

	<p align="center">Policy and Resources Committee 16th February 2016</p>
<p align="center">Title</p>	<p>Barnet Carers and Young Carers Strategy 2015-20: “Carers are supported and valued by our communities”</p>
<p align="center">Report of</p>	<p>Community and Wellbeing Assistant Director, Adults and Communities Assistant Director of Early Intervention and Prevention, Family Services</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>Key</p>
<p align="center">Enclosures</p>	<p>Appendix A – Carers and Young Carers Strategy 2015-20</p>
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Summary

This report describes the joint work that Adults and Communities is undertaking with Family Services to deliver a holistic approach to supporting carers and young carers within Barnet. The social and economic contribution that carers make to the borough is huge and deserves both recognition and support to sustain it.

Following implementation of the Care Act 2014, carers have legal rights similar to those of an adult requiring care and support. The Children and Families Act 2014 also provides new rights for young carers and parent carers of children under 18. In order to ensure that the council meets its statutory duties and delivers better outcomes for carers of all ages, Adults and Communities and Family Services have produced a joint Carers and Young Carers Strategy. Additionally, we intend to jointly commission carers and young carers

support services to be in place by October 2016.

Through the new strategy and support services for carers and young carers the council and its partners will more effectively manage the demand of people needing care and support; support carers in carrying out their caring role and help prevent young carers from carrying out inappropriate levels of caring; and promote that carers of all ages can achieve the outcomes that they desire.

This report asks the Committee to note the content of the Carers and Young Carers Strategy 2015-20. The Committee is also requested to authorize the extension and variation of the current carers and young carers support services contracts and to authorize the procurement of carers and young carers support services by Adults and Communities and Family Services from April 2016.

Recommendations

That the Policy and Resources committee:

- 1. Note the contents of the Barnet Carers and Young Carers Strategy 2015-20 which the Barnet Carers Strategy Partnership Board approved on 7th December 2015.**
- 2. Authorise the procurement of a carers and young carers support services tender to commence from April 2016.**
- 3. Agree a waiver of the Contract Procedure Rules to further extend the contract with Barnet Carers Centre for the provision of adult carer support services from 1st April 2016 for a period of up to one year, delegating authority to the Director of Adults and Communities to enact a variation to the current contract whilst procurement activities are being undertaken. The total contract value for the extension period will be £280,000 per annum.**
- 4. Agree a waiver of the Contract Procedure Rules to extend the contract with Barnet Young Carers and Sibling Services from 1st April 2016 for a period of up to one year, delegating authority to Director of Family Services to enact a variation to the current contract if required whilst procurement activities are being undertaken. The total contract value for the extension period will be £115,020 per annum.**

1. WHY THIS REPORT IS NEEDED

1.1 Background

- 1.1.1 The Care Act 2014 put into place a consolidated legal framework for carers placing them on the same statutory footing as those receiving care and support. The Children and Families Act 2014 introduced new duties in regards to the assessment of young carers and parent carers of children under 18. Together these two Acts are designed to promote a holistic and integrated approach to supporting carers of all ages.
- 1.1.2 As a result of these legislative changes Adults and Communities and Family Services agreed to develop a joint approach to supporting carers of all ages in Barnet. The Commissioning Directors of Adults and Health and Family Services sponsored the project. This included the development of a joint strategy outlining how the council will achieve better outcomes for carers and

young carers and a joint procurement of support services for carers and young carers.

1.2 **The Carers and Young Carers Strategy**

1.2.1 The Barnet Carers and Young Carers Strategy has been developed through strong engagement with carers and young carers and the priorities and outcomes defined within it are the priorities and outcomes that are important to them.

1.2.2 Carers have been identified as a priority area for support in the Barnet Joint Health and Wellbeing Strategy 2015-20 and the Adults and Safeguarding Commissioning Plan 2015-20. The Carers and Young Carers Strategy supports these strategic documents and details, the actions the Council will take in conjunction with partners to ensure that more carers and young carers are supported appropriately and are able to achieve the outcomes that they desire whilst supporting demand management for adult social care.

