

Corporate Plan - 2018/19 Addendum

Introduction from the Leader of the Council

Barnet is an ambitious council that aspires to deliver excellent modern services to residents at the best possible value to the tax payer. The borough has some of the best schools in the country, over 200 parks and open spaces, and a comprehensive regeneration programme. The council operates on a sound financial footing, despite continued reductions to our budget and an ever-increasing demand for services – particularly care for the elderly. With the highest population of any London borough, this is a great achievement.

Our focus is on reaching the best outcomes for our residents and working with a range of public, private, and voluntary sector organisations to achieve this. We will always support our vulnerable residents and will target our resources at those most in need, whilst ensuring that everyone can benefit from the opportunities that growth and investment will bring to the borough.

As the Leader of the Council, I am optimistic about the future. The council will continue to face up to its responsibilities and support residents to stay independent of statutory services for as long as possible, but we can't do it on our own. The borough's residents and businesses will need to do their bit – helping to keep our streets and parks tidy, recycling more, and looking out for our neighbours – to ensure we are equipped to rise to the challenges of the next few years. We will increase our support for those residents and groups who want to take on a more active role in their community.

I hope this Corporate Plan helps you understand more about how Barnet is approaching the challenges and opportunities of the next year, and how we will measure our success.

Our Purpose

Being a commissioning council means focusing on the best possible outcomes for Barnet, using a combination of internal, external, and shared service delivery models to achieve this. Barnet is at the forefront of rethinking the way public services are delivered in the future.

This innovative approach to tackling the challenges local government faces means being open to new ways of doing things and working closely with partners across the public, private, and voluntary sector. This will ensure Barnet is well placed to meet future challenges and opportunities and continue to be a successful borough. The council will ensure that all citizens are treated equally, with understanding and respect, and have equal access to quality services which provide value for money to the taxpayer. Our job is to work together for residents and businesses to ensure: successful places; great outcomes; quality services; and resilient communities.

Our Corporate Priorities

Each of our corporate priorities is owned by one of our theme committees to ensure accountability – more information on what we have been doing to meet these priorities and planned work for the coming year is included in the relevant appendix.

Our top priority is the Children’s Services Improvement Plan, following our inadequate Ofsted inspection (see Appendix C).

- **Children’s Services Improvement Plan:** we have worked with our improvement partners (Essex County Council) to develop a robust Improvement Action Plan. Improving outcomes for vulnerable children is a priority across the council and our partners, not just within Family Services, and we will be working collectively to drive the improvements that we want. Effective leadership and partnership is vital to delivering good and outstanding services that keep children and young people safe and give them the right help, at the right time in their lives. Children in Barnet deserve the best possible services from us and we are committed to doing whatever we can to deliver great outcomes for children and young people across the borough and ensure that they have the best start in life.

Adults and Safeguarding Committee (Appendix A)

- **Implementing strength-based best practice**

Our strength-based approach to social care focuses on the adult’s life as a whole and includes social factors such as friends, family, employment, interests and hobbies. This offers our residents more control over the way they live their lives, with increased resilience and independence. Our strength-based practice programme has been identified as a model of good practice by the national association of directors of adult social services (ADASS) and in the national social work awards. We are continuing to enhance and embed our use of strength-based practice across frontline teams and are developing a programme that will bring our strength-based practice approach to a wider local audience including providers, health partners and our voluntary and community sector partners. As part of this priority, we are working to expand the care and support options available to residents: building new extra care homes, offering more technology services, increasing employment support, increasing supported living and nursing care and becoming a dementia-friendly borough.

- **Integrating local health and social care**

We are working with Barnet NHS Clinical Commissioning Group to implement Care Closer to Home, a programme of work that will deliver more care and treatment in local community settings. The first local Care Closer to Home network will go live in Burnt Oak in February 2018. Over the next year we will also be enhancing health care support to care homes to avoid unnecessary hospital admissions and support people in the last phase of life. We are implementing the ‘Red Bag’ Initiative which ensures an agreed set of key documents, personal items and medication accompanies people from care homes to and from hospital in a clearly identifiable red bag to facilitate smooth hospital admission and discharge. We will also focus on increasing the uptake of screening. A programme of work is underway to increase the number of Annual Health Checks completed by GPs. We will also continue to work on the transforming care programme, preventing hospital admissions for people with learning disabilities and complex needs.

