



Adults and Safeguarding Committee

15 March 2021

Title	Adults and Safeguarding Committee Delivery plan 2021/22
Report of	Chairman of the Adults and Safeguarding Committee
Wards	All
Status	Public
Urgent	No
Key	No
Enclosures	Appendix 1 - Fit Active Barnet Framework 2016-2021
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Summary

This report sets out the Delivery Plan priorities for the Adults and Safeguarding Committee for the financial year 2021/22.

The content of the plan develops the commitments made in the Barnet Plan and Medium Term Financial Strategy, presented to Council on 2 March 2021.

The committee will receive a performance report each quarter updating on progress, performance, and risk against the priorities.

On 16 March 2017, the committee approved the Fit and Active Barnet Framework, the council's strategy for physical activity. The strategy is due to expire at the end of March 2021. The Covid 19 pandemic has meant that officers and partners have been unable to undertake a full process to develop a new strategy for committee approval. This report therefore asks Committee to extend the FAB framework for a further year, during which time the council will work with partners to develop a new strategy.

Officers Recommendations

1. That the Committee approve the Delivery Plan 2021/22 as set out in this report.

2. That the Committee approve the extension of the Fit and Active (FAB) Framework to the end of March 2022.

WHY THIS REPORT IS NEEDED

1.1 Each year, the Committee agrees an annual delivery plan. This report sets out the priorities for the delivery plan for 2021-22. The priorities will support the council's role in ensuring high quality support for residents and include areas of innovation, collaboration and improvement. Given the extensive ongoing work of responding to Covid-19 and the work that will take place in the recovery phase, the committee priorities will continue to be built on as the recovery from the pandemic progresses.

NATIONAL CONTEXT

2.1 The recent white paper 'Integration and innovation: working together to improve health and social care for all' sets out proposed legislative changes for integrated care and for adult social care. Under the proposals, integrated care systems (ICSs) will become statutory bodies, with functions currently being carried out by CCGs being transferred to integrated care systems.

2.2 The white paper proposes a duty to collaborate through Integrated Care Systems, bringing together the NHS, local government and partners with a focus on place-based working.

2.3 The white paper proposes a new national assurance process for councils with adult social care responsibilities. It also proposes that independent social care providers will be required to provide information to national data collection systems.

2.4 Additional proposed changes include a new standalone legal basis for the Better Care Fund. The current legal framework for hospital discharge ('delayed transfers of care') will be changed and the 'discharge to assess' model will become mandatory. There will also be a legal power for central government to make financial payments directly to social care providers.

2.5 The white paper recognises the significant pressures faced by the social care sector and states that the Government remains committed to reform, with detailed proposals planned later this year.

2.6 The committee at its November 2020 meeting considered the business planning report for the budgets within the committee's remit. The business planning report set out in detail the national financial context for adult social care and the delivery plan priorities should be considered in this context.

- 2.7 The government has set out that the Liberty Protection Safeguards, the successor regime to the Deprivation of Liberty Safeguards will be fully implemented by April 2022, with the regulations for Approved Mental Capacity Professionals (AMCPs) coming into force from January 2022.
- 2.8 There has been significant disruption to leisure services as a result of Covid-19. The extent of the commercial impact on the recovery of the sector nationally is uncertain. Demand may continue to be significantly impacted by closures, restrictions and changes in customer behaviour.

LOCAL CONTEXT

3.1 Corporate Plan

- 3.1.1 The Council has revised its Corporate Plan, which was presented to Full Council on 2 March 2021. Adults and Safeguarding is the lead committee for the corporate plan's healthy theme, covering adult social care, integrated care and physical activity & leisure. However, healthy is a cross-cutting theme and elements of it report to other committees, including activity on homelessness, domestic abuse and gender based violence, and tackling the longer-term impacts of Covid-19.
- 3.1.2 The revised Corporate Plan will be a live document and so will be continually reviewed for priorities and actions against need and delivery expectations. This will be completed annually over the life of the plan. The Medium Term Financial Strategy and Business Planning process will continue to be prepared alongside the Corporate Plan.
- 3.1.3 This delivery plan also sits alongside our Medium Term Financial Strategy, which was approved at Adults and Safeguarding committee in November 2020.

