



Adults and Safeguarding Committee

13th October 2022

Title	Quarter 1 (Q1) 2022/23 Performance Report
Report of	Cllr Paul Edwards, Chair – Adults & Safeguarding Committee
Wards	All
Status	Public
Urgent	No
Key	Non-key
Enclosures	None
Officer Contact Details	Paul Kennedy, Head of Business Intelligence, Performance & Systems paul.kennedy@barnet.gov.uk Dean Langsdon, Head of Finance, dean.langsdon@barnet.gov.uk

Summary

This report provides an overview of performance for Q1 2022/23, focussing on activities to deliver the council's priorities in the areas of adult social care, mental health and healthy lives which fall within the remit of the Adults and Safeguarding Committee.

Officers Recommendations

1. The Adults and Safeguarding Committee is asked to review the progress, performance, finance and risk information for Q1 2022/23 and make any referrals to Policy and Resources Committee in accordance with the terms of reference of this Committee, as it decides appropriate.

1. Why this report is needed

- 1.1 The Adults and Safeguarding Committee is responsible for all matters relating to adult social care and leisure and for working in partnership with the health and wellbeing board and NHS partners. This report provides an overview of performance for Q1 2022/23 focussing on activities to deliver the priorities which fall within the remit of the Adults and Safeguarding Committee.

1.2 This report sets out progress against the following priorities relevant to this committee:

- To work with our NHS, the community and voluntary sectors
- Introduce a charter for social care and develop a new engagement strategy with people who draw on care and support
- Prioritise independent living, putting people at the centre of their care
- Maximise the use of technology and implement innovative technology to support independence
- Support local social care providers and the social care workforce, working with education providers & addressing recruitment & retention
- Being a dementia friendly borough
- Introduce a Barnet Charter for Mental Health
- Health inequalities – healthy living through physical activity

1.3 **To work with our NHS, the community and voluntary sectors**

- 1.3.1 The council is playing a leading role in the Barnet Borough Partnership (BBP) which brings together all NHS organisations working in the borough, the council, Health Watch and Voluntary and Community Sector (VCS) representatives. The goal of the partnership is to provide better health and care to Barnet residents, so that they live healthier lives. The continued development of the borough partnership will continue to be a priority for the A&S committee. The BBP is a core part of the new north central London Integrated Care System (NCL ICS) which became a statutory entity in July 2022. The BBP delivery programme is chaired by the Executive Director - Communities, Adults & Health.
- 1.3.2 Recent achievements include the launch of the new borough wide multi-disciplinary team for frailty. This team is co-ordinated by Barnet's adult community health provider (Central London Community Health – CLCH) and includes consultants, the VCS and specialist nurses. The team will provide co-ordinated and proactive care for frail older people including those living with dementia. In addition, as part of the BBP's work on health inequalities, led by the council's deputy director of public health, a new peer support programme on heart health has started. Peer support workers employed from within our Asian and South Asian communities are providing culturally appropriate lived experience peer support to our residents living with hypertension, supported by public health training and support. In mental health care, a new collaboration between the Borough Partnership, Barnet Enfield and Haringey Mental Health Trust (BEHMH) and 'Art Against Knives' (AAK, a local VCS organisation), funded by the Borough Partnership is being launched. This will support young Black males to tackle the inequalities they experience, through peer support and provision of creative spaces and activities. Finally, a new project has commenced to develop more co-ordinated and integrated working between health, social care and the VCS at the level of neighbourhoods (typically populations of 30-50,000 people). The council has started mapping relevant community assets and services as part of this project.
- 1.3.3 The council has begun development of a new all age carers strategy working in partnership with local residents, the NHS and VCS, including Barnet Carers Centre. The

strategy will ensure that the voice of carers is heard in the review and future shaping of the support offer to informal and family carers in Barnet. Amongst other things, the strategy will address:

- Identification of informal carers
- Equity of access for minoritised communities
- Support for carers to look after their own health and wellbeing
- Social connectedness amongst carers

1.3.4 Work is also underway in partnership with the NCL Integrated Care board to develop an enhanced mental health support offer for residents in care homes. This will provide clinical in-reach from mental health nurses to support staff in care homes to provide targeted interventions for residents in need of this support. This work is being led by Barnet and it is anticipated that this will be in place later in the financial year.

1.4 Introduce a charter for social care and develop a new engagement strategy with people who draw on care and support

1.4.1 The Council has strong aspirations to develop and strengthen its engagement with people who draw on care & support, using co-production and engagement approaches. Work has begun in earnest on the new Adult Social Care engagement and co-production strategy and charter. We have established a steering group which includes residents with lived experience and strong representation from user groups and the voluntary sector. The strategy and charter were launched at Age UK Barnet, with press and social media coverage.

1.4.2 New branding for adult social care has been developed and there is new focus on promoting recruitment to the 200-strong People's Voice group and wider engagement opportunities. We are working with the national expert organisation on co-production, Think Local Act Personal, to bring in wider expertise. A programme of engagement activities has been planned to shape and co-produce the strategy, including working closely with voluntary and community groups to reach people who may not always be heard by the council.

