

	Adults and Safeguarding Committee 10th November 2016
Title	Prevention and Early Support Services
Report of	Commissioning Director Adults and Health
Wards	All
Status	Public
Urgent	No
Key	Yes
Enclosures	None.
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Summary

The Council, through its adult social care and public health services commissioning plans, has recognised the importance of prevention services that are effective in keeping people independent and healthy. Over recent years the Council has developed innovative community based services and initiatives that help people remain independent and reduce demand for adult social care services. The Care Act 2014 placed a duty on Local Authorities to provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will contribute towards preventing or delaying the development by adults in its area of needs for care and support. The Adults and Safeguarding Committee agreed the Council's adult social care Prevention Policy in March 2015.

The Adults and Safeguarding Commissioning Plan sets out how working age adults and older people will be provided with the tools to manage their own health and wellbeing and maintain independence through effective information and advice, services that focus on

increasing wellbeing and a new programme of support for carers. This report outlines the Council's approach to prevention and early support, including the Care Act 2014. The Council has reviewed the prevention services it currently provides to ensure that they are evidence based and provide maximum value for money. This report sets out the implications following this review.

Recommendations

- 1. That the Committee notes:**
 - a. The expansion of prevention and early support activities targeting current and potential adult social care users in the borough**
 - b. The work being progressed to ensure that these activities provide good value for money and reduce future demand for Adult Social Care services.**
- 2. That the Committee agrees the proposed changes to commissioned services as detailed in the report (section 2) subject to the outcome of consultation with current service users.**
- 3. That the Committee agrees to receive a consultation report at its meeting on 23 January 2017.**

1. WHY THIS REPORT IS NEEDED

National Context

- 1.1 The Care Act 2014 (the Act)¹ placed a duty on Local Authorities to provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will:
 - a) contribute towards preventing or delaying the development by adults in its area of needs for care and support;
 - b) contribute towards preventing or delaying the development by carers in its area of needs for support;
 - c) reduce the needs for care and support of adults in its area;
 - d) reduce the needs for support of carers in its area.
- 1.2 The Better Care Fund requires local areas to work across health and social care boundaries to reduce the numbers of elderly and frail people who have unplanned admissions to hospital and residential care.
- 1.3 The Five Year Forward View², published in October 2014, outlined the requirement for a radical upgrade in prevention and public health. In December 2015, the NHS planning guidance 16/17 – 20/21 outlined a new approach to NHS planning to 2020; to support the delivery of the Five Year Forward View. Every health and care system has been working to produce a Sustainability and Transformation Plan (STP), showing how local services will become sustainable over the next five years. Local systems are called

¹ The Care Act 2014 – www.legislation.gov.uk/ukpga/2014/23/contents

² Five Year Forward View - <https://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf>

together in STP 'footprints' with Barnet included in the North Central London sub-regional area.

Local context

- 1.4 As set out in the Prevention Policy³, agreed by the Committee in March 2015, the Council remains committed to preventing and delaying the development of care and support needs for adults and support needs for carers; and to reducing the existing care and support needs for adults and support needs for carers. This requires collaboration between the Council services such as public health, family services and housing, statutory partners, the NHS as well as voluntary and community organisations to develop an integrated local approach to prevention.
- 1.5 The approach outlined in this paper enhances the Prevention Policy. The Council has increased its understanding of current and future demand for preventative and early support as well as the evidenced based activities known to effectively meet these needs.
- 1.6 The Council has developed a new model for adult social care; orientating professionals towards prevention and early intervention for both carers and users as well as integrating community and peer groups into the model. The new model embeds strengths-based practice into the culture. The concept of strengths-based practice is heavily advocated in the Care Act 2014 consolidating personalisation and placing it at the heart of adult social care. A strengths-based approach enables people to focus on their own strengths and assets and recognises what goals they want to achieve, looking at what community resources are available to support them.
- 1.7 LBB have been piloting three Care Spaces in Barnet which provide an alternative way for people to receive information and advice providing early support to residents with an emphasis upon services that keep people healthy and well as possible for as long as possible, supporting them to regain their independence after illness or injury, and encouraging them to make greater use of community resources. Care Space also offers a community space for social workers to meet with residents and carry out assessments, where people are eligible. From initial feedback, customer satisfaction is high.

Prevention and early support in Barnet

- 1.8 The Council's prevention and early support offer has grown since the introduction of the Care Act 2014 with significant investment from the Council.
- 1.9 In line with the Care Act 2014, the Adults and Safeguarding Commissioning Plan (including Commissioning Intentions previously agreed by the Committee), the Prevention Policy as well as national guidance, the Council has reviewed its prevention and early support offer to ensure that it is effective, evidence based and of the highest value for money.

³ Barnet Prevention Policy - <https://barnet.moderngov.co.uk/documents/s22083/Appendix%202.pdf>

1.10 Within the resources available the Council is improving its offer to become more targeted and evidence based. To meet Corporate Plan objectives of Fairness, Responsibility and Opportunity and achieve the Council commissioning requirements prevention and early support should:

- Address the known triggers for increased dependence on adult social care provision
- Allow residents and their carers to be proactive in the care and support
- Provide good value for money both by investing in what works and making sure that services are used
- Be easy to access and able to provide to all those who may need the service
- Be responsive to changing population needs.

