



Adults and Safeguarding Committee

14th November 2022

Title	Quarter 2 (Q2) 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 Q2 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 Q2 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 Q2 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, Healthwatch and Voluntary and Community Sector (VCS) representatives. The goal of the partnership is to provide better health and care services to Barnet residents, so that they live healthier lives. The BBP is part of the North Central London Integrated Care System (NCL ICS), along with borough partnerships in the four other north central London boroughs. The development of the borough partnership will continue to be a priority for the A&S committee.

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

The Engagement Strategy and Charter

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 continued throughout Q2 on the new adult social care engagement and co-production strategy and charter, which is being presented for approval at the November committee meeting. During the quarter, we undertook a wide variety of engagement activities to hear from people across the community, including people from different cultural backgrounds, older people, people with learning disabilities, autistic people, people living with dementia and people with

carer responsibilities. Five voluntary and community organisations were commissioned to engage with parts of community who the council might otherwise not reach so that they can also shape the charter.

The People's Voice

- 1.4.2 A valuable part of the council's approach to working with residents is through the People's Voice Group. This is a list of over 200 people who have contacted us to express an interest in being part of the engagement programme and who choose to be involved as much or as little as they choose. Through engagement on the new strategy, we have continued to promote the People's Voice and have signed up a number of new members. We are also in the process of reviewing and engaging with our current group to support people to be involved.

The Involvement Board

- 1.4.3 The Adult Social Care Involvement Board is a group of residents with lived experience of social care and caring. Meetings of the Board take place quarterly and give views on strategic issues. During Q2, the Board worked on the new strategy and charter. The Board also worked with Barnet Carers Centre to co-produce a new carers strategy as well as following up on previous projects including employment support and mental health inequalities.

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 Adults and Safeguarding Committee has previously agreed the expansion of the Prevention and Wellbeing Team to increase opportunities for people to stay independent. The expanded team is now fully staffed, with 8 prevention and wellbeing coordinators and 2 senior coordinators now in post and working in every ward in the borough. Throughout Q2, the team worked with residents and partners in the community, including the promotion of the prevention approach within social work teams and holding a regular drop in sessions for professionals.
- 1.5.2 During Q2, the Council continued to develop its two new extra care schemes, which will provide 126 new flats for older people with care and support needs. The construction of Atholl House in Burnt Oak is on target for completion during Q4 of 2022/23, 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 of 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 In Q2 the Care Quality Team continued to engage with existing and new providers of supported accommodation, including visits to each service location to monitor quality. A provider forum was held in July, and work continued to support providers and enable them to share best practice. In Q2, this focussed on work to develop greater understanding of the requirement to demonstrate progression for people and how they are achieving positive outcomes. It also prepared providers for the launch of the performance framework tool in Q3. Further work will take place in Q3

with providers to develop their progression models.

- 1.5.4 During Q2, development work took place to enable a new programme to further develop “working in a Strengths Based Way”, to be launched at an all-staff event in November 2022, intended to refresh and revitalise embedded practice. Regular quality assurance activities continued to ensure practice supports our approach
- 1.5.5 The development of an employment action plan for disabled people was progressed with funding for a specialist Disability Employment Advisor role within BOOST agreed. A key part of this role will be to receive referrals and work closely with colleagues within BOOST to champion the strengths and the benefits that many organisations have realised through positive employment practices.

As part of the work to prioritise the independence of young adults, the 0-25 Disability Service, Barnet Learning Disability Service, and Mental Health services began a review of the transitions pathway for young people.

- 1.5.6 There was continued implementation of the Council's Autism Action Plan with activities in Q2 including:
- Working with North Central London learning disability and autism programme on service reviews and new requirements for individual Care and Treatment Reviews.
 - Continued working with learning disability and mental health teams to increase awareness of Care and Treatment Reviews and risk monitoring through the Dynamic Support Register and to progress patient discharges to community settings.
 - Proposals to deliver mentally healthy autistic community project underway with Resources for Autism, Mind and Mencap.
- 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 was re-published in Q2 with minor amendments to the specification to reflect feedback from providers and an increase in budget, to attract greater interest from the market.
- 1.5.8 The council's 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 four CPTs in the borough with the aim to complete two 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

Plans for the first two projects are progressing with the providers and the council is considering bidding for further funds in the second round of funding.

