

# The Business of Care in Barking and Dagenham

Adult Social Care Market Position Statement  
London Borough of Barking and Dagenham 2014 to 2016



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# Foreword

**Social Care for adults is big business in Barking and Dagenham, and this document is our statement about the current state of the social care market in the borough and how we see it developing in the future. Its purpose is to start a conversation.**

We want to improve the information available to service providers. We believe that working in partnership with providers and people who use services is the only way we can ensure Barking and Dagenham has a range of quality services, available at an affordable price, and which enable real choice for residents. This approach supports our vision to encourage growth and unlock the potential of Barking and Dagenham and its residents

New government policy, such as the Care Act that is about to become law, sets out a future where the Council has a central role to shape and support the development of a high quality, diverse and affordable social care market. For service providers this has meant a shift away from the stability of the Council purchasing support for people through block contracts to a great diversity of individually purchased services. The commissioner is now the individual, not the Council, and this changed set of relationships puts additional demand on service providers to offer flexible, responsive and innovative services.

There are challenges in the future as demand for care and support increases and the resources available are reduced. But there are also opportunities as we commission more integrated health and social care services, and as we fund services that prevent problems from occurring. Across social care there will be more opportunities to target directly people who use their own funds or have a budget from the Council.

People want independence. It makes them happier and healthier and reduces their need for future services. Consequently, we want to see a move away from specialist care services wherever possible, towards people accessing wider community-based support and being a part of the community. This can be achieved through better signposting, information and advice and by supporting the development of more social capital and community initiatives.

Working in partnership is key to creating a successful and diverse health and social care market capable of meeting the needs and interests of Barking and Dagenham residents. Being open and sharing information about the market is the first step to building this partnership.

We hope that you will find it useful and look forward to your feedback so that we can continue to improve it and make this a meaningful and practical resource.

# 1 Introduction and Context

If you are looking to work in social care, independently or with the Council and its partners, it's helpful to know how we do our business and who is shaping the future of social care locally. This section will give you a sense of the priorities of the Council and how the Health & Wellbeing Board is leading the development of integrated health and social care services that are fit for a changing future.

## Health and Wellbeing

Our vision is to:

*Encourage growth and unlock the potential of Barking and Dagenham and its residents.*

To achieve this, the Council is focused on the following priorities:

1. Ensure every child is valued so that they can succeed;
2. Reduce crime and the fear of crime;
3. Improve health and wellbeing through all stages of life;
4. Create thriving communities by maintaining and investing in new and high quality homes;
5. Maximise growth opportunities and increase the household income of borough residents.

Responsibility for improving the health and wellbeing of Barking and Dagenham residents and for reducing health inequalities falls to the **Health and Wellbeing Board**.

The Health and Wellbeing Board is a statutory Committee of the Council. The Board includes representatives from social care, public health, the Clinical Commissioning Group, local hospitals, the Police and local residents, via Healthwatch Barking and Dagenham as indicated in Figure 1.

The Health and Wellbeing Board is where decisions about how to improve health and wellbeing in the borough are made. Therefore there are implications for service providers from decisions made at the Board. All the meetings are public and papers from the Board can be found here:

<http://moderngov.lbbd.gov.uk/ieListMeetings.aspx?CId=669&Year=0>

The Health and Wellbeing Board agreed the borough's **Joint Health and Wellbeing Strategy**. This strategy sets out the four key themes for public health, health and social care in Barking and Dagenham. These are:

- Prevention
- Protection
- Improvement
- Personalisation

The Health and Wellbeing Board are currently working through the implications of new legislation, the **Care Act** and the **Children and Families Act**.

The **Care Act** brings together strands from over a dozen Acts into a single framework for care and support. The changes in the Act will be of interest to care providers. It introduces a cap on the costs that people will have to pay for care in their lifetime and for the first time; it puts carers on a par with those for whom they care. Under the Act Barking and Dagenham will take on new functions. This is to ensure residents:

- receive services that prevent their care needs from becoming more serious;
- can get the information they need to make good decisions about care and support;
- have a good range of providers to choose from.

Figure 1: Health and Wellbeing Board Member Organisations



The **Children's and Families Act**, develops a statutory framework to improve earlier planning for disabled young people, and a clearer legal framework for the delivery of services, rights and responsibilities right up to the age of 25. Some of the significant changes include:

- Local authorities and other local services must publish a clear local offer for families to clarify what support is available and from whom;
- An offer of a personal budget for parents of disabled children and those with special educational needs;
- Extending the right to an assessment of support needs to all young carers under the age of 18 - regardless of who they care for or how often they provide it.

### Working Together

In the future there will be more **joint work** and **integration** between health and social care. This will create new opportunities for service providers such as funding for services that prevent problems from occurring and providing support closer to home

One way joint working will be developed in the future is through the **Better Care Fund**. The Better Care Fund is a single pooled budget to support health and social care services to work more closely together. The fund is made up of a number of existing funding streams to CCGs and local authorities, as well as a number of other small pots of money.

There are a number of conditions on how the funding can be used aiming to move health and social resources towards **prevention** and providing care **closer to home** and away from long term support in residential settings.

In Barking and Dagenham it is proposed to look at how the funding can support some of the following areas:

- Reduced admission to residential and care homes;
- Delayed transfers of care;
- Experience of people who use services;
- Reduction of injuries due to falls in people 65 and over.

Barking and Dagenham's **Clinical Commissioning Group** (CCG), a group led by local GPs, hold responsibility for planning and purchasing the health services local people need. The CCG are currently finalising their operating plan for the next two years. This plan aligns with the Joint Health and Wellbeing Strategy priorities and the aims of the Better Care Fund. Some of the priorities include:

- Integrating more services such as mental health and physical health services;
- Care as close to home as possible;
- Improved dementia diagnosis rates and access to memory clinics.

This plan will also support the objectives of the five year strategic plan which has been developed through the **Integrated Care Coalition**. The Councils and NHS organisations of Barking and Dagenham, Havering and Redbridge established the Integrated Care Coalition to ensure more effective integrated care for people across North East London.

In Barking and Dagenham **integrated care** is provided through '**cluster**' groups. Each cluster group is made up of social workers, support planners, community matrons,

district nurses, and occupational therapists based around a collection of GP practices. This has led to more shared knowledge about the needs of residents between frontline staff.

Barking and Dagenham in partnership with Redbridge and Havering are developing a **Joint Assessment and Discharge Team**. This team will be made up of a mixture of health and social care staff from the three boroughs involved and will work with local hospitals to streamline the preparations for people coming out of hospital back into their homes. Overall the aim is for more people to get the support they need in the community and their own home rather than in hospital or residential settings.

**Public Health** is part of the Council. Commissioning priorities for public health are joined up with the Joint Health and Wellbeing Strategy ensuring a joint framework for meeting the health and care needs of Barking and Dagenham residents. Some of the priorities for the coming two years under consideration include:

- Improving mental wellbeing
- Increased alcohol treatment places
- Accident prevention
- Supporting people with learning disabilities to eat well and live a more active life.

## 2 Barking and Dagenham's Market Intention

Together we can develop a market that offers a choice of affordable, locally available responsive services that people want.

*Our vision is for people to be active citizens; able to live a meaningful life and make positive contributions to the community they are part of, whilst not losing sight of the relationships and interests that are important to them.*

To achieve this aim Barking and Dagenham recognises that it needs to **influence, help** and **support** the local care market to achieve better outcomes and value for money. We see our Market Position Statement as an important part of the process.

The role of the Council in directly purchasing support, often through block contracts, has reduced. From 2012/13 every **older person** receiving a **new service had a personal budget**. We are seeing that people take a greater personal interest in the quality of the care they receive when they have purchased it themselves.

Sharing information in this way we hope will start a **conversation** about the current **care market** and how we see it developing in the future. We want to work in **partnership** with providers and people who use services to develop a range of quality and affordable services.

Rather than providing just facts and figures about demand and supply of services and the overall pressure on resources, this document aims to give providers a sense of the **direction** we expect to see in the future. The last section gives details for providing your feedback which will contribute to developments. We feel conversation with current and potential providers is the key to improving the match between needs, interests and supply of services. The document will support:

- Current **providers of care services** to learn about the Council's intentions as a commissioner of services, and our vision for how services might respond to the increase in individually purchased support;
- **Voluntary organisations and community groups** to learn about future opportunities and how to build on existing knowledge of local needs in order to develop new activities and support;
- People interested in **new business and social enterprise** by reading about new opportunities in the market and tell us what would help to enter the social care market and offer innovative services;
- **Social care providers and organisations not currently active** in Barking and Dagenham to find out about opportunities to benefit local people and develop their business.
- We hope you will be able to gain insight from the market position statement into how to develop your offer to meet the needs of our residents

Figure 2: Market Diversity



## 3 About the Market Position Statement

### Which areas of the market does it cover?

This statement applies to all residents of Barking and Dagenham over 18 years of age requiring support including older people, people with physical disabilities and sensory impairment, learning disabilities, mental health needs and a drug or alcohol problem. There are separate sections in the statement for people with each of these needs. The older people section contains information about dementia, but we recognise that dementia can affect people of all ages. There are sections about people with autism and also behaviour that is challenging. The autism section is covered in greater detail in our independent Autism Mapping Project report. The information on support for people with behaviour that challenges will be expanded in future editions of the Market Position Statement (MPS). The statement also applies to carers and the way that their support needs are and can be met. Carers issues are covered in every section.

### What you wanted from the Market Position Statement

Before creating this document we consulted with a wide range of service providers of different size and type, to find out what they wanted and what would be useful.

We consulted at various provider forums targeted at different groups of people, at market events and at workshops.

There we gained the views of a range of service providers such as private companies, community groups, social enterprises and sole traders.

We also contacted all service providers known to the Council including those with contracts and those without.

Some common questions providers wanted to see answered in the market position statement were:

- What is working well?
- What are the biggest areas of need and demand?
- What are the gaps and opportunities?
- What are the Council's commissioning intentions?
- What are the projections for the future?

We hope this statement answers all your questions and provides useful information to help with business planning. This is the start of a process. The Barking and Dagenham Market Position Statement is a snapshot of a moving picture. We are committed to updating the contents and would welcome your views. Please see 'Next Steps' for how to get in touch and give us your feedback.

The statement will cover the period 2014 to 2016. In 2015 we will look at the statement again to ensure it is ready for 2016 and captures the key changes such as implementation of the Care Act, greater integration with health and the continued roll out of personal budgets. We will also incorporate your comments and feedback.

### What information have we included?

A variety of different sources have been used to create our Market Position Statement. These include:

- Information from service providers about the services they offer and the needs of the people they support;
- Information from people who use services and their family about the care and support they receive and what is working well;
- Information from front line staff about the needs and wants of people that they work with;
- Information from the Council's databases and partner information systems on what care and support people are using and what people are spending their personal budgets on;
- Information from a range of open data sources giving detail about the borough's residents, the national picture and projections for the future.
- The Market Position Statement is more than just facts and figures; it also contains analysis, the direction of travel, expectations and opportunities for providers.

### How to use this document

We hope you find the Market Position Statement a practical tool to help inform your business activities.

We would suggest the key section you should read first is the end of the ‘Key Messages about the Borough’ section which provides a list of **key messages** about the market in Barking and Dagenham. These key messages are expanded on in greater detail later in the document but this is a summary of what we feel is most important to service providers.

Then following this there are separate sections in the statement for people with different needs. We would advise reading the sections your business is most interested in targeting.

Each section follows a similar structure:

- What we want for our residents;
- Diagram summarising the direction of travel;
- Looking Back - the exiting care and support currently in place;
- Looking Forwards – predictions for the future;
- What is working well – examples of good practice;
- Opportunities – opportunities for providers to support people;
- Providers we would like to see in the market.

### Direction of travel

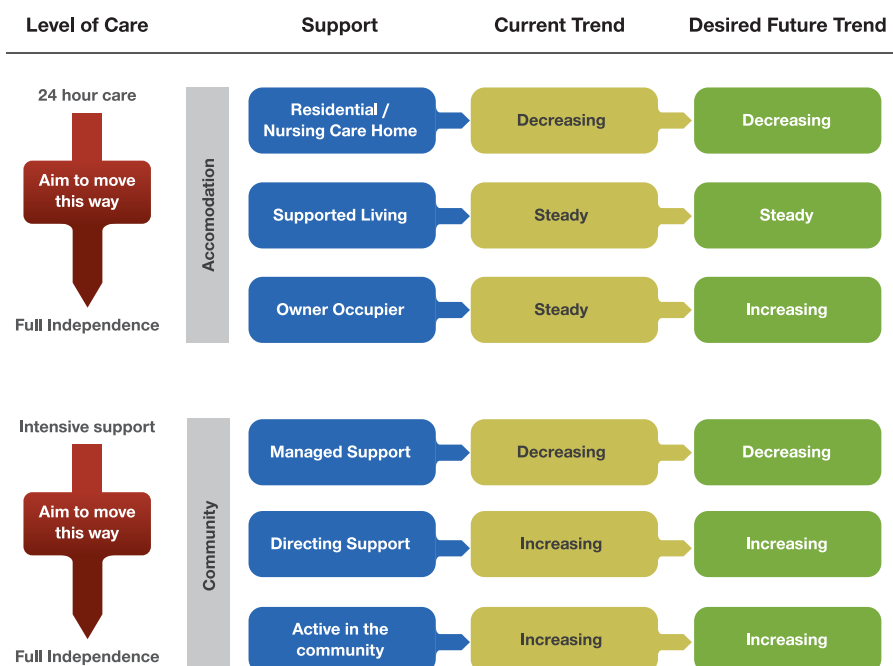
Each section contains a diagram which provides a snapshot of the direction of travel for people with those needs.

In Figure 3 the arrows in the first column indicate the direction of travel we would like to see for all individuals. The next column containing the blue boxes show the different forms of support people use. The next column with the yellow boxes shows the current use of each form of support. The final column with the green boxes shows the trend the Council would like to see in the future.

The **‘Support for your Business’** section will also be useful to providers as it sets out the range of support available to develop your business.

At the end of the document there is a Glossary containing a definition of the terms used in the Statement. This is followed by a final section containing links to key documents and strategies that will provide further assistance in making market development decisions.

Figure 3 – Overview





## 4 Support for your Business

We want to support the development of a market that offers a choice of affordable, good quality, locally available responsive services that people want. To give residents the greatest choice within the adult care market we would like to see a range of service providers of different size and type. This would include partnerships and collaborations, small organisations, large organisations, voluntary, private, social enterprises, user led, new and existing providers.

Below is a list of some of the support available to your organisation. Please contact the Market Development Team at [marketdevelopment@lbbd.gov.uk](mailto:marketdevelopment@lbbd.gov.uk) if you have an idea, a question or need advice.