Assets, Regeneration and Growth Committee (Appendix B)

- **Regenerating Brent Cross Cricklewood:** this is the council's most substantial growth and regeneration programme. It will transform the area into a new and thriving urban centre and will create 7,500 new homes and up to 27,000 new jobs. There are three essential components:
 - Brent Cross London – the redevelopment and modernisation of Brent Cross shopping centre and the delivery of critical infrastructure on the north of the A406, which is being led by Hammerson and Standard Life Investments
 - Brent Cross South – the council has appointed Argent Related as its joint venture partner to deliver the development to the south of the A406, which includes the creation of the new town centre
 - Thameslink station – led by the council, this includes the building of the new Brent Cross West Thameslink station and new waste and rail freight facilities.
- **Increasing the housing supply, including Colindale:** increasing the supply of housing in the borough is a key priority of the council. As part of the Colindale regeneration over 10,000 new homes will be delivered, and the council is also building new homes on its own surplus sites in partnership with the Barnet Group.
- **Helping people into work:** the Barnet approach sees joint working across Barnet Homes, JobCentre Plus, Cambridge Education, young people's support, and the local providers. Alongside this, we will develop new programmes to reduce levels of NEET (Not in Education, Employment or Training) care leavers to ensure they have access to employment and training opportunities to achieve the best outcomes and prevent drift and delay. We have active employment schemes available on our regenerations sites to help priority cohorts such as care leavers and those claiming Universal Credit find work.

Children, Education, Libraries and Safeguarding Committee (Appendix C)

- **Delivering the family-friendly Barnet vision:** in Family Services, our key priority is to put children and families at the heart of everything we do and focus on building resilient families and children through our resilience-based practice model. In Education, we want great schools and early years provision for our children. We have started a three-year partnership with UNICEF and will utilise tools, expertise, and resources to be recognised as a Children Friendly Community and support all children to be happy, safe, and resilient. We will further develop our work to involve young people in decision making through working with partners across the borough to make Barnet the most family friendly borough in London by 2020. As part of the 'resilient families: resilient children' vision, we have strengthened our approach to children with special education needs and disability, and commissioned a range of services which aim to foster resilience and independence within young people with complex needs.

Community Leadership Committee (Appendix D)

- **Safer communities:** through the Barnet Safer Communities Partnership (BSCP), Barnet Council works together with the police, probation services, fire service, public health, and other partner agencies to address crime and anti-social behaviour (ASB) issues in

Barnet. The aim of the BSCP is that everyone who lives, works, studies in, or visits Barnet will feel safe and be safe. Barnet is one of London's safest boroughs with a low crime rate. In order to ensure that we continue to address crime and ASB that affects people in Barnet, we are focused on working with residents and businesses to tackle ASB which affects their area (including littering, fly-tipping and illegal encampments); supporting victims of Domestic Violence and Hate Crime so people are confident in reporting incidents and the BSCP intervenes to prevent repeat victimisation; reducing Serious Youth Violence including violence linked to gang activity; and reducing the re-offending and the crime rate in Barnet (and in particular to reduce residential burglary).

- **Tackling issues with domestic violence, mental health, and substance misuse:** the Safer Communities Partnership Board has signed off a new Barnet Violence against Women and Girls (VAWG) Strategy. This emphasises the importance of work to engage with those victims of domestic abuse facing additional barriers that might prevent them from seeking help, including those with complex multiple needs such as mental health and substance misuse. The Community Safety Hub, a co-located space with officers from Community Safety, police, as well as a range of other teams and partnership agencies, has been being implemented to meet the council and partnership demand to manage complex problem solving cases.

Environment Committee (Appendix E)

- **Modernising environmental services:** changes to the Street Scene Cleansing Model will introduce new mechanical technologies into the service that are aimed at improving service quality and efficiencies. The service will also implement a new flexible management model which enables operational management to work across both the Recycling and Waste and Street Cleansing services. This will allow greater synergies across the service. We are reviewing our current fleet and the opportunity to make efficiencies through optimum use of vehicles and the use of an electric fleet where possible.
- **Delivering highways improvements:** we will continue to invest in the Network Recovery Plan for our roads and pavements (£50million over five years), and additional capital investment in road patching and potholes, as well as investing in Transport for London (TfL) Local Implementation Plan projects to improve safety, parking, and local transport. We are also shaping our enforcement approach on 'polluters pay' principle and clamping down on fly tipping and littering.

