

London Borough of Barnet

Inter-agency Carers Strategy

2009-2012

Draft for consultation

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Executive Summary

1. The Government launched a National Carers Strategy on 10 June 2008, called '*Carers at the heart of 21st century families and communities: A caring system on your side. A life of your own*'. It establishes a framework for the delivery of a 10 year programme to address the long term challenges of caring and to achieve the vision of what the government wants to see in place for Carers by 2018.
2. This local 3 year strategy has been developed on behalf of the multi-agency Carers Strategy Group, a sub-group of the Barnet Adult Strategy Group. The aim is to build on the previous Barnet Carers Strategy and its associated work plan (2005-2007), to reflect recent guidance and contribute to the five strategic outcomes that the government is seeking for carers.
3. Barnet Children's Services have developed and updated a Young Carers Strategy, which recognises the separate and distinct needs of younger people in caring roles. It supports their right to be protected from inappropriate caring, and to have the support they need to learn, develop and have a positive childhood achieving against all the Every Child Matters outcomes.
4. Locally we have defined 'carers' as people who on a regular basis look after family, partners or friends in need of help because they are ill, frail, have a disability or significant health problems. The care they provide is unpaid, and they should not be confused with employed support workers or personal care assistants. Carers may or may not live with the person they care for, and may provide a wide variety of practical and/or emotional support.
5. It is estimated that 60% of the population will care for someone at some point during their lives. In Barnet, almost 10% of the population are carers, of which at least 2000 are 75 years or older, with nearly 5000 providing 50 hours or more of care per week.
6. There is currently a wide range of services for carers in Barnet, mostly funded through the local authority and provided by the third sector¹ in the borough. Over the last 3 years there have been significant developments for carers in Barnet. Some of the achievements include:
 - An increase in the number of carers registered with Barnet Carers Centre from across the borough from 4,000 to nearly 5,000
 - The implementation in February 08 of an improved carers assessment including contingency planning for carers and recording of unmet need
 - A successful bid to DOH Caring with Confidence programme (formerly Expert Carers) in 2009 resulting in £350,000 for carers training which will have a direct impact on quality of life for carers.

¹ The Government defines the 'third sector' as "non-governmental organisations that are value driven and which principally reinvest their surpluses to further social, environmental or cultural objectives. It includes voluntary and community organisations, charities, social enterprises, cooperatives and mutuals. We also include housing associations within the third sector.

- The appointment of a strategic lead for carers operating as a joint role across the London Borough of Barnet and Barnet Primary Care Trust with the post holder due to commence in June 2009
 - The creation of the Carers Organisations Network in July 2009
 - Holding a Carers Rights Day in December 2008
 - Increased understanding of carers issues and incorporation within corporate policy areas for example within the Joint Strategic Needs Assessment (JSNA).
 - Increased signposting from front line health and social care services to carer support options
 - Increased use of direct payments for carers who qualify for Adult Social Care Services which has been shown to improve quality of life for carers.
7. However, there are recognised service gaps, and areas for improvement. These include:
- Improved understanding, appreciation and support of carers by professional staff and employers and recognition of increasing demands on carers due to care closer to home approaches
 - The need for more comprehensive and accessible information for carers which reflects the often transient role of caring as well as the diversity of backgrounds of carers
 - Continuing to improve partnership working across agencies with signposting to additional support options and in recognition that many carers are themselves vulnerable adults
 - Improved options for emergencies/contingencies to help prevent inappropriate need for residential or hospital care and which maintain continuity for the cared for person
 - The need for a wider variety of 'carers break' options which support the diversity of individual lifestyles.
8. It is estimated that the average carer each saves the statutory services over £15,000 per year. In Barnet, with 28,000 carers, that means an annual contribution of over £420 million, but with less than 15% of them receiving any form of advice or support in their caring role from any of the agencies in Barnet.
9. From national data it is estimated that up to 20% of employees are likely to have caring responsibilities, for whom juggling employment and caring can cause great difficulties for themselves and their employers. This has resulted in many carers deciding to work part-time, take early retirement, or give up work altogether, with both an economic and skill loss to the local economy.
10. Barnet is becoming an increasingly ethnically diverse borough. Black and Minority Ethnic carers are among the 'hidden' carers in Barnet, with the need to ensure culturally sensitive and competent services with sufficient capacity to 'reach out' across all sections of the community.
11. This strategy provides the framework against which commissioning priorities for carers funding will be identified. The funding for carers is based on the original carers grant, no longer ring fenced since April 2008, care budgets which contribute to core funding for third sector organisations, a range of funding which supports contracts providing carer respite. The NHS Operating Framework has targets for carers and from April 2009 dedicated funding has been made available to PCTs for carers to support improved health outcomes for carers.

12. Barnet is developing a process and procedure for the future allocation of funding in relation to the provision of services to support carers based on outcomes and quality of life. There needs to be a reduction in duplication of service provision whilst maintaining a balance of choice for carers. The process will include quarterly monitoring of relevant targets reported to the multi agency carers group as part of the regular review of progress on the Carers Strategy Action Plan.
13. Barnet has made a corporate commitment to promote and encourage greater take-up of direct payments and personal budgets, to enable carers, as well as users, to have greater choice and control over the types and ways they obtain services. There are mutual benefits for the Council and carers in engaging with one another to maximise these options, which should result in services being developed in more responsive and personalised ways.
14. The purpose of this strategy is therefore to:
- Provide an overarching strategic direction for all agencies working with carers in Barnet to deliver services over the next three years.
 - Establish a baseline and performance framework for service provision, by which to measure the relevance and impact of services across statutory and voluntary sector, in improving the quality of life for carers
 - In partnership with carers, provide a planned and consistent approach to the development of services in Barnet that reflects national and local priorities and the needs of carers in the borough.
 - Ensure all relevant policies, procedures and service decisions fully incorporate the needs of local carers
15. Our Aim is to ensure that:
- ✓ *All carers in Barnet will have information, advice and support for both their caring role, and on matters that affect their lives such as employment, leisure and training.*
 - ✓ *There is better identification, awareness and understanding by service providers, of the role and importance of the carer.*
 - ✓ *Carers from all sections of the community are able to access appropriate services, information and support.*
 - ✓ *Carers and carer organisations are partners in the planning delivery and development of services, to provide a full range of co-ordinated and flexible services and support.*
 - ✓ *Carers have access to emergency care and support systems when they need it, that reduce and prevent ill health and improve the quality of life for carers.*
 - ✓ *We provide flexible working practices and financial security for staff who have a carer role.*
16. The 3 year Action Plan to deliver these priorities is based on the 5 national strategy outcomes:
- ✓ Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role
 - ✓ Carers will be able to have a life of their own alongside their caring role
 - ✓ Carers will be supported so that they are not forced into financial hardship by their caring role

- ✓ Carers will be supported to stay mentally and physically well and treated with dignity
- ✓ Children and young people will be protected from inappropriate caring and have the support they need to learn, develop and thrive, to enjoy positive childhoods and to achieve against all the Every Child Matters outcomes.

Section 1 Introduction

1.1 Who is a carer?

- 1.1.1 The Government in its 2008 national strategy '*Carers at the heart of 21st century families and communities*', has defined a carer as someone who '*spends a significant proportion of their life providing unpaid support to family or potentially friends. This could be caring for a relative, partner or friend who is ill, frail or disabled or has mental health or substance misuse problems.*'
- 1.1.2 The Barnet Carers Strategy group have adopted the following definition that, '*Carers are people who on a regular basis look after family, partners or friends in need of help because they are ill, frail have a disability or significant health problems.*' The care they provide is unpaid, and they should not be confused with employed support workers or personal care assistants. Carers may or may not live with the person they care for, and may provide a wide variety of practical and/ or emotional support.
- 1.1.3 This strategy is therefore intended to cover this group and includes:
- Carers of adults who have a physical disability, sensory loss, learning disability, or mental ill health , a problem with substance misuse, and people with HIV/Aids.
 - Carers who provide substantial and regular care, as well as those whose caring responsibilities do not yet have a substantial impact on their lives.
- 1.1.4 It should be noted that a separate and age specific Strategy for Young Carers, defined as '*people aged 5-18 years of age with caring responsibilities for parents or siblings*', has been developed by Barnet Children's Service. See section 1.4.

1.2 National agenda

- 1.2.1. The Government white paper, *Our Health Our Care Our Say*, set out a programme of work with carers called *New Deal for Carers*, with an associated funding package. The aim was to improve support to carers through a range of measures.
- 1.2.2. The main commitments under the *New Deal* programme are:
- A major review of the 1999 Strategy for Carers to reflect carers' rights, Direct Payment regulations, carers' assessment and carers' grants.
 - A national dedicated information service/help-line for carers, offering wide ranging information and support e.g. legal entitlements, advice on benefits, contact numbers for 'help' groups. This was launched in April 2009.
 - Ensuring that in each council area, short-term home-based respite support is established for carers in crisis or emergency situations
 - Allocation of specific funding for the creation of the Expert Carers Programme called *Caring with confidence* for local authorities to work in partnership with carers as experts delivering training to carers. Training is expected to help carers maximise their life opportunities in every sphere, and the Care Quality Commission (formerly the Commission for Social Care Inspection) has made it clear that local authorities need to be creative in how the programme is implemented.