1.4.3 The adult social care Involvement Board meetings take place quarterly. This is a group of residents with lived experience of social care and caring. We have made good progress on several co-production and engagement projects. These include:

- In-depth customer experience 1:1 interviews with residents with care and support needs, to help improve the experience of disabled and older people when contacting the council.
- People with lived experience have taken part in a working group on employment and support to shape the recommissioning of this service.
- We have recruited a resident with lived experience to help with choosing a new advocacy provider.
- We are currently gathering people's experiences of the care technology service.

- Co-production is also a core part of the development of the council's new dementia strategy, with over 100 people living with dementia engaged so far.

1.5 Prioritise independent living, putting people at the centre of their care

- 1.5.1 The council continues to promote independent living and a strengths-based approach to service delivery, in line with national legislation and policy. The Committee has previously agreed the expansion of the Prevention and Wellbeing Team to increase opportunities for people to stay independent. All posts within the expanded Prevention and Wellbeing Team have now been filled, which has supported the increase in referrals seen (17% increase in referrals to Adult Social Care from 20/21 to 21/22). The team have started local drop ins and set up local community events to support residents. The aim of these is to offer information and advice and support people to access the help they need. It also helps the team identify opportunities for new community groups and activities. Five events were held in the last quarter. These included a joint event with Barnet Carers Centre, flower bank (a Barnet based start-up that aims to reduce waste in the flower market by working with retailers, florists and suppliers to turn end of shelf-life flowers into beautiful arrangements), and others in the Spires Shopping Centre in High Barnet.
- 1.5.2 Work continues on two extra care schemes, providing 126 new flats for older people with care and support needs. The construction of Atholl House in Burnt Oak is due to be completed in January 2023 and the care and support service will be delivered by Your Choice Barnet. A mobilisation steering group will oversee the programme to fill the fifty-one flats at Atholl House throughout 2023. Construction on the final extra care service in the current capital programme, Cheshir House in Hendon, is on track to be completed in early 2024.
- 1.5.3 A working in a "Strengths Based Way" relaunch is planned for November 2022 to refresh and revitalise this already embedded practice. In addition to this there has been further promotion of the work of the Prevention and Wellbeing Team, including partnership work with social work teams in supporting people to stay as independent as possible exploring assets available to them to meet their identified outcomes. Regular quality assurance activities continue to ensure practice supports our approach.
- 1.5.4 Work is continuing with development of an employment action plan for disabled people. A task and finish group has been established with representatives from Adult Social Care, Education and Skills, Barnet Homes and Family Services. Resident engagement has been undertaken to understand challenges and needs around employment and employment-based support with further surveys due to go out in Q2. A part time Disability Advisor post in BOOST post has been established and is in place to support disabled residents.
- 1.5.5 Preparatory work is underway to implement the new Liberty Protection Safeguards (LPS) requirements and a detailed implementation plan will be developed once the implementation timescale is confirmed nationally. Lead Practitioners are attending regional and sub-regional forums to keep apprised of developments taking place in other areas. A local steering group is meeting every other month and this group will oversee the implementation of LPS.

1.5.6 There is continued implementation of the council's Autism Action Plan with activities in Q1 including:

- In-depth training offer, co-produced with autistic consultants, occupational therapists and educational psychologists being delivered for staff in health, education and social care
- Continued work to raise awareness of autism in the employment sector, and through new accommodation & support services.
- Adult Social Care and Mencap Autism Advisors have delivered awareness training to staff and organisations including instructors at Better (GLL) Equality Housing and the Westminster Drug Project.
- New accommodation & support services have been mobilised including services for autistic people.
- Commissioned providers / and their staff are required to undertake autism related training.
- We began a review of our register of people with learning disabilities and autism, established under transforming care reforms to ensure monitoring the needs of people who need additional support and care and treatment reviews with health. This includes working 0-25 Specialist Autism Team and mental health teams to increase awareness.
- Led on planning to support vaccination for Autistic people through specialist workshops, webinars and clinics, including Mencap Project 300.
- Established links to the Fit & Active Barnet Programme.

1.5.7 A single point of access service for all types of advocacy has been specified in order to strengthen and simplify the offer to residents. Barnet are leading the procurement process for a joint contract across Barnet, Enfield and Haringey. The tender was published and evaluated within Q1. Unfortunately, only one bid was received and was not compliant. The tender will be re-published in the autumn with some revisions to improve attractiveness whilst still delivering the strengthened and simplified offer.

1.5.8 The councils bid to the Department for Levelling Up, Housing & Communities for Changing Places Toilets (CPTs) was successful and grant funding of £180,670 has been confirmed. This will provide 4 CPTs in the borough with the aim to complete 2 CPTs in 22/23 and 2 in 23/24. The location of the CPTs will be:

- Headroom Café Golders Green High Street NW11 – Childs Hill
- Finchley Lido Leisure Centre N12 – Woodhouse
- Barnet Mencap / Age UK Station Road Hendon NW4 - Hendon
- Childs Hill Library NW2 – Childs Hill

1.6 **Maximise the use of technology and implement innovative technology to support independence**

1.6.1 Care technology enables residents to maintain their independence and stay safe and connected in their homes and out in the community. The contract with the council's current care technology provider is due to end in March 2023. A competitive procurement process has been initiated and is scheduled to conclude at the end of Q3 2022

- 1.6.2 The new service specification has been designed to reflect the increasing use of care technology equipment in Barnet, further developing the technology-first culture in Barnet to enable residents to maintain and maximise their health, wellbeing and independence and prevent crises.

