

Adults and Safeguarding Committee

13 March 2023

Title	Quarter 3 (Q3) 2022/23 Performance Report
Report of	Cllr Paul Edwards, Chair – Adults & Safeguarding Committee
Wards	All
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Enclosures	None
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Summary

This report provides an overview of performance for Q3 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 Q3 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 Q3 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
 - Support local social care providers and the social care workforce, working with education providers & addressing recruitment & retention
 - Introduce a charter for social care and develop a new engagement strategy with people who draw on care and support
 - Maximise the use of technology and implement innovative technology to support independence
 - Prioritise independent living, putting people at the centre of their care
 - Being a dementia friendly borough
 - Introduce a Barnet Charter for Mental Health
 - Health inequalities – healthy living through physical activity
- 1.3 This service has also spent quarter three preparing for a peer review to be organised by the London branch of the Association of Directors of Adult Social Services. This is in part to be a tool to help with preparation for a future Care Quality Commission (CQC) inspection.
- 1.4 **To work with our NHS, the community and voluntary sectors**
- 1.4.1 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. In quarter three, the borough partnership continued delivery of key programmes such as support to people at risk of heart disease, improvements to mental health services, the development of neighbourhood-based health and care services, and specialist help for people with dementia and physical frailty. The dementia and frailty multi-disciplinary approach was in operation across the whole borough in quarter three, with around 100 referrals received to date. The multi-disciplinary team includes consultant doctors, speciality nurses for dementia and frailty and the VCS. The prevention and wellbeing team started a new project to map community assets for older people, to support the development of neighbourhood-based health and care.
- 1.4.2 Work continued with people with lived experience, the voluntary and community

sector and health and care services to develop two new strategies, the carers strategy and the dementia strategy, which are included for approval as separate items in the Committee agenda.

- 1.4.3 Further development of the programme to deliver the core offer for mental health services continued with agreement on what will happen at NCL and what will be led at borough level through place-based delivery. This will include IAPT (Improving Access to Psychological Therapies), early intervention and prevention, crisis houses and cafés and work with young adults. The dedicated project focusing on mental health and the needs of young Black men, led by Art against Knives, began work.

1.5 **Priorities supported by reserves investment to deliver manifesto commitments**

- 1.5.1 An additional £5m of reserve funding has been identified to support manifesto commitments. This funding is currently being utilised in the following priority areas.
- 1.5.2 **Support for Care Providers** - Adult social care represents approximately 14% of the Barnet economy with over 10,000 people employed in the sector. There are eighty registered care homes and approximately seventy registered home care agencies, along with supported living schemes, day services and other services, such as personal assistants. Additional funding of £400k has been allocated over a two-year period to support local SMEs especially with recruitment, retention and training of front-line staff, to provide assistance with cost of living for low paid workers and improve quality of care for residents. Outcomes we expect this funding to achieve include positive impacts on recruitment, reduced employee costs and improved retention of care workers. We will be evaluating impact fully in early 2023/24 to quantify the difference made.

Using some of the funding, parking permits have been issued for homecare workers for November – May 2023. This was done during the pandemic lockdowns and was found to improve service quality for residents and staff retention. This has supported retention for providers operating in borough, as well as reducing travel time for care workers.

The service successfully set up and ran recruitment events in early 2023 to support providers to find and recruit new care workers. The events were well attended with more than 20 care employers and over 200 jobseekers in attendance. We also have plans to create additional capacity through the recruitment of additional workforce and care quality advisor roles in the service. These roles will support providers with recruitment and retention, working closely alongside a soon to be established NCL Health and Care Academy to support entrants into ASC jobs, as well as enhancing our support and training offer to care providers, particularly SMEs.

The council's integrated care quality team 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.

LBB alongside other NCL boroughs were successful in securing 250k funding from the GLA to support a health and social care academy initiative to support recruitment into health and care roles. Work is on-going facilitated by the NCL ASC

Programme to engage residents, employers and relevant stakeholders in progressing this work. It aims to engage with 165 providers, provide 1650 residents with training and education and support 880 residents into work in the health and care sector.

