

APPENDIX A – GAP ANALYSIS

NOTE: THIS GAP ANALYSIS WAS BASED ON THE CARE BILL AS IT WENT THROUGH PARLIAMENT, NOT THE FINAL ACT PUBLISHED IN MAY 2014. IT IS BEING REFRESHED NOW THAT THE BILL HAS RECEIVED ROYAL ASSENT AND THE DRAFT GUIDELINES AND REGULATIONS HAVE BEEN PUBLISHED.

<i>Issues to address</i>	<i>Current London Borough of Barnet position</i>	<i>What are we doing</i>	<i>Current Gaps</i>
Bill Impact / Themes: Duties on Prevention and Well-being (Clause 1 and 2) From April 2015			
<p>The need for the care and support system to focus on promoting people’s well-being and independence, keeping them safe and connected to their communities, and delaying or reducing needs for care and support wherever possible. (Clause 1).</p> <p>The local authority will have a legal duty to prevent, delay and reduce the need for care through its work with partners and the community. The legal duty to provide prevention is specifically linked to delaying and reducing the need for Adult Social Care. Definition is not unlimited. (Clause 2).</p> <p>Underlying principle for</p>	<ul style="list-style-type: none"> • Adult Social Care assessments, support plans and reviews cover the topic areas listed in the Well-being definition (clause 1). • Prevention is in place that delays and reduces the need for care. • The Council has established a Prevention and Well-being Team whose core aim is to increase and enhance prevention approaches in the borough. • Enablement, Telecare, Transforming Community Equipment Services Project, equipment, adaptations, respite (all client groups). • Improving Access to Psychological Therapies Programme, Eclipse, the Network (mental health). • Information and advice (all client groups and self-funders). • Ageing Well programme (Older People). • Casserole Club. • Big Society Time Bank Scheme initially focusing on 6 localities. • Neighbourhood Model (Older People). • Later life planners (Older People). 	<ul style="list-style-type: none"> • Well-being is addressed in support plans – however, practice needs to be consistent in all cases. • Barnet Centre for Independent Living provides peer led support planning – well-being focus. 6 social workers to be seconded to Barnet Centre for Independent Living to enhance well-being approach. • New Better Care Fund plan for health and social care integration for frail older people. Integrated preventative services will form part of this model and plans. (tier 2). • Public Health and Barnet Clinical Commissioning Group are developing enhanced self- 	<ul style="list-style-type: none"> • Community Access Workers in the Network are limited to Mental Health. Model could be extended to other groups. • Full understanding of current community and partner initiatives unknown. • Clear and accessible information on all the options available, is not uniformly available to all staff and the public across the system. • Current prevention offer is comprehensive for people already close to the system/close to needing care. • The area for development is: preventing demand at scale and over the longer term, i.e., how could we reduce the numbers of clients who are eligible under Fair Access to Care Services by 2000?; or, looking 5- 15 years ahead, how can we prevent the growth in need predicted by population change and the impact of the Care Bill?

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<p>Adult Social Care is well-being. Definition of this in The Care Act/Bill is very broad.</p> <p>Risk in both clauses is that they are open to challenge.</p>	<ul style="list-style-type: none"> • Community based dementia support e.g. dementia cafes. • Carers Centre. • Social Care Direct provides information and advice, signposting to alternatives. • Section 75 agreements with Barnet Clinical Commissioning Group funds a number of small scale prevention initiatives. 	<p>management as part of the above (tier 1 of model).</p> <ul style="list-style-type: none"> • Scoping prevention offer – prevention team. • Development of leisure offer – prevention team. • Reviewing our carers offer – prevention team. • Linking in with Support match Home Share Service to look at alternatives to people being isolated in their own homes. • Older Peoples Integrated Care model involves the introduction of care navigators within the community, using risk stratification software to identify residents on the cusp of acute care, preventing escalation of care needs at the highest tier of the model. 	