1.11 The Council has worked through its commissioning plans to expand the range of effective prevention and early support services available in Barnet, in line with its duties under the Care Act 2014. Services that reduce or delay the need for adult social care services are described in paragraphs 1.12 – 1.17 below.

Carers prevention and early support

1.12 In line with the Care Act 2014 the Council's Carers and Young Carers Strategy 2015-20 (agreed at Policy and Resources Committee in February) details the actions that the Council and its partners will take over the coming five years in order to ensure that carers are supported and valued by communities.

1.1 Children's and adults services worked together to procure a new carers support service for carers (including young carers) in Barnet which started on 1st October 2016. Carers and Young Carers Support services include targeted support to raise awareness of the employment rights of carers with local businesses and with carers and young carers. The new contract, awarded to Barnet Carers Centre, will also focus on increasing the identification of carers, improving the respite offer for carers and ensuring that high quality individualised and tailored support is available to meet carers needs.

1.13 Barnet Council's Specialist Dementia Support Service, which launched in June 2016, works with people with dementia and their carers to support them with their care needs. The service aims to minimise the risk of carer breakdown, help provide carers with new skills to manage their own health and wellbeing, and to help support more people with dementia to be able to continue living in their own homes. The service delivers support to people with dementia and their carers over a 4 month period and works with a maximum of 28 people (carers and people with dementia) at any one time.

1.14 The Employers for Carers Scheme, which allows employers in Barnet to access support (membership number - #EFC1588), continues to be promoted and this will also be done through the Barnet Carers Centre.

Mental health prevention and early support

- 1.15 For people who experience mental ill health in Barnet and those at risk, a whole system, value-based commissioning model has been designed to deliver the infrastructure to support service improvements and ensure that people get the right support and the right time, enabling more people to:
- Maintain and develop good mental health and physical wellbeing
 - Live full, positive lives when they are dealing with their mental health conditions
 - Become more self-reliant and find their own solutions
 - Recover as quickly as possible from mental illness
 - Remain in their own communities, in their own homes.
- 1.16 There are now more expert and evidence based prevention and early support services available in Barnet to support people with mental health issues. The vision is to move away from medical, dependency models of care towards a more person centred, social care approach, which supports people to increasingly use their own and community, home-based resources.
- 1.17 The Network service is jointly commissioned by Barnet CCG and the Council and provided by Barnet Enfield and Haringey Mental Health Trust. The Network is based on working in a person centre approach, acknowledging people's strengths and making them more self-reliant. Six week enablement programmes, community access and social interventions are offered.
- 1.18 The Network has a strong service user forum which has developed and launched a user led project which saw the development of a pocket size tool to help and remind people of the skills and interventions which can help them to stay well.
- 1.19 Barnet Council's restructure of adult social care mental health services, will see the expansion of the enablement model, (currently provided by the Network), and ensure that intervention with individuals is strength based, person centred and recovery focused. People who meet the eligibility criteria for social care services will first and foremost be referred to the enablement service, offering six week enablement programmes, peer support, access community resources and social work intervention. This approach will take into account the impact on family relationships, employment, housing, income and community isolation can have on an individual's mental wellbeing.
- 1.20 Barnet CCG has invested in service led organisations such as Barnet Voice, who now shares a building with the social care led Network enablement service.
- 1.21 Barnet CCG led a reimagining mental health engagement project which brought together key stakeholders in the borough to develop a shared vision of what services should look and how they should be commissioned and provided.

- 1.22 The Barnet Wellbeing Hub pilot, sited at Meritage Centre (Church End, Hendon), designed to support the on-going needs of people with mental health conditions from all referrers including Primary Care, social care and self-referral. The Wellbeing Hub has been developed through a co-delivery, collaborative core group of service providers (including the voluntary and community sector; Barnet, Enfield and Haringey Mental Health Trust). The voluntary sector collaborative includes Barnet CAB, Barnet Voice, Chinese Mental Health Association, Community Focus, Eclipse, Genesis Housing/Outreach Barnet and One Housing Support, Inclusion Barnet, JAMI, Mindful Help and Mind in Barnet. The Hub, by working alongside social care and the Trust, will provide a gateway to services that are required at the point of referral and signpost people to the most appropriate and helpful services to minimise reliance on secondary mental health services.
- 1.23 The Wellbeing Hub includes Primary Care Link Workers and Wellbeing Practitioners (provided by the voluntary sector collaborative). The Primary Care Link Workers are working with GPs to increase awareness and offer support to individuals identified as needing intervention. The role of the Primary Care Link Worker is to signpost to the Wellbeing Hub and, if appropriate, offer an Emotional Health Check by a trained professional. Link Workers working with people with florid psychosis and other mental health conditions that require secondary health care input can fast-track people to the mental health teams.
- 1.24 IAPT services are currently meeting waiting time targets and are evidence-based. A review of the IAPT services is planned to integrate the services into the Hub offer. The wider picture of Talking Therapies services will also be in scope to be sited within the hub offer; this is currently under review and development and will depend on the services available locally.
- 1.25 To further develop and improve services, pathways have been improved between services such as the drug and alcohol, children and families and carers service.
- 1.26 Barnet Council have also embedded person centred tools in to the assessment and support planning process, such as the single page profile, the recovery star and emotional wellbeing checks.

