

	<h2>Adults and Safeguarding Committee</h2> <h3>13 July 2016</h3>
Title	<h2>Annual Performance Report and the Local Account – 2015/16</h2>
Report of	Commissioning Director, Adults and Health & Director, Adults & Communities
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	<p>Appendix A: Adults and Safeguarding Committee Commissioning Plan - Annual Performance Report 2015/16</p> <p>Appendix B: Adults & Communities – Detailed performance summary 2015/16</p> <p>Appendix C: Draft Local Account – Adult Social Care (<i>to be published as supplement</i>)</p>
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<h2>Summary</h2> <p>In March 2015, the Adults and Safeguarding Committee approved a five-year Commissioning Plan for the period 2015-20, which set out the Committee’s priorities and outcome measures for the following service areas – Adults with Learning Disabilities, Working Age Adults with Mental Health Needs, Disabled Working Age Adults with Physical Disabilities or Sensory Impairments, Older People: Feeling Well, Enjoying Life, Older People: Social Care Services, Carers, Leisure Services and Cross-cutting Issues. All Theme Committees agreed a five-year Commissioning Plan.</p> <p>This report provides a review of the Adults and Safeguarding Committee Commissioning Plan for 2015/16 (Appendix A), against the commissioning intentions and outcome measures. The report includes benchmarking information and performance analysis, in</p>

response to the resolution made by the Adults and Safeguarding Committee at its June meeting.

Local Accounts are annual reports intended for local residents, service users and their carers, which set out the work and achievements of the local authority's adult social care service. Barnet's Local Account is submitted to the Adults and Safeguarding Committee for approval, prior to publication.

Recommendations

1. That the Committee notes and comments on progress against the Adults and Safeguarding Committee Commissioning Plan in 2015/16 (Appendix A).
2. That the Committee approves the annual Local Account for publication on the Council's website.

1. WHY THIS REPORT IS NEEDED

1.1 The **Adults and Safeguarding Committee Commissioning Plan 2015-20** was approved in June 2015. It sets strategic priorities and outcome measures for the following service areas – Adults with Learning Disabilities, Working Age Adults with Mental Health Needs, Disabled Working Age Adults with Physical Disabilities or Sensory Impairments, Older People: Feeling Well, Enjoying Life, Older People: Social Care Services, Carers, Cross-cutting Issues and Leisure Services – with targets to be refreshed annually. The strategic priorities are:

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

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

b) Implementing the Care Act 2014

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

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

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.

Review of Commissioning Plan for 2015/16

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

- **38** commissioning intentions are included in the Commissioning Plan. **58% (22)** are Green, **39% (15)** are Green Amber, and **3% (1)** is Red.
- Adults and Communities Delivery Unit reported against a total of **42** 'delivery' outcome measures (indicators) to Performance & Contracts Management Committee each quarter in 2015/16. **26** of these are included in the Commissioning Plan, as well as **three** indicators relating to sport and physical activity and which delivered by the Sports and Physical Activity Team in the Commissioning Group.
- Of the 29 indicators included in the Commissioning Plan, **25** received a RAG rating at the end of the year. **40% (10)** were "on or above target" and **60% (15)** were "off target". **24** indicators were given a 'direction of travel' (DOT) status. **54% (13)** have an "improved or maintained" DOT; **38% (9)** have a "worsened" DOT and **8% (2)** have stayed the same.

1.3 Appendix B summarises Adults & Communities' performance against all 42 'delivery' indicators to give Members a full picture of performance in 2015/16.

1.4 This summary includes the results of a benchmarking exercise carried out against comparable local authorities and the London and national average results for all indicators where this data is available. The Council will use this data to identify and learn from best practice in those local authorities who perform strongly against relevant indicators. For example, work has already been carried out to investigate the reasons for LBs Bexley and Hounslow's strong performance in getting people with learning disabilities into employment and some of the findings from this work are included in the detailed commentary against each 2015/16 performance indicator set out in section 3 of Appendix B.

