

MEETING

ADULTS AND SAFEGUARDING COMMITTEE

DATE AND TIME

MONDAY 23RD JANUARY, 2017

AT 7.00 PM

VENUE

COMMITTEE ROOM 1, HENDON TOWN HALL, THE BURROUGHS, LONDON NW4 4BQ

TO: MEMBERS OF ADULTS AND SAFEGUARDING COMMITTEE (Quorum 3)

Chairman: Councillor Sachin Rajput

Vice Chairman: Councillor Tom Davey

Councillor Paul Edwards

Councillor Claire Farrier

Councillor Helena Hart

Councillor Dr Devra Kay

Councillor David Longstaff

Councillor Reuben Thompstone

Councillor Reema Patel

Substitute Members

Councillor Anthony Finn

Councillor Anne Hutton

Councillor Brian Gordon

Councillor Daniel Thomas

Councillor Jim Tierney

Councillor jess Brayne

In line with the Constitution's Public Participation and Engagement Rules, requests to submit public questions or comments must be submitted by 10AM on the third working day before the date of the committee meeting. Therefore, the deadline for this meeting is Wednesday 18th January at 10AM. Requests must be submitted to Edward Gilbert 020 8359 3469 edward.gilbert@barnet.gov.uk

You are requested to attend the above meeting for which an agenda is attached.

Andrew Charlwood – Head of Governance

Governance Service contact: Edward Gilbert 020 8359 3469 edward.gilbert@barnet.gov.uk

Media Relations contact: Sue Cocker 020 8359 7039

ASSURANCE GROUP

ORDER OF BUSINESS

Item No	Title of Report	Pages
1.	Minutes	5 - 12
2.	Absence of Members	
3.	Declarations of Members Disclosable Pecuniary Interests and Non-Pecuniary Interests	
4.	Report of the Monitoring Officer (if any)	
5.	Public Questions and Comments (if any)	
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10.	Prevention and Early Support Review: Consultation Report	To Follow
11.	Committee Forward Work Programme	71 - 76
12.	Any other items that the Chairman decides are urgent	
13.	Motion to Exclude the Press and Public	
14.	[EXEMPT] Review of procurement and mobilisation of adult social care enablement service	77 - 80
15.	Any Other Exempt Items that the Chairman Decides are Urgent	

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Decisions of the Adults and Safeguarding Committee

10 November 2016

AGENDA ITEM 1

Members Present:-

Councillor Sachin Rajput (Chairman)

Councillor Paul Edwards
Councillor Claire Farrier
Councillor Helena Hart
Councillor Reuben Thompstone

Councillor David Longstaff
Councillor Reema Patel
Councillor Anne Hutton (as substitute)

Apologies for Absence:-

Councillor Tom Davey
Councillor Dr Devra Kay

1. MINUTES

The Chairman informed all members and those present in the public gallery that the audio of the meeting would be streamed live through the council's committee section of the website.

RESOLVED – The minutes of the meeting held on 19th 2016 September were agreed as a correct record.

2. MEMBERS' ITEMS (IF ANY)

There were none.

3. ABSENCE OF MEMBERS

Apologies for absence were received from Councillor Tom Davey and Councillor Dr Devra Kay. Councillor Anne Hutton was in attendance as a substitute for Councillor Dr Devra Kay.

4. DECLARATIONS OF MEMBERS DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

The following interest was declared:

Councillor	Item	Nature of interest	Detail
Anne Hutton	7	Non-pecuniary	That the Councillor is a trustee at the Barnet Carers' Centre.

5. REPORT OF THE MONITORING OFFICER (IF ANY)

None.

6. PUBLIC QUESTIONS AND COMMENTS (IF ANY)

None.

At this point in the meeting, the Chairman altered the order of the agenda so that item 12 - Any other items that the Chairman decides are urgent - be considered before the other items.

7. ANY OTHER ITEMS THAT THE CHAIRMAN DECIDES ARE URGENT

The committee congratulated the Governance Service Team Leader, who had regularly supported meetings of the committee (Anita O'Malley), on the recent birth of her son, who had been named William. The Chairman and the committee wished her and William well.

The Chairman then provided an update to the committee concerning issues that have been experienced with the Enable Barnet service provided by Aquaflo. He noted that an update on the position was given to the Urgency committee on 17th October 2016 that outlined the steps taken to remedy the situation.

The Chairman noted that due to the unacceptable impact of service failures on clients and staff, the Council had previously taken the decision to cease allocating cases to Enable Barnet and issued an improvement notice to Aquaflo, which highlighted that immediate steps must be taken to improve the service. Subsequently, officers have issued a notice to terminate the contract effective of 21st November 2016.

The Chairman informed the committee that officers have been working with Your Choice Barnet to develop an alternative service and have proposed to award a contract to them to become the enablement provider.

Drawing on 'lessons learnt', officers are working collaboratively with Your Choice Barnet to ensure that systems will be in place to effectively coordinate the service and are looking to input the training of their staff, so that expectations of the service are clearly understood. There are also plans to co-locate the Your Choice Enablement Manager and Co-ordinators with the Council's own staff to promote closer working and better communication.

The Chairman also noted that the Council will be making a gradual and controlled allocation of cases to Your Choice Enablement to allow it to establish its processes, improve the quality of its provision and build its capacity. A paper will be brought to the 23rd January 2017 meeting of the committee to report on the lessons learnt, as well as to note the award of the contract.

8. YOUR CHOICE BARNET CONSULTATION

The Chairman introduced the item, which related to the Your Choice Barnet Consultation, and invited the Adults and Wellbeing Strategic Lead and Director of Care and Support to the table to answer any questions from the committee.

Following consideration of the item, the Chairman moved to the recommendations. Votes were as follows:

For	8
Against	0
Abstain	0

The recommendations were therefore carried, and the following was **RESOLVED**:

- 1. That the Committee noted the findings of the consultation with key stakeholders on the proposals for the new YCB agreement were predominantly positive;**
- 2. That the Committee agreed that following the findings of the public consultation, that the new contract with YCB will include all current YCB services, whilst increasing support to service users to move towards more independent living and to participate in the workplace;**
- 3. That the Committee noted that the issues that were raised by stakeholders were addressed through the consultation process and will be monitored through on-going engagement;**
- 4. That the Committee noted that the outcomes of the consultation with key stakeholders will be used to further develop the content of new YCB service approaches, individual support plans and to ensure that the appropriate assurances are in place;**
- 5. That the Committee noted that engagement with YCB service users and their families, YCB staff and other key stakeholders will be an on-going process to ensure that YCB develops its services and supports individuals in a way that is person-centred and enabling.**

9. EXTENSION OF EXTRA CARE SERVICES

The Chairman introduced the item, which related to the Extension of Extra Care Services, and invited the Adults and Wellbeing Strategic Lead to the table to answer any questions from the committee.

The Commissioning Director, Adults and Health, then provided an overview of the contents of the report.

Following consideration of the item, the Chairman moved to the recommendations. Votes were as follows:

For	8
Against	0
Abstain	0

The recommendations were therefore carried, and the following was **RESOLVED**:

1. That the Committee agreed to the further expansion of extra care places between 2016 and 2023 as outlined in the report;
2. That the Committee approved the Barnet Council Framework for Extra Care and Support Services;
3. That the Committee agreed that the Council enter into a formal dialogue with Your Choice (Barnet) Ltd (YCB) to provide care and support services at Moreton Close Extra Care Scheme.

10. PREVENTION SERVICES

The Chairman introduced the item, which related to Prevention Services, and invited the Adults and Wellbeing Strategic Lead and the Commissioning Lead, Health and Wellbeing, to the table to answer any questions from the committee.

Following consideration of the item, the Chairman moved to the recommendations, and stated that voting would be taken on each recommendation in turn. Votes for recommendation 1 were as follows:

For	4
Against	3
Abstain	1

Votes for recommendation 2 were as follows:

For	4*
Against	4
Abstain	0

** The Chairman used his casting vote in favour of the recommendation.*

Votes for recommendation 3 were as follows:

For	8
Against	0
Abstain	0

The recommendations were therefore carried, and the following was **RESOLVED**:

1. That the Committee noted:

- A) The expansion of prevention and early support activities targeting current and potential adult social care users in the borough;
- B) The work being progressed to ensure that these activities provide good value for money and reduce future demand for Adult Social Care services.

2. That the Committee agreed the proposed changes to commissioned services as detailed in the report (section 2) subject to the outcome of consultation with current service users.

3. That the Committee agreed to receive a consultation report at its meeting on 23rd January 2017.

11. BUSINESS PLANNING

The Chairman introduced the item, which related to Business Planning, and invited the Adults and Communities Director, the Adults and Wellbeing Strategic Lead, the Customer Financial Affairs Service Manager, the Community and Well-being Assistant Director and the Head of Adults Transformation to the table to answer any questions from the committee.

The Commissioning Director, Adults and Health, then provided an overview of the contents of the report.

During the course of the debate, Councillor Farrier – seconded by Councillor Hutton – moved a motion to delete the wording of recommendation 3 and replace it with the following wording:

- *The committee request that the result of the consultation come back to the committee for further consideration.*

Votes on the motion were recorded as follows:

For	4
Against	4*
Abstain	0

* *The Chairman used his casting vote against the motion.*

The motion therefore fell.

Following consideration of the item, the Chairman moved to the recommendations, and stated that voting would be taken on each recommendation in turn. Votes for recommendation 1 were as follows:

For	4*
Against	4
Abstain	0

* *The Chairman used his casting vote in favour of the recommendation.*

Votes for recommendation 2 were as follows:

For	8
Against	0
Abstain	0

Votes for recommendation 3 were as follows:

For	4*
Against	4
Abstain	0

** The Chairman used his casting vote in favour of the recommendation.*

Votes for recommendation 4 were as follows:

For	4
Against	0
Abstain	4

The recommendations were therefore carried, and the following was **RESOLVED**:

1. **That the Adults and Safeguarding Committee agreed to the savings programme as set out in Appendix A for recommendation to the Policy and Resources Committee.**
2. **That the Adults and Safeguarding Committee agreed to the commencement of formal public consultation on the proposed changes to the Council's Fairer Contributions Policy to start in November 2016.**
3. **That the Adults and Safeguarding Committee agreed to delegate authority to the Adults and Health Commissioning Director to progress the plans for the proposed changes to the Council's Fairer Contributions Policy, and in consultation with the Chairman of the Committee agree the Policy taking into account the feedback from the public consultation and the Equalities Impact Assessment.**
4. **That the Adults and Safeguarding Committee agreed to the proposal for the core leisure fees and charges 2017/18 to take effect from 1st April 2017 - 31st March 2018.**

12. COMMITTEE FORWARD WORK PROGRAMME

The Chairman introduced the item, which related to the Forward Work Programme for the Committee.

Councillor Reema Patel then requested that a report be brought back to a future meeting of the committee which would provide an update on the Council's Fairer Contribution Policy. She requested that this be added to the Forward Work Programme.

The Chairman stated that a vote would be taken on the request, with votes recorded as follows:

For	4
Against	4*
Abstain	0

** The Chairman used his casting vote against the request.*

The committee then noted the 2016/17 work programme.