Employment as prevention

- 1.27 There is a large body of literature on how unemployment results in poorer health and increased mortality. At the same time being sick or disabled reduces an individual's employment prospects. Mild to moderate mental health problems are the most prevalent causes of 'health-related worklessness'. Returning to work after a period of unemployment results in significant physical and mental health improvements, reversing the negative health effects of unemployment. Early access to support is vitally important in order to prevent people either falling out of work or assisting them back into work.

1.28 The Council has been investing in employment support programmes to improve health outcomes for residents with mental health problems which include:

- Individual Placement and Support (IPS): a 'place and train' model. Since January 2015, the IPS service helped 50 residents with severe mental illness to move into employment. The IPS service achieved 'Centre of Excellence' status in 2015
- Motivational and Psychological Support (MAPS): for unemployed residents who are suffering mild to moderate mental health problems particularly resident who are long-term sick and whose needs are so complex that they require support from more than one agency. Between November 2014 and June 2016 MAPS helped 144 residents to move into meaningful employment.

1.29 The Council's BOOST community support has also supported over 200 people into work and the Council is working to develop this service in other areas in the borough. Service users and residents who may be likely to develop needs for care and support are able to access this service.

1.30 The Bright Futures Service (delivered by Barnet Mencap) provides support and employment services to people with learning disabilities and/or autism. The service works with people who are not eligible under the Care Act 2014 criteria and those that are. The Bright Futures service includes the following elements:

- Employment Service: specialist programme to provide people with the chance to get a job. 70 people used this service in 2014/15; 17 people were supported in to paid employment (15 for more than 15 hours a week) and 65 people received travel training
- Working For You (WFY) Service which develops independence and problem solving skills. 210 people used this service in 2014/15. Case studies show that WFY has helped people avoid becoming homeless, helped them manage their debt, supported people to remain at home during periods when their carer has entered hospital, got clients registered with a GP and supported parents to prevent their children being taken in to care
- Communities Opportunities Projects Service (COPS): provides a wide range of community-based day, evening and weekend activities. 134 people have a COPS membership.

1.31 The Council intends to re-design the day opportunities offer for people with learning disabilities and people with mental health conditions to ensure that the offer includes a strong focus on supported employment. The Council has provided evidence-based best practice training in supported employment to interested current providers. The Council will work with local providers to develop a wider range of person-centred, evidence-based, support options to enable people to progress in to employment and greater independence.

- 1.32 Your Choice Barnet (YCB) provide supported living services, day services and a respite support service to people with learning disabilities and people with autistic spectrum conditions. In June 2016, the Council agreed to enter into a contract with YCB from February 2017 to March 2022. As part of the new agreement YCB will work closely with a number of service users, who have identified that they aspire to employment, to support them into work. YCB will develop an Intervention and Prevention Service to ensure that once service users are supported in to employment, they have the support they need to successfully maintain their employment.
- 1.33 As part of the Workforce Inclusion Project, the Council is striving towards being a disability confident employer. The Council applied for and achieved Level 1 Disability Confident status in June 2016 and will apply for Level 2 status in early 2017.

Prevention of admission to residential care

- 1.34 The Council is improving the accommodation and support offer for adults in the borough through the development of new models to help people remain independent and avoid permanent admissions to residential and nursing provision. These explicitly recognise the need to have a range of different services providing high and low support that will make sure that services are bespoke to the individual's needs at different times of their life.
- 1.35 The services commissioned by the Council will be flexible enough to meet differing needs in the right way at the right time. The new accommodation and support offer includes:
- Redesigned and improved floating support and supported living
 - Increased supply of extra care and sheltered plus provision
 - Additional move on provision and short-term interventions to support individuals at risk of placements breaking down because of challenging behaviour.
- 1.36 The Council has recently redesigned its Disables Facilities Grant (DFG) home adaptations services with Re and Barnet Homes. Adaptations can ensure that people do not have to leave their home and enter residential care. The Council has increased investment in DFGs, the DFG budget for 2016/17 is £1.89m and this forms part of Barnet's Better Care Fund.
- 1.37 The Community Equipment Service obtains, delivers and installs appropriate community equipment on loan to people living in the community enabling them to do tasks they would otherwise be unable to do or to provide support to a Carer to enable ongoing care in their home environment. The service is for people of all ages within Barnet who require equipment to support with current or future social care or health needs and is flexible and responsive.

