

	<p align="center">Adults and Safeguarding Committee Meeting</p> <p align="center">6th November 2017</p>
<p align="center">Title</p>	<p>Your Choice (Barnet) Transformation Project</p>
<p align="center">Report of</p>	<p>Julie Riley – Director of Care & Support, The Barnet Group</p>
<p align="center">Wards</p>	<p>All</p>
<p align="center">Status</p>	<p>Public</p>
<p align="center">Urgent</p>	<p>Non-urgent</p>
<p align="center">Key</p>	<p>Non-key</p>
<p align="center">Enclosures</p>	<p>Appendix A</p>
<p align="center">Officer Contact Details</p>	<p>Julie Riley – Director of Care & Support, The Barnet Group julie.riley@thebarnetgroup.org 020 8359 2635</p> <p>Sue Tomlin – Lead Commissioner Learning Disabilities and Physical & Sensory Impairment sue.tomlin@barnet.gov.uk 020 8359 4902</p>

<h2>Summary</h2>
<p>Your Choice (Barnet) Ltd (YCB) is part of the Barnet Group. It provides social care support to people who have learning and physical disabilities including autism, and their families and carers. YCB provides supported living services, day services, a respite service, a personal assistant service and an enablement service.</p> <p>On 16th June 2016, the Adults and Safeguarding Committee agreed that the Council would enter into a new contract with YCB for five years and two months, from the 1st February 2017 to 31st March 2022. The Council agreed that all current YCB services would continue, whilst increasing support to service users to move towards more independent living and to participate in the workplace.</p> <p>This report and the attached Appendix A. sets out the remodelling of the services in order to achieve the agreed transformation, the successes and positive outcomes that have been achieved to date; the lessons that have been learned throughout the preparation period in</p>

2016/17 and how these have been applied through on-going consultation and feedback.

Recommendations

That the Committee note the progress of the Your Choice (Barnet) Transformation Programme

1. WHY THIS REPORT IS NEEDED

1.1 On 16 June 2016, the Adults and Safeguarding Committee agreed proposals for the future of the Council's agreement with Your Choice (Barnet) Ltd with effect from the 1st February 2017.

1.2 On the 10th November 2016, the Adults and Safeguarding Committee considered and approved the report providing feedback on the consultation that took place between July 2016 and September 2016 along with the accompanying Equalities Impact Assessment. The recommendations were therefore carried, and the following was **RESOLVED**:

- That the Committee noted the findings of the consultation with key stakeholders on the proposals for the new YCB agreement were predominantly positive;
- That the Committee agreed that following the findings of the public consultation, that the new contract with YCB will include all current YCB services, whilst increasing support to service users to move towards more independent living and to participate in the workplace;
- That the Committee noted that the issues that were raised by stakeholders were addressed through the consultation process and will be monitored through on-going engagement;
- That the Committee noted that the outcomes of the consultation with key stakeholders will be used to further develop the content of new YCB service approaches, individual support plans and to ensure that the appropriate assurances are in place;
- That the Committee noted that engagement with YCB service users and their families, YCB staff and other key stakeholders will be an on-going process to ensure that YCB develops its services and supports individuals in a way that is person-centred and enabling.

1.3 The purpose of this report is to provide an update on the progress made in implementing the new service models and financial savings that were agreed by the Adults and Safeguarding Committee in June 2016.

2. REASONS FOR RECOMMENDATIONS

2.1 The approach to the transformation of the services has been to work within a programme of projects sponsored by the Director of Care and Support

(YCB) and managed by the individual service managers. During 2016/17 the projects have concentrated on developing new models of working. Detail of these models are described in appendix A to this report.

- 2.2 There were many people supported by YCB who were eager to 'trial' the new models and service managers and their teams were quick to embrace the transformation.
- 2.3 A priority has been to provide continuity of care and support for the people supported by services who were not yet ready to embrace the changes suggested. The satisfaction survey results detailed in the appendix show that this has been successfully achieved.
- 2.4 YCB has also been developing the personal assistant service (PA Choices) which was contracted by the Council from April 2016 for 2 years and Your Choice Enablement, from December 2016. Both services represent growth to the organisation and YCB is increasing the capacity of both services to meet the demand from the Council.

