

# Adults and Communities



## Our Business Plan

2013 - 2014

## Contents

Introduction from the Adults and Communities Director	Page 3
Overview of Adults and Communities - Adult Social Care	Page 4
Overview of Adults and Communities - Community Safety	Page 6
Overview of Adults and Communities - Registration & Nationality Service	Page 7
Overview of Adults and Communities - Leisure Management	Page 8
Business Planning Framework and Resources	Page 9-11
Adults and Communities Delivery Unit – Business Plan Priorities 2013-2014	Page 12-20

## Introduction from the Adults and Communities Director

Welcome to the Business Plan for the new Adults and Communities Delivery Unit!

The Delivery Unit now comprises Adult Social Care, Community Safety, Leisure Management and the Registration and Nationality Service.

We have all been through major change, as individuals and as services, to form this new Unit. My aim for this year is that we develop the new Delivery Unit into something that we all feel proud to be part of. I want us to get to know each other, build our new working relationships and together find the opportunities for working across the four service areas that will help deliver better outcomes for Barnet residents.

We are already high-performing and our services start the year with clear plans and objectives, set out in this Business Plan, which covers Adult Social Care, Community Safety and Registration and Nationality. It will be updated later this Spring to include Leisure Management when this service area completes its transfer to Adults and Communities.

The theme of change will continue into 2013/14, as public sector austerity continues, national welfare reform is implemented and our key partners in Health, Criminal Justice and central government also experience change. The Business Plan, which you all have helped to shape, helps us to navigate change. It sets out clearly what we need to focus on and achieve so that we do not lose sight of our core remit despite all the change going on around us.

Thank you for your hard work over the last year and I look forward to us all working together during 2013/14.



A handwritten signature in black ink, reading "Dawn Wakeling".

**Dawn Wakeling, Adults and Communities Director**

## Overview of Adults and Communities – Adult Social Care

***We will enable you to remain independent and safe by providing the right information, advice and access to support; making sure that when life changes, you stay in control of your care with the right support at the right time for you and your family.***

In delivering this vision, the Adults and Communities Delivery Unit (ACDU) works closely with other council services, health, voluntary and the independent sectors. Our focus is on promoting information and advice, wellbeing, choice and control; promoting the independence of adults who need support, enabling them to live safely in their own homes where possible while encouraging their participation in the community, and reducing the need for traditional services.

We support the overall vision for health and wellbeing in Barnet, led by the Health and Wellbeing Board that “all Barnet’s residents will be able to live as healthily and as independently as possible by being:

- Free of avoidable ill-health and disability
- Able to take responsibility for their own and their family’s health and wellbeing
- Able to harness the support of their family and friends and the community”

The Department of Health has set four national social care outcomes:

- Enhancing the quality of life for people with care and support needs
- Delaying and reducing the need for care and support
- Ensuring that people have a positive experience of care and support
- Safeguarding adults whose circumstances make them vulnerable and protecting them from avoidable harm

These outcomes, together with the Barnet corporate plan priorities and values drive our four **strategic priorities** for adult social care as illustrated in the diagram on the next page.

# Our strategic priorities and commitments to residents

Be Trustworthy

Be Human



Be Collaborative

Value Diversity

## Overview of Adults and Communities – Community Safety

Barnet has lower levels of crime and a higher level of community cohesion relative to the rest of London. Nonetheless, the impact of criminal and nuisance behaviour still matters to residents, who consistently place burglary and anti-social behaviour high on their list of concerns.

In the light of public sector financial pressures we have reconfigured the Community Safety Team to ensure we work more closely with our partners and residents through the sharing of information, intelligence and resources to reduce crime.

To address crime we will deliver:

- Targeted campaigns and individually-tailored crime prevention advice and information to victims and surrounding households
- High-visibility and covert operations at identified burglary hotspots
- An enhanced Integrated Offender Management model that will support offenders willing to stop their offending behaviour while delivering intensive enforcement for those unwilling to stop.