The meeting finished at 8.25 pm

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	<p align="center">Adults and Safeguarding Committee 23rd January 2017</p>
<p align="center">Title</p>	<p>Review of procurement and mobilisation of adult social care enablement service</p>
<p align="center">Report of</p>	<p>Adults and Communities Director</p>
<p align="center">Wards</p>	<p>All</p>
<p align="center">Status</p>	<p>Public (with separate exempt report, which is not for publication by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 as amended)</p>
<p align="center">Urgent</p>	<p>No</p>
<p align="center">Key</p>	<p>No</p>
<p align="center">Enclosures</p>	<p>N/A</p>
<p align="center">Officer Contact Details</p>	<p>Jess Baines-Holmes, Head of Service, 020 8358 3312, Jess.baines-holmes@barnet.gov.uk</p>

Summary

At the Urgency Committee on 17th October 2016, it was agreed that a report would be presented to the Adults and Safeguarding committee at a future meeting to review the procurement and mobilisation of the social care enablement service.

On 5th September 2016 the Enablement Homecare Service transferred from the previous incumbent provider, Housing and Care 21, to Aquaflo Care Ltd. Despite measures in place to mitigate the risk of disruption during the mobilisation period, the transfer proved problematic and the Council had to take steps to ensure that continuity of enablement and home care support was provided to residents receiving a service from Aquaflo.

Actions taken by the Council in the early weeks included frequent contact with and reviews of service users, provision of welfare checks, moving vulnerable clients to alternative care providers, mobilising an out-of-hours immediate response service and close working with Aquaflo on improvements. These ensured that where possible any negative impacts of loss of service were mitigated and resolved. Social work reviews of clients did not identify any enduring harm attributable to Aquaflo's failure.

Throughout the challenging events, staff within Adults and Communities demonstrated great dedication and commitment. Many worked out of hours to ensure the safety of individuals. Colleagues came together to maximise resources and work effectively as part of a focussed response to ensure the safety of residents

Subsequently, the Council commissioned additional services using other Council suppliers in good standing, providing further capacity to support residents.

The investigation into these circumstances has shown that the Council's procurement and mobilisation approach was robust, with a dedicated service user and carer advisory group informing and participating in the process from the early service development to the award of contract. However, Aquaflo was unable to deliver the service to the quality required. This report outlines a number of actions to further strengthen the Council's approach to similar procurement exercises to reduce the likelihood of a similar occurrence.

In December, a new enablement service, Your Choice Enablement, was mobilised successfully through a carefully managed process administered by a dedicated team and with oversight from senior Council officers. Lessons learnt from the previous provider's failure were used to inform the approach and proved invaluable to the success of the new service.

Recommendations

- 1. That the Committee notes the report setting out the review of the procurement and mobilisation of the previous enablement service in Barnet.**

1. WHY THIS REPORT IS NEEDED

- 1.1 This report reviews the failure of Aquaflo Care Ltd to deliver the contracted enablement service and outlines additional mitigations that the Council has put in place to reduce the risk of such a failure occurring again.
- 1.2 On 5th September the Enablement Homecare Service transferred from the incumbent provider, Housing and Care 21, to Aquaflo Care Ltd. Despite measures in place to mitigate the risk of disruption during the mobilisation period, the provider failed to deliver the service they were contracted to provide and the Council had to take steps to ensure that continuity of enablement support was provided to residents who were users of the Aquaflo service.
- 1.3 Enablement is a service that provides tailored short term rehabilitation support to meet a person's identified goals, to improve skills and confidence in living independently in their own home and allow them to access their community.
- 1.4 For some people, this can be achieved in a week or two, for others it may be up to six weeks. During the enablement period, social work practitioners within the Council undertake regular reviews to identify whether someone needs care and support in the longer term. Enablement packages for individuals will range from a couple of visits per week to multiple daily calls of between thirty minutes and an hour, depending on individual needs. Clients using the service tend not to be the most vulnerable that the Council supports and over 70% require no further social care service at the end of the enablement period. In a typical year, 1,600 people will use the enablement service, approximately 24% of those who use Council funded adult social care.
- 1.5 The Council first established an enablement service in 2009 through a variation to an existing home care contract. This was then procured through a competitive procurement process in 2010. The provider was Housing and Care 21. The contract length was four years with a one year extension and there was a requirement under contract procedure rules to re-procure the service.
- 1.6 In 2014 the Council commenced planning to re-commission the home and community support service, which provides domiciliary care. Officers in the Joint Commissioning Unit also undertook a review of the health and social care enablement pathway. As a result of this, the enablement service was included as a lot within the home and community support procurement.
- 1.7 Though the procurement and mobilisation planning was robust, the provider failed to deliver the service. This report summarises the lessons learned from the process and the actions to be taken by the Council as a result to mitigate the risk of a provider failing to deliver the contracted service again.

Procurement process

- 1.8 Following a review by officers in the Joint Commissioning Unit of the health and social care enablement pathway, a strategy for all local enablement services was developed. This included the gathering of best practice and review of current services to inform the specification for the re-commissioning of the enablement homecare provision. The Council's home care contracts were also coming to an end and the enablement service formed a specific lot within the home and community support procurement.
- 1.9 The Council undertook a competitive procurement process for Home and Community Support as required under EU public procurement legislation. The enablement service was one lot within this larger procurement. The authorisation to commence came from the Procurement Forward Plan 2015/2016, which was agreed by Policy and Resources Committee on 13 January 2015. A working group of service users and carers were involved for over a year in the procurement process, including bid evaluation.
- 1.10 Following a report to the Adults and Safeguarding Committee in November 2015, where it was agreed to include the payment of travel time for care workers in home and community support contracts, the procurement specified that bidders needed to pay travel time. The procurement also specified that bidders had to take account of increases in the National Living Wage in their bids.
- 1.11 The Council used a number of methods to select the successful bidder for the enablement contract. The bids were subject to comprehensive evaluation, carried out by legal, procurement, adult social care operations and commissioning, users and carers.
- 1.12 A financial evaluation was undertaken which assessed financial standing, stability and sustainability of the tenderer. Aquaflo passed all financial checks in the procurement process.
- 1.13 A series of method statements were set for bidders, covering a number of important areas of delivery. Bidders were asked to provide supporting documentation including job descriptions, policy and procedures and a mobilisation plan.
- 1.14 Bidders were asked to reference past experience of their ability to deliver in their responses to the method statements. The use of these examples was scored more highly. Aquaflo were able to reference delivery of 1,500 hours of homecare per week in neighbouring Brent and the enablement service for Bexley.
- 1.15 In efforts to mitigate the risk of poor quality but low cost services winning the procurement, pass / fail hurdles and minimum quality thresholds were also employed. This meant that there were a number of mandatory requirements that had to be met in order for a bid to be compliant and minimum scores which had to be achieved in respect of certain quality criteria for evaluation.

- 1.16 Critically, bidders had to have received a rating of 'Good' under the regulator, the Care Quality Commission's current inspection system or 'Met all Standards' under the previous inspection regime. These ratings are not equivalent, however procurement advice received was that as not all bidders would yet have a received an inspection under the new system it would be unfair to exclude ratings received under the previous one.
- 1.17 Aquaflo did not have a Barnet branch and provided the inspection report of their nearest located branch, Stratford, which had met all standards upon inspection in May 2014.
- 1.18 Experienced staff from the Council's procurement, finance and social care services undertook each part of the evaluation. A number of providers did not meet the minimum quality criteria and therefore did not proceed to the final stages of the evaluation process. The process was robust and well managed.

TUPE Transfer

- 1.19 It was identified at the outset of the procurement that the Transfer of Undertakings (Protection of Employment) Regulations 2006 (as amended) were likely to apply as a result of the re-commissioning of the enablement service. As the service was already delivered by an external supplier, the Council would not be a party to the transfer of staff.
- 1.20 The Council's policy is to facilitate and support the flow of information in the interests of a successful transfer and continuity of service but it has no legal standing in the process. The position of the Council is to remain as a conduit for information but not to take an active role in managing the process. Both suppliers advised that they were experienced in managing the handover of staff and Aquaflo provided a project plan for the process of consultation and transfer.
- 1.21 Housing and Care 21 initially advised that there were likely to be 31 workers subject to TUPE, however on 1st September Housing and Care 21 informed Aquaflo that only 12 staff would transfer. It is unclear why the other workers were not eligible to transfer. Communications between the new provider and the transferring staff were limited.
- 1.22 Although there had been contingency planning undertaken by Aquaflo in order to prepare for the eventuality that no or a limited number of staff transferred, the significantly reduced cohort and the manner of transfer did have an impact on service delivery. The transferring staff were not well briefed or equipped to carry out the service on day one and were lacking uniforms, identification and a clear understanding of the differing working practices.

Actions

- 1.23 *The Council to insist on greater oversight of staff transfer for high risk services. As a minimum the Council will monitor progress against detailed*

milestones from a joint plan to manage the transfer and demand evidence of progress.

Mobilisation

- 1.24 A thorough service transfer and mobilisation plan was agreed with both the old and new provider and regular weekly meetings were held to assess progress against this. This was managed using the Council's project management methodology. The project was overseen by a project board chaired by the Community and Wellbeing Assistant Director in the Adults and Communities Delivery Unit. The project had the full range of formal project controls in place including regular progress and risk reporting along with regularly updated action, risk and issue logs.
- 1.25 Four weeks prior to the new service commencing, existing enablement service users received a letter from Barnet Council notifying them that there would be a change of provider to Aquaflo from 5th September and provided contact details if there were any concerns or questions.
- 1.26 Due to the short term nature of the enablement service, it was agreed that a letter would only be sent to service users a week prior to the new service as many would cease their enablement service, prior to Aquaflo becoming the provider. All those still in receipt of enablement received a letter advising that their care package would transfer to the new provider.
- 1.27 Adult social care staff in the Council received regular written updates on the transition and mobilisation and all staff face to face briefings led by the Adults and Communities Senior Management Team. There were also specific and tailored briefings from the Heads of Service and their managers in team meetings. The staff who would be working directly with Aquaflo met weekly with them to monitor the handover.
- 1.28 At one of these regular meetings run by the Council on 1 September, in the week prior to the planned go-live date of 5 September, Aquaflo raised for the first time that there were problems with poor quality information about service users being transmitted between the then incumbent provider and Aquaflo. Council staff worked hard to mitigate this by working closely with Housing and Care 21 to gather their information and then collating information on client enablement plans from the Council's own systems to provide to Aquaflo. This included two Council officers working through the weekend prior to go-live on 5 September 2016 to ensure that Aquaflo had sufficient information to provide agreed enablement packages to existing service users. Based on the output of this work, the Council believed it was safe to go-live with the new contract.
- 1.29 On 6 September 2016, the Council's project manager escalated to managers within the Adults and Communities delivery unit that there were serious concerns about gaps in the information on clients held by Aquaflo and that there were a significant numbers of missed and late calls. This triggered an immediate response by adult social care management and staff to ensure that service users received care and that their welfare was assured.

