

	<p align="center">Adults and Safeguarding Committee 23rd April 2015</p>
<p align="center">Title</p>	<p>Your Choice (Barnet) (YCB) - follow up report to Care Quality Commission’s (CQC) inspection of the Barnet Supported Living Service, August 2014</p>
<p align="center">Report of</p>	<p>Troy Henshall, Chief Executive, The Barnet Group</p>
<p align="center">Wards</p>	<p>All</p>
<p align="center">Status</p>	<p>Public</p>
<p align="center">Enclosures</p>	<p>Appendix A - CQC Action Plan</p>
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<h2>Summary</h2>
<p>At the meeting of the Adults & Safeguarding Committee 19 March 2015, the Committee Chairman made a statement regarding the CQC Inspection of Barnet Supported Living Services in August 2014. The committee also considered a Member’s item in the name of Councillor Rawlings on the same CQC Inspection of Barnet Supported Living Services. The findings of that inspection, published in February 2015, rated the service overall as “Inadequate”. This report therefore provides Committee with a response to items requested by the Committee Chairman and the Member’s item, plus the full Action Plan which YCB was required to formally submit to CQC by 27 March 2015.</p>

<h2>Recommendations</h2>
<p>1. That the Committee note and comment as appropriate on: a) Officer responses to the points raised in the Chairman’s statement and</p>

Member's item at Adults & Safeguarding Committee on 19 March 2015.
b) The YCB Action Plan submitted to CQC on 27 March 2015, following the Regulator's inspection of Barnet Supported Living Service in August 2014 and published in February 2015.

1. WHY THIS REPORT IS NEEDED

1.1 At the Adults and Safeguarding Committee on 19.03.15 the Chairman made a statement on Your Choice Barnet and Councillor Rawlings presented a Member's item on the same subject. Both these items requested a briefing from Your Choice Barnet on its Supported Living Service in the context of a CQC inspection in August 2014, the findings of which were published in February 2015. This report therefore provides a response to the items requested by Committee as well as a progress update on the Action Plan to the inspection findings which YCB was required to submit to CQC. As some elements of the member's item were dealt with at the meeting on the 19th March, they are not presented again in this report.

1.2 Whether any reviews of care plans highlighted any issues before the inspection

1.3 An analysis of the increase in use of agency / temporary staff from 2010/11 to date

1.4 An analysis of the impact of changing the management structure to only one manager across 5 sites

1.5 Whether there were any safeguarding alerts relating to the service at any point

1.6 An update on implementation of the action plan since the inspection

1.2 Whether any reviews of care plans highlighted any issues before the inspection

1.2.1 Reviews of service users in the supported living service have taken place by Barnet Council staff. Following the CQC publication, all service users were reviewed, along with the YCB Supported Living service care plans and no significant issues were found. A small number of care plans were changed, with 1 or 2 users receiving increases in hours of support.

1.3 An analysis of the increase in use of agency / temporary staff from 2010/11 to date

1.3.1 When Your Choice Barnet (YCB) services were transferred into The Barnet Group in February 2012 the contractual arrangements for

commissioned services were at first by way of a block contract with the understanding that from April 2013 the contract would change to payment by usage. It was identified at an early stage that there was a need to manage the staffing levels accordingly. A restructure of the service took place in 2013.

1.3.2 The YCB performance indicator, regarding agency usage, reported quarterly to the performance and contract monitoring committee is;

'A measure of the percentage of the workforce employed, calculated as a headcount, by YCB during the previous quarter that were employed through an agency staff'

1.3.3 This data has been collected in this format since April 2013 and the table below summarises the information as outlined, data prior to this date is not available.

1.3.4 Agency usage for the first quarter of 2013/14 was running at 7.2%. At the end of June 2013, eight employees from the supported living service took voluntary redundancy as part of the restructuring process and one had resigned.

1.3.5 In the second quarter of 2013/14, the agency usage then increased to 14.3%, there were two further redundancies and a further four resignations.