1.2.3. The revised pan-government National Carers Strategy was launched in June 2008, and identified a series of short term goals by 2011 and longer term priorities to deliver on 5 key outcomes namely:

- ✓ Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role
- ✓ Carers will be able to have a life of their own alongside their caring role
- ✓ Carers will be supported so that they are not forced into financial hardship by their caring role
- ✓ Carers will be supported to stay mentally and physically well and treated with dignity
- ✓ Children and young people will be protected from inappropriate caring and have the support they need to learn, develop and thrive, to enjoy positive childhoods and to achieve against all the Every Child Matters outcomes.

1.2.4. Barnet supports the government vision for carers that:

'By 2018 carers will be universally recognised and valued as being fundamental to strong families and stable communities. Support will be tailored to meet individuals needs enabling carers to maintain a balance between their caring responsibilities and a life outside caring, whilst enabling the person they support to be a full an equal citizen.' Within the context of increasing demand for social care services linked to demographic pressures and limited public resources, effective carer support will be essential.

1.2.5. The actions required locally to achieve the goals on the first four of these outcomes are contained within this strategy. The Audit Commission has also defined key services that carers should be able to expect. These include :

- Identification as carers by GPs, and the local authority when a referral has been made with regards the cared for person
- Assessment of own needs, and to be consulted on the assessment of the person they care for
- Treated as partners and consulted when services are planned that could affect them at both at an individual and collective level.

1.2.4. The final outcome provides the framework for the Barnet Young Carers Strategy. The government paper *Aiming High for Disabled Children* also indicates that local councils will be expected to provide a minimum level of respite care for disabled children and young people.

1.3 How this strategy was developed

1.3.1. This 3 year strategy has been developed by Barnet Adult Social Services on behalf of the multi-agency Carers Strategy Group, which is a sub-group of the Barnet Adult Strategy Group.

1.3.2. The needs analysis on which this strategy is based is:

- Demographic profile of the local population.
- Results of surveys and consultations with carers and carer representatives.
- Existing carer strategies, local policies and plans developed by Barnet Council and Barnet Primary Care Trust.
- Relevant legislation, Government policies and guidance, and best practice developed in other authorities.

1.4 Young carers

The Barnet Young Carers Strategy, supported and monitored by the Carers Strategy Group and the Children and Young People's Strategic Partnership Board, has been separately updated and consulted upon. The updated draft Young Carers Strategy was sent out for consultation in July 2008. It went to all members of the Carers Strategy Group as well as to key managers in the Children's Service and to Barnet Young Carers and Siblings (BYCAS). The draft Strategy was developed following consultation with young carers in Barnet as to their needs.

In September 2008 Members agreed to set up a Working Party to look at young carers issues. This involved input from a wide range of partners including BYCAS, schools, faith communities, young carers themselves and council officers. This working group reported in December 2008 and a number of recommendations were made.

The draft Young Carers Strategy is in the process of being updated in accordance with the recommendations.

Section 2 - Local Context

2.1 Local objectives and priorities

2.1.1 Barnet Council's overarching corporate plan requires that all its activities are based around 5 core values:

- A bright future for children and young people: improving the quality of life of all Barnet's children and young people
- Clean, green and safe: Ensuring that all our neighbourhoods are a safe, clean and green place to live
- Supporting the vulnerable: Supporting vulnerable adults to live independent and active lives
- Strong and healthy: Ensuring Barnet has a thriving sense of community and our residents lead a healthy lifestyle
- Barnet – a successful city-suburb: Protecting and enhancing the best of Barnet while growing through successful regeneration and sustainable development
- More choice, better value: Providing community leadership, community choice and higher quality services.

The plan commits the council to supporting vulnerable people in the community, with a specific objective to help people stay in control of their lives.

2.1.2 One of the performance indicators for measuring the local authority's ability to deliver adult health and well-being is:

“Carers receive a needs assessment or review, and a specific carer's service for advice and information” (NI 135).

Barnet has set a target for delivery on this indicator of 37% in year 1 of this strategy rising to 46% in 2011/12 for those carers supporting people known to social care services.

2.1.3 The vision for Adult Social Services, set out in *Choice and Independence*, reflects national and local policies. It includes:

- Assisting service users and their carers to obtain individualised and personalised services e.g. through self-assessment, direct payments and individual budgets to increase their influence over services they receive and provide better choice and control i.e. self-directed care and support
- Improving access to universal services e.g. leisure, libraries, volunteering, transport and income maximisation
- Joint approaches between Adult Social Services and Health to support independence, and for joint commissioning
- Regular consultation with carers to ensure that their perceptions are included in evaluating customer satisfaction with changes.

2.1.4 To deliver the above requires an integrated approach from all agencies based on partnership working. The current framework for this delivery is:

- Barnet's Local Strategic Partnership Board (LSP), chaired by the Leader of the Council, brings together organisations from all sectors in the community. The main objective is to improve the quality of life in the borough by addressing key issues that affect those who live and work in Barnet e.g. health, housing, community safety, transport and education. The LSP has established with the government, 'A Local Area Agreement' for 2007/2008-2009/2010. Within that

Agreement, the LSP has committed itself to achieving greater choice and independence.

- Adult Social Services and Barnet Primary Care Trust undertake joint work in a variety of areas, for example joint assessment processes, jointly funded integrated mental health and learning disability services, employment and management support of the Carers Nurse funded through the Carers Grant. Most recently the partnership is reflected in the appointment of 3 senior joint commissioning roles including the strategic lead for carers.
- Barnet Children's Service and Barnet Primary Care Trust undertake joint work through the multi-agency intake meetings which aims to provide a joined-up service approach to parent carers of disabled children.
- The Carers Strategy Group, currently chaired by Assistant Director, Adult Social Services, the council's lead officer for carers - with membership from carers from the various Adult Partnership Boards or their carers sub-groups, carers support organisation and other members from the third sector with an interest in supporting carers in their role, will be handed to the new Carers Strategic Lead (council's lead officer for carers). The Assistant Director however will retain the role of champion for carers in Barnet.
- Annual 'Have Your Say' days provide an opportunity for Health and Adult Social Services to consult users and carers on service provision and strategic planning.
- The annual Parent Partnership Conference provides an opportunity for parents of disabled children to contribute to service development.

2.1.5 Our vision is that all carers in Barnet will have information, advice and support for both their caring role, and on matters that enable them to have a life of their own alongside their caring role such as employment, leisure and training. Carers will be recognised as stakeholder partners with agencies and treated with respect and understanding. Statutory and voluntary organisations in Barnet will proactively identify carers, and there will be joined up working by agencies so that carers do not have to keep repeating themselves, and obtain the support to stay mentally and physically well.

2.2 Demographic profile

2.2.1 There are 338,000 people living in Barnet, making it the second largest London borough, and with a population younger than the national profile. There is a growing population in all age groups, with a predicted rise of 11.6% over the next 10 years - particularly those of working age.

2.2.2 31.7% of the overall population in Barnet is from a minority ethnic community. The largest ethnic groups are Indian and Black African, which includes new Somalian and Afghan communities. Barnet also hosts the largest number of Chinese residents in an English district.

2.2.3 Barnet is the second most religiously diverse borough in the country, with members of the Jewish religion making up at least 15% of the Barnet population.

2.2.4 There are 28,000 carers recorded in Barnet of which 58.4% are women. There are an estimated 1,000 carers are under the age of 18 years, and almost 2,000 aged 75+ years with 50% of these providing over 20 hours of care per week; with nearly 5000 carers provide 50+ hour of care per week

2.2.5 Of these carers, it is thought that 44% care for an older person, 23% for a person with a physical/ sensory impairment, 19% with a mental health problem, 6.5% with a learning disability, and 7.5% other service users

2.2.6 The Wards with the highest number and proportion of carers are:

- Edgware
- East Barnet
- Hale and Oakleigh

Of these Hale has the highest number of carers providing 50+ hours of care per week.

2.2.7 16.2% of the 127,000 households in Barnet have one or more carers, and 459 households have a resident with a limiting long-term illness who is also a carer. 84% of all households in Barnet that have someone with a limiting long term illness do not have a carer living with them. In households with a carer who works, 35% have someone in the household with a limiting long-term illness.