1.2.3 The Carers and Young Carers Strategy:

- sets out to carers how the Council will support them in carrying out their caring role
- sets out to young carers how we will support them and help to prevent them from carrying out inappropriate levels of caring
- sets out the work that the Council will carry out over the next five years for carers and young carers
- provides a framework for all organisations to work together to support carers and young carers within Barnet
- provides a framework against which commissioning priorities for carers and young carers will be identified
- reflects the new requirements of the Care Act and Children and Families Act, and embeds a clear preventative approach with carers wellbeing at its heart.

1.2.4 The strategy focuses on the following three priority areas:

1. Proactive identification of carers and young carers
2. Individualised support so that carers and young carers can maintain their own health and wellbeing
3. Recognising carers and young carers as key partners in care and support

1.2.5 The strategy goes on to identify six outcomes for carers and young carers to ensure that :

1. Carers and young carers have the right support and tools to manage their own health and wellbeing which they can draw upon in their everyday lives.
2. Carers and young carers feel actively supported.
3. Carers' voices are heard and they receive recognition for the valuable contribution that they make.
4. Carers and young carers are safeguarded from harm.

5. Carers can have a life of their own, including being able to balance work and caring.
 6. Carer friendly communities are embedded throughout Barnet. Local services and systems will reach out to support carers and young carers wherever they can, working together to help support carers and young carers in their role.
- 1.2.6 The strategy action plan will be reviewed annually with an annual report to the Health and Wellbeing Board updating on progress made, analysis of performance of key activities and targets, and proposals for further action plans.
- 1.3 **Commissioning of carers and young carers support services**
- 1.3.1 Jointly procuring carers and young carers support services will help the Council to better deliver flexible and responsive, person-centred support to carers and young carers. It enables a 'whole family approach' and one which promotes carers wellbeing and early intervention and prevention.
- 1.3.2 There will be improved information and advice about what support is available for carers in the community which will help carers to continue in their caring role and prevent young carers from carrying out inappropriate levels of caring. This preventative approach should help reduce and delay the demand for adult social care services, and help the Council target its resources to helping those most at risk of carer breakdown.
- 1.3.3 Adults and Communities and Family Services sought to jointly procure support services for carers and young carers during 2015/16. However, the procurement was terminated in December 2015 following a risk assessment as there were concerns that some activities during the procurement may have impacted on the successful award of the contract. Therefore, in accordance with the Contract Procedure Rules the Committee is asked to approve authorisation for Adults and Communities and Families Services to jointly procure carers and young carers support services from April 2016.
- 1.3.4 There has been considerable engagement with carers and young carers in the development of the new service specification for carers and young carers support services, and market engagement activities. The voices of carers and young carers have been sought regularly throughout the commissioning of these services and this will continue. This includes working with the Carers Strategy Partnership Board and the current provider.
- 1.4 **Extension of current contracts in place to support adult carers and young carers**
- 1.4.1. Adults and Communities currently have in place an adult carers support service contract. This contract began in July 2012 and was for three years with a provision to extend the contract by a further two years. Adults and Communities extended the contract in July 2015 for a period of 9 months to align with the end date of the Family Services young carers support services contract (31st March 2016).

- 1.4.2. The current contract value for the adult carers support services contract is £430,000 per annum. This amount includes a provision of £280,000 per annum for carers support services, £145,000 per annum for adult carers preventative breaks and a provision of £5000 per annum for administration of funding for adults carers preventative breaks.
- 1.4.3. The Committee is asked to approve a waiver of the contract procedure rules to allow for a further extension of the adult carers support services contract to be enacted for up to one year, from 1 April 2015, with variation to the contract as has been discussed with the Provider. The variation to contract will remove the provision of funding for adult carers preventative breaks and administration of funding for adult carers preventative breaks from the current Provider. Therefore, the total contract value for the extension period will be £280,000 per annum. Following variation to the contract, the funding for preventative breaks for adult carers will be re-incorporated into the Adults and Communities budget and will allow for Adults and Communities to provide more financial support directly through adult social care to carers with eligible needs following assessment.
- 1.4.4. Family Services currently have in place a young carers support service contract which is due to expire on 31st March 2016. The contract value is £115,020 per annum. This contract did not contain within it an extension period. The Committee is asked to approve a waiver of the contract procedure rules to allow for an extension to be enacted of up to one year from 1 April 2015 at the current value. The variation requested will be to ensure that the specification is in line with the Council's statutory duties for the children and family act. The variation to the specification will also focus on the way impact is reported for children and young people.
- 1.4.5. This paper seeks authorisation to extend the current Adults and Communities contract for adult carers support services and the Family Services contract for young carers support services by up to one year with a break clause in the contract extensions at 6 months. This will allow for carers within Barnet to continue to be able to access the current support provisions offered through the contracts whilst the procurement of carers and young carers support services is being carried out by Adults and Communities and Family Services and ensure that, the statutory duties of the local authority continue to be met.

