

## SUPPLEMENTARY 1

### THE EXECUTIVE

Tuesday, 22 December 2009

**Agenda Item 9.      Annual Performance Assessment of Social Care  
Services for Adults 2008-09 (Pages 1 - 60)**

Attached is Appendix A to this report – the Council officers' report provided for the Annual Review Meeting with the Care Quality Commission.

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# Adult & Community Services

# **Annual Review Meeting**



Information provided in support of the  
Annual Review by the  
Care Quality Commission

Friday 26<sup>th</sup> June 2009





# Contents

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Contents.....	2
Introduction .....	3
1: Improved health and well-being .....	5
2: Improved quality of life .....	11
3: Making a positive contribution.....	20
4: Increased choice and control .....	23
5: Freedom from discrimination and harassment.....	26
6: Economic well being .....	29
7: Maintaining personal dignity and respect.....	31
8: Leadership .....	34
9: Commissioning and use of resources.....	37
10: Consultation .....	41

# Introduction

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2008/09 has been a successful year with Barking and Dagenham consolidating on our progress achieved in previous years. We continue to consistently deliver high quality innovative services to our local community.

The Adult and Community Services Department has further developed in the past year and its diverse divisions complement each other and offer a range of customer focused services which collectively contribute to the seven outcome areas.

There have been a number of notable successes, some of which are detailed below:

- The Council has achieved 4 stars and “Excellent” for its CPA rating;
- We have achieved Level 5 of the Local Government Equality Standard for Local Government;
- We have introduced an apprenticeships scheme in order to grow and develop our own workforce. We believe that this will be particularly useful to support the personalisation agenda through the creating of PA’s;
- We have become the first council to achieve full connectivity under the Capital Ambition (London Connects) programme. This has meant that we can work in partnership as this status has allowed us to connect to the “RIO” system being used by NELFT;
- We have invested £23m in the development of a new Leisure Centre to encourage people to be more active. Consulted with disability organisations on the detailed design ensuring the finished Leisure Centre will be both attractive to and accessible for disabled people and other high risk groups;
- In partnership with NHS Barking & Dagenham we have run over 20 health awareness campaigns;
- Have become the first borough in London to open a “Health Shop” to tackle local health issues;
- Maintained expenditure within authorised budgets in 2008/09;
- Have greatly improved our delayed discharge figures – in 2009 we reported through the new national indicator 26.23 down from 64.05 in 2008;
- Developed service standards across mental health services in order to further improve services;
- We have had our in-house homecare services rated as “Excellent” by the Care Quality Commission (CQC);
- We have achieved the highest ever retention rate for drug users 450 service users – this also exceeds NTA targets;
- We were shortlisted for the Beacon Award “Supporting independent living for disabled adults”;

- We have won a Beacon Award for “Tackling Climate Change”;
- We have won £400,000 of funding in the “Help a London Park” campaign, launched by the Mayor. There are plans improve all facilities and to create a haven for wildlife and new wetland and woodland habitats;
- We have increased the number of services that are available through the use of Personal Budgets providing greater choice and control for our service users;
- We have achieved the highest level we have ever performed in terms of young people in the youth justice system being given custodial sentences. Our headline performance for 2008/9 was 6.7%, the London average is 8.9%;
- We have opened a specialist dementia care unit, Kallar Lodge, that promotes independence,

choice and provides support to carers and family members;

- We have launched an Admiral Nurses scheme to work with service users and their families when struggling with dementia.

We continue to, in partnership make substantial progress and to collectively impact positively on the lives of our community. This document details evidence of our commitment to deliver services that meet the expectations and needs of our service users. It outlines some of the many ways in which we have achieved this positive impact.



# 1: Improved health and well-being

As highlighted in the 2008 Department of Health profile for Barking and Dagenham, the Partnership continues to face substantial health challenges. A significant number of the Borough's wards are within the 20 per cent most deprived in England. In Barking and Dagenham smoking-related deaths and childhood obesity levels are significantly higher than the national average. In addition levels of physical activity amongst adults and children, and healthy eating in adults remain substantially lower than the average. Whilst the latest figures on life expectancy in Barking and Dagenham show some improvement in reducing the gap with the rest of England, there is still a long way to go.

The Barking and Dagenham Partnership has adopted a new community plan and this sets the context for the delivery of our social care priorities within Adult and Community Services. We have identified these as *Putting People First*, addressing health inequalities, improving Dementia services, implementing *Valuing People Now* and tackling exclusion. Our local Joint Strategic Needs Assessment has been updated in 08/09 and continues to demonstrate that a key priority for the

Borough remains tackling health inequalities, dementia, teenage pregnancy and alcohol related illness. This, coupled with the key national priorities has set our agenda.

As well as being a service provider and commissioner, we are also the borough's largest employer. In both these roles we continue to raise awareness of health issues, and provide high quality services that offer everyone the opportunity to live healthier lives. We recognise that strong partnership working is key to challenging health inequalities.

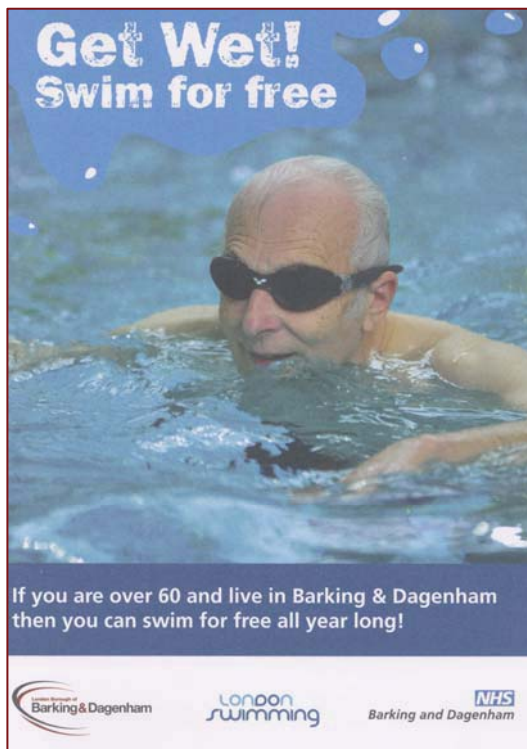
- In 2008 we were shortlisted for the Beacon Award "Supporting independent living for disabled adults".

The borough's mental health services also achieved Foundation Trust status and have re-branded as North East London Foundation Trust (NELFT). This will give us greater freedoms around the services that we are able to

offer to our community.

## **Awareness Campaigns**

Throughout the year we have worked collaboratively with NHS Barking & Dagenham to run awareness campaigns





to highlight health issues. These included:

- '52 Ways to Save Your Life', which offered advice on how to incorporate healthy living into everyday life (website: <http://www.52ways.nhs.uk>);
- The "Get Wet" swim for free campaign, this has now been extended to people over 60 and also includes free swimming lessons, aqua circuits and aqua fitness classes. We are also training our own Aquatics Apprentices to deliver sports such as water polo and synchronised swimming for schoolchildren in an attempt to stem obesity;
- The establishment of Health Concern in Vicarage Fields in partnership with NHS Barking & Dagenham & Barking & Dagenham Age Concern. The site offers a Café, health trainers, an exercise referral specialist and a range of activities including, yoga, salsa, belly dancing and juggling;
- Running a "Know Your Limits" campaign aimed at young men to raise awareness of the links between excessive drinking and violent crime, anti-social behaviour and vulnerability;
- Providing people, throughout the year and in various locations (Barking Learning Centre, the Dagenham Town Show, Children's Centres and Neighbourhood Management Launches) the opportunity to have their blood pressure checked and to undergo body MOTs. Of those taking part there was a 10% referral rate to GP services;
- Regularly publishing articles providing health information in the Citizen magazine – which reaches every household in the borough. These have included articles around bowel cancer, 'More active more often, the health benefits of joining a gym and advice on winter health related issues;
- Delivering drugs advice and awareness sessions in all the Borough's secondary schools as part of the prevention programme, and have active participation from ex substance misuse service users who speak to pupils about their experiences and recovery;
- Opening London's first-ever health shop – named 'For the Health of It' – as part of the wider initiative to encourage local residents to stop smoking. Providing specialist advice, information and access to free tests that highlight the damaging health effects of smoking such as "how old are your lungs".
- The Well London Alliance selected Heath Ward as one of its project sites. This Lottery funded programme has been developed to deliver a series of health improvement projects in the area over the next three years. The existing Neighbourhood Partnership will act as a co-host. Using the existing Partnership as a platform the project has now begun commissioning services from a number of local delivery partners including the YWCA (Cook and Eat), Studio 3 Arts (Be Creative Be Well) and Open spaces (Beacontree Allotments). Working through a coordinator



employed by Barking and Dagenham CVS the Partnership is setting up a cross referral system to ensure the integration of all the separate projects.

### **Encouraging more active lives**

Leisure Services have worked closely with the Director of Health Improvement to lever additional funding into the borough from Sport England. This has enabled us to broaden the range of opportunities we are able to offer in order to assist people in living more active lives. To support this, significant funds have been secured to upgrade all leisure centres which have achieved QUEST accreditation for quality.

The Council funds provision of yoga classes and other activities for older members of the Barking Muslim Social and Cultural Society and the London East Gurdwara Singh Sabha at the New Leaf Café in Vicarage Fields.

### **Reducing Smoking**

Smoking prevalence and smoking related diseases are above the national average in Barking and Dagenham. Encouraging people to quit smoking therefore

remains a high priority for the Council and our partners NHS Barking & Dagenham. Working together, the Council and NHS Barking & Dagenham have undertaken a number of initiatives throughout the year, these include:



The opening of a 'Quit Smoking Shop' located in Barking Station. This prime location, in one of London's busiest commuter stations, is used by thousands of people every day. Targeted publicity by NHS Barking & Dagenham has been instrumental in raising public awareness.

### **Tackling Alcohol and Drug Abuse**

We have improved the effectiveness of our services through using brief intervention work when targeting families where alcohol and drug abuse is problematic.

We have had considerable success in addressing drug abuse by:

- Greatly increasing the numbers of people with alcohol problems completing treatment. A comprehensive set of integrated care pathways which include access to inpatient detoxification and residential rehabilitation were put into practice. Long term treatment plans also include goals in relation to training, employment and education;
- Holding an event led by the DAAT and Substance Misuse Team with the theme of celebrating diversity. This day was attended by professionals in the substance misuse field, partner organisations and service users and carers and incorporated the showing of a film made by service users and carers in the borough on "barriers to treatment";

- Achieving the highest ever retention rate for drug users 450 service users – this also exceeds NTA targets;
- Offering a prescribing service situated in the Borough, delivering a blood borne virus screening service and dual diagnosis service;
- Reducing the number of house fires caused whilst people were intoxicated with our DAAT team working in partnership with the Fire Service. A free home fire safety appointment was offered to over 500 people known to the Community Alcohol Team and Substance Misuse Engagement Team.

## **HIV/AIDS**

All people with HIV/AIDS who use services had a review in 2008/9 and had regular contact with their social worker and health workers.

Within substance misuse services in 2008/09 829 individuals were offered HIV testing. Seven individuals (1%) were identified as HIV positive. All services provide ongoing support and advice for those who are HIV positive and give harm reduction advice to prevent the spread of blood borne viruses including HIV to all people in treatment.

DAAT are linked into other council departments with regards to the service planning of an HIV specific service for that requiring social welfare support. The number of DAAT commissioned pharmacy needle exchanges have increased in 2008/09 which contributes to the reduction of blood borne viruses contracted including HIV by the substance misusing population.