1.5 Analysis of the benchmarking data and Barnet's comparator group indicate that there is not a single authority which performs strongly across all indicators. However, there are a range of authorities which perform better in indicators relevant to our commissioning plans and from which Barnet could

learn. Officers will review practice in other councils to ascertain what other actions Barnet could take. Areas of focus will include: mental health employment; independent living; integrated care outcomes; survey outcomes.

1.6 Appendix C contains Barnet's annual Local Account for 2015/16. The Local Account covers some of the same material as this report and Appendices A and B but is intended primarily for service users, carers and local residents. The Local Account describes:

- the Council's work against local and national priorities
- how services were developed during the year and areas the Council is working to improve
- challenges faced, and how these are being addressed
- feedback from service users and carers on their experience of Adult Social Care services.

1.7 The Local Account includes sections covering support to individuals and to carers, how the Council works with partners to keep people safe, the approach to improving the quality of social care services and how the Council listens to people and keeps them informed.

Adults with Learning Disabilities

1.8 Work has been undertaken with employers and providers to improve the supported employment pathway for people with learning disabilities. Through Challenge Sessions with the council, Your Choice Barnet (YCB) agreed to redesign their current day care model to focus on enablement and employment. People have been supported in to employment with companies such as Tesco, Marks and Spencers, Zara and Barnet Hospital. The council commissioned National Development Team for Inclusion (NDTI) to review the current employment offer, engaging with local employment support providers and day care providers to help identify areas for improvement and development. The council currently commissions Barnet Mencap to provide employment support to people with low level learning disabilities and/or autism, as part of the Bright Futures Service, however there are on-going challenges in meeting the target for adults with learning disabilities, who are care act eligible, in paid employment.

- The intention of the employment programme is to redesign the supported employment offer for service users with learning disabilities or mental health issues to improve its effectiveness and developing the market to increase and diversify the range of employment services available. Frontline practitioners will receive information about these services and training on referrals by December 2016. A major part of this is the development of the Your Choice Barnet enablement and employment service, which will be developed and piloted in 2016, prior to the new contract in 2017.
- In addition, the Council is using its purchasing power to secure employment opportunities with its suppliers for adults with learning disabilities, mental health issues, or physical or sensory needs, with additional requirements and

performance measures around employing people with additional needs incorporated into appropriate contracts by April 2017. Barnet will also aim to lead by example by successfully recruiting and retaining people from the above groups, revising its HR policies and procedures and rolling out training and support to managers in or before October 2016.

- The target for adults with learning disabilities living in stable accommodation has been met. The council has taken a lead on the West London Alliance (WLA) collaborative commissioning for supported living and residential care; and a new accommodation strategy for vulnerable adults is in development. Market shaping work has been taking place to facilitate market engagement in the new accommodation offer, including direct engagement with private landlords.
- Work has been progressing to develop a Social Impact Bond (SIB). A technical support provider (Social Finance Ltd.) has been appointed to help establish a full feasibility position, including the financial business case, target cohort and interventions to deliver the SIB.
- The Council has been working with LB Harrow to implement a Shared Lives scheme in Barnet, which aims to support adults with care needs to remain in their local community, living with host carers in a family environment. Shared Lives carers are ordinary people in the community who host an adult in their own home, for long or short periods of time. The people they support may be older or working age, have a physical or learning disability, mental health problem or other need. Carers are vetted, trained and carefully matched with a suitable adult(s). Many of the people who use the service would otherwise live in residential settings and instead are able to live within a family and community setting.
- The Council appointed Barnet Group, following a competitive procurement exercise, to develop a Personal Assistants (PA) service. The service will recruit, vet and train PAs then match them with individuals looking for a service. The team will then support the PA to ensure a sustained match.
- Significant amounts of work have been done with the cohort of 13 adults subject to the Winterbourne View Concordat. The Winterbourne View Steering Group meets monthly to monitor progress and the action plan is being reviewed to include identifying patients at risk of admission, care pathways and how services work with people before crisis. Four individuals are currently very close to planned discharge. The action plan includes work to investigate and stimulate this section of the market, working closely with health colleagues and Barnet has just succeeded in a bid to NHS England for funding for a 'Crisis crash pad', being awarded £300k.