3.2 Barnet Care Market

- 3.2.1 Barnet has a large and diverse care market with 169 CQC registered care providers. This includes care and nursing homes, homecare, extra care housing and supported living. This includes 84 care homes, with 2,536 beds. This is the second largest number of registered care home beds in London and the largest number of registered care home beds for the over-65s.
- 3.2.2 The majority of these are residential or nursing homes for older people, but they also include those supporting younger adults with mental health or learning disabilities. They range from 100-bed care homes to small independently-owned homes with only a few residents.
- 3.2.3 Barnet's care providers are used by significant numbers of people who fund their own care, with over 60% of care home beds in the borough purchased by private individuals, and the remaining commissioned by Barnet or other local authorities and CCGs.
- 3.2.4 The general quality of the care market is good, with 83% of providers receiving a good or outstanding rating from CQC.

3.2.5 Barnet has supported care providers with over £10million worth of additional funding since March 2020 through council funding and government grants. This has been to support with the additional costs of infection control, testing, and staffing during the pandemic.

3.3 Customer satisfaction and engagement

3.3.1 Engagement and co-production form a key part of Adult Social Care. The council hosts an Involvement Board made of resident representatives with experience of adult social care from across different communities, providing input at a strategic level. There is a programme of working groups throughout the year, focusing on different services and improving practice. There is also a close working relationship with the voluntary and community sector to engage with different communities.

3.3.2 Resident feedback is collected as part of the national Adult Social Care user and carer surveys. Most of the satisfaction measures collected from the national Adult Social Care User survey show that we are engaging well with clients. Satisfaction and quality of life measures improved compared to previous years and Barnet benchmarks better than London's regional averages in satisfaction rates.

3.3.3 Adult Social Care is also required to operate a statutory complaints and representations procedure. Learning from complaints is a valuable tool in helping to understand residents' and customers' expectations of service delivery and plays a key part in identifying service improvements in adult social care. The number of statutory complaints for ASC have continued to steadily decrease while compliments have increased. 199 written compliments were received in 2019/20, which is the highest number in the last four years.

4 Delivery Plan Priorities

4.1 Recovery

4.1.1 The council's adult social care service led significant additional responsibilities during the pandemic, including the support response to the shielded and the wider community of vulnerable people affected by Covid-19, alongside Voluntary, Community and Faith Sector (VCFS) partners. Throughout the pandemic, the council has also continued to carry out its full range of adult social care functions, such as assessing and meeting need under the Care Act, safeguarding, Mental Health Act and Mental Capacity Act duties and supporting the care market.

4.1.2 The focus on recovery will include:

- Reinstating in-person social work fully when safe, and exploring new practice models building on the use of technology through the pandemic
- Restoring respite and day support fully when safe, which will ensure that adults with care and support needs and carers have a range of support outside of the home, improving quality of life and reducing the risk of carer breakdown
- Re-opening leisure services on a sustainable footing

4.2 Bringing health and care together

4.2.1 There are a range of integrated health and care services in Barnet already. Over the coming year, the council will work with health and VCFS partners to develop the Barnet

Integrated Care Partnership (ICP). This will include extending the range of projects and initiatives that come under its remit, implementing new programmes of work and developing its governance in preparation for the implementation of a statutory ICS. Initial priorities for integrated work over the coming year include:

- 4.2.1.1 Further developing the integrated discharge team model to ensure residents leaving hospital get the right care and support, in the right place and in a timely fashion. This will include embedding and mainstreaming the service model into 'business as usual', confirming funding and delivery levels for all partners and ensuring compliance with expected new legislation which will make the model a statutory requirement.
 - 4.2.1.2 Embedding new models of quality and clinical in-reach support to care providers and sustaining the services over the longer term.
 - 4.2.1.3 Completing the transition back from central government funding of the initial period of post-hospital care without adding significant delay into the system. Ensure all residents who need one get a full Care Act assessment and a financial assessment.
 - 4.2.1.4 Working closely with Barnet, Enfield and Haringey Mental Health Trust to ensure that their transformation programme for community mental health services most effectively meets the needs of Barnet residents.
 - 4.2.1.5 Working with primary care networks, implement a model of community based multi-disciplinary dementia support for people with dementia and their carers. Additionally, expansion of the model subject to the outcomes of the pilot.
 - 4.2.1.6 Develop a health improvement and prevention approach to address health inequalities in BAME communities.
- 4.2.2 In further developing integrated care, the council is looking to achieve improved access to services for residents and improve health outcomes.
- 4.2.3 Key performance indicators for this priority will include total number of hospital discharges in the year for all pathways, adults discharged into social care (pathway 1 or 3) and number of clients with joint funding (CHC) arrangements. Targets will be set following a review of end of year results. These are local measures based on the new discharge to assess and revised health and care pathways established in 2020-21. These measures will help us monitor demand coming from health and hospital pathways into social care.