### Market Information and Guidance

The Market Development Team will be holding a range of market events to support the development of the market. We will share information about the market, discuss the direction travel, share ideas, give providers a platform to speak with commissioners and frontline staff and provide opportunities to engage with potential customers and find out they want. These will include customer focused events, smaller targeted community events that are locality based and larger market events. Examples of events we have held recently include:

- **Market Place Event** – this provided an opportunity for new and existing care providers to describe and promote their services to frontline staff who assist in the development of support plans. Case studies were used as a basis for discussion about what care and support

the providers could offer and different ways to meet outcomes. This gave providers ideas about how to break their services up into smaller offers and how to be more realistic about pricing. Some providers received business from personal budget holders following the event.

- **Full of life event** – During Older People's week a Full of Life Event was organised to introduce people to new service providers and some of the niche services they offer. A range of stakeholders attended including personal budget holders, personal assistants, the wider public, small micro providers, legal and financial advisors, support planners, local community organisations and general services such as Credit Union. Feedback suggested attendees had found it a useful opportunity to learn about new services and activities available in the local area.
- **Market Position Statement** (this document) - sets out Barking and Dagenham's ambitions for working with you to encourage the development of a diverse range of care options. It is the start of a conversation with you about the adult social care market in Barking and Dagenham. We hope it is a useful tool giving information in order to enable effective business planning and better investment decisions.

### Information and advice

For people to make informed choices they need good quality information and advice about services, support and opportunities available in the borough. The Council's new **Care and Support Hub** provides an accessible, interactive engaging way to find out about care and support in Barking and Dagenham:

<http://careandsupport.lbbd.gov.uk/>

The website has a **directory of services** to help people choose what to spend their budget on and contains links to the latest Care Quality Commission (CQC) inspections. The service directory is a **great opportunity** for providers offering services in the borough to promote their offer. If you would like to be included on the service directory click on the 'register here' section on the front page. You will be required to submit information about your organisation and evidence the quality of your services. To help people choose the right person to support them the website also has a **Personal Assistant Finder** tool. This allows people to view the Council's register of accredited personal assistants, look at individual personal assistant profiles and find a personal assistant who matches their requirements and personal preferences.

There will be a number of residents wanting to purchase services directly from providers who will not look to the Council for information and advice. Therefore there are opportunities for providers to offer people the information they need to make informed decisions and market services directly. It will be important for providers to speak to customers and find out what they want.

## Business Support

If you need support to develop your offer there is a range of tailored support available in Barking and Dagenham.

### Need Support, Advice or Information?

The Council's **Business Relationship Manager** provides free advice and bespoke support and also can signpost businesses to a wide range of other support services as well as Council departments such as Planning, Trading Standards and Property. Further information can be found at:

<http://www.boldanddynamic.co.uk/business>

**Barking and Dagenham Chamber of Commerce** – The Chamber is a membership and not for profit business organisation, providing a breadth of business opportunities to help your business grow. With innovative training, business seminars, networking opportunities, and a broad range of other resources, the Chamber is the first place businesses come to when they need reliable business services, advice and support.

[www.bdchamber.co.uk](http://www.bdchamber.co.uk)

**Supply chain and winning contracts** – Specialist advice and support is available through the Fit for Legacy project, run by East London Business Place. Local businesses can access expert advice on how to win contracts and tenders. You can also obtain direct access to local tendering opportunities. Contact the Business Relationship Manager on 020 8227 3319 or visit [www.elbp.co.uk](http://www.elbp.co.uk)

### Thinking of starting a new Business?

**Barking Enterprise Centre (BEC)** – The centre is a one stop shop for start up businesses offering a comprehensive package of advice and training for aspiring entrepreneurs funded by the Council. The centre also provides financial health checks and development advice for established businesses. The Centre offers 'easy-in, easy-out' accommodation for businesses in the newly built centre.

[www.barkingenterprisecentre.co.uk](http://www.barkingenterprisecentre.co.uk)

### Need money?

**Business Loan Fund** – Businesses based in the borough can raise start up and expansion capital of up to £10,000. The Barking Enterprise Centre offers financial health checks and facilitates the loan application process. Go to: [www.smallbusinesscentre.org.uk](http://www.smallbusinesscentre.org.uk) or [www.barkingenterprisecentre.co.uk](http://www.barkingenterprisecentre.co.uk)

### Are you a small organisation looking to fill a gap?

**Community Catalysts** provide business support to new or established 'micro' services who provide or are planning to provide a social care service. 'Micro' services are small organisations (five employees or less) who are very local and can offer people tailored support or provide services that fill small gaps in the market. Community Catalysts are experts in supporting providers to develop their idea, diversify their offer and promote their services. As well as business support Community Catalysts can link you with a network of other small providers.

[www.communitycatalysts.co.uk](http://www.communitycatalysts.co.uk)

### Are you in the Voluntary Sector?

**Barking and Dagenham Council for Voluntary Services (CVS)** supports voluntary and community sector organisations to become more strategic and sustainable. The CVS offer a range of support such as governance, strategic planning, setting up a social enterprise, project development, fundraising, recruitment and management of staff and volunteers, and financial management.

[www.bdcvs.org.uk](http://www.bdcvs.org.uk)

### Are you a community or voluntary group looking for office space?

**Starting Point** offers a mix of office space for community groups and social enterprises. This includes work stations, IT equipment, and telephone and meeting facilities. Starting Point provide free business support by trained staff including business planning, writing a fundraising strategy, marketing and finance. The facilities are available for use on a flexible hot-desking basis but give a professional base from which to operate.

[www.starting-point.org.uk](http://www.starting-point.org.uk)

The Ripple Centre offers modern desk space that can be rented out on a flexible basis to support new organisations and social entrepreneurs. The desk space includes a computer with all the latest software installed, a dedicated phone line, a secure locker for your files, photocopying and printing facilities. You can also access their dedicated business support team that can help you develop your skills, expand your networks and tap into funding opportunities. The Ripple Centre also has meeting areas that you can use.

[www.bdcvs.org.uk](http://www.bdcvs.org.uk)

### **Barking Enterprise Centre (BEC)**

Offers low cost, high quality office space, virtual offices and flexible meeting space, in the heart of Barking Town Centre.

[www.barkingenterprisecentre.co.uk](http://www.barkingenterprisecentre.co.uk)

The Council's Business Relationship Manager also has access to a property database for people looking for larger premises.

[www.boldanddynamic.co.uk/business](http://www.boldanddynamic.co.uk/business)

### Looking for staff?

Businesses can reach the widest number of potential recruits and access bespoke recruitment advice and support, including apprenticeships. By contacting the Council's Employment and Skills Team

[www.boldanddynamic.co.uk/business/workforce-development-recruitment](http://www.boldanddynamic.co.uk/business/workforce-development-recruitment)

Business Training – Barking and Dagenham College can deliver training that is tailored to your business. To understand your business and skills needs a friendly account manager will visit your premises free of charge, conduct a review and offer accredited training or bespoke solutions to meet your needs. The College can also help you recruit an apprentice for your business and access the Apprentices Grant for Employers. Visit:

[www.barkingdagenhamcollege.ac.uk/employers](http://www.barkingdagenhamcollege.ac.uk/employers)

If you are not sure who to go to for business support or advice please contact us at:

[marketdevelopment@lbbd.gov.uk](mailto:marketdevelopment@lbbd.gov.uk)



**Barking Enterprise Centre** - one stop shop for start up businesses offering advice and training for aspiring entrepreneurs.

## 5 Key Messages about the Borough

### London's Newest Opportunity

Barking and Dagenham is a centre for business and opportunity. The borough is at the centre of the Thames Gateway, the biggest regeneration project in Europe. Over the next 15 years up to 17,000 new homes and 10,000 new jobs will be delivered in the borough. Barking and Dagenham has one of the **highest business start-up rates** of any borough.

Barking and Dagenham has some of the most affordable housing in London and has excellent road and public transport links to central London and the south east. This gives a good catchment area from which to draw **skilled staff**.

According to Experian there are **6300 businesses operating** in the borough. These range from multi-nationals to micro-enterprises across numerous sectors.

### Population

- The census tells us that the population of the borough has increased by 22,000 to 185,900 between 2001 and 2011. Barking and Dagenham's population is expected to grow by a further 20% over the next 20 years.
- In the last 10 years the proportion of residents recorded as white British decreased from over 80% to 49%. Parallel to this, there has been a significant growth of other ethnic groups, with a 293% increase of black African and 1000% increase of Bangladeshi residents in the last decade.
- Barking and Dagenham remains England's 22nd most deprived local authority area.

- Since the last census there has been a decrease in those 65 and over. We believe this is partly due to people moving out of the borough to retire. There has been an 8% increase in the over 85 population and it is this age group who are most likely to require some form of care and support.
- The number of people with a learning disability in the borough is expected to increase by 20% and life expectancy of people with a learning disability is also increasing.
- The risk of mental health problems is considerably higher in deprived areas, so prevalence is projected to be high in Barking and Dagenham.
- High levels of deprivation means that many people have less money to contribute to care services and there are few people funding their own care in Barking and Dagenham.
- The average weekly full time working income in Barking and Dagenham is £500.80 compared to £609.70 for London according to the Annual Survey of Hours and Earnings 2011.

### Future Needs

- Barking and Dagenham has one of the fastest growing populations of young children in the whole of London. In the last 10 years the number of children aged 0-4 has increased by 49% and the number aged 5-7 has increased by 20%. As can be seen from these figures, the number of young people turning 18 will increase substantially from around 2020 onwards. It is difficult to accurately predict

the numbers of young people who are likely to have a disability, but as the younger population increases it is likely there will be a corresponding increase in those with a disability.

- People with a learning disability and more complex needs are living longer.
- Sustained increase in people 85 and over.
- More people are experiencing a mental health problem which is a trend that is expected to continue.
- With the high levels of deprivation in the borough and the potential impact of welfare reform it is predicted that prevalence of drug use and related harms may increase.

### Cost Pressures

Barking and Dagenham's net adult social care budget for 2013 to 2014 is £45,725,000. The budget covers care and support services that the Council purchases as well as money given to people to buy their own support. Due to the difficult financial climate and the reduction in grants from central government Barking and Dagenham has had to make reductions to the adult social care budget in line with reductions to other budgets. The adult social care budget has reduced by 9% from the previous year and a further 5% will be required from next year's budget.

Demand for care and support is increasing at a time when the Adult Social Care budget is reducing.

## Key Messages

We want residents to be active citizens; able to live a meaningful life and make positive contributions to the community they are part of, whilst not losing sight of the relationships and interests that are important to them.

Below are the key messages the market needs to be aware of to support this vision:

- Where ever possible more people to be supported in the community rather than in a residential setting;
- There will be a decrease in demand for homecare provided by agencies balanced against an increase in demand for personal assistants;
- There will be increased demand for community based support options offering greater choice and therefore a decrease in demand for more traditional forms of day care;
- Service providers will need the skills to support all residents, no matter what their needs are rather than offering 'specialist' services;
- There is need to develop innovative ways for people to develop sustainable activities for themselves;
- Support for people must focus more on recovery, such as for people with a mental health problem or those addicted to drugs and alcohol;



- With the reduced budget there will be more demand for services and support that help prevent health deterioration, such as reducing falls and avoidable sight or hearing loss;
- Entry into work will be an aspiration for all, and service providers need to find ways to support this;
- More access to information and advice so people funding their own care and personal budget holders can make better informed decisions about the services they want to purchase;
- In the future there will be more young people with a disability making transition into adulthood;
- More opportunities for small (micro) enterprises to fill niches and gaps in the market. But there will still be demand for larger providers with the expertise and resources to support people with complex needs or behaviour that challenges for example.

These key messages are covered in more detail in the sections that follow.

# 6 Older People

## What we want for our residents

We want to support older people to remain independent and in their own home as long as possible. We want our older residents to stay active, in both their decision making and in terms of their lifestyle. We know that the longer people stay active in mind and body, the longer they will stay healthy. Active ageing helps to ensure longer healthy life expectancy and quality of life for all people as they age, regardless of their physical ability or disability and their care needs. We also know the more people are involved in decision making, the more empowered people feel and higher quality of services and support they expect. We want to bring together a more coordinated 'offer' so older people know about the wide range of things to do and places to go such as free leisure and volunteering opportunities. This will help to keep people healthy and active.

## Looking Back

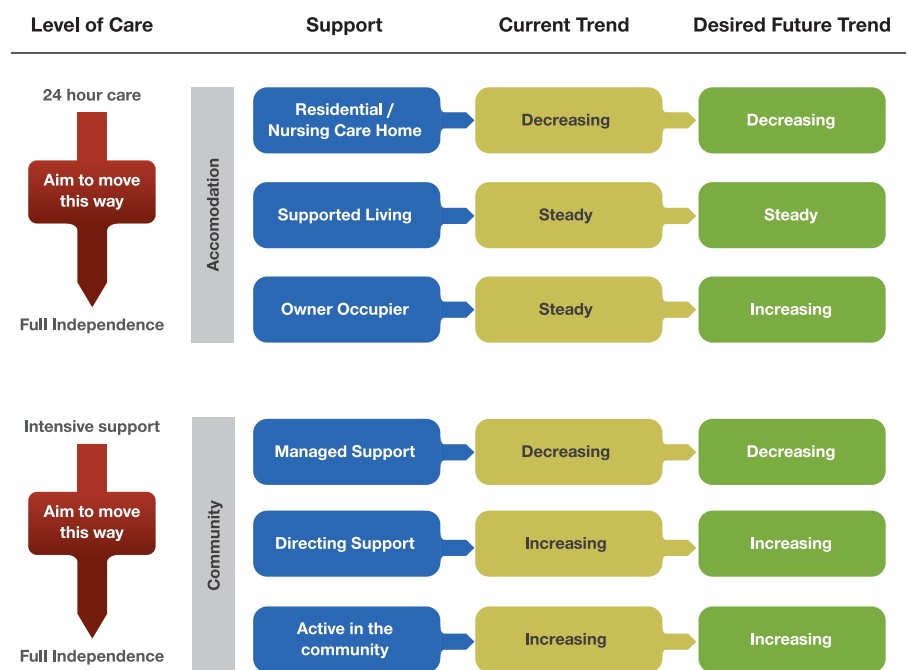
### Spend

The majority of the adult social care budget in Barking and Dagenham is spent supporting older people. This fits with the national picture where **55% of all adult social care expenditure is spent on services for older people.**

### Dementia

According to the adjusted National Dementia Prevalence figures (2011 to 2012) there are 1,237 people with dementia living in the community in Barking and Dagenham and 362 living in residential care. Barking

Figure 4: Overview: Older People



and Dagenham has a dementia diagnosis rate of 35.9% compared to the England average of 42%. This suggests that there are a large number of people in the borough with undiagnosed dementia who are likely to not be accessing support.