KEY MESSAGES

- A large and growing proportion of carers are over 60 years of age.
- Three-fifths of carers are looking after someone with a disability.
- Nearly 5,000 carers provide care for more than 50 hours per week and these tend to be more concentrated in the more deprived areas of the borough.
- A significant proportion of carers receive no regular support services at all.
- Two thirds of working-age carers are in paid employment
- Many carers themselves have health problems / long term conditions.
- We can expect increasing demand for care, caused by the growth in the numbers of old and frail, disabled people and people with learning disabilities or mental health problems living in the community. There will be a gradual and significant increase in the number of people caring for someone with dementia and someone with a mental health problem.
- There is forecast increase in the numbers of carers from black and minority ethnic groups and in young carers.
- Women are more likely to be carers than men

2.3. Purpose of the strategy

2.3.1 The purpose of this three year multi-agency Carers Strategy is to:

- Provide an overarching strategic direction for all agencies supporting carers in Barnet over the next three years.
- Enable agencies to account for their performance to their own 'Boards', to the Carers Strategy Group, and to carers themselves.
- Promote, in partnership with carers, a planned and consistent approach in the development of services, whether directly, through commissioning or influencing other agencies, that reflects national and local priorities, and the needs of carers in the borough.
- Ensure all relevant policies, procedures and service decisions fully consider carers.

- Describe a baseline of aspirations from which progress can be measured in partnership with carers.

2.3.2. The principles that underscore this strategy are:

- Barnet Council, Barnet health services, and Barnet third sector agencies will work in partnership to improve support services for carers as part of mainstream community care and children's services.
- Positive steps will be taken to identify and support the diverse needs of carers in Barnet, particularly among the various black and minority ethnic groups in the borough.
- Maximum transparency of decision-making and involvement of carers in the processes.
- Minimum duplication and maximum co-ordination between agencies to ensure best value and prevent waste or duplication.
- Focus on outcomes carers want to see.
- Action plans that can demonstrate where progress is being made and any gaps or blocks.
- Ensuring carers are seen as part of the public sector's core business in terms of policies, procedures and practices.
- Ensuring all staff are trained to provide a high quality professional service to carers.
- Ensuring carers are not seen as a health and social care issue only, but are fully acknowledged in policies around equalities and diversity, social inclusion, economic development and prosperity, employment, leisure, housing, community development etc
- Equality Impact Assessments are undertaken to ensure no specific groups of carers are excluded from benefiting from the strategy

2.3.3. The main objectives in Barnet are:

- To better identify carers and encourage carers to identify themselves, and to develop awareness and understanding of what it means to be a carer, across the local authority, health and throughout the borough
- To ensure carers are provided with information they need which is clear, up-to-date and readily available in a variety of formats and that carers from all sections of the community are able to gain access to appropriate services, information and support
- To ensure carers and carer organisations in Barnet are fully involved as partners in the planning of services for carers
- To ensure a full range of co-ordinated and flexible services and support are provided, in conjunction with carers and carer organisations in Barnet
- To ensure carers are fully involved as partners in the 'care pathway' process
- To recognise, reduce and prevent ill health caused by the adverse effects of caring on the physical and mental health of carers, and to improve the quality of life for carers
- To ensure the underpinning structures and systems within health and Adult Social Services that will provide a better service to carers

2.3.4. The intended outcomes for carers in Barnet are that:

- Carers feel recognised and valued for the major role they have in helping vulnerable people to maximise the quality of their lives

- More carers identified, or identify themselves, and obtain information, advice or services they require
- Carers feel they are treated with dignity and respect, and their expertise acknowledged and utilised
- Carers feel they are involved in decision making as partners at both strategic and individual levels for service planning, design, commissioning and delivery
- Carers feel they have choice and control over how services are arranged
- Carers experience better health and well-being
- More robust health and social care service systems result in better service experiences for carers, planning decisions and use of all resources available to support carers.

Section 3 - Service Provision

3.1 Current services for Barnet carers

3.1.1 There are a range of services available to carers from a variety of providers in the borough, including the Princess Royal Carers Centre, Friend in Need (which is a carer led community based organisation), and various organisations that provide support to carers as part of their overall service such as the Alzheimer's Society, Mencap, the Multiple Sclerosis society, Jewish Care and Middlesex Association for the Blind.

3.1.2. Service provision includes:

- A range of information leaflets and guidance available in a range of outlets (e.g. on websites, newsletters, carers' event days, telephone help lines) and some available in different languages and formats.
- Assessment for services by Adult Social Services, Children's Services, the Mental Health Trust, Department of Work and Pensions Department (for benefits). In 2007-2008, 3406 adults were assessed by Adult Social Services, with 52% (1773) were carers and provided services for 1405 people.
- Individual and group support (including meeting a range of specialist needs) offering practical help and emotional support.
- Barnet Carers' Centre - with a variety of specialist workers including a Primary Care Development Manager, a Black and Minority Ethnic community development worker, and carers support workers in learning disability and physical and sensory impairment.
- 'Breaks' available in a person's own home or residential home or day care, including Barnet Care and Support Services and Barnet Independent Living Agency
- Direct Payments to enable carers to have greater choice and control, particularly for culturally appropriate services.
- Counselling and support service for families of disabled people
- Benefits advice with the Joint Visiting Team and via the voluntary sector advice centres including the Carers Centre, CAB and East Finchley Advice Centre.
- Health check ups and advice from a dedicated Carers Nurse, who also provides promotional and outreach work, training and runs two carer support groups (Parkinson's Disease and Stroke)
- GPs are required to maintain an up-to-date carer register, supported by Barnet Carers' Centre health worker
- Telecare service for the housebound to provide alarms and other equipment to alert support
- Carers have a 'voice' through representation on Partnership Board carers sub-groups, and through consultation and events days.
- Specialist carer support and development workers based in the third sector i.e. for BME carers, young carers, carers of disabled, people with mental health problems.
- The Council and Barnet PCT have joint Strategic Lead for Carers to support the delivery of the Carers Strategy and to influence the range of council and NHS services to raise awareness of carers issues.
- There are 'carer' leads who are senior managers within Adult Social Services, the Children's Service and the Primary Care Trust.

3.1.3. The council and its NHS partners have also developed strategies for each of the service user groups through the various Partnership Boards. Each have made a commitment to providing specific support to carers within their action plans, in the key areas as reflected in this strategy:

- Independence, Choice and Well Being- An Integrated Commissioning Strategy for Older People 2008- 2017
- Integrated Adult Mental Health Commissioning Strategy for Barnet - 2007-2010
- 'Making a Big Difference' An integrated commissioning strategy for Learning Disability Services in Barnet 2007-2010
- 'Our Life, Our Services, Our Say' - A commissioning Strategy for Physical and Sensory Impairment Services in Barnet

Full details on each of the strategies, action plans and the Partnership Boards are available on the Barnet Council website www.barnet.gov.uk

3.1.4. In terms of new developments Barnet Carers' Centre is looking to:

- Run a Hospital Discharge pilot project with a view to extending service if it delivers successful outcomes for carers, and
- Consider options for the development of a social enterprise for carers
- Full details of all of Barnet Carers Centre provisions is detailed in their 2008/9 annual report which can be found on their website.

3.1.5. The Carers Representative Development and Support Group, as a sub-group of the Carers Strategy Group, aims:

- To offer carer representatives and opportunity to meet as an independent group where they give and gain support from each other
- To feedback the concerns and ideas that carers and other members of this group have expressed
- To identify training needs of individual carers representatives and formulate plans to meet needs
- To produce an information pack to include a carers representative job description to assist Barnet Council to recruit more carer representatives. To review and update the job description and information pack as and when necessary
- To assist in the induction of new carer representatives by sharing information and providing support at the Carers Representative Development and Support Group meetings.

3.1.6 The Barnet Carers Support Organisation Network was formed in 2008. It provides an opportunity for organisations supporting carers to work together to maximise co-ordination and opportunities of investment, delivering and improving services.

3.1.7. Barnet Voluntary Partnership Group meets three times a year with senior officers of the Council and representatives of local voluntary organisations that provide services for parent carers. It shares information on developments, views of parent carers and aims to resolve difficulties.

3.1.8. The Inclusion Strategy Group includes parent carer representatives, reports to the Children and Young People's Strategic Partnership Board.

3.2. Current levels of investment

- 3.2.1. Barnet Council spend on carers has been augmented by the government's Carer Grant allocation. Historical spend is supported, by Adult Social Services base budgets. In 2008-2009 the total investment by the council was in excess of £1.1 million. The Carers Grant is no longer ring fenced. Investment in carers' services will need to be outcomes based with a business case evidencing the needs and benefits to service users and carers. A high proportion of that has been spent on services provided by the voluntary and private sectors that in turn generate additional income from other sources to invest in services for carers. Barnet Primary Care Trust also commissions some services e.g. Barnet Carers' Centre Primary Care Worker.
- 3.2.2. From April 2008, the Carers Grant is paid as part of the Area Based Grant, which is a new non-ringfenced grant. As resources are finite, the majority of future resources are likely to be targeted primarily at those carers who are identified as in most need support.
- 3.2.2 However, in line with government policy, this strategy also seeks to avoid preventable crises and breakdowns in caring situations, in particular by provision of good quality advice and information, to those carers whose needs are not yet substantial or critical, so that they can make informed decisions about their future.
- 3.2.3 Barnet will therefore need to develop a process and procedure for the future allocation of funding in relation to the provision of services to support carers based on outcomes and quality of life.