- 1.30 The Council has a provider failure policy that sets out the appropriate response to a failure. The Council has previously managed two provider failures in the domiciliary care sector specifically the 2014 failure of two domiciliary care firms, Personnel and Care Bank, who were issued with a default notice and then handed back their contract, and London Care who had their contract terminated.
- 1.31 In line with this the Council consulted with other Local Authorities to identify any shared concerns and agreed a joint approach where appropriate.
- 1.32 Providers of registered care can experience quality failures and when this occurs the Council will oversee a process of support and improvement to ensure residents are kept safe and services improve, or that people are appropriately moved to a new provider. In these circumstances the Council works closely with the Care Quality Commission (CQC).
- 1.33 The Council contacted the CQC inspections manager to advise of risks to individuals and evidence of regulatory breaches and to co-ordinate with CQC monitoring and inspection activities.
- 1.34 Once made aware of the problems with the new service, the Council put in place a comprehensive range of measures to ensure the continuity and provision of care to residents. These included:
- Adults and Communities staff contacted everyone who should have received care to confirm their well-being. Where alternative care was urgently needed it was put in place immediately. Further checks were then made throughout the period of each individual's enablement service.
 - Two members of adult social care staff were sent to Aquaflo's office to support them with the planning of care rosters.
 - For some cases the Council immediately put in place care from other homecare providers instead of the Aquaflo service and informed individuals and their families of this.
 - The Council commissioned additional capacity from its strategic homecare providers to make any urgent care visits. This included 57 welfare checks on 7 September.
 - Adults and Communities stopped any new referrals to Aquaflo's enablement service.
 - Adults and Communities put in place an out of hours emergency support service to deal with concerns from clients and provide additional cover for care visits over the weekend. This included care provision from Your Choice Barnet, which has established a personal assistant service.
 - Regular updates from management on situation management were cascaded to the various teams in Adults and Communities responding to the situation.
 - Carrying out social work reviews of clients to assess their on-going needs and ensure that these are met.

- Regular provider meetings led by the Delivery Unit Director and / or the Assistant Director to ensure swift action was taken to rectify issues with late or missed calls.
- Providing regular updates to staff including through emails and verbal briefings.
- Conversations and support to staff members to help them re-prioritise their work to ensure there was sufficient capacity to respond to the urgent issues. In addition to management cover, five staff members volunteered to provide additional out-of-hours capacity paid at over-time rates to telephone service users, check on their welfare and respond to any issues in care provision, arranging alternative provision where necessary.
- The Adults and Communities senior management team held multiple daily status and planning meetings with the appropriate officers working with clients and providers; regularly briefing the Leader, Committee Chairman, Chief Executive, Commissioning Director and taking on weekend duty work to respond to the situation.

Actions

- 1.35 *Contract terms will now include a stipulation that the provider's rostering system must be fully embedded prior to contract commencement and a new system cannot be installed without the express written permission of the Council. This will ensure that the Council will be able to monitor the delivery of services in real time and ensure visits are all executed and recorded live.*
- 1.36 *The Council will require oversight of any critical system change management process.*
- 1.37 *The Council will require evidence that rosters / schedules are in place ahead of contract go-live and not rely on assurances that they are.*

Contract termination

See exempt report

Adults and Communities staff feedback

- 1.38 During the Aquaflo failure, staff were regularly updated via team meetings, briefings and formal and informal communications.
- 1.39 Following this, a series of workshops were then held to both further update staff and to provide an opportunity for staff to feed back on their experiences and views. Three workshops were held, two with the teams most involved, and one for any staff to attend. Staff took the opportunity to talk about the events, but also to make valuable recommendations for future actions to assist in mitigating risk. Feedback from the teams has already been used to inform mobilisation of the new service.

New Service

- 1.40 The Council is now working with The Barnet Group to deliver a new enablement service 'Your Choice Enablement'. This commenced on 5th December and has been managed by a dedicated project manager, project team and the support of all allied services.
- 1.41 Service user feedback has been good to date and close monitoring will continue to ensure that this remains the case. This includes weekly calls to service users, regular meetings with the provider at operational and strategic levels, and the co-location of the service within the Adults and Communities Delivery Unit.
- 1.42 The service went live with a fully functional electronic call monitoring system in place, in line with Council requirements to ensure visits can be tracked. There have been no missed visits reported.
- 1.43 A Council brokerage officer is also co-located with the Your Choice Enablement service.

Conclusion

- 1.44 The investigation into the enablement procurement and mobilisation has shown that the Council's approach was robust but that Aquaflo was unable to deliver the service to the quality required. The actions set out in the sections above should mitigate the risk of another provider failing to deliver and reduce the likelihood of a similar occurrence.
- 1.45 This review has also shown the dedication and commitment of many staff in the days and weeks following the commencement of the new service. Many worked late into the evening and through weekends to ensure the safety of individuals. Colleagues came together to leverage resources effectively and to support the delivery of the contingency plan and business continuity response. This work highlights the best of Council staff's collaboration and commitment to the needs of Barnet's vulnerable people.

2. REASONS FOR RECOMMENDATIONS

- 2.1 To provide the Committee with a review of the procurement and mobilisation of the enablement service as agreed by the Urgency Committee.

Impact on service users

- 2.2 It is clear that the majority of the 130 clients transferred to Aquaflo experienced one or more missed visits during September 2016. One of the challenges in this situation has been that Aquaflo had not been using the Council's Call Monitoring software as required within the contract and so the Council cannot fully determine the precise number of visits missed.

- 2.3 The Council worked hard to minimise the impact on clients. Everyone who contacted the local authority with a concern had a review of service within a week. Service Users received welfare checks arranged by the Council, telephone calls and visits from Council staff. There was a quick response to every individual issue raised and it was ensured that those most vulnerable were quickly transferred to new providers.
- 2.4 Open cases all had an allocated Council worker who has seen the adult face-to-face at least once. From this engagement, it has been established that there were two safeguarding concerns and these were followed up in accordance with the Council's procedures.
- 2.5 Under the old contract, there was sometimes a waiting list for enablement as the wider care market is stretched and recruitment to care worker posts can be challenging. The Council has an enablement triage team in place to screen and prioritise all referrals.
- 2.6 Referrals for enablement have been directed to other providers and other suitable services have been provided. Where necessary, the Council has commissioned additional services to meet the needs of residents and support safe discharge from hospital working jointly with health colleagues to find the right outcome.
- 2.7 All those in receipt of the Aquaflo were reviewed and these reviews have not identified any enduring harm attributable to Aquaflo's failure.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 N/A

4. POST DECISION IMPLEMENTATION

- 4.1 The work to ensure a safe and sustainable enablement service is delivered to the residents of Barnet will continue.
- 4.2 The actions outlined in this report will be undertaken with the appropriate services during future procurement and mobilisations activities.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 Commissioning an Enablement service supports the Corporate Plan priorities of Managing Demand for Services (Fairness) and Transforming Services (Opportunity), specifically:

Working with older people to design and manage services that help them to be more independent and self-care through access to information, resources and community networks.

Helping the NHS manage the cost of A&E and hospital admissions through greater provision of primary and community care and improving the experience of service users, promoting independence and enabling self-care. By 2020 social care services for adults will be remodelled to focus on promoting independence, with a greater emphasis on early intervention. This approach, working with housing and health services, will enable more people to live for longer in their own homes.

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

See exempt report

5.3 Social Value

5.3.1 N/A

5.4 Legal and Constitutional References

5.4.1 Responsibility for Functions, Annex A (as outlined in the council's constitution), states that the Adults & Safeguarding Committee is responsible for those powers, duties and functions of the Council in relation to Adults and Communities, which includes the promotion of the best possible Adult Social Care services.

5.4.2 Under s2 of the Care Act 2014, there is a duty to provide or arrange services that reduce needs for support among people and their carers in the local area, and contributes towards preventing or delaying the development of such needs. Enablement usually encompasses providing support and services within the service user's own home and must be provided for up to 6 weeks without any financial charge being made.

5.5 Risk Management

5.5.1 The Council actively sought to mitigate risk arising through the provider's failure in the ways described above. The priority is now to ensure that those requiring a short-term enabling service in their own homes can be effectively supported to regain their independence through the new provider, Your Choice Enablement.

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

- 5.7.1 Representatives of service users and carers were involved throughout the procurement process, participating in the development of the service specification and throughout the procurement evaluation.

5.8 Insight

- 5.8.1 N/A

6. BACKGROUND PAPERS

- 6.1 Approval to commence procurement via sign-off of procurement forward plan 2015/2016 - Policy and Resources Committee, agenda item 10, 13 January 2015
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7864&Ver=4>
- 6.2 Approval of contract award via Officer Full DPR, 8 March 2016 signed by the Adults and Communities Director in consultation with the Chairmen of Adults and Safeguarding and Children, Education, Libraries and Safeguarding Committees <http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=6186>
- 6.3 Approval of the Enablement Home Care Commissioning Strategy, Adults and Safeguarding Committee, agenda item 13, 12th November 2015
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8362&Ver=4>
- 6.4 Update on adult social care enablement service, Urgency Committee, agenda item 9, 17th October 2016
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=716&MId=9062&Ver=4>
- 6.5 Update provided by the Chairman, Adults and Safeguarding Committee, agenda item 7, 10th November 2016
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8674&Ver=4>

	<p align="center">Adults and Safeguarding Committee</p> <p align="center">23 January 2016</p>
<p align="center">Title</p>	<p align="center">Progress report on the Adults and Safeguarding Committee Commissioning Plan and Outcomes measures</p>
<p align="center">Report of</p>	<p>Commissioning Director, Adults and Health Director, Adults & Communities</p>
<p align="center">Wards</p>	<p>All</p>
<p align="center">Status</p>	<p>Public</p>
<p align="center">Urgent</p>	<p>No</p>
<p align="center">Key</p>	<p>No</p>
<p align="center">Enclosures</p>	<p>Appendix A: Adults and Safeguarding Committee Commissioning Plan – Mid Year Performance Report 2016/17</p>
<p align="center">Officer Contact Details</p>	<p>Kirstie Haines – Strategic Lead, Adults and Health Tel: 0208 359 2781. Email: Kirstie.Haines@Barnet.gov.uk James Mass – Assistant Director, Community & Wellbeing Tel: 0208 359 4610. Email: james.mass@barnet.gov.uk</p>

<h2>Summary</h2>
<p>In March 2015, the Adults and Safeguarding Committee approved a five-year Commissioning Plan for the period 2015-20, which set out the Committee’s priorities and outcome measures for the following service areas – Adults with Learning Disabilities, Working Age Adults with Mental Health Needs, Disabled Working Age Adults with Physical Disabilities or Sensory Impairments, Older People: Feeling Well, Enjoying Life, Older People: Social Care Services, Carers, Leisure Services and Cross-cutting Issues. All Theme Committees agreed a five-year Commissioning Plan.</p>
<p>This report provides a mid-year review of the Adults and Safeguarding Committee</p>

Commissioning Plan for 2016/17 (Appendix A), against the commissioning intentions and outcome measures.