Prevention through effective information and advice

- 1.38 The Care Act 2014 placed a duty on Local Authorities to establish and maintain a service for providing people in its area with information and advice relating to care and support for adults and support for carers. The Council recognises that information and advice is fundamental to enabling people, carers and families to take control of and make well-informed choices and decisions about their care and support and how they fund it.
- 1.39 Information and guidance is available at the first point of contact through the 'social care direct' service which has been enhanced with increased numbers of qualified Social Workers, Prevention Officers and an improved directory of services. The enhanced Social Care Direct team is working faster and intervening earlier with people who have social care needs, reducing the need for safeguarding investigations and preventing crises. Information and advice is available at Care Space as an early intervention. Information, advice and advocacy is provided in a range of formats and is appropriate and proportionate to the needs and circumstances of the individual concerned.
- 1.40 Barnet Citizen's Advice Bureau (CAB) is commissioned to provide information and advice on health and social care and advocacy for people in regards to health and social care support. The purpose of this service is to maximise people's independence and ensure they are supported and empowered to help themselves. CAB services are fully accessible.
- 1.41 Barnet CAB also provides a broader Community Advice service, for all residents, which offers information and advice to people within the borough in areas such as benefits, employment, debt and managing money, housing and legal system.
- 1.42 Age UK Barnet is commissioned to provide a Later Life Planning service. The service provides flexible and holistic support to enable older people to plan for their future, to think about life after retirement and to help them keep well and active. It aims to encourage people to look at their life as a whole and to plan ways they can sustain or improve their own wellbeing into old age. The Later Life Planning Service works with people to navigate various services and statutory bodies, supporting them in accessing specialised services such as financial planning, housing, legal, debt management and end of life planning.

Prevention for people with long-term conditions

- 1.43 The Council commissions Stroke Community Support services. Each year, approximately 500 people in Barnet have a stroke with approximately 5,000 stroke survivors living in the borough. The community service forms part of the Barnet integrated stroke pathway and prevents service users from needing high-cost health and social care packages and entering residential care. There are three elements to the Stroke Community service, currently provided by the Stroke Association, which works closely with the NHS and adult social care:

- The Stroke Navigator Service provides specialised knowledge, signposting and support to stroke survivors upon discharge from hospital and for up to 12 months, linking them with provision in the community and prevention services. It also supports carers and raises awareness of (thus preventing) stroke in the wide community
- The Communications Support Service supports the rehabilitation of stroke survivors affected by aphasia, delivered through workshops, small groups and individual sessions. Support is also provided to carers
- The Stroke Review Service provides stroke survivors with a review 6 months after stroke. The aim is to identify continuing and new unmet needs and to support the meeting of these (including signposting, specialist advice, information and linking to GP).

1.44 The commissioned Barnet Dementia Pathway has been developed so that help is made available, seamlessly across agencies, appropriate to the individual's changing and increasing need. The community Dementia Support Service, provided by the Alzheimer's Society, offers advice, information and support to people with dementia and their carers. The Dementia Advisor Service offers assistance primarily at the point of diagnosis, but can be referred to throughout. Dementia Cafés commissioned by the Council and provided through volunteer fundraising, offer social opportunities in a number of locations across the borough. Dementia day opportunities support people with a dementia diagnosis and a moderate level of need.

1.45 All the services which form part of the Dementia pathway support people to remain living at home as long as possible, working closely with the Memory Assessment Service funded by the Barnet Clinical Commissioning Group. Information and support opportunities are available for carers through a Carer Support function and specialist programmes. Work is underway to make Barnet a 'Dementia Friendly Community', and there are plans for Barnet Dementia Hub.

1.46 In addition, the charity Dementia Club UK provides Dementia Clubs in four venues across the borough for people suffering from dementia and their carers, families and friends. Each session aims to provide professional advice and information, gentle exercise to music and fun activities in a social atmosphere.

1.47 As part of Barnet's Better Care Fund plans, the Council has developed a number of initiatives which support individuals to better self-manage their condition:

- Prevention and Wellbeing Training: If staff know how to recognise the issues and challenges a person may be facing, and how to have a brief, yet meaningful chat with them, they can gradually increase people's confidence and motivation to make changes to improve their lives. Based on the principles of Making Every Contact Count, the training is being offered to front line staff such as housing officers to learn practical skills to be able to recognise and maximise the

opportunities for conversations with residents that help to improve their health and wellbeing

- Healthy Living Pharmacy: 28 pharmacies in the borough have completed training and are offering an enhanced health and wellbeing service which includes health promotion and signposting.
- Community Centred Practice: Eight GP practices will become Community Centred Practices aims to mobilise assets within communities and increases people's control over their health and lives. Welcome Workshops for residents looking to become Champions will be held by the end of February 2017

Older people's prevention services

- 1.48 The Council commissions Neighbourhood day services for older people from the Barnet Provider Group, comprising 15 voluntary sector organisations led by Age UK Barnet. This was established in 2012 through a major reconfiguration of older people's Day Opportunities. The 15 voluntary sector organisations reflect the diversity of the Barnet population and activities are delivered borough-wide on a local, neighbourhood basis, responsive to needs and aspirations of older people. The services focus on prevention through provision of information and practical support, to reduce social isolation, help people to remain independent at home, keep well and fulfil their potential. In 2015/16 7,656 older people accessed the Neighbourhood Services with 680 mainly older volunteers contributing 70,000 hours to delivery. Volunteers are active across all the involved organisations including a number of those serving minority groups. Providing increased opportunities for volunteering has helped to build social capital and use the skills of older people within the service.
- 1.49 Personalised, structured hospital discharge services are known to reduce the likelihood of readmission to hospital, loss of tenancy or permanent admission to residential care. The Council's Home from Hospital service provided by Age UK Barnet (in partnership with British Red Cross) is a volunteer led service supporting older people to be safely discharged from hospital, for those who do not meet adult social care eligibility criteria. The service provides practical help for peoples return home for example making sure there is food and drink in the house and that the heating works. Currently the service supports 250 people a year. The service also signposts people to activities in the community to support social inclusion.
- 1.50 Silver Sunday is organised by Adults and Communities in partnership with local voluntary sector organisations and businesses to celebrate the value and knowledge that older people contribute to Barnet's communities. The week long celebrations include events for people over 55 such as tea dances and IT sessions. The activities aim to reduce loneliness and isolation through encouraging community engagement and showcases activities available in Barnet.
- 1.51 Altogether Better – the Ageing Well programme in Barnet has focused on the development of sustainable and supportive neighbourhoods. By helping volunteers and residents start and run projects which are beneficial to their