Work has now started on the Needs Analysis that will lead to the development of an HIV Strategy which will further improve developments within this area.

## **Mental Health**

Mental Health Services work across the local area to provide a range of interventions from vocational support in local community settings to more complex support offered to young adults with psychotic illnesses. LBBB, NELFT and NHS B&D have signed up to a new model of delivering mental health services in the locality. This will see an increase in community based mental health provision via both a remodelling of existing services and increased funding from NHS B&D. The Section 75 between NELFT and LBBB will further ensure more effective use of resources.

Some of the achievements in Mental Health Services have been:

- Becoming a Foundation Trust in June 2008;
- Looking at our dementia care pathways with colleagues in mental health services, the PCT and other stakeholders. We have convened a working group (Older People's mental health strategy group) chaired by the Head of Adult Care to look at our strategy. The recent publication of the National Dementia Strategy has provided us with an opportunity to evaluate those services we and other partners deliver, and to benchmark them against best practice guidelines laid down in the dementia strategy;
- Developing and implementing a range of Service User Standards

across Mental Health Services. These were developed and are audited by Service Users on a monthly basis and audit a range of intervention and outcome measures to increase wellness and recovery;

- Remodelling Porters Avenue Day Services for people with mental health problems as a vocational service providing time limited support to people with complex mental health needs to get back into meaningful day time activity. This, along with the existing employment and vocational service provision, has ensured an increase of number of those with complex mental health problems in work to around 26% which is approximately 8% higher than the national average;
- Achieving full connectivity as part of Capital Ambition's (London Connects) programme and are the first London Borough to achieve all three connections, (London Public Service Network(LPSN), Government Secure Extranet(GCSX) and the NHS N3). This has allowed us to use our N3 connection as part of 'NHS Connecting for Health' to deliver truly shared services in Mental Health by connecting to the 'RIO' system being used in NELFT;
- Providing job and voluntary opportunities specifically for people who have experienced



mental health problems across the organisation. Through this process there are people employed in the HR dept, the estates dept. and in administration roles;

- Coordinating the Deprivation of Liberty (DoLs) within the Safeguarding Adults Team which went live on 1st April 2009;
- Training has been cascaded through all staff groups to ensure that those in most direct contact with service users and their families are empowered to raise concerns appropriately to secure the safety and wellbeing of people at risk.

We have worked in partnership with our neighbouring boroughs to refine processes and there is a dedicated DoLs lead working across the boroughs to guide us through the first months of the implementation.

### ***Dementia Services***

The Barking and Dagenham Partnership has adopted a new community plan and this sets the context for the delivery of our social care priorities within Adult and Community Services. We have identified Dementia services as one of our key priorities and have:

- Fully implemented the short break unit at Kallar Lodge, providing not only a bed base but short time options for people with dementia, this will also enable carers to take up a break to pursue the opportunity of going out for the evening or any other activity that they wish;

- Opened a new specialist registered dementia service, Kallar Lodge, providing extended support to families; carers are also able to influence on the direction of the service. This year an event was held at the unit on Mothers Day so that families could join their Mum or Nan for Sunday lunch. The event is planned again for next year with 11 families already taking advantage of early booking;
- Launched the Admiral Nursing Service in collaboration with NELFT to work with family carers providing practical advice, emotional support, information and skills. They will also provide a consultancy service for professionals working with people with dementia;
- Introduced 'Life Story Boxes' in our Dementia unit to stimulate and encourage conversation and an opportunity to reflect on past experiences and family life;
- Pro-actively marketed the short break services for carers caring for people with dementia through our BME Groups.

### ***Addressing Delayed Discharges***

Our continuing commitment to improving performance in respect of hospital discharges is illustrated by the actions we have taken to address issues which may hinder our performance. Actions include:

- Using teleconferencing with NHS Barking & Dagenham and BHRT to achieve much tighter controls of DTOC but ensured people are not discharged inappropriately to residential and nursing care. We now have Social Work staff based at both Queens and King George hospital who work closely with Discharge Coordinators taking a proactive

approach to safely discharging people from the hospitals into the community;

- We continue to hold weekly DToC meetings at Queens Hospital chaired by the responsible Group Manager from LBBD;
- We maintain a spreadsheet of DToC "reasons" which is used, with NHS colleagues, to identify patterns and plan strategies and to address causes;
- Ensuring that Mental Health in-patient DTOC is reduced and kept to a minimum. Housing is a key area of concern for people with complex mental health problems, particularly those with drug and alcohol issues. Housing staff now sit on the weekly bed management meeting and work with service users and ward staff in helping them look at possible housing options and support the completion of forms etc. This has helped reduce increasing occupancy levels and DTOC towards the end of 2008 – 09;
- Through instigating regular weekly meetings between performance staff, the Group Manager for Assessment & Reviews, the Manager of the Hospital Social Care Team and the Discharge Coordinator from BHRT, we have improved our DToC figures for D41 from 64.05 in 2007/8 to 44.06 in 2008/9 whilst NI131 had an outturn of 26.23 in 2008/9.



## 2: Improved quality of life

Improving people's quality of life is dependent on effective preventative services enabling people to enjoy a high quality independent life in their own homes and communities for as long as is possible and for as long as people wish to. Our advice and support to carers, as well as preventative services such as Unique Care, keep people at home who would otherwise end up in residential care. Where people can no longer remain at home, our commitment to increasing the availability of Extra-Care Housing ensures people maintain a high quality of life but with extra help and support on hand 24 hours of the day.

We plan carefully to prevent people from becoming dependant. Our commitment to providing Individual Budgets and direct payments enable more people than ever to participate in their community, to work, enjoy activities and leisure, and thus feel good about themselves. The



Personalisation agenda is also taking this a lot further by developing the market to give people more choice and control over the services that are available for them to buy, further empowering them in their lives.

More people are now supported to live at home through the significant improvements we have made in the service offered by our Community Disability Service and equipment provisions. Assessments are carried out within target periods and all equipment delivered with seven days. The historic backlog of major adaptations has been cleared and the waiting time for work to commence continues to drop.

### **Supporting Carers**

We have continued to develop services that support carers. These include:

- Identifying 14 Telecare Champions amongst care and assessment staff with a Telecare helpline launched to support staff, service users and carers. The take up of Telecare services is on the increase with

approximately 50 referrals being received per month;

- Using Carers' Week to raise awareness which stimulated a significant number of new requests for carer's assessments;

additionally, together with Carers of Barking and Dagenham, Age Concern, Crossroads and Mental Health services), we launched leaflets on Carers' Rights;

- Producing a DVD scripted and produced by children and young people with caring roles during a summer respite break, to present information in an accessible way to enable and encourage them to seek support both with Children's Service and independently;
- Undertaking a carers survey and consultation programme to better understand needs, expectations and ensure inclusion in the decision making process;
- Regularly providing information stalls at shopping centres and the reception areas of Queens and King George Hospitals. The stalls target hidden carers, help raise the profile of carers' services and encourage people to request assessments;
- Providing information, advice and guidance we sent out information postcards in partnership with Crossroads to all our carers giving encouragement to look after their health, take a break and access support when they need it and looked after by trained staff in a safe and stimulating environment;
- Increasing the number of access points for carers to gain information and advice including, in partnership with NELFT, providing a drop in at our Mental Health Unit and improving the support we provide to carers looking after someone with mental health needs. Our drop-in service has also been

enhanced in the Barking Muslim Community Centre, Gurdwara Temple and Turkish Community Group, co-ordinated by our BME Support Officer, enabling hard to reach carer groups access valuable support services;

- Continuing to strengthen support for carers who care for people with mental health problems and dementia. A strong carers group has been established at Kallar Lodge, our dementia facility, who are pivotal in the development of the short break service which provides respite when most needed;
- Re-branding the Carers' Services Directory in partnership with Carers networking groups;
- Providing free health checks, support and health advice at a new health café in Barking Town Centre. The service is provided as a drop in, twice weekly, for all carers, with a specialist BME Officer available on both days;
- Facilitating a health forum for carers where they can have ready access to professional advice which has been a particular success with ethnic minority groups;
- Developing Carers Standards in partnership with NELFT. These standards cover a range of outcome measures identified by carers as important. These will be rolled out in 2009-10 and be audited by Carers;
- Working with carer groups to develop a wide range of activities, including monthly day trips during the summer months, to promote their health and well being, giving them valuable time



to themselves. The day trips have been a huge success with carers from all ethnic backgrounds enjoying the interaction with each other, giving them a chance to meet new people and talk about their experiences in a safe relaxed atmosphere.

Carers, and services users, are central in the decision making processes that shape service design. Carers are represented on the commissioning board for adult services and have sat on the tendering panel to award the tender for tier 3 services and gateway/outreach services. This initiative has reshaped the treatment system and improved the quality of life of residents through delivery of service user and carer centric provision.

In addition, carers who sit on the Treatment and Care group have influenced the uptake of the carer's assessment. Treatment providers now routinely undertake carer's assessments which have resulted in an increase in the uptake of respite care, social reintegration and education and training opportunities.

Furthermore, several carers have completed NVQs in Health & Social Care and counselling qualifications which not only provide a release from the role of carer and an exit from the home but have resulted in the development of further coping skills and access to employment.

### ***Learning disability services***

We continue to develop in this area by involving service users and carers in all aspects of the care that they receive in order to contribute to independence and ensure that life choices are assisted and people are able to fulfil their

choices in terms of learning and employment.

Key deliverables in this are include:

- Undertaking a project to transform in-borough residential and supported housing services for people with learning disabilities;
- Involving service Users/Carers in the recruitment/interview process at the Community Learning Disability Team;
- Supporting and encouraging people who use day centres and residential homes to pursue social, leisure, learning and supported volunteering opportunities and interests within the local community. A local 'think tank' has been set up to support the development of alternatives to day centres and enhance opportunities for inclusion. This group is across all sectors and is taking a lead on consultation and bidding for funds for arts projects, clubs, and horticulture which bring the community together;
- Designing a new accessible Health Action Plan booklet which includes a 'Hospital Passport';
- As at March 2009, 378 people have been offered a Health Action Plan. As a result 265 Health Assessments have been completed. This assessment is comprehensive and involved a physical check of blood pressure, height, weight, BMI, respiration, blood glucose & urine analysis;
- Improving links with the Acute Sector: Barking, Havering and Redbridge NHS have set up a safeguarding committee which meets every 4-6 weeks. Representatives from the nursing teams also attend;
- Offering travel training has enabled more people to access employment training. People who use services are encouraged and supported to use

public transport, Dial-a-Ride and the Taxi card service;

- The Learning Disability Partnership Board meets every two months and membership comprises service users, carers, PCT/Health Professionals, Education and Employer providers, voluntary sector organisations, care providers and local authority staff;



Sub-Groups of the Partnership Board include:

- Service Users (Advisory Partners)
  - Carers
  - Housing
  - Employment
  - Health
  - Transition
- We have active service user and carer representation on all the above groups which helps to shape services;
  - Pure Innovations support service users into work. Offers pre-employment job preparation and on-the-job support including better off benefits calculations (in partnership with the Disablement Association of Barking & Dagenham). More people with learning disabilities have been helped into paid work and others are receiving support to enable them to be 'job-ready'. Partnerships with local employers has been established. An employer specific event took place in April 2009;
  - Art Blanche is in the process of being registered as a Community Interest Business working in partnership with

Disabled Association of Barking & Dagenham and Mencap. Following a positive meeting with the assessor for the

'Olympic Inspire Programme' application has been made for Art Blanche to become one of the featured projects in the Olympic Programme which will give people with a learning

disability the opportunity to be closely involved with 2012;

- Our Adult Safeguarding Team has been fully established and contains Learning Disabilities specific post within the team. When incidents occur we ensure action is taken quickly and there are clear procedures and times for action.