Recommendations

1. **That the Committee notes progress against the Adults and Safeguarding Committee Commissioning Plan to date in 2016/17.**

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 for the following service areas – Adults with Learning Disabilities, Working Age Adults with Mental Health Needs, Disabled Working Age Adults with Physical Disabilities or Sensory Impairments, Older People: Feeling Well, Enjoying Life, Older People: Social Care Services, Carers, Cross-cutting Issues and Leisure Services – with targets to be refreshed annually. The strategic priorities are:

a) Alternative ways to deliver services, in partnership with other organisations and residents

- Integration of care and health services where this delivers the best outcomes.
- Develop a 0-25 disabilities service to bring together health, care and education and support the development of more effective relationships of trust with families.
- Better support for individuals with mental health issues to retain or regain employment and suitable housing that supports their well-being.
- Stronger integration with customer services and public health to help people better self-manage and plan to age well.

b) Implementing the Care Act 2014

- Re-modelling the approach to assessment and support planning to meet the increase in demand predicted to arise from the new cap on care costs¹.
- Improved advice and advocacy services with a greater availability of helpful information to support ageing well.
- Greater support to enable carers to continue in their caring role.

c) Going further with personalisation – developing more creative approaches to meeting care needs

- More creative and personalised support plans.
- Increased use of new support and enabling technologies.
- A shift from specialist segregated services to community settings.

¹ The cap on *care costs* was due to be introduced in April 2016, but has now been *delayed* to April 2020

- Support to remain at home for longer.

d) Focus on efficiency, effectiveness, and impact

- Challenge all services we commission, our own workforce and our partners to evidence the impact they have.
- Explore alternative delivery models for adult social care to maximise the Council's ability to achieve the above.

Review of Commissioning Plan for 2015/16

1.2 Appendix A provides a review of the Commissioning Plan for 2015/16, against each of the commissioning intentions and outcome measures.

- **35** commissioning intentions are included in the Commissioning Plan. **73% (24)** are Green, **18% (6)** are Green Amber, **3% (9)** are Red Amber and **6% (2)** is Red.
- Of the 19 indicators, in the plan, **18** received a RAG rating at the end of Q. **66% (10)** were rated Green, **16.5% (3)** were rated Green Amber, **16.5% (3)** were rated Red Amber, and none were rated Red. **14** indicators were given a 'direction of travel' (DOT) status. **71% (10)** have an "improved or maintained" DOT, and **29% (4)** have a "worsened" DOT.

Adults with Learning Disabilities

1.3 The Council is continuing to develop services for adults with learning disabilities, moving away from specialist, segregated services and improving access to community based, personalised support including a wider range of housing options. The national Transforming Care programme and local Transforming Care Partnerships have provided a strong platform and framework for the Council, CCG, people with learning disabilities their families and carers to refresh and rethink how people with learning disabilities and autism can be supported to live and participate within their communities.

So far in 2016/17, work contributing to this priority has included:

- Creating a new supported employment offer (job search and support once employed) and to identify adults with learning disabilities and or autism to participate and launch the programme. Stakeholders include British Association for Supported Employment, Kisharon, Your Choice Barnet and Norwood. Note: the new supported employment offer will also be available for adults with mental illness
- Your Choice Barnet (YCB) changed its the day services to focus on building on individual strengths and ambitions through an enablement and an employment support approach. A large number of YCB service users have already expressed an interest in finding employment.
- Using the Council's purchasing power through its procurement processes and contracts to secure employment opportunities with its suppliers for people with learning disabilities, mental health issues, or physical or sensory needs, with work ongoing through the remainder of 2016/17.
- A best practice supported employment training course for local organisations that are providing employment support to their service users, delivered in

Quarter 2. An approved list of supported employment providers is also being commissioned.

- The first cohort of people using the 0-25s disabilities service has transferred into the integrated service within Family Services.
- Meeting the target for adults with learning disabilities living in settled accommodation and maintaining a low number of permanent admissions to residential care for working age adults.
- Closer working with housing providers including a Housing Oversight Panel and protocol for joint work with Barnet Homes, leading to more people with learning disabilities being housed locally through Barnet Homes.
- Delivery of the Accommodation and Support strategy action plan; the following new housing and support options will shortly be available following a recent procurement –

- **Neighbourhood Networks**

Support to small groups of people with learning disabilities who live close to one another. Support will help people maintain their tenancies and to develop their local, social and support networks to enable them to achieve greater independence.

- **Supported living – Young Adults transition**

Support for young people to move-on from residential college/accommodation and into a supported living environment. The provider will work intensively with the young adult for a time-limited period, developing their independent living skills and their confidence living in a non-residential environment, and their networks in Barnet.

- **Supported living for people with complex disabilities and health needs**

Supported living for people with complex disabilities and health needs that provides a well-coordinated combination of social care and clinical support to maintain good and positive health as well as independence, which reduces the risk of deterioration in their conditions that may put them or others at risk of significant harm.

- **Crash Pad for people with learning disabilities**

Care and support for people with learning disabilities who require emergency respite. The length of stay will be determined by individual needs however this would typically be between 2 and 6 weeks. Typical reasons for the service include:

- Positive behaviour support, where behaviour has become difficult to manage in the family home
- A family/carer's emergency admission into hospital
- Risk of breakdown to current arrangements

Working Age Adults with Mental Health Needs

- 1.4 Adults with a severe and enduring mental illness face considerable social exclusion and place considerable demand on public sector services. Improvements to the whole system will support recovery, social inclusion and enablement when mental health issues arise; and help individuals to retain or regain employment and suitable housing that supports their wellbeing.

So far in 2016/17, the following work has taken place:

- A new mental health pathway, which focuses on inclusion and enablement, has been agreed by the Adults and Safeguarding Committee and is now mobilising. The Borough's 'Network' mental health enablement service, recognised as a model of good practice, is being expanded to support more people with mental health needs.
- There have been ongoing challenges in meeting the target for adults with mental health needs in paid employment. This indicator follows a national definition which enables the Council to compare its performance against other boroughs but this means that the cohort included in the indicator is made up of a number of people whom the Council does not work with directly, often with complex mental health needs that require inpatient care and which mean employment is not appropriate for them.
- Two community employment support services have been established, working with Public Health and the Growth and Development team. A total of 290 people accessing Mental Health services, although not eligible for inclusion in the employment indicator above were in employment at the end of Quarter 2. One of these services is co-located with frontline mental health teams.
- The target for adults with mental health needs living in stable accommodation has been met. The new accommodation strategy for vulnerable adults also sets out the Council's programme of work to support this group.
- The Shared Lives scheme provided by LB Harrow is underway and work is ongoing to embed the scheme and ensure referrals are being made at the appropriate rate. The Council has met with officers at LB Harrow to review and monitor take-up of the scheme. Note: also available for people with learning disabilities.

Disabled Working Age Adults with Physical Disabilities or Sensory Impairments

- 1.5 Further progress has been made in supporting disabled young people and working age adults with physical disabilities, sensory impairments and long-term conditions.

So far in 2016/17, the following work has taken place:

- Specialist home support services have been developed, including personal assistants (PAs). Work is ongoing to embed this scheme and monitor referrals into the service.
- The measures aimed at increasing employment for Learning Disabilities and Mental Health service users are also available to working age adults with physical or sensory impairments.
- We increased the number of people being supported by Middlesex Association for the Blind as a result of changes to the service specification; there has been more telephone support and increased outreach activity.

Older People: Feeling Well and Enjoying Life

- 1.6 Barnet will experience one of the largest increases in elderly residents out of all London Boroughs over the next five to ten years. This is because the life expectancy of our residents is growing due to the general good health of our population. The Commissioning Plan focuses on keeping older people healthy and well for longer by providing access to advice, interesting activities and opportunities for working or volunteering.

So far in 2016/17, the following work has taken place:

- Barnet's Neighbourhood Services continue to provide support to older people across the borough through a wide range of activities, 2016/17 is the fourth year of the service. Neighbourhood services are run by a group of local voluntary organisations, commissioned by the Council through the lead provider, Age UK Barnet. Over the years, the service has expanded: supporting 7,600 people in 2015/16, an increase of 2,500 on the previous year. Services included over 1700 exercise sessions, over 300 IT sessions, help to access health services, cooking and nutrition, practical help and social activities. The service was able to mobilise 70,000 hours of volunteer time in 2015/16 alone. Stretch targets for extended reach and expanded involvement of volunteers have been agreed for 2016/17.
- To support the development of opportunities for older people to continue working or offer mentoring, the Council's Local Infrastructure Organisation contract was mobilised in early 2015. Within this, Groundwork London were appointed to support implementation of the Volunteering Strategy, helping older people develop their social networks and community connections.
- The Adults and Safeguarding Committee agreed a new operating model for adult social care earlier this year. The strengths-based working approach – which aims to support individuals to consider the assets and resources already available to them within their homes or communities to meet their needs, as well as those which could be provided through a funded service – has been rolled out to frontline staff with back office staff now also being trained. A second key element of the new operating model, assessment hubs, that provide assessments, information, advice and support in community settings, have now been rolled out across the Borough with an increased focus on access to preventative services and information about community organisations.

Older People: Social Care Services

- 1.7 Barnet's Health and Wellbeing Strategy sets out the Borough's ambition to make Barnet 'a place in which all people can age well'.

So far in 2016/17, the following work has taken place:

- The rate of permanent admissions to residential and nursing care homes (age 65 plus) has continued to be reduced.

- Several extra care housing schemes are being developed to help ensure a range of suitable housing options are available for older people. Work has begun to build the first of these, at Moreton Close.
- The development of the service specification for Moreton Close has been developed based on best practice research with a variety of consultation activities including carer and service user involvement including scheme visits (in and out of borough) focus groups with existing residents and drafting a good practice report.
- The Council is seeking to increase the supply of 'sheltered plus' accommodation as a mechanism to support people to retain independence and remain in their own homes. The specification for 'sheltered plus' has been updated in line with good practice and a procurement is underway.
- The Barnet Integrated Locality Team (BILT) now covers entire borough. This team of health and social care professionals works with frail older people with long term conditions to prevent crises and maintain independence. It works closely with the 7 day Rapid Care service and the community based multi-disciplinary case conference, which includes secondary care and GPs.
- Options have been developed for a Shared Care Record that will make key information on patients and service users from across the health and social care system available to frontline practitioners at the point of care.
- Delayed transfers of care from hospital continued to be high at times in Quarter 1 and Quarter 2, with a September peak in the number of delayed days. Performance has improved since this peak, although demand on hospitals locally and nationally continues to grow. Measures have been put in place to ensure that hospital patients are not delayed waiting for a social care assessment and that discharge notifications are triaged to prioritise cases which require immediate action from social care teams. Delays which are specifically due to social care assessments are low in comparison with similar Local Authorities.
- British Red Cross and Age UK Barnet are working together, in partnership, to deliver the 'Home from Hospital' service to support people being discharged from hospitals in the borough of Barnet.

Carers

- 1.8 The Council recognises that the best people to provide support and care are usually those people who know and love their family members or friends. The Care Act 2014 brings with it new duties of assessment and support for carers. This has brought with it new opportunities to better support more carers.

So far in 2016/17, the following work has taken place:

- The carers' strategy is in delivery mode with a regular steering group meeting to monitor progress. Staff training continues to be rolled out with a focus on raising awareness of carers' assessments.
- The specialist service for carers of people with dementia has already launched and has been through its first cycle of support, working with a cohort of six couples. Lessons from the first cycle of training are being embedded.
- An Employers for Carers scheme is live and being promoted.
- The new Carers' Support Contract will support promotion of the scheme with SMEs within the borough as part of their employment support offer.