<i>Issues to address</i>	<i>Current London Borough of Barnet position</i>	<i>What are we doing</i>	<i>Current Gaps</i>
Bill Impact / Themes: Duties on Information and Advice (Including advice on paying for care) - (Clause 3) From April 2015			
<p>The Care Bill places a new duty on local authorities to ensure that information and advice is provided locally and that anyone who approaches Barnet who has a care need regardless of their eligibility, should be informed of what support and services are available in the community to help maintain their well-being.</p> <p>This should include information on making the right choices about their care and support and options on paying for care.</p>	<ul style="list-style-type: none"> • Barnet Centre for Independent Living Information and Advice service. • Social Care Direct information, advice and signposting. • CAB welfare benefits advice. • 'My Care My Home' advice on care options and on paying for care, including access to independent financial advice (SOLLA qualified). • Eclipse, mental health information and advice. • Working for You, Learning Disabilities information and advice. • Social Care Connect, online directory of services and information. • Carers Centre information and advice service. • Healthwatch Barnet, information and advice service on health and social care. • Adult Social Care website includes range of information, including how to raise safeguarding issues. • Wide range of virtual and hard copy leaflets/ factsheets. 	<ul style="list-style-type: none"> • Retendering a number of Information and Advice contracts together in this area to build upon existing services for later in 2015. Aim to develop greater synergy and improved value for money and outcomes. • Capita developing a 'My Account' function for residents – Adult Social Care information and advice offer can be linked to this. • Adults & Communities Investing in IT (linIT) project includes user self-service. 	<ul style="list-style-type: none"> • Limited understanding of the information and advice needs from a residents' perspective of 'what works'. • Currently not linked into the Capita information and advice project. • Need to link to public health initiatives and plans. • Current information and advice offer is comprehensive. Compliant. • Social Care Connect requires a new system for continuous updating. • The areas for development are: <ul style="list-style-type: none"> – Scaling up services to meet increased demand arising from the Care Bill, and identifying the level of service needed to meet this demand. – Delivering evidence based information and advice service – i.e. one that will prevent demand for social care over the longer term. – Communications on new entitlements from the Bill (link to national campaigns).

<i>Issues to address</i>	<i>Current London Borough of Barnet position</i>	<i>What are we doing</i>	<i>Current Gaps</i>
Bill Impact / Themes: Assessments (including carers' assessments) - (Clauses 8-13, and 18-20) From April 2015			
<p>The introduction of the cap on care costs will create an incentive for Barnet residents who currently fund their own care to come forward for council assessment and support planning.</p> <p>National eligibility thresholds for users from April 2015.</p> <p>All Carers are entitled to assessment of need, support and review, subject to meeting new national eligibility criteria. Likely to see significant extra demand for assessment and carers support services.</p>	<ul style="list-style-type: none"> ● 8,653 new contacts a year*. ● 120 Social Workers across London Borough of Barnet (LBB) (Older People, Physical Disabilities, Learning Disabilities, Mental Health). ● 10 assessment officers plus 1 social worker and 1 Occupational Therapist in Social Care Direct. ● More than 8000 assessments and review events per year*. ● 2179 carers assessments per year*. ● Income received from client contributions: <ul style="list-style-type: none"> – Residential/Nursing - £8,7m – Fairer Contributions Direct Payments £1.1m – Fairer Contributions Managed Personal Budgets - £2.4m – Average waiting times for assessment currently stand at around 18 days – 3,700 financial assessments and review events per year – 9 people in the Finance assessment team – <p>*data from 12/13 RAP (Referrals, Assessments and Packages of Care) return.</p>	<ul style="list-style-type: none"> ● Multi-disciplinary team development in Older People/Physical Disabilities to streamline social work and occupational therapy assessments. ● Roll out of trusted assessor model so occupational therapists and social workers can commission each other's services. ● social workers and occupational therapists in Mental Health and Learning Disabilities are in multi-disciplinary teams with NHS colleagues. ● FACE toolkit is assessment approach. 	<ul style="list-style-type: none"> ● Capacity planning (how many more assessments are we likely to have to undertake? What will level of demand be over long term?) ● Assessment process should be streamlined and ensure staff undertaking assessments work within the ethos of care set out in the Bill (well-being, personalisation, choice, independence). ● Options being considered through Front Door, Eligibility, Assessment and Support Planning workstream: <ul style="list-style-type: none"> – Self-assessment. – Shared resourcing with other councils. – Pre-registration scheme. – Secure increased temp resourcing levels to meet demand (range of contracting / partnership options). – Voluntary sector involvement. – Process re-design of current assessment pathway will deliver some quick wins. ● Financial assessment process also needs to be redesigned as demand for this will increase. ● Progress is dependent on publication of final eligibility criteria (expected end of May).

