

ADULTS & SAFEGUARDING COMMITTEE

Commissioning Plan 2015 – 2020

2016/17 addendum & targets

This document is an addendum to the **Adults & Safeguarding Committee Commissioning Plan 2015 – 2020**, which sets out an updated narrative and indicators/targets for 2016/17. The full Commissioning Plan can be found here: <https://www.barnet.gov.uk/citizen-home/council-and-democracy/policy-and-performance/corporate-plan-and-performance.html>

1. CONTEXT FOR COMMISSIONING PLAN

Unlocking the opportunities of growth

Barnet is a growing borough, driven by a combination of a strengthening national and local economy and locally led investment in regeneration, skills and economic development. Over the next five years, this growth will bring opportunities for residents, businesses and the council. The council will work to ensure that all residents can benefit from the opportunities that growth will bring – by helping people to help themselves – whilst protecting what people enjoy about Barnet: Its parks and open spaces; its excellent schools; and its diversity.

All parts of the public sector face the same challenges of reduced budgets and increasing demand for services. As the money received from Government reduces to zero over the next few years, all councils will need to become financially independent and generate revenue locally – through Council Tax, Business Rates and, where appropriate, by becoming more commercially minded. This means that growth – as well providing new homes, jobs, schools, transport infrastructure, parks, leisure centres and community facilities – is necessary to grow the local tax base and generate money to spend on local services.

Living within our means, with a renewed focus on managing demand for services

Most residents and businesses will benefit from a growing economy without too much interaction with the council. For those people, it is our responsibility to get the basics right: To provide an attractive environment; empty the bins; keep the streets clean; and make it easier to make transactions such as paying Council Tax or requesting a parking permit online.

However, some residents will need a little extra help to take advantage of the opportunities of a growing economy and we're working more closely with our local partners, such as the NHS, Barnet Homes, Jobcentre Plus, and our local colleges and university, to provide that. By working more closely with other parts of the public sector, providing more homes and helping people into work, we can also help to manage demand for local services and relieve some of the pressure.

We tackled the £75 million budget gap we faced between 2010 and 2015 head on and managed the challenge without a big impact on frontline services. We embraced the need to do things differently and have made some bold decisions to live within our means. In order to close a further budget gap of £81 million by 2020 we will continue to look at how we can reduce bureaucracy but, increasingly, our focus will turn to how we can help manage demand for services.

Transforming local services

Our 'Commissioning Council' approach means that we're not bound by the status quo. Our focus is less on who provides a service – the council, a private company, a national charity or group of local volunteers – and how it is provided, and more on ensuring that each service is necessary, meets the needs of residents and represents value for money. For every service, we will consider the case for delivering them differently, focusing on the best outcomes for our residents.

For some services, this approach to service transformation has resulted in partnerships with the private sector, such as our contracts with Capita to provide our 'back office' and customer services,

and create a Joint Venture to provide our developmental and regulatory services – a model which sees a proportion of income generated by trading those services returned to the Barnet taxpayer.

For other services, transformation means doing things differently with our in-house services, such as increasing the size and effectiveness of our foster care service to reduce the need for costlier residential care, or working in partnership with other parts of the public sector to deliver more intuitive services for residents which save us money, such as our joint employment programmes.

Investing for the future

Despite needing to reduce our day to day spending, we will continue to invest in the essential infrastructure of the borough. Our financial strategy will see £565 million of capital investment between 2016 and 2020, funded from capital receipts, borrowing, revenue and external grants.

Resources will be invested in transport (including roads, pavements and a new Thames Link station at Brent Cross); housing – with 20,000 to be built over the next decade, the most in outer London; schools – to ensure we continue to provide places for those that need them, building on the 7,500 new places created over the last six years; leisure facilities – with new leisure centres built at Victoria Recreation Ground and Copthall – and the creation of 3 new ‘community hubs’ across the borough.

More resilient communities

Doing things differently will require the council to change its relationship with residents over the next few years. Where it will not be possible for the council to do as much as it has done in the past, we will support residents and community groups to be more resilient and do more for themselves and their neighbours. Across all of our services, we will look at opportunities for residents to get more involved – whether it’s helping to maintain the borough’s parks and green spaces, or volunteering in one of the borough’s libraries.