Leisure Services

1.9 The Council owns five leisure centres at Burnt Oak, Hendon, Finchley Lido, Barnet Cophall and Church Farm. Greenwich Leisure Limited (GLL) are responsible for the management and operation of these facilities as part of a leisure management contract, due to expire in December 2017. A new leisure management contract will commence with effect from the 1st January 2017, a procurement process to determine the recommendation and award of a new contract has commenced.

- A Fit & Active Barnet Framework 2016-2021 has been developed with stakeholders, residents and community organisations to facilitate improvements in levels of sport and physical activity in Barnet.
- Leisure Centre usage increased to 903,743 in January – Sep 2016, a 6% increase on the same period in 2015.
- The SHAPE programme (delivered in Burnt Oak and Colindale, targeting 14 – 19 year olds) continues to effectively engage young people, engaging over 1400 participants in Sport and Physical Activity (SPA) since September 2014 (exceeding total project targets). 50 young people have gained a SPA related qualification through the project and continue to be supported with volunteering opportunities. The positive outcomes achieved via the programme have been recognised by the National Lottery with the project being shortlisted from 600 national applications to the final 14 via their annual awards programme (Sports Project of the Year category).
- The Council is proposing to develop two new leisure facilities; the redevelopment of Barnet Cophall Leisure Centre and a new facility in Victoria Recreation Ground, New Barnet to replace Church Farm Leisure Centre. These proposals are due to be considered by the Planning Committee in January 2017 with proposed completion of the two facilities by early 2019.

Cross-cutting Issues

Engagement

1.10 In order to preserve frontline face to face services, the Council will seek to make efficiencies in a number of key areas, including workforce, support costs (such as IT) and externally procured services. Service users and carers will have a voice and contribute to the design and delivery of services.

So far in 2016/17 the following work has been undertaken to contribute to this priority.

- The new service user engagement model held its first summit in August with the regular Involvement Board starting to meet from September onwards. A number of working groups have been run with residents and these have resulted in tangible improvements in the Direct Payments Process, improvement in the information and advice on the Council's website and the creation of a guide to good engagement practice.
- Carers have provided feedback on the Dementia Carers Project and Carers and Employment work programmes referred to above through their first round

of implementation and their comments used to develop the programmes further.

- In July, Adults & Communities began a regular programme of customer feedback calls to service users. Between 7 July and the end of Quarter 2, 88 calls were made, capturing both qualitative and quantitative data. 78% of respondents reported overall satisfaction with services and 60% reported that they were very satisfied; the feedback has also identified a number of process improvements which will be implemented in Quarter 3 as part of the Delivery Unit's continuous improvement plan.

Deprivation of Liberty Safeguards

- 1.11 The number of Deprivation of Liberty Safeguards (DoLS) applications has continued to rise in 2016/17 with 743 received at the end of Quarter 2. If this trend continues the number will exceed the 2015/16 total of 1357 (compared with 674 in 2014/15). Comparator exercises suggest other boroughs are also seeing substantial increases in the numbers of applications but not at the same level as in Barnet. The Council is continuing to explore potential measures to manage this demand more effectively including expanding the pool of authorisers, recruiting more internal assessors, and the potential to adopt a risk based approach to triage cases.

2 REASONS FOR RECOMMENDATIONS

- 2.1 A key element of effective strategic and financial management is for the council to have comprehensive plans in place that ensure there is a clear strategy for addressing future challenges, particularly in the context of continuing budget and demand pressures (resulting from demographic and legislative changes), delivering local priorities and allocating resources effectively.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable in the context of this report.

4 POST DECISION IMPLEMENTATION

- 4.1 Work to implement the Commissioning Plan will continue.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This report sets out progress on the Commissioning Plan in 2016/17, as part of the Council's delivery of its Corporate Plan priorities.

5.2 Resources (Finance and 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 savings of £81m by 2020.

- 5.2.2 While performance against the commissioning intentions set out in this plan remains positive, Adult Social Care has continued to experience significant challenges in relation to its budget in the first two quarters of 2016/17. The projected overspend of £4.767m within Adults and Communities at the end of Quarter 2 represented 5.4 per cent of the total Delivery Budget (£88.907m). The current overspend position is likely to increase over the year if the council continues to see the impact of demand pressures and increased complexity of need. The Council is continuing to take positive measures to mitigate the impact of this wherever possible. Additional funding has gone into the Adults budget for 2016/17 though some of this replaces one off funding received in 2015/16; for example, removal of grants and contingency no longer available in 2016/17.
- 5.2.4 Care funding pressures are particularly significant in relation to dementia, learning disabilities, mental health and increased health referrals. The Deprivation of Liberty Safeguards (DOLs) service continues 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.
- 5.2.5 Some of the current pressures are offset by underspends within the non-placement budget areas and these budgets continue to be closely monitored and managed.

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 emerging from the business planning process 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.
- 5.4.1 The [council's Constitution, in Part 15 Annex A, Responsibility for Functions, states](#) the functions of the Adults and Safeguarding Committee, including:
- (12) 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 general duty on public bodies is set out in section 149 of the Equality Act 2010.

5.6.2 A public authority must, in the exercise of its functions, have due regard to the need to:

- a) Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

5.6.3 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:

- a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- b) 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;
- c) 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.

5.6.4 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.

5.6.5 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, the need to tackle prejudice; and promote understanding.

5.6.6 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.

5.6.7 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

5.6.8 It also covers marriage and civil partnership with regard to eliminating discrimination.

5.6.9 In agreeing the Corporate Plan, the Council is setting an updated strategic equalities objective and reiterating our commitment to delivering this. The strategic equalities objective is as follows:

- Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

5.7 Consultation and Engagement

5.7.1 The original Corporate Plan and Commissioning Plans were informed by extensive consultation through the Budget and Business Planning report to Council (3 March 2015).

5.7.1 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. In particular it aimed to:

- Create a stronger link between strategy, priorities and resources
- Place a stronger emphasis on commissioning as a driver of the business planning process.
- Focus on how the Council will use its resources to achieve its Commissioning Plans.

5.6.3 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.

6 BACKGROUND PAPERS

6.1 Adults and Safeguarding Committee Commissioning Plan 2015-20:
<https://barnet.moderngov.co.uk/documents/s22062/Appendix%20A%20-%20Adults%20and%20Safeguarding%20Commissioning%20Plan.pdf>
2016/17 Addendum:
<https://barnet.moderngov.co.uk/documents/s30107/Commissioning%20Plan%202016-17%20-%20Appendix.pdf>

Appendix A: Adults & Safeguarding Committee Commissioning Plan – Progress report on the Adults and Safeguarding Committee Commissioning Plan and Outcomes measures

The tables below provide a mid-year review of the Adults & Safeguarding Committee Commissioning Plan for 2016/17 against each of the Commissioning Intentions and outcome measures for the following service areas:

- Adults with Learning Disabilities
- Working Age Adults with Mental Health Needs
- Disabled Working Age Adults with Physical Disabilities or Sensory Impairments
- Older People: Feeling Well, Enjoying Life
- Older People: Social Care Services
- Carers
- Leisure Services
- Cross-cutting Issues

Adults with Learning Disabilities			
Commissioning Intention	RAG	Commentary	Service
Implement a 0-25 disabilities service that better brings together health, care and education to enable young people with disabilities to fulfil their potential to be an active citizen and improves relationships between families and the local authority.	Red Amber	<p>A new Head of Service has been appointed in Family Services to take the work forward</p> <p>The Tranche 2 transfer of additional service users will be completed on 1st April 2017</p> <p>The project delivery mechanisms will be refreshed to include development of:</p> <ul style="list-style-type: none"> • the practice model in Family Services and how this links to the Resilience agenda and strength based social work in Adult social care • Thresholds and eligibility criteria • Appropriate Systems & IT – a proper options appraisal is needed • Ongoing Financial Dashboard development. 	Family Services
Increase the supply and take-up of supported living and independent housing opportunities supporting more people to live in a home of their own with support and not in residential	Green	<p>The Your Choice Barnet (YCB) innovation offer (Crashpad, Independent Living and Neighbourhood Living schemes) has been designed and rolled out.</p> <p>More creative support planning has seen admissions to residential care remaining low in Q1 and Q2 for working age adults.</p>	Commissioning Group

Commissioning Intention	RAG	Commentary	Service
care.		<p>The Accommodation and Support Tender has been completed and provider engagement (including market surveys) around Winterbourne cohort provision has taken place.</p> <p>The Moreton Close scheme build is underway and feasibility studies for the two additional schemes agreed by Adults and Safeguarding in November 2016 are now complete.</p> <p>A Housing Oversight Panel has been developed to monitor accommodation-related outcomes and is meeting monthly.</p>	
Develop a more creative and cost effective review and support planning process. Ensure that this considers how technology can enable people with learning disabilities to live more independently.	Green	<p>The Alternative Delivery Model, including proposals to revise the review and support planning process, was agreed by the Adults and Safeguarding Committee along with rollout of the new operating model for adult social care in Barnet. Strengths-based working is now live across social work teams with completion of training. Back office staff are being trained in Q2 and Q3.</p> <p>Phase 2 of the council's Assessment Hubs are now live across the borough with an increased focus on preventative services.</p> <p>The new telecare model is in mobilisation stage with a contract awarded for the new service.</p>	Commissioning Group
Stimulate the market to encourage providers who can effectively focus on enablement and personal development.	Green	<p>Work is being undertaken with the providers in the residential care, accommodation and support markets. The West London Alliance has now engaged with over 120 residential care providers and engagement events are scheduled in the borough in February 2017 and May 2017 to increase the number of LB Barnet providers registered. An early support service shaping event is scheduled for February 2017 and this will be the first of a series of scheduled events to engage with providers from all sectors on the shape and scale of council commissioned early support services. Two strategic provider forum networks will meeting in February 2017 – the accommodation and support network (for all the new providers) and a residential care network.</p>	Commissioning Group
Develop the employment support offer for adults with learning disabilities and ensure	Green	<p>A data audit has commenced to improve data quality for employment records of</p>	Commissioning Group

Commissioning Intention	RAG	Commentary	Service
<p>there are sufficient employment opportunities available in the Borough. Raise employment aspirations as a key component of the review and support planning process and increase the proportion of adults with learning disabilities in employment.</p>		<p>this cohort.</p> <p>The review of the potential to transform the current day care offer to a supported employment offer completed. Recommendations included developing the provider market and specification of a new range of day opportunities. British Association for Supported Employment training was given to providers in November 2016. A Strategic Commissioning Plan for Employment and Supported Employment has been drafted and tender for new services will commence in February 2017 with a provisional go-live day of May 2017.</p> <p>Work to develop a new LD employment initiatives is underway. The new YCB contract has a specific focus on employment and includes the establishment of a dedicated employment service within YCB. 60 users have already expressed an interest in finding employment. New provider events for LD employment were held in May and July and supported employment training delivered to providers. Procurement of an approved list of employment support providers will take place in early 2017, to increase choice and provision for users.</p>	

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
AC/S4 (ASCOF 1E)	Percentage of adults with learning disabilities in paid employment	Bigger is Better	10.8%	9.9%	68/725	9.4%	9.3%	Improving	8.9%	Improving	9.9% (CIPFA) 7.5% (London) ASCOF Comparators (2015/16)
AC/S3 (ASCOF 1G)	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	63.0%	63.0%	478/725	65.9%	64.2%	Improving	59.2%	Improving	68.8% (CIPFA) 70.1% (London) ASCOF Comparators (2015/16)