2. REASONS FOR RECOMMENDATIONS

- 2.1 The joint working that has been undertaken between Adults and Communities and Family Services reflects the Council's commitment to carers in Barnet who have a significant and valued role in sustaining people's independence and wellbeing in their communities. Supporting carers to fulfil their caring role, helping to prevent young carers from carrying out inappropriate caring, alongside identifying how best to promote their own health and wellbeing through an effective range of support services, is integral in delivering the Council's vision of helping people to keep well and promote independence.

- 2.2 There is an assessment and eligibility policy for carers which sets out the statutory duties of the Care Act, and the new Strategy supplements this providing details about how these duties will be discharged. The Carers and Young Carers Strategy clearly defines the actions to provide improved support for carers and young carers and outlines quality assurance and performance frameworks to measure the impact of the Carers Offer.
- 2.3 The commissioning of an integrated carers and young carers support service ensures that the Council meet their statutory duties with regards to carers and young carers. It will also help the Council use its staffing resources more effectively through a more joined up approach to contract management and ensuring that the contract is well performing. A new procurement exercise is required to be compliant with the Council's Contract Procedure Rules.
- 2.4 The revised timetable for the commissioning of new carers and young carers contract takes account of the risks identified by senior managers from both Delivery Units and procurement services. These include the market readiness for the successful implementation of a new contract which is outcomes focussed and reflects the new legislative requirements.
- 2.5 The vision for supporting carers and young carers effectively as defined in the Carers and Young Carers Strategy and the successful completion of the actions defined within the Carers and Young Carers Strategy Action Plan will ensure the Council's shift in approach to an early intervention and prevention model and to support demand management of support needed will be achieved. It will result in greater support being in place to enable carers to continue in their caring role whilst being better placed to maintain their own health and wellbeing.

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Adults and Communities and Family Services have considered various approaches to meet the carers and young carers duties arising from the Care Act 2014 and the Children and Families Act 2014. Working separately to deliver two separate strategies and re-procuring separate support services for carers and young carers was rejected as it would not adequately address the breadth and impact of the legislative changes for residents, carers, the council and its partners, nor would it reflect the holistic approach that is needed to support all carers.

4 POST DECISION IMPLEMENTATION

4.1 The Carers and Young Carers Strategy

- 4.1.1 The Carers and Young Carers Strategy is a public document and following noting by Committee will be published and accessible through the Council website.
- 4.1.2 A Carers and Young Carers Reference Group will be established with representation from Adults and Communities, Family Services and other key stakeholders. The Prevention and Wellbeing Service Manager in Adults and Communities and the Strategy, Insight and Commissioning Manager in Family

Services is responsible for overseeing the Strategy Action Plan and ensuring that there is an appropriate engagement plan with carers and key partners.

- 4.1.3 Adults and Communities and Family Services will be working over the next year to ensure we have a cross-cutting approach throughout the Council to how we support carers including working with housing, libraries and human resources to strengthen the carers support offer and raise awareness of carers and young carers (please see 1.1. of the Carers and Young Carers Strategy Action Plan- Appendix A).
- 4.1.4 The Strategy Action Plan sets out ways in which support services for carers and young carers will be actively promoted, and there will be other key promotional events such as annual national Carers Week.
- 4.1.5 In order to appropriately report on the status of the strategy an annual report will be produced and published which will be a public document and accessible through the Council website. The report will include a lessons learned from annual work undertaken and outline actions which should be taken.

