



Our priorities and Market Opportunities

Through the Barnet Social Care Market microsite we have set out a number of priorities and market opportunities for Barnet.

This paper summarises what we would like to see in the market for each of 'Our priorities' and 'Market opportunities', which includes:

Our priorities:

- Living Healthy, Independent and Fulfilling Lives
- Information, Advice, Advocacy and Brokerage
- Carers
- Care and Support Pathways
- Transitions – young people with complex needs

Market opportunities:

- Care Homes
- Enablement
- Extra Care Housing
- Home and Community Support
- Supported Housing
- Voluntary Sector Prevention Services

For more information please refer to the section 'Our Future Plans' on the Barnet Social Care microsite.

Our priorities: Living Healthy, Independent and Fulfilling Lives

- Adoption of the common core principles to support self-care across social care organisations in the borough
- A variety of prevention services for older and disabled people. A wider choice of provision is required in more localised areas, which is responsive to the needs and aspirations of local people. This will allow people to fulfil their potential in a safe and supportive environment
- Activities programmes in all care settings
- Access to community health and well-being resources widely available
- Specialist advice and support to the workforce through training and briefings
- Networks of community-led befriending and other volunteer initiatives
- Practical support services including handy person services widely available at reasonable cost
- Information and advice services focussed on 'living well', including signposting to specialist support such as assistive technology

Our priorities: Information, Advice, Advocacy and Brokerage

- Partners to support digital inclusion initiatives and support to help people with online resources
- Signposting and navigation services available through local networks
- Increased awareness of resources available to support people to manage their own needs
- Improved quality of information and advice through use of consistent and quality assured information sources; this could also include the use of a local Information Network to develop some local standards for online and printed information
- Trialling of spot purchasing models of brokerage (as an alternative to block contracts), with the benefit of increasing choice and value for money
- Promotion of individual choice of support planner, through the development of a directory of services such as volunteer support planners and group support planning
- Support planning champions in the community, so that people accessing local activities become more aware of support planning and can choose a support planner

they already know and trust

- Development of fit for purpose support planning for older people, to address the poor impact of personalisation
- Links to national specialist advice services including NHS111 (24/7 non-emergency medical assistance), First Stop (housing and care advice for older people), My Ageing Parent (advice on elderly care ranging from health, finance and legal matters), Find Me Good Care (search engine and ratings for care and support services across England), NHS Choices (the online 'front door' to the NHS. It is the country's biggest health website).

Our priorities: Carers



Carers have a vital role in supporting people who are ill, disabled, frail or who have mental health problems or learning disabilities so they can remain living at home. We want to see more services in the borough that :

- Enable carers to support the person cared for to regain independence, where possible
- Support the carer's health and well being to sustain the caring role
- Support carers to have a life outside of caring in order to maintain their caring role
- Help employers, organisations and staff to better identify and support carers
- Provide early intervention and preventative support for carers
- Involve carers as expert partners in the care of the person they look after
- Embed carers support in patient pathways and primary care
- Support young carers - together with our Children's Services.

Our priorities: Care and Support Pathways

With the increase in long term conditions such as the sharp increase in the number of people with dementia in the borough, there will be an increased need for additional services in the community. Providers will need to shift and innovate according to individual's needs, work across health and social care to prioritise early diagnosis and intervention, offering dignity, quality and tackling stigma. This will include a need for services that:

- Develop public understanding of particular conditions including dementia
- Enable individuals to regain lost skills or retain existing capabilities, and remain involved as active participants in their communities for as long as possible
- Support carers, to help them to manage the stressful pressures that they experience, to maintain their involvement in the community and provide them with respite from their caring role.