1.5.9 It will always be vitally important for adult social care to support the safety of vulnerable adults. We will continue to lead multi-agency safeguarding work through the MASH team and the Barnet Safeguarding Adults Board to ensure statutory agencies and VCS partners are working effectively together to improve outcomes and deliver in a personalised way. This work to promote excellent safeguarding practice has continued. The Adults Safeguarding Board has good representation from statutory and VCS partners, and many are involved in the work of the subgroups. At the end of quarter two, partners submitted their annual returns detailing their work on safeguarding. These will now be analysed and discussed at the Board to support continuous improvement efforts.

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 is underway with the bidding process completed and bids currently being evaluated and moderated.

1.6.2 The new care technology service specification sets out the local ambitions around the increasing use of care technology equipment in the borough. The specification will enable services to further develop a technology-first culture in Barnet to enable residents to maintain and maximise their health, wellbeing and independence and prevent crises. Wider work with NCL Integrated Care Board has started and included in this is a programme of work to roll out digital care records to providers.

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 Prince's Trust to support linking long-term unemployed young people into work with ASC providers.
- Care quality are arranging a recruitment fair for this winter to support care providers with seasonal recruitment.
- Recruiting to two fixed term posts within Care Quality in Q3 to support providers with on-going recruitment, retention and training & development (particularly SMEs).

The council's integrated care quality team have also 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 was submitted in Q2 which starts the process of assessment. If successful, accreditation will be awarded in Spring 2023.
- 1.8.2 At the end of Q2 it was confirmed that Dementia Club UK will soon start to deliver the "Understanding Dementia" training programme for Barnet, which is an essential element of delivering Dementia Friendly Barnet Action Plan and will enable us to further improve our Dementia Champions Network. Having a local provider will improve access and flexibility of the training offer to ensure we continue to meet ambitious targets in this area.
- 1.8.3 A first draft of a borough-wide dementia strategy is in progress, drawing on the feedback provided by over 100 people living with dementia and their carers, and information from a range of stakeholders across the system. Drafting will be finalised in Q3, ready for engagement and publication in Q4.

1.9 Introduce a Barnet Charter for Mental Health

- 1.9.1 Further work on the ways of delivering mental health services will be completed in 22/23. Working with health partners, we will continue to embed system wide approaches to mental health support, with clear pathways. This will include role clarity and embedding person-centred, strength-based practice across the system.
- 1.9.2 The council and the Mental Health Trust (MHT) have had the first of a series of workshops to improve working practices between the two organisations that will ultimately improve mental health outcomes for residents. This work includes improved referral pathways which will reduce delays for residents.
- 1.9.3 Improvements have been made to hospital discharge processes; transition arrangements and referral routes between the council and the MHT.

The Mental Health Strategic Partnership and the Mental Health Wellbeing Steering Group met during Q2. 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, 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. Topics during Q2 included domestic abuse and tackling inequalities.

- 1.9.4 Commissioning activity in Q2 included leading a piece of work to develop a multi-agency mental health support offer for the residents of the Grahame Park estate - working to a neighbourhood model.
- 1.9.5 Conversations regarding the development of a MH Charter have continued with VCS partners in order to develop scope, purpose and approach. Further progress is expected in Q3.