## ***Physical and Sensory disabilities***

Deaf-blind adults have greater opportunities to maximise their independence, choice and control through access to specialist assistive technology and low vision equipment.

Following our successful participation in the National Low Vision Service Pilot, a Low Vision Service, located at the newly opened Porter's Avenue Health Centre, was launched in September 2008. This is a holistic service incorporating Optometry, Low Vision Therapy and Rehabilitation. The service also includes an Eye care Liaison Office based at Queens Hospital.

Developments over the past year include:

- Further development of our pioneering Resource Allocation Tool by adding a communication domain to better address the needs of people with a sensory impairment;
- Ensuring that the Low Vision Service, in partnership with NHS Barking & Dagenham and the RNIB, is fully operational. Working with the RNIB redesigning and making accessible the Sensory website giving these groups a wide range of options when needing information and advice regarding services;
- Running regular drop in sessions at St. Georges centre for deaf and hard of hearing residents. The sessions cover welfare benefits, aids and adaptations and alternative communications;
- Continuing support for the ADASS Sensory Network, in which we cover both the Chair and Secretary / network co-ordinator roles. We also merged with the Disability network to provide a more comprehensive and joined up approach to addressing disability and sensory policy and operational issues.

### ***Supporting independence; helping people to live at home***

The Council remains firmly committed to reshaping services to ensure that all local residents are supported to be independent and are able to exercise choice and control in their daily lives. Our commitment is matched by our ability to help a higher proportion of the

older population to live at home than is the national average for England we achieve this by using innovative ways of support such as Individual Budgets and Direct Payments. This support also enables us to best deliver the Personalisation agenda by offering more choice to our service users.

We have improved our literature, making it more accessible, which has helped to boost the numbers of people accessing direct payments and individual budgets. In addition:

- Grant funding from the Council has helped our local voluntary sector make a real difference to residents' quality of life by further broadening the range of services available to them;
- We are producing and disseminating a 'welcome pack' for all new arrivals to the borough, whether through Council, Registered Social Landlord, privately rented or owner occupied accommodation. Agents and housing providers give people this pack as they move into their homes, and the pack gives people essential information such as how to register with a doctor, when/how to put out rubbish for collection, and how to get extra advice and information;
- We are developing partnership opportunities with neighbouring boroughs to expand the Telecare service and enable more service users to remain in their own homes;
- We have identified 14 Telecare Champions amongst care and assessment staff with a Telecare helpline launched to support staff, service users and carers. The take up of Telecare services

is on the increase with approximately 50 referrals being received per month;

- We have taken users to visit a 'show' flat, equipped by Newham with the full range of remote monitors and stand-alone Telecare and Telehealth equipment to demonstrate how Telecare helps to improve independence and safety, we take users to visit a 'show' flat, equipped by Newham with the full range of remote monitors and stand-alone Telecare and Telehealth equipment.

- We consulted with over 100 sheltered housing residents, through a successful conference event to discuss improvements to our extra care schemes, personalisation and routes available to supported housing;
- We carried out Equalities Impact assessments to make sure our ethnic minority groups interests are fully represented when designing future extra care housing schemes and services;
- We involved the 'Experts by Experience' in the quality monitoring of in-house service provision.

## **Extra Care Housing**

We remain firm in our commitment to finding alternatives to residential care. The Extra Care development at House has been completed. The project (in partnership with Hanover housing), boasts considerable green credentials which include wind turbines and a green roof. Full occupancy was achieved within six weeks of opening.

A grant from the Department of Health for Improving Care Home Environments has funded the creation of a new crafts room and gazebo at the independent sector care home, Park View. The new facilities are being used for social activities designed to improve the quality of life of the residents

Some of the developments are listed below:

After residents and families suggested Community 'clear ups' to improve the gardens and landscaping in our extra care accommodation, we will be working with Neighbourhood Management to begin the clear ups over the summer. This activity will also be structured to help build community cohesion by enabling neighbours to get to know each other better and thus combat social isolation.

In extra care we will be working with the personalisation programme to ensure people who have individual budgets are able to buy into the new service model.





## ***Transitions***

Our Transitions team is now fully established as a multi-disciplinary team. Person Centred Planning is at the core of our approach.

The transitions strategy group will start early in the next year, this includes school representation who are in a key position to effect change with teachers and parents and support staff. In addition, consultancy support has been provided through the National Transitions Strategy.

In September 2009 a Transitions event is planned, this large event for young people and their carers around the topic of transitions in the autumn which will be used to gather views and consult on outcomes from the national transitions strategy group whose role in year 2 is to examine the quality of transitions planning.

We are exploring a dedicated transitions website for young people, their families and carers; it will give young people information which will be by young people, for young people and in a format aimed at young people. A young persons group will be formed in 09/10. We are being supported in developing the model by Hertfordshire CC which has received national acclaim from the National Transitions Strategy Group in this area.

## ***Equipment and Minor Adaptations***

All care management assessment staff have received Trusted Assessor Training and can now carry out more holistic assessments so that service users do not experience having to tell their story more than once and equipment is usually delivered within

48 hours of the care management assessment taking place.

Performance in this area remains in the top banding.

## ***Major Adaptations***

Reducing the waiting times for Major Adaptations has been a major priority across the Council this year. Performance is now at 23 weeks whereas in June last year it was 30 weeks.

## ***Safer Communities***

We have spoken to residents to ascertain levels of perceived safety in and around their neighbourhoods during the day, evening and night respectively. Our Neighbourhood Management scheme has increased our ability to consult with particular sections of the community, or user groups.

Throughout the year we have worked with our partners to ensure that older people feel safe: both in their own homes and in public spaces. This work has included:

- Establishing a Domestic Violence and Hate Crime Strategic Group. Its purpose is to reduce the harm caused to individuals in Barking and Dagenham from perpetrators of domestic violence and hate crime;
- Launching our Domestic Violence Strategy, a multi-agency initiative to help people stay safe and to reduce the numbers of incidents in the borough;
- Developing a Hate Crime Directory of services which gives information regarding local and regional support networks available;

- Launching our Hate Incident Scheme with a 24 hour free phone service in conjunction with Stop Hate UK;
- Working in partnership with organisations representing the interests of the Victims of Hate Crime such as Victim Support, CARESS and Barking & Dagenham Racial Equality Council to develop third party reporting sites for victims who otherwise may feel uncomfortable approaching either the Police or Local Authority. A campaign to raise public awareness was also launched; early success shows an increase in incidents in reporting has increased and a review of the scheme is underway to ensure continuing success;
- Completing a refurbishment of the Borough run travellers' site, where traditionally Council staff and other agencies were not welcomed. We worked with the occupants of the site to improve relationships offering them a visiting service to help with benefit advice, rent arrears and Council Tax non payment issues. This approach has been successful and both parties;
  - Implementing a review of the DV Advocacy service provision and the possibility of commissioning of the service to achieve CAADA status following recommendations from the DVERT pilot the service to achieve CAADA status. We have also produced a publicity campaign focusing on families, friends and neighbours of those living with domestic violence;
  - Developing a local rehabilitation service for perpetrators of domestic violence through the commissioning of a DVIP, non court-ordered Domestic Violence Perpetrator Programme;
- Continuing to raise public awareness by commemorating 'White Ribbon Day' in partnership with Dagenham & Redbridge Football Club. A successful event took place in November and was an excellent opportunity for us to work in partnership with Police, NHS and voluntary sector agencies.

## **Complaints**

We take complaints very seriously as they are an opportunity for us to see where we can improve things for our community. As a result of this commitment, we have been awarded the British Standards award BS2004 for complaints management for a further year.

We continue to receive a healthy number of compliments that reflect a good balance between when we get it right and when things have not gone so well. As joint working continues, we are also developing partnership agreements to enable joint responses where customers raise concerns that span both health and social care.

To further improve our processes, we have:

- Joined a new programme 'Expert Exchange' run by The London Development Council which looks at pockets of expertise being provided by one borough to another borough;
- Consulted with those with special communication needs and special needs to tell us about how they experienced services. The result of the consultation was a picture style complaints booklet that has been piloted and has produced the highest response system for this customer group to date which



represents a dramatic increase in feed- back from a client group who are often unheard;

- Improved the accessibility options for the complaints process including access via email, internet, CD, DVD, typetalk and traditional routes. A survey was undertaken with the findings concluding that the service was highly focussed and accessible and further strives to improve following recommendations made by people who have used their service;
- Provided good practice complaints handling to both external and internal teams with over 50 external care workers attending free workshops and training.

## 3: Making a positive contribution

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A strong community is dependent on people being able to get actively involved in their community and have their voice heard. We recognise the importance of this voice in shaping the services people need. The Council is committed to listening to its service users and enabling them to genuinely influence service delivery and shape the services that are available to them. We have developed many different often innovative ways to support the community to do this, from volunteering, through to using their expertise as service users to design and develop services so that they are fit for purpose and reflect the needs of the diverse communities that we have. Some ways of how we do this is detailed below:

### ***Formal Consultation***

As part of our consultation process, we have spoken to carers service users and partners to enhance delivery and to provide world class services. Some examples are listed below:

- Carers consultation
- Complaints system
- Meals on Wheels provision

### ***Public meetings and surgeries***

In addition to mainstream advice services such as the One Stop Shop, and Members surgeries, the Social Care Complaints Manager holds a regular surgery for people with learning disabilities so that our complaints procedure is accessible and not dependant on written submissions.

### ***Forums, boards and meetings***

As the NRF participation fund has now ceased, a meeting was held with 100 plus members of Age Direct who clearly indicated their commitment to continuing to meet and influence policy and service development. The Council has, therefore, agreed to continue supporting Age Direct in partnership with Age Concern.

Our Older People's Forum has broadened its agenda to include topics such Extra Care Housing, Libraries services and Personalisation.

In addition to these fora the Council also funds the following organisations to enable the Council and its partners to engage effectively with equality theme groups:

- Faith Forum - which has developed a programme of 'health preachers' to increase awareness of health issues in local communities, and is supporting flu pandemic planning;

- Lesbian Gay Bisexual Transgender (LGBT) Forum – which has particularly supported the reporting of LGBT hate crimes in the local community, and held an event to celebrate the contribution of LGBT people locally;
- Disability Equality Forum – this forum routinely reviews proposals for new services and developments, such as the new Dagenham library;
- BME Forum – the Council has taken action this year to re-tender this commission to ensure a fully effective mechanism for engagement with BME communities.

A joint Health Scrutiny Committee across the four boroughs served by NELMHT considered the new Mental Health services model that will see a move to increasing community based provision and reducing in-patient services. The new service model was approved and implemented.

As a Foundation Trust NELFT has local people to both sit on the board of governors and more generally, as members, to support the development of local mental health services that are meaningful to the local population. Additional information can be found on NELFT website: <http://www.nelmht.nhs.uk/>

A full report on our consultation activity is outlined in Section 10 of this document



### ***Developing Services through Experts by Experience***

Building on CQC’s approach we have developed our Experts by Experience in the recognition that service users and carers are best placed to give sound advice on how services should be developed.