1.7 Support local social care providers and the social care workforce, working with education providers & addressing recruitment & retention

- 1.7.1 The Council continues to work with the North Central London (NCL) Integrated Care System (ICS) to secure workforce funding and training opportunities for care staff and will continue to provide support through the Care Quality Team through a range of activities including:

- With the four other north central London councils, we have submitted a bid for funding to the Mayor of London for an Adult Social Care Academy, which is two-year initiative to support Londoners affected by Covid-19 into work within Adult Social Care (ASC).
- Working with a job broker from the Princes Trust to support linking long-term unemployed young people into work with ASC providers.
- Recruiting a 'workforce lead' within Care Quality in Q2/3 21/22 to lead on a programme of recruitment support to the sector, including a development programme for registered managers and recruitment fairs.

The council's integrated care quality team have held two large-scale provider events to focus on the legacy of covid-19 on the care market, as well as a further series of local peer-led forums for different groups of providers.

1.8 Being a dementia friendly borough

- 1.8.1 Being a dementia friendly borough is an ambition whereby people affected by dementia are empowered, understood, included in community life, and supported to live well. Work is progressing at pace, led by Barnet's Public Health team towards Barnet becoming a dementia friendly borough. An application to the Alzheimer's Society being submitted in Q2 this will provide recognition of the borough working towards becoming a dementia friendly borough with an assessment over a period of 12 months as set out in the application
- 1.8.2 The RAF Museum has received dementia friendly venue charter accreditation and Colindale Communities Trust and Barnet libraries have registered and are working towards accreditation.
- 1.8.3 The Council's leisure management provider, GLL recently received funding from Swim England for a Dementia Swimming project at Finchley Lido Leisure Centre.
- 1.8.4 PayPal are participating in an engagement session about the dementia workstream of the Healthier High Streets project.
- 1.8.5 Work has begun to coproduce a borough-wide dementia strategy that looks at improving the holistic support offer to people living with dementia and their carers.

1.9 Introduce a Barnet Charter for Mental Health

- 1.9.1 The and the Mental Health Wellbeing Steering Group met during Q1. Both groups are attended by stakeholders from across the system including the council, Community Barnet, Inclusion Barnet, Young Barnet Foundation, Meridian Wellbeing, Mind, and New Citizens Gateway. Invites are also extended to all stakeholders involved in supporting mental wellbeing and are often attended by the mental health trust, the council's commissioned substance misuse provider, the mental health trust, Age UK, Mencap, Listening Places, Public Health, and other VCS partners. The meetings are used to discuss key themes and challenges and identify how partners can work together to improve mental health outcomes for residents. The Mental Health Strategic Partnership is working with the council on the development of the mental health charter where high level objectives have been identified, including the need for it to be truly coproduced.

1.10 Health inequalities – healthy living through physical activity

- 1.10.1 The Fit & Active Barnet Partnership have worked collaboratively during Q1 to support residents to lead more active and healthy lifestyles. Examples include:
- Development of a cross council active travel working group that delivered a successful event and comms activity to mark Clean Air Day on 16 June with a focus on active travel and health benefits.
 - Relationship established between the Council's leisure management provider GLL, Saracens Foundation and New Citizens Gateway which has seen 85 refugees and asylum seekers benefit from a free three-month leisure membership and 100+ participants of all ages and abilities attend a weekly multi-sport session hosted by Saracens Foundation.
 - Fit & Active Barnet integrated within the borough's Cardiovascular Disease Prevention Programme and successful School Super Zone expression of interest applications (Saracens High School and Edgware Primary).
 - Worked collaboratively with Argent Related and Women in Sport to undertake a research project in the Brent Cross Town regeneration to understand motivations and barriers to women and girls being physically active. Data collated from survey responses and focus group interviews will be used to deliver a #TimeTogether campaign in October (encouraging women and girls to enjoy being active together) and inform future delivery requirements.
 - Launch of new community based physical activity opportunities; Victoria Park Our Parks Bootcamp, Swing Fitness boxes installed within Montrose Park, Victoria Park and Hendon Park, and StreetTT (outdoor table tennis) - in addition to supporting the continued delivery and promotion of existing opportunities such as Parkrun events, GoodGym, free swimming for under 8's, 8-15 year olds swim for £1, free swimming for carers (including foster carers), looked after and care experienced children and young people
- 1.10.2 At the end of Q1 GLL were reporting 9886 members – equivalent to 91% of pre-Covid levels (10,968 March 20) and a 50% growth since leisure centres were permitted to open post lockdown (6,570 April 21).