local area, building an increased sense of community, reducing isolation and improving residents' wellbeing. The principles underpinning Altogether Better's approach include engaging the community (targeted at older people) in co-producing a variety of approaches to ensure more vulnerable older people and those who are harder to reach or socially isolated are engaged in the activities. In 2015/16 the total number of people engaged in the Altogether Better activities (excluding borough wide activities) was 950, which is almost double the number of people engaged in 2014/15.

- 1.52 The Council and CCG are currently procuring a new telecare and assistive technology provider in order to expand telecare offered to residents in 2017. The vision for the new service is to use telecare innovatively to support people in maintaining their independence, preventing escalating care needs, and providing reassurance for carers. Telecare and assistive technology will be made available across the whole range of adult social care clients, including self-funders and social care funded clients, people with lower needs in the community and those in supported living accommodation.
- 1.53 Middlesex Association for the Blind are commissioned by the Council to support people with a visual impairment to remain in their own homes through advice and information, help to find the right equipment to support their independence and training in the use of the equipment. Middlesex Association for the Blind currently supports over 100 adults, in Barnet each year. The service is currently expanding through the use of telephone support and a mobile unit. This service is provided through volunteers and prevents service users from needing high-cost health and social care packages and entering residential care.

Prevention and early support offer for 2017/18

- 1.54 Knowledge and understanding of what works in terms of preventing, reducing and delaying the need for adult social care has increased. The prevention offer needs to prioritise evidence-based services in light of the financial challenges facing all local authorities. The Council has reviewed all prevention services it currently provides to ensure that they are evidence based and provide maximum value for investment.
- 1.55 As a number of the contracts are currently jointly funded with Barnet CCG, the CCG have been involved in the review and the proposals align with NHS Barnet CCGs commissioning intentions. The information presented is in regard to LBB's contribution.
- 1.56 An evidence based review found the following triggers for increased dependence on adult social care provision:
- For all client groups –
 - Unsuitable accommodation
 - Carer breakdown
 - Professional advice
 - Unplanned hospital admission

- For older people, people with physical disability and people with mental health problems
 - Decline in existing health condition / poor management
 - Attendance at A+E
- For people with learning disabilities, people with physical disability and people with mental health problems
 - Capacity and knowledge of parents and families
- For older people and people with learning disabilities -
 - New health condition
 - Contact with the police
- For people with learning disabilities and people with physical disability
 - Pain management
- For people with learning disabilities and people with mental health problems
 - Absence of community appropriate advice services
- For older people
 - Isolation

1.57 All services were reviewed using the following criteria:

- Did the activity address any of the key triggers for needing adult social care services?
- Did the activity address any of the triggers for increased need for adult social care services?
- Did they provide value for money when compared to other similar services or activities
- Is there duplication with new provision?
- Contract performance – is the contract delivering the activities at the level and quality commissioned?

2. REASONS FOR RECOMMENDATIONS

2.1 A thorough evidence, quality and value for money review has been undertaken and the recommendations reflect the outcomes of the review. The tables 1 - 6 below provide detail of the outcome of the review. Further information regarding mitigations can be found at 5.6.

Table 1: The table below presents the services that the review has shown are delivering services which are addressing key triggers and therefore contributing effectively as prevention and early support services i.e. delaying and reducing the need for adult social care support. The services below provide a specific service and are part of care pathways. Therefore, it is proposed that the services below will continue to be commissioned by the Council:

Contractor Name / Parent Company	Service Name	Contract End Date	Annual value	Recommendation
Alzheimer's Society	Dementia community services	31/03/2019	£143,748	No change
Age UK Barnet	Home From Hospital	31/03/2019	£37,800	No change
Middlesex Association for the Blind	Sensory Impairment	31/03/2018	£26,834	No change
The Stroke Association	Stroke Support	31/03/2017	£104,970	No change

Table 2: The table below presents the services that the review has shown provide a specific service but it is appropriate for the services to be provided by alternative funding:

Contractor Name / Parent Company	Service Name	Contract End Date	Annual value	Recommendation
Barnet Bereavement Service*	Community Counselling	31/03/2017	£3,001	Alternative funding identified.
Barnet Depression Alliance*	Depression Support Group	31/03/2017	£454	Alternative funding identified.

Table 3: The table below presents the service that the review has shown have had a lower than anticipated level of use and alternative delivery has been identified.