Figure 5, (P16), shows that dementia affects more people in the age groups between 75 and 84. The reduced rate in the older age groups is likely to be linked to reduced life expectancy.

Those with the most severe form of dementia make up 12% of the total and it is this group who are likely to require the highest level of care and support.

### Residential and Nursing Care

There are eight privately owned residential and nursing care homes in the borough, some offering specialist care.

The combined maximum capacity of these homes is 508. There is one Council owned property providing residential care, specialising in Dementia support, Kallar Lodge Care Home. Kallar Lodge has 39 care beds. The Council's average monthly spend on care home placements for older people is **£100,519.**

The average length of stay in a care home has remained at a similar level over the last three years:

- 2010-11: 2.14 years
- 2011-12: 2.67 years
- 2012-13: 2.39 years

People prefer to use a wide range of care and support options at home to support their independence, therefore reducing the demand for a residential placement.

For 2012/13 when comparing the number of people entering a care home with the number of people leaving the net figure was a **reduction of approximately 2 places per month.**

**Self Funding**

In 2013 care homes in Barking and Dagenham told us that there are **22 people who pay for themselves**, as opposed to being funded by the Council. Feedback from providers suggests the number of people self funding all types of care and support in Barking and Dagenham is low. Currently this is an area of the market where the Council holds limited information. This will change in the future as aspects of the Care Act are implemented. The Care Act will introduce the undertaking of a needs assessment for all people regardless of their finances and a cap on lifetime care costs.

We expect people who previously did not seek support from the Council to come forwards for an assessment.

**Extra Care**

Extra Care enables people to maintain independence through having their own flat with a tenancy, whilst allowing the flexibility to access support for personal care needs as well as activities and social contact with other people. There is a wide range of extra care provision available in Barking and Dagenham, some of which are provided by the Council and some by independent care providers. Fewes Lodge is a Council owned extra care scheme specialising in supporting people with dementia which has 13 care beds. Across the eight schemes in the borough there is a bed capacity of 285.

The number of care hours provided in extra care varies according to the individual needs of residents. In general the level of care hours required will increase as people in the schemes get older and require more support. Extra care promotes independence and encourages residents' to lead as active lives as possible.

For the past year there have been a **number of voids across both internal and external schemes** at any one time so the Council has slightly reduced the capacity of extra care by turning an internal scheme into sheltered accommodation – based on a needs analysis of the people living there.

**Care and support in the home**

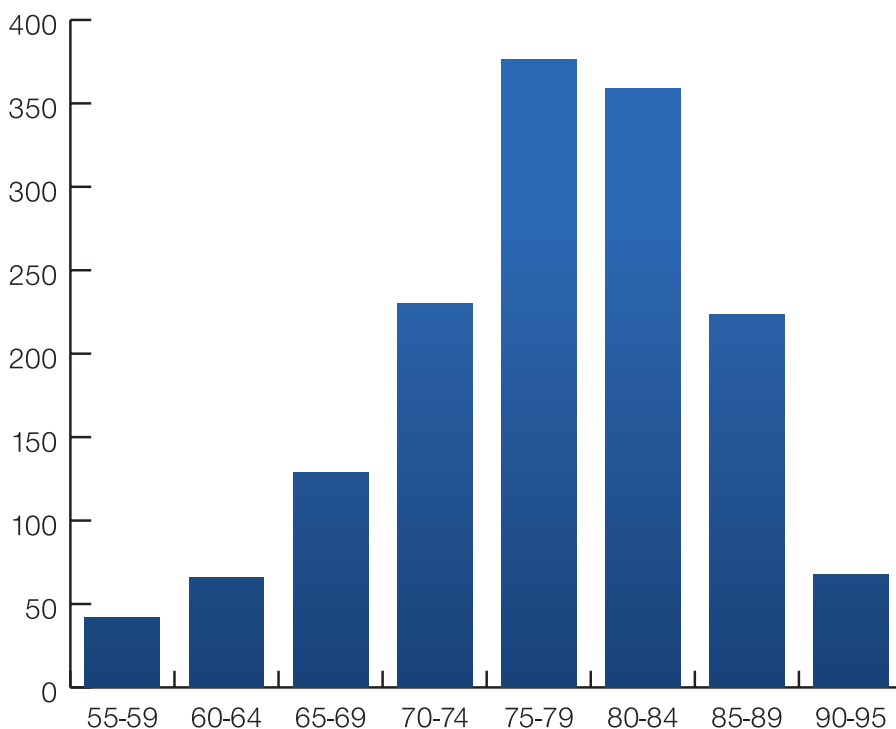
There are a number of care agencies that the Council has worked closely with since a 2008 tender, that provide personal care services in the home for older people. However, a number of **people are now achieving better outcomes through employing their own personal assistant directly.** Through using Personal Assistants more people are being supported to do things they want to do out of the home, rather than remaining housebound.

Over the last year the average weekly hours delivered by homecare agencies decreased from 6500 hours at the start of the year to 4900 hours at the end. In correlation the number of older people using a direct payment has increased over the same period.

**Reablement**

In Barking and Dagenham we have **moved away from the reablement model**, where a dedicated package of support is provided to those leaving hospital. Whilst other areas use this approach, it has not been

Figure 5: Estimated number of dementia cases by age group



found to be as successful in Barking and Dagenham, and the provision of personal assistant support, just as is provided to other recipients of social care, has been found to provide the flexibility that people need.

As described earlier, Barking and Dagenham in partnership with Redbridge and Havering launched a **Joint Assessment and Discharge team**. This team is made up of a mixture of health and social care staff from the three boroughs involved and works with local hospitals to streamline the preparations for people coming out of hospital back into their homes. This will also help support people to recover more quickly.

### Day Opportunities

There are a range of day opportunities for older people in the borough. Some people use their personal budget to access these opportunities. Currently **less than 3%** of older people with social care needs access organised day opportunities.

There are six Active Age centres located across the borough offering activities for around 500 older people. There are also a number of other activities and opportunities available in the boroughs leisure centres, libraries, parks and heritage sights. These include tai chi, yoga, knit and natter and healthy walks.

Four of the local extra care schemes have developed activities within their facilities and also outside. For instance, on St Patrick's Day residents of Harp House went to Harmony House to enjoy the celebration. The community are becoming more involved in the schemes, for example Colin Pond Court is looking to attract socially isolated residents to a weekly coffee morning.

As well as providing an opportunity for people to socialise day opportunities can also provide a **break for carers**. Carers of Barking and Dagenham provide a specialist dementia service called **Memory Lane** which provides support from those suffering from dementia and peer support for their carers.

### Transport

More people using personal budgets has led to decreased demand for formal day care facilities with their own transport and more demand for activities and support in the community. This will require more flexible and responsive transport solutions in the future.

Barking and Dagenham is well served by London Underground services, buses and trains. There are also a range of options for residents to get help with transport including Freedom pass, taxicard, Dial a Ride and travel assistance.

The Council provide a transport service, supporting people to travel to day opportunities and some social activities in the evenings. This service supports adults with a disability and those with physical frailty. The transport service also supports children with special educational needs to get to school. There is a 50:50 split between transport to older people and learning disability focused day opportunities. From those using the transport service, **less than 50% have a personal budget**. The voluntary sector also provide transport which can be purchased on an individual or group basis such as that provided by the Independent Living Agency and DABD (UK).

### Integrated support

Integrated care is when health and social care services work together to ensure individuals get the right treatment and care that they need. It makes an individual's journey through the system of care simpler. Integrated care is a new way of working for health and social care professionals, and GPs. **Six teams** have been created in clusters made up of social workers, support planners, community matrons, district nurses, and occupational therapists. Each team serves a group of around 7 to 8 GP practices. All the boroughs GPs have signed up to this new way of working which has been in place since April 2011. Providing integrated support means that professionals can work together to support people who want to end their life at home rather than in hospital or a care home.

### Looking forward

Barking and Dagenham wants to stimulate the development of opportunities and support which offer people a real choice. Providers will be able to gain insight from the market position statement into how they can develop their offer to meet the needs of local residents.

### Future

In the future predictions (GLA) suggest that there will be both increases and decreases in different age ranges of the older population of Barking and Dagenham, Figure 6, (P16).

This is in contrast to the rest of the country which is experiencing a steady increase in older people of all ages. A possible explanation is that people are moving out of the borough as they get older to live in more rural settings. However there is expected to



be **an increase in the oldest older people**, who are the most likely to require some form of care or support. It is important all older people are supported to remain independent and be active.

National Dementia Prevalence figures predict the number of dementia cases in the borough will increase from 1527 to 1624 by 2015. The government are currently encouraging GPs to carry out dementia screening on all residents 75 and over. This will likely increase the diagnosis rates locally. All providers need to develop the skills and capabilities to provide support for those with dementia.

The numbers of residential placements are **meeting current demand** and we do not expect this to change in the near future. As noted above we expect to see an increase

in the oldest older people therefore those most likely to require residential support. This will be balanced against more people directing care and support options at home to support their independence, reducing the need for residential placements.

The Council expects the current trend for care and support in the home to continue with the number of people using **home care agencies decreasing** and more people using their personal budget to employ a personal assistant.

A **personal budget account** has been introduced so people can pay for care and support directly. This will also provide the Council with more information about how people are spending their personal budget in the future.

**Carers** should be provided with access to information and a range of support options that will help them to feel confident and skilled in their caring role, which will help them to manage the pressures that they will experience.

We are working on bringing together a more **coordinated 'offer'** so older people know about the wide range of things to do and places to go for both activities and advice. This will make it easier for people to find out about leisure options, volunteering opportunities and sources of help and advice. This will help to keep people healthy and active

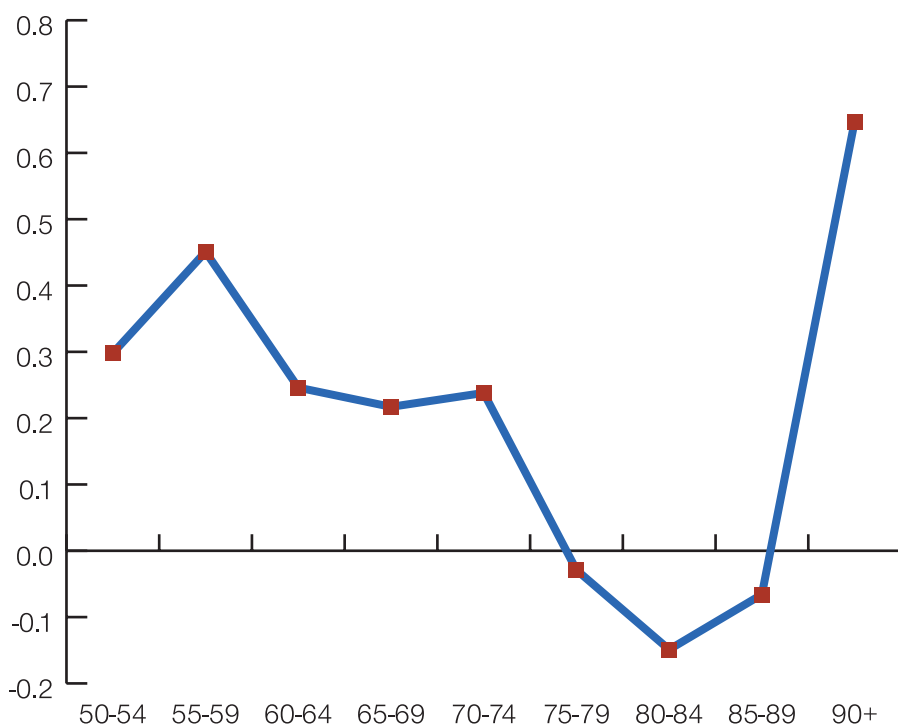
**What is working well?**

Satisfaction levels for personal care services at home through agencies are high, but the number of people achieving better outcomes by employing their own personal assistant directly is increasing. Through using personal assistants more people are being supported to do things they want to do out of the home, rather than remaining housebound.

The range of residential care options, including care homes and extra care schemes, appear to be meeting current demand. People in residential care are now being offered more choice such as social activities, pooling care element of budget to purchase choice of support, learning and sharing skills. Care homes and extra care schemes are starting to open up to the wider community.

Carers of Barking and Dagenham's **Memory Lane** service is highly valued by residents. It provides support for those suffering from dementia and peer support for their carers.

**Figure 6:** Percentage change in older people's population between 2011 to 2021



## Opportunities

There is a range of ways providers can support older people to remain independent and stay active. Through consulting with people who use services and from information contained in this document some potential opportunities for providers have been identified:

- Services that are not traditionally perceived as 'social care' services, but effectively meet the needs of individuals such as going to the gym or learning a new skill.
- Dementia – providers need to develop the skills and capabilities to provide support for those with dementia in a way that suits them, rather than 'specialist' services.
- Support and opportunities that will help reduce loneliness.
- More personal assistants and more support for employers and employees.
- Providers should consider developing services and support for people who fund their own care. We expect publicity of the Care Act and the cap on costs to bring forward more self funders.
- Residential and nursing home providers need to give thought to supporting families and carers and involving them as expert partners in care.
- Support with day to day activities such as how to use the internet or keeping the house tidy.
- There is a need to develop innovative ways to support older people to develop sustainable activities for themselves rather than relying on Council services for support.

## Providers we would like to see in the market

- Providers who have a local offer so people can get care and support close to home, avoiding the need for residential or specialist support from outside Barking and Dagenham. For example providing early interventions for people with dementia.
- We would like to see providers who have high quality standards and work in partnership with people who use services in making further improvements.
- Innovation is important. We are keen to see providers who want to develop a new idea or introduce creative ways to support people to live the life they want, particularly where it reduces demand for care. For example a small 'micro' provider, Whole Body Therapy, have been offering massage therapy in care homes and the community. The aim of the service is to aid rehabilitation after injury and improve joint motion and strength.
- We would like to see providers who use innovative technology to support people.
- Providers who measure success in outcomes for the individual, rather than outputs, so people achieve their identified goals.
- Providers with flexible staff and purchasing systems suited to business from individuals using a personal budget.

Mrs P is a local resident with Parkinson's disease and other health problems who had become isolated and lonely due to not leaving the house very often. Mrs P was given a personal budget and has used it to purchase massage therapy from a small local service provider. Mrs P has also recruited a personal assistant to help take her swimming, which is something she had not done for many years. Mrs P has made a number of new friends and is enjoying being active in the community again.

# 7 Learning Disability

## What we want for our residents

We want people to be active citizens; able to live a meaningful life and make positive contributions to the community they are part of. People with learning disabilities and their families have the same aspirations as everyone else. They would like to be independent, have their own home, make friends, form relationships, get a job and choose what they do in their spare time. If they need care and support this must be available as close to home as possible. With choices about how this is provided and who they allow to be involved with their lives.