Providers will need to deliver:

- Telehealth care developments that will enable people to remain independent for longer, whilst providing their carers with reassurance and greater freedom
- Training to professionals and carers involved in caring for and supporting people with long term conditions to enhance their knowledge and confidence
- Housing and care settings that incorporate specialist design and improve environments for residents with disabilities and dementia
- Appropriate and safe services near to family and support networks for people with complex needs
- Specialist accommodation such as [extra care housing](#) and [supported living](#)
- Development of local education and day opportunities for people with social care needs, focusing on access to mainstream services.

Our priorities: Transitions – young people with complex needs

The journey from adolescence into adulthood can be a particularly challenging time for young people with any form of disability, chronic disease or significant mental health problem. To help support these young people and young adults to live as independently and healthily as they are able to, we want to see services in the borough that:

- Increase and develop the local 16+ education and day opportunities for those young people and young adults who are disabled or have SEN (Special Education Needs)
- Support young people/young adults who are disabled or have SEN to access inclusive leisure activities, to enable them to lead full and active lives within their community
- Promote greater independence, choice and control through high-quality and personalised services for young people/ young adults who are disabled or have SEN
- Increase the housing options for young people/young adults who are disabled or have SEN, to support them to live independently and safely within the community

- Support young people/young adults who are disabled or have SEN to be active citizens and to be involved in the shaping of their services.

Market opportunity: Care Homes

As there is an oversupply of residential and nursing care provision for older people we want providers to respond flexibly to needs and also consider reconfiguring their services to provide intermediate and respite care for people with dementia as well as younger people with complex care and support needs.

We plan to launch a framework procurement for residential and nursing care during 2013/14. This will be is an opportunity to accredit existing suppliers based on the council's terms and conditions including hourly rates, quality and flexibility. Provider costs have been benchmarked and analysed through Valuing Care and a good sample of providers in the local market. More information will be made available through this website and the Council's procurement channels.

Following work to recognise and pre-empt any sustainability issues that may arise from external pressures, the council agreed a 3 year pricing strategy in February 2012. The aim of this policy is to maximise available resources and promote quality sustainable services by targeting increases on the current lowest rates in 2012/13 and from 2013/14 onwards to those providers who meet the Council's framework contract terms and conditions. The Council's maximum usual price for residential care can be found [here](#)

[The Care and Support White Paper and draft Bill](#) is the Government's response to the [Law Commission report](#), (May 2011) entitled Adult Social Care, which reviewed and made recommendations on the law relating to the provision of adult social care in England and Wales. The complexity of the care systems causes frustration and distress to many people. The Law Commission's proposed single statute for social care with a set of defining principles and rights, definitions and processes, and a single code of practice, will have implications for front line social care practitioners.

The White Paper and draft Bill also responds to the recommendations from the Commission on the funding of long term care_(Dilnot) published in July 2011. We should celebrate the fact that we are all living longer lives, particularly disabled people and those with long-term conditions. But the unavoidable challenge faced is how to support the increasing number of people who need care. The recommendations arising from this commission represent a new settlement between state, local authorities and individuals around how care is funded when people need long term care. If implemented, this will have profound implications locally and nationally. As part of responding to Dilnot, the Government confirmed its intentions on the level of Funding of Care and Support, DH 11.02.2013.

Projections show that the number of residential placements within Barnet will increase by around 30% to over 2,800 placements by 2020. The table below shows a projection of the

numbers of older people with dementia.