To address anti-social behaviour we will:

- Work with the Police Safer Neighbourhood Teams and relevant agencies to ensure incidents of anti-social behaviour are effectively recorded, information shared and an agreed set of measures implemented with clear outcomes for residents
- Identify repeat victims of anti-social behaviour at the earliest opportunity and intervene using a multi-agency, problem-solving approach.

We will continue to monitor Hate Crime levels and our response to Hate Crime reports and work with our residents and third party reporting sites to ensure reporting pathways are in place, particularly for vulnerable people.

In support of these priorities we will deliver a number of service improvements:

- CCTV operations to ensure targeted prevention and evidenced detection of crime
- Neighbourhood Justice Panels that will allow us to intervene on behalf of the victim at the earliest point
- An extended Community Coaches scheme to provide additional community-centred support
- Wider use of Conditional Cautioning and Drug Testing on Arrest; and Powers to encourage individuals to address some of the drivers behind their offending behaviour.

We will maintain an on-going dialogue with our residents to ensure our services are delivered in line with local need, against local priorities and in partnership with the local community and local businesses.

## Overview of Adults and Communities – Registration and Nationality Service

***To provide an accessible, friendly and efficient Registration Service to the residents of Barnet.***

We will achieve this by:

- Listening to and involving our customers and being responsive to their needs
- Providing high quality services that give value for money and are based on best practice
- Cultivating the enthusiasm of our staff
- Ensuring staff are fully trained to deliver a flexible and responsive service to our customers.

The Registration and Nationality Service is responsible for the registration of births, deaths and still-births, the formalities for marriage and civil partnerships and for citizenship ceremonies within the boundaries of Barnet Borough Council. The Service is provided by the Local Authority working with the General Register Office and a (local) Registration Officer.

The following statutory services are undertaken by Barnet Registration and Nationality Service in conjunction with the Registrar General (Identity and Passport Service) and the Home Office:

- Registration of all births, deaths and still-births occurring in Barnet
- Taking Notice of Civil Marriage and Civil Partnerships for residents of Barnet and also any persons subject to immigration control that choose to give their notice in Barnet
- Conducting all the civil marriages and civil partnerships at 182 Burnt Oak Broadway and at other approved premises in the borough
- Production of certified copies of birth, death and marriage certificates – from both current and historic registers
- Conducting the Citizenship Ceremonies at which new UK citizens are presented with their citizenship certificates.

The following non-statutory services are undertaken by Barnet Registration and Nationality Service in conjunction with the Home Office:

- Checking and certification of applications to the Home Office for UK citizenship under the Nationality Checking Service (NCS)
- Checking and certification of applications to the Home Office for permanent residence on the basis of marriage or partnership to a British citizen.

## Overview of Adults and Communities – Leisure Management

*Note: Leisure Management will be transferring into Adults and Communities in May 2013.  
A revised Business Plan will be published to include this new service.*

## Business Planning Framework and Resources

This section describes how the Council's Corporate Plan fits in with the Adults and Communities Business Plan 2013/14, summarises the budget for Adults and Communities and reviews the previous year's Business Plan.