4.2 Commissioning of carers and young carers support services

- 4.2.1 Following authorisation for an extension of the current carers and young carers contract an extension will be put in place with the current Provider for carers and young carers support services and any variation to current contracts agreed.
- 4.2.2 The timetable for procurement activities will be enacted to start from April 2016 with an expected award of contract for new carers and young carers support services in October 2016. The contract will be for 3 years with an additional option to extend by two years (1+1). The estimated total contract value will be for £1,185,060 for the 3 year period with the option for an extension of up to two years (total contract value £1,975,100)

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan strategic objectives 2015-20 states that; the Council, working with local, regional and national partners, will strive to ensure that Barnet is the 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 tax payer.
- 5.1.2 The Carers and Young Carers Strategy supports these strategic objectives promoting joint working with partners and helping to put into place a model of support where people are helped to help themselves, recognising that

prevention is better than cure.

- 5.1.3 The Barnet Joint Health and Wellbeing Strategy 2015-20 has two overarching aims which are “keeping well” and “promoting independence” and carers are identified as a priority area for work.
- 5.1.4 The Barnet Adults and Safeguarding Commissioning Plan 2015-20 identifies carers as a priority area and states that the key outcomes to be achieved for carers are that:-
- Carers are supported to continue caring for as long as they wish.
 - Carers are valued as expert partners in supporting working age adults and older people to live independent lives.
 - Partners in supporting working age adults and older people to live independent lives.
 - Families provide support to other families, sharing their experience of using certain services and what they have learnt from the process.
 - Carers are supported to achieve their ambitions whilst continuing to care.
- 5.1.5 The Children, Education and Libraries Commissioning plan 2015-20 identifies that the following outcomes should be achieved:
- Safeguarding – Children and young people are safe in their homes and when children are at risk to intervene early to improve outcomes for children, young people and families.
 - Health and well-being - Every child in Barnet has a great start in life, with the security and safety to grow in a nurturing environment.
 - Preparation for adulthood – All young people are ambitious for their future, ready to contribute to society and have the ability to plan for the future.

The Carers and Young Carers Strategy and proposed commissioning of carers and young carers support services jointly by Adults and Communities and Family Services will support these outcomes being achieved.

- 5.1.6 The Carers and Young Carers Strategy 2015-20 provides Barnet residents with the Council’s vision and commitment to supporting carers It will also help to inform Barnet’s Joint Strategic Needs Assessment. It makes it clear how the Council and its partners are accountable for delivering good quality services for carers and young carers which make a difference in their lives.

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

- 5.2.1 There are no significant resource implications arising from the recommendations of this report. The activities listed above have been managed within each Delivery Unit existing approved budgets and both Adults and Communities and Family Services have committed to meeting the commissioning costs of new carers and young carers support services to the total value of £395,020 per annum.

5.2.2 A key benefit to the joint procurement of carers and young carers support services is that it provides an opportunity to achieve better value for money, through the targeting of joint resources and by better managing the interdependencies of carers of all ages (transitioning carers, multi-generational carers in a family).

5.2.3 There will be no negative financial impact on extending the current contracts in place for carers and young carers support services for the Council. This will be funded from existing, approved Delivery Unit budgets.

5.3 Social Value

5.3.1 The Carers and Young Carers Strategy 2015-20 supports the Public Services (Social Value) Act 2012 by ensuring that the Council has robust plans in place to support carers and young carers within the borough and that carers and young carers own health and wellbeing is effectively being safeguarded. The work that will be achieved through this strategy aims to publicise the key issues surrounding carers and young carers within the Borough and to strengthen the public's awareness of carers and young carers needs.

5.3.2 Through extending the current adult carers support services contract and the current young carers support services contract the Council will ensure that carers and young carers continue to be supported by community services to achieve good outcomes.

5.3.3 The Council will ensure through the commissioning of carers and young carers support services in 2016/17 that any Provider(s) commissioned to work with adults or young people accessing social care services have the required skills and training to support effective safeguarding throughout the borough and effectively support carers and young carers in achieving the outcomes that they desire.

5.4 Legal and Constitutional References

5.4.1 The Care Act 2014 consolidates and replaced several different pieces of legislation into one legislative framework. The majority of these provisions were implemented in April 2015.