3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 3.1 Not applicable

4. POST DECISION IMPLEMENTATION

- 4.1 Between 2017 and 2022, YCB will continue to work with the people it supports to improve outcomes and enable greater independence and achieve efficiencies as agreed.
- 4.2 The outcomes and impact will continue to be overseen by the adults, communities and health transformation programme, monitored by the YCB Project Board and the monthly Project Oversight Group. The Board is focusing on supporting YCB to progress the following:
 - Establishing connections with the 0-25 service to increase knowledge of referrals and opportunities for joint working
 - Increasing step-down referrals and reviews of support plans once moves have taken place
 - Increasing awareness of the integrated housing pathway and the role of the housing oversight panel.

5. IMPLICATIONS OF DECISION

5.1 Corporate Priorities and Performance

- 5.1.1 The Corporate Plan 2015 – 2020 sets out the Council's vision and strategy for the next five years based on the core principles of fairness, responsibility and opportunity to make sure Barnet is a place:
 - of opportunity, where people can further their quality of life

- where people are helped to help themselves, recognising that prevention is better than cure
- where responsibility is shared, fairly
- where services are delivered efficiently to get value for money for the taxpayer

5.1.2 The 2016-2017 Addendum to the 2015-2020 Adults and Safeguarding Commissioning Plan includes the following commissioning priorities:

- We're developing best practice social care, focused on what people can do and how they can help themselves.
- We're diversifying Barnet's accommodation offer to help more people live independently.
- We're transforming day care provision to ensure that people remain active and engaged through access to employment and volunteering.
- We're integrating health and social care services to prevent crises and help individuals stay well and in their own homes.
- We're improving the borough's leisure facilities to support and encourage active and healthy lifestyles.

5.1.4 The proposals brought forward by Your Choice Barnet support the delivery of these priorities, as well as the priorities of the Joint Health and Wellbeing Strategy (2015 – 2020), through a strong emphasis on prevention, a more efficient service model and supporting individuals to have an independent life with the home they want and a job.

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

5.2.1 The staffing levels within the transforming services have not decreased, however some of the job roles have changed to meet the requirements of the remodelled services. All team members have been given additional training where required.

5.2.2 YCB's Intervention and Prevention team ensures sustainability of support being delivered through alternative routes such as community groups or personal assistants.

5.2.3 The newly developed Employment Pathway Team are working within the British Association for Supported Employment (BASE) method. The team has supported 10 people with disabilities into employment and a further 8 people are volunteering on a regular basis (as at 31/08/17). They have made positive links with many local employers and YCB is also working closely with organisations supporting volunteering such as Timebank Barnet.

5.2.6 During the development of the new services YCB has been able to bring forward £142,197 of the 17/18 savings. Details of which are included in Appendix A. The savings profile and projections are on

target to be achieved and these are monitored monthly by the project team.

6. Social Value

- 6.1** The outcomes for the people supported By YCB will be measured through satisfaction surveys and will include details of the level of paid support required before and after any changes to service level are made, this will be closely monitored by the YCB Project Board.

7. Legal and Constitutional References

- 7.1** Constitution, The Terms of Reference for the Adults and Safeguarding Committee are set out in the Council's Constitution (Responsibility for Functions, Appendix A). The Adults and Safeguarding Committee has the following responsibilities:
- 7.2** Promoting the best possible Adult Social Care services
- 7.3** To ensure that the Council's safeguarding responsibilities are taken into account
- 7.4** Authorise procurement activity within the remit of the Committee and any acceptance of variations or extensions if within budget in accordance with the responsibilities.

8. Risk Management

- 8.1** In developing the proposals for the new agreement, a risk log was developed and risks assessed. The phased approach to changing the service offer has reduced the risks of not achieving all the desired service developments and outcomes.
- 8.2** The Council's project management methodology, including risk management methodology ensures that risks will continue to be monitored and reviewed by the Director of Care and Support Services YCB and the YCB Project Board.
- 8.3** There are currently no risks that are rated higher than a 9 using the a 5x5 Likelihood/Impact scoring method.

