

	<h2>Adult and Safeguarding Committee</h2> <h3>19 March 2015</h3>
<p style="text-align: right;">Title</p>	<p>Adults and Safeguarding Commissioning Plan 2015 – 2020</p>
<p style="text-align: right;">Report of</p>	<p>Commissioning Director – Adults and Health</p>
<p style="text-align: right;">Wards</p>	<p>All</p>
<p style="text-align: right;">Status</p>	<p>Public</p>
<p style="text-align: right;">Enclosures</p>	<p>Appendix A: Adult and Safeguarding Commissioning Plan 2015 - 2020 Appendix B: Financial profile Appendix C: Consultation findings report Appendix D: Residents’ Perception Survey results</p>
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<h2>Summary</h2>
<p>This report presents the five-year Commissioning Plan from 2015/16 to 2019/20. In November 2014, the Adults and Safeguarding Committee approved its Commissioning Plan for consultation as part of the wider engagement with residents to inform the Council’s medium term financial strategy. A programme of resident engagement has now been completed and a summary of the overall consultation feedback on the Council’s strategic plan to 2020, as well as specific feedback on the Adults and Safeguarding commissioning intentions is included in Appendix C.</p> <p>The Adults and Safeguarding Commissioning Plan has been reviewed in the light of this engagement. The plan, containing updated performance measures and targets through which the Committee will monitor progress in achieving its commissioning intentions, is contained in Appendix A. It sets out the strategic priorities, commissioning intentions and budget of the Adults and Safeguarding Committee up to 2019/20 and has informed the Council’s medium term financial strategy, which was considered by Full Council on 3 March 2015.</p>

Appendix B profiles each of the revenue saving proposed from 2015/16 to 2019/20 together with the capital requirements to deliver the plan during this period. The budget projections for 2016/17 to 2020 are indicative. These budgets will be formally agreed each year as part of Council budget setting, and therefore could be subject to change.

Following Policy and Resources Committee on the 2 December 2014, the 2015/16 Budget and Strategic Plan to 2020 public consultation ran until 17 February 2015. This report summarises the consultation feedback on the Adult and Safeguarding Commissioning Plan 2015 – 2020 and, where relevant, changes that have been made as a result of the consultation.

Recommendations

- 1. That the Adults and Safeguarding Committee approves the Commissioning Plan for the Committee as set out at Appendix A, taking rigorous consideration of the consultation responses set out in Appendix C and the equalities analysis.**

1. WHY THIS REPORT IS NEEDED

- 1.1 On 20 November 2014 the Adults and Safeguarding Committee approved its Commissioning Plan for consultation. Consultation on 'Meeting the challenge: Barnet's strategic plan and budget to 2020' including specific consultation on the priorities, approach and outcomes of the Adults and Safeguarding Committee Commissioning Plan, was held from 17 December 2014 to 11 February 2015.
- 1.2 This paper sets out the results of the consultation and provides the final Commissioning Plan for approval. It also provides performance targets where available and updated outcome measures.
- 1.3 **The Commissioning Plan**
 - 1.3.1 The Commissioning Plan sets out the priorities and commissioning intentions of the Adults and Safeguarding Committee from 2015/16 to 2019/20, together with proposed revenue budgets for each of the main service areas and the outcomes by which progress will be measured during this period.
 - 1.3.2 The plan has been developed at a time when the number of frail older people in the borough is growing, the complexity of social care need among working age adults and older people is increasing and the Council will have new statutory responsibilities for adult social care from the Care Act 2014. Against this backdrop, the Council needs to make savings in the cost of its services. The Adults and Safeguarding Committee was tasked by the Council's Policy and Resources Committee on 10 June with identifying £12.6m of savings for the period 2016/16- 2019/20.

1.3.3 Some of the proposals within the Commissioning Plan to address the challenges facing the range of services within this Committee area over the next five years include:

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 costs.
- 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.
- 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.

1.3.4 None of this is easy and will require the Council to work more closely than ever with the residents, the voluntary and community sector, NHS, Department for Work and Pensions, Public Health and housing.

1.4 Outcome measures

1.4.1 The plan also sets out a number of outcome measures through which the Committee will monitor progress towards achieving its commissioning intentions.