Housing Committee (Appendix F)

- **Building compliance and fire safety:** keeping residents safe is a top priority for the council. This means ensuring that our buildings always comply with safety standards, and meet best practice where reasonable. The tragic fire at Grenfell Tower in June 2017 focused attention on fire safety in particular, but we must also pay attention to electrical and gas safety, water, asbestos, and other potential hazards.

Policy and Resources Committee (Appendix G)

- **Implementing The Way We Work programme** to empower staff to choose when, where and how they work in order to deliver the best possible services and outcomes for our residents and customers. This includes a move out of our offices in NLBP and Barnet House to a new, purpose built office in Colindale and a number of hubs and touchdown points across the borough. Through the programme we are modernising and consolidating our office space whilst also having the opportunity to contribute to the regeneration of the Colindale area. The Way We Work programme is an important step in our organisational development to becoming a high performing, agile, learning organisation with a highly engaged workforce who deliver positive outcomes for residents and customers in Barnet.
- **Continuing to improve Customer Services** by developing a customer-focussed culture, where customers get a consistently high quality experience, and where we transform the number and quality of digital self-service options so that customers don't have to wait in a queue to get the information and service they need, but can go online 24/7. Our Customer Transformation Programme has been developed to deliver the vision that by 2020 customer access will be simplified, and primarily 'digital by default', offering efficient resolution and services joined-up across the council, partner agencies, and the community sector. We are redesigning our website to be much easier to use, and launching a more modern 'My Account' facility that will offer a wider range of service request options and extra features such as automated emails to give customers updates about the services they have requested. We are also delivering a digital inclusion programme to make sure customers without digital skills or access have the opportunity to acquire them, and that customers who cannot go online can still access the specialist support they need.
- **Medium and long term strategic planning:** our current Corporate Plan and Medium Term Financial Strategy runs to 2020 and it is important for us to continue to plan for and focus on the continued funding and demographic challenges beyond that period, as well as the potential opportunities from new technology etc. It is important to reset our thinking through to 2025 and beyond.

Our Staff Values

Barnet Council has a set of values that guide the way we work with partners and customers. Whether we are commissioning services or delivering them on the front line, our values are at the heart of what we do:

1. **We care** – about Barnet, its people and businesses, and those we work with
2. **We can be trusted** – we are open, honest, act with integrity, and are dependable
3. **We work together** – we actively listen, respond, collaborate and share ideas to achieve the best outcomes with residents, businesses and colleagues
4. **We embrace change and innovation** – we continually ask what we can do better, or differently. We encourage creativity and value ideas. We will celebrate our success and learn from mistakes.
5. **We value diversity** – we value different perspectives, individuality and treat everyone with respect. We will always strive to ensure the organisation embraces the richness of our community.

Barnet Council's financial position 2018-2020

In Barnet, the impact of falling public spending and increasing demand for services has meant the council has needed to save £144million between 2010 and 2017 – 59 per cent of its budget. The savings gap which was identified for 2018 to 2020 was £40.7million. £17.7million of the budget gap is due to be met from reserves by 2019/20; and there are savings proposals to mitigate £28.5million. After contributing approximately £12million to infrastructure works, there is a remaining gap of £6.7million. The savings proposals for the two years are:

2018/19	2019/20	Total
£11.287m	£17.269m	£28.556m

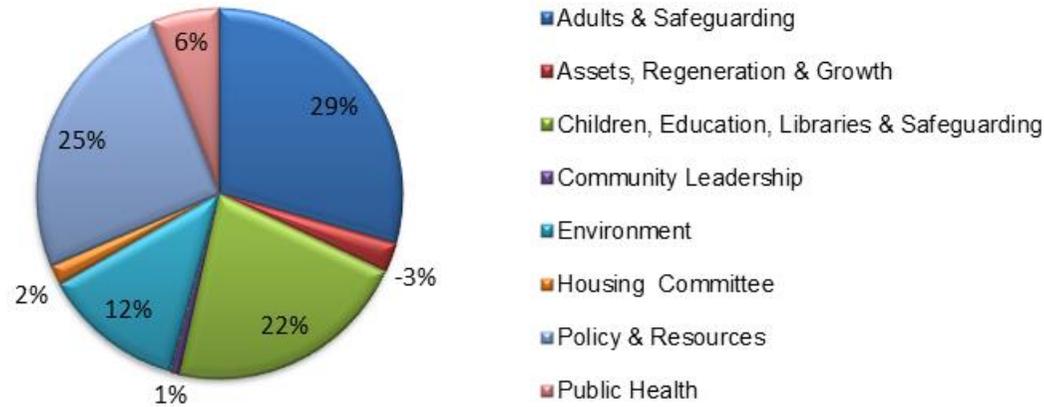
The impact of a decade of constraint on the public finances and increasing demand on services means that, in real terms, by the end of the decade, the council's total spending power will be nearly half what it was at the start.

Due to the increasing demand for our services there will continue to be pressure on the council's budget beyond 2020 and well into the next decade. This means that even without further cuts to government funding, we will need to continue to adapt our approach and deliver differently to make savings and generate income to ensure we are able to provide for the changing needs of our residents.

Medium Term Financial Strategy to 2020

The council has published a Medium Term Financial Strategy (MTFS) to 2020, which sets out how it will meet the financial challenge to the end of the decade. The council's revenue budget at the start of 2018/19 is £276.1million, which is split by the main council Theme Committees as follows:

Barnet Council's Revenue Budget 2018/19: £276.1million



The table below outlines the savings which have been allocated to each of the council's Committees over the next two years.

Theme Committee	2018-19 £000	2019-20 £000	Total £000
Adults & Safeguarding	(2,980)	(4,917)	(7,897)
Assets, Regeneration & Growth	(2,355)	(2,308)	(4,663)
Children, Education, Libraries & Safeguarding	(2,692)	(2,898)	(5,590)
Community Leadership	0	(243)	(243)
Environment	(1,915)	(2,780)	(4,695)
Policy & Resources	(1,345)	(4,123)	(5,468)
Total	(11,287)	(17,269)	(28,556)

Appendix A: Adults and Safeguarding Committee

Introduction

Adult social care services have a key role to play in improving the lives of Barnet's most vulnerable residents. We work with residents & their families, along with housing, education, and health services, to enable people to stay independent, in control of their lives, and live for longer in their own homes. We do this through best practice social care focused on what people can do and how they can help themselves. We are diversifying Barnet's accommodation offer to help more people to live independently and empower young people with complex disabilities to stay in Barnet, where they grew up. Through transforming our day care provision we are ensuring that people are able to remain active and engaged with access to employment and volunteering. To prevent crises, we are integrating our health and social care services for frail older people, which will reduce demand on hospital services. We are encouraging active and healthy lifestyles and are improving the borough's leisure facilities, parks, and open spaces to support this. Finally, we are making best use of technology and expanding evidence-based prevention and early support to ensure that people can stay independent for as long as possible.

Key successes from 2017/18

Corporate priorities

- **Implementing strength-based best practice**

We implemented a new, best practice model of social work and occupational therapy practice, 'strength based adult social care'. This involves social workers and occupational therapists working differently with residents who have social care needs, to find their preferred way of staying independent using community resources. In 2017/18, this approach was rolled out across the service. We have also opened two Care Space hubs, co-located with the voluntary sector, enabling us to meet service users in the community. This approach is now offered to all new service users.

We have embedded strength based practice in mental health, increasing the capacity of our specialist enablement and recovery service in Mental Health (MH), 'The Network', which provides short-term support to people with MH problems in Barnet, giving them the opportunity to (re)gain skills and confidence to fully participate in their community. The Network aims to keep people in the community, in their own homes and self-reliant. The approach is one of enablement, recovery and staying well.

Our framework agreement with supported living providers gives people access to a range of supported living services that help them to remain independent and reduce the likelihood that people will need to be admitted or re-admitted to residential care or hospital.

This includes support for people with low, medium and high level of need; supported living for young people with learning disabilities and/or autism and specialist step-down accommodation-based support for people with people with mental health conditions.