Contractor Name / Parent Company	Service Name	Contract End Date	Annual value	Recommendation	Alternative provision identified
Inclusion Barnet	Peer support brokerage	30/09/2017	£146,523	Lower than anticipated level of use. Do not renew once current contract ends in September 2017 efficiency of £73,261.5	Support planning is provided by Adults and Communities.

Table 4: The table below presents the services that the review has identified are not evidenced to be the most efficient or effective way of delivering early support.

Contractor Name / Parent Company	Service Name	Contract End Date	Annual value	Recommendation	Alternative provision identified
Barnet Asian Women's Association*	Mental Health Project	31/03/2017	£29,656	Do not recommitment provision.	Transitional funding identified to work with the CCG to ensure appropriate alternative provision is in place via the Wellbeing Hub. Older people currently accessing this service will be supported by Ageing Well, the Neighbourhood Services and the Later Life Planning service.
Chinese Mental Health Association*	Floating Support	31/03/2017	£46,894	Do not recommitment provision.	Transitional funding identified to work with the Ageing Well

					Programme to ensure that appropriate alternative provision is available for the people currently using the service. Alternative provision is also available via talking therapies (IAPT), MAPS and IPS as well as the Digital Mental Wellbeing Service.
Community Focus*	Community arts project (adults)	31/03/2017	£47,300	Do not recommission provision. Currently funded through a corporate grant.	Further arts organisations can be found on Social Care Connect ⁴ .
Outreach Barnet (Genesis)	Generic Floating Support Mental Health Floating Support	31/06/2017	£743,661	Do not extend. Re-commission (specialist mental health and generic floating support) with efficiency of £143,000	Has been aligned with LBB's accommodation and support pathway with efficiencies.

Table 5: The table below presents the services that the review has shown are delivering services which are addressing key triggers and where contracts can be refined and efficiencies taken with no impact on delivery.

Contractor Name / Parent Company	Service Name	Contract End Date	Annual value	Recommendation	Rationale
Age UK Barnet	Neighbourhood Services (inc Handy person, Strength and Balance)	31/03/2018	£602,000	Efficiency of £30,000 from 01.04.2017	There is an opportunity to make efficiencies with no impact on service users.

⁴ Social Care Connect - <https://www.barnet.gov.uk/citizen-home/adult-social-care/social-care-connect.html>

Barnet Mencap	Bright Futures	30/09/2017	£363,000	Efficiency of £15k from 01.04.2017	As part of the contract the service has £15,000 annual funding for one-off innovative projects. This funding can be removed without impacting on staffing levels and service provided to service users.
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Table 6: Following services are still in review:

Contractor Name / Parent Company	Service Name	Contract End Date	Annual value	Comments
Barnet Citizens Advice Bureau	Specialist Information and Advice and Advocacy services	30/06/2018	£273,794	Scheduled review as per contract. CCG contribution.
Barnet Citizens Advice Bureau	Community Advice	31/03/2018	£338,820	Scheduled review as per contract.
Richmond Fellowship Trust (Eclipse)	Mental Health Day Opportunities	12/01/2018	£183,461	Currently jointly commissioned with the CCG.

* The committee should note that the Council is unable to extend these contracts/grant agreements beyond the stated end date due to procurement rules and would need to carry out a procurement process for the service provision.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 In order for the Committee to meet the MTFS requirements, the proposed recommendations are judged to be the optimum balance between preserving services and meeting the required savings.

4. POST DECISION IMPLEMENTATION

- 4.1 Tailored 1-2-1 and group sessions will be carried out jointly by the providers and the Council with service users who are affected by the recommendations. Specially arranged meetings and events will be held between November – January to provide services users and their carers with an opportunity to comment on the specific service proposals. A consultation report will be bought back to the Committee on the 23 January 2017.
- 4.2 Providers have been made aware of the review, the nature of their contract and of these proposals. Following agreement from Committee organisations will be referred to Community Barnet for specific, tailored support.
- 4.3 Officers will continue to review and manage existing services to ensure that they are effective and delivering maximum value.
- 4.4 Officers will continue to work with NHS Barnet CCG to ensure that, subject Committee agreement and consultation, the implementation of proposals and transition arrangements are aligned to ensure continuity of support for users.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 As detailed in the Adults and Safeguarding Commissioning Plan, 2016 – 2020:

- Fairness in adult social care means that services respond to the needs of diverse communities. It means ensuring that older and disabled people, including adult social care service users and their carers, are able to participate in community life just as other residents can and that services provided by the Council are accessible and welcoming to older and disabled people, adult social carer service users and carers.
- Responsibility in adult social care means that services will work with older and disabled people to remain as independent and self-reliant as possible, it means that social workers will always focus on what people can do, not on dependency, and will work with service users, and carers, to find ways to help them support themselves, using community resources and the support of their family and friends and that social workers will work to ensure that people are able to move back to living independent lives as quickly as possible, ensuring a timely response to changing needs.
- Opportunity in adult social care means that disabled people have the right to work as much as any other Barnet resident. The Council's services will actively support adult social care service users to access employment and volunteering opportunities, it means ensuring people

can stay living in their own homes for as long as possible. It means that all users are supported to have their own homes, and avoid residential care as much as possible and that Council services will actively support carers to play a full part in their communities, accessing services and opportunities for employment and training.