Working Age Adults with Mental Health Needs			
Commissioning Intention	RAG	Commentary	Service
<p>The re-focusing of social care on recovery, social inclusion and enablement. This will require a redefining of the integrated services model with the mental health trust to enable both parties to focus on core competencies and develop effective partnership practice.</p> <p>A smaller number of social workers would be based within the Mental Health Trust to support effective crisis resolution and effective management of people subject to community treatment orders and section 117.</p>	Green	<p>Following consultation, the mental health transformation programme has been agreed by the Adults and Safeguarding Committee with staff changes agreed by General Functions Committee. The restructure and other changes are now being implemented.</p>	Adults & Communities
<p>Review delivery models to ensure that the social work service for working age people with mental health issues can best focus on the quality of services and strengthen the voice of both workers and service users. We will have a model for social work which is commissioned to promote recovery, maximise inclusion and reduce long term care costs. This will require working co-productively and innovatively with local communities, primary care and housing providers to support community capacity, personal and family resilience, earlier intervention and active citizenship.</p>	Green	<p>The two mental health support services, MAPS and IPS, are increasingly working with service users with funded care packages as well as those on CPA only and is now delivering improved results.</p> <p>New provider events for MH employment were held in May 2016 and July 2016 and supported employment training delivered to providers. Procurement of an approved list of employment support providers will take place in early 2017, to increase choice and provision for users. The approved list will include specialist mental health providers.</p>	Commissioning Group

Commissioning Intention	RAG	Commentary	Service
<p>Introduce a 'Consultant Social Worker' role to work with acute mental health services and children's social care. The role will provide independent review and challenge to support plans and proposed changes to ensure all appropriate support opportunities are explored and provided in situations characterised by high levels of social, family and interpersonal complexity, risk and ambiguity.</p>	<p>Green</p>	<p>The restructure being implemented delivers the ethos intended by Consultant Social Workers but through giving social workers responsibility to lead on different specialisms.</p>	<p>Adults & Communities</p>
<p>Align social work delivery model with community development, whole family approaches and wider wellbeing, particularly focusing on tackling social exclusion and worklessness.</p>	<p>Green</p>	<p>See above.</p>	<p>Adults & Communities</p>
<p>Increase the range of sustainable accommodation options for people with mental health problems in conjunction with the NHS. There is a compelling evidence base that where we live has a significant impact on our mental health. For the NHS, inadequate access to housing increases costs and demand for acute services.</p> <p>Supported housing for people with a mental illness could benefit the NHS year in and year out to a suggested annualised return of investment of 7% when compared to inpatient care or residential provision.</p>	<p>Green</p>	<p>The Accommodation and Support tender launched in September 2016 to commission an approved provider list for eight accommodation and support lots including supported living, extra care and new innovative accommodation and support options. Procurement exercise is now complete.</p> <p>Housing Oversight Panel brings together staff from across the organisation to coordinate housing for vulnerable adults. The group also oversees benefits tracking of DFGs and wheelchair housing using benefits trackers that are updated monthly.</p> <p>Construction of Moreton Close commenced in late 2016. Feasibilities for two additional sites have been completed and the capital for these sites was agreed as part of the council's capital programme.</p>	<p>Commissioning Group</p>

Commissioning Intention	RAG	Commentary	Service
Promoting mental well-being and reducing stigma through establishing joint commissioning of social care with public mental health provision.	Green	<p>Barnet's health improvement team in public health has worked with adult social care and health colleagues to commission and develop mental health employment initiatives and mental wellbeing services including digital.</p> <p>Particular attention is being given to pathways to employment support from adult social care and to whether the CCG regards employment as part of its future recovery based model for mental health.</p> <p>After the successful trial of a mental health wellbeing and prevention hub in the South Locality, hubs are to launch in the other two Barnet localities.</p>	Commissioning Group

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
AC/S6 (ASCOF 1H)	Percentage of adults with mental health needs who live independently, with or without support	Bigger is Better	83.2%	82%	549/660	83.2%	81.6%	Improving	81.4%	Improving	74.4% (CIPFA) 73.5% (London) ASCOF Comparators (2015/16)
AC/S5 (ASCOF)	Percentage of adults with	Bigger is	7.2%	6.2%	38/660	5.8%	7.2%	Worsening	5.8%	Same	6.5% (CIPFA) 5.0%

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
1F)	mental health needs in paid employment	Better									(London) ASCOF Comparators (2015/16)



Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
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Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
AC/S16 (ASCOF 1C/2A)	Proportion of service users with a direct payment (ASCOF 1C/2A)	Bigger is Better	42.0%	41.1%	1007/2595	38.8%	39.2%	Worsening	39.2%	Worsening	29.5% (CIPFA) 27.6% (London) ASCOF Comparators (2015/16)
AC/C14	Permanent admissions to residential and nursing care homes, per 100,000 population	Smaller is Better	16.6	5.4	N/A	5.1	1.3	Worsening	N/A	N/A	TBC

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
	age 18-64*										

Older People: Feeling Well, Enjoying Life			
Commissioning Intention	RAG	Commentary	Service
Develop improved information, advice and planning services	Green Amber	Adults & Communities reviewed its online information and advice offer in Q1 and became the pilot department for Customer Transformation Programme's online strategy and refresh of the Council's website. The structure has been redesigned and content re-written for the carers section of the site through co-production with service users and carers and this will be launched in Q3. The Delivery Unit's communications lead is developing the broader information and advice offer. Information and advice is also being promoted through monitoring of the service level agreement (SLA) with Social Care Direct (SCD) and SCD's role in promotion has been discussed as the SLA has been renewed.	Adults & Communities

Commissioning Intention	RAG	Commentary	Service
Promote digital inclusion, assistive technology, equipment, adaptations	Green Amber	The new telecare service is being mobilised following the successful procurement of a new provider.	Commissioning Group
Increase social networks and community connections	Green	<p>The Neighbourhood services reached over 7,656 older people in 2015/16. Successes during 2016/17 include a Wellbeing Day and a workshop on emotional wellbeing in July, and the launch of an updated programme of activities at the Meritage and Ann Owens Centres in September. Volunteers continued to provide support across the full provider group. Older people's neighbourhood services continue for 2017/18.</p> <p>Extension of Later Life Planners service to be considered by Adults and Safeguarding Committee on 23 January 2017.</p>	Commissioning Group
Commission and influence the development of opportunities for older people to continue working or offer mentoring	Green	<p>Age UK Barnet's Later Life Planning, development of CVs and upskilling provision for post-retirement.</p> <p>In 2015/16, 680 volunteers contributed over 70,000 hours, to the Neighbourhood Services.</p> <p>In 2015/16, over 10,600 volunteer hours were given to Ageing Well projects, with Barnet residents taking part in over 44,700 hours' worth of new activities. During 2015/16, over 6000 local people engaged with Altogether Better projects. So far 700 Community Friends and Street Champions have been recruited and over 6000 people that have been engaged by the project.</p>	Commissioning Group
Develop a joined up social care prevention offer in line with the Care Act 2014 which is easy to recognise and use	Green	<p>Work is continuing to develop the online and external information and advice offer.</p> <p>A wide range of prevention services are in place in Barnet, including enablement, equipment, DFGs, telecare, day services, information and advice, employment support, psychological therapies.</p>	Adults & Communities

Commissioning Intention	RAG	Commentary	Service
Commission the best delivery vehicle possible to support older people who need a little bit of help	Green	Ageing Well programme now in its third year with four established localities. Programme provides volunteering and peer support opportunities for older people. It also includes working closely with local businesses to provide discounted services and opportunities to socialise for older people. Opportunities range from table tennis to Silver Service, a discounted lunch scheme.	Commissioning Group
Commission an integrated health and social care service for those with long term conditions.	Green Amber	The Barnet Integrated Locality Team (BILT) for long term conditions went live across borough in summer 2016, from working in one locality in Barnet. Rapid care services and multi-disciplinary care planning for those with long term conditions are also in place. A change manager has been seconded from LBB into the BILT team to maintain momentum. North Central London initial Sustainability and Transformation Plan submitted to NHS England and the Council's Health and Wellbeing Board.	Commissioning Group

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking How performance compared to other councils
AC/S2 (ASCOF 3D)	Service users who find it easy to get information	Bigger is Better	71.3% (within CI)	71.3%	N/A	69.4%	N/A	N/A	71.3%	Worsening	CIPFA comparator group average 72.9%

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
	n										ASCOF Comparators (2015/16)
CG/S17	Number of older people who take up leisure services – participation of over 45s	Bigger is Better	20.4%	20.4%	N/A	19.3%	19.4%	Worsening	20%	Worsening	N/A
AC/S14	Percentage of people who use services who reported that they	Bigger is Better	32.5% (within CI)	32.5%	N/A	43.8%	N/A	N/A	32.5%	Improving	CIPFA comparator group average 42.2% (CIPFA) 41.1% (London)

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
	had as much social contact as they would like										ASCOF comparators (2015/16)
AC/S17	Number of new telecare packages installed	Bigger is Better	800	400	N/A	539	216	Improving	471	Improving	N/A
AC/S18	Percentage of service users receiving ongoing services with	Bigger is Better	17%	14.9%	618/4126	15.0%	13.8%	Improving	12.5%	Improving	N/A

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
	telecare										

Older People: Social Care Services			
Commissioning Intention	RAG	Commentary	Service
Commission an integrated health and social care service for frail older people and those with long term conditions. Consider alternative models of delivery to ensure best fit.	Green Amber	The Barnet Integrated Locality Team (BILT) went live across borough in summer 2016.	Commissioning Group
Increase housing choices for older people where the existing accommodation is not suitable	Green	The Moreton Close build is underway. New locations are being sought for two other schemes	Commissioning Group
Commission high quality flexible specialist home support services including personal assistants	Green	PA service is now operational and being promoted to social work teams to increase referrals – over twenty placements have now been made with more still in the process of being completed. The Shared Lives service is running but needs further work to embed the scheme	Commissioning Group

Commissioning Intention	RAG	Commentary	Service
		and ensure referrals reach target. Regular meetings are being held the provider (LB Harrow) to review take up of the scheme.	
Increase the use of enablement services for all older people	Red Amber	A new service has been commissioned from Your Choice Barnet and this successfully went live in December 2016.	Adults & Communities
All support plans will increase the ability of older people to access community resources and social/family networks	Green Amber	Phase 2 of the Delivery Unit's assessment hubs are now live across the borough with an increased focus on access to preventative services and community resources. Strengths-based working now is now live across social work teams with back office staff also being trained in strengths-based principles.	Adults & Communities

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
AC/S10 (ASCOF 1B)	Percentage of people who feel in control of their own lives	Bigger is Better	69.0% (within CI)	68.5%	N/A	69.4%	N/A	N/A	68.5%	Improving	CIPFA comparator group average 71.7% ASCOF Comparators (2015/16)