1.3.6 The restructure of the supported living service meant that there were fewer senior support worker and manager posts and an increase in assistant support workers, providing a higher number of staff supporting front line services. A number of assistant support worker posts were frozen for a period of time whilst the organisation carried out the restructure in order to ensure that staff whose posts were at risk could be redeployed, this meant that the use of agency workers rose and at the end of quarter four (March 2014) this stood at 24.5%.

1.3.7 It is of note that:

- during the period of restructure 4 staff redeployed to other services (one in a more senior role) and 3 others were promoted to service co-ordinators
- between October 2013 when the restructure was completed and the present day (18 months) there has been only one leaver due to voluntary redundancy and one leaver due to dismissal
- 4 of the 8 staff who took redundancy in June 2013 have returned to work for the organisation on an as and when basis.

- 1.3.8 The consultation on the 9.5% pay cut took place during the fourth quarter of 2013/14 and was put in place from April 1st 2014, with staff receiving three months payment (equivalent to the 9.5%) in lieu of notice.
- 1.3.9 The agency usage during 2014/2015 has remained high and was at 21% at the end of quarter three; this was in spite of an on-going recruitment campaign. A number of posts have now been recruited to, though some offers had to be withdrawn due to unsatisfactory pre-employment checks. The services have increased the number of FTE assistant and support workers due to voids being filled and increased health needs of service users that have led to additional support hours being commissioned. As a result of concerted action, the Q4 2014/15 usage level was 15%

2013/2014		Redundancy	Resignation	Dismissal	New starters
Q1	7.2%	8	1		
Q2	14.3%	2	4		
Q3	16.6%				
Q4	24.5%				
2014/2015					
Q1	23%	1		1	
Q2	23%				4
Q3	21%				1
Q4	15%				4

- 1.3.10 There will not be an immediate reduction in agency usage as new starters begin in their roles, as there is a period of 'shadowing' permanent staff whilst undertaking their induction and mandatory training that new staff need to attend.

1.4 An analysis of the impact of changing the management structure to only one manager across 5 sites

- 1.4.1 The service has always had 1 registered manager; this was in place at the point of transfer from LBB to The Barnet Group.

- 1.4.2 The supported living structure in February 2012 was:

- 1 registered manager
- 1 assistant manager
- 5 senior support workers
- 24 support workers

- 1.4.3 The current structure is:

- 1 registered manager,
- 3 service co-ordinators,
- 8 support workers with responsibility for key working, support planning and reviews

- 18 assistant support workers providing front line support.

1.4.4 The impact of the changes that were put in place following the restructure, of the replacement of the assistant manager and senior support workers, is that the service co-ordinators are now more focussed on the services that they are assigned to. The support workers have a greater clarity on their role and level of responsibility and the organisation has been able to employ a greater number of assistant support workers providing more front line support.

1.4.5 The total FTE staffing compliment will be matched to commissioned hours and may change to allow for when service users move in or out of their tenancies, there are additional staffing hours that are provided over to cover for staff annual leave, training and unplanned absence such as sickness

1.5 Whether there were any safeguarding alerts relating to the service at any point

1.5.1 There have been no more safeguarding alerts than would usually be expected from this type of service. YCB and the Council encourage services to raise safeguarding alerts and it is expected that they should be submitted. Safeguarding alerts and referrals are included in the key performance indicators on YCB reported to Performance and Contracts Monitoring Committee every quarter.

Safeguarding alerts made	Number of safeguarding alerts made
Q1 2013/14	0
Q2	4
Q3	4
Q4	0
Q1 2014/15	2
Q2	3
Q3	1
Q4	3

1.6 An update on implementation of the action plan since the inspection

1.6.1 CQC inspected the services in August 2014 and verbal feedback was provided at the time indicating that some improvements were required, but that the service was on the whole a good one and in particular the co-ordinators and staff were doing a good job.