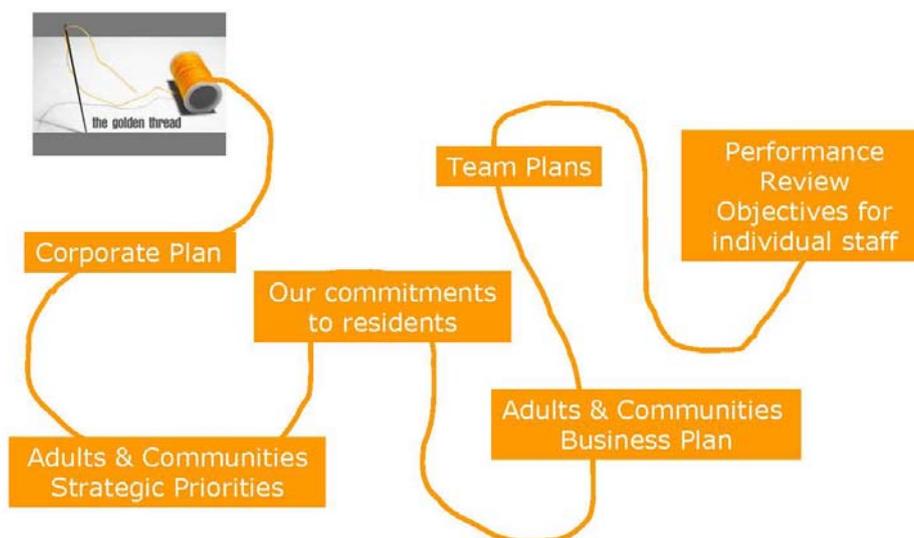
### **The Golden Thread**

Barnet Council's [Corporate Plan 2013/14](#) – approved by Cabinet on 25 February 2013 – defines the Council's priorities:

- Create the right environment to promote responsible growth, development and success across the borough
- Support families and individuals that need it – promoting independence, learning and well-being
- Improve the satisfaction of residents and businesses with the London Borough of Barnet as a place to live, work and study

In turn this informs the Adults and Communities Strategic Priorities, or the high-level outcomes we are seeking to achieve to contribute to the Corporate Plan. Together with our commitments to residents, this forms the basis for our Business Plan, related Team Plans and individual objectives for staff – see diagram below.

## The Golden Thread



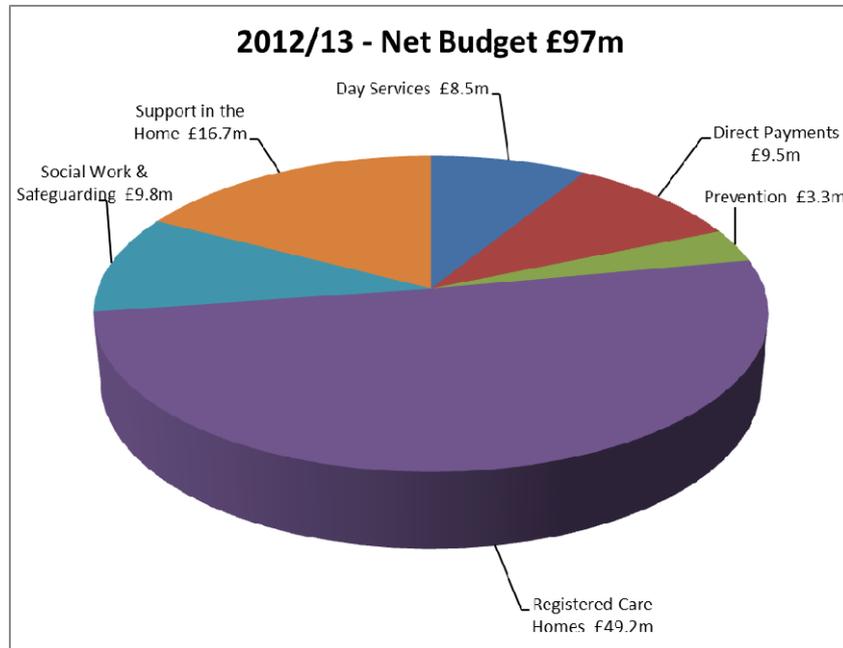
### **Business Planning – Consultation with Staff**

As part of developing our Business Plan, we consulted with staff, giving them the opportunity to comment on and influence our Plan. This feedback was invaluable and helped to align the work of individuals and Teams with the strategic aims of the Delivery Unit. This took place via a series of focussed sessions. We were extremely grateful that staff still found the time to participate in this consultation. As noted on page 8, this

Business Plan will be updated in May 2013 when Leisure Management transfers to the Delivery Unit.