9. Equalities and Diversity

- 9.1** Section 149 of the Equality Act 2010 sets out the public-sector equality duty which obliges the Council to have due regard to the need to: eliminate discrimination, harassment, victimisation; advance equality of opportunity; and foster good relations between groups with protected characteristics.
- 9.2** The protected characteristics are:
- age;
 - disability;

- gender reassignment;
- pregnancy and maternity;
- race;
- religion or belief;
- sex;
- sexual orientation.

9.3 By section 149(2) of the Equality Act 2010, the duty also applies to ‘a person, who is not a public authority but who exercises public functions and therefore must, in the exercise of those functions, have due regard to the general equality duty’. This means that the Council, The Barnet Group LTD, Your Choice (Barnet) Limited and Barnet Homes LTD will need to have regard to their general equality duty.

9.4 In developing these proposals, an initial equalities impact assessment (EqIA) was completed and presented to the Adults and Safeguarding Committee 10th November 2016. This showed a positive or neutral impact on service-users.

9.5 A full Equality Impact Assessment was carried out between July 2016 and September 2016 with the subsequent report being presented to Adults and Safeguarding Committee on the 10th November 2016. The EqIA has been reviewed and the impact remains unchanged. The EqIA will be kept under review as proposals develop and reported through the YCB Board.

10. Consultation and Engagement

10.1 YCB undertook a period of consultation between July 2016 and September 2016 with the subsequent report being presented to Adults and Safeguarding Committee on the 10th November 2016. The services will report customer feedback to the Your Choice Board and to the Transformation Project Board

10.2 Engagement is an on-going process and the phased approach to change to YCB service models have given YCB staff, YCB service users and Barnet’s Adults and Communities staff an opportunity to further shape YCB services. For example, the outreach group that the Flower Lane service users attend has been designed and developed with family input.

11. BACKGROUND PAPERS

11.1 Adults Safeguarding Committee (10th November 2016) approved a report providing feedback on the consultation that took place between July 2016 and September 2016 along with the accompanying Equalities Impact Assessment

11.2 Adults Safeguarding Committee ([16th June 2016, decision item 7](#)) approved the decision to enter into a contract with Your Choice (Barnet) Ltd (YCB) for five years and two months, from the 1st February 2017 to 31st March 2022, with an extension period of 2 years and a break clause

at year three. Approved the proposals to continue all current YCB services whilst increasing support to service users to move towards more independent living and to participate in the workplace, subject to consultation.

- 11.3** On 15th November 2015, the Adults and Safeguarding Committee (<https://barnet.moderngov.co.uk/documents/s27213/Delivering%20Adult%20Commissioning%20Priorities%20through%20Your%20Choice%20Barnet.pdf>) agreed that the Council should enter into a formal dialogue with The Barnet Group and YCB to challenge them to bring forward fit for purpose and value for money service proposals which achieve the reshaping of services as set out in the Adults and Safeguarding Committee Commissioning Plan.
- 11.4** Cabinet (29 November 2010, decision item 8) approved the decision to develop a business case for the implementation of a Local Authority Trading Company, which would result in the transfer of Learning Disability Services, Physical and Sensory Impairment Disability Services and Mental Health in-house provider services to the Local Authority Trading Company.
- 11.5** On 24 May 2011, Cabinet Resources Committee approved the Adults In House Service Review Business Case and initiation of a18 full business plan (decision item 12). It was resolved; that the Cabinet Resources Committee approved the Adult In-House Services Business Case, in order that the Council can:
- 11.5.1** Appoint a Local Authority Trading Company shadow board to begin agreement negotiation between the Council and Local Authority Trading Company;
- 11.5.2** Set up a holding company in the form of a Local Authority Trading Company,
- 11.5.3** Set up a subsidiary Local Authority Trading Company for the management of those Adult Social Services currently provided in-house; and
- 11.5.4** Transfer the adult social care service provision from the management of the Council to the Local Authority Trading Company following approval of the business plan.
- 11.5.5** On 12 July 2011, Council approved the appointments to the Shadow boards for the Local Authority Trading Company Holding Company (The Barnet Group LTD) and the Adult Social Care subsidiary (Your Choice (Barnet) Limited, ref. decision item 19).
- 11.5.6** On 14 November 2011, a decision was taken by the Director of Adult Social Care and Health to enable the formation of The Barnet Group LTD (Delegated Powers Report No: 1492).