2. OUR APPROACH TO MEETING THE 2020 CHALLENGE

The council’s Corporate Plan sets the framework for each of the Theme Committees’ five year commissioning plans. Whether the plans are covering services for vulnerable residents or about universal services such as the environment and waste, there are a number of core and shared principles, which underpin the commissioning outcomes.

The first is a focus on fairness: Fairness for the council is about striking the right balance between fairness towards the more frequent users of services and fairness to the wider taxpayer and making sure all residents from our diverse communities – young, old, disabled and unemployed benefit from the opportunities of growth.

The second is a focus on responsibility: Continuing to drive out efficiencies to deliver more with less. The council will drive out efficiencies through a continued focus on workforce productivity; bearing down on contract and procurement costs and using assets more effectively. All parts of the system need to play their part in helping to achieve better outcomes with reduced resources.

The third is a focus on opportunity: The council will prioritise regeneration, growth and maximising income. Regeneration revitalises communities and provides residents and businesses with places to

live and work. Growing the local tax base and generating more income through growth and other sources makes the council less reliant on Government funding; helps offset the impact of budget reductions and allows the council to invest in the future infrastructure of the Borough.

Planning ahead is crucial: The council dealt with the first wave of austerity by planning ahead and focusing in the longer-term, thus avoiding short-term cuts and is continuing this approach by extending its plans to 2020.

3. CORPORATE PLAN PRIORITIES

We apply these principles to our Corporate Plan priorities of: **growth and responsible regeneration; managing demand for services; transforming services; and more resilient communities.**

<p>Fairness</p>	<ul style="list-style-type: none"> • Fairness for the council is about striking the right balance between fairness towards more frequent users of services and to the wider taxpayer • Managing demand for services – since 2010, we’ve successfully met a 25% budget gap largely through efficiency savings and delivering services differently; in order to meet a further 25% budget gap to 2020, we’ll focus on doing more to manage demand for local services • This will require a step change in the council’s approach to early intervention and prevention, working across the public sector and with residents to prevent problems rather than just treating the symptoms. 	<ul style="list-style-type: none"> • Fairness in adult social care means that services respond to the needs of diverse communities • It means ensuring that older and disabled people, including adult social care service users and their carers, are able to participate in community life just as other residents can • It means that services provided by the council are accessible and welcoming to older and disabled people, adult social carer service users and carers.
<p>Responsibility</p>	<ul style="list-style-type: none"> • More resilient communities – as the council does less in some areas, residents will need to do more. We’re working with residents to increase self-sufficiency, reduce reliance on statutory services, and tailor services to the needs of communities • In doing so, the council will change its relationships with residents, who will need to become more resilient and do more to keep Barnet a great place. All parts of the public service system must play their part in helping to achieve priority outcomes with reduced resources 	<ul style="list-style-type: none"> • Responsibility in adult social care means that services will work with older and disabled people to remain as independent and self-reliant as possible • It means that social Workers will always focus on what people can do, not on dependency, and will work with service users, and carers, to find ways to help them support themselves, using community resources and the support of their family and friends. • It means that social workers will work to ensure that people are able to move back to living

	<ul style="list-style-type: none"> • The council will continue to take responsibility for getting the basics right as we approach the challenges ahead. This means doing the things our residents expect, such as maintaining an attractive environment; emptying the bins; keeping the streets clean; and making it easier to make transactions such as paying Council Tax or requesting a parking permit online • We will also invest in the infrastructure of the borough to ensure Barnet continues to be a great place to live and work – that means investment in transport; housing; jobs; school places; leisure centres and community facilities. 	<p>independent lives as quickly as possible, ensuring a timely response to changing needs.</p>
<p>Opportunity</p>	<ul style="list-style-type: none"> • The council will capitalise on the opportunities of a growing economy by prioritising regeneration, growth and maximising income • Responsible growth and regeneration is essential for the borough – by revitalising communities and providing new homes and jobs whilst protecting the things residents love about Barnet such as its open spaces. New homes and business locations also generate more money to spend on local services, which is increasingly important as the money received directly from Government reduces to zero • As we continue to deal with budget reductions to 2020, we will explore the opportunity this presents to transform local services and redesign them, delivering differently and better. We will focus on making services more integrated and intuitive for the user, and more efficient to deliver for the council and the wider public sector. 	<ul style="list-style-type: none"> • Opportunity in adult social care means that disabled people have the right to work as much as any other Barnet resident. The council’s services will actively support adult social care service users to access employment and volunteering opportunities • It means ensuring people can stay living in their own homes for as long as possible. It means that all users are supported to have their own homes, and avoid residential care as much as possible • It means that council services will actively support carers to play a full part in their communities, accessing services and opportunities for employment and training.