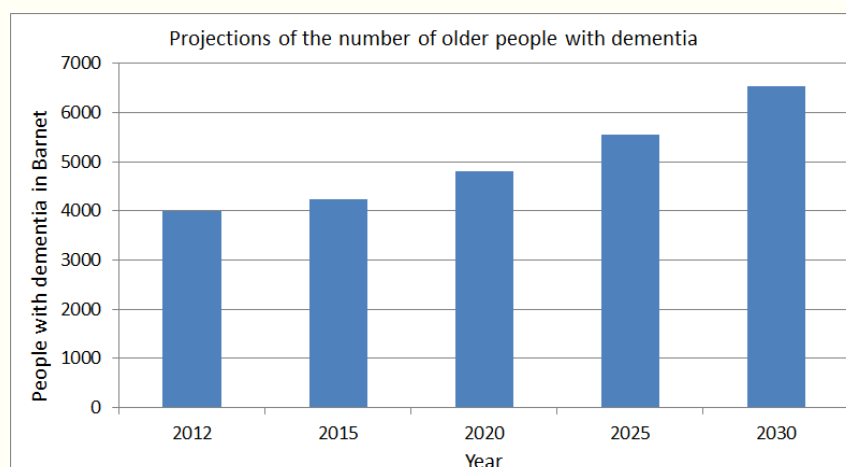


Figure 1. Chart showing the projected number of older people (+65 years) with dementia in Barnet.

Market opportunity: Enablement

Demand for this type of provision is expected to increase in line with the increasing elderly population in the borough and the increase in the numbers of people who have dementia. The service is an integral part of the council's support to enable people to remain at home wherever possible for as long as possible and we want future enablement services to be as reliable as possible and open to all.

The service provided should:

- Maximise independence
- Minimise whole life cost of care
- Offer a rapid response to all referrals for personal care and support

The enablement service works closely with the Intermediate Care services provided by Central London Community Healthcare, but is also working with the strategic partners in Home and Community Support to create a partnership and to provide support to each other around shared workforce, capacity and quality issues.

Recommissioning activities will start in 2014 in preparation for May 2015 and information will be updated on this website.

Market opportunity: Extra Care Housing

As the population ages, the number of people developing dementia is growing significantly. In the UK, it is likely to double to 1.4 million in the next 30 years. The National Dementia Strategy aims to ensure significant improvements in dementia services to

enable people with dementia, and their carers, to 'live well with dementia'. Of 17 objectives, one (Objective 10) is devoted to the role of housing and Telecare services specifically, and includes 'monitoring the development of models of housing, including extra care housing, to meet the needs of people with dementia and their carers'.

In Barnet our proposals for new schemes include those with a dementia specific focus and in the projections detailed in the table below, the figures include 10% provision for people with dementia.

There are several approaches to estimating the need and demand housing for older people and the table below summarises current projections:

Extra care estimated future needs 2012- 2030					
Estimating model 20 x ECH units per 1000 population aged over 75 years	2012	2015	2020	2025	2030
Strategic Housing for Older people Analysis Tool (SHOP) using Census data (2013)	638	670	745	878	993
National Strategy for Housing in an Ageing Society & GLA population projections (2013)	487	514	573	680	761

The current pipeline of extra care housing will bring the total stock to approximately 339 and the table above shows that demand for extra care housing will outstrip supply after the current pipeline has completed. We will review demand and capacity as the next two extra care schemes are delivered which include some housing for sale. We know that older people have a wide variety of housing preferences, and aspirations are increasingly for well designed, fully accessible housing which is well located and connected.

Our future strategy is to develop extra care housing which acts as a hub for care and support services for scheme residents and the local neighbourhood. This is particularly relevant in regeneration areas where new development meets lifetime homes standards and neighbourhoods are well designed and 'age friendly'. Making these connections will tackle any possible stigma or social isolation.

Market opportunity: Home and Community Support

The right support at the right time can enable people to remain in control of their care and can avert further crises or the need for institutionalised care. People are increasingly choosing to manage their own support arrangements, and aspire to remain in their own homes for as long as possible, both of which are reflected in national policy. The move to offer direct payments alongside providing services within or closer to the service user's own home is particularly relevant for this sector.

There is therefore an opportunity to transform and grow responsive, quality services offering flexibility and choice direct to the user. Local authorities including Barnet are increasingly less purchasing home and community support on behalf of service users - the intention is to place the purchasing power in the hands of the service user. Barnet therefore wishes to see an increase in providers which can offer services to support this type of activity i.e. to manage direct payments or recruit, employ and manage personal assistants, alongside direct care and support provision. Development of the sector in this way will also make services attractive to Barnet's strong private purchaser market, where people purchase their own home and community support.

