



Adults and Safeguarding Committee 7 March 2022

Title	Adults and Safeguarding Committee Delivery plan 2022/23
Report of	Chairman of the Adults and Safeguarding Committee
Wards	All
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Key	No
Enclosures	None
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Summary

Each year, the Committee agrees an annual delivery plan. This report sets out the Delivery Plan priorities for the Adults and Safeguarding Committee for the financial year 2022/23.

The content of the plan develops the commitments made in the corporate Barnet Plan 2021-2025 and the Medium-Term Financial Strategy, presented to Council on 1 March 2022.

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

Officers Recommendations

1. That the Committee approve the Delivery Plan priorities for 2022/23 as set out in this report.

1. 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 2022-23. The priorities will support the council's role in ensuring high quality support for residents and include areas of innovation, collaboration and improvement as well as preparation for social care reform.

1.2 Local and national context

1.2.1 The Barnet Plan sets out four priorities for the borough, these are: thriving, family friendly, healthy, and clean, safe & well-run. The Adults and Safeguarding (A&S) Committee is the lead committee for the corporate plan's healthy theme, covering adult social care, integrated care, sports, physical activity & leisure; and working with partners on the Health and Wellbeing Board (HWB) to ensure that social care interventions are effectively joined up with healthcare. 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. Overall progress on the Barnet Plan is reported to Policy and Resources Committee, with activity from the A&S committee delivery plan reported as part of the Healthy priority.

Social Care Reform

1.2.2 The Adults and Safeguarding committee delivery plan is being developed in the context of significant change. In September 2021 the government announced plans for social care reform in 'Build Back Better - Our Plan for Health and Social Care'. This was followed in December 2021 by the 'People at the Heart of Care' Adult Social Care Reform white paper. The white paper sets out a 10-year vision for transforming support and care in England. The white paper's focus is on people and outcomes, not just the systems behind them. The vision puts people at its heart and revolves around three objectives:

- People have choice, control, and support to live independent lives.
- People can access outstanding quality and tailored care and support.
- People find adult social care fair and accessible.

1.2.3 The social care reforms set out a range of measures including: support for social care systems and workforce to ensure future sustainability; development of sustainable care markets and tackling variability in market shaping and commissioning; reforming the way adult social care is paid for and funded with a cap on care costs; and new Care Quality Commission (CQC) led assurance of Local Authority adult social care.

1.2.4 The white paper restates earlier proposals for health and social care integration. Integrated Care Systems (ICS) will become statutory bodies, with functions currently being carried out by CCGs being transferred to integrated care systems. The North Central London ICS is due to commence in July 2022.

1.2.5 In February 2022 the Government published its integrated care white paper: 'Health and social care integration: joining up care for people, places and populations', which sets out proposals for health and care systems to draw on resources and skills across the NHS and local government to better meet the needs of individuals and communities.

1.3 Delivery Plan Priorities

Adult Social Care Reform

1.3.1 The delivery plan priorities therefore include development of a programme of work to prepare for and implement the social care reform proposals in Barnet. This work programme will be developed over the coming months as more details about the reforms are published.

Health and Care Together

1.3.2 The council is playing a leading role in the Barnet Integrated Care Partnership (ICP) which brings together all NHS organisations working in the borough, the council, Health Watch and Voluntary, Community and Faith Sector (VCFS) representatives. The goal of the partnership is to provide better health care to Barnet residents, so that they live healthier lives. Over the last year, the council has worked with health and VCFS partners to develop the partnership and preparing for the implementation of a statutory Integrated Care System (ICS). In further developing integrated care, the council is looking to achieve improved access to services for residents and improve health outcomes. As part of the Partnership, we have already implemented new care services such as the care home clinical in-reach team, frailty and dementia multi-disciplinary care, as well as the integrated hospital discharge team, discharging hundreds more people than in previous years.