Your Choice Barnet (YCB) provides support including supported living services, day services, respite, enablement and personal assistant services to around 260 adults with disabilities in Barnet. Under the terms of the Council's new contract with YCB, which came into effect in February 2017, YCB has adopted a strength-based approach to help more service users move towards more independent living and participate in the workforce. Since February 2017, YCB has supported 10 individuals into employment and a further 8 people have been supported into volunteering roles.

We have also implemented the new London-wide Multi-Agency Safeguarding procedures. These embed 'Making Safeguarding Personal' into local working across all London boroughs, the Metropolitan Police and the NHS across London. Barnet's adult safeguarding team have worked with the Community Safety Partnership to deliver training, support and a referral programme for General Practices in the borough on responding to domestic violence and abuse.

We continue to build on the successful launch of the Barnet Dementia Action Alliance (DAA) in 2016 by working with our partners to support communities to take practical actions to enable people to live well with dementia and make Barnet a Dementia Friendly Borough. We have been building a specialist extra care scheme to support people with dementia, which we aim to open later in 2018. We are investing in two further extra care schemes, creating over 150 new extra care apartments in the borough. We continue to provide our dementia advisors service and dementia cafes, in partnership with the local voluntary sector. We developed an innovative training and support programme for carers of people with dementia, enabling them to carry on their caring role.

- **Integrating local health and social care**

Barnet's Better Care Fund plan means that local residents with long term conditions can now access multi-disciplinary care in the community through the Integrated Locality Team and the Rapid Response Service. The Barnet Integrated Learning Disability Service (ILDS) continues to support people with learning disabilities and is recognised as a strong performer in the London-wide Transforming Care programme. The team has avoided hospital admissions through close multi-disciplinary working and also by supporting people with complex needs to move to new supported housing. We are working closely with local GPs and the NHS Barnet Clinical Commissioning Group (CCG) to develop a network of 'care closer to home' GP hubs. These will reduce variation in care and improve access to prevention services. We have developed an integrated service for people with dementia with the CCG, joining up access to diagnosis and treatment through the memory service to support and care provided by the Council.

Additional priorities for this Committee

• **Needs-based prevention and support**

The Council's new telecare service launched last year, expanding the assistive technology offer to reach more people and embed the use of innovative technology as part of mainstream care provision. The service has introduced a range of new technologies including:

- Oysta – mobile telecare that can be used outside of the home to support to people to be independent in the community.
- Brain-in-hand – personalised support through a mobile phone app to access employment and education in the community.
- Memrabel – supports people to retain cognitive ability and provides audible reminders for medication and everyday living tasks.
- A mobile device linked to a call centre via 3G sim card with alert button, falls sensor and GPS that provides an immediate services for people discharged from hospital whilst an assessment and installation is arranged in the person's home.

Installations of new devices have performed well, supporting people to live independently for longer and provide greater assurance for family members and carers. By the end of 2017 the service had installed equipment for an additional 689 residents – effectively doubling the size of the service. Over 200 social care and health staff have been trained to make effective referrals for telecare.

Neighbourhood Services have been recommissioned to provide a range of services for older adults:

- Local activities, events, befriending, lunch clubs and health promotion – accessed by 8,566 people in 2016/17.
- Handyperson scheme that carries out simple preventative maintenance measures to enable people to stay in their own homes in safety and comfort – accessed by 900 people in 2016/17.
- Later Life Planning to deliver targeted information and advice to enable older people to plan for later life – accessed by 1,509 people in 2016/17.
- Falls prevention activities – 754 people attended exercise classes including strength, balance and Tai Chi in 2016/17.

These services are delivered throughout Barnet by a range of voluntary sector organisations, led by Age UK Barnet.

The Council has developed its Ageing Well programme into a borough wide local area co-ordination service, which mobilised in 2017. The service connects people to community activities and self-help.

Our early intervention and prevention services for people with learning disabilities and/or autism spectrum conditions help people develop personal independence and resilience through solution-focused support that helps them to develop their own approaches to resolving issues and responding to crisis. Services including problem solving training, 1:1 support planning, employment support, community participation activities and learning and development activities give people the personal skills they need to participate in their local community, be responsible citizens and lead meaningful lives. In 2017/18, around 160 people with learning disabilities or autism spectrum disorders accessed community participation and learning and development activities.