1.10.3 The demographic breakdown of the 9886 members is as follows

Female	4,630 (46.8%)
Male	5,200 (52.6%)
Unknown/Not Specified	56 (0.60%)
0-15 years	911 (9%)
16 – 24 years	1,067 (11%)
25 – 44 years	3,818 (39%)
45 – 54 years	1,697 (17%)
55 – 64 years	1,255 (13%)
65+	1,138 (12%)
White	3,599 (37%)
BAME	2,421 (25%)
Unknown/Not Specified	3,866 (40%)
Disabled	531 (4%)
Non-Disabled	6,991 (71%)
Unknown/Not Specified	2,364 (24%)

1.10.4 Fit & Active Barnet Card (pay and play) membership in Q1 reached 39,861 - 819 of whom have a Fit & Active Barnet Carers Card which offers enhanced benefits including free swimming at all times. This is a total increase of 768 new Fit & Active Barnet Card members since Q4 2021/22.

1.10.5 There were 379,065 attendances across leisure centres in Q1.

1.10.6 GLL have continued to invest in facilities including CCTV upgrades and a much-needed facelift to the entrance area at Hendon Leisure Centre (including the installation of new flooring, redecoration and installation of an entry system - providing extra security and accessibility support). PoolPods are now available across all pools in the borough which assist service users with accessibility difficulties to access swimming. Upgrade to dry side changing cubicles and school changing facilities at Finchley Lido Leisure Centre.

1.10.7 In Q1, GLL worked with VCS partners on the following:

- Dementia Cafe relaunched in Q1 in partnership with Dementia Club UK - delivered alongside dementia friendly swimming and multisport sessions.
- Launched of a visual impairment physical activity session in partnership with Middlesex Association for the Blind
- Delivery of fifteen community-based sessions with a focus on; older people, people with a disability, carers and the cared for, low participation groups, schools and early years.

1.10.8 GLL continue to work collaboratively with the Council and partners across the borough to deliver health interventions including:

- Xplore child weight management, Activate Schools and Afterschool Clubs
- Adult Weight Management - now available for self-referral (in addition to GP referral)
- Physical Activity on Referral
- Cancer Rehabilitation
- Diabetes Referral
- Falls Prevention

1.11 Your Choice Barnet (YCB)

1.11.1 In 2012, the London Borough of Barnet transferred its four Day Services, Supported Living, and the Respite Service for adults with disabilities into the newly formed Barnet Group, becoming Your Choice (Barnet) Ltd. YCB is the sister company to Barnet Homes and provides services to adults who have care & support needs. In the 10 years since then, the organisation has expanded to include a personal assistant service, PA Choices, in 2016 and a Reablement service in 2017, which supports discharge from hospital by providing up to six-weeks of support for people to regain lost skills. In 2019, the new Extra Care scheme Ansell Court in Mill Hill was opened, three Residential Care Homes and two Day Centres for older people also transferred into YCB the same year. Today YCB supports almost 600 people and employs about 500 care and support staff to carry out this vital work.

1.11.2 There are five people supported by YCB who have retained their employment during Q1, which is below the target of seven, however this has been consistent over the past 12 months.

1.11.3 No supported living tenancies have broken down during the period.

1.11.4 All service users at the respite service have plans in place.

1.11.5 Five people in Q1 have increased their independent living skills, leading to reductions in the level of support that they have.

1.11.6 79% of YCB staff have completed mandatory training and their refresher training is in date. 1 April saw the transfer of all eLearning to a new IT platform and there have been some issues to resolve with that. L&D will continue to work with managers to ensure that all training is completed and Q2 will see an improvement.

1.11.7 100% of YCB staff have completed their required specialist training.

1.11.8 There are six YCB Care Quality Commission registered services and the current ratings are as follows:

Supported Living	Outstanding
Valley Way	Good
Enablement	Good
Meadowside	Good
Dell Field Court	Good
Ansell Court	Good

1.11.9 There were no unresolved complaints at the end of Q4

1.11.10 Overall customer satisfaction has increased from 83.2% up to 92.4%

1.11.11 There are 11 YCB indicators, 10 of which are rated Red, Amber or Green. Of the 10, seven (70%) are rated Green with two (20%) Amber and one (10%) Red.

		Q1 2021/22	Q1 2022/23	Target
1.1	No. of additional service users in employment for 2 hours or more	2	2	8
1.2	Number of service users supported to retain employment	5	5	7
1.3	% of supported living tenancies that breakdown during reporting period	0%	0%	0%
1.4	% of service users in respite with a return to home plan and service end date.	100%	100%	99%
1.5	Service Users moved on from a service level to a lower service level	3	5	5
1.6	% Staff that are in date with YCB's staff training programme	100%	79%	95%
1.7	% Staff that are in date with their specialist accredited training programme	100%	100%	95%
1.8	Number of Safeguarding Concerns reported	2	1	Tracking
1.9	% of services rated good or outstanding by the Care Quality Commission at the most recent inspection	71%	100%	100%
1.10	Number of unresolved complaints	0	0	0
1.11	Customer satisfaction	83.2%	92.4%	80% (Annual survey)

1.12 Finance Summary

1.12.1 This report sets out the forecast outturn position for the 2022/23 financial year as of

30th June 2022 for the services which fall within the Adults and Safeguarding Committee.