4. VISION FOR ADULTS & SAFEGUARDING

- Social care services for adults have a key role to play in improving the lives of Barnet's most vulnerable residents, working with housing, education and health services to enable people to stay independent and live for longer in their own homes
- The integration of health and social care commissioning will make it easier for services to achieve this, while helping the NHS to manage demand on hospital services
- Transformation of social care services will empower more young people with complex disabilities to stay in Barnet, where they grew up, and people with mental health issues will receive support focused on helping with their whole life, for example, getting a job and a home of their own
- Improved leisure facilities, parks and open spaces will allow Barnet's residents to be some of the most active and healthy in London, helping to manage demand for adults' social services.

5. COMMISSIONING PRIORITIES

Summary

- We're **developing best practice social care**, focused on what people can do and how they can help themselves
- We're **diversifying Barnet's accommodation offer** to help more people live independently
- We're **transforming day care provision** to ensure that people remain active and engaged through access to employment and volunteering
- We're **integrating health and social care services** to prevent crises and help individuals stay well and in their own homes
- We're **improving the borough's leisure facilities** to support and encourage active and healthy lifestyles

Background

- **Barnet has a large proportion** of elderly residents – **0.4% of the UK's over-65 population**. 14% of Barnet's population are over 65, compared the 13.1% of the population of outer London. Furthermore, Barnet has a higher proportion of people aged 85 and over (3.1%) compared to Outer London (1.8%) and the UK (2.3%). The numbers of older people (over 65) in Barnet are predicted to grow by 10.7% by 2021 (more than twice the rate of the rest of the population)
- It is estimated that over **4,000 people in Barnet are living with dementia** and even greater numbers of families and friends are adversely impacted by the condition. By 2021 the number of **people with dementia in Barnet is expected to increase** by 24% compared with a London-wide figure of 19%
- In 2011 there were 32,256 residents who classified themselves as a carer in Barnet. On average carers are more likely to report having poor health (5.2%) than non-carers (4.2%), especially among carers who deliver in excess of 50 hours of care per week
- Compared to other Boroughs Barnet has a high proportion of care homes. There are 85 residential and 21 nursing homes in Barnet registered with the Care Quality Commission.

In total, these homes provide approximately 2,800 beds for a range of older people and younger people with disabilities

- The highest proportion of referrals into Adult Social Care are from hospitals (secondary health) which has risen by 49% between 2009 and 2015 up to 3,814 referrals in 2014/15
- The Adults and Safeguarding Committee has a target to **save £18 million between 2016 and 2020** (2016/17 net budget for the Committee is £86.3 million)

Planning for life

Working age adults and older people live a healthy, full and active life, in homes that meet their needs, and their contribution to society is valued and respected.

- Our Social Workers will work with older and working age adults to support them to remain independent, focusing on what they can do and how they can increase their resilience.
- We're working with Barnet Homes, developers and private landlords to ensure that accommodation supports people to live independently, through increased numbers of home adaptations, building more accessible and extra care housing; and use of assistive technology. We have invested £107,000 more of council capital funding into home adaptations and increased Occupational Therapist support for adaptations. We will also allocate £1.97m of the Better Care Fund into home adaptations in 2016/17, an increase of £105,000
- We are implementing a Shared Lives scheme, supporting disabled people to live in family homes, develop their independence and prevent the need for long-term residential care.
- We will roll out and promote Home Share schemes, to enable people to stay in their own homes with support
- Working with our recently commissioned dementia community services, we will develop a dementia network in 2016/17 supporting our commitment to become a dementia friendly community
- Our later life planners, dementia advisors, dementia cafes and memory assessment service will support older people, those with dementia and their carers to stay active and involved in their community
- Our neighbourhood model of community support for older people focuses on wellbeing and inclusion, and will continue to support over 5,000 people, a wide and expanding range of activities including gardening and lunch clubs, information and advice, digital inclusion, befriending, strength and balance (falls prevention) classes, yoga, walks, music groups and sing-alongs across 50 locations across the borough. The Neighbourhood Services will also continue to provide a Handyperson service, which provides support to older people to enable them to live safely and independently in their own homes.

