
- v. race;
- vi. religion or belief;
- vii. sex;
- viii. sexual orientation.
- ix. It also covers marriage and civil partnership with regard to eliminating discrimination.

- 8.9 'Due regard' as required by legislation is more than 'regard'; it requires more than simply giving consideration to the issue of disability, race or gender, the law requires a rigorous and open minded approach.
- 8.10 There are also statutory Codes of Practice issued by the Equalities and Human Rights Commission
- 8.11 The Equality and Human Rights Commission guidance has stated that the essence of the new duty remains the same, to have due regard to achieve the three general duty aims. It also states, amongst other matters that public authorities should:
- i. have an adequate evidence base for decision making and to consider what engagement needs to be undertaken with people who have an interest in tackling discrimination, advancing equality and fostering good relations
 - ii. analyse the effect of a policy or practice on equality
- 8.12 The Council is following the Codes and taking the guidance into consideration in formulating its proposals for consideration by Cabinet.
- 8.13 The Council will keep under review whether in developing the new services these statutory duties are relevant.
- 8.14 Attached to this report (Appendix 2) are guidelines laid down by the Court in the case of R (OTA Brown) v Secretary of State for Work and Pensions [2008] 3158 (Admin) which also gives decision makers some additional guidance when considering their equality duties.
- 8.15 As a matter of public law the Council is required to put out to consultation, the proposals for changes to the groups affected by those changes. The consultation must be undertaken at a time whilst the proposals are in a formative stage and give sufficient reasons for the proposals and sufficient time for consultation to allow those consulted to be able to give a considered response. The results of that consultation must be taken into account when the final decision is made. The council has been in compliance with this requirement and has worked through the proposals with a group of providers and users.

9. CONSTITUTIONAL POWERS

- 9.1 The Council Constitution Part 3, Responsibility for Functions, states in paragraph 3.6 the functions of the Cabinet Resources Committee.

10. BACKGROUND

10.1 Prior to the Cabinet meeting on the 17th July 2012 a proposal was received from the Barnet Day Services Provider group (providers contracted with the council to provide day opportunities) requesting that Cabinet consider that a new contract for day services be allocated to existing providers working together. They proposed that one member of the group would be the contracting organisation but the group as a whole would provide services.

10.2 Cabinet responded in July by instructing the Cabinet Member for Adults to develop, in partnership with local providers, an implementation plan for the Older Adults Day Opportunities strategy for consideration by Cabinet Resources Committee (CRC). Cabinet also agreed the four models for delivering future day opportunities in Barnet, with the intention that they will begin operating from 1 April 2013. This section describes what work has been done with providers to develop the neighbourhood model and the implementation plan, and describes the market-testing event held on 15 August 2012.

10.3 Older Adult Provider Group and the Neighbourhood Model

A meeting was arranged by council officers on the 23 July 2012 in order to provide a briefing on the outcome of the Cabinet meeting, next steps and some group work to test the viability of the proposal submitted by the Barnet Provider Group (BPG) as described above. 22 organisational representatives attended along with 2 representatives from the Barnet Older People's Assembly. Council officers explained that the BPG had been invited to develop their offer to Cabinet and present this to a stakeholder panel on the 1st August. During that meeting there was a general consensus from organisations present, including the largest ones, that Age UK Barnet should fulfil the role of lead provider.

10.4 In order to support the providers group to develop their proposals a 'critical friend' role was implemented. This has been undertaken by the Council's Carers Lead. In addition each provider has been allocated a commissioning manager to work with each provider to address their own specific issues and questions until the end of September 2012. A draft specification for the neighbourhood model was shared with the provider group on 26 July 2012.

10.5 The testing of the neighbourhood model took place on the 1st August and then a further presentation was made on the 6th August 2012. On these two days a stakeholder panel, which consisted of commissioners, service user and Older Adults Assembly Group members, evaluated their presentation and had the opportunity to ask questions of the Barnet Older Adults Provider Group. The Stakeholder panel met together following the presentations and agreed that the

BPG proposals were viable, and should be further worked up for presentation to CRC in September 2012.

10.6 The council has written to all contracted providers asking them for confirmation that they have signed up to the BPG proposal and that they have had sufficient information to help them make the decision. All existing provider organisations have confirmed that they wish to be part of the new model, apart from one organisation with which ongoing dialogue and discussion is taking place.

10.7 **Summary of OA Provider Group Proposals**

As described above, existing providers, led by Age UK Barnet presented their proposals for a neighbourhood model to the stakeholder panel on two occasions and in addition a final meeting chaired by the Co Chair of the Older Adults Partnership Board and the Cabinet Lead for Adults. Final membership of the Barnet Provider Group (BPG) will be decided by early October 2012 following confirmation from the council that the provider proposal can be progressed. A management committee, with an independent chair, consisting of representation from each group will oversee service delivery

10.8 The Barnet Provider Group has strong representation across the ethnic and cultural spectrum which will ensure the whole community is involved in the service changes. The BPG will draw up and agree a Memorandum of Understanding based on the existing Carers hub model. The target is to have this signed by the end of October 2012. Sub contracts will be based on the Centre for Independent Living model, as already agreed by the Council.

10.9 Barnet Provider Group (BPG) are articulating a vision where the neighbourhood model aims to rebuild or re-connect individuals with community support networks that may have been disrupted or have disappeared through a recent move from home into supported living, re-location from another area, a lengthy hospital stay, recent disability or life limiting condition, loss of family support or a life long partner, or any other factor that may have left an individual feeling lonely, isolated, and vulnerable.