### ***Employment and Volunteering***

Capital Volunteering has continued to benefit mental health service users within the borough by raising confidence, and helping people to gain skills.

The Volunteer Bureau is based at St Georges and has been working to place people looking for volunteering opportunities in the local community. They have been

developing volunteer accreditation in the last year. In particular, having consulted with their volunteers they are working with them to gain accreditation at level 1 and 2 around customer care etc rather than a specific volunteering qualification as their volunteers felt these qualifications were more useful in terms of the potential for gaining employment in the future.



## 4: Increased choice and control

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Putting service users in a position of control over their own services continues to dominate our approach to how we shape and deliver social care. To make this ambition a reality for the majority of our customers we have established a personalisation programme which will transform services between now and 2011. Discussions and participation in regional networks and the contributions we make to the Department of Health *learning from experience* events show that we remain ahead of many other authorities. We are working closely with all stakeholders and will be using existing teams to ensure that SDS support is offered at the review stage of current service users. These arrangements have greatly informed our journey towards transforming services as we move from "pilot" to mainstream.

During the year we were short listed for Beacon Status on the theme of 'Supporting Independent Living for disabled adults'. Our bid focused on personalisation.

Our Transitions service worked with 33 disabled young people with complex needs and their families and supported them to develop their PCP's and look at a range of opportunities available to them.

Transitions also worked with all secondary schools in the Borough to support and develop a holistic approach to Year 9 transition planning which will build a 'picture' through Year 10 and 11

of disabled young persons aspirations and wishes for the future.

We have developed a comprehensive transformation programme engaging all staff and stakeholders in the design and shape of processes, systems and services that span 4 individual work streams; the universal offer, operating systems, workforce and market development.

To develop and deliver the universal offer we have:

- Improved the accessibility options for the complaints process including access via email, internet, CD, DVD, typetalk and traditional routes. A survey was undertaken with the findings concluding that the service was highly focussed and accessible and further strives to improve following recommendations made by people who have used their service. The Complaints Team have again been awarded the British Standard ISO 10002-2004;
- Consulted with those with special communication needs and special needs to tell us about how they experienced services. The result was a picture style complaints booklet that has been piloted for 4 months and has produced the highest response system for this customer group to date which represents a dramatic increase in feed-back from a client group who are often unheard;
- Developed welcome packs for our sheltered schemes with important and useful information for service users, carers and their families;

- Organised and facilitated three forums to ensure we communicated with stakeholders, partners, citizens and current service recipients. The Provider Forum is specifically aimed at supporting providers. These consultative meetings have reached over 60 providers with over 50% of them keen to remain as part of the ongoing forum;

at engaging the local provider market and is designed to consider commissioning issues and developing new ways of

- Expanded choice into the health service by successfully submitting a bid to become a Personal Budgets for Health Care pilot in partnership with NHS Barking & Dagenham. We



- Carried out 'Brown paper' exercises supported by CSED with over 100 front line staff to examine the 'as is' reality in teams and the 'to be' requirements to help us implement personalisation.

To develop and deliver fit for purpose operating systems we have:

- Built on the numbers receiving personal budgets. At the end of 08/09 we had 379 people receiving services through Self Directed Support;
- Further developed our pioneering Resource Allocation Tool by adding a communication domain to better address the needs of people with a sensory impairment;

believe this is the way forward to encourage preventative self care and introduce programmes to promote healthier lifestyles to the wider community;

- Worked with other Councils and contributed to the London JIP to ensure we are learning from and with others;
- Implemented person centred planning approaches for young people with special needs from the age of 14, to facilitate better planning and improved choice and independence.

To create an effective and committed workforce we have:

- Developed a Workforce Strategy linking with the sector skills council, Skills for Care and the InLaws survey



equipment to service users who have eligible needs, without delay.

- Engaged with groups of staff around the design and implementation of Personalisation to use front line expertise and gain buy-in for major culture change;
- Taken a major lead as the Council launched its apprenticeship scheme with the creation of 30 apprenticeship places in Homecare. We have recruited 17 young people in homecare and now have 53 placements across the department in a range of positions including Aquatics, business administration and Passenger Transport. We aim to create a workforce fit to develop Personalisation and believe that the homecare apprentices will play an important role in growing the market as they become the personal assistants of the future.
- In order to stimulate and grow the market for personalisation whilst ensuring that the needs of service users are paramount we have:
  - Implemented innovative co-operative sustainable pooling arrangements for service users with complex needs;
  - Grouped personal budgets to allow recipients greater purchasing power and we have seen greater economies of scale, outcomes and satisfaction levels.

Our staff training has continued to focus on improving outcomes for people using services and we provided training for staff taking new referrals to enable them to ensure that any information recorded about a service user has been completed in line with the Data Protection Act. We also provided Trusted Assessor training to enable staff to provide small pieces of

## 5: Freedom from discrimination and harassment

We are committed to providing fair access to services to all our residents across the borough. We strive to create an environment which is free from discrimination, harassment and inequality; have mechanisms in place for resolution. We continue to improve appeal and information processes to ensure accessibility of services is fair and free from discrimination.

We have been actively working to make our borough a cohesive and safe place to live and have instigated a number of initiatives to achieve this end, including:

- Established a Domestic Violence and Hate Crime Strategic Group. Its purpose is to reduce the harm caused to individuals in Barking and Dagenham from perpetrators of domestic violence and hate crime;



- Launched our Domestic Violence Strategy, a multi-agency initiative to help people stay safe and to reduce the numbers of incidents in the borough;
- Developed a Hate Crime Directory of services which gives information regarding local and regional support networks available;
- Launched our Hate Incident Scheme with a Stop Hate Crime 24 hour free

phone helpline service in conjunction with Stop Hate UK;

- As part of our safer parks initiative and in response to feedback from residents we established a bike patrol team in 11 of the Borough's parks to facilitate greater community engagement and add to public safety;
- Our Safer Borough Board ran two safer peoples sessions with members of the community, who met with Council officials, Police and other partners;
- We held our first Respect Conference on the theme of tackling knife crime and invited an inter-generational audience to discuss their fears and suggest solutions;
- Held an event led by the DAAT and Substance Misuse Team with the theme of

celebrating diversity. This day was attended by professionals in the substance misuse field, partner organisations and service users and carers and incorporated the showing of a film made by service users and carers in the borough on "barriers to treatment";

- Worked in partnership with organisations representing the interests of the Victims of Hate Crime such as Victim Support, CARESS and

Barking & Dagenham Racial Equality Council to develop third party reporting sites for victims who otherwise may feel uncomfortable approaching either the Police or Local Authority. A campaign to raise public awareness was also launched; early success shows an increase in incidents in reporting has increased and a review of the scheme is underway to ensure continuing success;

- Completed a refurbishment of the Borough run travellers' site, where traditionally Council staff and other agencies were not welcomed. We worked with the occupants of the site to improve relationships offering them a visiting service to help with benefit advice, rent arrears and Council Tax non payment issues. This approach has been successful and both parties have experienced positives with virtually zero rent and Council Tax arrears and a change in relationships;
- Supported over 100 young Muslim people through training and mentoring programmes to gain the confidence and skills to tackle extremism. We also provided faith related training to employees to help them better understand Islam;
- Increased the number of mental health Community Development Worker (CDW) posts by 1. The new post sits in the Third Sector under TULIP and works with the existing CDW (LBBD) in auditing, supporting and providing expert input into the development of mental health services from an equalities and diversity perspective;
- In October 2008 the Community Development workers delivered a Diversity and Race Equality workshop that specifically looked at the issues

of mental health in relation to those from different ethnic backgrounds. A report was completed for the local Mental Health Partnership group with an action plan that highlighted the need for local services to ensure all mental health services completed EIA and action plans by March 09. The action plan is reviewed quarterly via the local Mental Health Partnership Group.

### ***Fair***

- Our eligibility criteria are applied fairly and equitably. Monitoring information shows that the rules about entitlement are being applied fairly to all across all services in the Council area. Monitoring is carried out with partners and is published. We are working with the 'One Stop Shop' and 'Contact Centre' making sure there are experienced staff embedded in this customer service that can give expert advice and information on Social Care. Disputes about eligibility are rare;
- We have signposted those people who fall outside of the FACS criteria linking them with a cross section of the voluntary and independent sector and offering detailed advice and information;
- Through our Health Scrutiny Panel we have introduced a transparent appeal and dispute resolution process for those people whose application for funding was turned down by the Continuing Care Panel. Information leaflets have been developed to assist with the new processes with advice regarding advocacy for those wishing to appeal;
- We have changed the process for referrals into the Continuing Care Panel and teamed up with our neighbouring borough's Havering and

Redbridge, to enable referrals to be considered by any of the three sitting panels regardless of where the GP is registered. Access to a panel is now Monday to Thursday which has contributed to the improvement around DToC and reduced the amount of stress that is sometimes caused waiting for a panel decision.

- Following an external assessment in March 2009 by the Centre for Local Policy Studies, the Council has been assessed as working at level 5 of the Equality Standard for Local Government. We are one of only 4 Local Authorities across the country to achieve this status. Some of the headline findings concluded that:
  - A strong and mature organisational culture is developing and equality improvement is held as a value throughout the organisation;
  - Across the Council there was very good interaction between staff and an understanding of each others services;
  - Our frontline staff were amongst the most enthusiastic that the assessors had found in any other Authority;
  - There was strong leadership in equalities and diversity. Good focus on equality strands and on issues that are specific to this Borough such as literacy and teenage pregnancies. Across Adult Care services monitoring information reflects all equality strands including sexuality and is seen as a best practice example of our commitment to equalities and diversity in the borough.

## 6: Economic wellbeing

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Deprivation scores from Department for Communities and Local Government show that Barking and Dagenham is ranked 22 out of 354 local authorities in England with 13 of our 109 super output areas being in the top 10% most deprived. In recognition of these significant levels of deprivation, and in anticipation of the continuation of the current economic downturn we have developed specific initiatives to support our residents in gaining and maintaining employment and to avoid financial difficulties.

- Working in partnership with LINKs we continue to identify what carers needs are in order to take up employment opportunities. Skills and training were key issues so we have worked with Barking College to develop a Skills Development Programme;
- Introduced direct payments for carers who are in or looking for employment allowing flexibility in the way they access support in their caring role;



### ***Work opportunities***

Keeping people in work and helping those unemployed to gain skills and training is fundamental to our daily work, for example:

- Our LD employment provider 'Pure Innovations' assist learning disabled people into work. There are currently 39 at various stages of the assisted process with 9 in employment during the year;
- We have a number of learning disabled people working towards NVQs in Catering & Retail NPTC level 2&3 and Horticulture NPTC level 3 at



Barking College. Those who have passed their NVQs in catering have gone on to work placements through our 'Putting Skills in Practice' programme. Three members of this programme worked providing refreshments to a church group at St Elizabeth's Church in Dagenham resulting in them being asked to join

- We are working in partnership to create social enterprise opportunities in the borough including a diversity theatre group and a laundry service for our extra care housing schemes;
- A social enterprise run by Tulip opened a café at the Barking Learning Centre in January 2009, with support from the Council. The café provides employment opportunities for people returning to work after mental illness;
- Art Blanche is currently in the process of being registered as a Community Interest Business working in partnership with Disabled Association of Barking & Dagenham and Mencap. Following a positive meeting with the assessor for the 'Olympic Inspire Programme' application has been made for Art Blanche to become one of the featured projects in the Olympic Programme which will give people with a learning disability the opportunity to be closely involved with 2012;
- The Vulnerable Adults Team has provided flexible employment opportunities to local people which provide low level support to isolated adults across the borough;
- As an authority we are leading the way in delivering vocational qualifications and apprenticeships. Our apprenticeship scheme was launched in February 2009. This was in direct response to the high numbers of young people not in

the group which has enabled them to make new friends and raised their self esteem. A further 18 students from the Catering NVQ group work on rotas to provide refreshments to groups at the Barking Learning Centre and Fred Tibble Court for the elderly;

education, training or employment and the economic downturn. The Council has set a target of recruiting 100 apprentices to its workforce, with opportunities in health and social care, child care, leisure, aquatics, business administration and horticulture. There are another 650 places available across the borough, many of these in the voluntary sector;

- The Borough currently employs 235 people with a disability as part of our workforce and we retained our Department of Work and Pensions "Two Ticks" accreditation for using measures to employ disabled people;
- For people who experience a range of mental health problems, from common disorders that require short term support to those with complex mental health disorders, a range of services are offered that are discussed previously in this document. On top of these services NELFT is providing job and voluntary opportunities specifically for people who have experienced mental health problems across the organisation. Through this process there are people employed in the HR dept, the estates dept. and in administration roles.