1.6.2 Following the visit in August and subsequent verbal feedback a number of actions were taken which included improvements in the administration of medicines, the cleaning schedule (including the medicine cabinets), risk assessment recording and training for staff in dementia support.

- 1.6.3 The CQC report was not received until six months later in early February 2015; it was in draft form and the registered manager responded to CQC identifying a number of factual inaccuracies. The draft report was made available to the Council in mid-February. The final report was received and the high level action plan for improvement was submitted as required by CQC on the 27th March.
- 1.6.4 The action plan provided to CQC on the 27th March is attached this high level plan is supported by a more detailed action plan for internal use which has been developed to capture the outstanding issues, this is being actioned by the Service Co-ordinators and the Registered Manager and is being monitored by the Director of Care and Support. This plan has been provided to LBB and is being monitored for improvement and compliance.
- 1.6.5 Since the Adults and Safeguarding Committee met on the 19th March a private company has been sourced to carry out an independent inspection of the services at a date to be agreed.
- 1.6.6 Also since the last Adults and Safeguarding Committee, Valley Way Respite service has had an unannounced inspection by the CQC (25.03.15), the initial verbal feedback is that the inspector is satisfied that the service meets all of the regulations and we await the draft report.

2 REASONS FOR RECOMMENDATIONS

- 2.1 This report gives the committee an opportunity to review the CQC Action Plan and follows up on the request for information made by the committee at their meeting on the 19th March 2015.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable

4 POST DECISION IMPLEMENTATION

- 4.1 The committee to consider this report to determine further action required.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 YCB is a Local Authority Trading Company and is part of the Barnet Group. Performance is monitored on a quarterly basis by Performance and Contract Management Committee, as well as by the Adults & Communities Delivery Unit, through regular contract monitoring and also via individual care planning and monitoring of client outcomes by operational staff.

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

5.2.1 All the finance and performance data in this report has been provided by the Barnet Group.

5.2.2 YCB's annual income from services commissioned by Barnet Council is approximately £4.4m.

5.3 **Legal and Constitutional References**

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

- Promoting the best possible Adult Social Care services.

5.3.2 Adults and Safeguarding Committee is responsible for the following:

- Working with partners on the Health and Well-being Board to ensure that social care interventions are effectively and seamlessly joined up with public health and healthcare, and promote the Health and Well-being Strategy and its associated sub strategies.
- Ensuring that the local authority's safeguarding responsibilities is taken into account.

5.4 **Risk Management**

5.4.1 Failure to address issues of public concern may have a detrimental impact on the quality of services to customers, compromise safeguarding of vulnerable adults and result in reputational damage to the Council.

5.5 **Equalities and Diversity**

5.5.1 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

The broad purpose of this duty is to integrate considerations of equality into the day to day business and keep them under review in decision making, the design of policies and the delivery of services

5.5.2 Adult Social Care works within the LBB policy framework for equalities, offers services to users within this framework, and undertakes relevant positive

action to ensure social care is accessible to groups with different equalities characteristics; for example producing easy read information for people with learning disabilities and offering interpreters for service users.

5.5.3 The following is an extract from the Barnet Group's Equality Diversity Policy Statement:

"The Barnet Group is committed to ensuring Equality and Diversity are fundamental in how we provide services. One of our organisational values is *Responding to Individuals* and this is exactly how we will carry out our equality and diversity work, by treating everyone as unique individuals and responding to their needs accordingly.

Equality and Diversity is central to delivering our business plan goals of:

- Support which enables our customers and service users to lead improved and where possible more independent lives
- Value for money services that our customers and service users want"

5.6 Consultation and Engagement

5.6.1 Not applicable

6 BACKGROUND PAPERS

Adults and Safeguarding Committee 19.03.2015

Agenda item 6 (Members Item: Your Choice Barnet) Committee received a Member's item in the name of Councillor Barry Rawlings.