1.9 Working Age Adults with Mental Health Needs

- There have been on-going challenges in meeting the target for adults with mental health needs in paid employment. This indicator follows a national definition which enables the Council to compare its performance against other boroughs. The cohort included in the indicator is made up of a number of people with whom the Council does not work directly but who are clients of the mental health trust. This group is all people supported through the Care Programme Approach, including those whose needs that require inpatient care. [include numbers of CPA totals and social care total]

- Two community employment support services (MAPS and IPS) have been running since 2014 and between them have supported 129 service users into employment in 2015/16. Both services have recently been positively evaluated against a range of outcomes by the National Development Team for Inclusion. The Council's 'Network' mental health service supported a further 51 service users with support needs into employment over the course of the year.
- IPS is the mental health employment support service which works with people who use secondary mental health services. It has workers co-located with frontline mental health teams and an exercise is being undertaken in 2016/17 to map and track referrals into the service, to ensure social care service users are being referred in at the expected rate.
- As outlined in paragraph 1.3 above, a project to implement a new supported employment offer for the Borough for adults with mental health needs and for those with learning disabilities.
- The target for adults with mental health needs living in stable accommodation has been met. As outlined in paragraph 1.3 above, a new accommodation strategy for vulnerable adults is in development; and work to undertake a collaborative approach with NCL and CCGs has commenced.
- The Shared Lives and Personal Assistants schemes, described above in paragraph 1.3, provide a wider range of support options for people with mental health needs.
- The Network, is a multi-disciplinary team focussed on enabling and empowering people who are struggling with their mental wellbeing. It is co-funded by Barnet Council and Barnet, Enfield and Haringey Mental Health Trust and works with individuals to help them identify their own recovery goals, with a support plan based on what they want to achieve. This can be for up to nine months in some cases. It's both broad and very centred around the person's particular road to recovery.
- The Barnet Network Model is the core strength based foundation for the Barnet Enablement Pathway Transformation project. The ethos of the Barnet Network is to reduce dependence on care services, resulting in staff and service users becoming experts in setting standards for care and support in the field of mental health across Barnet. The Network model specifically delivers strength based practice, improving self-management by placing the individual at the centre of support plans, evidenced by the use of person centred support tools such as the single page profile and the recovery star tool which concentrates on how a person can achieve their personal goals.
- The success of the model relies on placing value on individual service users achieving individual outcomes. The outcomes will very much depend on the individual goals which may include employment, accessing the community, improving relationships with family or becoming more self-reliant and managing their conditions. Relationships between the service users and staff at the Barnet Network are built on a culture of dignity, empathy and compassion, evidenced by the consistent clients, staff and professional's feedback and stringent monitoring systems.
- To enable the person centred models to be used more broadly by staff within the community teams, monthly practice forums have been established for Mental Health Social Work staff. These have looked at strength based practice as well as improving practice relating to statutory duties. Joint training

between the Trust and social care on the enablement model has been rolled out over the last year.

1.10 Disabled Working Age Adults with Physical Disabilities or Sensory Impairments

- The Council's 0-25 disability service went live in its first phase in October 2015. This brought together the Transitions Service (previously based in Adults and Communities) with the Disabled Children's Team (in Family Services) to provide greater continuity of support to young people and their families. The working processes and procedures between Family Services and Adults and Communities on the 0-25 disabilities service have been developed to better bring health, care and education services together for this group. Further service development to ensure that the full benefits of the new ways of working are realised is being carried out.
- New specialist home support services have been developed through a retendering process. The personal assistants (PAs) service is also available for this group.
- The Council is working in partnership with the Barnet Group to improve the range of accommodation suitable for wheelchair users. 32 units of accommodation are being developed over the next four years, which will be used by people with a range of needs, including young disabled people. The developments in the YCB contract to be piloted later in 2016 will provide an enablement and employment service for working age disabled people who use the Independent Living Service.