Prevention and early intervention

Working age adults and older people are provided with the tools to manage their own health and wellbeing and maintain independence.

- We will make more information and guidance available at the first point of contact through the 'social care direct' service which has been enhanced with increased numbers of qualified Social Workers, Prevention Officers and an improved directory of services.
- Our enhanced Social Care Direct team is working faster and intervening earlier with people who have social care needs, reducing the need for safeguarding investigations and preventing crises

- We're intervening earlier, to help residents get back on their feet sooner and prevent crises through the roll out of our integrated health and care team for older people (BILT) to cover the whole of Barnet.
- Our new programme of support for carers of people with dementia will support carers to continue to care for their loved one and maintain their family together.
- Our commissioned prevention and services will focus on increasing wellbeing, reducing isolation and increasing ability to manage daily living and participate in the community through community development projects, the use of innovative technologies (such as VisBuzz which makes video calling simple) and supporting Public Health initiatives such as Community Centred Practice; using health volunteers to encourage resilience and self-management
- We are developing increased numbers of personal assistants, so that people with care and support needs can be more in control of their own support.
- To help people with learning difficulties and mental health issues play an active part in their communities, we're putting them in contact with support networks, and working with day services and employers to ensure access to employment, volunteering and training.

Person-centred integrated support

Working age adults and older people have timely access to health and social care support that maintains independence and avoids hospital admission or admission to residential care.

- Social care commissioning will be integrated with primary and secondary health services to deliver better outcomes for residents.
- Our Better Care Fund plan for 2016/17 will focus on the comprehensive roll out of our integrated care model, helping people get back on their feet through integrated teams, Rapid Response Care, Home From Hospital and Enablement services
- This will ensure that residents are able to access joined up services that are appropriate for their needs, with earlier intervention reducing the need for more intensive social care services
- Improved telecare provision, driven by advances in technology, will help people to care for themselves in their own homes
- We will develop a model of mental health social care focused on recovery and maximising inclusion
- Our integrated learning disability team will work across social care, community health and mental health to support people with complex needs remain safe, well and as independent as possible.

Safeguarding

Working age adults and older people are supported to live safely through strategies which maximise independence and minimise risk from abuse and neglect.

- Safeguarding concerns will be responded to quickly through our enhanced Social Care Direct Service, resolving the issues as quickly as possible
- With our partners in the Police, the NHS and the voluntary sector, we will continue to embed and champion the principles of Making Safeguarding Personal
- We will implement the new Pan-London Safeguarding procedures, ensuring a consistent approach to safeguarding across London

- We will work with partners to improve multi-agency responses to local needs, particularly in the areas of pressure ulcers, and self-neglect
- We will work with the police and other partners to improve Access to Justice for vulnerable adults.

Carers

Carers are valued as expert partners in supporting working age adults and older people to live independent lives.