3.3. Identified service gaps

- 3.3.1. In 2006-2007, Barnet Council's formal system for complaints, comments and compliments, recorded no complaints from carers. It is known that carers have made complaints, but it appears that they may have been recorded as being on behalf of the person cared for, rather than complaints by carers. This picture has changed and the council's complaints function has been reviewed. The Complaints and Representative Manager has been recruited to oversee the development and implementation of a new process and this post will also be responsible for improving links with external agencies.
- 3.3.2. There appear to be opportunities for greater collaboration in the production and co-ordination of information and consultation across agencies. For example the development of a Barnet carers' website with links to key information and advice, easy to download, and supported by a sign-posting leaflet for the various local carer support organisations.

Section 4 - Development Priorities

Our six developmental priorities are based on legislative and government requirements, good practice, Barnet's local agenda, and the views of carers in the borough gained from consultations and surveys.

For each priority we have outlined the rationale for a focus in this area, what is working well at present and what further work is needed. The detailed action plan for implementation over the next three years is based on the Carers Compass and presented in Appendix 1.

1 Recognition and Understanding

To better identify and encourage carers to identify themselves and to develop awareness and understanding of what it means to be a carer across the local authority, health and third sector services throughout the borough

Research shows that carers benefit from early identification and contact with statutory and third sector services. The statutory services gain a better understanding of present and future needs, and are able to better target information and support

What is working well in Barnet

- General awareness raising activities by the statutory and voluntary sectors
- Barnet Carers' Centre working with GP practices to raise awareness and better identify carers
- Third sector agencies such as Barnet Carers' Centre and Jewish Care increasing number of carers they are in contact with each year.
- Disabled Children's Register identifying parent carers of disabled children who may not be previously known to statutory services.
- Health and Adult Social Services teams improving recording to identify carers through the client assessment process

What further work is needed

- Improving local authority and health staff understanding of carer issues and ways for better addressing their needs through improved joint policies, strategies, systems and training
- Continuing to improve on the numbers of carers in Barnet known by health and social care services. Better data collection and analysis and robust management information is needed for improved planning, commissioning, and service delivery monitoring.
- Strengthen efforts to engage with carers from black and ethnic minority communities
- A more joined up and systematic approach across agencies, to maximise resources, reduce duplication, and meet gaps through identification of specific areas using Census data and the analysis in the JSNA.
- Wider promotion and take up of the Disabled Children's Register through collaboration with children's services
- New database and training of staff to ensure recording by Children's and Education Service of young carers in order to provide them with support in accessing education and leisure whilst caring

2. Better information

To ensure carers are provided with information they need which is clear, up-to-date and readily available in a variety of formats and that carers from all sections of the community are able to gain access to appropriate services, information and support

Carers access to good information, enables better informed choices, and reduction in preventable breakdown of support arrangements

What is working well in Barnet

- Barnet Carers' Centre acts as a valued source of comprehensive information for carers. It has a database/register of 3,500 carers and distributes a quarterly newsletter to them and relevant agencies in the borough
- Newsletters for carers of children and young people with disabilities i.e. Inclusive Play Opportunities Project, Youth Autistic Spectrum Socialising

What further work is needed

- Developing a borough-wide Communication Strategy for carers, with an agreed central point for carers to easily access up-to-date information, and systematic sign-posting by health and social care services - including use of websites and links
- The new Access team being developed by Adult Social Services as part of the new Care Model to promote choice and independence, will aim to route carers as efficiently as possible to appropriate services. The team will require excellent information to do so effectively
- Provision of consistent and comprehensive information across all care group in public places to carers to increase awareness of services available to carers - especially options for 'break 'services
- Eligibility criteria for services by Adult Social Services unclear, confusing terminology used e.g. case closed, and a separate carer's assessment is difficult to access. This needs clarifying as part of the new care model
- Better support needed in understanding the use of and access to direct payments
- To explore the proposal of a borough-wide register of carers to better identify whether we are accessible to all carers and to better understand and plan for their needs, in line with data protection act.
- Developing 'Direct Me' (web based directory providing information for all children and young people), to include clear sign-posting for carers - and available in other forms

3. Time off and Emotional support

To recognise, reduce and prevent ill-health caused by the adverse effects of caring on the physical and mental health of carers, and to improve the quality of life for carers

- There is a government requirement to take positive steps to help improve the health and quality of life for carers, with evidence that carers have poorer general health than non-carers
- Carers poor health impacts on the ability to continue caring and maintaining someone's independence
- By taking a more holistic view of a carer's needs, carers will feel better understood and supported
- Carers to have access to breaks from caring, ability to have a life outside caring, and services tailored to individual needs

What is working well in Barnet

- Carers Nurse providing timely support and information
- More GPs beginning to identify carers, their health needs and making appropriate referrals
- Creative use of direct payments to enable carers to improve the quality of their life
- Carer events in Barnet that provide information, advice and support on how to improve their health, as well as better understanding of common care issues for the person they care for

What further work is needed

- Better understanding what will make a difference to carers and seek to address those needs
- More work with GPs to link carers especially new carers to information which will empower them in their role
- More work with GPs to promote carers own health and flexibility to access GPs
- Ensuring policies and practices across agencies will help carers to better juggle work and caring, improve economic well being, improve housing conditions, and enable carers to have better access to and support for leisure, education, training and community engagement
- Eliminate feelings of isolation by carers as a joint responsibility by all agencies
- Carers not fully involved in hospital discharge procedures or plans
- Provide systems in place for emergency planning for carers, and improve the availability and flexibility of break options - day care and breaks at home, weekends and at night

4. Having a Voice

To ensure a full range of co-ordinated and flexible services and support are provided and planned for, in partnership with carers in Barnet

- Carers want choice in what services are provided and how they are delivered
- Better decisions on service planning, design, commissioning and practices are made if carers are fully involved as partners
- Carers and organisations as partners in service provision, promotes dignity and respect for carers

What is working well in Barnet

- The Early Support Programme for parent carers offers a key worker to co-ordinate services and offer early intervention
- Carers and carer organisations, are represented on all the adult health and social care partnership boards either directly or through carer sub-groups
- Parent carers and parent carer organisations are represented through Barnet Voluntary Partnership and reports to the Inclusion Strategy Group
- A wide range of annual carer consultation events are held in Barnet
- Recently formed Carers Representative Support and Development Group , to provide support to carers on various forums and partnership boards
- The Local Area Agreement stretch target for increases in direct payments, including for carers

What further work is needed

- Carers in Barnet have identified that they want better emergency and contingency planning and quick response service support
- Strengthening of partnership working between the statutory sector, carers, carer representatives and service provider organisations with more transparent information and decision-making processes
- Representation of parent carer issues at the Children and Young People's Strategic Partnership Board
- Lack of clarity on how carer representation on strategic forums is determined .Job description and information pack for prospective carer representatives, and training on how best to involve carers for the Partnership Boards
- Promoting peer support through the delivery of the Expert Carer programme '*Caring with confidence*'
- Need to involve carers more in an advisory capacity on wider strategic issues e.g. recruitment and training, commissioning, and allocation of Carers Grant

5. Having a Voice/Quality services

To ensure carers are fully involved as partners in the 'care pathway' process

- By involving carers as partners in the care pathway processes for service users, better decisions will be made that will help service users remain in the community
- Good information/data collection through the care pathway processes will help in planning and providing services more appropriately
- Legal requirement to ensure carers know they have the right to be assessed in their own right

What is working well in Barnet

- Work in progress across Adult Social Services teams to increase the number of carers assessed
- Indication by the Care Services Improvement Partnership (CSIP) in September 2007 that Barnet's new Carer's Assessment Form is an example of national good practice
- Jewish Care undertake carer assessments from their community

What further work is needed

- Stronger and more explicitly stated joint health and social service policies, procedures and practices to improve carers' experience of the 'care pathway'
- Ensuring that whatever care packages are arranged for person cared for (service user), carers time off is built into support planning to avoid carer break down

6. Quality services

To ensure the underpinning structures and systems of health and Adult Social Services will provide a holistic service to carers

- Greater transparency and shared ownership in decisions about the allocation and use made of health and social service budgets in respect of carers, will improve partnership working between all agencies and with carers
- Strengthening of joint health and social service policies, strategies, systems and practices will make easier for carers to access information, support, assessments and other services –and obtain a more professional service from the statutory agencies leading to improved carers experience and satisfaction
- Implementation of recommendations from the *Best Value Review of Working with the Voluntary and Community Sector* (September 2006)

What is working well in Barnet

- The development of the Joint Strategic Needs Assessment across Health and Adult Social Services.
- Barnet Carers' Centre commissioned to provide training for professional workers on carer awareness.