## Looking Back

### Spend

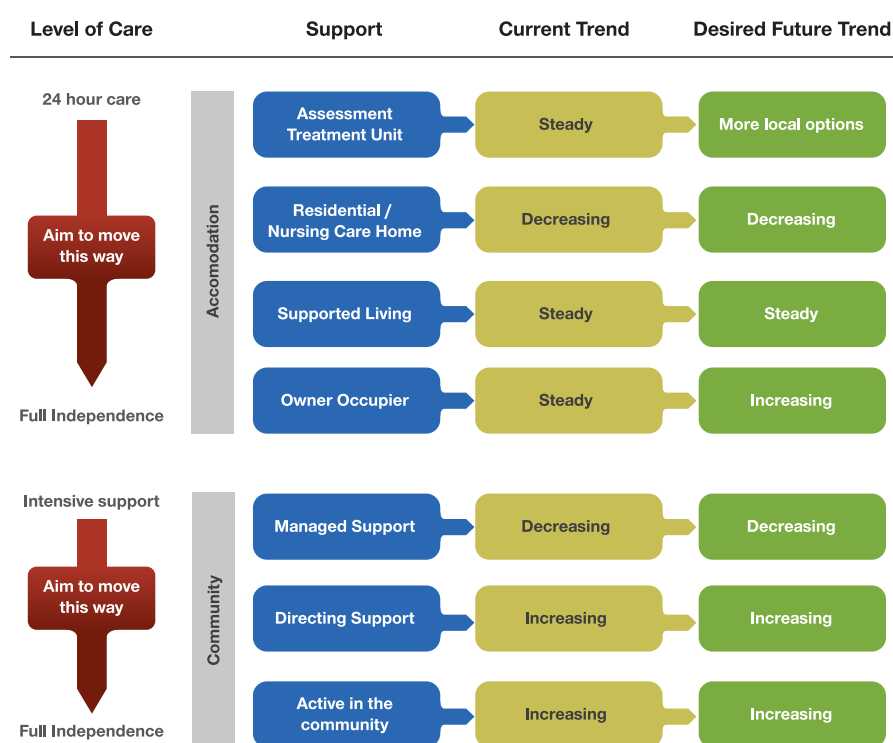
The second largest area of adult social care spend was on care and support for people with learning disabilities. Last year, £12.8 million was spent which is **23% of the total adult social care budget**. This is similar to the total adult social spend on learning disability services across London of 29%.

There was also an increase in the number of people with learning disabilities using personal budgets to purchase care and support. For the year 2012 to 2013 spend on direct payments **increased by 25%**.

### Care homes

There are five residential and care homes providing support specifically for people with a learning disability in the borough. One of which, 80 Gascoigne Road, is provided by the Council offering support for those with more complex needs. There are only a small number of Barking and

Figure 7: Overview – Learning Disability



Dagenham residents currently living in these homes.

Care Home	Capacity
Elora House	3
Faircross Care Home	6
Sahara Parkside	30
80 Gascoigne Road	12
Cloud House	10

In 2013 there were 33 people living in care homes outside the borough, with an average weekly cost of £1,230.

## Supported Living

The majority of registered care homes in the borough have been converted to provide supported living. The main principles of supported living are that people own or rent their home and have control over the support they get, who they live with (if anyone) and how they live their lives. There are 11 providers in the borough providing supported living schemes, with a maximum capacity of 109 placements. Barking and Dagenham has one of the **highest proportions of people with learning disability living in settled accommodation** (that where a person can reasonably expect to stay as long as they want) compared to other London boroughs according to data from National Adult Social Care Intelligence Service (NASICS).

### Day Opportunities

There are a range of day opportunities available for people with learning disabilities in the borough. Currently there is a relatively small number of people who are purchasing specialist services from the independent sector through a personal budget; most provision is currently in the form of day centres.

There are a range of providers offering day opportunities in the borough such as Eastway Care and the Osborne Partnership. There are also schemes provided by the Council such the Maples Resource Centre and Heathlands Centre.

The current spend on all day opportunities for people with a learning disability, including transport, is **£2,281,000**.

### Employment Support

Unemployment is a serious problem for many residents. People with learning disabilities often find it even harder to find and keep work. The Council provide jobs for a small number of people and there are also a number of volunteering opportunities available.

Leonard Cheshire Disability deliver a service called **'Worksmart'** which focuses on supporting young disabled people in Barking and Dagenham seeking work or new skills. The support includes access to job clubs, CV writing, interview techniques, work experience and training. Those who move into work also get support for the first year.

The day opportunities described above also offer volunteering opportunities, training and vocational support. In addition the local Colleges offer a range of courses.

Currently less than 5% people known to the Council with a learning disability are in some form of employment, as indicated in the table below:

Paid Employment	25
Voluntary Employment	35
<b>Total</b>	<b>60</b>

The Council has provided training for Job Centre Plus advisors this year so they are able to provide employment support targeted at people with a learning disability.

### Carers

The **Learning Disability Carers forum** keeps carers informed of changes to policy new areas of development for people with a learning disability. It also provides an opportunity for carers to raise concerns or questions. Key issues and concerns can then be picked up and fed in to the Learning Disability sub group of the Health and Wellbeing Board. This gives carers the ability to challenge and shape issues that are of concern to them or contribute to agendas that are developing that will affect carers and the people they care for.

### Looking forward

Barking and Dagenham wants to stimulate the development of opportunities and support which offer people a real choice. Providers will be able to gain insight from the market position statement into how they can develop their offer to meet the needs of local residents.

### Future

From 2013 approximately **9,300** of Barking and Dagenham's 185,911 population have some form of learning disability. Over the next decade the number of people with a learning disability in Barking and Dagenham is expected to rise significantly. According to Projecting Adult Needs and Service Information (PANSI) the number of people with a moderate or severe learning disability will increase by **20%** between now and 2020.

Prevalence data indicates that there will be:

- A 17% rise in people with challenging behaviour in the borough by 2020;
- A 17% increase to our Autism Spectrum Disorder population by 2020.

### Becoming an adult

In the future we expect to see an **increase in the number of young people** with a disability who are 'transitioning' from Children's Service to Adult Services. For young disabled people and their families, this period can be particularly difficult because of the additional uncertainty they often face concerning the level of support they will receive to live their lives once they turn 18.

Figure 8 shows the number of those currently known to the Disabled Children’s team. This gives an indication of where the peaks are in children who will soon be making the transition to adulthood.

**43%** of the current learning disability population in Barking and Dagenham are 18-34. There is a need for providers to offer services and support that will meet the needs of younger people.

**Respite**

Carers have told us they would like more options available to take a break from their caring role. Carers with a personal budget have been using it to purchase respite.

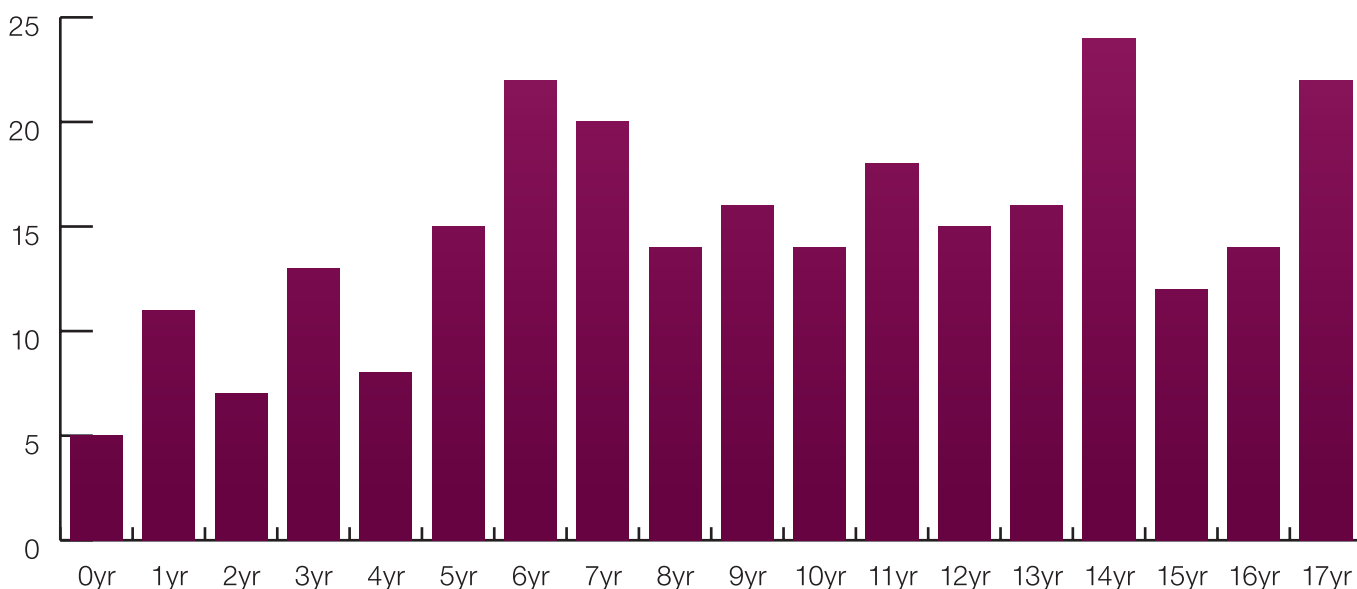
**What is working well?**

The Council have recently opened a new café, **Relish@BLC**, which provides an opportunity for adults with a learning disability to gain work experience and interaction with the public that they need to take into further employment opportunities.

The Council funded a small grants programme to help develop more **meaningful activities** for people with a learning disability. Green Shoes Arts are using this funding to support people with a learning disability to use creative art forms to develop skills and create sustainable activities.

The Council have set up a programme called **Fulfilling Lives**. The programme seeks to expand the range of meaningful opportunities available for people with a learning disability and make improvements. This is a long term programme and will require a number of changes in the way services are delivered and develop more options for people to choose.

**Figure 8:** Age of those known to the Disabled Children’s Team



### Opportunities

There is a range of ways providers can support people with a learning disability to live a meaningful life. Through consulting with people who use services and from information contained in this document some potential opportunities for providers have been identified:

- Information and support services to help people rent or buy their own home;
- There is a need to give people opportunities to get accredited vocational qualifications and support to gain paid work, self employment or voluntary work;
- Additional respite options, breaks, and leisure activities to take peoples mind off their caring role;
- More options for people using personal budgets such as personal assistants, activities, clubs or support at home;
- The development of specialist social enterprises and community interest companies can provide an alternative route for people into paid employment. This is an area of the market Community Catalysts, amongst others, can help develop;
- There is a need to develop innovative ways for people with learning disabilities to develop sustainable activities for themselves rather than relying on Council services for support;



- A service designed for young people who want to continue to develop the skills learnt at school to complement college education or for those who do not wish to go on to college;
- Supporting people who may present a challenge to services through flexible, innovative and personalised solutions.
- We would like to see providers who have high quality standards and work in partnership with people who use services in making further improvements;
- Innovation is important. We are keen to see providers who want to develop a new idea or introduce creative ways to support people to live the life they want;

### Providers we would like to see in the market

- Providers who have a local offer so people can get care and support close to home;
- Providers who have a good understanding and knowledge of those with complex needs such as those difficult to engage into services and who challenge services by their behaviour;
- Providers who measure success in outcomes for the individual, rather than outputs, so people achieve their identified goals;
- Providers with flexible staff and purchasing systems suited to business from individuals using a personal budget.

## 8 Autism

### What we want for our residents

The Council's vision for adults with autism follows the Government's Autism Strategy 'Fulfilling and Rewarding Lives', which aspires to: 'ensure that adults with autism are able to lead fulfilling and rewarding lives within a society that accepts and understands them. They can get a diagnosis and access support if they need it, and they can depend on mainstream public services to treat them fairly as individuals, making the most of their talents'.

The information used to complete this section draws on information from the Council's independent Autism Mapping Project that was completed by Kaleidoscope in 2013. The Council, in partnership with the Sycamore Trust, is currently working to refresh the Borough's Autism Strategy. This will be published in the Autumn, so please look out for this on the Council's website in due course.

People with autism can have a wide variety of support needs and any one individual with autism can have areas where they function well and other areas where they may need support. The term 'autistic spectrum' is used to reflect this variation.

If you apply the estimated prevalence range of 60-100 people with autistic spectrum disorder per 10,000 population in Barking and Dagenham it would conclude that there are likely to be between **768 and 1,275** adults in the borough on the autistic spectrum.

### Services

The Council funded **Welcome to Our World (WOW)** unit at Healthlands day centre provides day opportunities for 12 people with autism and who have complex needs. There are also other providers offering day opportunities for adults with autism and challenging behaviour such as the Liberty Centre in Barking.

**Out and About** are a small 'micro' organisation who offer **one to one community support** to people with autism as well as other complex conditions, mainly through people using their personal budget.

The Council funds **advocacy** to assist people to make decisions about care and support. This advocacy is for adults with a social care need including those with autism. The local carers' organisation, Carers of Barking and Dagenham, provide advocacy support to those who care for adults with autism.

There are a number of local networks and community organisations for adults with autism. The **Autism Ambassadors**, which are part of Parents of Autistic Children Together (PACT), support young people to build confidence through talks and presentations. PACT also support an 18-25 club which is held twice weekly and holds social activities for adults with a learning disability and autism.

**Ab-Phab 18+** is an independent inclusive social group for young people over the age of 18 and **Green Shoes** provides Drama and Art groups to young adults with autism. **Stars in the Sky** also provides friendship groups and regular nightclub events for adults with learning disabilities and autism.

### Future

PANSI, a system developed by the Institute of Public Care (IPC) to assist local authorities with projections, predicts the number of people in the borough with an autistic spectrum disorder to **increase by 18%** between now and 2020.

The Government is about to relaunch the National Autism Strategy. The Council are working with PACT to review local plans to ensure they are current and effective.

NHS North East London Foundation Trust have implemented a local **Autism Diagnostic Pathway**, which will mean residents receive an assessment and immediate post diagnostic support. This could result in an increase in the number of adults being diagnosed as the service is publicised and accessed. This will likely lead to an increased need for information and advice and support for people newly diagnosed.

In the future we expect to see an increase in the number of young people with a disability who are 'transitioning' from Children's Services to Adult Services. There are currently 75 open cases of children and young people with autism currently known to the Disabled Children's Team. Some of these children and young people will not be eligible for support when they become an adult.

The Council recognises the importance of services that offer **early intervention** and **prevention** for people with autism in order to prevent crisis and enable those diagnosed with autism to live independently.

With the increase in numbers and increase in those being diagnosed with an autistic spectrum disorder there will be a need in the future to develop the market for those with higher functioning autism and those with more complex needs.

Universal services and the community as a whole need to better **understand the needs** of people with autism. Those providing support need to ensure they are more accessible to people with autism and employers must make **reasonable adjustments**.