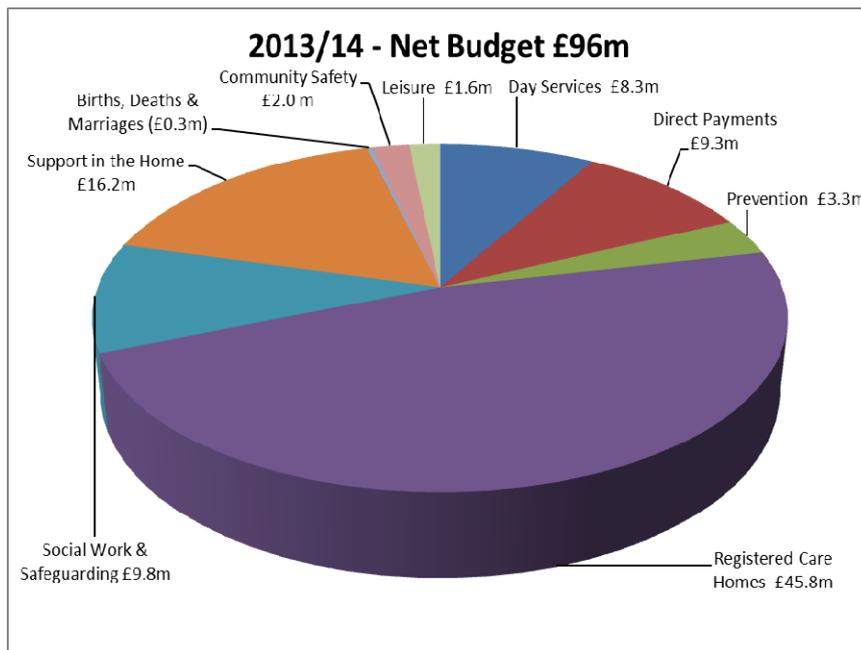
**Resources**

**Diagram 1 – Adult Social Care and Health**



**Diagram 2 – Adults and Communities Delivery Unit\***

(\* includes new functions: Community Safety, Leisure Management and Registration & Nationality)



## **Review of Business Plan 2012-13**

14 key priorities (with a sub set of 56 specific actions) were identified for the 2012/13 Business Plan (which reflected the Adult Social Care and Health structure). Progress against these priorities was monitored on a monthly basis through the Leadership Team via exception reporting, meaning that items at risk of slippage were the subject of further scrutiny. The projected outturn performance for the 56 actions relating to 2012/13 based on February data can be summarised by the following heat map (*2011/12 figures in italics / brackets*):

Completed 40 (27)
Slipped 10 (8)
Closed 4 (1)
Not achieved 2 (1)

Notable **successes** included:

- £200K of NHS carers funding was used to enable carers to remain caring in the community; remain physically and mentally well; reduce or avoid usage of residential and nursing homes and hospital admissions and re-admissions. In addition a new contract for carers support was embedded with robust support and monitoring of lead provider to ensure high quality support, advice and services.
- Achieving the Right to Control target of 75 multiple funding stream support plans for the national trailblazer. The Right to Control gives disabled people more choice and control over the support they need to go about their daily lives. It combines the support customers receive from multiple funding streams and enables them to decide how best to spend this funding to meet their needs. This includes social care, employment support and housing-related support.
- The development of a Market Position Statement and a related website for providers. Barnet is one of the few authorities to have developed a Market Position Statement. This is an outward facing resource for providers to inform them of existing provision, the Council's commissioning intentions, and demographic changes in order to help stimulate the provision of high-quality care and support choices which meet the needs of customers.
- Carrying out user experience surveys for Carers, Personal Budgets and Safeguarding, enabling detailed feedback to inform the customer journey. The safeguarding user interviews were acknowledged by the Peer Challenge Review Team during their on-site visit and review of the Safeguarding process in March 2013.

Areas for **improvement** included:

- Although an extensive action plan was delivered by the Sickness Improvement Group, Adult Social Care staff sickness at 10.26 days/employee is still above the Council target. This remains a priority for the Adults and Communities Delivery Unit for 2013/14.
- We had a target to attain an 8% rate for eligible people who have received NHS Health Checks – the target for this is unlikely to be met due to the withdrawal of Health funding for the initiative.