1.11 Older People: Feeling Well and Enjoying Life

- Barnet will experience one of the largest increases in elderly residents out of all London Boroughs over the next five to ten years. This is because the life expectancy of our residents is growing due to the general good health of our population. The Commissioning Plan focuses on keeping older people healthy and well for longer by providing access to advice, interesting activities and opportunities for working or volunteering.
- To support the development of opportunities for older people to continue working or offer mentoring, the Council's Local Infrastructure Organisation contract was mobilised in early 2015. Within this, Groundwork London were appointed to support implementation of the Volunteering Strategy, helping older people develop their social networks and community connections.
- In 2015/16, through our prevention and wellbeing tiers of our Health and Social Care Integration Model we:
 - Trained over 25 pharmacies to become Healthy Living Pharmacies
 - Began engagement with GP practices to deliver Community Centred Practice initiative
 - Participated in a five borough pilot, Visbuzz, bringing video calling to isolated older people (will continue in 2016/17)
 - Developed our vision for social prescribing and MECC in Barnet (to be delivered in 2016/17)

- A key element of our prevention offer, detailed in our Better Care Fund plans, is our community development programme, Ageing Well. The Ageing Well neighbourhood programme works with residents in identified localities to develop sustainable local activities and services to support people to remain independent and increase wellbeing, stimulating the increased use of social capital through effective use of volunteers and encouragement of peer support and also through encouraging and supporting local leadership. Services are targeted to prevent people requiring support from health and social care services. Examples of activities include computer clubs, table tennis, wellbeing cafes, men in shed projects and Silver Service (discounted meals at local food outlets). In 2015/16 over 6000 people engaged in activities across the 4 neighbourhoods, in 2016-17, the programme will be extended to 6 neighbourhoods.
- The Neighbourhood Model of Services for Older People provides a wide range of activities that help older people stay healthy, get home from hospital quickly and make sure that older people, and their carers, do not become socially isolated. Services include lunch clubs, support to people with dementia and their carers, befriending, later life planning and activities to reduce the risk of falls. These services are designed and managed by older people and this helps us to make sure that we are providing services they will use. In 2015-2016 5,600 older people used these services provided by 13 different voluntary sector organisations.
- Telecare is a service that uses a combination of alarms, sensors and other equipment to help people live independently. This is done by monitoring activity changes over time and will raise a call for help in emergency situations, such as a fall, fire or a flood. Telecare therefore combines monitoring equipment with a monitoring service. A telecare user may activate their own alarm if they use a pendant. In 2015/16 479 privately funding individuals had a new telecare installation to support their independence and well-being.
- In 2016/17, Adults & Communities is implementing a 'strengths-based working' approach which aims to support individuals to consider the assets and resources already available to them within their homes or communities to meet their needs, as well as those which could be provided through a funded service. Public health literature argues that such approaches can help to promote individual independence and resilience and increase health and wellbeing.

1.12 Older People: Social Care Services

- Barnet's Health and Wellbeing Strategy sets out the Borough's ambition to make Barnet 'a place in which all people can age well'.
- The Council's integrated care model for older people and those with long term conditions continues to provide support to those with the highest levels of need. The Barnet Integrated Locality Team (BILT) expanded in 2015/16 to cover a third of the borough and work took place during 2015/16 to commission the service borough wide. The other elements of the integrated care model: community point of access; rapid response team; multi-disciplinary case conferences, risk stratification and care navigation,

continued to work throughout the year. In 2016/17, BILT will cover the entire Borough from quarter two. .