1.5 Consultation feedback

1.5.1 The Council conducted a borough wide programme of resident engagement and consultation from 17 December 2014 to 11 February 2015. The programme comprised a series of focussed workshops examining the

competing pressures facing each Committee and an on-line survey open to all residents. 149 residents attended workshops which covered Council wide services, including some of the services in the remit of the Committee, whilst 19 residents took part in the Adults and Safeguarding focussed workshop. 28 residents responded to the Strategic Plan to 2020 open consultation, with 19 of those residents completing questions in regard to the Adults and Safeguarding Committee. The Adults and Safeguarding Commissioning Plan was also reviewed, along with plans relating to other Committees, in a special workshop for service users of adult social care and children's services.

1.5.2 The majority of respondents (11 out of 17 or more) who answered the questions agreed with all the priorities set out in the Adults and Safeguarding Commissioning plan. As part of the workshop focused on the Adults and Safeguarding Committee, residents prioritised the following services:

- Support offered to carers
- Preventative work for people with learning disabilities
- Short term and residential care for people with mental health issues
- Support to community/voluntary groups for the elderly
- Direct payments for people with physical disabilities
- Leisure centre

1.5.3 Those services which attendees thought, within the context of the Council's reductions, had the most potential for savings were the more expensive services of;

- Supporting older people in their homes
- Residential care for older people

1.5.4 Residents still emphasised the importance of these services, but in the context of the financial challenges facing the Council, they were seen as more palatable options to reduce costs.

1.5.5 This is broadly similar to the services which were prioritised by the Citizen's Panel members (44 respondents);

- Support for carers
- Prevention services for people with learning disabilities
- Short term mental health support
- Residential care for people with mental health issues
- Direct payments for people with Physical disabilities
- Leisure centres

1.5.6 The services which, on balance, were seen as options for savings were;

- Homecare for older people
- Residential care for people with learning disabilities

- 1.5.7 There was an emphasis on prevention, with one resident stating that (in respect of short term mental health support): *“It’s much better in cost terms than rehabilitation. Short term they can improve and get better rather than, possibly, being institutionalised”*.
- 1.5.8 The preference of the residents who responded in the consultation survey and workshops was to make lower service reductions in the remit of the Adults and Safeguarding Committee than the Council has proposed.
- 1.5.9 The feedback from the resident workshop broadly supports the approach set out within the Commissioning Plan to prioritise services for the most vulnerable and to support a preventative approach. Financial constraints and required remodelling of services (moving to community based support, social care prevention) justify proceeding with recommendations; the financial profile (appendix B) provides further detail.
- 1.5.10 Whilst the overall programme of resident engagement is contained in this report, each significant proposal within the plan will require detailed consultation and engagement with residents and service users. These will be reported to the Adults and Safeguarding Committee as the Commissioning Plan is enacted.

1.6 Residents Perception Survey

- 1.6.1 The Residents’ Perception Survey is carried out by the Council every 6 months and captures residents’ general views and perceptions towards the Council and the services it provides. The most recent survey, Autumn 2014, was carried out between 23 September and 28 November 2014 and included 1,600 residents.
- 1.6.2 Whilst the top three areas of concern for residents were roads and pavements, a lack of affordable housing and crime, it should be noted that residents’ concern about care of the elderly and health have increased. Concern for *‘not enough being doing for elderly people’* (16 per cent), and *‘quality of health services’* (19 per cent), have previously been in line with London. However, Barnet residents are now significantly more concerned about these issues compared to London. Findings from the residents’ perception survey show, that compared to London, Barnet residents are significantly more likely to rate social services for adults as ‘good to excellent’ (by nine percentage points more than the London average). With regards to leisure services, although still lower than the London average, overall satisfaction by users has improved since Spring 2014.
- 1.6.3 Further details on findings from the Residents Perception Survey can be found in Appendix D.

1.7 Response to the feedback

- 1.7.1 It should be remembered that this consultation report relates to general consultation on the Council’s medium term commissioning priorities and the

overall shape of the Council's budget, the detail of which is agreed by full Council on an annual basis. The Council will consult with residents and service users on the detail of every specific proposal that may affect the service received by residents. This will happen before Committee takes the final decision on each specific service change. In the light of the responses received to this programme of consultation and engagement, it is not proposed to amend the commissioning intentions of the Adults and Safeguarding Committee.