1.3.3 The continued development of the borough care partnership will continue to be a priority for the A&S committee delivery plan. In 2022/23, the workplan will include:

- Further roll out of the frailty and dementia multi-disciplinary model.
- Health Inequalities - continue to develop a prevention approach to address health inequalities in communities. This year the short term workplan is focused on cardiovascular disease prevention, with an emphasis on building trust in the community and reaching targeted high-risk populations to reduce the equality gaps. The programme aims to take a population health approach, concentrating on an integrated approach to health and wellbeing and addressing the wider determinants of health through engaging communities in neighbourhoods.
- Development of neighbourhood models of working for health and care support, aligned to primary care networks.
- Whilst the integrated hospital discharge has been successfully embedded and mainstreamed, we will continue to develop the service, focusing on supporting timely hospital discharge, planning for winter 2022, and adapting to changes in national guidance and funding. We will also develop a case for further admission avoidance activity with NHS partners.
- The development of a “virtual ward” providing integrated care and support for people with delirium at home instead of in hospital.
- Development of community mental health services, with NHS partners (set out in more detail in the section below on mental health and wellbeing).

Strengths and Independence

- 1.3.4 For people who may need additional care and support, we will always work with them to maintain their strengths and stay as independent as possible, ensuring people get personalised care and support.
- 1.3.5 This year, one of our key priorities will be full implementation of the expanded Prevention & Wellbeing Team to cover the whole borough, as agreed by Committee in January 2022. This will create greater capacity to support residents to stay independent and increase their wellbeing and quality of life.
- 1.3.6 A further priority, as set out in the separate report on this agenda on 'strengths and independence' is to continue to expand our accommodation and support offer by:
- Continuing to develop our two new extra care schemes, Atholl House in Burnt Oak, due for completion in early 2023, and Cheshir House in Hendon, due for completion in 2024.
 - Mobilising the new services and providers in the new supported accommodation framework.
 - Working with our accommodation-based services for people with learning disability or mental health needs, to ensure that services are focused on supporting independence, achieving positive outcomes and progression to more independent settings.
 - Expanding our shared lives scheme by recruiting more carers and matching residents with care and support needs to these approved households.
- 1.3.7 A further priority is the development of an Employment Action Plan with our partners and commissioned services to ensure services adapt and can support residents most effectively with a learning disability or mental ill-health to enter or stay in the paid workforce. We will evaluate our support offer for adults with social care needs, as well as explore opportunities to recruit specialist post(s) to support this area of work. The work is outcomes driven, focused on improving access to employment, skills and training.
- 1.3.8 We will continue to work with Children's and Family Services on 18-35 transition plans: developing transition pathways, processes and use of technology for young adults with learning and complex disabilities. This will also include work with CAMHS services on the transition pathways for young people with mental ill-health.
- 1.3.9 The Liberty Protection Safeguards are being developed nationally to replace the Deprivation of Liberty Safeguards (DOLS) 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. Implementation has been delayed and the new timeframes are currently unclear. The national consultation on the new code of practice is expected later in 2022 and we will implement this new system in line with government guidance once clarity is received.
- 1.3.10 Continued implementation of the council's Autism Action Plan will also be a delivery plan priority. This will include:
- Joint work with health on diagnostic services and pathways, including development of the 'My Health Passport'.

- Ensuring that provision and plans can support families, carers and people with autism with different support needs. This will include preventative support, culturally specific support in the community, complex needs support, as well as awareness of autism in the criminal justice system.
- 1.3.11 The council will work with partners for Barnet to be recognised as Dementia Friendly community, with increased numbers of Dementia Friends in the Borough. We are aiming for accreditation this autumn. Key to this will be our Dementia Strategy which will be produced in the year for Committee's approval. The Strategy will set out our commissioning intentions and priorities for improving outcomes for people with dementia and their carers, including an increased focus on prevention activity, risk reduction and raising awareness of early signs of dementia. The strategy will be informed by a needs assessment, as well as engagement activity with residents and stakeholders. A co-production group will be established to take plans forward. The intended outcomes include increased day opportunities and support for people with dementia and greater access to information and advice.
- 1.3.12 In partnership with Barnet Carers Centre, we will review and update our Carers and Young Carers Strategy. This strategy, accompanied by an action plan, will outline how the council will work with partners to support carers and ensure that they are able to access individualised support to manage caring responsibilities and their own health and wellbeing.
- 1.3.13 We will procure a single provider for all advocacy services, with plans to encourage sub-contracting or consortium arrangements that will target inequalities. The intended outcome is to strengthen and streamline the support that residents receive to advocate for their rights.
- 1.3.14 Changing Places Toilets (CPTs) are larger accessible toilets for people who cannot use standard disabled toilets, with equipment such as hoists, curtains, adult-sized changing benches and space for carers. A bid has been submitted to the government's capital funding programme to provide an additional 4 CPTs in the borough with the council contributing £55k. The programme intends to contribute to both children and adults with disabilities (and their families and carers) being able to make best possible use of local facilities and amenities.
- 1.3.15 It will always be vitally important for adult social care to support the safety of vulnerable adults. We will continue to lead multi-agency safeguarding work through the MASH team and the Barnet Safeguarding Adults Board to ensure statutory agencies and VCS partners are working effectively together to improve outcomes and deliver in a personalised way.