The Council will be also administering a number of small grants via the NHS Discharge Fund announced as part of the Autumn Statement to support providers with expenses linked to recruitment and retention. This will be roughly equivalent to £100 per member of staff, and we expect the funding will be used to cover provider costs associated with retention incentives. Funding will be issued in quarter 4.

Engagement Strategy and Charter - The council has strong aspirations to develop and strengthen its engagement with people who draw on care & support, using co-production and engagement approaches. This is Supported by £365k of investment funding that will boost the capacity of the engagement team with a view to: embedding greater co-production as part of business as usual practice; Increase investment in the voluntary and community sector, including peer led organisations to engage people across Barnet's diverse communities; Invest in expertise and consultancy to broaden our own knowledge, expertise and impact of engagement and co-production; Step up our events, meetings and activities post-Covid, including ensuring these are accessible, inclusive and that people continue to be remunerated. Co-production and engagement, and the direct views of people who draw on care and support are a key part of the forthcoming Care Quality Commission assurance regime of local authority adult social care functions.

This funding has allowed the recruitment of 2 additional team members, including 1 with lived experience to support the delivery of these aims.

The team led the work on the engagement strategy and charter, which continued in Q3 and was signed off by Adults and Safeguarding Committee in November. During the quarter, we engaged with over 300 people across the community using a range of methods from small focus groups, events, surveys and via community groups. Following on from the strategy we have developed a work plan, priorities, and will be developing measures of success. We will producing an annual report to show progress, activity and impact from the strategy.

In Q3 we ran a number of working groups, including:

We completed one-to-one interviews with people who use wheelchair services. This helped us understand the service and will help shape the service going forward.

We ran a 'mystery shopping' exercise where residents called Social Care Direct with different scenarios. Generally, the feedback was very positive, with some specific action points which will be taken forward in training and ways of working.

We started work on reablement, including running a survey and focus group for people with recent experience of the service. There will be further engagement with residents and the feedback will be incorporated into training and guidance for staff.

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. We have introduced a new weekly

email to keep in touch with People's Voice Group and are working on a co-produced newsletter. The team regularly attend community groups and other events and have been recruiting new members. We have improved our approach to capturing demographic data which will help us ensure that engagement is representative.

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 Q3, the Board focused on progress made in engagement activities and got valuable insight on how to keep building and improving these.

- 1.5.3 **Care Technology in LD** – 250k of investment has been identified to support a project to install assistive technology to support adults with a learning disability in a supported living setting has identified 28 people who would benefit from the service. Installations will be carried out by the end of March 2023 and the benefits will be closely monitored before further expansion of the work.

All the above projects will be reviewed and outcomes measured to support longer-term investment. Further investment proposals for the reserves funding will be developed through the council's business planning cycle.

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

- 1.6.1 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. During Q3, team completed individual work with 40 residents who achieved their goals to improve their wellbeing. They reported 62 goals achieved and 72 improvements in areas of wellbeing. 19 Drop-ins sessions were facilitated by the Prevention Team in 13 different wards across Barnet. The Drop-in sessions involve support for individuals through advice, signposting and community connections, as well as bringing different teams together to provide easy access to support for residents. As an example, in Chipping Barnet the Prevention Team runs the drop-in alongside the Library and BOOST to effectively support Barnet residents. The drop-ins offer comprehensive support, making every contact count and dealing with several issues at once. For example, recently a resident came to the Drop-in for guidance about their pension and left with this as well as advice about an adult relative with autism, information about digital support and was even taken over the road by the coordinator and introduced to a community group who were running their Tuesday social. The resident fed back: said "you are like angels! I never expected to get this amount of help today".
- 1.6.2 During Q3, the Council continued to develop 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 scheduled for completion in Summer 2023. A mobilisation board has been convened between Your Choice Barnet (the care and support provider) and the council. It is anticipated that the first residents will move into the scheme end Q2 23/24. The mobilisation team are working through the agreed actions, including developing a communication and engagement

plan which will support both practitioners and potential residents in understanding the service offer.