1.12.2 At month three, the forecast financial outturn is:

- Overall forecast overspend of £4.622m (4.2%)
- Forecast a net use of reserves of £3.512m;

Table 1: Forecast Revenue Outturn at Month 3

Service Area	22/23 Budget	Projected Outturn	Variance (under)/over		Reserves (applied)/contributed	Revised Variance (under)/over	
	£'000	£'000	£'000	%	£'000	£'000	%
Adults transformation programme	0	350	350	0.0%	(350)	0	0.0%
ASC Prevention Services	2,709	2,726	18	0.7%	(90)	(72)	-2.7%
ASC Workforce	17,995	20,253	2,258	14.4%	(1,987)	271	3.3%
Sub-total	20,703	23,329	2,626	12.7%	(2,427)	199	1.0%
Placements Budget							
Integrated Care - LD	30,782	32,335	1,553	5.0%		1,553	5.0%
Integrated care - MH	10,399	11,879	1,481	14.2%		1,481	0.4%
Integrated Care - OA	39,382	39,332	(50)	-0.1%	(600)	(650)	-1.7%
Integrated Care - PD	9,837	11,877	2,040	20.7%		2,040	20.7%
Sub-total	90,400	95,423	5,023	5.6%	(600)	4,423	4.9%
Adults Social Care Total	111,103	118,752	7,649	6.9%	(3,027)	4,622	4.2%
Leisure	-1,572	-1,087	485	-31%	(485)	0	0
Grand Total	109,531	117,665	8,134	7.4%	(3,512)	4,622	4.2%

1.12.3 Table 2 provides a breakdown of the variances as at Month 3 and underlying budget position.

Table 2: Month 3 variance detailed commentary

Service Areas	Month 3 variance after reserves	Commentary
	£'000	
ASC Prevention	(72)	Slight contract reduced forecast spend
ASC Workforce	271	The service is utilising one-off funding streams and assessing the longer-term impact on service delivery. However, there is still a reported overspend of £0.270m mainly relating to the cost of the increase in employers NI (c.£0.200m) the impact of which is not included in budget allocations.

ASC Placements	4,423	<ul style="list-style-type: none"> - Current forecasts reflect a level of increase in annual activity and unit cost which exceeds estimates used for setting this year's budget. When reviewing activity at P3 an average increase of 5% is presenting above fy 2021/22 total activity levels, of which 1% is 'covered' by the application of growth funding. Unit costs are also reporting significant increases across all settings but mainly in both residential and nursing c7%, reflecting packages becoming more complex and market conditions with constrained supply and high demand. - There are plans to part-mitigate these increases, which include utilising a number of 'one-off' funding streams and accessing additional income from health. - Current estimates also include a level of upward churn for this financial year which will be reviewed during monitoring periods. . The number of residents requiring care and support upon discharge from hospital has been very high in quarter 1. - P3 estimates include an assumption on care provider rate inflationary uplifts which reflect the 'budgeted' offer to providers in Barnet and across NCL. Current cost of living pressures, including utility volatility, put pressure on providers to maintain uplifts on offer – this is under constant review.
Leisure	0	There continues to be a financial impact on the Councils Leisure contract as the service are still recovering from the pandemic, and pressures are being exacerbated by increasing energy costs. Work has been undertaken with GLL to restructure management fee income and actions are being taken to support energy efficiencies. Despite these measures, original income targets will still not be achieved by GLL leading to a shortfall in 22/23 which will be mitigated by reserve funding.
Total	4,622	

1.12.4 Application of reserves - The council holds reserves to deal with future pressures where the value or the timing of the pressure is uncertain, or where the funding can only be spent on specific objectives (e.g., grant funding). Reserves are divided into 'earmarked' reserves, where the spending objective is known with some clarity, and 'general' reserves, intended to mitigate the impact of wholly unforeseeable costs. The levels of reserves are set out under Section 25 of the Local Government Act and prudent levels are determined by the CFO. Earmarked reserves are usually held by specific services, while general reserves are held corporately.

1.12.5 The use of reserves is not intended to replace savings or income generation opportunities as part of the MTFS. Reserves can only be used once and then they are gone. Any use of reserves to replace savings or income generation opportunities is a delaying action, storing up pressures into future years. This could be part of investing in transformational service delivery and is the ultimate last resort during budget setting when a gap cannot be bridged despite best efforts.

1.12.6 This report sets out anticipated use of or top up of earmarked service reserves

within the financial year. The table below provides further detail.

Table 3 Use of or top-up of reserves at Month 3

Service Areas	Forecast (drawdown) / top up to reserves	Commentary
	£'000	
ASC Prevention Services	(90)	Age UK contract
ASC Workforce	(1,987)	Covid recovery support workforce, Prevention Team, Reviewing Officers
Adults Transformation	(350)	Funding for the debt recovery team
ASC Placements	(600)	YCB business losses
Leisure	(485)	Shortfall in management fee income from the council's leisure contract.
Total	(3,512)	

1.12.7 Savings - The committee's budget for 2022/23 includes planned savings of £1.430m; all of which is currently on track for delivery.