- The rate of permanent admissions to residential and nursing care homes (age 65 plus) is reducing; and the proportion of older people accessing enablement is increasing along with the proportion who leave enablement without a long-term care package.
- To help ensure a range of suitable housing options are available for older people, work has been undertaken to develop extra care housing at Moreton Close with Barnet Homes. The intention is to build two further extra care schemes.
- Continuing work across all aspects of the Disabled Facilities Grant (DFG) process has led to year on year growth in the number of adaptations in Barnet of 16% from 2014/15 to 2016/17. In addition to continually increasing the overall numbers of DFG adaptations undertaken, significant work is being undertaken to ensure DFGs are recommended for those recipients that will experience the greatest benefits in terms of enablement and independence.
- Dementia community services, such as the dementia cafes, the dementia advisors team, and the memory assessment services, continued to operate. In addition, the Council began work with partners to become a 'dementia friendly' borough.
- Adult Social Care maintained its focus on hospital discharges, with performance remaining consistent despite growing demand from hospitals. . Delayed discharges grew nationally. There are on-going challenges in relation to a greater number of referrals, from acute care, of older, frailer people with more complex need, matched by a lack of capacity in the homecare market. Measures have been put in place to ensure that patients are not delayed waiting for a social care assessment, through a new 'discharge to assess' scheme and that discharge notifications are triaged to prioritise cases which require immediate action from social care teams.

1.13 Carers

- The Care Act 2014 brought with it new duties of assessment and support for carers.
- There are on-going challenges in meeting targets for carers. Satisfaction with social services and reported quality of life among carers are both below target; and the number of carers assessments resulting in information, advice and services has fallen on the previous year. This has been affected by staffing issues in Adults and Communities, which have reduced capacity to carry out carers' assessments alongside other priority activities such as reviews. In addition, some carers choose to attend the Barnet Carers Centre, where they can also get information, advice and support, instead of coming to the council.
- Staff education sessions have been held, led by with carers' service providers, to improve practitioners' knowledge of carers' needs and the resources available to support them. The carers' assessment forms have been improved.
- The new carers' strategy was agreed by Policy and Resources and a new carers' service provider has been commissioned, to be launched in October

2016. A specialist service for carers of people with dementia has already been launched and is identifying its initial cohort.

- The Council is also focusing on improving carers' employment, with an employer engagement programme planned and work underway to improve the Council's own role as a carers' employer.

1.14 Leisure Services

- The Council owns five leisure centres at Burnt Oak, Hendon, Finchley, Cophall and Church Farm with their management sub-contracted out to Greenwich Leisure Limited (GLL) under their 'Better' brand (a charitable trust). The contract for their management of the leisure centres runs until December 2017 when it will be re-commissioned.
- A new Sport and Community Development Plan has been published.
- Leisure Centre usage increased to 516,236 in January – May 2016, a 15.2% increase on the same period last year
- The SHAPE programme (delivered in Burnt Oak and Colindale, targeting 14 – 19 year olds) has been recognised by the National Lottery with the project being shortlisted from 600 national applications to the final 14 via their annual award programme.
- Policy & Resources Committee Approval of sport and physical activity paper on 15th December 2015, outlining approval of core facilities mix at Barnet Cophall and the selected location of Victoria Recreation Ground.
- Two resident engagement sessions were facilitated in March 2016, outlining initial concept presentations of Barnet Cophall Leisure Centre and New Barnet Leisure Centre.
- The Council has worked with GLL to produce a Performance Management Framework in addition to introducing a Community Sport Delivery Plan for 2016. The strategic documents have been shaped to ensure that there is key alignment to the Health & Wellbeing Strategy 2015-2020.
- The Council is currently preparing for procurement of the leisure centres contract with stakeholder and partner workshops running throughout May and June and resident engagement planned for July 2016.

Cross-cutting Issues

1.15 Engagement

- Service users and carers continue to have a voice and contribute to the design and delivery of services
- A new service user engagement model was launched in April 2016.
- Older people have been involved in the expansion of the Altogether Better project and design of the refreshed Neighbourhood Offer; and carers have been actively engaged in helping to develop the new Dementia Carer Project and Carers and Employment work programmes referred to above.
- Consultation has commenced for the ADM and New Operating Model.