Issues to address	Current London Borough of Barnet position	What are we doing	Current Gaps
Bill Impact / Themes: Care and Support Planning - (Clauses above plus 37-41) From April 2015			
<p>From April 2015 (1 year prior to the Cap go-live), any self-funder has the right to ask the Council to plan and arrange their care.</p> <p>Combined with Cap, this will lead to increased numbers coming forward – increased assessments and support planning work.</p> <p>No national method for calculating numbers of self-funders.</p> <p>Barnet – importer of service users due to number of residential and supported living.</p> <p>New national rules on portability of care will increase care continuity for users. Likely to lead to cost pressures for LAs where people tend to move to for care.</p> <p>New duty creating a new system of appeals over councils' decisions on social care.</p>	<ul style="list-style-type: none"> • Capita Insight team working up estimates on the number of Self funders to inform capacity planning and financial forecasting, as well as confirming: <ul style="list-style-type: none"> – Population data, over 65's, over 85's, carers, Physical Disabilities and Learning Disabilities. – Self funders whose funds deplete per year. – Total care homes beds (% of LBB placements). – Total supported living scheme beds. – Barnet Centre for Independent Living activity data. – Independent support planning in place (Barnet Centre for Independent Living) on small scale 	<ul style="list-style-type: none"> • Setting up tracking for self-funders and ordinary residence changes to inform impact analysis and planning. • Robust OR procedures in place. • Advice for self-funders in place (My Care My Home, Care Directory). • Insight Team analysis. • Planning to procure large scale independent support planning service. 	<ul style="list-style-type: none"> • See above for capacity planning for assessment – applies to support planning too. • Support planning process should be streamlined and ensure staff undertaking this work do so within the ethos of care set out in the Bill (well-being, personalisation, choice, independence). Support planning tender is under way; aim is to increase externalised support planning significantly. • Ordinary Resident procedures will require updating once secondary legislation is finalised • Key issue is to develop a cost effective way of meeting additional demand that does not lead to inflated longer term social care costs (i.e. trend is for self-funders to choose more restrictive and higher cost forms of care; typically entering residential care earlier than a local authority client).

<i>Issues to address</i>	<i>Current London Borough of Barnet position</i>	<i>What are we doing</i>	<i>Current Gaps</i>
Bill Impact / Themes: Universal Deferred Payment Agreements (DPAs) - (Clauses 34-36) From April 2015			
<p>A duty to offer deferred payments under certain conditions in order to provide homeowners peace of mind when going into residential care.</p>	<ul style="list-style-type: none"> LBB already has discretionary powers to defer residential care fees against a charge on property; scheme and qualification criteria are in place. Although deferred payment systems and processes in place, never used and may not match Care Bill thresholds 	<ul style="list-style-type: none"> Consideration of revised scheme financing, treasury management, qualification criteria, operation of scheme in process. Project Initiation Document and project plan in place, building on existing DPA in Barnet. Review and update current IT system requirements for DPA in place as part of the Adults and Communities Capita IT replacement programme. 	<ul style="list-style-type: none"> Scheme financing Revised charging policy for scheme. New scheme will need to be taken through new committee system as will be a key decision. Progress dependent on publication of secondary legislation - due end May 2014.

<i>Issues to address</i>	<i>Current London Borough of Barnet position</i>	<i>What are we doing</i>	<i>Current Gaps</i>
Bill Impact / Themes: Safeguarding - (Clauses 42-46) From April 2015			
<p>Duty for LBB to establish a Safeguarding Adults Board (SAB) in their area to develop shared strategies for safeguarding. The Council, NHS and Police are core statutory members.</p> <p>Requirement to publish annual report and work programme.</p> <p>Duty to make safeguarding enquiries.</p> <p>Puts current practice into primary legislation.</p>	<ul style="list-style-type: none"> • Barnet Safeguarding Adults Board in place. • Independent Chair - (Joint with Children's) • NHS, Police and LBB are core members already. • Annual report published. • Annual work programme published. • Already carrying out Safeguarding enquiries in line with pan-London guidance. 	<ul style="list-style-type: none"> • Reviewing of membership of board, working group structure and admin arrangements with children's' services. • Reviewing work programme and partnership data set. 	<ul style="list-style-type: none"> • Compliant with requirements, however, communications and awareness raising with partners, staff, providers and residents should take place to ensure everyone understands the new statutory framework.

