

	Adults and Safeguarding Committee 23 January 2016
Title	Progress report on the Adults and Safeguarding Committee Commissioning Plan and Outcomes measures
Report of	Commissioning Director, Adults and Health Director, Adults & Communities
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A: Adults and Safeguarding Committee Commissioning Plan – Mid Year Performance Report 2016/17
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Summary

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.

This report provides a mid-year review of the Adults and Safeguarding Committee

Commissioning Plan for 2016/17 (Appendix A), against the commissioning intentions and outcome measures.

Recommendations

1. **That the Committee notes progress against the Adults and Safeguarding Committee Commissioning Plan to date in 2016/17.**

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.

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.

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

- 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.

- **35** commissioning intentions are included in the Commissioning Plan. **73% (24)** are Green, **18% (6)** are Green Amber, **3% (9)** are Red Amber and **6% (2)** is Red.
- Of the 19 indicators, in the plan, **18** received a RAG rating at the end of Q. **66% (10)** were rated Green, **16.5% (3)** were rated Green Amber, **16.5% (3)** were rated Red Amber, and none were rated Red. **14** indicators were given a 'direction of travel' (DOT) status. **71% (10)** have an "improved or maintained" DOT, and **29% (4)** have a "worsened" DOT.

Adults with Learning Disabilities

1.3 The Council is continuing to develop services for adults with learning disabilities, moving away from specialist, segregated services and improving access to community based, personalised support including a wider range of housing options. The national Transforming Care programme and local Transforming Care Partnerships have provided a strong platform and framework for the Council, CCG, people with learning disabilities their families and carers to refresh and rethink how people with learning disabilities and autism can be supported to live and participate within their communities.

So far in 2016/17, work contributing to this priority has included:

- Creating a new supported employment offer (job search and support once employed) and to identify adults with learning disabilities and or autism to participate and launch the programme. Stakeholders include British Association for Supported Employment, Kisharon, Your Choice Barnet and Norwood. Note: the new supported employment offer will also be available for adults with mental illness
- Your Choice Barnet (YCB) changed its the day services to focus on building on individual strengths and ambitions through an enablement and an employment support approach. A large number of YCB service users have already expressed an interest in finding employment.
- Using the Council's purchasing power through its procurement processes and contracts to secure employment opportunities with its suppliers for people with learning disabilities, mental health issues, or physical or sensory needs, with work ongoing through the remainder of 2016/17.
- A best practice supported employment training course for local organisations that are providing employment support to their service users, delivered in

Quarter 2. An approved list of supported employment providers is also being commissioned.

- The first cohort of people using the 0-25s disabilities service has transferred into the integrated service within Family Services.
- Meeting the target for adults with learning disabilities living in settled accommodation and maintaining a low number of permanent admissions to residential care for working age adults.
- Closer working with housing providers including a Housing Oversight Panel and protocol for joint work with Barnet Homes, leading to more people with learning disabilities being housed locally through Barnet Homes.
- Delivery of the Accommodation and Support strategy action plan; the following new housing and support options will shortly be available following a recent procurement –

- **Neighbourhood Networks**

Support to small groups of people with learning disabilities who live close to one another. Support will help people maintain their tenancies and to develop their local, social and support networks to enable them to achieve greater independence.

- **Supported living – Young Adults transition**

Support for young people to move-on from residential college/accommodation and into a supported living environment. The provider will work intensively with the young adult for a time-limited period, developing their independent living skills and their confidence living in a non-residential environment, and their networks in Barnet.

- **Supported living for people with complex disabilities and health needs**

Supported living for people with complex disabilities and health needs that provides a well-coordinated combination of social care and clinical support to maintain good and positive health as well as independence, which reduces the risk of deterioration in their conditions that may put them or others at risk of significant harm.

- **Crash Pad for people with learning disabilities**

Care and support for people with learning disabilities who require emergency respite. The length of stay will be determined by individual needs however this would typically be between 2 and 6 weeks. Typical reasons for the service include:

- Positive behaviour support, where behaviour has become difficult to manage in the family home
- A family/carer's emergency admission into hospital
- Risk of breakdown to current arrangements

Working Age Adults with Mental Health Needs

- 1.4 Adults with a severe and enduring mental illness face considerable social exclusion and place considerable demand on public sector services. Improvements to the whole system will support recovery, social inclusion and enablement when mental health issues arise; and help individuals to retain or regain employment and suitable housing that supports their wellbeing.

So far in 2016/17, the following work has taken place:

- A new mental health pathway, which focuses on inclusion and enablement, has been agreed by the Adults and Safeguarding Committee and is now mobilising. The Borough's 'Network' mental health enablement service, recognised as a model of good practice, is being expanded to support more people with mental health needs.
- There have been ongoing 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 but this means that the cohort included in the indicator is made up of a number of people whom the Council does not work with directly, often with complex mental health needs that require inpatient care and which mean employment is not appropriate for them.
- Two community employment support services have been established, working with Public Health and the Growth and Development team. A total of 290 people accessing Mental Health services, although not eligible for inclusion in the employment indicator above were in employment at the end of Quarter 2. One of these services is co-located with frontline mental health teams.
- The target for adults with mental health needs living in stable accommodation has been met. The new accommodation strategy for vulnerable adults also sets out the Council's programme of work to support this group.
- The Shared Lives scheme provided by LB Harrow is underway and work is ongoing to embed the scheme and ensure referrals are being made at the appropriate rate. The Council has met with officers at LB Harrow to review and monitor take-up of the scheme. Note: also available for people with learning disabilities.