- 1.7.2 It is proposed that as each proposal is brought forward, the concerns of residents raised within the workshop will be addressed.

2. REASONS FOR RECOMMENDATIONS

- 2.1 This report contains the Commissioning Plan of the Adults and Safeguarding Committee following public consultation and detailed work to update the performance targets for the outcome measures. It sets out how the Committee proposes to deliver revenue savings to deliver the target savings set by the Council's Policy and Resources Committee on 10 June 2014. It also sets out the capital requirements of the Committee. The Commissioning Plan and the proposals contained within the plan have been considered by full Council on 3 March 2015 as part of the setting of the Medium Term Financial Strategy (MTFS).
- 2.2 As feedback accords with the Commissioning Plan no changes are required.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 At its meeting on 10 June 2014, the Policy and Resources Committee noted the findings of the Priorities and Spending Review, a process undertaken by Council officers to review budgets and to identify potential opportunities to meet the Council's funding gap up to 2020. The Priorities and Spending Review was informed by public consultation, and officers engaged with all three main political parties over a period of 12 months. The report considered by Policy and Resources Committee on 10 June 2014 set out options for the theme Committees to consider in developing their responses to future budget challenges.
- 3.2 Over the summer, officers supported members of the Adults and Safeguarding Committee to consider the proposals outlined in the Priorities and Spending Review. In developing options for members to consider, officers considered proposals to deliver savings in each area of the Adults and Safeguarding Committee's remit. Proposals to further disinvest in social care support over and above the proposals in this plan were not put forward in order to maintain the Council's ability to meet its statutory duties in this area and provide services to keep the most vulnerable adults and older people safe. There have been no alternative options put forward by Adults and Safeguarding Committee as a result of this activity.

- 3.3 Within each area identified to deliver revenue savings, there will be a number of alternative ways to deliver the saving. As each of these proposals are brought forward for the Adults and Safeguarding Committee to consider, the alternative options and the reason for the preferred option will be detailed.

4. POST DECISION IMPLEMENTATION

- 4.1 To deliver the Commissioning Plan, a range of proposals are being or will be brought forward for detailed consideration by the Adults and Safeguarding Committee. For example, proposals that have already been approved by the Committee or that are in development include: the 0 – 25 disabilities service and a new model of social care support for people with mental health problems.

5. IMPLICATIONS OF DECISION

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

- 5.1.1 The Commissioning Plan sets out the revenue budget and capital requirements for the policy areas within the remit of the Adults and Safeguarding Committee. The budget projections within the Commissioning Plan contain indicative figures through to 2020. These budgets will be formally agreed each year as part of Council budget setting, and therefore could be subject to change.

5.2 Legal and Constitutional References

- 5.2.1 All proposals emerging from the business planning process will need to be considered in terms of the Council's legal powers and obligations (including, specifically, the public sector equality duty under the Equality Act 2010) and, where appropriate, mechanisms put into place to ensure compliance with legal obligations and duties and to mitigate any other legal risks as far as possible. Many of the proposals are already subject to separate detailed project plans and reports to Committee. The detailed legal implications of these proposals are included in those reports.

- 5.2.2 In this 'Responsibility for Functions, Annex A' of the Council's Constitution, it is stated that the Adults and Safeguarding Committee has the power to approve 'any non-statutory plan or strategy within the remit of the Committee'.

- 5.2.3 This report clearly falls within the remit of the Adults and Safeguarding Committee which is outlined in this section – specifically, the Committee is responsible for 'Promoting the best possible Adult Social Care Services', which this strategy contributes towards.

5.3 Risk Management

- 5.3.1 The Council has taken steps to improve its risk management processes by integrating the management of financial and other risks facing the organisation. Risk management information is reported quarterly to the

council's internal officer Delivery Board and to the relevant Committees and is reflected, as appropriate, throughout the annual business planning process.

5.3.2 Risks associated with each individual saving proposal will be outlined within the individual Committee report as each proposal is brought forward for the Committee to consider.

5.4 **Equalities and Diversity**

5.4.1 The 2010 Equality Act outlines the protected characteristics as age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex and sexual orientation. 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 who share a relevant protected characteristic and persons who do not share it
- foster good relations between people who share a relevant protected characteristic and persons who do not share it

5.4.2 Equality and diversity issues are a mandatory consideration in the decision-making of the council. This requires elected Members to satisfy themselves that equality considerations are integrated into day to day business and that all proposals emerging from the finance and business planning process have properly taken into consideration what impact, if any, there is on any protected group and what mitigating factors can be put in train.