### Opportunities

There is a range of ways providers can support people with autism to live a meaningful life. Through consulting with people who use services and from information contained in this document some potential opportunities for providers have been identified:

- Accommodation options for people with autism;
- Preventative services, such as Information and advice and peer support;
- Access to support adults with autism into social and leisure activities;
- Support for adults with autism into employment and training;
- Raising awareness and providing information on the needs of people with autism amongst the wider community.

### Providers we would like to see in the market

- Providers who are autism aware and understand the specific needs for people with autism;
- Providers who are able to provide cost effective and innovative solutions around building capacity, awareness and the local workforce around autism;
- Personal Assistants who have the knowledge and skills to provide support for adults with autism;
- Providers who are able to support carers and family members who care for someone with autism;
- We would like to see providers who have high quality standards and work in partnership with people who use services in making further improvements;
- Innovation is important. We are keen to see providers who want to develop a new idea or introduce creative ways to support people to live the life they want;
- Providers who measure success in outcomes for the individual, rather than outputs, so people achieve their identified goals;
- Providers with flexible staff and purchasing systems suited to business from individuals using a personal budget.



## 9 Behaviour that Challenges

### What we want for our residents

Our vision is to enable those who present a challenge to services to live independently and safely, in their own home where possible and in the least restrictive settings, with access to healthcare, mainstream activities, day opportunities, employment, care and support as close to their homes as possible.

Some people have a number of problems that do not fit neatly into one category. This can include those who are difficult to engage into services and who challenge services by their behaviour.

### Winterbourne View

In May 2011, the BBC broadcast a Panorama programme about the scandal in Winterbourne View Hospital in Gloucestershire, which showed a pattern of serious abuse inflicted on people with learning disabilities and autism who stayed at the hospital. In December 2012 the government published its final report into the events at Winterbourne View Hospital and set out a programme of action to transform services so that vulnerable people no longer live inappropriately in hospitals and are cared for in line with best practice.

Following the report all relevant statutory and non-statutory (50 in total) organisations have signed up to a nationally developed 'concordat'. The concordat sets out a local programme of action for Barking and Dagenham which outlines key actions and commitments in response to Winterbourne.

### Barking and Dagenham Joint Strategic Plan

One key action from the concordat is for Councils and CCGs to develop a joint strategic plan stating how they will develop a range of local health, housing and care support services to meet the needs of people with behaviour that challenges in their area.

Barking and Dagenham's draft Joint Strategic Plan describes a vision where residents live in tailored accommodation in the community, there is support that prevents challenging behaviour from developing, services able to provide a rapid response and more respite to give carers a break. The Plan has an action plan setting out how the vision will be achieved. Barking and Dagenham's draft Joint Strategic Plan is subject to final approval from the Health and Wellbeing Board, but can be found here:

<http://modern.gov.barking-dagenham.gov.uk/ieListDocuments.aspx?CId=669&Mid=7080&Ver=4>

### Services

The Council and Clinical Commissioning Group currently spends approximately 20% of its learning disability budget on people who present the most challenge to services.

The borough has one locally commissioned NHS short term Assessment and Treatment Unit which is provided by NHS North East London Foundation Trust. Outside of this the borough currently has a very small number of individuals placed in out of area Assessment and Treatment Units funded by the Clinical Commissioning Group.

The borough has one small 6 unit Council-run registered care home for people with challenging behaviour, 80 Gascoigne Road. The borough also has Sahara Homes, a 30 bed registered care home, which can provide care and support to people who present a challenge to services. The borough has eight people placed in register care homes, who are regarded as the most challenging, out of area.

There are a small number of care agencies who provide personal care services to adults with challenging behaviour in their own homes. We know that people are now **achieving better outcomes through employing their own personal assistant directly**. Through using personal assistants more people are being supported to do things they want to do out of the home, rather than remaining housebound. However, the market remains under developed regarding PAs who provide person centred care and support care for those with the most challenging behaviour.

## Future

Barking and Dagenham wants to stimulate the development of opportunities and support which offer people with behaviour that challenges a real choice. Providers will be able to gain insight from the market position statement into how they can develop their offer to meet the needs of local residents.

The term 'Challenging Behaviour' is not a diagnosis. This makes estimating the number of people with behaviour that challenges complex. We know from national prevalence data in PANSI (2013), a system developed by the Institute of Public Care (IPC) to assist local authorities with projections, that Barking and Dagenham can expect a **12% increase** in the number of adults who have a behaviour that challenges services by 2020.

This increase in demand is through an increase in the number of young people with complex needs, including behaviour that challenges, 'transitioning' from Children's to Adult Services.

A requirement in the Winterbourne View concordat is for the Council to fund learning disability services in partnership with Barking and Dagenham Clinical Commissioning Group. We are currently aligning budgets to ensure money is spent on the same priorities. We will then **pool** these **budgets** to provide a more flexible approach to funding services and encourage integrated working across health and social care.

## Opportunities

There is a range of ways providers can support people with a learning disability and/or autism who challenge services to live a meaningful life. Through consulting with people who use services and from information contained in this document some potential opportunities for providers have been identified:

- Support that enables people with challenging behaviour to access the community and live independently;
- Community crisis options which prevents admissions to inpatient services;
- Specialist supported living for adults with challenging behaviour;
- Personal Assistants who can support people with challenging behaviour;
- Meaningful activities for people with challenging behaviour to do in the day which is outside the traditional centre based provisions;
- Support for people with challenging behaviour into employment, voluntary work or education;
- Support and training for carers around challenging behaviour that enables them to build resilience.

## Providers we would like to see in the market

- Providers who have a local offer so people can get care and support close to home;
- Providers who have demonstrable experience of delivering successful outcomes for people with behaviour that challenges;
- Providers who use the least restrictive practices and non-aversive techniques;
- Providers who use evidence based approaches towards challenging behaviour, namely Positive Behavioural Support and Total Communication;
- Providers who are able to provide holistic and flexible care and support who are able to quickly respond to changing needs;
- Providers who are willing to work in a long term partnership with the Council and local Health services;
- Providers who understand and have embedded the principles of Person Centred Planning in its day-to-day practice;
- Innovation is important. We are keen to see providers who want to develop a new idea or introduce creative ways to support people to live the life they want;
- Providers who measure success in outcomes for the individual, rather than outputs, so people achieve their identified goals.

# 10 Mental Health

## What we want for our residents

We want people to be active citizens; able to live a meaningful life and make positive contributions to the community they are part of. Services and support must focus on helping people who have experienced a mental health problem to be as independent as possible. We would like to see more people choosing the support they want and a greater range of services to choose from. Residents who are active members of the community will have more support available to help out with a problem or crisis. We want to support people to achieve their aspirations such as returning to work.

## Looking Back

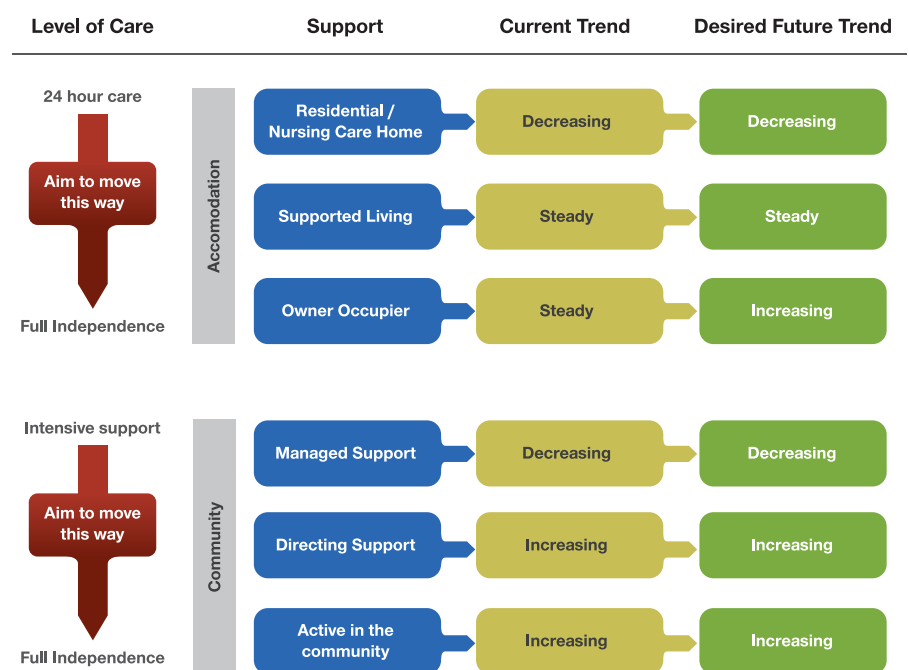
### Spend

The Joint Strategic Needs Assessment (JSNA) published in 2012 concludes that approximately **5.8% of borough residents** are accessing care for mental health services for a range of mental health conditions.

The Council's Mental Health Services are provided through an integrated partnership with North East London Foundation Trust (NELFT). The 2012/13 spend managed under this partnership totalled approximately **10.5 million**, of which the Council spent around 3.5 million.

NELFT provide a range of services including community based family health services and a broad range of specialist mental health services to people living in the borough.

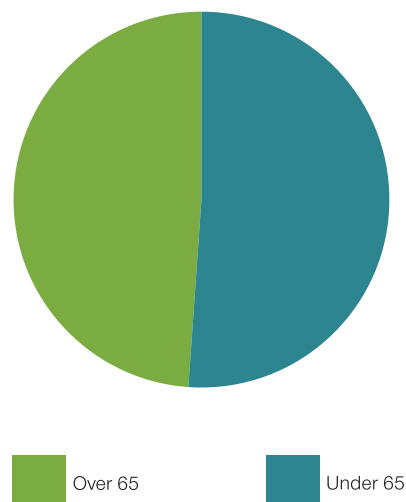
Figure 9: Overview – Mental Health



### Accommodation

The chart below indicates the level of residential placements for people under 65 and over 65 with a mental health problem.

Figure 10: Mental Health Residential Placements 2012/13



There are three mental health specialist supported accommodation services, funded by the Council, offering 14 self contained flats and 10 shared units. The services provide support to people with mental health needs who are unable to live independently in the community with the aim of developing the skills and confidence for people to move on and live independently.

Much of this accommodation is at full capacity and feedback suggests that many people are staying for a long time rather than moving on to living independently.

In the future there are opportunities to provide more community support to help people when they are discharged from hospital and to avoid the need for residential support.

## Advocacy

Advice and advocacy are vital in allowing people to be supported to have genuine choice and control. Advocacy is required to **assist people in making decisions** about care and support. An advocate can make sure someone is listened to, safeguarded, and treated with dignity and respect. Advocacy support is available to anyone requiring it, not just people with a mental health problem. Limited access to advocacy was one of the issues highlighted through the investigation into abuse at Winterbourne View Hospital.

To help residents take control over decisions about their care and make sure they are listened the Council has a statutory duty to provide

### Independent Mental Health Advocacy (IMHA) and Independent Mental Capacity Advocacy (IMCA)

[www.voiceability.org/in\\_your\\_area/london/barking\\_dagenham\\_and\\_havering](http://www.voiceability.org/in_your_area/london/barking_dagenham_and_havering)

**IMHA** are specialist advocates who are trained to provide help and support for people with mental health problems. The **IMCA** service provides representation and support for particularly vulnerable people who lack capacity and who are facing important decisions about certain serious life changing situations. Part of the IMCA service is the **Deprivation of Liberty Safeguards (DoLS)** service which aims to protect people in a health or social care setting from being inappropriately deprived of their liberty.

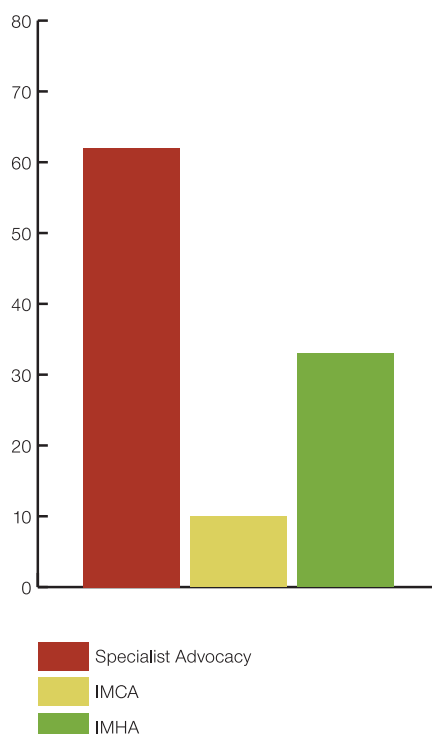
## Specialist Advocacy

Recently a new framework of providers was introduced for the provision independent advocacy support to adults with a social care need as well as those wishing to make a complaint about adult social care services. This ensures that people have more choice and control over the advocacy support they receive. The boroughs local user led organisation, the Independent **Living Agency (ILA)**, help people choose who they want to use for advocacy. Each organisation has their own specialist knowledge and offer different forms of advocacy support or help to complain about services.

### Use of advocacy

Figure 11 shows the current demand for advocacy support.

Figure 11: Advocacy referrals for the second quarter of the year



## Day Opportunities

Day opportunities for people with a mental health problem have recently been **remodelled**. The focus is more on **recovery** and supporting people to do what they want in the community, moving away from traditional ‘specialist’ day services. The Richmond Fellowship currently supports people with mental health problems to engage in meaningful activities.

Support can range from employment support, helping people to start their own social groups and making use of leisure and training opportunities available in the borough. The service provided by Richmond Fellowship is open to adults with mental illness who are over the age of 18 (there is no upper age limit). For the year 2012 to 2013 Richmond Fellowship supported **15 residents to gain full time employment**.

## Personal Budgets

The number of people with a mental health problem using a direct payment is much smaller when compared to others. The table below indicates direct payment spend by different groups for 2012/2013 taken from PSSEX1, the annual return submitted by the Council to Government:

Older People	£3,067,400
Physical Disability	£2,492,000
Learning Disability	£1,083,700
Mental Health	£123,000

Of those with a personal budget, 64% are spending their budget on day opportunities.

## Carers

There are currently **376** people caring for someone with a mental health problem known to the local carer organisation, Carers of Barking and Dagenham. The demands of caring for someone with a mental health problem can be varied. A person with a mental health problem may not need much assistance at certain times, but need a large amount of care at others. The symptoms of mental health problems are sometimes unpredictable; therefore it can be particularly stressful for carers.

Carers and Barking and Dagenham provide a range of support such as peer support groups and Mental Health Awareness training so people are better informed and better able to carry out their caring role.

Carers of Barking and Dagenham work closely with local stakeholders GPs, the mental health nurse, the NELFT support worker, local substance misuse support organisations and the Access and Assessment team who provide the initial mental health assessment for those requiring one. This is to ensure carers of people with a mental health problem know where to go for support and advice.