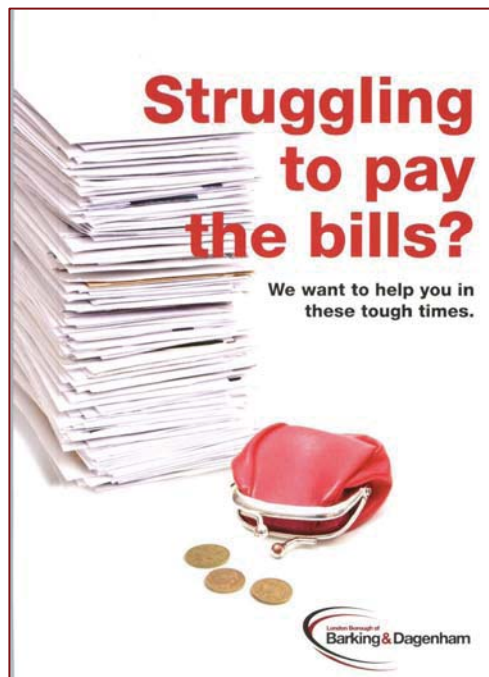
### ***Avoiding financial difficulty***

Information and support is widely available to assist with money management to maintain living standards. For example:

- We developed and launched our own Recession Taskforce, chaired by the Leader of the Council, to provide help for small businesses, support the creation of further apprenticeship posts and provide the impetus for the establishment of the Borough's first Credit Union;
- Welfare Benefits advice is well developed. Various contracts are in place with voluntary organisations that provide benefits advice. The Mental Health voluntary sector organisation HUBB has been strengthened so that their service users can maximise the use of benefits;
- An LBBB Visiting Welfare Benefits Advice Team is now in operation to ensure that people unable to access alternative methods can be visited at home in a confidential environment. The team also give advice on other services, or signpost to the relevant agency, other than Welfare Benefits including housing advice and money management. Our well established Contact Centre has highly trained staff who provide advice and information on all services across the Council along with departmentally based staff who offer support to residents on a range of subjects including housing, environmental, and safety enquiries;
- We ran a high profile Benefits Take-Up Campaign during February and March 2009 encouraging residents to make sure they are getting their correct entitlements. The campaign

was run through our Contact Centre and via a range of outreach benefit advice venues. Those people who made contact were supported in claiming their correct benefits and also offered help and advice on money management and how to make the best use of their benefits;

- We worked with 'Choices' from the voluntary sector to offer a wide range of advocacy services. Choices assisted service users in an independent living provision to pool their indicative funding allocations in order to form a cooperative giving them greater choice, control and buying power for their support needs. This group approached resulted in savings in their personal care spending which is now funding leisure and social activities;



- We provided IMCA training in March 2009 across Adult Care Services to all operational staff to raise awareness of the isolation and risk associated with financial abuse;
- We have engaged with users of Self Directed Services designed to give individuals the opportunity to share experiences and provide ongoing peer support. Support

Brokers are also involved in the meetings to answer any financial questions.

## 7: Maintaining personal dignity and respect

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We remain committed to ensuring that everyone should be able to live with dignity, be treated with respect and enjoy freedom from abuse and neglect. This year we have launched robust safeguarding procedures and have prioritised awareness raising and learning and development events across the partnership.

### **Safeguarding**

Safeguarding Adults remains high on the Borough's agenda. The Safeguarding Adults Board has a strong presence and there is a high level of commitment from all partners. There are well advertised access routes for members of the public to raise safeguarding issues. There are established links between Children's and Adults Safeguarding Teams to further ensure that issues are identified quickly and remedial action is taken.

Further developments this year include:

- The Safeguarding Adults theme has been embedded across the Personalisation Programme work streams to enable us to maximise safety while providing choices to service users;
- A strengthened and reconfigured the Safeguarding Adults Team as the central referral and allocation route for all alerts. This is enabling much greater scrutiny, tracking, monitoring and review of cases. This restructure

has included the recruitment of 5 new posts;

- The inclusion of two specific Safeguarding Adults outcomes to the Council Plan Outcome Framework as a first step towards establishing a performance framework for the Council and wider partnership;
- Coordination of Deprivation of Liberty (DoLs) sits within the Safeguarding Adults Team and went live on 1st April 2009. Training has been cascaded through all staff groups to ensure that those in most direct contact with service users and their families are empowered to raise concerns appropriately to secure the safety and wellbeing of people at risk. We have worked in partnership with our neighbouring boroughs to refine processes and there is a dedicated DoLs lead working across the boroughs to guide us through the first months of the implementation;
- Development of joint induction training programme with NHS Barking and Dagenham re Safeguarding Children and Adults;
- Built robust links with Children's Safeguarding to ensure that alerts to either the Children's or Adults service can be approached taking into account the possible wider picture and there are no gaps in any investigation.

### **Prevention**

We have worked closely with internal and external partners on preventative

initiatives over the course of the year. These initiatives include:

- Our DAAT team worked in partnership with the Fire Service to reduce the number of house fires caused whilst people were intoxicated. A free home fire safety appointment was offered to over 500 people known to the Community
- Violence Emergency Response Team), a police car staffed with police officers, medical technician and a domestic violence support officer, providing a multi agency response to emergency calls;
- Following recommendations from the DVERT pilot we have implemented a review of the DV Advocacy service provision and the possibility of commissioning of the service to achieve CAADA status. We have also produced a publicity campaign focusing on families, friends and neighbours of those living with domestic violence;
- We developed a local rehabilitation service for perpetrators of domestic violence through the commissioning of a DVIP, non court-ordered Domestic Violence Perpetrator Programme;
- Continue to raise public awareness by commemorating 'White Ribbon Day'



Alcohol Team and Substance Misuse Engagement Team;

- Barking & Dagenham was chosen as the NHS regional demonstration site for health based domestic violence initiatives. A pilot ran from September to December 2008 which involved DVERT (Domestic violence Emergency Response Team) in partnership with Dagenham & Redbridge Football Club. A successful event took place in November and was an excellent opportunity for us to work in partnership with Police, NHS and voluntary sector agencies;
- The Safeguarding Adults Team is worked with NELFT to raise the safeguarding agenda within mental health settings;
- NELFT have ensured safeguarding of both adults and children is a standard item reported on through their monthly cycle of business from EMT through to local team meetings. All teams have a Safeguarding lead in place, the Trust-wide Safeguarding group reports on relevant local issues such as the use of the CAF and minutes are provided to local safeguarding groups to provide evidence for audit and partnership delivery;
- Reparation work is used frequently and creatively in Barking & Dagenham, as in the tens of

thousands of hours of unpaid work which went into the restoration of Kingsley Hall as a service for those with learning disability, and the long-term relationships which were formed between reparation subjects and the service users.

Over the past year we have concentrated on the improving updating the skills by of staff across the partnership by:

- Providing training to internal and external providers for good care practices and safer recording to enable a better understanding of service users and carers expectations and ensure that choice, dignity and respect is offered at all times. This was in direct response to customer feedback through complaints;
- Our homecare service working in partnership with NHS Barking & Dagenham to deliver training to independent homecare providers to enhance knowledge of administering medications and safe record keeping improving safeguarding for the vulnerable. Senior Homecare managers have been trained as 'Dignity in Care' champions and are committed to sharing their knowledge with staff across Adult Care services and partners;
- Staff having been trained in safeguarding in accordance with local and national policies to enable them to carry out investigations confidently and ensure that the rights of the alleged victim and perpetrator are upheld at all times. The training will be refreshed to meet the needs of changing legislation and the Personalisation agenda;
- Working in partnership with NELFT to raise the safeguarding agenda within Mental Health settings. It is now mandatory for all health professionals to attend Safeguarding Children and Adults training. Admiral Nurses locally deliver advice and training on care for people with dementia, this includes consultancy with professionals to promote best practice in person-centred care;
- The Safeguarding Adults Team delivering bespoke training to the managers of Adult Care Services which will be an ongoing programme;
- The Safeguarding Adults Board holding two Serious Case Review learning events, the first with practitioners and the second with senior managers to share learning and develop a local tool.



## 8: Leadership

The Council has very clearly agreed priorities for delivering high quality Adult Social Care services linked in to the LAA, Council Plan and emerging national strategies. Transformation of Social Care is the key agenda for the department, in supporting the emerging new Workforce and understanding our community make-up. Members are fully engaged and informed, thus ensuring the community voice is heard.

We have been upgraded from our present rating of 3 stars ("good") with "improving well" direction of travel so that from today Barking & Dagenham is now officially in the top league of councils in the country – securing **four stars** ("excellent") for our services and also achieving the highest direction of travel rating of **"improving strongly"**.



### **Management and Staffing**

Elected members have played a full part in the development of the transformation of services that have taken place during the year. The portfolio holder for Adult Social Care champions and actively seeks the views of service users, carers and their families to help shape and design service delivery. The Corporate Director of Adult and Community Services plays a central role in the Association of Directors of Adult Social Services as a

member of Executive Council and co-chair of the Sensory/Disabilities network ensuring she is at forefront of policy formulation for adult social care. She is also a member of the London Joint Improvement Core Group leading on the improvement work stream for the capital.

### **Leading Change**

- To deliver the Personalisation programme we have established a programme board chaired by the Corporate Director of Adult and Community Services. There is a dedicated Programme Director, equivalent to a Head of Service, who is supported by a programme team including project managers to deliver the individual work streams in addition to supplying additional capacity;
- A programme structure is established leading us into 2011 and is being managed in line with the Capital Ambitions Framework. The four key projects which make up the programme, Universal Offer, Operating Systems, Workforce and Market Development will work towards the delivery of 45% of service users receiving self directed services by March 2011 ensuring that the infrastructure is in place to expand this further;

- We are building on a successful journey towards mainstreaming Personalisation with a proven track record of delivering high numbers of Direct Payments (being one of the 13 Individual Budget Pilots). This has given us a balanced view of the scale of the challenge in mainstreaming processes to making a personal budget the default option for people who need longer term care and support. We will make 'choice and control' the way services are delivered, not just change the customer journey through the decision making process. We also have considerable recent experience of managing fundamental service change successfully and safely;
- We have worked with CSIP (Care Service Improvement Partnership) to support the development of the Personalisation Toolkit hosted by the DoH, paving the way for widespread transformation throughout Social Care;
- Are members of the North East London Transformation leads;
- We have taken advantage of the opportunity to work on a regional basis on topics such as workforce development, market management and provider engagement;
- We are currently being considered as a DH pilot for a further 50 homecare apprenticeships which will be provided in the Independent Sector with funding to be agreed shortly;
- LBBB, NELFT and NHS B&D have signed up to a new model of delivering mental health services in the locality. This will see an increase in community based mental health provision via both a remodelling of existing services and increased funding from the NHS B&D.