1.10 Health inequalities – healthy living through physical activity

1.10.1 During Q2 the FAB Partnership continued to work collaboratively and achieved:

- Delivery of the Fit & Active Barnet campaign; Get Active. Give it a Go! Throughout September residents were encouraged to try a new activity or an old favourite through a range of free and discounted activities on offer. The campaign was delivered via digital and printed platforms. The campaign was paused as a mark of respect during the mourning period for Her Majesty the Queen. Over the course of the campaign, more than 3500 residents enjoyed free activities across the five Better leisure centres and 1226 residents took up the FAB Card.
- Campaign and activity delivered to mark World Car Free Day on 22 September including a series of social media posts that encouraged residents to 'ditch their car' and the associated health, environmental and economic benefits. Dr Bike sessions held at Barnet Hospital: <https://engage.barnet.gov.uk/big-green-week> and Cycle Confidence training delivered to Sunnyfields Primary School, along with a visit from the Leader Cllr Barry Rawlings as part of Cycle to School Week: <https://www.barnet.gov.uk/news/barnet-council-encourages-residents-leave-car-home-cycle-school-week>
- Continue to work in partnership with GLL to launch an app that encourages active travel through behaviour change gamification and rewards
- Continue to work on the re-branding of active trails and currently mapping all walking opportunities in the borough with a view to produce a promotional pamphlet and comms activity/events for National Walking Month in May 2023.
- 34 young people represented Barnet at the TCS Mini London Marathon on Saturday 1st Oct with one young person finishing first in the U17 category. Athletes were supported and selected by working in partnership with the Parkrun events in Barnet and Shaftesbury Barnet Harriers Athletics Club
- Fit & Active Barnet has been incorporated within the Healthy Heart pilot delivered in Grahame Park (led by Inclusion Barnet) - delivering physical activity taster sessions and guidance to participants
- Installation of Swing Fitness boxes in Montrose Playing Fields, Victoria Park (Finchley) and Hendon Park. Installation and opening of a new outdoor gym at Victoria Recreation Ground.

1.10.2 At the end of Q2 GLL were reporting 9801 members. There were 356,714 attendances across leisure centres in Q2. Both these figures are a slight decrease on Q1. However, this is typical for the time of year due to a seasonal pause in memberships/activity, particularly swim school and gymnastics which break over the summer holidays.

1.10.3 Fit & Active Barnet (FAB) Card (pay and play) membership in Q2 reached 42,351

(865 of whom have a FAB Carers Card which offers enhanced benefits including free swimming at all times).

1.10.4 Working in collaboration GLL have achieved:

- Launch of Dementia Friendly Swimming in partnership with Dementia Club UK
- Supported Canada Villa Youth Centre to reactivate their onsite gym and provide sessions for females
- Worked in partnership with Street League to offer work experience placements to two young people aged 16-24 years who are NEET.
- 160 refugees have benefitted from a free 3-month membership. Barnet Copthall Swim Club have donated swimming costumes and goggles to support members to access swimming.
- 24 sessions have been established via the Hub Network Model including; Ramblers Wellbeing Walks, Multisport sessions, Dance for Fitness, Dementia Friendly Swimming and water aerobics, physical activity provided as part of the Healthy Heart project in Grahame Park and junior basketball
- 54 athletes supported via the GLL Sports Foundation valued at c£28k of in-kind and financial support

1.10.5 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 Your Choice Barnet performance data for Q2 is not yet available, however all services have been busy and an operational update can be found below.

1.11.2 During Q2, at the end of July, YCB held their 10th Anniversary party, which was very well attended, and the guest of honour was The Mayor of Barnet, Councillor Alison Moore.

1.11.3 Work has continued to ensure that the new Extra Care Scheme (Atholl House) is fully fitted out to meet the needs of the people who will be moving in there. To ensure that the fixtures and fittings are appropriate, we have held several sessions with the people who live at our other Extra Care Scheme Ansell Court to help us to make the right choices.

1.11.4 The Barnet Group Board members have all had the opportunity this quarter to visit the YCB services, this is the first time since the onset of Covid that this has been arranged and for some board members this was the first time they had visited. Board members were warmly welcomed, and it gave the people that we support a

great opportunity to meet the board.

1.12 Finance Summary

1.12.1 This report sets out the forecast outturn position for the 2022/23 financial year as of 30th September 2022 for the services which fall within the Adults and Safeguarding Committee.