## Adults and Communities – Business Plan Priorities 2013-2014

Targets / Performance Measure (where applicable)	Completion Date and / or Key Milestones	Dependencies	Lead
<b>Promoting wellbeing and independence, choice and control of adults who need support</b>			
<b>1. Ensure that all customers truly self-direct their support, especially older people. Increasing the use of Direct Payments for all.</b>			
<p>a) Increasing the percentage of eligible adult social care customers receiving self-directed support to 75% (baseline 67%).</p> <p>b) Increasing the percentage (and number) of eligible adult social care customers receiving direct payments to 30% (1075 customers) offering pre-paid cards to all users at the point of informing them of their personal budget.</p> <p>c) Community based packages have support plans that are fully person-centred; 65% include outcomes which are monitored and reviewed at least annually.</p> <p>d) Deliver increased access to peer-led Advice, Information and Support Planning through Barnet Centre for Independent Living (BCIL) by ensuring BCIL is offered to all new customers at the point of informing them of their personal budget amount.</p>	March 2014	Barnet Centre for Independent Living	Heads of Service, Integrated Care for Older People and Disabilities / Integrated Care for Learning Disability and Mental Health

**Safeguarding adults at risk**

**2. Ensure adults safeguarding remains a high priority and underpins the work of Adults and Communities**

<p>a) Increasing the percentage of adult social care service users who say their services have made them feel safe and secure to 62% (baseline 61.3%).</p>	<p>March 2014</p>		
<p>b) Ensure all practitioners respond to alerts and investigations in line with procedures, best practice and agreed timescales set at case conference and monitored via safeguarding performance framework.</p>	<p>In-year</p>		
<p>c) Percentage of safeguarding adult cases where service users who are able and willing report that they have been included in decision making (baseline 19/20 = 95%).</p>	<p>} } } Quarterly } Survey</p>		
<p>d) Percentage of safeguarding adult cases where service users who are able and willing, report that they feel safer (baseline 17/20 = 85%).</p>	<p>} }</p>		
<p>e) Ensure implementation of local action plan based on findings from national recommendations following Winterbourne View reports. Provide update reports to the Barnet Safeguarding Adults Board on action being taken. The Board to review recommendations of the Francis Inquiry with health partners and consider actions required for the local care system.</p>	<p>Quarterly</p>	<p>Social Work Practitioners and Managers; Partners</p>	<p>Head of Service for Care Quality</p>
<p>f) Develop enhanced joint working with Barnet Children's Safeguarding Board, implementation of action plan and recruitment of new shared chairperson.</p>	<p>March 2014</p>		
<p>g) Implement improved multi-agency protocol to safeguarding alerts involving pressure ulcers, working with NHS Barnet Clinical Commissioning Group, leading to better responses for vulnerable adults, more efficient safeguarding investigations.</p>	<p>March 2014</p>		

**3. Take forward learning from Safeguarding Peer Challenge Review conducted 18 - 20 March 2013 to strengthen safeguarding in Barnet**

a) Develop actions across the Safeguarding partnership in response to the feedback from the LGA/ADASS Peer Review to address information sharing, quality, use of MCA and partnership leadership of safeguarding.	September 2013	Safeguarding Adult Board stakeholders	Head of Service for Care Quality
b) Share best practice identified in Barnet by the Peer Challenge Review amongst the Local Government Association "community of practice" forum.	In-year		

**4. Address the concerns of residents articulated in the Barnet Safer Communities Partnership Strategy through the sharing of information, intelligence and resources to reduce crime and anti-social behaviour (ASB)**