4.3 Supporting residents to maintain their strengths and independence

- 4.3.1 The council's adult social care service has focused on supporting independent living using a strengths-based practice model for many years. The new corporate plan re-affirms this commitment. The priorities for promoting independence over the coming year include:
- 4.3.1.1 Continuing to develop our two new extra care schemes, Atholl House in Burnt Oak, due for completion in Spring 2022, and Cheshir House in Hendon, due for completion in Summer 2023.
 - 4.3.1.2 Given the current economic outlook, individuals with a disability may well find it even harder to secure and maintain paid work. We will work with our partners and commissioned services to ensure services adapt and are able to most effectively support residents with a learning disability or mental ill-health to enter or stay in the paid workforce.
 - 4.3.1.3 Working with family services, develop new ways to expand choice of care & support and promote independence for young adults with learning and complex disabilities.
 - 4.3.1.4 The Liberty Protection Safeguards are planned to come into force in April 2022 and will provide protection for people aged 16 and above who are or who need to be deprived

of their liberty in order to enable their care or treatment; and lack the mental capacity to consent to their arrangements. We will implement this new system in-line with government guidance.

- 4.3.1.5 Continuing to safeguard residents and ensure good outcomes for those accessing care and support.
 - 4.3.1.6 We will implement the new multi-disciplinary social care front door following the transfer of Social Care Direct staff from Capita to the London Borough of Barnet. The implementation of a multi-disciplinary front door team will provide the best approach to deliver high quality customer service, faster resolution for residents and improved demand management. The multi-disciplinary team will consist of professionals with the expertise and knowledge to resolve more queries at the first point of contact.
 - 4.3.1.7 We will explore opportunities to increase the number of people that can benefit from the work of our prevention and wellbeing team, delaying or avoiding the need for adult social care.
 - 4.3.1.8 We will continue to deliver the priorities agreed in the Autism Action Plan, including working on the diagnostic pathway, awareness training and peer support for people with autism in our community, employment and skills.
 - 4.3.1.9 Completing work on our dementia strategy which will set out our commissioning intentions and priorities to improve outcomes for people with dementia and their carers.
 - 4.3.1.10 Undertaking a strategic review of respite support for older people including people living with dementia and people with learning disabilities.
 - 4.3.1.11 We will be procuring carers and young carers support services to further develop our carers support offer, which help carers maintain and maximise their health and well-being and also that of their families. Strategy and approach will be informed by the joint work being undertaken across health, social care and the voluntary and community sector to identify local carers as part of the Covid vaccine rollout.
 - 4.3.1.12 We will continue to offer support to help residents remain independent by providing equipment that allows people to stay more independent at home and use assistive technology to support residents to maintain their independence and stay safe and connected in their homes and out in the community.
 - 4.3.1.13 Commissioning a range of accommodation and support options to support individuals with a diverse range of different needs and support requirements.
- 4.3.2 Intended outcomes for this priority include greater access to employment skills and training, increased opportunities for peer support and greater access to information and advice for people with autism. As part of the dementia strategy, the intended outcomes are to increase the number of dementia friends in the borough, increase day opportunities and support for people with dementia and greater access to information and advice. As part of the respite review, increase the support offer for people with respite needs. There will also be a new carers and young carers support service in place and new accommodation and support offer in place.
- 4.3.3 Key performance indicators for this priority will include the following local measures: numbers of shared lives carers recruited and the number of shared lives placements, the percentage of contacts signposted or provided with information, advice and guidance, the total number of clients who received reablement services in the year from both hospital and community routes and the percentage of safeguarding contacts leading to S42 safeguarding referrals. National measures, as part of the Adults Social Care Outcomes Framework (ASCOF), include: adults with learning disabilities who live in their own home or with their family, permanent admissions to residential and nursing care homes, , permanent admissions to residential and nursing care homes, and people who feel in control of their own lives. Targets will be set following a review of end of year results.