1.12.2 At As at month 6, the forecast outturn is a £5.340mm overspend (an increase of £0.718m on quarter 1 (month 3)).

2 Table 1: Forecast Revenue Outturn at Month 6

Service Area	22/23 Budget	Projected Outturn	Variance (under)/over		Reserves (applied)/contributed	Revised Variance (under)/over		Movement from month 3
	£'000	£'000	£'000	%	£'000	£'000	%	£'000
Adults transformation programm	0	350	350	0.0%	(350)	0	0.0%	
ASC Prevention Services	2,709	2,738	30	1.1%	(90)	(60)	-2.2%	12
ASC Workforce	17,995	20,254	2,259	12.6%	(1,987)	272	1.5%	0
Sub-total	20,703	23,342	2,639	0	(2,427)	212	-0.7%	12
Placements Budget								
Integrated Care - LD	30,782	32,875	2,093	6.8%		2,093	6.8%	540
Integrated care - MH	10,399	11,326	927	8.9%	0	927	8.9%	(554)
Integrated Care - OA	39,382	42,410	1,628	4.1%	(2,000)	(372)	-0.9%	278
Integrated Care - PD	9,837	12,317	2,479	25.2%		2,479	25.2%	441
Sub-total	90,400	98,928	7,128	7.9%	(2,000)	5,128	5.7%	706
Adults Social Care Total	111,103	122,270	9,767	21.5%	(4,427)	5,340	5.0%	718
Leisure	(1,572)	(1,087)	485	-31%	(485)	0	0	
Grand Total	109,531	121,183	10,252	-9.5%	(4,912)	5,340	5.0%	718

3

1.12.3 Table 2 provides a breakdown of the variances as at Month 6 and underlying budget position.

Table 2: Month 3 variance detailed commentary

Service Areas	Month 3 variance after reserves	Commentary
	£'000	
ASC Prevention	(60)	Due to contract underspend
ASC Workforce	272	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	5,128	<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 P6, activity has increased by 4% compared to 2021/22 total activity levels, of which 1% has been 'covered' by the application of growth funding. Unit costs have shown significant increases across all settings but mainly in both residential and nursing of c6%, 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 health funding. - 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 the first half of the year. - P6 now reflects inflationary uplifts paid to the care market..
Leisure	0	There continues to be a financial impact on the Councils Leisure contract as the service are still recovering from the pandemic. Work has been undertaken with GLL to restructure management fee income however this will still lead to a shortfall in 22/23 which will be mitigated by reserve funding.
Total	5,340	

1.12.4 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 6

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	(2,000)	YCB Business Losses
Leisure	(485)	Shortfall in management fee income from councils leisure contract
Total	(4,912)	

1.12.7 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 In preparing the report for month 6, 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.	The number of residents requiring care and support upon discharge from hospital has been very high in quarter 1 and qtr. 2. Current estimates also include a level of upward churn for this 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
Marker (provider inflation)	Qtr. 2 estimates reflects realised 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	Periodic review

	providers to maintain uplifts on offer this is under constant review.	
YCB costs	A forecast for costs associated with the loss of income whilst the two care homes operated by Your Choice Barnet has been increased to £2.0m at quarter 2. There is a risk that losses could exceed this figure 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 The capital forecast outturn at month 6 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 each month collected and, on average, the Council receives between £13-14 million each year in financial

contributions.

1.13.2 The dedicated project is working to reduce the level of historic 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, such as lasting powers of attorney, in place for the management of an individual's financial affairs.

1.13.3 At the end of Q2 total private client debt was £11.9m, an increase of 2.5% from Q1. This can be further broken down into historical debt (all debt up to 31 Dec 2021 which is the focus of the adult social care 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 £6.9m at Q2, a 3.7% reduction from Q1. Of the debt:

- £304k is statute barred, or older than 6 years, and is in the process of written off.
- £441k 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 £4.65m which is being actioned as follows:

Amount	Description/Action
£785k	Escalated to legal for advice/recovery action
£1.5m	£818k Deceased client debt over three years £698k Deceased client debt in the last two years 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.
£2.4m	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.