5.1.2 This approach echoes the themes of the Joint Health and Wellbeing Strategy (2015 – 2016) which has two overarching aims of “keeping well” and “promoting independence”. In particular, the approach supports the Strategy’s focus on early intervention. This approach clearly supports some of the key priorities in the strategy such as supporting carers and supporting people to gain and retain employment.

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

5.2.1 The Council’s Policy and Resources Committee on 28 June 2016 tasked the Adults and Safeguarding Committee with developing proposals for savings of £15.070m between 2017 and 2020. The priority focus will be reducing demand for Adult Social Care Services through the development of a range of services as an alternative to high cost provision and commissioning the most effective prevention and early intervention services. The potential cost savings following the review are twofold: mitigating demand and providing alternative, lower cost community based provision.

5.2.2 Responding to the needs identified in the Equalities Impact Assessments, the paper highlights the actions being taken by Commissioners to minimise the impact of the recommendations and support transition to new services which will be funded (in 2017/18) by:

- Public Health funding:
 - £20,000 to ensure that provision meets the needs of people from Chinese Mental Health Association
 - £3,500 for bereavement and depression support services
- Council’s Service Development Fund:
 - £39,000 for the transition of clients to mental health provision

5.3 **Social Value**

5.3.1 The Public Services (Social Value) Act 2012 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.

5.3.2 The developments within the approach ensure that services providing wellbeing, health and social care for adults deliver benefits to individuals in a much more coordinated fashion, supporting people when they need it and providing the right amount of support to ensure individuals develop the skills they need to make choices for their own wellbeing in the future. Services working together derive social capital from each other and this in turn supports

a collaborative approach towards sustainability within an ever-changing economy.

5.4 Legal and Constitutional Reference

5.4.1 The Care Act 2014 (the Act)⁵ placed a duty on Local Authorities to provide or arrange for the provision of services, facilities or resources, or take other steps, which it considers will:

- contribute towards preventing or delaying the development by adults in its area of needs for care and support;
- contribute towards preventing or delaying the development by carers in its area of needs for support;
- reduce the needs for care and support of adults in its area;
- reduce the needs for support of carers in its area.

5.4.2 The Care Act 2014 also stipulates that a Local Authority establish and maintain a service for providing people in its area with information and advice relating to care and support for adults and support for carers.

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

- Promoting the best possible Adult Social Care services.
- Working with partners on the Health and Wellbeing Board to ensure that social care interventions are effectively and seamlessly joined up with public health and healthcare, and promote the Health and Wellbeing Strategy and its associated sub strategies.
- Ensuring that the local authority's safeguarding responsibilities are taken into account.

5.5 Risk Management

5.5.1 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.

5.5.2 A failure to provide appropriate prevention services could result in adults being without the appropriate services which in turn may increase the demand on more intense, longer and more expensive care and support later on. The recommendations in this report have been fully considered to minimise the risk of the changes to services.

5.5.3 The Council will ensure a safe transition for service users from current

⁵ The Care Act 2014 – www.legislation.gov.uk/ukpga/2014/23/contents

provision to alternative services. The Council will provide access to reviews, Social Care Direct and information and advice. The transition funding is in place to minimise risk during transition and ensure that alternative, effective provision is in place.

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 The Care Act 2014 Guidance identifies discriminatory abuse as a specific form of abuse which includes harassment because of race, gender, gender identity, age, disability, sexual orientation or religion.

5.6.4 Equalities Impact Assessments have been completed for all proposed changes and alternative provision considered. These are indicating a potential minimal negative impact as outlined in the table below. The principal mitigations for these minimal negative impacts are the proposals for current and new service delivery outlined in this paper. EIAs will be kept under review and will consider the impact on the sustainability of organisation.

5.6.5 The table (table 7) below provides an overview on the potential impacts and the actions we will be taking to reduce these.

Table 7: Equalities impact assessment

Contractor Name / Parent Company – service name	Potential equalities risk (prior to mitigation)	Mitigation	Potential equalities risk (following mitigation)
Age UK Barnet – Neighbourhood Services	No impact on service delivery. Efficiencies will be made, by Age UK Barnet (with optimal distribution across the Provider Group), with no impact on service users of Age UK Barnet or the provider group.	N/A	No impact.
Barnet Asian Women’s Association – Mental Health project	Likely impact on: <ul style="list-style-type: none"> • Asian women • People with common mental health problems 	Transitional funding identified to work with the CCG (Wellbeing Hub) and the Network to ensure that sufficient capacity is in place to replace provision. Service Users who require support when the contract ends will be signposted or transitioned to alternative support for people with mental health conditions available in the borough or if appropriate out of borough, as set out in this report. The Council will work with the provider to ensure that this process is managed through an agreed exit and transition plan. The provider will continue to be offered support by Community Barnet to support sustainability.	Unlikely
Barnet Mencap – Bright Futures	No impact on service delivery.	N/A	No impact.
Chinese Mental Health Association – Floating Support	Likely impact on: <ul style="list-style-type: none"> • Chinese residents • People with a common mental health conditions • Older people 	Service Users who require support when the contract ends will be signposted or transitioned to alternative support available in the borough. The Council will work with the provider to ensure that this process is managed through an agreed exit and transition plan. Transitional funding identified to work with the Ageing Well Programme to ensure that appropriate alternative provision is available for the people currently using the service specifically focusing on ensuring that cultural and language barriers are addressed. The provider will be offered support by Community	Unlikely.