10.10 The BPG will work closely with the Older Adults Partnership Board (OAPB) to enable them to identify those support services that are of most value to communities. BPG will map out current service provision. Together with the user group, service users and providers, it will review current provision to ascertain if it is fit for purpose taking into account community requirements and identify core services that communities want and need.

10.11 Together with the councils Insight Team, the neighbourhood areas are being drawn up. It is proposed that these are based on ward boundaries; and that there will be 7 neighbourhood areas.

10.12 BPG have articulated the benefits of their proposals, which include the fact that no one provider could undertake this alone, the considerable benefits of pooling resources (IT, staff, central services, premises) and of course the immense strength of combining 2000 volunteers across the borough in a co-ordinated way.

10.13 **Next steps – Neighbourhood Model**

Subject to Cabinet Resources Committee's approval on the 18th October 12 the provider partnership group led by Age UK Barnet will be tasked with undertaking the following further work for completion by the 1st December 2012:

- i. A worked up detailed operational specification for the neighbourhood model, including schedules of indicative staffing and activities, designed to deliver the outcomes defined in the high level neighbourhood model specification within the funding envelope.
- ii. A detailed transition plan
- iii. Arrangements for transfers of existing contracts into the new arrangement by April 2013, with the lead contract held by Age UK
- iv. Transitional arrangements for any existing providers who have decided not to participate in the new arrangements, as they will not be able to rely on council funding after April 2013 to fund their services [
- v. Joint communication plans so that people who use services are clear about the offer available in neighbourhoods

10.14 **Later Life Planners, Handy Person and Home from Hospital**

The Later Life Planners model will be integrally linked to the Neighbourhood Model. They will also be contributing to the NHS Health Checks initiative to ensure that an environment exists that includes health checks as a matter of priority to enable people to plan for their later life. It will be an integral part of the Later Life Planners service not only to make access available to the Health Check service, but promote this service to its clients to ensure as many older people as possible take advantage of this service. Further opportunities for integration will be developed during the first year.

10.15 There are a significant number of self-funders within Barnet and work is underway to develop a 'Barnet Offer' so that self-funders are able to access advice. The Later Life Planners service will be in a position to work closely with any future chosen provider of this service.

10.16 A market event was advertised for the 15 August 2012 and relevant draft specifications were published on the web. This was attended by 15 people representing 11 organisations. It is therefore recommended that there was sufficient interest for the procurement of Later Life and Practical Support services to commence from the 19th October 2012

10.17 **Fremantle Trust**

A new day services specification for the Fremantle Trust has been drafted and is currently subject to negotiation. This is due to be concluded by 30th September 2012. This service will support the most frail and vulnerable older people to retain their independence and minimise the risk of their admission to long term care, using an enablement model. The service development will include a more flexible approach with greater service user involvement, outreach services, closer links with the local community and a menu of priced activities so that service users can purchase particular activities using their Personal Budget. There is a requirement on Fremantle to work with the Neighbourhood Model providers and Later Life planners to ensure that older people and their carers are aware and able to access the widest range of information, advice and local support.

10.18 **The Proposal**

If recommendation 1.2 is approved this will mean the following approach will be implemented

- The BPG led by Age-UK Barnet be commissioned to operate a neighbourhood service for an initial 3 years (option to extend to 5) prior to competitive procurement of a new contract to commence at the end of the period.
- The proposed services would be subject to a detailed specification and performance framework setting out the council's requirements.
- That approval is given for the commencement of competitive procurement for Later Life Planners and Practical Support Services, to start on the 1 October 2012 for commencement of services by 1 April 2013.

10.19 The following key milestones are applicable to the implementation of the recommended provision.

10.20 Neighbourhood Model

End October 2012	CRC decision
Mid November 2012	Steering group established with independent chair Memorandum of understanding agreed and signed
End October 2012 to end January 2013	Mapping existing services and community asset audit
November to December 2012	Joint work between council and providers with service users to identify alternative provision
Mid November 2012	Neighbourhoods identified and agreed
End November 2012	Community Care assessments completed
Mid November 2012	Providers to submit to the council: <ul style="list-style-type: none"> i A worked up detailed operational specification for the neighbourhood model, including schedules of indicative staffing and activities, designed to deliver the outcomes defined in the high level neighbourhood model specification (already sent) within the funding envelope. ii A detailed transition plan iii Arrangements for transfers of existing contracts into the new arrangement by April 2013, with the lead contract held by Age UK Barnet iv Transitional arrangements for any existing providers who have decided not to participate in the new arrangements, as they will not be able to rely on council funding after April 2013 to fund their services v Joint communication plans so people who use services are clear about the offer available in neighbourhoods
December 2012	Agree and sign contract with Lead provider for 1 st April 2013 commencement
To mid January 2013	Pilot of neighbourhood in 1 to 2 areas
End January 2013	Evaluate pilot
January 2013	Completion of Services design
End January 2013	Agreement which Providers will sub contract
1 st April 2013	New contract commences Delivery starts

10.21 Later Life Planners and Practical Support services

End September 2012	CRC decision
5 th November 2012	Tenders/Quotes sought
24 December 2012	Receipt of tenders/quotes
To early February 2013	Interviews and evaluation
March 2013	CRC approval sought

11 LIST OF BACKGROUND PAPERS

11.1 None

Cleared by Finance (Officer's initials)	MC/JH
Cleared by Legal (Officer's initials)	LC/TE