1.13.6 New and ongoing was £5m at the end of Q2, an increase of 13% from Q1. Just over £1.3m of this is secured via a DPA but the remaining is unsecured. The Council is in the process of recruiting to a dedicated post for the corporate Accounts Receivable team to focus on Adult 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 a proposal for the on-going capacity and reporting requirements to ensure debt is well managed going forward has been presented to management.

Financial Benefit	Amount
Individual Debt Repaid	£1,356,547
Debt Recharged to Health	£66,464
Credits (Invoices Adjusted)	£455,565
Write Off	£267,354
Deferred Payment Agreement Secured	£974,409
Total Financial Benefit	£3,120,339

2. Reasons for recommendations

2.3 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

3.3 None

4. Post decision implementation

4.3 None

5. Implications of decision

5.3 Corporate Priorities and Performance

5.3.1 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.

5.3.2 Relevant Council strategies and policies include the following:

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

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

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

5.5 Legal and Constitutional References

- 5.5.1 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.
- 5.5.2 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.
- 5.5.3 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.
- 5.5.4 The Councils Financial regulations can be found at:
<http://barnet.moderngov.co.uk/documents/s46515/17FinancialRegulations.doc.pdf>

5.6 Insight

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

5.7 Social Value

- 5.7.1 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
- 5.7.2 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]
- 5.7.3 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.

5.8 Risk Management

- 5.8.1 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.

Risk description	Risk Mitigations and Q2 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 risk remains high at the end of Q2, although the service continues to do all it can to manage the budget whilst meeting statutory duties, there is an increasingly pressured health and social care system and social care market. Actions include senior sign-off of all high-cost packages, the negotiation of rates (including block contracts), quick reviews of people following discharge from hospital to ensure a proportionate level of care as people recover, the use of equipment and technology wherever suitable and maximising the benefits of enablement services. As part of 23/24 business planning a review of 22/23 savings has been carried out and remains on track to deliver. Inflation and pressures (since budget setting snapshot) are being reviewed alongside savings and demand management opportunities for the 23/24 business planning period.</p>

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

<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>The Council continues to have robust processes in place with partner agencies and care providers to monitor and mitigate this risk. Actions to reduce risk include checks 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. Monitoring of the sustainability of the sector and explore best use of council resources to support this (including the awarding of inflationary uplifts). The Integrated Care Quality team has recently established a 'markets, sustainability and contracts' function to review risks of provider failure across ASC markets</p>
<p>AD017 Shortage of community equipment - Nationwide delays in equipment supply caused by Covid-19 pressures and Brexit uncertainties could lead to shortages of frequently used items and delays in discharging people from hospital or people receiving prescribed equipment resulting in negative impacts to their health and wellbeing and financial implications to the council. Risk Rating 15</p>	<p>The Council continues to progress contingency plans and consider all options for ensuring service stability. These include working with partners e.g. NCL leads to share intelligence / knowledge and to explore opportunities for joint work to resolve Out of Stock (OOS) issues. Review and ensure that alternative options are considered to keep people safe/ to avoid delays in hospital discharges due to OOS equipment. Explore alternative ways to meet the needs of the residents as an interim/ temporary measure such as needs being met either through delaying hospital discharge, additional care or alternative equipment. Increased focus on collections where appropriate to recycle/reuse equipment which is unused. Reviewing and triangulating data on number of people, length of time waiting and assessing risk</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>Increased utility costs continue to present a risk and financial pressure to the industry. Government has agreed to fix energy unit prices at current levels for 6 months - this is however a continued inflated cost for GLL to meet. It is unknown what Government support is available post 6 months and an announcement is anticipated. GLL continue to pursue energy saving opportunities. Pool covers have been installed at New Barnet and Barnet Cophall leisure centres to assist in reducing energy consumption.</p>

5.9 Equalities and Diversity

5.9.1 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.

5.9.2 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.

5.9.3 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.

5.9.4 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>

5.10 Corporate Parenting

5.10.1 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.

5.10.2 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.

5.11 Consultation and Engagement

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

5.12 **Environmental Impact**

5.12.1 There are no direct environmental implications from noting the recommendations

6. Background papers

6.3 None