In order to do this, mechanisms which support direct payments such as prepaid cards, third-party payment agencies and support brokerage feature in our commissioning plans. The role of the personal assistant (PA) is therefore expected to some degree to replace that of organisation-employed staff. Where personal budgets are provided rather than direct payments these will offer a little less control, but require less day-to-day management and may therefore be a simpler option for some people. In these cases mechanisms such as individual service funds may balance the required choice and control with the ability to manage an outright direct payment.

Barnet currently purchases home and community support through three lead providers under contract until 2015/16. It is likely the specification of this service will change to reflect the emerging demands described above. It is also possible depending on take-up of direct payments that the volume of provision required may diminish – however we must be mindful of the rising demographic of older people who are the majority users of home and community support.

Providers who wish to promote their services direct to self-funders may wish to visit the links at the end of this document – there are local, regional and national directories in place through which services can be actively promoted.

Market opportunity: Supported Housing

Demand for good quality supported housing is expected to increase in line with the decreasing use of residential care for younger adults. Supported housing can provide settled accommodation, offer security of tenure and provide increased opportunities for

independent living.

In the longer term we wish to stimulate provision to provide a variety of options for housing and support rather than one size fits all. As we expect more people to arrange their own support either by taking a Direct Payment or perhaps through an Individual Service Fund, we are interested in how self-direction can work in supported housing settings. A recently-developed model of supported housing in Barnet is prototyping the provision of accommodation separate from support arrangements so that individuals moving in select and organise their own support arrangements, maximising choice and control.

In terms of accommodation type, we are particularly interested in homes which can offer level access for wheelchair users and those with decreased mobility. Generally self-contained accommodation is preferable, although we are looking at small shared settings for friendship groups who wish to live together. Shared accommodation should meet environmental housing standards.

In terms of provision benefiting specific care groups, the Council is particularly interested in commissioning services for:

- People with autism including those with Asperger's
- People recovering from brain injuries
- People with physical, neurological and sensory disabilities
- People with problems of substance misuse including drugs and alcohol, impacting on mental health

The Council is also interested in the provision of extra care housing for older people – a separate factsheet is available covering this area.

Market opportunity: Voluntary Sector Prevention Services

Our information shows that the Council is increasingly referring more people for community services such as housing support, employment support, advice, help with shopping and gardening and for social activity. However, we may not know enough about the benefits for those individuals or if the support meets their needs in a way that genuinely promotes their independence.

In 2013/14 and 2014/15 we will re-commission the remaining portfolio of voluntary sector services. These include:

- Preventative stroke and dementia services
- Services for people with a physical or sensory impairment

- Wellbeing services -including support to access mental health services and low level talking therapies
- Floating support services
- Information and advice services
- Learning Disability Support services

We will also support the voluntary sector's ambition to work more closely together through networks and partnerships. Some areas that the voluntary sector will be looking to develop are as follows:

- **Working in partnership-** Adults and Communities at Barnet Council are developing strategic relationships with a small number of providers of prevention services. These lead providers will work with other sub-contractors to provide support at a neighbourhood level. All providers need accessible and suitable community premises. We are encouraging all providers to work together
- **Assets-** all organisations require places to meet and places to hold drop-in sessions. CommUNITY Barnet is leading on mapping assets across the borough and understand the potential for organisations to co-locate.
- **Volunteers-** all services make the most of the contributions of volunteers. Organisations can support one another to recruit and support volunteering opportunities. CommUNITY Barnet also have an expert volunteer scheme to offer support to local organisations e.g. accountancy, governance support.
- **Sharing experience and best practice-** organisations can support one another with training and policy, IT and social media, sharing of neighbourhood activities, events and practical support, support with fundraising techniques and support to understand commissioning and procurement processes.