5.4.2 Key aspects of the Care Act in regards to carers are:-

1. Wellbeing (see Section 1 of the Care Act 2014)
2. Assessment (see Sections 9 and 10 of the Care Act 2014)
2. Eligibility (see Section 13 of the Care Act 2014)
3. Prevention (see Section 2 of the Care Act 2014)
4. Information and Advice (see Section 4 of the Care Act 2014)
5. Transition to adult care and support (see Sections 58-66 of the Care Act 2014)
6. Advocacy (see Sections 67-68 of the Care Act)
7. Duty and power to meet carer's need for support (see Sections 20 of the Care Act 2014)

- 5.4.3 The Children and Families Act 2014 provided new duties for the assessment of young carers and parent carers of children under 18.
- 5.4.4 Subsection 1.23 of the Care Act 2014 Guidance states “the Care Act is designed to work in partnership with the Children’s and Families Act 2014, which applies to 0-25 year olds and young people with SEN and Disabilities. In combination, the two Acts enable areas to prepare children and young people for adulthood from the earliest possible stage, including their transition to adult services.”
- 5.4.5 The impact of this legislation is that for the first time, carers are recognised in the law in the same way as those they care for, and are eligible for assessment and support.
- 5.4.6 The new responsibilities created by the two acts are placed on the local authority as a whole (not just Adults or Children’s Services), and are intended to promote a whole council/ whole system approach.
- 5.4.7 The Department of Health issued the Care and Support Statutory Guidance and Regulations on 23rd October 2014, which all local authorities in England are required to follow. The regulations which are relevant to this report are:
- The Care and Support (Children’s Carers) Regulations 2015
 - The Care and Support (Preventing needs for Care and Support) Regulations 2014
- 5.4.8 The Council’s Constitution- Appendix A- Responsibilities for Functions, states that Policy and Resources Committee:
- To be responsible for the overall strategic direction of the Council including Corporate Procurement (including agreement of the Procurement Forward Plan and agreeing exceptions to CPRs)
 - To 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 the Contract Procedure Rules
- 5.4.9 Section 15.1 of the Council’s Contract Procedure Rules sets out that if the application of these Contract Procedure Rules prevents or inhibits the delivery or continuity of service, Directors or Assistant Directors, Commissioning Directors and Heads of Service may apply for a waiver. All applications for a waiver of these Contract Procedure Rules must be submitted to Policy and Resources Committee specifically identifying the reason for which a waiver is sought, including justification and risk. This report recommends the adoption of a waiver of rule 14 of CPR which requires the authorisation of the Policy and Resources Committee.

5.5 Risk Management

- 5.5.1 A failure to have in place a robust Carers and Young Carers Strategy represents not only a significant risk to residents in helping to provide them with appropriate support should they be carrying out caring responsibilities but

also to the reputation of the Council in regards to our meeting our statutory duties.

5.5.2 The success of the implementation of the strategy is dependent upon close partnership working, developing efficient systems, maximising resources and working in a whole systems way.

5.5.3 The extension of the current adult carers support services contract and the extension of the current young carers support services contract addresses the risk of the Council being unable to provide continuity of services and having in place preventative support services to meet carers and young carers needs.

5.6 Equalities and Diversity

5.6.1 Equality and diversity issues are a mandatory consideration in decision making in the council pursuant to the Equality Act 2010. This means the Council and all other organisations acting on its behalf must have due regard to the equality duties when exercising a public function. The broad purpose of this duty is to integrate considerations of equality and good relations into day to day business requiring equality considerations to be reflected into the design of policies and the delivery of services and for these to be kept under review.

5.6.2 Section 149 of the Act imposes a duty on 'public authorities' and other bodies when exercising public functions to have due regard to the need to:

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

5.6.3 Any organisation providing public sector services is subject to scrutiny by the council to ensure that delivery complies with the public sector equality duty.

5.6.4 A key objective to be achieved through the implementation of the strategy and through newly commissioned support services for carers and young carers is to reach more carers and young carers from diverse backgrounds including BAME groups. The strategy aims to ensure to reach out across all sections of the community. The strategy action plan sets out actions to encourage hidden carers to recognise themselves as carers and young carers and to access appropriate information and support.