<p>a) Reduction in total crime – 2010/11 baseline of 74.922 per 1000 population.</p> <p>b) Reduction in residential burglary – 2010/11 baseline of 24.841 per 1000 population.</p> <p>c) Percentage of residents who are satisfied that the Police and the Council are dealing with anti-social behaviour and Crime in their local area – 2010/11 baseline of 74%.</p> <p>d) Reduction in violence against the person crimes – 2010/11 baseline of 12.935 per 1000 population.</p> <p>e) Reduction in repeat offending of those on the probation caseload – Baseline of 7.8 per 1000 population (against a predicted rate of 7.72).</p> <p>f) Increase public confidence in the Police and Council in dealing with anti-social behaviour and crime issues that matter in their area – 2010/11 baseline of 31%.</p> <p>g) Achieve a reduction in adult reoffending for those under probation supervision or young offenders in education, training or employment (to 7.5 per cent).</p> <p>h) Reduced level of domestic burglary to 24.80 per 1,000 households.</p>	March 2014	Borough Commander Metropolitan Police Service; Probation Service	Head of Service for Community Safety
--	------------	---	--------------------------------------

**Reducing demand on health and social care services through prevention and greater integration with Health**

**5. Continue prioritising the use of Equipment and Assistive Technology as an enabling intervention**

a) Telecare assessments offered to 100% of all new service users in all client groups in the community.			
b) Telecare – 250 new starts during year (baseline 159).	March 2014		Heads of Service, Integrated Care for Older People and Disabilities / Integrated Care for Learning Disability and Mental Health
c) Equipment – Clients in receipt of maintained equipment during the year target to be confirmed (baseline 1,423).			

**6. Deliver the One-Barnet Health and Social Care Integration (HSCI) Programme in order to improve health and wellbeing outcomes for Barnet’s residents and achieve substantial efficiency savings for partner organisations**

<p>a) Delivery of the first two “spearhead projects”:</p> <ul style="list-style-type: none"> <li>• Frail Elderly Risk Stratification Pilot – proactively identifying residents on the cusp of care and supporting their choice to live at home for as long as possible by delaying admission to hospital and residential care</li> <li>• Care Home Improvement Pilot – using evidence-based interventions in selected care homes in order to reduce emergency hospital admissions and safeguarding alerts from care homes</li> </ul>	December 2013	NHS Barnet Clinical Commissioning Group; Providers	Adults and Communities Director
b) Increasing the percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into re-enablement / rehabilitation services to 88.5% (baseline 88.47%).	March 2014		Heads of Service, Integrated Care for Older People and Disabilities / Integrated Care for Learning Disability and Mental Health
<p>c) Supporting people to move from residential care back into the community:</p> <ul style="list-style-type: none"> <li>• Learning Disabilities – 18 people saving £460k</li> <li>• Mental Health – 3 people saving £60k</li> <li>• PSI – 9 people saving £234k</li> </ul>	}		
d) Proportion of people known to Mental Health services in paid	}		

<p>employment, 10%.</p> <p>e) Proportion of people known to Mental Health services who following enablement no longer require a budget (new - target to be confirmed).</p> <p>f) Proportion of people known to Mental Health services who following enablement result in a reduction their personal budget allocation (new, target to be confirmed).</p> <p>g) 100% of people known to the integrated Learning Disability Service in health settings have an agreed transition plan setting out move-on options and timescales.</p> <p>h) Learning Disability service to develop and implement integrated referral and case management; clinical and practice governance arrangements in place.</p>	<p>} } } } March 2014 } } } } } } } } } September 2013</p>		<p>Heads of Service, Integrated Care for Older People and Disabilities / Integrated Care for Learning Disability and Mental Health</p>
<p><b>7. Ensure that information and advice and support for Carers, especially through Carers' Services, is in the upper performance quartile for London</b></p>			
<p>a) Providing information and advice to carers – target 1,795 (baseline 1,632).</p> <p>b) Provide carers' assessments to ensure provision is made for carers needs – target 2,290 (baseline 2,082).</p> <p>c) Increasing the number of carers who receive support services – target 495 (baseline 450).</p> <p>d) Carers' emergency plans – target 200 (baseline 58).</p>	<p>March 2014</p>	<p>Barnet Carers Centre</p>	<p>Head of Service for Prevention and Wellbeing; Carers' Strategic Lead</p>