## Looking forward

Barking and Dagenham wants to stimulate the development of opportunities and support which offer people a real choice. Providers will be able to gain insight from the market position statement into how they can develop their offer to meet the needs of local residents.

## Future

**One in four people** will experience mental health problems at some point

in their lifetime according to the CQC report 'State of Healthcare and Adult Social Care in England' 2011/12.

NELFT have reported that demand for mental health services is increasing. The Barking and Dagenham Access and Assessment Team in the first 6 months of 2013/14 saw a **19.6% increase** in referrals against the same period last year.

Mental ill health is associated with socio-economic deprivation and Barking and Dagenham is the 22nd most deprived borough in England according to the 2012 JSNA.

Reforms to the welfare system and concerns over the cost of living will likely increase the risk of residents experiencing mental ill health.

What we want for our residents follows the national direction from **'No Health without Mental'**. One of the key priorities is that people with a mental health problem are supported to recover. In the future we want to encourage all services to have a greater focus on **promoting recovery** and supporting people to regain their independence. This can be addressed by raising awareness so **problems can be recognised early** and appropriate support offered.

Helping people to recover from a mental health problem can also be achieved through peer support or by encouraging more **community involvement**. People tell us they would like opportunities to meet and talk to people with similar problems or get more involved in clubs and activities. This can often prevent crisis and support people to move on from supported living or reduce the likelihood of requiring a residential placement in the first place.

We would also like to **bring people** placed outside Barking and Dagenham, **back** into the borough closer to their support networks. This could be through exploring alternative innovative approaches to residential placements that still meet often complex needs which are underpinned by choice and control for the individual.

We expect to see an **increase** in the number of people with a mental health problem using a **personal budget** to choose the support they want that will aid recovery.

Services have an opportunity to help tackle the social exclusion and isolation that people with mental health problems often experience.

**Supporting people to access** and use mainstream **community services** like colleges, or arts and sports activities can improve confidence and self-esteem.

## What is working well?

To increase employment opportunities the Council has recently supported the development of an **Employment, Training and Enterprise forum**.

The forum is for supported accommodation providers and is also attended by the Council's Economic Regeneration team, Children's Services and Skills and Learning. The focus is to support vulnerable people in supported accommodation to find employment, gain training or set up enterprise. The providers share and learn from each other and the forum is now run by the providers. A number of people have been helped to find **employment** through this forum.

**Starlight** is a User Led Organisation (ULO) which has been supported by the Council to establish themselves

as a local peer support group. This group of people with a mental health problem have come together to provide peer support to one another. Locally they have the support of residents and other voluntary sector providers. They provide a free drop-in peer support group and also deliver target sessions such as art and crafts to help improve mental wellbeing.

[www.smallgoodstuff.co.uk/provider/starlight-support-group/](http://www.smallgoodstuff.co.uk/provider/starlight-support-group/)

Knights Close, supported accommodation, are introducing more choice and control by supporting tenants to use and spend their **personal budgets** to improve their life such as accessing a taster course in art for example.

NELFT have recently launched the **North East London Recovery College**. The aim of the college is to empower people with mental health problems to be experts in their own recovery, live well, and make the most of their skills and talents.

The Recovery College uses an educational approach, offering a curriculum of recovery-focussed workshops and courses. These courses give people who have a mental health problem and their carers **more control in their recovery journey**.

### Opportunities

There are a range of ways providers can support people with a mental health problem to live a meaningful life. Given the anticipated population increases and the high levels of deprivation in the borough, there is likely to be a much greater demand on services which improve the mental health and wellbeing of Barking and Dagenham residents:

- There is an opportunity to develop a range of activities and opportunities for people with mental health needs which will help them to maintain independence and aid recovery;
- Future developments should take into consideration the opportunity in making better use of the building and services that are already available in the borough;
- More peer support groups like Starlight which help to prevent isolation and social exclusion. The Council have recently launched an innovation grant programme to help develop this area of the market;
- Improved information and advice available for people with mental health problems so they are aware of the support available and helping to prevent people reaching a crisis point;
- The number of people with a mental health problem using a direct payment is expected to increase, so this is an opportunity for providers to target this emerging market;
- More options and support to help people move on from supported accommodation on to living independently;
- Employment opportunities such as training and volunteering to better prepare people to enter the workplace;

The Health and Adult Services Select Committee Scrutiny Review chose the impact of welfare reforms on mental health as its subject for an in-depth scrutiny review. The full report and recommendations can be found here:

<http://moderngov.barking-dagenham.gov.uk/documents/s76606/Scrutiny%20Review%20on%20the%20Impact%20of%20the%20Recession%20and%20Welfare%20Reforms%20on%20Mental%20Health.pdf>

### Providers we would like to see in the market

- Those who will help people with a mental health problem to stay healthy and active. This could be achieved by encouraging healthier eating, exercise or signposting to support to quit smoking, for example;
- Providers who have a local offer so people can get care and support close to home. Better home and community support, allowing people to remain connected to their communities and support networks so that they can have greater independence;
- We would like to see providers who have high quality standards and work in partnership with people who use services in making further improvements;
- Innovation is important. We are keen to see providers who want to develop a new idea or introduce creative ways to support people to live the life they want;
- Providers who measure success in outcomes for the individual, rather than outputs, so people achieve their identified goals;
- Providers with flexible staff and purchasing systems suited to business from individuals using a personal budget.

# 11 Physical and Sensory Disability

## What we want for our residents

We want people to be active citizens; able to live a meaningful life and make positive contributions to the community they are part of. People with a physical or sensory disability have the same aspirations as everyone else. They would like to be independent, have a job, have their own home, make friends, form relationships and choose what they do in their spare time. People with physical and sensory disabilities should be recognised as equal and enjoy the same life opportunities as others.

## Looking Back

### Spend and activity

Direct payments for people with a physical disability are well developed with many people choosing the care and support they want. According to our Personal Social Services Expenditure collection (PSSEX1) submission for 2012/13, people of all ages with a physical disability spent the second largest amount on direct payments **£2,492,000**.

From May 2013 there were **5710** people claiming **Disability Living Allowance (DLA)** in the borough (this figure includes those receiving Attendance Allowance and Personal Independence Payments, the replacement for DLA).

Figure 13 shows the number of people with a physical disability receiving a service from the Council according to age in 2013. To note that the physical disability recording category includes frailty and temporary illness.

Figure 12: Overview – Physical and Sensory Disability

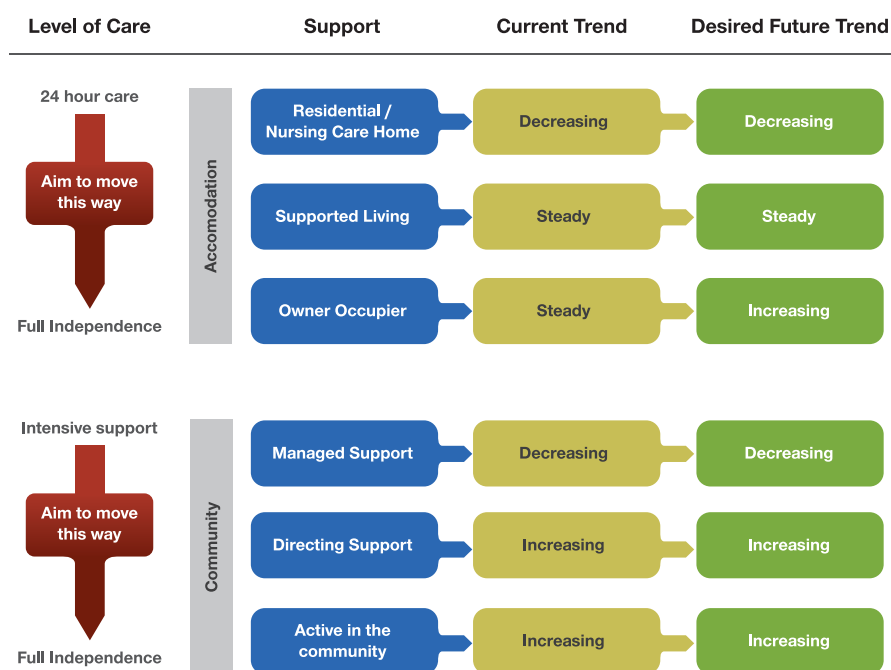
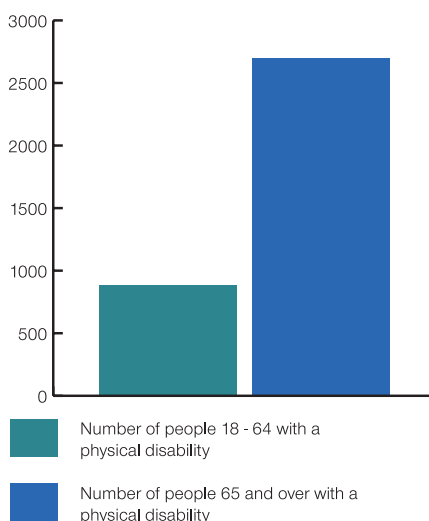


Figure 13: Receiving a Service from the Council 2013



As indicated in Figure 13 above the majority will be caring for someone who is older.

Carers of Barking and Dagenham provide information, advocacy and support for people caring for someone with a physical disability. This includes ensuring the carer and the person they care for are receiving the benefits and allowances they are entitled to. Weekly surgeries are also held in local stroke and falls clinics so people, particularly those new to their caring role, know where to go for support.

### Support at Home

Small items of equipment can help people carry out practical tasks and improve independence. Barking and Dagenham Council have introduced **retail market model**, giving people more choice in choosing equipment that will meet their needs.

### Carers

From the carers who are known to the Council, the most common care need of the person they care for is a **physical or sensory disability**.

Market development work with local retailers, both in the private and voluntary sector, has helped to ensure that there are a range of options to choose from. Whether using a prescription or self-funding, individuals can choose to purchase their equipment from a range of suppliers.

The Council also offers a **Disabled Adaptations Direct Payment Scheme**. People receive a direct payment to arrange their own adaptations. In its first year of operation £465,000 has been paid out for 143 adaptations such as stair lifts, loud door bells and downstairs toilets. The grant is paid to the individual so they have control over the money and can choose who they would like to undertake works. These alterations to people's homes can avoid much greater expense to health and social care services through the prevention of hospitalisation due to falls and the postponement of the need for residential care.

People also use a personal budget to purchase other forms of support such as a personal assistant to help with certain tasks.

### Day Opportunities

From 2012 there were 99 young people (aged 18–35) with a physical disability receiving support from the Council. Consultation has revealed there are **limited social activities** available for people with a physical impairment in the borough. There are a number of clubs and groups for people with a learning disability or a mental health problem but there is a gap in the market for activities for people with a physical disability.

## Sensory

### Who Needs Support?

Barking and Dagenham continues to raise awareness of sight and hearing loss, promoting support and prevention. According to the JSNA

an estimated **4.5% (7650)** of the local population have significant sight impairment. The proportion rises to over 20% of those aged over 75.

The table above indicates that there are relatively few people receiving a social care service in the community for a sensory impairment. The numbers increase with age. A large proportion of people who experience sight and hearing loss are older, but this is often not the primary area of need recorded.

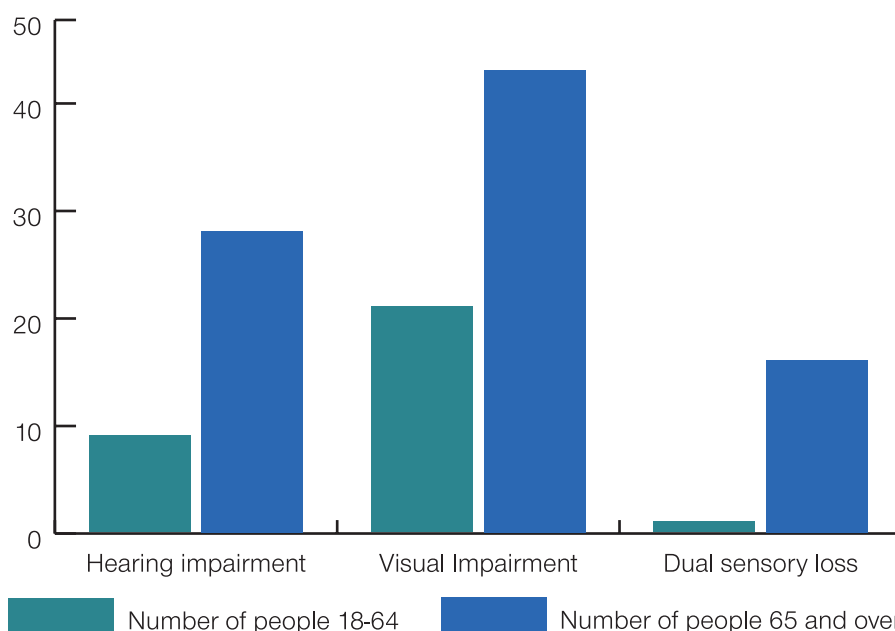
### Services

Barking and Dagenham have a **Sensory Impairment Team** who help people to maintain independence, provide emotional support and give advice on employment, leisure and further education opportunities. The team has two professionally qualified rehabilitation officers for those with a visual impairment, a specialist in dual sensory impairment and specialist workers for people who are deaf. The team focus on trying to prevent avoidable sensory loss.

According to the Barking and Dagenham Vision Strategy (2010 to 2015) **a third of people with a learning disability also have sight loss**. The prevalence of sight problems increases dramatically with the severity of the learning disability and with age.

**Bridge to Vision** is a new project set up by the Council, developed to resolve the problem of people with a learning disability having a sight loss ignored due to not being able to communicate the problem. The project follows the entire eye-care process, from how to best gather information from a client before the appointment, to what tools and techniques can be used to diagnose

**Figure 14:** Those currently receiving support in the community





sight problems. This is backed by an enhanced optometry service specifically for people with a learning disability. By the end of 2012/13 120 people had received eye tests as part of the project.

To support people with hearing loss, particularly those recently diagnosed the Council has set up **Hear to Meet** in partnership with Action on Hearing Loss. The aim of the project is to help reduce isolation from those with a hearing impairment, increase the take up of hearing aids and improve access to advice and information on assistive equipment and services that support people with hearing loss.

### Looking forward

Barking and Dagenham wants to stimulate the development of opportunities and support which offer people a real choice. Providers will be able to gain insight from the market position statement into how they can develop their offer to meet the needs of local residents.

### Future

Projecting Adult Needs and Service Information (PANSI) predicts that the number of people (18-64) in Barking and Dagenham with a moderate physical disability will increase by 18% between now and 2020. For the same period the predicted increase for those (18-64) with a serious physical disability, likely to require more support, is 19%.