What further work is needed

- Establish effective and efficient management information systems, including reporting mechanisms – and use for planning, commissioning and service delivery
- Systematically monitor joint expenditure against outcomes for individuals and service delivery performance
- Strengthen commissioning arrangements across statutory sector and with neighbouring authorities, and develop quality standards for service provision
- Increased access for carers to advocacy services
- Protocols between agencies / services e.g. improve transitional arrangements from Children's Service to Adult Services, supporting carers in the change process
- Engagement with carers from black and minority ethnic community needs to be strengthened in order to better understand and meet their needs
- Joining up work between health and social care, with leisure, education, training, employment and benefit advice providers in order to develop a more holistic and comprehensive approach towards carers e.g. people with dementia and their carers
- Relationships between commissioners and providers needs to be strengthened, and with clearer longer term objectives, plans and contractual arrangements for better partnership working
- Improved monitoring of contracts with carers agencies to ensure that outcomes are achieved

Section 5 - Implementation of Action Plan

- 5.1 The action plan is set out at Appendix 1 and reference should also be made to government guidance in Appendix 6.
- 5.2 Carers, carer representatives and carer organisations will be involved in monitoring the progress of the action plan at all levels, e.g. through formal and informal consultations for advice and comments, participation in working groups, undertaking or leading on specific pieces of work etc.
- 5.3. Barnet Council will lead an effective and accountable multi-agency Carers Strategy Group and ensure accountability of services to carers in the borough through:
- Monitoring implementation and progress against the action plan
 - Consideration of annual action plans from all agencies that are partners to this strategy
 - Setting Carers' Strategy targets through contract monitoring arrangements
 - Co-ordinated strategy for the active involvement of and regular consultation with carers and their representatives
 - Annual report to the Barnet Adult Strategy Group, LB Barnet Chief Executive and Local Strategic Partnership Board
 - Report to the Council's Scrutiny Committee on progress, at least once during the life of this strategy
- 5.4. Implementation of the action plan is expected to be a shared multi-agency responsibility. The intention is that:
- There will be a corporate commitment by the Council and Health, and through them to the Local Strategic Partnerships' planning to help progress the carers' agenda, with annual reporting to the Director of Adult Social Services, Corporate Directors Group, Lead Cabinet member and Barnet Council's Scrutiny Committee
 - A number of activities will be incorporated into the work and responsibility of statutory and third sector service managers, and health and social care commissioners
 - All partner agencies will monitor, evaluate and report to the Carers' Strategy Group on their contribution to the delivery of the agenda agreed by this strategy
 - Barnet Carers' Centre will seek to increase involvement and representation of BME communities through engaging with partner organisations to expand the membership of the Carers' Support Organisations Network to reflect multi-cultural Barnet.
 - Health and Social Care assessors will identify all carers as part of initial client assessment process, signposting to support organisations, and promoting separate carers assessment
 - Inter-agency sub-groups will be set up to progress some of the activities. They include:
 - Information and communications sub-groups
 - Training sub-groups for staff and carers
 - Steering groups set up for particular projects e.g. to develop the emergency service, deliver the Expert Carers Programme, or to establish multi-agency protocols.

- 5.5. To provide the infrastructure for implementation each agency will ensure that there are:
- Comprehensive information systems, accurate, regular data collection and collation, and reporting to CSG to enable greater clarity on who is receiving or not receiving services,
 - Annual surveys through carers forums on what carers think about assessment processes and services provided, and where best to target resources for the following year.
 - Policies, procedure and protocols that improve and clarify what services carers can expect from health and Adult Social Services
 - Staff trained to ensure better understanding of carers' needs, and better practices in relationship to carers
 - Corporate support for determining ways in which carers will be more involved in service development
 - Review of the Carers Strategy Group and carer sub-group terms of references and membership
- 5.6. In future years the Carers Strategy group will use information and data collected, collated and analysed to:
- Set specific outcome targets for services and inform allocation of funding
 - Develop and implement an information and communications strategy
 - Develop new services based on need, and make changes to other services
 - Focus on all agencies in Barnet collaborating in certain areas e.g. information and sign posting, to actively contribute to furthering the carers strategy
 - Review progress against the action plan and make adjustments to priority efforts

Appendix 1 - Carers Compass Action Plan - To deliver improved quality of life for carers in Barnet

Objective	Activities	Outcome	Timescale/Lead
Direction 1: Better Information			
Carers can access the information they need which is clear, up-to-date and readily available in a variety of formats and that carers from all sections of the community are able to gain access to appropriate services through informed choice.			
1.1. To ensure carers can have access to comprehensive information on the full range of information and services available.	To develop an interagency Communication Strategy and plan, to include single point of access for info and production of information pack and carers website	<ul style="list-style-type: none"> • Single leaflet /card with key contacts given to all new and known carers by all agencies e.g. GPs, hospitals, Adult Social Services, third sector • Carers know about and can easily access guidance booklet/ directory/ pack • Carers satisfied with information provided (comprehensive, accurate and relevant) and ease of access by all sections of the community (measured through surveys and consultations) • Carers website and telephone help-line developed 	<p>Year 1 – set up working group of CSG to develop and begin implementation of multi agency Communication Strategy</p> <p>Year 3 – review and adjust plan in light of experience</p>
1.2. To improve contact with carers from black and minority ethnic communities, to better identify, and respond to their needs	<p>(a) Barnet Carers' Centre to increase involvement of BME communities through work with partner organisations through the CSO network.</p> <p>(b) Health and Social care managers to audit client records to validate data and completion of carers assessments for members of BME communities</p> <p>(c) Contractual obligation on BME grant funded voluntary organisations to liaise with Carers Centre Black and Minority Ethnic Community worker</p>	<ul style="list-style-type: none"> • More BME carers accessing support agencies • BME carers and community organisations actively involved in the implementation and development of the strategy • BME carers satisfaction with services that they feel are culturally appropriate • More carers from BME communities in contact with agencies in Barnet, especially African, African-Caribbean and Chinese carers 	<p>50% increase in contact numbers each year</p> <p>(a)BCC (b)Barnet Council / Primary Care Trust through GPs</p>

Objective	Activities	Outcome	Timescale/Lead
	re carer awareness.		
1.3. To identify and remove barriers that may inhibit carers from seeking help	<p>(a) To be discussed at carer forums/sub-groups with recommendations to Partnership Boards on advice to agencies to improve accessibility</p> <p>(b) To have robust information systems in place to identify carers and data used to target efforts to ensure carers from all sections of the community are able to gain access to appropriate services, information and support</p>	<ul style="list-style-type: none"> Reasonable adjustments made to services to reduce barriers for carers to make themselves and their needs known Greater clarity on whether carers from all sections of the community are being reached, what they need and whether they receive a service Analysis of information to better inform: information and communications strategies and plans, planning and commissioning of services Carers from all communities in Barnet feel able to easily gain access to appropriate services, information and support 	<p>Years 1 – 3</p> <p>(a)Partnership board Carer sub-groups/forums</p> <p>(b) Each agency to determine information required and ensure systems in place to regular report to CSG on action taken</p>
1.4. To clarify health and social care services criteria for provision of carer services	Barnet Primary Care Trust and Adult Social Services to produce clear eligibility criteria for services it will provide to carers, ensuring legal compliance	<ul style="list-style-type: none"> All carers, carer organisations and staff will know the eligibility criteria for health and social care support to carers Carers know reasons if a health or social service care package is not provided 	Year 1 - Adult Social Services Communication Manager through Communication Sub-group

Objective	Activities	Outcome	Timescale/Lead
<p>1.5. To ensure that all carers have clear information about process and their right to a Carers Assessment by Care manager or the option for Self assessment</p>	<p>(a) Training for staff on improved content of carers' assessments, and development of self assessments</p> <p>(b) Public information events/stalls in different parts of the borough to promote carers assessments and support available</p> <p>(c) Contractual obligation on grant funded voluntary organisations to seek to identify carers (including carers of members – with their permission) and provide information on carer rights/ services to these carers – evidenced in monitoring information.</p>	<ul style="list-style-type: none"> • All carers know of their right to be assessed for services (measured via surveys) • Increase in number of carers assessed for services (measured from statistical data) • Carers feel they are treated as individuals in their own right – measured via surveys 	<p>Years 1-3 (a) Health and Social Care Service managers</p> <p>(b) Communication Strategy sub-group</p> <p>From Year 1</p>
<p>1.6. To assist carers by helping them better understand the medical condition of the person cared for.</p>	<p>Each agency required to provide guidance to carers to help them better understand the medical condition of the person they care for e.g.</p> <ul style="list-style-type: none"> • Medicine management and contra-indications • Psychological effects • Signs of deterioration 	<ul style="list-style-type: none"> • Carers feel more confident in their caring role • More effective care packages for person cared for 	<p>Years 1-3: Information sub group to develop through GPs, Carers Nurse and Specialist Third Sector agencies</p>