Focusing on mental health and wellbeing

- 1.3.16 In working with the NHS and other partners on this priority, the council is seeking to improve access to mental health services for residents, supporting them at the right time and improving outcomes.
- 1.3.17 During the last year, we have continued to provide a strength based, recovery model mental health service for people. As a part of our continued development, we have introduced and piloted redesigned service structures, with the aim of enhancing co-working between social care and NHS mental health services.

1.3.18 Further work on the ways of delivering mental health services will be completed in 22/23. Working with health partners, we will continue to embed system wide approaches to mental health support, with clear pathways. This will include role clarity and embedding person-centred, strength-based practice across the system. We will focus on:

- Developing clear pathways for prevention and early help, targeting cohorts for the right services, and enabling those with lower level needs to seek their own support. The council will support NHS colleagues to work with the voluntary sector to improve access to services among under-represented groups.
- Strengthening hospital discharge processes and procedures for mental health so that adults are even better able to access the right care, support and accommodation as soon as possible when they are ready to leave hospital.
- Reviewing rehabilitation, mental health enablement and step-down to ensure that across health and social care we have the right services in place to enable adults to progress and become more independent with a better quality of life.
- Develop plans for Approved Mental Health Professionals (AMHP) workforce sustainability. There has been an increase in demand for Mental Health Act assessments which has put additional pressure on the service. A review of the workforce model for the team will be done to ensure we can continue to meet our responsibilities.
- Continue to work 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 and that our services are aligned.

Healthy living

1.3.19 The Committee delivery plan priorities in sport and physical activity are contained within the refreshed Fit & Active Barnet (FAB) Framework (2022-2026) and implementation plan (2022-2023) which is presented separately on this agenda for committee's approval.

1.3.20 The Fit & Active Barnet (FAB) Framework provides a strategic framework for the co-ordination and delivery of sport and physical activity across Barnet. Barnet and partners have successfully delivered the FAB Framework 2016-2021, seeing the fastest growth in London of adults aged 16 and over who are physically active for at least 150 minutes per week, as measured by the Sport England Active Lives Survey (61.6% in the latest data release in May 20/21).

1.3.21 Over the last few years, the Borough has seen £44.9m investment in the development of new leisure centres at New Barnet and Barnet Copthall, c.£2m in improving facilities at Burnt Oak, Hendon and Finchley Lido leisure centres, the introduction of the FAB card (with 36,519 registered residents) and the delivery of a range of targeted physical activity interventions, with an estimated two million attendances e.g., Parkrun, London Youth, Games, Health Walks and Rugby4Life.

1.3.22 Building on the successes, the Framework has been refreshed for 2022-2026. It has been co-produced through engagement with representatives from different communities and a wide range of partners. Our vision is to 'create a more active and healthy borough', delivering outcomes that aim to:

- Increase physical activity levels amongst everyone.
- Provide environments that support active lifestyles.
- Work together to embed physical activity at every opportunity.