The Council also commissions a number of other prevention and support services from the local community and voluntary sector including information, advice and advocacy services from Barnet Citizens Advice Bureau; mental health advocacy services from Voiceability in Enfield; Community Barnet's Healthwatch service, that helps people access and make choices about health and care services; housing support provided by Genesis Housing Association through Outreach Barnet; stroke support services provided by Central London Community NHS Trust and support for people with visual impairment provided by Middlesex Association for the Blind.

- **Improving leisure facilities and physical activity**

We are investing £41.5 million in the building of two new leisure centres with expanded facilities. Construction of both centres commenced in December 2017. We secured £2million of Sport England Strategic Investment Funding to support these leisure centre developments. The Fit and Active Barnet Framework was launched in March 2017, with the first partnership event being hosted in May, including representation from a cross-section of organisations and stakeholders. The partnership aims to connect and align organisations to co-ordinate and deliver an accessible physical activity pathway, which addresses barriers to participation and improves health and society outcomes We procured a new 10 year leisure management contract to take effect from 1 January 2018, with significant new benefits for Barnet residents, focusing on health outcomes. The SHAPE programme which is specifically delivered for 14 – 25 year olds, engaged with over 1,700 young people in the Burnt Oak and Colindale wards, also supporting young people through training and employment opportunities.

- **Health and Wellbeing**

Public Health led a successful bid to bring the National Diabetes Prevention Programme to Barnet and has funded a Local Commissioned Service in Primary Care to embed brief intervention for lifestyle change. A pre-Diabetic pathway was also developed and has been embedded in GP systems. The Barnet Community Champions programme in GP practices was set up by Public Health. The response from residents in Barnet to GP practices' requests for volunteer support has been exceptional, with volunteers now supporting health promotion and self-care initiatives in five GP surgeries and one care home. Over 60 champions now provide a wide range of activities. Opportunities for integrating health champions into quality improvement processes and to identify and redirect needs that would be better addressed in the community have been identified.

Key activities for 2018/19

Corporate priorities

- **Implementing strength-based best practice**

Our strength-based approach to social care focuses on the adult's life as a whole and includes social factors such as friends, family, employment, interests and hobbies. This offers our residents more control over the way they live their lives, with increased resilience and independence, while building upon their connections with the local community. Our strength-based practice programme has been

identified as a model of good practice by the national association of directors of adult social services (ADASS) and in the national social work awards. All relevant staff are trained in strength-based practice and it is present in all aspects of day-to-day practice. We are continuing to enhance and embed our use of strength-based practice across frontline teams, and this is monitored in a number of ways including our weekly resource panel, internal and external audit activity and case file and direct observation work. Customer feedback surveys this year will monitor the impact of strength-based practice on residents. We are developing a programme that will bring our strength-based practice approach to a wider local audience including providers, health partners and our voluntary and community sector partners, beginning with our Hospital and Care Quality teams in spring 2018. We are building a partnership with Hampshire County Council Adult Services and have begun sharing best practice and critical reflection around strength-based practice. We will build on this partnership through 2018 and also benchmark our progress against another local authority.

As part of this priority, we are working to expand the care and support options available to residents: building new extra care homes, offering more technology services, increasing employment support (to increase the proportion of adults in paid employment), increasing supported living and nursing care and becoming a dementia-friendly borough. For 2018/19 the Council is working to recommission care and support services at two extra care schemes in Barnet – Goodwin Court (52 self-contained flats) and Wood Court (39 self-contained flats). The Council has also been working with Barnet Homes and Your Choice Barnet to build a new extra care scheme at Moreton Close, which will provide 51 additional extra care flats, with a focus on supporting people with dementia. It is anticipated that the new scheme will launch in 2019.

- **Integrating local health and social care**

We are working in partnership with Barnet NHS Clinical Commissioning Group to implement Care Closer to Home, a programme of work that will deliver more care and treatment in local community settings, reducing unnecessary hospital attendances, promoting individual and community health and wellbeing and providing more integrated, coordinated support to those most in need. Local Care Closer to Home networks will bring together GPs, nurses, pharmacists, social care staff, mental health and other professionals and community and voluntary sector groups to support people to look after themselves and stay well. The first local network will go live in Burnt Oak in February 2018. People visiting their GPs will be able to access information and advice about Council services including BOOST (employment and welfare services), exercise referral, prevention services, housing and adult social care support.