		Barnet to support sustainability and is likely to continue to provide services in the borough (including leading the voluntary sector collaborative delivering the Wellbeing Hub activities). Alternative provision is also available via talking therapies (IAPT), MAPS and IPS as well as the Digital Mental Wellbeing Service.	
Community Focus – Community arts project	Likely impact on: <ul style="list-style-type: none"> • People with learning disabilities • People who identify as white 	Service Users who require support when the grant ends will be signposted or transitioned to alternative support available in the borough. The Council will work with the provider to ensure that this process is managed through an agreed exit and transition plan. The provider will be supported by Community Barnet to support sustainability; It is expected that the provider will continue to provide services in the borough Outreach courses may continue funding (if the care homes choose to continue to fund). Further arts organisations can be found on Social Care Connect ⁶ .	Unlikely.
Inclusion Barnet - Peer support brokerage	Minimal negative impact for people with disabilities.	Support planning function can be provided by Adults and Communities; the roll out of Barnet's strength based approach will support the delivery of this function. The provider will be offered support by Community Barnet to support sustainability.	Unlikely.
Outreach Barnet (Genesis) - Generic Floating Support and Mental health Floating Support	Likely impact on: <ul style="list-style-type: none"> • Adults under 55 • People with mobility issues and mental health issues • The diversity of ethnicities supported by the service general matches the population as a whole but there is a risk of reducing the reach to certain communities as the service employs people from a range of backgrounds who 	To be specifically considered in the design and implementation of the new accommodation and support services commissioning in 2016 to start in April 2017. The Support at Home lot is designed to offer flexible and short term housing related support for people with mental health conditions. The support is to help people live independently in their own accommodation (private renters and home owners) in the community.	Unlikely.

⁶ Social Care Connect - <https://www.barnet.gov.uk/citizen-home/adult-social-care/social-care-connect.html>

	• speak numerous languages • People who identify as Christian and Muslim		
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5.6.6 From the proposals, looking at the overall, cumulative impact, it appears that people with mental health conditions and people from specific BAME communities might be disproportionately impacted by the proposals. Therefore, we have paid particular attention to the mitigation of the possible disproportionate impact through:

- Working closely with Barnet Clinical Commissioning Group to link with the Wellbeing Hub developments to ensure there is appropriate capacity and skills within the Hub to meet the needs. Transitional funding has been identified.
- Working with providers to ensure that all services are accessible to people from different BME communities and that people with different faiths are able to access alternative provision without any barriers. Currently, the Neighbourhood Services are accessed by a higher proportion of BME communities compared to the wider population. This will be closely monitored through contract management and service user feedback.

5.7 Consultation and Engagement

5.7.1 The Council has started discussions with providers affected by the proposals.

5.7.2 Tailored 1-2-1 and group sessions will be carried out by the Council with service users and their carers and family who are affected by the proposals. Specially arranged meetings and events will be held between November – January to provide services users and their carers with an opportunity to comment on the specific service proposals. There will also be a survey made available, in the same time period, to allow for wider consultation on the proposals. A consultation report will be brought back to the Committee on the 23 January 2017.

5.7.3 Residents and providers will have the opportunity to comment on the proposals as part of the business planning process; Barnet's general budget consultation will run from 5 December 2016 – 19 January 2017 which will include details of the proposals.

5.7.4 The report will assist us in identifying any improvements that need to be made to services or, to policy and procedure. This will be done in full consultation with relevant groups before any changes are recommended and implemented.

5.8 Insight

5.8.1 The recommendations have been developed using data from the Joint Strategic Needs Assessment as well as information and guidance from national resources such as National Institute of Clinical Excellence (NICE), The Kings Fund, Local Government Association, National Institute for Health Research and the Institute for Public Policy Research.

6 BACKGROUND PAPERS

1.58 Revised Business Case on Adult Social Care Alternative Delivery Vehicle and Implementation of the New Operating Model (item 8), Adults and

Safeguarding Committee, 19 September 2016

<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8673&Ver=4>

- 1.59 Business Planning 2017 – 20 (item 8), Policy and Resources Committee, 28 June 2016
<http://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8728&Ver=4>
- 1.60 Updated Commissioning Plan (item 7), Adults and Safeguarding Committee, 7 March 2016
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=8364&Ver=4>
- 1.61 Extension of Mental Health Prevention and Supported Living Services (item 11), Policy and Resources, 16 February 2016
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8351&Ver=4>
- 1.62 Barnet Carers and Young Carers Strategy 2015 – 2020: “Carers are supported and valued by our communities” (item 12), Policy and Resources, 16 February 2016
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=692&MId=8351&Ver=4>
- 1.63 Implementing the Care Act 2014: Carers; Prevention; Information, Advice and Advocacy (item 11), Adults and Safeguarding Committee, 19 March 2015
<https://barnet.moderngov.co.uk/ieListDocuments.aspx?CId=698&MId=7933&Ver=4>