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Bill Impact / Themes: Duty on Market Shaping - (Clause 5) From April 2015			
<p>Requires local authorities to support a market that delivers a wide range of care and support services that will be available to their communities.</p> <p>To use 'Market Shaping' to influence the development of the kinds of services that meet the needs of the local community.</p>	<ul style="list-style-type: none"> • Market Position statement in place, key messages include: <ul style="list-style-type: none"> – Extra Care Housing. – Supported Housing. – Enablement. – Home & Community Support. – Right to Control. – Voluntary Prevention Services. – Care Homes. • Programme of regular communications and events with Barnet providers in place. • Joint commissioning work programme – wide range of new service developments. • Quality in Care Homes Team delivers wide range of support to providers. • Quality assurance framework for providers led by Supply management. • Regular information exchange with CQC, care regulator. • Provider concerns process in place to deal with institutional level safeguarding concerns. • Effective working relationships with Legal and corporate procurement to deal with problems in provider market. • Pricing strategy for older person's residential nursing care in place. • Care Funding Calculator used for specialist placements. • Supported living framework in place. 	<ul style="list-style-type: none"> • Revising pricing strategy for older people residential/nursing • Development of a framework for the above. • Full programme of commissioning and procurement activity for next 2 years is planned. 	<ul style="list-style-type: none"> • It is anticipated that specific requirements will be set out in secondary legislation. Local work will be developed following publication.

<i>Issues to address</i>	<i>Current London Borough of Barnet position</i>	<i>What are we doing</i>	<i>Current Gaps</i>
Bill Impact / Themes: Capped Charging System & Extended Means Test - (Clauses 15,16,26) From April 2016			
<p>A cap to be introduced on the costs that people have to pay to meet their eligible needs (£72,000 for Older People; zero for those aged 18; level of cap still to be set for working age).</p> <p>Means test thresholds increased (from £23,000 to £118,000) meaning more people will qualify for state financial support for social care costs.</p>	<ul style="list-style-type: none"> • Fairer Contributions policy for community care in place – local discretion. • National CRAG guidance for residential care. • Financial assessment team carries out financial assessments and runs the system to collect contributions from clients. • ‘My Care My Home’ service. 	<ul style="list-style-type: none"> • Building the requirements re the Cap and the Care Account into the specification for the linIT Project so that the replacement IT social care system can meet these requirements. • Initial financial modelling carried out last year – being refined by Insight Team analysis to determine behaviours of those likely to be attracted by the Capped costs system. 	<ul style="list-style-type: none"> • No IT capability or process in place currently to manage the Cap (typical scenario for LAs). • Care Bill retains local authority powers to charge. Indication is that there will be a national charging policy, still to be published. Unclear if policy will cover community based as well as residential care. LBB would then be required to implement this policy. • LBB actions should be clearer after publication of secondary legislation (May 2014). • Implementation of the Cap and Care Account system will require major change to systems, processes and IT. Will require involvement from Capital and Finance. Will require member level decisions, hence need to take decisions to committee.

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Bill Impact / Themes: Care Accounts - (Clauses 28-29) From April 2016			
<p>Duty to provide individuals with an annual statement of their progress against the cap.</p>	<ul style="list-style-type: none"> Resource Allocation System in place for community services – individuals receive a letter notifying them of the value of their personal budget and the amount of their individual contribution (if any) to their PB. The cost of their care is also recorded on their care plan, of which they receive a paper copy. Information is updated when individuals are reviewed. Individuals in residential care receive information on their contribution to care costs (plus cost of placement). 	<ul style="list-style-type: none"> See above. System currently in place informs users about the costs of their care and their contribution at assessment and review, but does measure cost progression (i.e. to the Cap levels). 	<ul style="list-style-type: none"> As above. Implementation of the Cap and Care Account system will require major change to systems, processes and IT. Will require involvement from Capita and Finance. Will require member level decisions, hence need to take decisions to committee.