## ***Training***

We continue to train and develop our workforce to ensure that they are equipped with the skills, abilities and confidence to meet the needs of our community.

- Our Practitioners' Forum has met monthly over the course of the year with the aim of providing space for social workers to improve their skills, knowledge and experience, the Forum also serves as a networking arena. Practitioners have the opportunity to explore recent areas of development, such as DoLs, with practitioners from other disciplines which is especially useful. In order to influence the development of best practice within Social Care, meetings have ranged from outside speakers to practitioners themselves presenting their areas of interest;
- Training and Development have established a rolling programme for Best Interest Assessors across Adult Services giving qualified Social Workers the opportunity to develop their skills in the care and protection of vulnerable people;
- We have supported a number of Social Workers to complete post qualifying awards at levels 1 and 2 and, under the new system, staff are completing various specialist awards;
- Staff are being trained to become fully involved in the Personalisation agenda and assess for Individual Budgets and Self Directed Support. All staff have been trained to be 'trusted assessors' to enable them to carry out all work necessary for providing aids and adaptations including safety checks and ordering without having to wait for an Occupational Therapist to visit

decreasing the delay for the service user;

- In 2009 we were nominated for a Beacon Award (round 10 2009-2010) for Supporting Independent Living for Disabled Adults. We are looking to the future and building on our successful innovative approach to supporting independence;
- We have continued to support the ADASS Sensory Network, covering both the Chair and Secretary / network co-ordinator roles;
- An important strand of the Barking and Dagenham's Organisational Development Strategy is the major programme of leadership and management that has been taking place over the last 18 months. This ambitious programme is integral to strengthening and building capacity and capability to support the Council's service transformation programme 'One B&D'. Activities such as Development Centres, 360 degree feedback and Action Learning Sets are on going and contributing to a much stronger understanding and self awareness about our current skills, knowledge and experience and future areas for development. The next phase of the programme is currently being developed to focus on cross organisational, work based projects and linked to current service priorities and challenges;
- The Council has made a strong commitment to the Institute of Customer Services Awards. Skills Pledge and Investors in People.

integrated into working practices. Reporting systems are robust and play an integral role in service development and planning, such as setting aspirational targets for the delivery of Self Directed Services. Staff at all levels are aware of the Performance Framework to deliver the Personalisation agenda and are clear and understand of the goals. Concentrated performance monitoring and management activity within targeted services, such as Major Adaptations, has clearly produced a large reduction in waiting times:

- This year the Borough achieved Level 3 Use of Resources CPA score and it was identified that all efficiency and savings targets were met with no visible service detriment. Our In-House Homecare and Residential care modernisation programmes were successfully completed.

### ***Performance Management and Learning***

Performance management across the Council is well developed and

## 9: Commissioning and use of resources

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### ***Commissioning Approach***

Building the markets that underpin Self Directed Support has been a priority activity during the year. WE have based our approach on consultation with our Service Users & Carers, embarking on innovative Market Analysis Tools and working with other boroughs and providers to shape the future market. Accordingly:

- A new Commissioning Team is in place and has completed the development of a strategic commissioning cycle to improve processes and ensure money is spent effectively;
- Procurement processes have been updated to reflect the Adult Social Care environment. The personalisation of services is considered prior to any procurement exercise and the most appropriate approach is used. Day services for example will not be tendered; we are working with current providers to develop sustainable models of delivery which meet the needs and choices of our community;
- We have been able to confirm the view that the vast majority of our residential placements continue to be in 'Good' or 'Excellent' establishments by using the CRILL report. It is also noted that 100% of placements in the LA are 'Good' or 'Excellent' which is above the national average for the commissioning of residential care.

### ***Choice & Personalisation***

- We have worked closely with a number of providers to develop innovative and personalised services, such as The Lodge Avenue Consortium, where people collectively use their individual budgets to purchase services designed around them. We are now working with Age Concern, Hanover Trust and Outlook Care to personalise existing services within day services, residential and extra care housing. We are using a variety of approaches including 'Person Centred Commissioning Now';
- We have continued to build closer links with all our service providers as we start to shape the local market for services. Regular forums are now in place for all home care, residential and supporting people providers as well as additional Personalisation events. The take up of these events has been extremely positive;
- We have launched the Commissioning and Market Development work streams of the Personalisation Programme. A full time Project Manager will be dedicated to this work with a commissioner involved in all of the work streams. The body of work will include market stimulation, contracting and accreditation approaches. We have planned and undertaken the preparatory work to run a 'Dragons Den' style of event early in 2009/10 where providers put

forward innovative ideas to a panel in a bid to secure small pots of money;

- We have involved local residents and service users in all strategic reviews at operational level and have a role in strategy development. For example, within Learning Disabilities, a group of Advisory partners are working with commissioners to develop our plan for services in the future;

### ***Other Achievements***

We have also achieved a number of other successes:

- During the year staff, along with colleagues from NHS Barking & Dagenham and the local voluntary sector, undertook Outcome Based Commissioning training within the Borough. The event provided by Oxford Brooks University sought to raise skill levels and promote a shared language amongst partners;
- We have successfully commissioned a key local agency to host our Local Involvement Network. The project has already attained a high profile working in close partnership with health and social care services, as well as Overview and Scrutiny Committees to keep commissioners informed about the needs and wishes of local communities;
- We have continued to ensure that service users views remain a vital element in all commissioning and contract management in Social Care and have been included on all needs analysis including the most recent for Learning Disability services. This engagement has included a mixture of representation on Steering Groups, questionnaire responses from users and carers and consultation on the findings of the Learning Disabilities needs analysis. We also use all feedback from service users as part

of contract monitoring and management. As an example a recent survey of all residents receiving community meals demonstrated a dramatic improvement in satisfaction following a successful tender exercise in late 2007. The feedback did however raise some minor concerns which have been used as a positive basis for action planning with the provider to ensure continuous improvement;

- Commissioning strategies are being developed for individual vulnerable groups arising out of Equalities Impact Assessments;
- Work was commissioned from Studio 3 Arts to address a lack of arts provision for older and disabled people (a gap identified by an Equalities Impact Assessment).

### ***Partnerships***

We have continued to improve the way that we work in partnership to ensure that we achieve outcomes for our community:

- We are working alongside the Local Council of Voluntary Services to increase the involvement of the voluntary sector within commissioning. The NHS Barking and Dagenham are funding a Commissioning Liaison Officer post to work within this body and have extended this into 2009/10. This officer post has coordinated engagement and consultation on new policies and processes. The post has played and will continue to play a key role in capacity building amongst the third sector. Another key aspect has been to support collaborative bids for tender opportunities;



- A Joint Intelligence Board has been set up working with NHS Barking & Dagenham as well as Children's Services to improve the way that local data is used and informs LSP priorities and commissioning intentions. Information sets are being used in various ways including GIS mapping;
- Barking and Dagenham, Havering and Redbridge Boroughs along with their Health and Acute Trusts held a Nursing Home Summit to agree joint protocols with nursing care providers to develop a whole systems approach;
- The new LINKs contract was commissioned with strong NHS Barking & Dagenham involvement. This strong partnership working has continued throughout implementation. The LINK played a key role in a successful Health Scrutiny launch event in March and they have also been involved in the GP review which has been undertaken.

# 10: Summary of service user consultation 2008/09

The following is a summary of some of the consultations we have undertaken over the past year.

The Centre for Local Policy Studies in their Equalities Standard for Local Government assessment in March 2009 found that:

“The Council has a good record on consultation with all its stakeholder groups and there is clear evidence that the results of consultation have been extensively used in the equality impact assessment process”

<p><b>1</b></p>	<p><b>Who we consulted and what they said</b></p> <p>Following number of concerns raised about quality of Meals on Wheels (MoW), the service users receiving the services were consulted through out the borough.</p>	<p><b>What we did</b></p> <p>The following actions were taken:</p> <ul style="list-style-type: none"> <li>• The Meals on Wheels (MoW) service was re-commissioned and a new service provider appointed – Fresh Community Meals (CM).</li> <li>• Following service users recommendations and in order to ensure continuity of high quality of service; we have conducted two additional quality surveys – in December 2008 (157 service users receiving MoW responded) and in February 2009 (250 service users receiving MoW responded). Results of both surveys clearly indicated service improvement - 78% of our service users rated the service between – good and excellent.</li> <li>• We have continued implementing robust monitoring procedures</li> <li>• In accordance with contractual arrangements, we have requested Fresh CM to conduct regular client satisfaction surveys with last one taking place in April 2009. Total number of 250 clients responded – with 17% respondents rating service as excellent and 75% rating it good to very good.</li> </ul>
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<p>2</p>	<p style="text-align: center;"><b>Adult service complaints</b></p> <p><b>Who we consulted and what they said</b></p> <p>We consulted with a wide customer and carer base group covering Learning Disability, physical and sensory needs, care for the elderly and younger residents and also various local support groups.</p> <p>Input and response from client groups that had previously been quite isolated with regards to giving their opinions are now more empowered with the issue of a picture style complaints leaflet.</p> <p>We continued to meet with a variety of people and groups offering training and support with regards to the managing to complaints and how to get the best out of the complaint process.</p> <p>Local providers of social care felt that their carers would benefit from training that looked at learning outcomes from</p>	<p><b>What we did</b></p> <p>In response to these issues we:</p> <ul style="list-style-type: none"> <li>• Attended Customer and Carer groups which supported residents who live in the community with learning disability.</li> <li>• We provided training to various professional and public groups with regards to understanding the complaints procedure and the learning outcomes achieved from complaints.</li> <li>• Have offered to attend the Carers centre in Vicarge Fields on a regular basis and hold surgeries there.</li> <li>• Continued to offer a total communication response, i.e. will respond in the customers chosen means of communication.</li> <li>• We looked at what other boroughs and partnerships were doing.</li> <li>• Our picture style leaflet proved to be successful and is now being rolled out to other teams and directorates.</li> <li>• The complaints manager ensured that she continues to meet with and work with all the ethnic support groups in the borough. She has given them an open pathway to her and to request presentations and group meetings as and when they feel they require support regarding complaints.</li> <li>• We provided training workshops that resulted in a certificate of attendance and headlined the topic covered. In excess of 150 external carers and workers attended these workshops and further providers have now come forward to request more of same.</li> <li>• The survey sent upon the closure of a complaint continues to be used</li> </ul>
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	<p>complaints.</p> <p>Surveys regarding Telecare, home support and carers support were undertaken. The main point of contact being given to the customers was the complaints team for each of the surveys. This enabled a valued point of contact and a named person to talk to.</p> <p>Complainants are asked for their views on their experience of the complaints handling process in Adult Services.</p>	<p>and provides good feed back on where any services are lacking with regards to the complaints pathway.</p> <ul style="list-style-type: none"> <li>• The complaints team has been the main point of contact for response on three recent Adult Services surveys enabling important feed back information to be captured and recorded for learning.</li> </ul>
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# Carers Consultation