Objective	Activities	Outcome	Timescale/Lead
Direction 2: Having a voice Carer involvement in the training of staff, and the commissioning and monitoring of contracted services.			
2.1. To ensure carer issues and concerns are acknowledged and embedded within Council and health service policies	To obtain corporate agreement within the Council and Barnet Primary Care Trust that all strategies and reports are required to consider carer issues, and that drafts are considered by carer sub-groups of all Partnership Boards	<ul style="list-style-type: none"> • Carer considerations a standard part of strategies and reports relevant to carers by all agencies/ departments 	Year 2/3 Chair of CSG/Carer Strategic Officer through Adult Strategy Group and Scrutiny Committee
2.2. To identify appropriate ways of involving carers in the process of recruitment of staff	(a) All agencies to endorse the principle of involving carers in the recruitment process of staff – and determine how that is best achieved (b) To explore options for joint carer and staff training on recruitment process and procedures. (c) To identify ways in which induction programme for all new staff includes involvement and perspective of carers	<ul style="list-style-type: none"> • Carers involved in the recruitment and induction processes of staff • Carers feel that more support staff understand their role and contribution – measured by carer surveys and consultation • Carers feel more involved, as partners with agencies – measured by carer surveys and consultation 	Year 1 – Training sub group of CSG to link work with Barnet Involvement strategy and HR department to establish pilot scheme and evaluate Year 2-3- adjust/ amend and extend

Objective	Activities	Outcome	Timescale/Lead
<p>2.3. To ensure the CSG and carer sub-groups of Partnership Boards are sufficiently robust, strategic and well placed to take forward the carers' agenda within Barnet</p>	<p>(a) Review:</p> <ul style="list-style-type: none"> - Terms of reference & Membership of CSG and Partnership Board carer sub-groups/forums <p>(b) Establish:</p> <ul style="list-style-type: none"> - Carers forums to take forward this strategy, and enable more carers to be involved including members from BME communities - Carers Champions in all agencies 	<ul style="list-style-type: none"> • Partnership Boards agendas regularly consider carer issues – and take forward issues, as appropriate to other forums : and membership includes carer representation from all communities • Carers keen to be involved work of CSG, Partnership Boards and carer forums 	<p>CSG and Partnership Boards</p> <p>Year 1 – Review TOR and m'ship</p> <p>Year 2 – establish carers forums</p> <p>Year 3 – Fully established forums and champions</p>
<p>2.4. To ensure that carers and care organisations are involved in the setting up of the Local Involvement Network (LINK)</p>	<p>To make representation to the host organisation to ensure that the LINK in Barnet includes appropriate level of representation by carers and carer organisations</p>	<ul style="list-style-type: none"> • Carers have a stronger voice in influencing the way services are provided and delivered 	<p>Year 1 – CSG Chair and Corporate procurement</p>

Objective	Activities	Outcome	Timescale/Lead
Direction 3: Financial security Responsive employment practices, clarity on charging policy and welfare benefits advice and support.			
3.1. To ensure clarity and transparency in the charging policy for services, and improve welfare benefits advice	a. All agencies to make it clear what services are charged for, based on national guidelines and financial assessments b. To ensure actual or potential users of services receive appropriate welfare benefits advice	<ul style="list-style-type: none"> Carers know charges for services provided by all agencies in Barnet 	Year 1 Communication Strategy group linking with Joint Visiting team
3.2. To improve the economic well being of carers	a. To ensure Direct Payments are always considered as a service option for carers b. To develop a relationship with the head of the local Department of Work and Pensions, to ensure better awareness of carers in the joint assessment teams, and encouraging greater take-up of benefits by carers	<ul style="list-style-type: none"> More carers aware of and claiming benefit entitlements (measured by take-up of benefits by carers) More referrals of carers for benefits advice Increase in use of Direct Payments by carers 	(a) Year 1 - Service managers to ensure promotion of Direct Payments to carers (b) Year 1-3-Barnet Council Carers Strategic Officer
3.1. To help carers to achieve care / life balance	(a) As part of Assessment or provision of information, advice and support to ensure carers are helped to access back to work advice, training for re-skilling and up dating of skills and knowledge, where requested (b) Flexible terms of employment for staff that are carers, with emphasis on Barnet becoming a 'Good employer' (c) Extend good practice to other large employers	<ul style="list-style-type: none"> Carers receive information and quality advice and support to better enable them to continue working, education or training with caring responsibility (measured through the carers assessment forms and surveys of carers who have been assessed) HR policies reflect recognition of carer needs in terms of special leave arrangements and flexible working practices 	(a) Year 1 – CSG Training sub group to consider - Service managers to ensure training for work needs covered as part of assessment process (b) Year 1-3 –HR Carer policies in place

Objective	Activities	Outcome	Timescale/Lead
Direction 4: Training to Care Carers have access to training to support their caring role, both in their home and through the provision of courses			
4.1. To develop support and training opportunities for carers	(a) All agencies through Training sub group to establish mechanism for identifying support and training needs of carers and plans for meeting them (b) Barnet Council to identify funding for general training programme in partnership with Primary Care Trust e.g. moving and handling (c) All training sessions evaluated and adjustments made according to 'feed back' (d) Barnet Council to develop joint training for staff and carers	<ul style="list-style-type: none"> • Support and training needs for carers are part of agency's annual training programme • Programme for meeting 'generic' support and training needs is delivered with positive feedback i.e. Carers feel they are receiving the support and training that they require/ need 	Year 1 – CSG sets up a carers training sub-group, to identify training needs Year 2 – proposals for meeting those needs formulated and start of provision
4.2. To ensure all carers, know what to do in the event of an emergency for the person they care for	(a) To provide training to help prepare carers, to know what to do in the event of an emergency by the person they care for e.g. access to first aid and 'save a life' training (b) Carers information pack to include emergency contact details (c) CSG to ensure emergency service is closely monitored, and reviewed to meet demand	<ul style="list-style-type: none"> • All carers trained in basic first aid • Carers know how to access help and support in an emergency 	Year 1- 3 CSG to oversee delivery through Training sub group

Objective	Activities	Outcome	Timescale/Lead
4.3. To establish an Expert Carers <i>Caring with confidence</i> Programme in Barnet	To identify local delivery arrangements for the delivery of a CWCP.	<ul style="list-style-type: none"> • Greater empowerment of carers who take part in CWCP, in the management of care • Improved health and wellbeing for carers and person they care for • Minimum of 6 programmes per annum 	Year 1 -Training sub group to identify lead agency in third sector to deliver programme in collaboration with partner organisations Year 2 –3 – Monitor and evaluate
4.4. To develop a model for closer collaboration between agencies in the delivery of training and carers events	<p>(a) To support multi-agency ‘generic’ stakeholder events</p> <p>(b) To co-ordinate and deliver ‘generic’ training events for carers</p> <p>(c) To establish a strong network among carer support professionals through Carers Support organisations network across all agencies/ departments (statutory and voluntary), with link to CSG</p>	<ul style="list-style-type: none"> • Shared local vision • Better value for money and consistency of approach to carers • Better cross agency/ department exchange of information and ideas to improve policy, planning, guidance and practice towards carers 	<p>(a) Year 1-3 Information sub-group to co-ordinate</p> <p>(b)Year 1: Training Sub group to develop proposal for joint training for agreement by CSG</p> <p>Year 2: Pilot new joint training programme</p> <p>(c) BCC through CSON</p>
4.5. To facilitate carers to maintain their health – general, physical and emotional	To set up a cross agency working group, with carers, to identify ways to promote the general health, physical health and emotional health of carers	<ul style="list-style-type: none"> • Carers assessments identifying support needs to prevent deterioration of carers health • GP to monitor health of carers through annual health checks 	Primary Care Trust to lead through Carers Nurse – Years 1-3