The number of residents in the borough with a serious visual or hearing impairment is relatively low. The 2010 national GP surgery indicated that in London there are 5 deaf British Sign Language (BSL)

users in every 1000, which indicates that there are approximately **925 BSL** users in the borough. PANSI predicts the number of people with a sensory impairment to increase marginally over the next 20 years.

Disabled people are more likely to be **unemployed** and a higher proportion of those in work are in less well paid jobs. The impact of welfare reforms will be monitored by the Council to gauge the impact on local disabled people.

### What is working well?

Barking and Dagenham and partners such as the Council for Voluntary Service (CVS) supported the development of a club for the visually impaired to bring people together for theatre trips, sports, talks and social events. **VIPERS** (Visually Impaired People Embracing Recreation and Support) organise regular social meetings every first and third Thursday of the month at the Millhouse Social Club.

For equipment and adaptations the introduction of **direct payments** and the use of the retail market model have helped to give people more choice about what they purchase and how it is installed. Barking and Dagenham will be looking at the support trained specialist retail providers can offer to assess the adaptations that people may need and help them help themselves.

We have been informed from people who use BSL that services can be difficult to access. Barking and Dagenham have invested in 'Sign Translate'. This allows people to connect over the internet to a translator who will interpret what the health or social care professional into BSL for the individual to watch. It is hoped this will improve the access of deaf people to services.

Lodge Avenue is a supported living scheme which has a range of fully accessible living accommodation for people with a physical disability. The residents at Lodge Avenue have pooled their budgets to pay for care and support. This pooling has given economies of scale and left people with 20% of their budget to spend on activities such as going to the cinema, football or saving up to go on holiday with carer support.

## Opportunities

There is a range of ways providers can support people with a physical or sensory disability to live a meaningful life. Through consulting with people who use services and from information contained in this document some potential opportunities for providers have been identified:

- Services and support that helps prevent falls and avoidable sight and hearing loss;
- Support to help people with a sensory impairment to access services in the community;
- Facilitated pooling of personal budgets to improve buying power and to help offer more choice;
- Opportunities for disabled people of all ages to come together and socialise. This could be an opportunity for a small micro provider to help facilitate this;
- Additional respite options, breaks, and leisure activities to give people caring for someone with a disability a break from their caring role;
- More options for people using personal budgets such as personal assistants, activities, clubs or equipment and adaptations at home;
- The development of specialist social enterprises and community interest companies can provide an alternative route for people into paid employment.

## Providers we would like to see in the market

- Providers who have a good understanding of the needs or people with a physical or sensory disability and ensure they receive the same opportunities as others;
- Providers who have a local offer so people can get care and support close to home. For example, more voluntary sector organisations who provide support and advice to people with a physical or sensory disability based in Barking and Dagenham;
- We would like to see providers who have high quality standards and work in partnership with people who use services in making further improvements;
- Innovation is important. We are keen to see providers who want to develop a new idea or introduce creative ways to support people to live the life they want;
- Providers who measure success in outcomes for the individual, rather than outputs, so people achieve their identified goals;
- Providers with flexible staff and purchasing systems suited to business from individuals using a personal budget.

# 12 Drugs and Alcohol

## What we want for our residents

We want people to be active citizens; able to live a meaningful life and make positive contributions to the community they are part of. Services and support must focus on preventing drug use in the community, and in supporting people to recover from drug and alcohol dependence.

## Looking Back

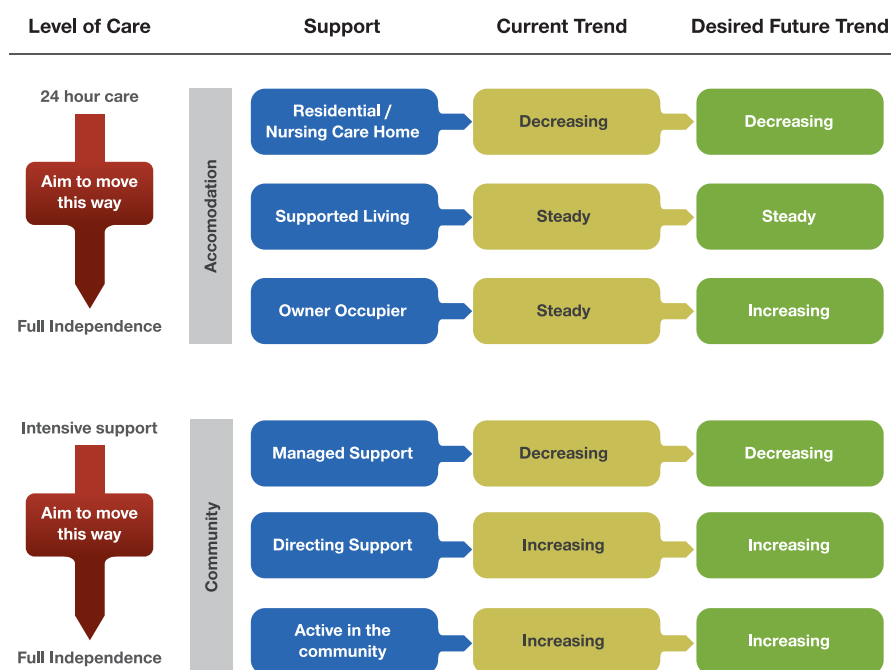
### Spend

The latest findings from Public Health England indicate that each drug user not in treatment costs society £26,074. The findings also show that every £100 invested in drug treatment prevents a crime. Every **£1 spent on drug treatment saves £2.50** to society. NICE estimates the costs to society generated by each injecting drug user add up to £480,000 over their lifetimes.

Furthermore, Public Health England Alcohol and Drug team (using Home Office data) estimate the borough saves **£5,030 per year per person** who is engaged in structured treatment. During 2012/13 there were 626 individuals engaged in structured drug treatment in Barking and Dagenham, therefore the total saving was estimated to be £3,148,780. It is crucial to ensure as many drug users as possible are engaged in treatment for their own benefit and the benefit of residents.

Treatment for substance misuse in Barking and Dagenham is provided by a mixture of statutory and voluntary sector provision. Funding comes from the Public Health England, the Mayor's Office for Police and Crime (MOPAC) and the Council.

Figure 14: Overview – Drugs and Alcohol



The value of the commissioned services, described below, totals **£1,963,782**.

### Community Support

In Barking and Dagenham services to support people with a substance misuse problem are integrated. These services are provided by Crime Reduction Initiatives (CRI) and KCA.

**CRI** is a social care and health charity who provide a range of services for people with a drug or alcohol problem.

- Community Alcohol Service**  
 This service provides a range of interventions for people with an alcohol problem such as counselling, support with abstinence, outreach, and information and advice.

- Recovery and Prescribing Service**  
 The recovery and prescribing service prescribe substitute drugs such as methadone for people who are opiate or crack users.
- Gateway Service**  
 The Gateway provides a variety of services including confidential advice and information, assessment of the individual's specific needs, one-to-one sessions and group work, drop-in at local centres in the borough and a gateway to other services.
- Subwize**  
 Subwize is an outreach drug and alcohol support service. It offers interventions to young people up to the age of 21 who are using drugs or alcohol or who are affected by parents' or carers' substance misuse.

**KCA** is a charity providing services for people with a drug, alcohol and mental health problem.

- **Horizon – structured day programme**

The Horizon service provides a group programme specific to drug awareness, harm minimisation and skills relating to re-integration. They also provide blood-borne virus testing (HIV/Hepatitis B & C), complementary therapies, counselling and access to support groups.

Currently performance amongst these services is good with regard to successful completions and number of people in effective treatment. However, recent use of the Public Health England recovery diagnostic toolkit highlighted a high re-representation rate. Following consultation with staff and people who use services it was identified that there was **insufficient aftercare** provision locally. As a result we now ensure aftercare support is part of every service.

The new aftercare support is designed to complement the existing treatment system. When an individual has completed structured drug and alcohol treatment they will remain in the treatment system with a tailored recovery plan.

**Accommodation**

There are a number of people with a drug or alcohol problem living in supported accommodation. Here people are supported with recovery; learn life skills such as budgeting and receive training for employment. Figure 15 shows the current levels.

The age group of those residing in the Foyer, Vineries and Summerfield House is 16–24.

In Barking and Dagenham there has been a decrease in residential rehabilitation for alcohol as more people have been opting for community detox programmes.

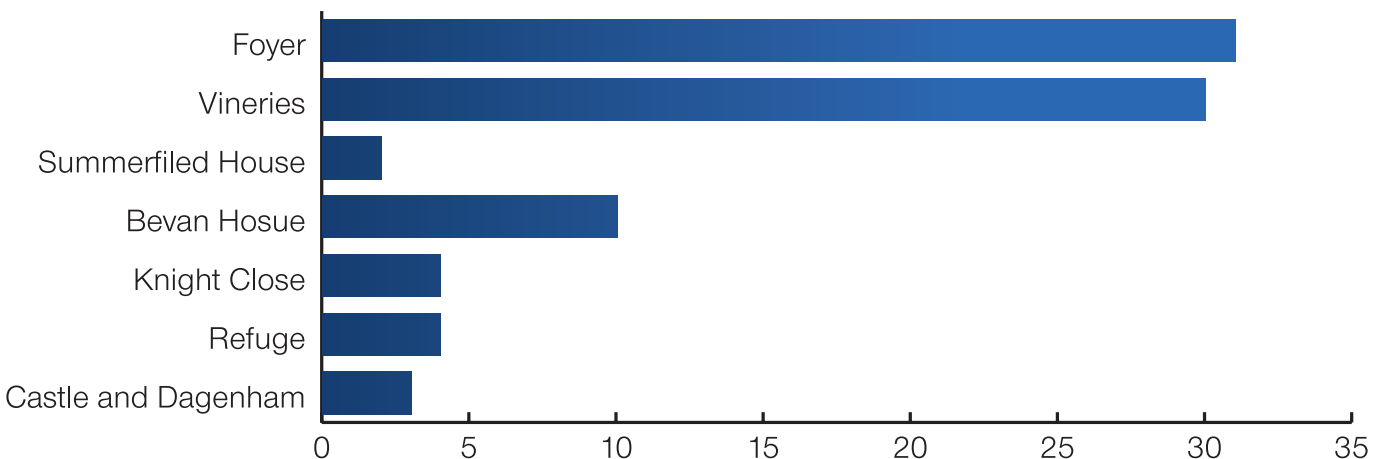
**Prevalence and Treatment**

Estimated prevalence of drug misuse (of all drugs) data based on national surveys and other sources provides information on the number of drug misusers in Barking and Dagenham. In 2012, there were an estimated **994 Class A dependant individuals** living in Barking and Dagenham. The number of drug users in treatment for the same year was **310**.

It is estimated that about one in five of the adult population of Barking and Dagenham are hazardous alcohol drinkers, with nearly 6,000 of them drinking sufficient amounts to be harmful to health. For the year 2011 there were **466 residents in alcohol treatment**.

In addition, based on the National Crime Survey for England and Wales and 2011 census population figures, there are an estimated **7,136 people** between 16 and 59 **using cannabis** in Barking and Dagenham.

**Figure 15:** Number of people with a substance misuse problem in supported accomodation 2012/13



## Looking forward

Barking and Dagenham wants to stimulate the development of opportunities and support which offer people a real choice. Providers will be able to gain insight from the market position statement into how they can develop their offer to meet the needs of local residents.

### Future

With the high levels of deprivation in the borough and the potential impact of welfare reform it is predicted that prevalence of drug use and related harms will increase.

Estimates indicate that the number of people **using opiate and crack will increase** by approximately 150.

The JSNA highlights the lifestyle choices that will cause problems for the borough's health in the future. Alcohol use has been identified in the JSNA as a significant problem contributing to emergency hospital admissions, domestic violence as well as overall poor mental and physical health.

In line with the National Drug Strategy, Barking and Dagenham would like to see services and support who focus on **preventing** drug use in the community and supporting people to **recover** from drug and alcohol dependence.

Substance misuse can be a problem for anyone; no matter if they are old or young, have a disability or a mental health problem.

For example use of alcohol amongst older people appears to be increasing and causing related health problems. **We would like all service providers in Barking and Dagenham to be aware of substance misuse issues** and know how to help someone who does have a drug or alcohol problem.

### What is working well?

Market Development identified that the substance misuse recovery services were separated from other community and social care services which meant that residents were not benefiting from broad recovery options. A small group of people currently recovering from a substance misuse problem are being supported by the Council to **develop their own organisation** to offer **recovery** support and services to others.

The Council are also looking to continue the **recovery café** aimed at helping people who are in recovery from drug and alcohol misuse. Those who have been or are still in treatment are being supported to develop the café.

The Council have recently introduced a **personal budget pilot**. CRI have been working with a small group of people recovering from addiction to explore opportunities in how they could use a personal budget to support their recovery. One individual used the budget to set up a blog, to keep busy, and another purchased a drum kit to support the work they are doing with Narcotics Anonymous to aid their and the recovery of others.

There are also a range of mutual aid groups operating in the borough including Self Management and Recovery Training (**SMART**) recovery, Narcotics Anonymous (**NA**), Alcoholics Anonymous (**AA**) and Cocaine Anonymous (**CA**). There are also groups run by peer mentors including recovery groups.

There are a number of local groups for those **caring for someone with a drug or alcohol problem**. CRI support a Carers Acupuncture Group at the Red Lion in Barking, a Carer Group at St Luke's Centre in Dagenham. KCA also support a group at Becontree Methodist Church in Dagenham for carers of people with an alcohol problem.

A resident receiving aftercare support for a drug problem used her personal budget to purchase a computer so she could contribute to an online service user group for people with bipolar disorder and other mental health problems. She also uses the computer to write a blog which she feels significantly supports her to sustain her recovery.

The alcohol service run a number of satellite services including offering **interventions** at residential **care homes** to support older people with an alcohol problem.

Drug offenders are screened for **mental health** problems in custody and referred to the dual diagnosis worker within drug services.

### Opportunities

There is a range of ways providers can support people with a drug or alcohol problem to live a meaningful life. Given the anticipated population increases and the high levels of deprivation in the borough, there is likely to be a much greater demand on services which help people to recover or prevent dependence on drugs and alcohol:

- There is an opportunity to develop a range of activities and opportunities for people with a drug or alcohol problem which will help them to develop independence and be active members of the community;
- Raising awareness and educating young people about drugs and alcohol issues;
- Commissioned services could use smaller micro enterprises to offer choice to people with a particular need or requirement;
- Future developments should take into consideration the opportunity in making better use of the building and services that are already available in the borough;
- More peer support groups which can be a source of guidance, prevent isolation and provide encouragement;

- A range of more personalised drug treatment options that can be offered in different locations to meet individual needs;
- Improved information and advice available for people with drug or alcohol dependence.
- Innovation is important. We are keen to see providers who want to develop a new idea or introduce creative ways to support people to live the life they want;
- Providers who measure success in outcomes for the individual, rather than outputs, so people achieve their identified goals.