## Who we consulted and what they said

Total of 279 carers from all walks of life took part in our consultation programme. The purpose of the consultation programme was to better understand the needs and expectations of the carers, and involve them in the development of the carer's strategy, and service planning process. The main findings from the consultation events were as follows:

The carers said they needed:

- More readily available information and advice for young carers
- Carers drop-in centre in Barking
- Care managers to be more aware of the needs of carers
- More culturally sensitive services for carers
- More support from GP and Health services
- More skills to support their caring role
- Seamless services to prevent repetition
- Clear access pathways to services
- Self directive support

## What we did

We took the following actions:

- Carers' drop-in service is now available to carers at Barking in Health concern café at Vicarage Fields, this service is delivered in partnership with Health concern, Carers of Barking & Dagenham, Crossroads and the PCT.
- Information DVD for young carers is made to provide easy to understand and access support for young people with caring responsibilities.
- Trigger points have been introduced within the overview assessments process to prompt care managers to include carers support needs and use them as expert by experience in the planning and service delivery process.
- Health checks and advice on all aspects of carers lives is now available from the drop-in every Tuesdays and Thursdays
- Training on caring skills is also available to carers in the borough at the carers drop-in centre, the training is provided by various professionals such as Health advisers, Admiral Nurse, GPs, and carers themselves. Our partners such as the Carers of Barking and Dagenham, Crossroads, PACT, and EMPA also provide skills based training to carers.
- BME Carers now have access to services such as health checks; keep fit classes, leisure activities and carers groups coordinated by the BME support officer with particular focus on cultural and social needs of carers from minority ethnic groups.
- Single Carers assessment form is introduced throughout the borough to support seamless service delivery; this includes voluntary sector, and provider sector.
- Carer's website has been updated and improved to provide self funding carers to access support and services. Carer DVD is available from various access points including GP surgeries, and post offices.
- We now organise regular respite trips for carers with the cared, including people from different groups to share experience on their caring role and



		<p>promote community cohesion</p> <ul style="list-style-type: none"> <li>• Celebrating Carers Week 2009 in June involving carers from different communities and all carers service providers</li> </ul>
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# Learning Disability – Partnership board & Valuing people

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## Who we consulted and what they said

Locally the advocacy groups lead on the sub strategy groups and run the partnership board and is increasingly taking decision making power so they are consulted at a very strategic level. The advisers are leading on the development on the Valuing People Now local implementation plan so will have a real say in how services both LD and universal are developed to ensure fair access and set local targets

For groups - there are a wide range of groups that address issues:

Parenting (including mystery shopping into the children's centres to ensure they reach the hard to reach groups by identifying barriers not just for those within LD but across the community. This group also train and educate children's centres on how to support those with a learning disability -they run this training and ensure that any fears or barriers are broken down.

For individuals:

One person with LD is undertaking a tomorrows Leaders course which is investing into his dream of becoming influential in improving the lives of PAWL. His current project is the development of a drop in centre. Advisory Partners will assist in this

## What we did

Users are supported within residential services to have a real say in how the services are run - currently a cohort whose block contract is coming to an end, is being supported to be involved in remodelling, individual service design and outcome based monitoring. This is using the person centred commissioning now pathway and is a method of commissioning on behalf of a group but ensuring their views are central and that their outcomes form the service specification and monitoring systems

Two users are being assisted to design the service standards for Victor Hugo, the local mental health specialist unit.

The increased confidence that this has given all those who access advocacy has supported them to be empowered as individuals to have a voice - encouraging them to become more confident to speak up in community forums. Advisory Partners (AP) are now very good in speaking up when they do not understand. They now have more confidence in their own right to be heard; their right to accessible information. When this is not provided they no longer view the situation as their deficit but that of a deficit in the person leading a meeting or providing information

Informal advocacy through various social groups has also been crucial in safeguarding issues

## 5 Older People's Forum

<p><b>Who we consulted and what they said</b></p> <p>The Forum for the Elderly continue to meet bi-monthly and over 70 people still attends the forum meeting. This year the following issues were addressed:</p> <ul style="list-style-type: none"> <li>• More Choice in Letting (MCIL) scheme in relation to sheltered accommodation</li> <li>• The role of LINKs in the community</li> <li>• Update on how to make complaint to the council</li> <li>• The role of newly launched Health Concern Project</li> <li>• Pensions and benefits for older people</li> <li>• The newly established Kallar Lodge for Respite Care</li> <li>• Personalisation Agenda</li> <li>• Freedom pass</li> <li>• Library services</li> </ul>	<p><b>What we did</b></p> <p>In response to these issues:</p> <ul style="list-style-type: none"> <li>• Questionnaires were sent to all forum members to comment on how to incorporate Sheltered Accommodation into the council's More Choice in Lettings scheme and make it transparent</li> <li>• Practitioners from Health Concern briefed the forum on how to deal with stroke and other heart diseases, the importance of regular exercise and healthy eating</li> <li>• Representatives from pension &amp; benefits presented to the forum members on how to apply for benefits and check on their entitlements</li> <li>• The group manager for residential and home care presented the newly launched Kallar lodge Respite care to members</li> <li>• The issue around Personalisation Agenda was addressed by the Director of Personalisation Agenda at one of the forum meetings</li> <li>• How older people could access the library services was discussed with the forum members</li> <li>• Plan is on the way for a representative from the mobility team to visit the forum and give a talk on freedom pass</li> </ul>
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<p><b>6</b></p>	<p><b>Tell Us</b></p>	<p><b>What are we doing?</b></p> <p>The Tell Us scheme started in 2006 to show how Barking and Dagenham Council listens and engages with the community to make a difference to the lives of its residents.</p> <p>Tell Us aims to:</p> <ul style="list-style-type: none"> <li>• Seek ideas from everyone who uses our services about how we can make improvements to our services.</li> <li>• Promote an open and positive culture and attitude towards suggestions.</li> <li>• Provide a mechanism to continuously improve Council services by listening to, and where appropriate, acting upon feedback from service users.</li> <li>• Promote a more coordinated approach to service improvement and streamline consultation on priority areas.</li> </ul>	<p><b>How are we doing it.</b></p> <p>Tell Us campaign scheme carries out the excellent work by:</p> <ul style="list-style-type: none"> <li>• An on-going marketing campaign supported by services across the council. The Tell Us team attends major events in the borough to raise the profile of the campaign and obtain our residents views about living in Barking and Dagenham.</li> <li>• Making sure all surveys, forms etc have Tell Us branding - Tell Us is the corporate brand for consultation.</li> <li>• Having Tell Us cards and boxes located in over 50 key locations across the borough, this is to be extended to over 150 locations from June 2009. A freepost address, a Tell Us email address, and a section of the Council's website.</li> <li>• Communicating the Tell Us message as a vital activity for the Council. An on-going poster campaign showing real improvements. "You said... we did!"</li> <li>• Ensuring Tell Us is integrated into the service planning and budget setting processes.</li> </ul> <p>The information we get help us to better understand our customer's needs and so provide better services.</p>
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	<p>Through Tell Us scheme, the following suggestions were made to the council on libraries and leisure centres:</p> <ol style="list-style-type: none"> <li>1. To see the start of an adult reading group - Flexible times.</li> <li>2. To allow laptop battery charging on the BLC site. in order to complement existing facilities</li> <li>3. To possibly provide free drinking water machines</li> <li>4. To have a gay/lesbian section or some way of identifying gay/lesbian authors in the libraries.</li> <li>5. To make adult swimming available between 7.30 and 9.30 am</li> </ol>	<ul style="list-style-type: none"> <li>• The BLC Reading Group met on Monday 5 November at 6.30pm, the customers was happy with the arrangement.</li> <li>• Laptops battery chargers are to be made available from early November 2008</li> <li>• Free drinking water and bottles can now be refilled from any water supply within the BLC building.</li> <li>• Library service is considering different ways of ensuring that all materials are accessible to all clients</li> <li>• Swimming programme has been changed to include more sessions for adult only. Sessions for Adult's only is now on Monday to Friday from 7.30am to 9.00am and 12.00 to 1.30pm.</li> </ul>
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## 7 The Housing Support Team

<p><b>Who we consulted and what they said</b></p> <p>The Housing Support Team consulted 2 main client groups about the services they received and service development initiatives:</p> <p>The Older Persons client group was consulted through the sheltered conference in October 2008. The Areas covered were:</p> <ol style="list-style-type: none"> <li>1. Better prevention services through Extra Care Sheltered service models</li> <li>2. More choice in lettings (MCIL)</li> <li>3. Council's services</li> <li>4. The Transformation agenda</li> </ol> <ul style="list-style-type: none"> <li>• Residents welcomed the idea of Extra Care Sheltered model of services as this would provide them with greater access to staff on those specific sites for longer. This has been an on going request to have more staff to stay longer on site.</li> <li>• Residents were not overtly concerned about Sheltered Allocation being put into the MCIL model. They felt transparency was good but they were more concerned</li> </ul>	<p><b>What we did</b></p> <p>In response:</p> <ul style="list-style-type: none"> <li>• We have now created 4 Extra care sites from the previous 2.5 sheltered schemes</li> <li>• Further arrangements and protocols are now under development to enable applicants make informed choices about sheltered vacancies. Further consultation on these new protocols is being arranged with all the affected parties.</li> <li>• Caretaking arrangements &amp; Estate grounds management has been revised in partnership with the Landlords Teams. The halls in many sheltered sites are now used more widely in partnership with other community groups. Better working relationships have been developed with many supporting council services.</li> <li>• The opinions and views expressed are being used to inform the proposed service protocols under the Transformation agenda.</li> </ul>
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	<p>about the ability of Frontline Staff to move their tenancies around the buildings as they deemed fit.</p> <ul style="list-style-type: none"> <li>• A number operational issues about other Council services were fed back to various departments for action and follow up: this included issues such as garden &amp; caretaking arrangements, use of communal spaces, liaison with community safety teams, improvement requests to particular buildings and transportation arrangements.</li> <li>• Personalisation: Residents of sheltered sites were able to contribute to the on going transformation agenda and express their views about how they would use their Individual budgets to live independently in the community.</li> </ul>	
<p>The Mental Health client Groups participated in the Commissioning Team's Mental Health accommodation and floating support survey:</p>		<ul style="list-style-type: none"> <li>• The results of this survey will inform the mental health Commissioning Strategy for the Borough</li> </ul>

## 8 Adult Care Commissioning – Apprenticeship Scheme

Who we consulted and what they said	What we did
<p>One of the key strands of the council's strategy is to develop initiatives for getting more local people better skilled and prepared for better jobs in the area.</p> <p>The scheme will also include public sector bodies from 'Strategic Partnerships' as well as commercial employers</p> <p>The Chief Executive has set the following targets for the borough with 100 apprenticeships within LBBB own workforce, and another 650 across the borough, with at least 300 coming from the public and voluntary sectors</p> <p>Some of the main reasons behind the move to develop an apprenticeship programme include:</p> <ul style="list-style-type: none"> <li>• The public sector faces serious skills shortages and recruitment difficulties – not helped by a generally ageing workforce.</li> </ul>	<p>LBBB Apprenticeship Scheme was officially launched in February 2009, with an open day to promote all the opportunities available.</p> <p>To meet these targets the council is leading the way, with up to 30 young people being guided into work-based health and social care opportunities, 20 others into business administration roles, and an additional 40 working in childcare</p> <p>The Adult and Community Services has been quick to buy-into the scheme, and is funding a programme to train up to 30 young people (16-18 yrs) to care and assist clients in their home</p> <p>The Apprenticeship Scheme is demand driven, and will grow to include other opportunities such as leisure, horticulture, I.T and customer services plus many other specialist qualifications.</p>