Objective	Activities	Outcome	Timescale/Lead
Direction 5: Emotional Support			
Choice of access to community and cultural support, through peer support , formal counselling or carer resource centres			
Objective	Activities	Outcome	Timescale/Lead
5.1. To ensure that Carers have access to counselling or peer support as appropriate	<ul style="list-style-type: none"> - Review of Commissioned Counselling services to provide a service appropriate to carers - Peer mentors to receive training - Community organisations to be grant aided to provide outreach support 	<ul style="list-style-type: none"> • Carers feel they have access to professional emotional support when required 	Carers Strategic officer and commissioners – Year 2
5.2. To ensure that carer/ user conflict is dealt with in an appropriate, professional manner.	<ul style="list-style-type: none"> - Appropriate handling of conflict is addressed in training of staff and in relevant policies and procedures - Access to advocacy offered to resolve conflict between carer and service user 	<ul style="list-style-type: none"> • Carers feel any conflicts between them and the person they care for are handled and managed professionally by staff, and carers are not left unsupported (measured via surveys and consultation) 	Year - 3 : Service Managers In partnership with commissioners and Advocacy agencies
5.3. To ensure former carers have access to support services, as appropriate	Agencies to agree and implement policy/ protocol for what support will be offered when a carer ceases to provide care and to publicise so carers are fully aware	<ul style="list-style-type: none"> • End of caring policy/ protocol established by agencies and known to carers • Guidance and good practice shared across agencies • Ex-carers feel supported and valued 	Carers Strategic Officer to lead interagency working group - Year 2

Objective	Activities	Outcome	Timescale/Lead
Direction 6: Time off			
Range of residential day and domiciliary care support /shared care options to provide carers with time for themselves			
Objective	Activities	Outcome	Timescale/Lead
6.1. To increase range of flexible break services to provide carers with opportunities for a rest from caring, – tailored to the needs of the carer and the person cared for, their lifestyle, and cultural needs etc	<p>(a) Barnet Council Audit section to be commissioned to audit range quality and equity of access to break services, and determine scope for emergency respite to include:</p> <ul style="list-style-type: none"> - Analysis/survey of nature of breaks required by carers - Review criteria and current use of direct payment levels to provide breaks, investigate ways to improve ‘take-up’ and address barriers - Carers Break vouchers - review criteria and use across all care groups to ensure ‘fit for purpose’ - Consider family support networks– enabling more families to be linked for mutual support <p>(b) Individual budgets - review progress, seeking to remove any barriers to make them more accessible to carers and person they care for</p> <p>(c) To negotiate with Leisure Services for concessionary rates for carers.</p> <p>(d) To adjust contracts with grant funded voluntary organisations to provide more carer orientated services.</p>	<ul style="list-style-type: none"> • Services provided based on analysis of need • Carers have a greater choice and control over services provided, and increase in range and reliability of break service options e.g. ‘short notice’, at weekends, evenings; expansion of range of holiday activities for older disabled young people . <p>Carers have greater choice in services provided.</p>	<p>(a)CSG to scope audit in Year 1 and oversee delivery and implementation of outcomes in year 2-3</p> <p>(b) Carers Strategic officer to link Carers needs with overall departmental development of lbs</p> <p>c) Carers Strategic officer in year 2</p> <p>From Year 1</p>

Objective	Activities	Outcome	Timescale/Lead
<p>6.2. To ensure proper planning and support for alternative care in the event of an emergency for the carer</p>	<p>(a) To ensure all support agencies/ departments have established good planning and preparation with carers in the event of an emergency</p> <p>(b) To develop arrangement for the provision and promotion of contingency responses.</p>	<ul style="list-style-type: none"> • Emergency service in place - 24 hour/ 7 days a week staffed telephone line with ability to arrange emergency cover • Emergency services known and accessible to all carers (measured by surveys and use made of the service) • Carers have their needs adequately met in an emergency (measured by feedback from them)with emphasis on providing support in the home of the person cared for that is planed, accessible and reliable 	<p>CSG to oversee development through Emergency planning working group</p>

Objective	Activities	Outcome	Timescale/Lead
Direction 7: Quality Services			
Emergency support, ease of access to services and shared responsibility on outcomes for services delivered			
Objective	Activities	Outcome	Timescale/Lead
7.1. To ensure agencies do not discriminate against carers on grounds of gender, age, ethnicity, sexuality, or disability	(a) All agencies to reflect equal opportunities in policies, procedures, guidance, publicity materials and training (b) To monitor information from data collected about carers, their access to and use of services, consultation returns, complaints/ compliments etc to analyse and take action if required to ensure non-discriminatory actions and behaviour	<ul style="list-style-type: none"> All carers in Barnet feel that they have equitable access to services. 	(a)All agencies to review policies and documentation – Year 1 (b) Information subgroup to collate and analyse data to identify potential discriminatory practice
7.2. To identify service gaps, prioritise areas of need and seek to address them	(a) Annual have your say days for carers (b) Analysis of carers' assessments including contingency plans reported to CSG and Partnership Boards to inform future service plans, prioritise allocation of funding and other resources.	<ul style="list-style-type: none"> Better targeting of resources Wider range of services available 	(a)Carers Strategy Group- ongoing, (b)CSG, Partnership Boards and commissioning managers – from beginning Year 2

Objective	Activities	Outcome	Timescale/Lead
7.3. To ensure there are smooth and joined up 'pathways' to support carers	<p>To ensure agency protocols and procedures are in place, and known to staff and carers for:</p> <p>(a) Transitional arrangements between children to adult service, and from younger to older adults services</p> <p>(b) When carers care for more than one person supported by different care agencies/ departments/ staff</p> <p>(c) When a carer is also a recipient of services due to their vulnerability</p> <p>(d) Assessing carers who live in a different local authority to that of a person they care for</p>	<ul style="list-style-type: none"> • Carers experience smooth transition process for themselves, and perceive better co-ordination between agencies/ departments and their staff • Carers feel better supported 	<p>CSG to oversee establishment of protocols via interagency working group – Year 1</p> <p>Service managers responsible for implementation – Year 2-3</p>
7.4. To have management information systems in place and used to better inform planning, commissioning and service delivery decisions	<p>(a) Identify information required to better inform planning, commissioning and service delivery decisions, to identify demand, supply, gaps, preferences and views of carers:</p> <ul style="list-style-type: none"> • Quantitative data on needs and provision • Qualitative e.g. surveys of carers <p>(b) Barnet Council and Primary Care Trust to require agencies as part of service specification to provide information required in a regular and consistent way</p>	<ul style="list-style-type: none"> • Better decision making for planning, designing, commissioning and delivery of services • Better targeting of effort and resources 	<p>a) Information sub-group and Carers Strategic officer – Years 1-3</p> <p>b) Commissioners and procurement – year 2 & 3</p>

Objective	Activities	Outcome	Timescale/Lead
7.5. To develop systems for monitoring expenditure and performance	(a) Joint Carers Strategic officer to agree priorities and funding for Carers services and monitoring expenditure (b) Establish commonly agreed and used indicators (qualitative and quantitative) to measure success – including the extent to which carer issues are embedded within agencies (c) Establish joint reporting and monitoring arrangements	<ul style="list-style-type: none"> • Analysis of funding allocation and expenditure against non-financial management information to determine whether achieving best value for money • Better identification of what is working well (to learn and spread good practice) and not so well (to investigate and address) 	Carers Strategic Officer in partnership with commissioners– Year 1
7.6. To establish monitoring systems to ensure that the duties set out in Carers legislation are being full implemented	(a) To ensure all legal duties towards carers are identified and collated (b) Social Services to develop with Primary Care Trust and carer organisations effective monitoring systems to ensure compliance with obligations, and ensure shortfalls are addressed by relevant agencies	Barnet Council and Barnet PCT meets legal duties towards carers	(a) Barnet Council Legal department produce check list – Year 1, and updated annually (b) Service commissioners and Service Managers

Objective	Activities	Outcome	Timescale/Lead
7.7. To develop quality standards jointly with key partners in health, Adult Social Services and the third sector to reflect carers' needs	(a) Health and Social Services (adults and children) commissioners working together to improve commissioning arrangements in respect of carers (b) Benchmarking with other authorities (c) To consider and agree how to quality control services we sign post to (as distinct from those we commission or deliver directly) (d) Annual reviews undertaken of current performance against standards set	<ul style="list-style-type: none"> • Quality standards agreed and implemented and method for monitoring quality e.g. feedback from carers • Carers can identify annual improvements in quality of service provision • Providers feel greater partnership working with the statutory sector • Barnet Council and Barnet PCT compliance with procurement rules 	Carers Strategic officer and Commissioners – Year 1- 3
7.8. To improve staff professional practice	(a) To include work with carers as part of staff management performance and appraisal systems, and used to help identify what further training is needed (b) Protocols and standards of practice on response rates to messages, phone calls etc (c) Mandatory training for all staff and their managers who assess or provide services to carers	<ul style="list-style-type: none"> • Carers feel they are treated with more understanding of and respect for their role, and receive a more professional service • Carers as partners in delivery of care package 	(a) & (b)Service managers – from Year 1 (c) CSG training sub group working with training officers to develop programme – Year 1- 3
7.9. To ensure that service provision for the cared-for person is sensitive to carer needs	(a) Contracts with <u>all</u> providers to outline how services will be conducted in a carer friendly way. (b) Training provider staff/volunteers on carer needs to be made available for all providers	<ul style="list-style-type: none"> • Carers feel services for cared-for person take account of carer needs. 	From Year 1