Table 4 Savings Delivery 2022/23

Line Ref	Theme Committee	Title	2022/23 £'000	Forecast Achievable £'000
A&S13	Adults and Safeguarding	Extra-Care Housing 2 (Stagg house)	(30)	(30)
A&S21	Adults and Safeguarding	Strengths-based provision for older adults and people with physical disabilities	(200)	(200)
A&S22	Adults and Safeguarding	Progression for people with a learning disability	(225)	(225)
	Adults and Safeguarding	LD Progression Reviews	(275)	(275)
A&S27	Adults and Safeguarding	Increasing independence through reablement	(200)	(200)
A&S32	Adults and Safeguarding	Increasing independence in Mental Health	(250)	(250)
A&S33	Adults and Safeguarding	Homecare costs	(150)	(150)
A&S34	Adults and Safeguarding	Residential / nursing care costs	(100)	(100)
			(1,430)	(1,430)

1.12.8 Risks and Opportunities - In preparing the report for month 3, a number of overall (corporate) and service-specific risks have been identified. These are set out below.

Table 5 Risks 2022/23

Risk	Description of Risk	Mitigating actions
Placement Activity – demand in excess of current budget planning.	Overall Barnet is currently projecting a 5.2% increase from 2021-22 to the current financial year based on those residents currently active. The number of residents requiring care and support upon discharge from hospital has been very high in quarter 1. Current estimates also include a level of upward activity (2%) for the remaining part of the financial year which will be reviewed during monitoring periods.	There are plans to mitigate these increases, which include utilising several 'one-off' funding streams and accessing additional income from health.
Market (provider inflation)	Qtr 1 estimates include an assumption on care provider rate inflationary uplifts which reflect the 'budgeted' offer to providers in Barnet and across NCL. Current cost of living pressures, including utility volatility, put pressure on providers to maintain uplifts on offer this is under constant review.	Periodic review
YCB costs (c£1m)	A forecast for costs associated with the loss of income whilst the two care homes operated by Your Choice Barnet is already included in qtr. 1 monitor, however this is likely to increase due to ongoing building works.	Service is working with YCB to mitigate the potential upward cost impact.
Health Income (c£1.9m)	There is currently a risk around the level of income that has been forecast for funding from the CCG for care and support for the first 4 weeks after discharge.	This is being worked through with partners across NCL.
Workforce Pressure	The previous two financial years have seen a significant impact on demand which has led to pressures in the workforce. This situation has continued into 2022/23.	The service is utilising one-off funding streams and assessing the longer-term impact on service delivery.

1.12.9 Capital Programme - The capital forecast outturn at month 3 for 2022/23 is £5.630m (nil budget variance)

Table 7 Current Financial Year Forecast Capital Outturn at Month 3

Adults & Safeguarding Committee	2022/23 Budget	2022/23 Forecast	2022/23 Variance
	£m	£m	£m
Community Equipment and Assistive Technology	1.474	1.474	0.000
Disabled Facilities Grant Programme	3.465	3.465	0.000
Investing in IT	0.205	0.205	0.000
Sport and Physical Activities	0.486	0.486	0.000
Total Adults and Safeguarding Committee	5.630	5.630	0.000

1.12.10 Community and Assistive Technology - Community Equipment spend is incurred in revenue initially, current levels indicate that relevant spend is line with previous years. Spend continues to be monitored.

1.12.11 Disabled Facilities Grant – forecast to budget spend being reviewed. Slippage from 2021/22 has been profiled over the next two financial years. Awaiting news on any potential DFG grant change later this year.

1.12.12 Investing in IT - Mosaic 'Investing in IT' budget will fund the continuation of phase

2 and is expected to be fully spent.

1.12.13 Sport & Physical Activities - The leisure centres project is almost complete; budget reflects sums held for retention and final payments. Budget expected to be fully utilised by year end.

1.13 Debt Recovery

1.13.1 Private Client Debt relating to Adult Social Care residential placements and community care packages arises when individuals who are financially assessed as being able to contribute to the costs of their care and support fail to pay their contributions. Most individuals or financial representatives do pay their contributions with approximately 70% of the invoices that are raised, monthly, collected and, on average, the Council receives between £13-14 million each year in financial contributions.

1.13.2 The council has initiated a dedicated project to reduce the level of historic debt, improve the active management of debt and prevent future debt. We have identified a range of reasons for the build-up of debt, but a fundamental issue is that cases can be very complex, especially when there is no formal arrangement for the management of an individual's financial affairs.

1.13.3 At the end of Q1 total private client debt was £11.6m. This can be further broken down into historical debt (all debt up to 31 Dec 2021 which is the focus of the project team) and new & on-going debt (all debt from Jan 2022 onward and is the responsibility of the corporate accounts receivable team).

1.13.4 Historical debt is £7.217m at Q1, a 12.5% reduction from Q4. Of the debt:

- £304k is statute barred, or older than 6 years, and is in the process for being written off.
- £484k has been approved for write off. This is where all methods of debt recovery have been exhausted and any debts that remain is irrecoverable.
- £1.5m of the debt is secured via a deferred payment agreement (DPA). A DPA is an arrangement with the council that enables people to use the value of their homes to help pay care home costs after their deaths. This process is referred to HBPL to secure the debt via a charge with land registry and issue the DPA. The team is working to confirm debts are secured and improve the timely processing and tracking of these arrangements.