	<ul style="list-style-type: none"> <li>• The public sector, as a major local employer, has disproportionately low uptake of apprenticeships as a positive recruitment model.</li> <li>• Apprenticeships, tailored to specific needs, are a proven way of dealing with current and future workforce issues.</li> <li>• They are a way of developing the skills of local people within a real working environment</li> <li>• They bring young people into the workforce.</li> <li>• They involve the local community in the direct delivery of local services.</li> <li>• They change the dynamics of a workforce, boosting energy, morale, productivity, and retention levels.</li> </ul> <p>The council with its partners is committed through the Local Area Agreement process to:</p> <ul style="list-style-type: none"> <li>• Improving the qualifications and the skills base of local people</li> <li>• Getting more residents back into work and for those already in employment</li> <li>• Working with local businesses to make them more competitive and thereby create more local jobs</li> </ul>	<p>The council has committed to these learning and developmental opportunities in recognition that 40% of its employees are also residents, whereby the benefit of enhanced skills of individuals, and particularly in the area of Skills for Life, will have wider benefits for families in LBBB</p> <p>The council has set the following targets for the period of 2008-2011:</p> <ul style="list-style-type: none"> <li>• 100 apprenticeships minimum within the council's own workforce.</li> <li>• 400 apprenticeships in total across the public sector.</li> <li>• 750 apprenticeships in total across the borough with the private sector encouraged to participate through a review of current procurement processes and expectations</li> </ul>
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**Commissioning Team - Homeless & Young People’s Strategic Review & Commissioning Plan**

**Who we consulted and what they said**

We consulted with over 100 users of Supporting People services for homeless adults and young people to research our strategic review and services and help shape our commissioning proposals.

They told us: -

- More focus needed on lifeskills
- Resettlement support
- More emphasis on tailored support for individuals
- Standards of accommodation needed improving
- Better links were needed between organisations
- Services need to be more accessible
- The culture of a service is important and needs more focus

**What we did**

- New specifications will clearly include lifeskills work
- All accommodation services will provide short term resettlement support
- Specifications will emphasise personalised support
- Cease using poor quality housing and negotiate refurbishment with landlords
- Clear pathways to be developed and cross-sector partnership groups established
- Access routes rewritten for all services
- Specifications will emphasise this and users will be involved in contract monitoring



<p><b>10</b></p>	<p style="text-align: center;"><b>Mental Health Services</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%; text-align: left;">Who we consulted and what they said</th> <th style="width: 50%; text-align: left;">What we did</th> </tr> </thead> <tbody> <tr> <td data-bbox="327 1153 821 2139"> <p><b>Older Persons CMHT</b></p> <p>Following on from the Nationwide consultation the Dementia Strategy lays out three key themes to improve the lives of those people who have dementia and those that care for them:</p> <ul style="list-style-type: none"> <li>• Early Diagnosis and Intervention</li> <li>• Raising Awareness and Reducing Stigma</li> <li>• Better Quality of Care</li> </ul> <p>People with dementia and their carers have long requested more support for younger people with dementia</p> </td> <td data-bbox="327 78 821 1153"> <p>We have been developing our Memory Services to include young people with Dementia and are improving the experience of Service Users and their Carers from the point of diagnosis to enable individuals to access appropriate services and make informed choices about the support they need and improve their quality of life.</p> </td> </tr> <tr> <td data-bbox="821 1153 1316 2139"> <p><b>Dagenham CMHT</b></p> <p>Following on from Consultation with Service Users, Mental Health services have begun to implement Service User Standards across the Trust. Dagenham CMHT has been a pilot team for the following standards:</p> <ul style="list-style-type: none"> <li>• Information</li> <li>• Care Planning</li> <li>• Communication, Listening and Engagement</li> </ul> </td> <td data-bbox="821 78 1316 1153"> <p>As a pilot team for the standards mentioned previously. Dagenham CMHT has engaged in the process of self audit and self assessment as well as engaging with the Service User Quality Action Team to ensure that the Service User Standards are incorporated into practice improving the experience of the Service User.</p> <p>In conjunction with Colleagues from a number of other Services we have begun</p> </td> </tr> </tbody> </table>	Who we consulted and what they said	What we did	<p><b>Older Persons CMHT</b></p> <p>Following on from the Nationwide consultation the Dementia Strategy lays out three key themes to improve the lives of those people who have dementia and those that care for them:</p> <ul style="list-style-type: none"> <li>• Early Diagnosis and Intervention</li> <li>• Raising Awareness and Reducing Stigma</li> <li>• Better Quality of Care</li> </ul> <p>People with dementia and their carers have long requested more support for younger people with dementia</p>	<p>We have been developing our Memory Services to include young people with Dementia and are improving the experience of Service Users and their Carers from the point of diagnosis to enable individuals to access appropriate services and make informed choices about the support they need and improve their quality of life.</p>	<p><b>Dagenham CMHT</b></p> <p>Following on from Consultation with Service Users, Mental Health services have begun to implement Service User Standards across the Trust. Dagenham CMHT has been a pilot team for the following standards:</p> <ul style="list-style-type: none"> <li>• Information</li> <li>• Care Planning</li> <li>• Communication, Listening and Engagement</li> </ul>	<p>As a pilot team for the standards mentioned previously. Dagenham CMHT has engaged in the process of self audit and self assessment as well as engaging with the Service User Quality Action Team to ensure that the Service User Standards are incorporated into practice improving the experience of the Service User.</p> <p>In conjunction with Colleagues from a number of other Services we have begun</p>
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	<p>An ongoing concern to Service Users Stakeholders and Partners is the lack of a co-ordinated approach to assessment for access to mental health services.</p> <p><b>EIP</b></p> <p>Clients have requested access to the more physical activity programmes.</p>	<p>the process of setting up a new single point of access for mental health in the borough.</p> <p>Staffs are putting in a bid to work with the Air Football process - <a href="http://www.airfootball.co.uk">http://www.airfootball.co.uk</a> - . this programme has delivered outstanding results in terms of health outcomes and social inclusion</p>
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## DAAT Treatment Plan

### Who we consulted and what they said

A group of 23 Current and ex service users of substance misuse treatment services were consulted to get their views on service provision , specifically looking at, what stops people coming into treatment, helps people stay in treatment and what additional support would help when leaving treatment.

The following points were raised:

- It takes too long to be assessed and begin treatment.
- Homelessness. No where to live, no where to wash, nothing to eat stops people coming into treatment.
- Better advertising of the services that are available
- When being sent to any appointment's a care worker or keyworker to accompany to prevent being discriminated against and to get access to the services needed
- When released from prison or rehab there is no aftercare, (including access to housing & benefits).
- There are no courses to keep people busy, which can help in staying in treatment.
- People sometimes need more help than just being prescribed medication, for example help with benefits.

### What we did

In response to the points raised by the people:

- Staffs are now working out of each others agencies to cut down on assessment and appointment wait times. Assessment forms are now being reviewed to incorporate triage and comprehensive information in the same place.
- Gateway service has installed shower and washing machine facilities for use by service users, and has started providing snacks. Several meetings have been held with DAAT and housing to map pathways to ensure housing services is accessible to this client group.
- Services have been advertised in citizen and new "the News" publication going to all homes in the borough. Mail outs to GPs, housing services and other tier ones have taken place so that other professionals can make referrals and pass information on to their clients. Substance misuse service Bluetooth messages are being piloted. Publicity messages will be ongoing throughout the year
- Outreach workers now routinely ask if service users would like to be accompanied to appointments and respond to requests. Service users are also now being accompanied from the police custody suites to treatment appointments so that they can attend on the same day.
- Gateway service now provided structured aftercare support including relapse prevention, health promotion and generally improving individuals' self esteem, quality of life, independence and social inclusion. Improving

	<ul style="list-style-type: none"> <li>• No outreach team for after hours support.</li> </ul>	<p>family relationships and social networks, vocational training, further education, employment and housing</p> <ul style="list-style-type: none"> <li>• Daybreak ran NVQ courses for service users</li> <li>• The Benefits Advice Service now operate satellite sessions form the gateway service.</li> <li>• Gateway service has extended their opening hours to include more evenings and weekend provision.</li> </ul>
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<p><b>12</b></p>	<p><b>DAAT YP Launch</b></p>	<p><b>Who we consulted and what they said</b></p> <p>The DAAT consulted with a small number of young people from the Youth Offending service as part of the annual Needs assessment process.</p> <p>They told us:</p> <ul style="list-style-type: none"> <li>• That they had trust and confidence in community groups in the borough, with particular reference to faith groups.</li> <li>• They preferred an informal style to help create and sustain trust.</li> <li>• That the specialist service must raise their profile in order to increase access routes for young people</li> </ul> <p>The DAAT also recently (March 09) consulted young people who attended the annual Seen &amp; heard Conference attended by all the secondary and phase school in borough.</p> <p>They told us:</p> <ul style="list-style-type: none"> <li>• Reasons why young people may use drugs as; Peer pressure to socialise, Experimenting, Depression, Stress escape problems/ bad experiences, Thinks its cool, Helps</li> </ul>	<p><b>What we did:</b></p> <ul style="list-style-type: none"> <li>• The new CRI SubWize service have been tasked to make links with all voluntary and statutory run youth provision to build rapport with staff and young people therefore enabling outreach and satellite services being made available cross borough.</li> <li>• The new service is clearly embedded in delivering a holistic service that is focused on ensuring all young people needs are met and creative and innovative methods are used to engage young people in treatment.</li> <li>• The upcoming launch of the service as part of National Tackling Drugs week and future plans of a joint event with the Foyers will continue to raise the profile of the service along with joint initiatives with local youth providers.</li> </ul> <p><b>What we did:</b></p> <ul style="list-style-type: none"> <li>• Being that the consultation is fairly recent plans to ensure that consultation informs service developments are already in place.</li> <li>• Known 'hotspots' are being targeted by the outreach service.</li> <li>• The 'talking from experience' project continues to be offered to all secondary and phase schools.</li> </ul>
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	<p>them to relax, Its easy to get hold of and All mates are doing it</p> <ul style="list-style-type: none"> <li>• Barriers preventing them accessing services as; Scared, Don't want anyone else to know – parents, Don't see them selves as having a problem, in denial, Don't want to give up, Lack of trust, Being judged, Embarrassed</li> <li>• Solutions to this are; Services going into schools at break and lunch time informally, More education, Outreach – mobile pod, Use of Ex adult or Young people service users for education in schools, More workshops in schools, Drop in @ school, have a freephone number, use of social networking sites, texting. hold events @ schools and Advertising campaigns using the following mediums – myspace, TV/Radio, youth clubs, posters, public centres, bus stops, competition for young people to design posters</li> <li>• Known hotspots top three: Most of parks across the borough were highlighted by young people, Goresbrook and Thames</li> </ul>	<ul style="list-style-type: none"> <li>• Satellite sessions are being offered in all wards as a minimum with a view to increase availability dependant on capacity.</li> <li>• Advertising campaigns currently being explored.</li> </ul>
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