- We will prioritise meeting the needs of carers, including young carers, through the support planning process, supporting carer's own physical and mental health needs to ensure carers feel able to continue to support an individual for as long as they can:
 - Commissioning a new support service for carers and young carers will allow for an integrated, holistic approach to support, the new service will:
 - Provide Care Act compliant carers assessments, bringing assessments in line with Adult Social Care assessments and case management
 - Provide more training for carers and young carers regarding understanding diagnosis and illnesses to help support carers and young carers in their caring role
 - Support plans for carers and young will be tailored to individuals needs and utilise community resources and that they are outcome focuses
 - Support will be offered to carers which will consider the needs of both the carer and the person who they are caring for (e.g. offering activities for both the carer and person being cared for or peer support groups for the carer and specific activity for person receiving care)
 - We will train our staff to ensure to improve the quality and numbers of carers assessments undertaken and work to ensure that support plans are helping carers to maintain and increase their own health and wellbeing and achieve the outcomes that they desire
- We will strengthen the current carers' support offer through the use of assistive technology and intensive support for carers of people with dementia; a new specialist dementia support team will be operational for 2016/17
- We will work to ensure that early identification of carers occurs and support provided is targeted and tailored to meet individual's needs through better support planning and applying a whole family approach aiming to reduce the number of carer breakdowns
- We will better support carers to balance work and caring commitments, working with employers to ensure they are aware of carers' employment rights and know how to support carers in their workforce to remain in employment

Sport and Physical Activity

Health and wellbeing outcomes are achieved in a manner that is sustainable.

- We aim to empower communities to support a sustainable sport and physical activity pathway which encompasses a multi-agency approach facilitated through the 'Fit & Active Barnet' Partnership Board, which will be re-introduced in 2016/17
- We will improve and enhance Barnet leisure facilities; developing schemes at Barnet Copthall Leisure Centre and in Victoria Recreation Ground

- We will promote a range of high quality, affordable and inclusive opportunities that raise awareness, highlighting the benefits of leading an active lifestyle; focusing on groups we know to be under-represented
- We will work in collaboration to achieve prevention and early intervention prohibiting the onset of/alleviate the onset of long term health conditions via our commissioned activity and integration of public health outcomes within a new leisure contract
- We will improve strategic alignment to ensure opportunities are concentrated in a range of settings to sustain future activity; via the workplace, community, leisure, education, travel and open environment
- We will facilitate local, regional and national partnerships that advocate strategic investment in Barnet, that encourage people to lead a more active and healthy lifestyle.

6. TRANSFORMATION PROGRAMME

The council's *transformation programme* will help to deliver the £81 million savings required by the Medium Term Financial Strategy. The key benefits of the Adults and Safeguarding Portfolio, along with the expected costs of delivery and financial benefits are outlined in the tables below.

Key benefits

Area	Key benefit
Adults Transformation and ADM	Developing a new approach to adult social work that focuses on identifying people's strengths, what they can do for themselves and what support they can draw upon from family, friends and local community resources. The service will transition to a new delivery model, within which the new approach can flourish. Demand for council-funded ASC services will fall as people are empowered to take control of their own lives and remain independent for as long as possible.
Older People and Adults with Physical Disabilities	Joining up health and social care services so that residents have a better experience and services are delivered more effectively and efficiently. Continue to improve the review and support planning process both for carers and service users including how housing, equipment and technology can increase independence.
Housing and Support projects	Work with Barnet Homes, developers and private landlords to ensure that accommodation supports people to live independently, through home adaptations and accessible housing; co-habitation with carers and peers; use of specialist home support services including personal assistance, integrated assistive technology; and access to networks of local services
Learning Disabilities	Developing the employment support opportunities for working aged adults with disabilities and ensure there are sufficient opportunities available in the Borough. Continue to improve the review and support planning process both for carers and service users including how housing, equipment and technology can increase independence.
Mental Health	Refocus mental health social care on recovery, maximise inclusion. Implement new social work delivery model, aligned with community development whole family approaches and wider well-being.
Sports and Physical Activity (SPA)	Develop a contract that can improve the participation levels in sport and physical activity across the borough, improving assets, while delivering sport and physical activity services at zero-cost for the council

Programme cost and financial benefits

Project	Total cost	Total financial benefit
Adults Social Care ADM	£1,260,000	Savings of £18.45m
Housing & Support projects	Funded from existing service budgets	
Your Choice Barnet		
Assistive Technology for care support		
Home and Community Support & Enablement project	£240,200 & service funded	
Case Review Activity	£385,000	
Health & Social Care Integration	s256 funded	
Independence of Young People with LD	£400,000	
Employment Support	£275,000	
Specialist Dementia Support Service	£260,000	
Service development investments (Mental Health, Housing, Front Door & Invest in IT, Personal Assistants)	£759,000	
Sports and Physical Activity (SPA)	£1,476,000	Saving of £0.97m and improved participation & health outcomes
Total	£5.85m¹	£19.42m