1.13.5 This leaves an actionable debt balance of just under £5m which is being actioned as follows:

Amount	Description/Action
£639k	Escalated to legal for advice/recovery action

£1.89m	<p>£967k Deceased client debt over three years</p> <p>£890 Deceased client debt in the last two years</p> <p>Deceased client debt over a certain period can be difficult to collect. The project team are working through these cases and exploring, alongside accounts receivable and legal colleagues, recovery option with consideration of cost/benefit and appropriateness.</p>
£2.4m	<p>Unsecured debt, where unofficial representatives have been managing individuals' financial affairs and have failed to make regular payments. The Debt project is working through these cases to bring them to a satisfactory conclusion.</p>

1.13.6 New and ongoing was £4.4m at the end of Q1. Just over £1m of this is secured via a DPA, but the remaining is unsecured. An additional resource has been funded for the Accounts Receivable team to focus on Adults Social Care debt only. It is envisaged that 90% of the debt can be collected as these are less complex and recent.

1.13.7 Although we have a duty to collect all social care charges, we also recognise that some customers will have financial and other difficulties, particularly with the cost-of-living crisis. The debt recovery team are versed in this conversation and offer information, advice and support as appropriate.

1.13.8 The table below shows the financial benefit of the debt project to date. The team is currently funded through the end of the financial year and will be making proposals for the on-going capacity and reporting requirements to ensure debt is well managed going forward.

Financial Benefit	Amount
Individual Debt Repaid	£1,138,368
Debt Recharged to Health	£66,464
Credits (Invoices Adjusted)	£421,756
Write Off	£210,316
Deferred Payment Agreement Secured	£648,998
Total Financial Benefit	£2,485,902

2. Reasons for recommendations

- 2.1 These recommendations are to provide the Committee with relevant budget, performance and risk information in relation to the corporate and committee priorities.

3. Alternative options considered and not recommended

3.1 None

4. Post decision implementation

4.1 None

5. Implications of decision

5.1 Corporate Priorities and Performance

5.1.1 Robust budget, performance and risk monitoring are essential to ensure there are adequate and appropriately directed resources to support delivery and achievement of corporate and committee priorities.

5.1.2 Relevant Council strategies and policies include the following:

- a) Medium Term Financial Strategy
- b) Performance and Risk Management Frameworks

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 The budget forecasts are included in the report. More detailed information on financial performance is provided to Financial Performance and Contracts Committee.

5.3 Legal and Constitutional References

5.3.1 Section 151 of the Local Government Act 1972 states that: “without prejudice to section 111, every local authority shall make arrangements for the proper administration of their financial affairs and shall secure that one of their officers has responsibility for the administration of those affairs”. Section 111 of the Local Government Act 1972 relates to the subsidiary powers of local authorities.

5.3.2 Section 28 of the Local Government Act 2003 (the Act) imposes a statutory duty on a billing or major precepting authority to monitor, during the financial year, its income and expenditure against the budget calculations. If the monitoring establishes that the budgetary situation has deteriorated, the authority must take such action as it considers necessary to deal with the situation. Definition as to whether there is deterioration in an authority’s financial position is set out in section 28(4) of the Act.

5.3.3 The Council’s Constitution (Article 7, Article 7 – Committees, Forums, Working Groups and Partnerships) sets out the responsibilities of all Council Committees. The responsibilities of the Adults and Safeguarding Committee include:

- (1) Responsibility for all matters relating to vulnerable adults, adult social care and leisure services.

- (2) Work with partners on the Health and Well Being Board to ensure that social care, interventions are effectively and seamlessly joined up with public health and healthcare and promote the Health and Wellbeing Strategy and its associated sub strategies.
- (3) To submit to the Policy and Resources Committee proposals relating to the Committee's budget for the following year in accordance with the budget timetable.
- (4) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.
- (5) To receive reports on relevant performance information and risk on the services under the remit of the Committee.

5.3.4 The Councils Financial regulations can be found at:

<http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf>

5.4 Insight

5.4.1 There are no insight implications in relation to the recommendations of this report.

5.5 Social Value

5.5.1 The Public Services (Social Value) Act 2013 requires people who commission public services to think about how they can also secure wider social, economic and environmental benefits. There are no social value implications in relation to the recommendations in this report

5.5.2 A report by the Sport Industry Research at Sheffield Hallam University concluded that every £1 spent on community sport and physical activity generates nearly £4 for the English economy. The report concluded that investment into physical activity creates a return across health and social care, improves wellbeing, builds stronger communities, and develops skills in the economy^[1]

5.5.3 GLL utilise a social value calculator (developed by 4Global, Experian & Sheffield Hallam University) to measure social value based on regular participation within leisure facilities. Between April 2021 – March 2022, Barnet's leisure management contract indicated a social value of £6,443,604 (averaging £103 per participant). This is measured across a range of outcomes including improved health, improved subjective wellbeing, increased educational attainment, and reduced crime.

5.6 Risk Management

5.6.1 The Council has an established approach to risk management, which is set out in the Risk Management Framework. Risks are reviewed quarterly (as a minimum), and any high level (scoring 15+) risks are reported to the relevant Theme Committee and Policy and Resources Committee.