**8. To shape the local care market to develop increased choice and more local options for people with social care needs, including complex needs**

<p>a) To Embed the Market Position Statement amongst Providers to achieve the following outcomes:</p> <ul style="list-style-type: none"> <li>• Action Plan in place to address identified gaps in market developments for Residential and Nursing Care, Transitions, Personal Assistants and Provider Voice.</li> <li>• Relevant up to date and useful content and resources with positive back from providers and internal stakeholders.</li> </ul>	<p>March 2014</p> <p>Monthly content update; data refresh in Q2 and site refresh in Q4</p>	<p>Content owners; Performance Team; Providers</p>	<p>Head of Service for Social Care Commissioning</p>
--	--	--	--

**9. Implement new service developments that provide better outcomes and increased choice for service users**

<p>a) Utilise S256 funding for existing and new services to make a positive difference to service users including through greater integration with health by: enhancing the quality of life for people with care and support needs; delaying and reducing the need for care and support; ensuring that people have a positive experience of care and support; and safeguarding vulnerable adults.</p>	<p>£5.180m funding for 2013/14 for various projects</p>	<p>NHS Barnet Clinical Commissioning Group</p>	<p>Assistant Director for Adult Social Care</p>
---	---	--	---

**Improve the satisfaction and experience of residents with our services and with care**

**10. Ensure that Barnet residents get the high-quality care and support consistent with the Government's vision set out in *Caring for our Future*. This means that people using services are placed at the centre, assured of effective service delivery, a positive care experience; and standards and processes that keep them safe while recognising choice and control.**

a) Develop a vision of quality, articulate a strategy and deliver this through our plans for practice governance, Barnet Safeguarding Adults Board, Adults and Communities Delivery Unit Care Quality section and with contracted providers.	Vision and Strategy by June 2013; work plan targets TBC	Safeguarding Adults Board stakeholders; Providers	Head of Service for Care Quality
b) Implement the multi-disciplinary Quality in Care Homes Team as part of the Council's leadership role in driving up quality in Barnet social care provision	Mobilise Team by August 2013 and start to deliver on work programme (details of which TBC)	NHS Barnet Clinical Commissioning Group; Safeguarding Adult Board Stakeholders	Assistant Director for Adult Social Care

**11. Adult Social Care Quality of Life measures in Barnet rank with the upper quartile performance for London Boroughs**

a) Increasing overall satisfaction of people who use adult social care services with their care and support by one per cent (to 89 per cent, based on 2011/12 baseline).	March 2014		Assistant Director for Adult Social Care
--	------------	--	--

**12. Deliver excellent customer service throughout Adults and Communities**

a) Compliance with corporate customer care standards for all Adults and Communities services: <ul style="list-style-type: none"> <li>• Communication response times</li> <li>• Complaints response times (statutory and corporate)</li> <li>• Member enquiries response times.</li> </ul>	Quarterly Monitoring to Leadership Team		Assistant Director for Adult Social Care; Assistant Director Communities and Wellbeing
b) Embed learning from complaints into the customer journey for all Adults and Communities services.	Annual Complaints Report		



**14. Investing in ASC Information Technology to develop IT solutions that meet the needs of the business and customers**

a) Work with the preferred bidder, Capita, to identify business needs with the underlying philosophy of delivering customer satisfaction prior to developing a business case and developing appropriate IT solutions.	To be confirmed	Capita and outcome of Judicial Review (expected May 2013)	Assistant Director Communities and Wellbeing
---	-----------------	---	--

**15. HR Metrics linked to a high-performing Delivery Unit**

a) Adults and Communities sickness levels per employee $\leq$ Council average (rolling year).	Whole Cycle 2012/13	Effective working with Trades Union	Adults and Communities Leadership Team
b) Performance Reviews (whole cycle) on SAP for 100% of eligible staff.			