¹ Total portfolio costs includes an apportionment of central programme costs, contingency and legal advice

7. INDICATORS FOR 2016/17

The tables below outline how the Committee contributes to achieving the priorities of the Corporate Plan: Fairness - managing demand for services; Responsibility – more resilient communities; and Opportunity - transforming services and maximising the benefit of responsible growth and regeneration, along with the basket of indicators that will be used to monitor progress against these within the Corporate Plan (CPIs) and key indicators within Contracts and Management Agreements (SPIs). Some of the stretch targets for 2016/17 are concentrated on targets relating to working age adults to reflect priorities around prevention and the available budget.

Key:
CPI = Corporate Plan Indicator
SPI = Service Indicator

Managing demand for services (Fairness)

PLANNING FOR LIFE - Working age adults and older people live a healthy, full and active life, in homes that meet their needs, and their contribution to society is valued and respected.

- Work with older and working age adults to support them to remain independent
- Ensure that accommodation supports people to live independently
- Implement Shared Lives scheme, supporting disabled people to live in family homes, develop their independence and prevent the need for long-term residential care.
- Roll out and promote Home Share schemes, to enable people to stay in their own homes with support
- Develop a dementia network to become a dementia friendly community and support older people, those with dementia and their carers to stay active and involved in their community
- Community support for older people focusing on wellbeing and inclusion

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	AC/S10 (ASCOF 1B)	Percentage of people who feel in control of their own lives	68.4% (Q2 2015/16)	Top 25% of comparable boroughs	69% (within confidence interval)²	Top 25% in England	Adults & Communities
SPI	AC/S2 (ASCOF 3D)	Service users who find it easy to get information	71.3%	74.5%	71.3% (within confidence interval)	Top 25% in England	Adults & Communities

² All indicators based on the Adult Social Care user survey are set using a 'confidence interval' which takes account of the margin of error which may result from surveying a small sample of the population.

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
SPI	AC/S27	Percentage of customer contacts into Social Care Direct resolved at first point of contact	61%	Monitor	Monitor	Monitor	CSG

PREVENTION AND EARLY INTERVENTION - Working age adults and older people are provided with the tools to manage their own health and wellbeing and maintain independence.

- Make more information and guidance available at the first point of contact through 'social care direct'
- Roll out integrated health and care team for older people (BILT)
- Ensure that accommodation supports people to live independently, including through use of integrated assistive technology
- New programme of support for carers of people with dementia
- Commissioned prevention services will focus on increasing wellbeing, reducing isolation and increasing ability to manage daily living and participate in the community
- Develop increased numbers of personal assistants, so that people with care and support needs can be more in control of their own support.

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	AC/S3 (ASCOF 1G)	Percentage of adults with learning disabilities who live-in their own home or with their family	61.8%	60%	63%	England average	Commissioning Group/ Adults & Communities
CPI	AC/S4 (ASCOF 1E)	Percentage of adults with learning disabilities in paid employment	9.5%	10.6%	10.8%	Top 10% in England	Commissioning Group/ Adults & Communities
CPI	AC/S5 (ASCOF 1F)	Percentage of adults with mental health needs in paid employment	5.4%	7%	7.2%	Top 25% of comparable boroughs	Commissioning Group/ Adults & Communities
CPI	AC/S6 (ASCOF 1H)	Percentage of adults with mental health needs who live independently, with or without support	82.9%	75%	83%	Top 25% of comparable boroughs	Commissioning Group/ Adults & Communities

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
SPI	CG/S21	Provide additional wheelchair housing* ³	TBC	10% of new housing provision	10% of new housing provision	10% of new housing provision	Commissioning Group
SPI	AC/S17	Number of new telecare packages installed*	637	470	800	47% of all support packages	Adults & Communities
SPI	AC/S18	Percentage of service users receiving ongoing services with telecare*	12%	17%	1%	30%	Adults & Communities

PERSON-CENTRED INTEGRATED SUPPORT - Working age adults and older people have timely access to health and social care support that maintains independence and avoids hospital admission or admission to residential care.