Disabled Working Age Adults with Physical Disabilities or Sensory Impairments

- 1.5 Further progress has been made in supporting disabled young people and working age adults with physical disabilities, sensory impairments and long-term conditions.

So far in 2016/17, the following work has taken place:

- Specialist home support services have been developed, including personal assistants (PAs). Work is ongoing to embed this scheme and monitor referrals into the service.
- The measures aimed at increasing employment for Learning Disabilities and Mental Health service users are also available to working age adults with physical or sensory impairments.
- We increased the number of people being supported by Middlesex Association for the Blind as a result of changes to the service specification; there has been more telephone support and increased outreach activity.

Older People: Feeling Well and Enjoying Life

- 1.6 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.

So far in 2016/17, the following work has taken place:

- Barnet's Neighbourhood Services continue to provide support to older people across the borough through a wide range of activities, 2016/17 is the fourth year of the service. Neighbourhood services are run by a group of local voluntary organisations, commissioned by the Council through the lead provider, Age UK Barnet. Over the years, the service has expanded: supporting 7,600 people in 2015/16, an increase of 2,500 on the previous year. Services included over 1700 exercise sessions, over 300 IT sessions, help to access health services, cooking and nutrition, practical help and social activities. The service was able to mobilise 70,000 hours of volunteer time in 2015/16 alone. Stretch targets for extended reach and expanded involvement of volunteers have been agreed for 2016/17.
- 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.
- The Adults and Safeguarding Committee agreed a new operating model for adult social care earlier this year. The 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 – has been rolled out to frontline staff with back office staff now also being trained. A second key element of the new operating model, assessment hubs, that provide assessments, information, advice and support in community settings, have now been rolled out across the Borough with an increased focus on access to preventative services and information about community organisations.

Older People: Social Care Services

- 1.7 Barnet's Health and Wellbeing Strategy sets out the Borough's ambition to make Barnet 'a place in which all people can age well'.

So far in 2016/17, the following work has taken place:

- The rate of permanent admissions to residential and nursing care homes (age 65 plus) has continued to be reduced.

- Several extra care housing schemes are being developed to help ensure a range of suitable housing options are available for older people. Work has begun to build the first of these, at Moreton Close.
- The development of the service specification for Moreton Close has been developed based on best practice research with a variety of consultation activities including carer and service user involvement including scheme visits (in and out of borough) focus groups with existing residents and drafting a good practice report.
- The Council is seeking to increase the supply of 'sheltered plus' accommodation as a mechanism to support people to retain independence and remain in their own homes. The specification for 'sheltered plus' has been updated in line with good practice and a procurement is underway.
- The Barnet Integrated Locality Team (BILT) now covers entire borough. This team of health and social care professionals works with frail older people with long term conditions to prevent crises and maintain independence. It works closely with the 7 day Rapid Care service and the community based multi-disciplinary case conference, which includes secondary care and GPs.
- Options have been developed for a Shared Care Record that will make key information on patients and service users from across the health and social care system available to frontline practitioners at the point of care.
- Delayed transfers of care from hospital continued to be high at times in Quarter 1 and Quarter 2, with a September peak in the number of delayed days. Performance has improved since this peak, although demand on hospitals locally and nationally continues to grow. Measures have been put in place to ensure that hospital patients are not delayed waiting for a social care assessment and that discharge notifications are triaged to prioritise cases which require immediate action from social care teams. Delays which are specifically due to social care assessments are low in comparison with similar Local Authorities.
- British Red Cross and Age UK Barnet are working together, in partnership, to deliver the 'Home from Hospital' service to support people being discharged from hospitals in the borough of Barnet.

Carers

- 1.8 The Council recognises that the best people to provide support and care are usually those people who know and love their family members or friends. The Care Act 2014 brings with it new duties of assessment and support for carers. This has brought with it new opportunities to better support more carers.

So far in 2016/17, the following work has taken place:

- The carers' strategy is in delivery mode with a regular steering group meeting to monitor progress. Staff training continues to be rolled out with a focus on raising awareness of carers' assessments.
- The specialist service for carers of people with dementia has already launched and has been through its first cycle of support, working with a cohort of six couples. Lessons from the first cycle of training are being embedded.
- An Employers for Carers scheme is live and being promoted.
- The new Carers' Support Contract will support promotion of the scheme with SMEs within the borough as part of their employment support offer.

Leisure Services

1.9 The Council owns five leisure centres at Burnt Oak, Hendon, Finchley Lido, Barnet Cophall and Church Farm. Greenwich Leisure Limited (GLL) are responsible for the management and operation of these facilities as part of a leisure management contract, due to expire in December 2017. A new leisure management contract will commence with effect from the 1st January 2017, a procurement process to determine the recommendation and award of a new contract has commenced.