Objective	Activities	Outcome	Timescale/Lead
<p>Direction 8 : Recognition and understanding Ensuring that all council and NHS staff recognise the part that Carers play in maintaining someone to live at home, and to work in partnership to deliver holistic care services, with systems to ensure that carers needs are considered through a comprehensive assessment and review process</p>			
<p>8.1. To encourage 'hidden' carers to recognise themselves as carers and to know where to obtain information and support – general</p>	<p>To set up a working group to develop and implement a communications strategy and plan, to include:</p> <ul style="list-style-type: none"> • Defining target audiences • Production of appropriate and relevant materials and messages • Methods of communication 	<ul style="list-style-type: none"> • More carers in contact with agencies (measured by collecting, collating and reporting referrals received) • Evidence of greater awareness within Barnet of carers – their role, rights and issues e.g. other employers offering flexible working to carers where possible • Carers feel less isolated • Greater co-operation and collaboration between statutory and voluntary sector in joint communication efforts 	<p>Carers Strategy Group to co-ordinate, with Barnet Council and Primary Care Trust communications and IT departments</p> <p>Year 2</p>
<p>8.2. To continue to encourage parent carers to identify themselves</p>	<ul style="list-style-type: none"> • To ensure parent carers are aware of their entitlement to carers services • To promote take up of the Disabled Children's Register • Establish dedicated transition service for young people with disabilities 	<ul style="list-style-type: none"> • Parent carers feel better informed of service available • Parent carers feel better supported • Year-on year increase in number of parent carers on the Disabled Children's Register 	<p>Dis. Children's Service manager, and Learning Disabilities and & Physical and Sensory Impairment Service Managers</p> <p>Year 1-3</p>
<p>8.3. To encourage staff to identify themselves as carers</p>	<p>- Barnet Council and Primary Care Trust to establish policies and systems to ensure employees who are carers receive appropriate information and support as carers – to include consideration of agreeing</p>	<ul style="list-style-type: none"> • Council and Primary Care Trust staff policies and systems in place, and all staff aware of information and support available to them as carers • Part of the annual corporate reports to Council Members and Primary 	<p>Barnet Council and Primary Care Trust personnel/ HR departments to lead-year 1</p>

Objective	Activities	Outcome	Timescale/Lead
	support for staff/ carer networks, staff satisfaction surveys to include awareness of carer rights, addressing issues that arise etc	Care Trust Board includes identification of number of staff who are carers and provision made to support <ul style="list-style-type: none"> • 'Carer Champions' in each agency 	Year 2 – Barnet Council and Primary Care Trust agreed policies and systems in place Year 3 – Larger Third sector orgs to implement
8.4. To further develop paid workers' cultural understanding and awareness of carers	To develop and implement plans to promote cultural awareness and competency across the workforce and sensitivity toward the many and varied needs of carers	<ul style="list-style-type: none"> • All health and social care staff receive briefings/ training about carers and carers issues in relation to culture • Carers issues included in all relevant training of staff and general internal communications • Carers from BME communities feel they are treated with dignity and respect, and that they have access to culturally competent services 	CSG Training and Communications sub-groups to co-ordinate - Year 1 for key health and social service staff Year 2 – for other staff Year 3 – adjust plans in light of experience

Objective	Activities	Outcome	Timescale/Lead
<p>8.5. To improve identification of and support to carers by health and Adult Social Services</p>	<p>(a) Primary Care Trust to ensure all GPs comply with contractual obligations to maintain carer registers, and require them to report numbers of carers on their register to Primary Care Trust</p> <p>(b) Primary Care Trust to continue to support the Primary Care Development Manager, based at Barnet Carers' Centre</p> <p>(c) Hospitals to ensure that treatment and admission forms identify carers (not just 'next of kin') and information is used to:</p> <ul style="list-style-type: none"> - provide patient and carers with leaflet/ flyer on how to access information/ support - ensure all carers are involved in discharge processes - inform the Primary Care Trust <p>(d) Ensure all joint assessments and reviews of clients capture information about carer and relevant advice distributed</p> <p>(e) Ensure that all Children's Services support workers are aware of carers support services and provide info to new parents of disabled children</p>	<ul style="list-style-type: none"> • All NHS GPs in Barnet maintain and report on data from carer register • Primary Care Trust use data to help inform planning for carers in Barnet, in conjunction with colleagues in Adult Social Services and with other partner organisations e.g. private and voluntary sectors • All hospitals able to easily identify carers of vulnerable patients • Carers provided by the hospital with information to support them in their role as carers • Carers feel fully involved in the discharge planning arrangements • Primary Care Trust able to monitor hospital contact and involvement with carers • All carers provided with support information and leaflet at initial assessment of person 	<p>Primary Care Trust + NHS Hospital Trusts</p> <p>Year 1 (a) – strategy and plan in operation Year 2 (c) – strategy and plan in operation</p>

Objective	Activities	Outcome	Timescale/Lead
<p>8.6. To ensure all relevant agencies fully consider carers' needs in the planning and delivery of services, via a range of mechanisms.</p>	<p>(a) All plans to identify how carers' needs are built into the processes for planning and delivery of services, seeking to include carers at all possible levels –</p> <p>(b) Clarify to staff and carers on which information can be shared with carers, and ensure 'Confidentiality' policy is used appropriately</p> <p>(c) Establish rewards and recognition policy for carers , and alternative carer for attending meetings</p> <p>(d) Provision of training for carers to build their confidence in public speaking</p> <p>(e) Provision of training to practitioners and managers on effective carers involvement in service planning</p> <p>(f) Carers as trainers</p>	<ul style="list-style-type: none"> • User and citizen involvement strategy implemented to include carers • Carers feel confident in speaking out – more carers actively involved in consultation processes • Carers receive feedback following their input to consultation processes • Carers receive financial recognition for their contributions to service development 	<p>(a) & (b)CSG and CSON to establish multi-agency protocol – Year 1</p> <p>(c) CSG links with Citizen involvement strategy</p> <p>(d) & (f)Training sub group to arrange linking with the Carers Representative Development Group – Year 1</p> <p>(e)Service managers – Year 1-3</p>
<p>8.7. To ensure service providers involve carers in the assessment of the person they care for and provision of services</p>	<p>(a) To ensure each agency has a clear policy that carers will be involved in any assessment process</p> <p>(b) Hospital discharge practices to ensure that that no hospital discharges take place without fully involving carers in planning</p>	<ul style="list-style-type: none"> • Carer needs recognised as part of assessments and reviews of 'clients' – enabling more sustainable care packages to be agreed • Carers feel fully involved in assessments, hospital discharge planning and service delivery (measured through surveys/ questionnaires/ consultation etc) 	<p>Relevant service managers in health and Adult Social Services – from Year 1</p>

Objective	Activities	Outcome	Timescale/Lead
8.8. To improve the efficiency and effectiveness of the carers assessment process	(a) To establish and implement protocols to improve the carers assessment process (b) To establish an alert system on Swift to alert staff for the need for a review (c) Carers advised when assessed how to get back in touch with key people who are supporting them in their caring role (d) Needs of parent carers to be reviewed at regular Child in Need of Looked After Child reviews	<ul style="list-style-type: none"> • Carer assessments holistic - employment, leisure, training and education issues addressed • Assessments completed and carers receive written response to assessments within agreed time-scales • Carers feel they are treated as partners in the caring process (measured through annual survey) • Carers receive better assessment service – measured through survey, and action taken by agencies that improves service planning and delivery for carers 	Service managers – Annual survey of carers assessed to identify quality of assessment process – from Year 1
8.9. To ensure that carers' housing needs are fully addressed, and handled sensitively and sympathetically	(a) To ensure that Barnet Council and other housing providers, and Council Tax assessments in Barnet, take full account of the needs of carers	<ul style="list-style-type: none"> • Identified vulnerable people accommodated in two bed units – enabling regular carers to have own room or alternative live-in carer • Better understanding and support for carers in housing arrangements 	(a) CSG, Supporting People, and Housing Strategy group – Year 2
8.10. To improve carers' access to transport	(a) To make arrangements to ensure carers can attend meetings and consultation events when transport is required (b) Ensure relevant carers know how to take full advantage of the 'Blue Badge' and Taxi card schemes (c) Seek to improve access by carers to the Council's carers' permit scheme	<ul style="list-style-type: none"> • Carers are not disadvantaged and are well informed about transport options 	(a)Year 2 - Carers strategic officer to hold discussions with Community Transport service to provide service to carers (b) &(c) Year 1- Information sub group