5.7 Consultation and Engagement

5.7.1 The Carers Strategy Partnership Board have co-produced the Carers and Young Carers Strategy and extensive engagement has been carried out throughout 2015-16 with carers, young carers, young commissioners, health partners, public health and the voluntary sector to shape the strategy and commissioning of new carers and young carers support services.

5.7.2 Further engagement with carers and key stakeholders is planned as part of the implementation of the strategy and this will also occur in regards to the future commissioning activity.

5.8 Insight

5.8.1 Barnet's Joint Strategic Needs Assessment points to an increasing number of carers and young carers over the coming years as people live longer and there is an increase in diagnosing health illnesses such as dementia.

5.8.2 The 2011 Census recorded that 32,256 residents classified themselves as a carer which is just over 9% of the full population and of these 6,100 are aged 65 years or older. The 2011 Census showed that of the 32,256 unpaid carers within the borough nearly 6,224 (inclusive of all ages) provide 50 hours or more of care per week.

5.8.3 The 2011 Census recorded that the 25-49 year old age group had the largest number of carers (12,746) within it and that in relation to the total population, Brunswick Park and Underhill have the highest rate of carers (10.5% of the population) residing. The Barnet Joint Strategic Needs Assessment 2015-20 reported that on average carers are more likely to report having poor health (5.2%) than non-carers (4.2%), especially among carers who deliver in excess of 50 hours of care per week¹.

5.8.4 The 2011 Census revealed that there are 166,363 young carers aged 5-17 years old in England and that there are 2,911 children and young people aged 0 – 24 providing unpaid care in Barnet. This is 2.6% of the 0 – 24 population. However using estimates that there could be up to four times more young carers² this would mean there are over 11,600 young carers (aged 0 - 24) in Barnet, one in ten of the 0 – 24 population. The Barnet young carers needs analysis found there are high proportions of young carers under the age of 10 and between 18 and 24. Research carried out by The Children's Society found young carers are more likely to be black, Asian or minority ethnic, have a disability, long term illness or special educational needs. Young carers can care for up to 15 hours per week, but some even up to 30³.

5.8.5 The demand for carers is projected to increase with the increase in life expectancy, the increase in people living with a disability needing care and with the changes to community based support services. Barnet has a higher population of people with dementia than many London boroughs and the highest number of care home places registered for dementia per 100 population aged 65 and over in London. By 2021 the number of people with dementia in Barnet is expected to increase by 24% compared with a London wide figure of 19%.⁴

¹ Barnet JSNA 2015-20

² BBC (2010) Number of child carers 'four times previous estimate'.
<http://www.bbc.co.uk/news/education-11757907>

³ The Children's Society (2013) Hidden from view: The experiences of young carers in England.
http://www.childrensociety.org.uk/sites/default/files/tcs/report_hidden-from-view_young-carers_final.pdf

⁴ Barnet JSNA 2015-20

- 5.8.6 Having in place a robust Carers and Young Carers Strategy allows us as a council to have in place a clear approach to how we intend to effectively support carers and young carers. A key driver to this approach is prevention and early intervention which means guidance on what people can do to support themselves, what they can do with their community, and what the Council and other services can do for them that prevent their needs for social care from increasing.
- 5.8.7 Additionally, having in place a preventative and early intervention based model of support for carers and young carers in the borough which provides targeted, tailored and individualised support is intrinsic in our being able to adequately support more carers and young carers, meet our statutory duties and achieve our commissioning intentions.

6 BACKGROUND PAPERS

- 6.1 [Adults and Safeguarding Committee 19th March 2015, Implementing the Care Act 2014; Carers; Prevention; Information, Advice and Advocacy](#)
- 6.2 [Barnet Joint Strategic Needs Assessment 2015-20](#)
- 6.3 [National Carers Strategy \(England\) 2008-2018: Carers at the Heart of 21st Century Families and Communities](#)
- 6.4 [National Carers Strategy \(England\) 2008-2018, refreshed 2010: Recognised, Valued and Supported: Next Steps for the Carers Strategy](#)
- 6.5 [Barnet Joint Health and Wellbeing Strategy 2015-20](#)
- 6.6 [Adults and Safeguarding Commissioning Plan 2015-20](#)
- 6.7 [Children, Education, Libraries and Safeguarding Commissioning Plan 2015-20](#)