4.4 Focusing on Mental Health and wellbeing

4.4.1 The council's mental health social work teams and recovery service, the Network, are integrated with NHS mental health services and work closely with the voluntary sector. Over the coming year, the priorities in mental health will include:

4.4.2 Ensuring services are accessible and that residents know the services that are available.

4.4.3 Working with NCL CCG and partners to improve the multi-agency model of care and support for people with severe mental illness, that includes:

- an enhanced community-based offer including physical health, employment support, personalised care, medicines management
- a preventative approach with a focus on reducing health inequalities and support for self-harm and substance misuse.
- Services for mental health aligned with primary care networks
- Improved crisis support

4.4.4 In working with the NHS on this priority, the council is seeking to improve access to mental health services for residents and improve outcomes for residents. Key performance indicators for this priority will include mental health assessments completed in the year, mental health reviews completed in the year and independent living. Targets will be set following a review of end of year results.

4.5 Greater facilities and opportunities to be physically active

4.5.1 Over the last few years, the council's leisure team has worked extensively with partners to encourage physical activity in the borough and improve opportunities for residents. Physical activity levels have increased and the council remains committed to continuous improvement in this area.

4.5.2 The Fit & Active Barnet (FAB) Framework provides a strategic framework for the co-ordination and delivery of sport and physical activity across Barnet. This is underpinned by a vision to create a 'more active and healthy borough'. It adopts a coordinated approach, working with partners to increase participation and maximising opportunities to improve the health and wellbeing of all residents. The strategy sets out four key outcomes:

- Improve and enhance Barnet leisure facilities, ensuring that opportunities are accessible for all residents.
- Advocate investment and innovative policies to support the delivery of high quality, accessible facilities and delivery of services.
- Facilitate partnerships and develop opportunities that demonstrate a commitment to embed an 'active habit'.
- Target those who do not traditionally engage, increasing participation amongst under-represented groups.

- 4.5.3 Over the last few years, the council's leisure team has worked extensively with partners to encourage physical activity in the borough and improve opportunities for residents. This has ranged from Council investment in building two new leisure facilities, delivering targeted interventions such as health walks, investment via Area Committees in creating 'active trails', to providing competitive opportunities for children and young people through the London Youth Games.
- 4.5.4 Measuring activity is co-ordinated via the Sport England Active Lives survey which records the total no. of the population (16rs+) who are active for 150 minutes or more per week. In Barnet, physical activity levels had increased from 58.4% (May 17/18) to 64.3% (May 18/19), the most significant increase across all London Boroughs. The latest data reveals a decline to 55.5% (May 19/20) which correlates with the impact of Covid 19, especially the closure of indoor and outdoor facilities and aligns with research undertaken by Sport England highlighted within their new Strategy; 'Uniting the Movement'. The council remains committed to continuous improvement to increase activity levels which will be addressed through the restatement of Covid secure activities and development of a new strategy
- 4.5.5 As the existing FAB Framework is due to expire on 31 March 2021 it is recommended that this strategy is extended to 31 March 2022 to enable the Council to develop a new strategy that build on our previous success and addresses the impact of Covid to deliver positive outcomes for residents.
- 4.5.6 Throughout the pandemic our leisure facilities, parks and open spaces have offered a vital service for many residents to exercise and participate in physical activity. The council, GLL, clubs and community groups continue to respond to a dynamic and changing situation which has resulted in facility closures, suspension of activities, restricted access to outdoor equipment and limited play provision since March 2020.
- 4.5.7 Whilst the Council continues to work with partners to diversify and adapt provision to enable activities and events to take place, the impact of Covid-19 has significantly affected health. In recognition of this, we want more communities to enjoy the benefits of sport and physical activity. Our priorities for the coming year include:
- 4.5.8 Increasing physical activity levels in the borough, through targeted work with groups who are less active and opportunities for physical activity that increase wellbeing and sustainability.
- 4.5.9 Building on our fit and active Barnet (FAB) campaign by developing and delivering behavioural change campaigns, working with partners and connecting to national campaigns such as 'This Girl Can' and 'We are Undefeatable'.
- 4.5.10 Continuing to invest in our leisure centres, enhancing facilities and developing longer term plans.
- 4.5.11 Key performance indicators for this priority will be shaped following a review of end of year results and will include a range of indicators such as the Sport England Active Lives dataset regarding levels of activity.