- Integrate social care commissioning with primary and secondary health services, with support from the Better Care Fund
- Improve telecare provision, driven by advances in technology and increased use of personal budgets
- Develop model of mental health social care focused on recovery and maximising inclusion
- Integrated learning disability team will support people with complex needs to remain safe, well and as independent as possible

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	AC/S8	Percentage of new clients, older people accessing enablement	62.1%	50%	63%	70%	Adults & Communities
CPI	AC/S9 ASCOF2A (2)	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	467.7	399.0	530⁴ (new method)	Top 10% of comparable boroughs	Adults & Communities

³ All indicators marked with an asterisk* are also proxies for the council's success in managing demand – the level of future need for social care services.

⁴ Please note this measure has a new methodology and the baseline is not comparable with 2014/15 or 2015/16. The target for 16/17 is based on the same percentage reduction as with the previous measure – 15% reduction of caseload. To be reviewed at the end of Q2.

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	AC/C14	Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64*	6.38	13.5	16.6	Top 10% in the country	Adults & Communities ⁵ In JHWBS
SPI	AC/S16	Proportion of service users with a direct payment (ASCOF 1C/2A)	39.5%	41%	42%	Top 10% in the country	Adults & Communities
SPI	AC/S25	Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution	95%	85%	85%	85%	CSG

SAFEGUARDING - Working age adults and older people are supported to live safely through strategies which maximise independence and minimise risk.

- Respond to safeguarding concerns quickly through ‘social care direct’
- With our partners, continue to embed and champion the principles of Making Safeguarding Personal
- Implement the new Pan-London Safeguarding procedures, ensuring a consistent approach to safeguarding across London
- Work with partners to improve multi-agency responses to local needs, particularly in the areas of pressure ulcers, and self-neglect
- Work with the police and other partners to improve Access to Justice for vulnerable adults

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	NEW (ASCOF 4A)	Percentage of people who use services who say those services make them feel safe and secure	80.1% (2014/15)	New Corporate Indicator	80.1% (within confidence interval)	Maintain performance	Adults & Communities

CARERS - Carers are valued as expert partners in supporting working age adults and older people to live independent lives.

- Prioritise meeting the needs of carers, including young carers, through the support planning process

⁵ Please note that this measure has a new methodology and the baseline is not comparable with 2014/15 or 2015/16. The target for 16/17 uses the same rationale as 14/15, which aimed to maintain the previous year’s performance.

- Strengthen the current carers' support offer through the use of assistive technology and intensive support for carers of people with dementia
- Work to ensure that early identification of carers occurs and support provided is targeted and tailored to meet individual's needs
- Better support carers to balance work and caring commitments

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
CPI	NEW	Number of instances of information, advice and guidance provided to carers	N/A	N/A	TBC at end Q1⁶	TBC	Adults & Communities

SPORT AND PHYSICAL ACTIVITY – Health and wellbeing outcomes are achieved in a manner that is sustainable.

- Empower communities to support a sustainable sport and physical activity pathway
- Improve and enhance Barnet leisure facilities; developing schemes at Barnet Copthall Leisure Centre and in Victoria Recreation Ground
- Promote opportunities that raise awareness of an active lifestyle
- Collaborate to achieve prevention and early intervention prohibiting the onset of/alleviate the onset of long term health conditions
- Concentrate opportunities in a range of settings to sustain future activity;
- Facilitate local, regional and national partnerships that advocate strategic investment

Ref		Indicator	2015/16 Q3	2015/16 Target	2016/17 Target	2019/20 Target	Service
SPI	CG/S17	Percentage of people who take up leisure services – participation of over 45s		20.4%	20.4%	Increase	Commissioning Group – SPA
SPI	TBC	Increasing participation in sport and physical activity		Top 25% of comparable boroughs	37.9%	38.9% (increase by 1% by 2020) JHWBS	Commissioning Group - SPA

⁶ This indicator requires submission of new data from partner organisations to baseline it. This process will take place at the end of Q1 2016/17.