^[1] <https://www.sportengland.org/news/why-investing-physical-activity-great-our-health-and-our-nation>

Risk description	Risk Mitigations and Q3 Update
<p>AD001 Finances: Uncertainty about future demand for services, increasing complexity and cost of care packages, legislative changes and, specifically related to COVID, the availability of funding streams, reimbursements, on-going support and future waves could lead to a worsening budget overspend for the service resulting in insufficient resources to meet statutory obligations and a deterioration in the council's overall financial position. Risk Rating: 20</p>	<p>The Council's budget management process forecasts demographic growth and pressures over a multi-year period. Budget and performance monitoring and management controls are used throughout the year including monthly analysis and budget monitoring.</p> <p>The MTFS to 2024 is set and adult social care will continue to undertake initiatives focused on reducing and managing future demand.</p> <p>The council will also liaise with Health to submit Covid-19 returns, understand when funding will cease, the transition process and any communication activities required.</p>
<p>AD004 Failure of care provider: A care provider suddenly being unable to deliver services could lead to a Health and Safety Executive (HSE) breach or harm to individuals resulting in a violation of statutory duty and financial consequences. Risk Rating 16</p>	<p>Through the Covid-19 pandemic we have continued to keep in place controls and mitigations to reduce the risk of provider failure within the borough. Actions we're taking to mitigate risk of provider failure through Covid-19 are:</p> <p>Regular collection of information (PPE, Covid-19 cases, staffing levels, hospital admissions) to target support where it is needed most.</p> <p>The Council has developed a new One Care Home approach, working with health colleagues to provide clinical support to care homes.</p> <p>The service also continue to ensure all new contracted services have due diligence undertaken at the start of each contract to ensure quality and sustainability of providers. If issues are identified then there is a clear provider concerns process, to access risk to individuals and support improvement. There is also a clear provider failure/closure approach to manage closure of homes and safe transition of individuals if required.</p> <p>Work continues to monitor the sustainability of the sector and explore best use of council resources to support this (including the awarding of inflationary uplifts).</p> <p>The service are also reviewing business continuity plans with care homes in response to the new mandatory vaccines regulations to ensure that homes a) have plans to deal with staff shortfalls and recruit accordingly and b) assess risks to residents and ensure resident needs can be met.</p> <p>The Integrated Care Quality team has recently established a 'markets, sustainability and</p>

	<p>contracts' function to review risks of provider failure across ASC markets.</p> <p>The council is working across North Central London region to have a co-ordinated approach, share best practice and support care providers across the region.</p>
<p>AD016 Leisure management contract - annual payment: Financial performance impacted by Covid-19 and leisure centre closures in 2020/21 could lead to the agreed contract commercial position not being achieved resulting in negative impacts to the agreed Annual Payment Profile with the operator and Medium-Term Financial Strategy (MTFS) savings targets. Risk Rating 15</p>	<p>Performance and Commercial Meetings in place with operator which includes representation from LBB finance and a third-party consultant (FMG consulting).</p> <p>Information shared with Director of Resources and Executive Director, Adults & Health to aid decision making processes.</p>
<p>AD018 Leisure management contract - annual payment - energy costs: Increasing cost of energy and failing to explore/implement mitigations could lead to financial pressures for the operator and the agreed contract commercial position not being achieved, resulting in negative impacts to the agreed Annual Payment Profile with the operator and Medium-Term Financial Strategy (MTFS) savings targets. Risk Rating 15</p>	<p>Performance and Commercial meetings take place with the leisure operator to monitor the financial and business continuity risks and identify solutions. Meetings include representation from LBB finance and a third-party consultant (FMG Consulting).</p>

5.7 Equalities and Diversity

5.7.1 Section 149 of the Equality Act 2010 sets out the Public-Sector Equality Duty which requires a public authority (or those exercising public functions) to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not.
- Fostering of good relations between persons who share a relevant protected characteristic and persons who do not.

5.7.2 The broad purpose of this duty is to integrate considerations of equality into everyday business and keep them under review in decision making, the design of policies and the delivery of services. The protected characteristics are: age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex and sexual orientation.

5.7.3 In order to assist in meeting the duty the Council will:

- Try to understand the diversity of our customers to improve our services.
- Consider the impact of our decisions on different groups to ensure they are fair.
- Mainstream equalities into business and financial planning and integrating equalities into everything we do.
- Learn more about Barnet's diverse communities by engaging with them.

This is also what we expect of our partners.

5.7.4 This is set out in the Council's Equalities Policy, which can be found on the website at: <https://www.barnet.gov.uk/your-Council/policies-plans-and-performance/equality-and-diversity>

5.8 Corporate Parenting

5.8.1 In line with Children and Social Work Act 2017, the council has a duty to consider Corporate Parenting Principles in decision-making across the council. There are no implications for Corporate Parenting in relation to the recommendations in this report.

5.8.2 The Fit & Active Barnet Card offers carers (including foster carers), children and young people that are looked after, and those that are care experienced enhanced benefits, including free swimming at any time across the borough's pools operated by GLL.

5.9 Consultation and Engagement

5.9.1 There are no consultation and engagement implications in relation to the recommendations in this report.

5.10 Environmental Impact

5.10.1 There are no direct environmental implications from noting the recommendations

6. Background papers

6.1 None