5.4.3 In particular, at its meeting on 10 June 2014, the Policy and Resources Committee advised the Theme Committees that they should be mindful of disadvantaged communities when making their recommendations on savings proposals. The proposals and priorities within the Commissioning Plan have been developed to minimise the impact on the most vulnerable groups of adults, through targeted use of resources on effective early intervention and prevention services for vulnerable adults and their carers and maximising the use of alternative mainstream opportunities whilst continuing to provide specialist input where required.

5.4.4 The priorities set out in the commissioning plan aim to ensure that financial constraints do not hinder the delivery of equal opportunities and fair outcomes for all, especially those who have an identifiable need. The Committee will consider the impact that any proposed changes will have on different groups in the community, evaluating the equalities impact of individual and cumulative change. Following this phase of consultation, no specific additional positive or negative impact was identified. This will be reviewed as individual proposals are brought forward, as set out below.

5.4.5 As individual proposals are brought forward for consideration by the Adults and Safeguarding Committee, each will be accompanied by an assessment of the

equalities considerations, setting out any potential impact of the proposal and mitigating action. Equality impact assessments have been carried out where specific proposals have gone to Committee.

- 5.4.6 All human resources implications will be managed in accordance with the Council's Managing Organisational Change policy that supports the Council's Human Resources Strategy and meets statutory equalities duties and current employment legislation.
- 5.4.7 As part of the consultation, residents from the Citizen's Panel, a group of 2000 residents who are statistically representative of the population of Barnet, were targeted to ensure consultation responses reflected Barnet's demographics. A further quota was set to ensure, as much as possible, a cross section of the population attended the workshops from the panel. Moreover, a workshop was arranged for people with learning disabilities, to ensure those who use targeted services got the opportunity to feed into the consultation.
- 5.4.8 As the response rate was low, with only 28 respondents to the Strategic Plan to 2020 consultation, it is not possible to determine whether certain protected groups supported certain proposals more than other protected groups. The characteristics of the 19 respondents to the Adults and Safeguarding Committee questions cannot be broken down from the 28, making analysis of these respondents by protected characteristics impossible.
- 5.4.9 The Adult's and Safeguarding Committee's remit includes considering the impact of changes on key groups who are protected by equalities legislation including those who use Adult Social Care Services; mainly older people, people with disabilities and carers (who can face discrimination by association). Therefore changes (both positive and negative) could have a larger impact on older people, disabled people and carers than the general population.
- 5.4.10 The Committee will also consider the fairness of their decisions; in particular the effect on any disadvantaged communities including those above and others with a low income because Adult Social Care service users are more likely to have a lower income than the Barnet population.

5.5 Consultation and Engagement

- 5.5.1 Public consultation on the Strategic Plan up to 2020, including the Adults and Safeguarding Committee, ran from 17 December 2014 to 11 February 2015.
- 5.5.2 Consultation findings have been summarised in section 1.5 with more detailed findings in Appendix C.
- 5.5.3 Public consultation will take place on individual proposals to deliver the savings identified before final decisions are taken by the Committee and savings plans are formalised in the Council's annual budget. Future consultation and engagement will be informed by the consultation work that has already been carried out as part of the Priorities and Spending Review process during which a comprehensive series of resident engagement

activities took place in order to understand their priorities for the local area and look at how residents and organisations can support services going forward.

6. BACKGROUND PAPERS

- 6.1 Adults and Safeguarding Committee, 2 July 2014. Item 5 - Business Planning
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=7929&Ver=4>
- 6.2 Adults and Safeguarding Committee, 31 July 2014. Item 7 – Business Planning
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=7930%20&Ver=4>
- 6.3 Adults and Safeguarding Committee, 2 October 2014. Item 7 – Business Planning.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=7931&Ver=4>
- 6.4 Adults and Safeguarding Committee, 20 November 2014, Item 7 – Business Planning.
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8098&Ver=4>
- 6.5 Policy and Resources Committee, 2 December 2014, Item 7 – Business Planning 2015/16 – 19/20.
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=7863&Ver=4>