- A Fit & Active Barnet Framework 2016-2021 has been developed with stakeholders, residents and community organisations to facilitate improvements in levels of sport and physical activity in Barnet.
- Leisure Centre usage increased to 903,743 in January – Sep 2016, a 6% increase on the same period in 2015.
- The SHAPE programme (delivered in Burnt Oak and Colindale, targeting 14 – 19 year olds) continues to effectively engage young people, engaging over 1400 participants in Sport and Physical Activity (SPA) since September 2014 (exceeding total project targets). 50 young people have gained a SPA related qualification through the project and continue to be supported with volunteering opportunities. The positive outcomes achieved via the programme have been recognised by the National Lottery with the project being shortlisted from 600 national applications to the final 14 via their annual awards programme (Sports Project of the Year category).
- The Council is proposing to develop two new leisure facilities; the redevelopment of Barnet Cophall Leisure Centre and a new facility in Victoria Recreation Ground, New Barnet to replace Church Farm Leisure Centre. These proposals are due to be considered by the Planning Committee in January 2017 with proposed completion of the two facilities by early 2019.

Cross-cutting Issues

Engagement

1.10 In order to preserve frontline face to face services, the Council will seek to make efficiencies in a number of key areas, including workforce, support costs (such as IT) and externally procured services. Service users and carers will have a voice and contribute to the design and delivery of services.

So far in 2016/17 the following work has been undertaken to contribute to this priority.

- The new service user engagement model held its first summit in August with the regular Involvement Board starting to meet from September onwards. A number of working groups have been run with residents and these have resulted in tangible improvements in the Direct Payments Process, improvement in the information and advice on the Council's website and the creation of a guide to good engagement practice.
- Carers have provided feedback on the Dementia Carers Project and Carers and Employment work programmes referred to above through their first round

of implementation and their comments used to develop the programmes further.

- In July, Adults & Communities began a regular programme of customer feedback calls to service users. Between 7 July and the end of Quarter 2, 88 calls were made, capturing both qualitative and quantitative data. 78% of respondents reported overall satisfaction with services and 60% reported that they were very satisfied; the feedback has also identified a number of process improvements which will be implemented in Quarter 3 as part of the Delivery Unit's continuous improvement plan.

Deprivation of Liberty Safeguards

- 1.11 The number of Deprivation of Liberty Safeguards (DoLS) applications has continued to rise in 2016/17 with 743 received at the end of Quarter 2. If this trend continues the number will exceed the 2015/16 total of 1357 (compared with 674 in 2014/15). Comparator exercises suggest other boroughs are also seeing substantial increases in the numbers of applications but not at the same level as in Barnet. The Council is continuing to explore potential measures to manage this demand more effectively including expanding the pool of authorisers, recruiting more internal assessors, and the potential to adopt a risk based approach to triage cases.

2 REASONS FOR RECOMMENDATIONS

- 2.1 A key element of effective strategic and financial management is for the council to have comprehensive 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 Not applicable in the context of this report.

4 POST DECISION IMPLEMENTATION

- 4.1 Work to implement the Commissioning Plan will continue.

5 IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 This report sets out progress on the Commissioning Plan in 2016/17, as part of the Council's delivery of its Corporate Plan priorities.

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

- 5.2.1 The Council is facing significant budget reductions at the same time as the population is increasing, particularly in the young and very old population groups. The Commissioning Plan has been informed by the council's Medium

Term Financial Strategy, which sets out the need to make savings of £81m by 2020.

5.2.2 While performance against the commissioning intentions set out in this plan remains positive, Adult Social Care has continued to experience significant challenges in relation to its budget in the first two quarters of 2016/17. The projected overspend of £4.767m within Adults and Communities at the end of Quarter 2 represented 5.4 per cent of the total Delivery Budget (£88.907m). The current overspend position is likely to increase over the year if the council continues to see the impact of demand pressures and increased complexity of need. The Council is continuing to take positive measures to mitigate the impact of this wherever possible. Additional funding has gone into the Adults budget for 2016/17 though some of this replaces one off funding received in 2015/16; for example, removal of grants and contingency no longer available in 2016/17.

5.2.4 Care funding pressures are particularly significant in relation to dementia, learning disabilities, mental health and increased health referrals. The Deprivation of Liberty Safeguards (DOLs) service continues to have a significant pressure in 2016/17 (£0.5m), as a result of the Supreme Court judgements in 2014/15 and a loss of national grant funding since 2015/16.

5.2.5 Some of the current pressures are offset by underspends within the non-placement budget areas and these budgets continue to be closely monitored and managed.

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.

5.4.1 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).

5.7.1 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.

5.6.3 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:
<https://barnet.moderngov.co.uk/documents/s22062/Appendix%20A%20-%20Adults%20and%20Safeguarding%20Commissioning%20Plan.pdf>
2016/17 Addendum:
<https://barnet.moderngov.co.uk/documents/s30107/Commissioning%20Plan%202016-17%20-%20Appendix.pdf>