1.3.23 Delivery of these aims are supported by the FAB implementation plan (2022-2023). Co-owned by the FAB Partnership (with representation from the Council, sport, leisure, health, education, voluntary, community and faith sectors), the implementation plan details a series of workstreams and projects that will be delivered via a collaborative approach to achieve a 'more active and healthy borough', which will be reported to committee in quarterly performance reports.

2. Reasons for recommendations

2.1 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.

3. Alternative options considered and not recommended

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

4. Post decision implementation

4.1 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.

5. Implications of decision

5.1 Corporate Priorities and Performance

5.1.1 This supports the council's existing corporate priorities as expressed through the Barnet Plan. Through the corporate plan, an outcomes framework that supports the new priorities has been developed, reported to Policy & Resources Committee and Theme Committees as appropriate.

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

5.2.1 The Medium-Term Financial Strategy (MTFS) is an integral part of the council's overall planning and strategy to ensure a financially sustainable and stable platform from which to deliver its strategic objectives through the Barnet Plan.

5.2.2 Additional funding announcement have been made regarding social care reform, also the potential impacts of the charging changes will need to be understood. These will be captured in the programme of work being developed to address and prepare for social care

reform.

5.2.3 The debt project, which aims to reduce the current level of debt, improve the active management of debt and prevent future debt, will continue to be a key project and updates will be provided as part of quarterly performance reports.

5.3 **Legal and Constitutional References**

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

5.3.2 Responsibilities for the Adults & Safeguarding committee 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.

5.4 **Insight**

5.4.1 As part of the development of the delivery plan, we have used insight and evidence to inform our priorities.

5.4.2 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.

5.5 **Social Value**

5.5.1 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. We will implement the new Social Value Policy 2021-2025 in any new commissioning activity, including an increased minimum of 20% weighting for social value, and a menu of social value themes outcomes and measures (TOMs) that will be made available to suppliers as part of a social value toolkit.

5.6 **Risk Management**

5.6.1 Each activity within the delivery plan will be risk assessed as part of the delivery plan development process.

5.6.2 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.

5.7 Equalities and Diversity

5.7.1 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.

5.7.2 Section 149 of the Equality Act 2010 sets out the Public-Sector Equality Duty which requires a public authority (or those exercising public functions) to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not.
- Fostering of good relations between persons who share a relevant protected characteristic and persons who do not.

5.7.3 The broad purpose of this duty is to integrate considerations of equality into everyday business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.7.4 In order to assist in meeting the duty the Council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

5.7.5 This is also what we expect of our partners.

5.7.6 This is set out in the Council's Equalities Policy, which can be found on the website at: <https://www.barnet.gov.uk/your-Council/policies-plans-and-performance/equality-and-diversity>

5.7.7 We will consider the impact on equality, diversity and inclusion and in all our delivery plan activity. Equality impact assessments will be carried out in line with policy requirements.

5.8 Corporate Parenting

5.8.1 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 Barnet 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 experienced adults with care and support needs including eligible needs under the Care Act 2014. This includes those with special educational needs and disabilities, referenced in autism plan and in plans for respite/supported accommodation; those with caring responsibilities benefiting from the refreshed carers strategy; and general access to mental health services.
- Dedicated concessionary access to leisure centres is in place for Care Leavers, Children in Care and Young Carers.

5.9 Consultation and Engagement

5.9.1 Engaging with our residents is at heart of our service delivery. 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.

5.9.2 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. 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. The Involvement Board and VCS partners will play a vital role in co-producing the priorities set out in this report.

5.9.3 A series of engagement sessions have been hosted with partners and residents/community groups in development of the draft FAB Framework (2022-2026). A formal public consultation was hosted via the Councils engagement platform, Engage Barnet from 11th January 2022 to 9th February 2023.

5.10 Environmental Impact

5.10.1 There are no direct environmental implications from noting the recommendations. We will continue to consider the environmental impact of any delivery plan activity.

5.10.2 The FAB Framework will support the achievement of the Barnet Sustainability Strategy Framework and the Long-Term Transport Strategy (2020-2041) through the coordination and delivery of active travel interventions, such as walking and cycling, and promoting everyday movement in the borough.

6. Background papers

6.1 None.