<i>Issues to address</i>	<i>Current London Borough of Barnet position</i>	<i>What are we doing</i>	<i>Current Gaps</i>
Bill Impact / Themes: Market failure - (Clauses 49-53) From April 2015			
<p>Duty for the Local Authority to temporarily meet needs in the event of a provider failure. Applies to residential and home care. Applies to those placed by other councils and self-funders, in addition to those placed by the host Local Authority.</p>	<ul style="list-style-type: none"> This practice currently applies to users placed by the host authority only. 		<ul style="list-style-type: none"> Although a rare event, this could have a significant impact on operations and finances in the event of a failure of one of the large providers in the borough.

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Bill Impact / Themes: Infrastructure, Information and IT systems (enabler) Operational from April 2015			
<p>The Care Bill will require major changes to IT and Finance systems. See earlier sections, plus:</p> <p>Support for improved information provision and self-service.</p> <p>Technology to support and embed channel shift.</p> <p>Accessibility requirements and user experience.</p>	<ul style="list-style-type: none"> • linIT Project is factoring in the requirements of the Care Bill. • Single care record currently under early development and expected to be delivered in late 2014. • Opportunities to link to the My Account project 	<ul style="list-style-type: none"> • linIT Project is major enabler. 	<ul style="list-style-type: none"> • Full impacts on IT systems are still unknown. Key issue is to ensure all IT requirements are identified and mapped into linIT project and other corporate IT projects such as My Account. • Wider Capita Customer Support Group IT/Channel shift/strategy • Self-service functionality within Adults & Communities is still in its infancy. • Reporting and information management requirements

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Bill Impact / Themes: Workforce (enabler) From Q4 2014			
<p>Awareness and training.</p> <p>Potential increases in workload (see assessment section).</p>	<ul style="list-style-type: none"> • See assessment and Care and Support Planning sections. 	<ul style="list-style-type: none"> • Insight Team analysis to inform capacity planning. • Further externalisation of support planning will create capacity for assessments. 	<ul style="list-style-type: none"> • Unknown capacity requirements for new assessments, reviews and care planning (see sections above). • Supply issues. All councils will be chasing additional supply at the same time = inflated market costs. Hence need to identify approach to resourcing (see earlier sections). • Training requirements for staff across the Adult Social Care system on the new requirements. • Training and awareness raising for providers, voluntary sector.

Issues to address	Current London Borough of Barnet position	What are we doing	Current Gaps
Bill Impact / Themes: Finance /Cost Pressure On-going			
<p>The combination of a cap on care costs and an extended means test will see more people benefit from public funding</p> <p>Impact of the Deferred payment agreement scheme.</p> <p>Demographic and social trends show that need and demand for social care will continue to grow.</p> <p>People moving into the borough and who picks up those costs</p> <p>Property management while people are in care. Future budget or funding reductions outside of this scope.</p>	<ul style="list-style-type: none"> • Current Priorities & Spending Review work. • Current Medium Term Financial Strategy. • Care Bill initial modelling from April 2013. • National modelling pilot in place (LBB one of the UK leads) measuring progress of self-funders to the cap is underway but modelling tool has limitations. • Insight Team Analysis. • Demographic pressure already showing in Adult Social Care – dementia, mental health. 	<ul style="list-style-type: none"> • Headline figures from early modelling suggest potential additional costs could be in the region of 11.6m annually. • Insight Team analysis costs estimated as between £5.94m to £6.42m to perform assessments. • Notification of new burdens money from central government via Better Care Fund, Revenue Support Grant and additional grant. • Work to model costs of self-funders continues. • Scoping next stage of modelling work to capture all aspects of the Bill. 	<ul style="list-style-type: none"> • Accurate financial forecasting required for Medium Term Financial Strategy and Priorities & Spending Review. • Appears unlikely to be sufficient funding from new burdens money to meet real demand.