Over the next year we will also be enhancing health care support to care homes to avoid unnecessary hospital admissions and support people in the last phase of life.. We are implementing the 'Red Bag' Initiative which ensures an agreed set of key documents, personal items and medication accompanies people from care homes to and from hospital in a clearly identifiable red bag to facilitate smooth hospital admission and discharge. We will also focus on increasing the uptake of screening. A programme of work is underway to increase the number of Annual Health Checks completed by GPs. We will also continue to focus on improving the health of carers by further developing our carers support offer in primary and secondary health care settings; expanding our digital support offer to carers; promoting the support available to carers in pharmacy settings; and delivering training on identification and support of

carers and young carers to primary care workers via the CEPN Multi Collaborative Learning Groups. We will continue to work on the transforming care programme, preventing hospital admissions for people with learning disabilities and complex needs. As the transforming care programme is entering its final year the focus will be on ensuring the good progress made is firmly established in our joint processes for example through a new specification for health services for people with learning disabilities.

Additional priorities for this Committee

- **Needs-based prevention and support**

We will help people with learning disabilities and mental health conditions play an active part in their communities. Employment support will be offered to more people who use adult social care through our new employment support framework. This service will take a strength-based approach, developing resilience, building on natural community supports and social networks, developing life skills and supporting people to access community provision and universal services and progress to employment.

We will expand home care, enablement, and supporting living services by bringing more providers into Barnet. Our support service for carers and young carers will continue to provide assessments and advice; training to help support carers in their caring role; and carer support plans that are tailored to individual needs and utilise community resources. Our programme of support for carers of people with dementia will continue to support carers to continue to care for their loved one and maintain their family together. We will continue to support carers to balance work and caring commitments and have commissioned an umbrella membership with the Employers for Carers Scheme – this means that all LBB employees and all SMEs within Barnet (organisations with fewer than 250 staff working for them) can join the scheme. Benefits of the scheme include: accessing member resources on the Employers for Carers website, including relevant legal information, practical case studies and template leaflets/workplace surveys, invitations to Employers for Carers member events; connecting with other employers and benefitting from peer support.

- **Improving leisure facilities and physical activity**

We will continue with the coordination of funding applications, volunteering and training opportunities through the Fit and Active Barnet Partnership. We will also commission and complete an Indoor Sport and Recreation Study which will act as a strategic review and complement to the Barnet Playing Pitch Strategy and Local Plan. We will continue the construction of the two new leisure centres, for a planned opening in 2019. We will ensure the new leisure services provide an enhanced range of services to local residents, with increased use of the facilities and increased physical activity among residents.

- **Health and Wellbeing for Adults**

Barnet's Public Health Team will become a standalone service and will lead the development of a social prescribing offer for primary care as part of the Care Closer to Home programme. Health checks and smoking cessation services commissioned via GP surgeries will deliver improved outcomes for residents.

Indicators for 2018/19

Corporate priorities

- Implementing strength-based practice

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	AC/S1 (Annual)	Percentage of people who use adult social care services satisfied with their care and support (survey) ¹	61%	61.3% (G) (reported in Q2)	61.3% (within confidence interval)	Annual – not reported	Annual – not reported	62.1 (within confidence interval)	Top 20% of comparable boroughs, within confidence interval(62.5% in 2016/17)
CPI	AC/S9 LAPS (D19)ASCO F2A (2)	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	530	381.9 (G)	500	58.9 (G)	185.0 (R)	490.0 ²	Top 40% of comparable boroughs (365.3 in 16/17)
CPI	AC/C14	Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	16.6	8.50 (G)	15.0	0.0 (G)	1.6 (G)	12.0 ³	Top 30% of comparable boroughs (5.88 in 16/17)
CPI	AC/S15 (ASCOF 4A) (Annual)	Percentage of people who use services who say those services make them feel safe and secure (survey)	80.1% (within confidence interval)	79.6% (G) (reported in Q2)	79.6% (within confidence interval)	Annual – not reported	Annual – not reported	81% (within confidence interval)	Maintain performance
CPI	AC/C17	Percentage of contacts that result in a care package	Monitor	21% (reported in Q1)	Monitor	18.2%	5.2% ⁴	Monitor	Monitor

¹ All indicators based on the Adult Social Care user survey are set using a 'confidence interval' that takes account of the margin of error which may result from surveying a small sample of the population.