### Providers we would like to see in the market

- Providers who are flexible given the changing nature in substance misuse with many new legal and illegal drugs on the market. Residents should be able to present with any substance use and receive adequate advice and information on next steps for their recovery;
- Providers who have a local offer so people can get help and support close to home;
- We would like to see providers who have high quality standards and work in partnership with people who use services in making further improvements;



# 13 Overall Commissioning Priorities



As money is devolved to individuals, the role of the Council in directly purchasing support is reducing.

Below are the commissioning funding priorities which will enable people to get the support they need and live their life to the full:

- Work with the market to create the conditions for **innovation and improvement** that will lead to the development of a range of responsive services that will transform home support, including increased use of assistive technologies;
- Promote and stimulate social enterprise, user led organisations and increased **social capital**;
- Make sure there is easy to access **early intervention and preventative** schemes with the voluntary and community sector, including social enterprise models;
- Promote access to **universal services** such as leisure, adult education, cultural and recreational opportunities, and address the underlying causes of ill-health and social isolation;
- Work with the voluntary and community sector to improve access to **preventative community** support networks and self advocacy;
- Work closely with health to develop **integrated enabling services**, and whole systems approach to tackle causes of ill-health, and improve life choices;
- Develop integrated approaches to sourcing **accommodation for vulnerable people**, and access to support and adaptations across the range of tenures;
- Improved **Information, advice and guidance** to provide adults with social care needs guidance and direction on a particular course of action which needs to be undertaken in order to realise a need, access a service or gain entitlements.
- Access to **advocacy** and support primarily in relation to adult social care issues which may also address issues around safeguarding adults, benefit entitlement, complaints, housing, employment, education or leisure issues.

# 14 Quality

We place great importance on quality. Our aim is to ensure all residents receive high quality services in Barking and Dagenham which meet their outcomes, regardless of how they are funded or provided. As the number of people with a personal budget and the number of people funding their own care increases, it is likely more people will purchase services from organisations who have not been through a formal procurement process. Providing high quality services will be key to long term success for service providers. Providers will need to think how they can best demonstrate their quality.

## Quality Assuring all Providers

Quality assurance provides the Council with information on the quality, performance and effectiveness of services. Barking and Dagenham adopts a proactive approach to quality assurance working with providers to improve and maintain high quality services. In addition to services contracted by the Council, we quality assure all care and support residents use which also includes **unregulated services** and support that people have **funded themselves**.

We take a **proactive approach** towards assuring the quality of services. Firstly through collecting data, speaking to frontline staff and listening to people who use services and their family. This information might indicate that there are a large number of people purchasing the same service or alternatively that there is a new service people are purchasing which is not known to the Council. To determine the appropriate action and level of action quality assurance required we determine the level of risk involved based on the information collected.

## Quality Assurance Framework

We will be introducing a **quality assurance framework** to ensure all service providers, who would like to be included on the emarket place service directory, can **demonstrate their quality** by evidencing they meet a set of minimum standards. Our emarket place also provides links to the latest CQC inspection reports for each registered service.

The framework will provide a basic level of risk management and give people who use services and their family information about the quality of services, helping them to make better informed decisions about the care and support they want to purchase. It is hoped this will help the market grow and diversify.

We have been working in partnership with East London Solutions, who are helping to develop this framework across six east London boroughs. The Framework has been **co-produced** with people that use services and service providers. The aim is that the framework is useful to residents in terms of information about risk and quality, but also that it is workable by Providers and does not create any unnecessary barriers to engaging with the market.

## Accreditation of Personal Assistants

The Council oversee the **accreditation** of all personal assistants who want to be listed on the Care and Support Hub website described above.

All personal assistants accredited by London Borough of Barking and Dagenham must go through a number of checks, including a Disclosure and Barring Service (DBS) check provided free of charge by the Council and a reference check. Personal Assistants are also required to sign up to a Code of Conduct with the Council to ensure that they meet the Council's

standards of care, including the promotion of rights and independence, confidentiality, safeguarding, and risk. A package of free training is also offered to the Personal Assistants.

## Provider Implications

To be competitive in the market it is important that you are offering high quality services. Speak to your customers and their family and find out what they think of the service you offer. Involve customers in helping you to improve your service and develop a better quality offer.

Evaluate your policies and processes to ensure that they promote quality throughout. Also ensure all staff are working towards your quality aims and objectives

## Safeguarding

Protecting adults at risk is the business of everybody in Barking and Dagenham. This includes all organisations that vulnerable adults may access and work with.

The Barking and Dagenham Safeguarding Adults Board brings together a variety of local statutory and voluntary organisations to lead and co-ordinate the local strategy to safeguard adults. This work is vital in ensuring people can live a life free from harassment and discrimination, and is well supported by strategic partners in driving through improvements in the protection of vulnerable adults

Barking and Dagenham has a multi-agency policy and procedures to protect vulnerable adults from abuse. These policies and procedures should be followed by all providers. Provider should prepare internal guidelines to protect adults from abuse that are consistent with the pan London multi-agency policy and procedures.

<http://www.lbbd.gov.uk/AdultSocialCare/SafeguardingAdults/Documents/protecting-adults-at-risk.pdf>



# 15 Next Steps

The Barking and Dagenham Market Position Statement is the start of a process. We are committed to updating the contents and sharing information through a variety of channels.

The statement will cover the period 2014 to 2016. In 2015 we will look at the statement again to ensure it is ready for 2016 and captures the key changes such as implementation of the Care Act, greater integration with health and the continued roll out of personal budgets.

We hope that providers will use this statement to help develop their business plans. We also hope it will facilitate more dialogue between commissioners and providers.

## Feedback

We welcome your feedback on the Market Position Statement.

- Which areas were useful?
- What information would you like to see more of?
- What was missing?
- How can we improve the document?
- How can we keep you updated?

If you have an idea, a question or need advice please contact the Market Development team at: [marketdevelopment@lbbd.gov.uk](mailto:marketdevelopment@lbbd.gov.uk)



# Glossary

**Adult Social Care** – Care and support for adults who need extra help to manage their lives and be independent.

**ADASS** – The Association of Directors of Adult Social Services (ADASS) represents all the directors of adult social services in England as well as senior managers who report to them.

**Advocacy** – Advocacy helps people to effectively make clear their own wishes and views and negotiate and resolve conflict; supporting individuals to speak for themselves or to represent them where they are unable to speak for themselves

**Assessment** – the process of working out what a person needs. A community care assessment looks at how someone is managing everyday activities such as looking after themselves, household tasks and getting out and about.

## **Assessment and Treatment**

**Unit** – provide a range of therapeutic interventions for people who have a learning disability, and also have complex and difficult to manage behaviours which can't be assessed or treated safely in community based settings

**Autism** – The National Autism Society defines Autism as, 'A lifelong developmental disability that affects how a person communicates with, and relates to, other people and the world around them.' It is a spectrum condition, which means that, while all people with autism share certain areas of difficulty, their condition will affect them in different ways.

**Care Plan** – A written plan, which follows an assessment, setting out an individual's care and support needs and how they will be met.

**Carer** – a carer is a person 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, disabled or has mental health or substance misuse problems.

**Challenging Behaviour** – Emerson's (1995) definition challenging behaviour is regarded as a culturally abnormal behaviour(s) of such intensity, frequency or duration that the physical safety of the person or others is likely to be placed in serious jeopardy, or behaviour which is likely to seriously limit use, or result in the person being denied access to, ordinary community facilities'

**Clinical Commissioning Group** – Clinical Commissioning Groups are groups of GPs responsible for designing and commissioning local health services in England.

**Commissioner** – A person or organisation that plans the services that are needed by the people who live in the area the organisation covers, and ensures that services are available.

**Community Catalysts** – are a social enterprise who provide business support to new or established 'micro' providing or planning to provide a social care service.

**Co-production** – When an individual is involved as an equal partner in designing the support and services they receive.

**CQC** – The independent regulator of all health and social care services in England.

**Direct Payment** – Direct payments are payments from the local council for people who have been assessed as needing help from social services, and who would like

to arrange and pay for their own care and support services

**East London Solutions** – created by six east London boroughs (Barking and Dagenham, Havering, Redbridge, Newham, Tower Hamlets and Waltham Forrest) with the aim of working together on shared solutions across boroughs.

**Healthwatch Barking and Dagenham** – The health and social care consumer champion.

**High Functioning Autism** – This term is used to describe people with an IQ of 70 or above.

**Integrated Care** – joined up, coordinated health and social care that is planned and organised around the needs and preferences of the individual, their carer and family.

**JSNA** – Joint Strategic Needs Assessment (JSNA) is an assessment of the health and wellbeing needs of the local area.

**Micro** – Micro service providers are small businesses (five employees or less) who are very local and can offer people tailored support.

**NASCIS** – The National Adult Social Care Intelligence Service (NASCIS) provides analytical information resources allowing analysis of Social Care data.

**Outcome** – In social care, an 'outcome' refers to an aim or objective that someone would like to achieve or needs to happen.

**PANSI** – Projecting Adult Needs and Service Information (PANSI) is a programme designed to help explore the possible impact that demography and certain conditions may have on populations.

**Personal Assistant** – is someone who is employed by people who need social care, either because of their age or disability, to enable them to live as independently as possible.

**Personal Budget** – A personal budget is the money the council allocates to an individual to meet their eligible support needs. This budget could be given directly as a Direct Payment or an individual might prefer for the Council or a third party to manage the budget on their behalf.

**POPPI** – Projecting Older People Population Information (POPPI) provides population data by groupings such as age band, gender, ethnic group, religion for English local authorities.

**Preventative Services** – Services which prevent more serious problems developing.

**PSSEX1** – Personal Social Services Expenditure collection is the annual return submitted by Councils with social care responsibility to Government. It captures patterns of spending in different service areas.

**Public Health England, Alcohol and Drug team** – Public Health England has been established to protect and improve the nation's health and wellbeing and to reduce inequalities. The Alcohol and Drug team work on improving health in this area.

**Self funding** – when an individual arranges and pays for their own care services and do not receive financial help from the Council.

**Social Enterprise** – Social enterprises are businesses that trade to tackle social problems or improve communities. They reinvest their profits back into the local community.

**Universal services** – services such as transport, leisure, health and education that should be available to everyone in a local area and not dependent on assessment or eligibility.

**Voluntary Organisations** – Organisations who are independent of the Government and local councils. Their job is to benefit the people they serve, not to make a profit.

# Key Related Documents

The Barking and Dagenham Market Position Statement sets out our ambition for working with care providers to encourage the development of a diverse range of care options. Other key documents providers might find useful to get a better understanding of the borough and the direction of travel follow:

## JSNA 2013



<http://www.barkinganddagenhamjsna.org.uk/Documents/JSNA2013-all.pdf>

## Joint Health and Wellbeing Strategy 2012 to 2015



<http://www.lbbd.gov.uk/AboutBarkingandDagenham/PlansandStrategies/Documents/HealthandWellbeingStrategy.pdf>

## Personalisation and Social Care Market Development 2010 to 2015



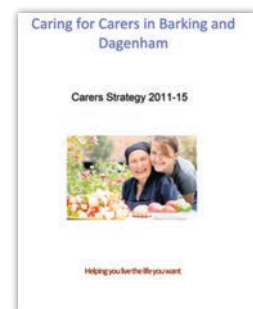
<http://www.lbbd.gov.uk/AdultSocialCare/Documents/commissioning-strategy.pdf>

## Safeguarding Adults Board Strategy



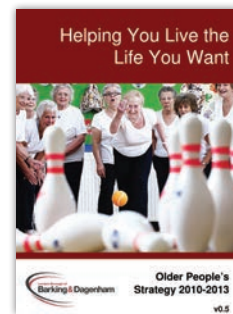
<http://www.lbbd.gov.uk/AdultSocialCare/SafeguardingAdults/Documents/SAB%20Action%20Plan%20July%202013.pdf>

## Caring for Carers in Barking and Dagenham - Carers Strategy 2011-2015



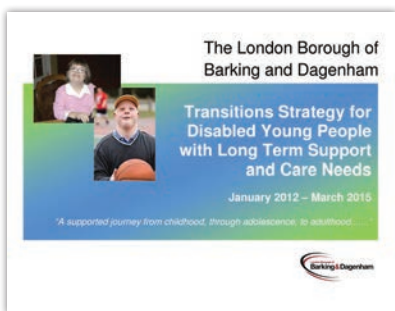
<http://www.lbbd.gov.uk/AdultSocialCare/Documents/carers-strategy.pdf>

## Older People's Strategy 2010 to 2013



<http://www.lbbd.gov.uk/AdultSocialCare/Documents/older-people-strategy.pdf>

Transitions Strategy for Disabled Young People with Long Term Support and Care Needs 2012 to 2015



<http://www.lbbd.gov.uk/AdultSocialCare/Documents/TransitionsStrategy.pdf>

Review on the Potential Impact of the Recession and Welfare Reforms on Mental Health



<http://www.lbbd.gov.uk/CouncilandDemocracy/Scrutiny/Documents/HASSC%20Final%20Review%20Report%20050214.pdf>

Winterbourne View Concordat: Barking and Dagenham's Programme of Action

Action	Accountable body	Committee (if any)	Key Interdependencies	Progress / Update
<p>1. NHS Barking and Dagenham (CCG) will be required to have a register of all people with learning disabilities, mental health issues, autism and other neurodevelopmental conditions in Barking and Dagenham.</p> <p>The list will only include people in the Barking and Dagenham CCG area after each person's transfer.</p>	Barking and Dagenham CCG	Page 6	<ul style="list-style-type: none"> <li>NHS Barking and Dagenham CCG</li> <li>LBDD</li> <li>NHS NULFF</li> </ul>	<p>Barking and Dagenham's local register was transferred to the Children and Family Welfare for NHS (CFW) CCG.</p> <p>LBDD have requested from the above the final version of all commitments. The list has been handed over to NHS and CCG.</p>
<p>2. NHS (NHS) as part of their tendering and legacy arrangements to NHS Barking and Dagenham CCG will ensure that they understand what is required of them, including in maintaining the</p>	Barking and Dagenham CCG	Page 6	<ul style="list-style-type: none"> <li>NHS Barking and Dagenham CCG</li> <li>LBDD</li> <li>NHS NULFF</li> </ul>	<p>17 April 2012</p>

<http://moderngov.barking-dagenham.gov.uk/documents/s68677/Winterbourne%20View%20Concordat%20Programme%20of%20Action%20v2.pdf>

Children's and Young People's Plan 2011 to 2016



<http://www.lbbd.gov.uk/ChildrenAndYoungPeople/CYPP/Documents/CYPP-2011-2016.pdf>

The Care Act Explained



[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/228864/8627.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/228864/8627.pdf)

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