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
AC/S8	Percentage of new clients, older people accessing enablement	Bigger is Better	63.0%	63.0%	194/365	53.2%	59.7%	Worsening	N/A	N/A	N/A
AC/S9 ASCOF2 A (2)	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	Smaller is Better	530 (new method)	192.7	N/A	169.72	75.6	Worsening	155.11 or N/A as not comparable	N/A	445.2 (CIPFA) 516.5 (London) ASCOF Comparators (2015/16)

Carers			
Commissioning Intention	RAG	Commentary	Service
Prioritise meeting the needs of carers, including young carers, through the assessment and support planning process by better supporting carers' own physical and mental health needs.	Green	The Carers' Strategy is in delivery mode with a steering group meeting regularly	Adults & Communities
Strengthen the current carers' support offer e.g. assistive technology, intensive support for carers of people with dementia.	Green	Training sessions have been run for social workers to increase awareness of carer issues and drive up the number of carers' assessments carried out by LBB. The specialist carers' dementia team is up and running. The first training cycle for the team was completed at the beginning of October with lessons learned being used to develop further training and improve the support programme. The Council's new carers' employment policy was agreed by Workforce Board in August.	Adults & Communities
Better support carers to balance work and caring commitments. Local small businesses know how to retain carers in their workforce.	Green	The Employers For Carers scheme is live and being promoted. The new Carers' Support Contract will support promotion of the scheme with SMEs within the borough as part of their employment support offer. As above	Adults & Communities

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking How performance compared to other councils
AC/S29	Number of instances of information, advice and	Bigger is Better	3,000	1500	N/A	1649	758	Improving	N/A	N/A	N/A

guidance provided to carers										
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Leisure Services			
Commissioning Intention	RAG	Commentary	Service
Achievement of a cost-neutral provision of the Council-owned leisure centre facilities (with capital investment).	Green	<p>A formal procurement process for a new leisure management contract commenced in October 2016 following the completion and publication of related tender documentation which included a memorandum of information, draft contract schedules, payment and performance mechanisms, services specification and facilities management specifications. Prospective bidder selection questionnaires (replacement of PQQ stage) were completed and evaluated in November 2016. Selected bidders were notified of the Invitation to Submit Outline Solution Stage in December 2016 along with a supporting 'ISOS' pack, due to commence with dialogue sessions in January 2017.</p> <p>The contract recommendation and award is proposed by September 2017, with a new contract to take effect from 1st January 2018.</p> <p>RIBA Stage 4 commenced in October 2016 following the appointment of the Council's strategic construction partner, Graham Construction. Completion of this stage and cost certainty is expected in Q4 (2017). The planning application for both schemes was submitted on 19 September 2016 and is due for consideration on 25 January 2017.</p>	Commissioning Group
Improved levels of physical activity within Barnet, particularly in target geographical areas for both adults and children, leading to improvements in public health outcomes and general wellbeing.	Green	<p>The latest Sport England Active People Survey 10, which measures adult (16+) engagement in sport and physical activity, demonstrates that approx. 40.2% of Barnet's adult population are physically active at least once a week (moderate intensity for 30 min or more).</p> <p>The final publication of the Sport England APS indicates that the Barnet score has increased from APS9 to APS10 for the first time since 2012/13 and Barnet is now 1 of 11 Boroughs who have achieved 40% participation.</p>	Commissioning Group

Commissioning Intention	RAG	Commentary	Service
		<ul style="list-style-type: none"> • 16+ once per week - 37.2 % - 40.2% • 14+ once per week - 38.3% - 40.6% • N18 – 22.2% - 22.8% <p>In addition to the above:</p> <ul style="list-style-type: none"> • Leisure Centre membership = 25,397 (January – Sep 16). • Leisure Centre usage = 903,743 (January – Sep 16), a 6% increase compared to the same period in 2015. • Burnt Oak and Finchley Lido Leisure Centres have been accredited with Inclusive Fitness Initiative status. • GLL are working closely with Barnet and Harrow Public Health to deliver a Physical Activity Referral Scheme via GP Surgeries (SLAs in place with 26 GP surgeries) and collaborating with Tottenham Hotspur Foundation to implement a Cancer exercise referral programme (ACE). • The SHAPE programme (delivered in Burnt Oak and Colindale, targeting 14 – 19 year olds) continues to effectively engage young people, engaging over 1400 unique participants in SPA since Sep 2014 (exceeding total project targets). 50 young people have gained a SPA related qualification through the project and continue to be supported with volunteering opportunities. The positive outcomes achieved via the programme have been recognised by the National Lottery with the project being shortlisted from 600 national applications to the final 14 via their annual awards programme (Sports Project of the Year category). <p>The Mayor’s Golden KM is a multi-agency project to improve exercise levels in primary schools by encouraging schools to facilitate their pupils walking, jogging or running a 1km route either within school or a local park. The pilot engaged 10 schools and over 5,000 pupils. The steering group are now working to sustain participation of engaged primary schools and also engage new primary schools – targeting top 20 NCMP data schools.</p>	

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
CG/S28	Increasing participation in sport and physical activity	Bigger is Better	37.9%	37.9%	N/A	37.2%	37.2%	N/A	37.2%	Same	N/A

Ref	Indicator	Period covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel	Benchmarking	Service
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Cross-Cutting issues			
Commissioning Intention	RAG	Commentary	Service
Ensure that the voice of people who use adult social care and carers contributes to the design and delivery of services.	Green	<p>Adults & Communities held an engagement summit in August and its new Involvement Board structure has been meeting from September onwards. A number of working groups have made clear recommendations that have been implemented to improve the direct payments process and the website.</p> <p>The Delivery Unit has also launched a regular customer feedback survey programme with lessons learned fed back into service delivery. As at the end of Q2, 78% of respondents reported overall satisfaction with services and 60% reported that they were very satisfied; the feedback also identified a number of process improvements which will be implemented in Q3 as part of the Delivery</p>	Commissioning Group

		Unit's continuous improvement plan.	
<p>Promote and maintain the quality and consistency of the social care workforce.</p> <p>Ensure that the workforce development programme is focused on strengthening the quality and consistency of practice.</p>	Green Amber	<p>The Delivery Unit's workforce development plan is being delivered.</p> <p>A Quality Board has been established to improve quality of practice and meets on a monthly basis.</p> <p>A programme of audits has been carried including work to review case files.</p> <p>Rollout of strengths based working focuses on practice quality. A strengths-based working coach has been seconded from within the Delivery Unit to ensure learning and quality improvements continue to be embedded.</p>	Adults & Communities
Constrain inflationary pressure on procured goods and services to 0.5% from 16/17 – 19/20.	Red	Significant pressures in the market through increases in National Living Wage have resulted in significant cost pressures.	Adults & Communities
Identify measures to reduce the cost of the workforce employed by LBB.	Green	<p>The new staff structure was launched in April and is now embedded.</p> <p>Work is underway to contain and reduce in-year agency spend.</p>	Adults & Communities
Adopt new policies on eligibility, contributions and deferred payments.	Green	Policies were adopted, and are up-to-date and in-line with Care Act requirements. Standard Operating Procedures are being reviewed and updated as the implementation of the new case management system and design of the relevant business processes continues.	Adults & Communities

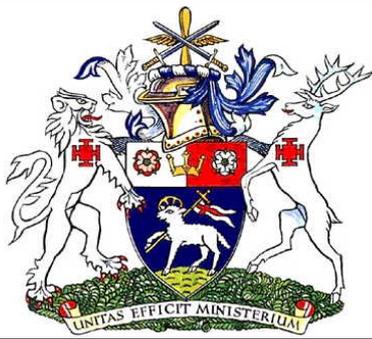
Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
AC/S15 (ASCOF 4A)	Percentage of people who use services who say those services make them feel safe and secure	Bigger is Better	80.1%	80.1%	N/A	79.6%	N/A	N/A	67.4%	Improving	67.8% (CIPFA) 65.9% (London) ASCOF Comparators (2015/16)
AC/S27	Percentage of customer contacts into Social Care Direct resolved at first point of	Monitor	Monitor	Monitor	N/A	50.0%	61.0%	N/A	43.0%	N/A	N/A

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
	contact										
AC/S25	Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution	Bigger is Better	85.0%	85.0%	N/A	91.0%	100.0%	Worsening	95.0%	Worsening	N/A

Key:

RAG Rating	Percentage of Targeted Improvement Achieved	
Green	100% or more	Target is met or exceeded
Green Amber	>80% <100%	Target not met, but 80% or more of targeted improvement achieved
Red Amber	>65% <80%	Target not met, but 65-80% of targeted improvement achieved
Red	<65%	Target not met, and less than 65% of targeted improvement achieved

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Adults and Safeguarding Committee

23 January 2017

Title	Extension of the Later Life Planning Service Contract
Report of	Commissioning Director Adults and Health
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	None
Officer Contact Details	Karina Vidler, Commissioning Lead, Joint Commissioning Unit karina.vidler@barnet.gov.uk 020 8359 4559

Summary

This report recommends acceptance of an extension of the contract between the Council and Age UK Barnet for the provision of the Later Life Planning service, for one year from 01 April 2017 to 31 March 2018.

Age UK Barnet has provided the Later Life Planning service successfully since April 2014. The service is part of the Council's prevention and early support offer, delivering flexible and holistic information, advice and signposting to enable those approaching and in old age to plan for their future. It supports people to plan ways to sustain or improve their own wellbeing and independence into old age. The contract supports the meeting of Council priorities and the implementation of the Joint Health and Wellbeing Strategy. Performance targets are being met and the contract provides social value. The Committee's acceptance of the recommended contract extension is required by the Council's Contract Procedure Rules.

The Later Life Planning service was originally commissioned in 2014 as a new service model, with the intention of testing out the need for advice for those approaching older age to plan for later life. As the Barnet Neighbourhood day services for older people (delivered by a consortium of voluntary organisations and led by Age UK Barnet) have developed, the

Later Life Planning service has become an integral part of this model and operates alongside its other elements. The extension to the Later Life Planning service contract is being requested in order that this service can be re-procured at the same time as the other elements of Barnet's day services for older people.

Recommendations

- 1. That the Committee approve acceptance of an extension of the contract between the Council and Age UK Barnet for the provision of a Later Life Planning service for one year from 01 April 2017 to 31 March 2018.**

1. WHY THIS REPORT IS NEEDED

- 1.1 The Council's contract with Age UK Barnet for the provision of a Later Life Planning service ends on 31 March 2017. This report requests the Committee's approval of acceptance of an extension of the contract for one year to 31 March 2018. The Committee's acceptance of the proposed contract extension is required by the Council's Contract Procedure Rules.
- 1.2 The Later Life Planning service was originally commissioned in 2014 as a new service model, with the intention of testing out the need for advice for those approaching older age to plan for later life. However, as the Barnet Neighbourhood day services for older people have developed and grown, the Later Life Planning service has become an integral part of the wider Neighbourhood services and operates alongside its other elements. The extension to the Later Life Planning service contract is being requested in order that it can be re-commissioned at the same time as the other elements of Barnet's Neighbourhood day services for older people.
- 1.3 The Barnet Neighbourhood day services model provides a range of activities across Barnet, catering for different needs and interests. The services include a wide range of social, educational and exercise activities to enable people to stay healthy, active and independent and to increase their wellbeing. The services are provided by a consortium of local voluntary organisations, led by Age UK Barnet. The model has been very successful in terms of increasing participation in day activities by older people and in increasing volunteering in the services.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The Later Life Planning service provides flexible and holistic information, advice and signposting to enable older people to plan for their future. It supports people to plan ways to sustain or improve their own wellbeing and independence into old age. The Later Life Planning service works with people

to navigate various services and statutory bodies, supporting them in accessing specialised services such as financial planning, housing, legal, debt management and end of life planning. The service supports people to remain at home in the community for longer, having planned for their later life.