5. REASONS FOR RECOMMENDATIONS

- 5.1 A key element of effective management is for the council to have plans in place, particularly in the context of continuing budget and demand pressures, delivering local priorities and allocating resources effectively.

6. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 6.1 The alternative option is to not have plans in place which would make it difficult for progress against corporate plan outcomes to be measured.

7. POST DECISION IMPLEMENTATION

- 7.1 The Delivery Plan will be refreshed on an annual basis. The committee will receive a performance report each quarter updating on progress, performance and risk against the priorities. Reporting may need to adapt to ongoing Covid19 response requirements.

8. IMPLICATIONS OF DECISION

8.1 Corporate Priorities and Performance

- 8.1.1 This supports the council's existing corporate priorities as expressed through the Corporate Plan. Through the new corporate plan, a new outcomes framework that supports the new priorities will be developed.

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

- 8.2.1 The Delivery Plan 2021/22 for Adults and Safeguarding Committee supports the savings programme that was approved by Adults and Safeguarding Committee in November 2020.

8.3 Legal and Constitutional References

- 8.3.1 The council's Constitution (Article 7, Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all Committees.

<https://barnet.moderngov.co.uk/documents/s63439/08Article7CommitteesForumsWorkingGroupsandPartnerships.doc.pdf>

The responsibilities of the Adults and Safeguarding Committee can be found here:

Responsibilities include:

- Responsibility for all matters relating to vulnerable adults, adult social care and leisure services.
- Work with partners on the Health and Well-Being Board to ensure that social care interventions are effectively and seamlessly joined up with public health and healthcare and to promote the Health and Well Being Strategy and its associated sub strategies.
- To submit to the Policy and Resources Committee proposals relating to the Committee's budget (including fees and charges) for the following year in accordance with the budget timetable.
- To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.
- To receive reports on relevant performance information and risk on the services under the remit of the Committee.

8.4 Insight

8.4.1 As part of the activities undertaken in the delivery plan we will use insight and evidence to ensure services and support are sufficiently targeted and responsive.

8.5 Social Value

8.5.1 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. As part of any commissioning work in the delivery plan, we will consider the requirements of this act and ensuring the most benefit for Barnet residents.

8.6 Risk Management

8.6.1 The council has an established approach to risk management, which is set out in the Risk Management Framework. Risks will be reviewed quarterly (as a minimum) and any high-level risks will be reported to the relevant Theme Committee and Policy and Resources Committee.

8.7 Equalities and Diversity

8.7.1 Equality and diversity issues are a mandatory consideration in the decision-making of the council. The Equality Act 2010 and the Public-Sector Equality Duty, requires elected Members to satisfy themselves that equality considerations are integrated into day-to-day business and that all proposals emerging from the business planning process have taken into consideration the impact, if any, on any protected group and what mitigating factors can be put in place.

8.7.2 All work considered as part of the Medium Term Financial Strategy that sits alongside this plan has gone through the Equalities Impact Assessment process.

8.7.3 This is set out in the council's Equalities Policy together with our strategic Equalities Objective - as set out in the Corporate Plan - that citizens will be treated equally with understanding and respect; have equal opportunities and receive quality services provided to best value principles.

8.8 Corporate Parenting

8.8.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. The outcomes and priorities in the refreshed Corporate Plan reflect the council's commitment to the Corporate Parenting duty to ensure the most vulnerable are protected and the needs of children are considered in everything that the council does. The services set out in this report are relevant to care leavers with care and support needs including eligible needs under the Care Act 2014. Dedicated concessionary access to leisure centres is in place for Care Leavers, Children in Care and Young Carers.

8.9 Consultation and Engagement

8.9.1 We will continue to engage, consult and co-produce new pieces of work in the delivery plan wherever possible to ensure that services and support are shaped by residents of Barnet.

9. BACKGROUND PAPERS

- 9.1 [Adults and Safeguarding Committee](#) – 23 November 2020 – agenda item 7 – Business Planning 2020-25
- 9.2 [Policy and Resources Committee](#) – 8 February 2021 – agenda item 9 – Business Planning Corporate Plan, budget for 2021/22, and MTFS 2021-25
- 9.3 [Budget Council](#) – 2 March 2021 – agenda item 10.1 – Referral from Policy and Resources Committee - Business Planning - Corporate Plan, Budget 2021/22 and Medium Term Financial Strategy 2021-25