² This target will be reviewed in Quarter 2 2018/19 to see if it can be reduced, following data cleansing to support the 2017/18 statutory returns.

³ As with AC/S9, this target will be reviewed in Quarter 2 2018/19 to see if it can be reduced, following data cleansing to support the 2017/18 statutory returns.

⁴ This indicator is subject to data quality issues relating to the Mosaic implementation and is likely to be revised in subsequent quarters.

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	AC/S10 (ASCOF 1B) (Annual)	Percentage of people who feel in control of their own lives (survey) ³	69% (within confidence interval)	69% (G) (reported in Q2)	70% (within confidence interval)	Annual – not reported	Annual – not reported	73% (within confidence interval)	Top 25% in England (79.5% in 15/16)

- Integrating local health and social care

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	AC/C12	Number of delayed transfers of care from hospital per 100,000 population (aged 18+) which are attributable to both NHS and Adult Social Care	7.35	9.9 (R)	7.35	9.9 (R)	10.7 (R)	9.0 ⁵	Maintain performance
CPI	AC/C13	Number of delayed transfers of care from hospital, and those which are attributable to adult social care, per 100,000 population	2.5	5.1 (R)	2.5	5.5 (R)	5.5 (R)	2.6 ⁶	Maintain performance

- Needs-based prevention and support

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	AC/S3 (ASCOF 1G)	Percentage of adults with learning disabilities who live-in their own home or with their family	63%	71.6% (G)	65%	70.0% (G)	70% (G)	72.5%	England average (76.2% in 16/17)
CPI	AC/S4 (ASCOF 1E)	Percentage of adults with learning disabilities in paid employment	10.8%	10.9% (G)	10.8%	9.9% (G)	10.0% (RA)	10.9%	Top 25% of comparable boroughs (11.3% in 16/17)

⁵ The DTOC targets from 2017/18 onwards use a new ASCOF measure which counts the average number of delayed discharges on each day in the month, per 100,000 population. The 2018/19 DTOC targets (AC/C12 and AC/C13) are now set by NHS England at a national level which may be subject to revision in 2018/19 based on central government requirements and guidance. This indicator relies on data which is collected from NHS providers and published centrally by NHS England. Substantial work has taken place in Q3 2017/18 to review this data, including past submissions, to ensure the submissions have been correct, and this work may ultimately result in a revised outcome.

⁶ As AC/C12 above.

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
CPI	AC/S5 (ASCOF 1F)	Percentage of adults with mental health needs in paid employment	7.2%	7.6% (G)	7.5%	7.6% (G)	6.9% (G)	7.5%	Top 30% of comparable boroughs (7.65% in 15/16)
CPI	AC/S6 (ASCOF 1H)	Percentage of adults with mental health needs who live independently, with or without support	83%	84.2% (G)	83%	83.1% (G)	81.8% (GA)	83%	Top 10% of comparable boroughs (84.1% in 15/16)
SPI	AC/S2 (ASCOF 3D) (Annual)	Service users who find it easy to get information (survey) ²	71.3% (within confidence interval)	69.4% (G) (reported in Q2)	Maintain performance (within confidence interval)	Annual – not reported	Annual – not reported	69.8% (within confidence interval)	Top 35% of comparable boroughs, within confidence interval (73.9% in 16/17)
SPI	AC/S18	Percentage of service users receiving ongoing services with telecare	17%	16.2% (GA)	17%	23.4% (G)	25% (G)	26.5%	30%
CPI	AC/S29	Number of instances of information, advice and guidance provided to carers	3000	3226 (G)	3300	724 (R)	1,256 (R)	3600	3800

- Improving leisure facilities and physical activity

Ref		Indicator	2016/17 Target	2016/17 EOY Result	2017/18 Target	2017/18 Q1 Result	2017/18 Q2 Result	2018/19 Target	2019/20 Target
SPI	CG/C29	Percentage of the population taking part in sport and physical activity at least twice in the last month (as defined by Active Lives)	NEW FOR 2017/18	NEW FOR 2017/18	76.7%	Annual – reports in Q2	77.9% (G)	78.5%	79%
SPI	New	Total number of leisure attendances	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	New for 2018/19	1,163,000	1,481,000