- 2.2 The service meets a number of the Council's strategic priorities and is an initiative that reduces demand on other services by enabling older people to maintain independence and remain living in their home for longer. The service supports the Council's new strengths-based model of adult social care with its focus on prevention and early intervention and strengths-based practice.
- 2.3 The service helps the Council meet the duty placed on Local Authorities by the Care Act 2014 to establish and maintain a service for providing people in its area with information and advice relating to care and support for adults and support for carers. The Council also commissions other information and advice services in respect of this duty.
- 2.4 A desktop review of the service conducted in November 2016 has evidenced that it is meeting its objectives. The service is delivering outcomes related to:
 - service users being empowered to make informed decisions
 - service users being supported to plan anticipating later life needs and reducing dependency on statutory services
 - service users understanding and making best use of resources available to them
 - service users having a positive experience of the service.

Performance targets are being exceeded. In 2015/16 the service supported 1,161 Barnet residents through telephone calls, office based appointments and drop-ins, and home visits. Age UK Barnet has set out plans which will deliver enhanced value during the proposed period of contract extension.

- 2.5 Service user feedback is positive, as detailed in 5.7.1.
- 2.6 In delivering the service, Age UK Barnet is meeting national best practice standards, specifically those relating to the Department of Health's Care and Support Statutory Guidance, Age UK's Information and Advice for Older People Evidence Review and the King's Fund Volunteering in Health and Care Report (2013).
- 2.7 As the service aligns closely with the Neighbourhood Services commissioned by the Council, also provided by Age UK Barnet, extending the contract will allow efficiencies and synergies arising from the close working of the services to continue.
- 2.8 In 2016, Council officers reviewed all the prevention services it currently commissions to ensure that they are evidence based and provide maximum value for investment. The review evidenced that the Later Life Planning service addresses key triggers for needing adult social care, provides value for money when compared to other similar services or activities, and does not duplicate other provision. The review also evidenced that contract performance is robust.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Ending the contract without an alternative offer is not recommended, in order to ensure that the benefits delivered by this prevention service continue to be realised.
- 3.2 Re-procurement of the service for a single year is not recommended as this would involve significant cost to the Council, when the current provider is meeting objectives.

4. POST DECISION IMPLEMENTATION

- 4.1 Following the Committee decision, a Deed of Extension will be issued by HB Public Law.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The service supports the Council's Corporate Plan 2015 – 20, which states that the Council, working with local, regional and national partners, will strive to ensure that Barnet is a place:

- of opportunity, where people can further their quality of life
- where people are helped to help themselves, recognising that prevention is better than cure
- where responsibility is shared, fairly
- where services are delivered efficiently to get value for money for the taxpayer.

- 5.1.2 The service supports the Barnet Joint Health and Wellbeing Strategy 2015 - 2020 in its aims of helping people to keep well and promote independence.

- 5.1.3 Barnet's Joint Strategic Needs Assessment shows that the borough's over-65 population is forecast to grow three times faster than the overall population between 2015 and 2030, and the rate increases in successive age bands. The over-65 population will grow by 34.5% by 2030, whereas the 85 and over population will increase by 66.6%.

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

- 5.2.1 The contract value of the extension is £150,000, as shown below:

Value of original contract	Value of extension	Total value of extended contract
£450,000	£150,000	£600,000

- 5.2.2 The sum of £150,000 will be allocated from the Council's Better Care Fund allocation 2017/18 to fully meet the cost of the contract extension.

- 5.2.3 In planning to utilise the Better Care Fund as set out above, the Council

acknowledges that final local allocations of the national Better Care Fund for 2017/18, including that for Barnet, are currently unknown. The implications of this uncertainty at national level are considered in 5.5.2.

5.2.4 The Contract Procedure Rules have been adhered to. The extension to the contract has been authorised through the Procurement Forward Plan 2016/17 approved by the Policy and Resources Committee.

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.

5.3.2 The Later Life Planning service delivers significant social value, building social capacity through the involvement of volunteers. In 2015/16 volunteers provided over 700 hours to the service, increasing the number of residents that the service was able to support.

5.4 **Legal and Constitutional References**

5.4.1 The responsibilities of the Adults and Safeguarding Committee are contained within the Council's Constitution – Section 15 Responsibility for Functions (Annex A). Specific responsibilities include: to be responsible for those powers, duties and functions of the Council in relation to Adults and Communities, and the following specific function:

- Authorise procurement activity within the remit of the Committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities and thresholds set out in Contract Procedure Rules.

5.4.2 This extension is sought pursuant to Section 15.1 (b) of the Contract Procedure Rules. Section 15.1 (b) permits an extension without triggering a new procurement exercise where a change of contractor can not realistically be made for economical or technical reasons and where any change made would cause significant inconvenience to the Council. This is subject to the requirement that each change does not increase the contract's value by more than 50%.

5.4.3 The extension complies with the requirements of Section 15.1 (b).

5.4.4 The conditions set out under Section 15.5 of the Contract Procedure Rules are met.

5.4.5 The extension has been authorised through the Annual Procurement Forward Plan 2016/17 approved by the Policy and Resources Committee.

5.4.6 To comply with Authorisation and Acceptance Thresholds set out in Appendix 1 Table A of the Contract Procedure Rules, Adults and Safeguarding Committee acceptance of the contract extension is required.

5.5 **Risk Management**

5.5.1 The contract extension is low risk. The contract will be monitored within the

Council's contract management framework.

5.5.2 Whilst there is confidence that funds will be available from the Better Care Fund as stated in 5.2.2, a potential risk arises from the fact that final agreement of Better Care Fund allocations locally for 2017/18 are yet to be confirmed. This potential risk will be managed by ensuring that the contract allows the Council to give notice to terminate for financial reasons. This would allow the Council to negotiate terms for any reduction in services. Should this be necessary, the Council would take action to ensure that the impact on service users would be minimised.

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.

5.6.2 It is anticipated that the contract extension will have a positive impact in terms of equalities, specifically in relation to older people. Service continuation will allow older people to continue to be supported in planning for wellbeing in later life. The Barnet Joint Strategic Needs Assessment 2015 – 20 identifies that the borough's over-65 population is forecast to grow three times faster than the overall population between 2015 and 2030.

5.6.3 Extension of the contract will ensure that any potential negative impact on older people which might result from the ending of the service is avoided.

5.7 Consultation and Engagement

5.7.1 Service user feedback is very positive. Age UK Barnet asked 59 clients who had used the Later Life Planning service in 2015/16 a number of questions. The percentage of those who said 'Yes' to each question is outlined below.

Question	Service users responding 'Yes'
Did you find the service helpful?	100%
Do you feel better informed?	100%
Were you satisfied with the service?	100%

The average scored assigned by service users to the Later Life Planning service on a scale of 1 to 10 was 9.6.

6. BACKGROUND PAPERS

- 6.1 Agreement to an additional sum of £150,000 to deliver the neighbourhood model, Item 11, Cabinet, 17 July 2012
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=120&MId=6747&Ver=4>
- 6.2 Approval to commence a competitive procurement for a Later Life Planning service, Item 5, Cabinet Resources Committee, 18 October 2012
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=151&MId=7336&Ver=4>
- 6.3 Later Life Planning Service Contract Award, 28 November 2013
<http://barnet.moderngov.co.uk/ieDecisionDetails.aspx?ID=5069>
- 6.4 Approval of Annual Procurement Forward Plan 2016/2017, Item 9, Policy and Resources Committee 16 December 2015
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8349&Ver=4>
- 6.5 Prevention Services, Item 10, Adults and Safeguarding Committee, 10 November 2016
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8674&Ver=4>

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	<p align="center">Adults and Safeguarding Committee 23rd January 2016</p>
<p align="center">Title</p>	<p>Adults and Safeguarding Committee Work Programme</p>
<p align="center">Report of</p>	<p>Chairman of the Adults and Safeguarding Committee</p>
<p align="center">Wards</p>	<p>All</p>
<p align="center">Status</p>	<p>Public</p>
<p align="center">Urgent</p>	<p>No</p>
<p align="center">Key</p>	<p>No</p>
<p align="center">Enclosures</p>	<p>Appendix A – Committee Forward Work Programme</p>
<p align="center">Officer Contact Details</p>	<p>Edward Gilbert, Governance Team Leader Email: edward.gilbert@barnet.gov.uk Tel: 020 8359 3469</p>

Summary

The Committee is requested to consider and comment on the items included in the 2017 work programme

Recommendations

1. That the Committee note the items included in the 2017 work programme.

1. WHY THIS REPORT IS NEEDED

- 1.1 The Adults and Safeguarding Committee Work Programme 2017 indicates forthcoming items of business.
- 1.2 The work programme of this Committee is intended to be a responsive tool, which will be updated on a rolling basis following each meeting, for the inclusion of areas which may arise through the course of the year.
- 1.3 The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

2. REASONS FOR RECOMMENDATIONS

- 2.1 This approach allows the Committee to respond to Adults and Safeguarding related matters of interest in the Borough.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 There are no specific recommendations in the report. The Committee is empowered to agree its priorities and determine its own schedule of work within the programme.

4. POST DECISION IMPLEMENTATION

- 4.1 Any alterations made by the Committee to its Work Programme will be published on the Council's website.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Committee Work Programme is in accordance with the Council's strategic objectives and priorities as stated in the Corporate Plan 2015-20.

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

- 5.2.1 None in the context of this report.

5.3 Social Value

- 5.3.1 N/A

5.4 Legal and Constitutional References

- 5.4.1 The Terms of Reference of the Committee is included in the Constitution, Responsibility for Functions, Annex A.

5.5 Risk Management

5.5.1 None in the context of this report.

5.6 Equalities and Diversity

5.6.1 None in the context of this report.

5.7 Consultation and Engagement

5.7.1 None in the context of this report.

5.8 Insight

5.8.1 None in the context of this report.

6. BACKGROUND PAPERS

6.1 None.

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**Adults and Safeguarding
Committee Forward Work
Programme**

January 2017

Contact: Edward Gilbert 020 8359 3469

Title of Report	Overview of decision	Report Of (<i>officer</i>)	Issue Type (Non key/Key/Urgent)
6 March 2017			
Adults Social Care Alternative Delivery Model: Update Report	Committee to receive a report following up on the two options presented 19th September 2016: <ul style="list-style-type: none"> • In house • Shared service with NHS 	Commissioning Director (Adults and Health)	Non-key
Commissioning Plan Addendum 2017/18	Committee to consider a Commissioning Plan Addendum for the 2017/18 municipal year.	Commissioning Director (Adults and Health)	Key
Fit and Active Barnet Framework	Committee to receive the final strategy document following the engage consultation carried out in October and November 2016.	Strategic Lead – Sport & Physical Activity	Non-key
Items to be allocated			

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

AGENDA ITEM 14

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