1.16 Deprivation of Liberty Safeguards

The number of Deprivation of Liberty Safeguards (DoLS) applications has vastly exceeded that seen in previous years (1,357 against 674 in 2014/15). Comparator exercises suggest other boroughs are also seeing huge increases in the numbers of applications but not at the same level. The higher increases in Barnet may be due to the fact that Barnet has the largest number of register care beds for older people in London. Along with other Councils, adult social care faces challenges in sourcing sufficient Best Interest and psychiatric assessors to meet this level of demand and process applications within the statutory timeframes. The Council is exploring potential measures to manage this demand more effectively. Other local authorities are reducing the seniority level required for authorisation of an application and/or prioritising cases. The Law Commission is in the process of finalising its review of the DoLS regime, as it is recognised as not being fit for purpose. Replacement legislation is planned to come before Parliament later in 2016.

2 REASONS FOR RECOMMENDATIONS

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

3 ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 There is no statutory duty to publish Committee Commissioning Plans but it is considered to be good practice to have comprehensive business plans in place for each Committee – which set out priorities and how progress will be measured – to ensure that the council’s vision for the future is clearly set out and transparent.

4 POST DECISION IMPLEMENTATION

- 4.1 Any revisions to the Commissioning Plan will be communicated internally and with key stakeholders.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This report invites Members to note progress on the Commissioning Plan in 2015/16.

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

5.2.1 In addition to continuing budget reductions, demographic change and the resulting pressure on services pose a significant challenge to the council. The organisation is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old population groups.

5.2.2 The Commissioning Plan has been informed by the council's Medium Term Financial Strategy, which sets out the need to make savings of £81m from 2015-20.

5.3 Social Value

5.3.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. Before commencing a procurement process, commissioners should think about whether the services they are going to buy, or the way they are going to buy them, could secure these benefits for their area or stakeholders.

5.4 Legal and Constitutional References

5.4.1 All proposals emerging from the business planning process must be considered in terms of the council's legal powers and obligations, including its overarching statutory duties such as the Public Sector Equality Duty.

5.4.2 The [council's Constitution, in Part 15 Annex A, Responsibility for Functions, states](#) the functions of the Adults and Safeguarding Committee, including:

(12) To receive reports on relevant performance information on Delivery Units providing services under the remit of the Committee.

5.5 Risk Management

5.5.1 The council has an established approach to risk management. Key corporate risks are assessed regularly and reported to Performance and Contract Management Committee on a quarterly basis.

5.6 Equalities and Diversity

5.6.1 The general duty on public bodies is set out in section 149 of the Equality Act 2010.

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

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

- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.6.3 Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:
- a) Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
 - b) Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
 - c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- 5.6.4 The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.
- 5.6.5 Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, the need to tackle prejudice; and promote understanding.
- 5.6.6 Compliance with the duties in this section may involve treating some persons more favourably than others but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.
- 5.6.7 The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.
- 5.6.8 It also covers marriage and civil partnership with regard to eliminating discrimination.
- 5.6.9 In agreeing the Corporate Plan, the council is setting an updated strategic equalities objective and reiterating our commitment to delivering this. The strategic equalities objective is as follows:
- Citizens will be treated equally, with understanding and respect, and will have equal access to quality services which provide value to the tax payer.

5.7 Consultation and Engagement

- 5.7.1 The original Corporate Plan and Commissioning Plans were informed by extensive consultation through the Budget and Business Planning report to Council (3 March 2015).
- 5.7.2 The consultation aimed to set a new approach to business planning and engagement by consulting on the combined package of the Corporate Plan, Commissioning Plans, and budget. In particular it aimed to:

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

5.7.3 Consultation on the Council's plans for 2016/17 was undertaken following the decision by Policy and Resources Committee to proceed to consultation on the 2016/17 Budget, on 16 December 2015.

6 BACKGROUND PAPERS

6.1 Adults and Safeguarding Committee Commissioning Plan 2015-20.