- 1.6.3 The council operates with a Home First ethos. This can be seen in our work on discharging people needing care and support from hospital back to their own homes – where the majority of people return home with support and a very small proportion of residents (7% in Q3) need to move into residential or nursing care on leaving hospital. The council is expecting to support 3278 (2344 in 21/22) individuals with a package of home based reablement in 22/23 with approximately 65% requiring no further support after this service ends. This also applies in the community where social workers work hard to identify ways to keep someone in their own home, when it is in their best interests. The council has been working with Inclusion Barnet on the importance of these issues and the Home First approach and is clear on our commitment to this way of working.
- 1.6.4 The development of an employment action plan for disabled people progressed during Q3 with funding for a specialist Disability Employment Advisor role within BOOST agreed. Once the role is in post ASC and BOOST will continue to work closely to ensure outcomes are being achieved to support residents into sustained employment.
- 1.6.5 There was continued implementation of the Council's Autism Action Plan in Q3, based on the six priorities set out in the National Autism Strategy. We are supporting colleagues in Health to plan and implement the Oliver McGowan training for Health & Social Care staff. It is named after Oliver McGowan, whose death shone a light on the need for health and social care staff to have better training. It has been co-produced, trialled, independently evaluated and is the government's preferred and recommended training for health and social care staff.
- 1.6.6 A single point of access service for all types of advocacy has been specified to strengthen and simplify the offer to residents. Barnet are leading the procurement process for a joint contract across Barnet, Enfield and Haringey. The contract has been awarded to a provider with extensive experience of delivering this model in other places. Mobilisation will take place through early 2023, ready for contract start in Q1 23/24.
- 1.6.7 It will always be vitally important for adult social care to support the safety of vulnerable adults. In Q3 the social care team continued to lead multi-agency safeguarding work through the MASH team and the Barnet Safeguarding Adults Board (SAB) 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. The SAB has now introduced report templates to support the gathering and reporting of information from different works stream to demonstrate (from 2023) the SAB's compliance re quality assurance reporting. The safeguarding lunch and learns continue to run monthly and are well received by all staff and partners attending.

1.7 Being a dementia friendly borough

- 1.7.1 Barnet was formally recognised by the Alzheimer's Society as working towards being a Dementia Friendly Community in October 2022. This recognition will last for 12 months and during this time the Dementia Friendly Partnership will continue to work on actions to embed dementia friendly practices across the borough. In October 2022 Barnet Copthall was successfully accredited as a Dementia-Friendly Leisure Centre.
- 1.7.2 In Q3 Dementia Club UK started running local 'Understanding Dementia' training sessions. This one-hour CPD certified training provides an in-depth understanding of the different types of dementia, medications available, what people living with dementia may experience, how you can support someone with dementia and ideas to improve the environment.

1.8 Introduce a Barnet Charter for Mental Health

- 1.8.1 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.
- 1.8.2 The Discharge to Assess (D2A) model is being tested for Mental Health in Barnet with Barnet, Enfield and Haringey Mental Health Trust. It is the first area in NCL to do so and is an approach designed to get people out of hospital and back to their own homes as quickly as possible when they are ready to do so.
- 1.8.3 The council has been successful in its bid to host another cohort of Think Ahead student social workers again in 23/24. This is a funded programme that trains graduates to become mental health social workers and has provided the council with a very high calibre of social workers in recent years.
- 1.8.4 In Q3, LBB Regeneration Team funding was approved for a 12-month pilot of the multi-agency Mental Health support offer for the residents of the Grahame Park estate - working to a neighbourhood model.
- 1.8.5 Drawing on feedback from VCS and LBB stakeholders, a framework for a Mental Health Charter for the borough was developed during Q3.

1.9 Health inequalities – healthy living through physical activity

- 1.9.1 Collaborative working opportunities continued to be maximised during Q3 with the FAB Partnership achievement numerous positive outcomes. Examples include:
- Partnership established between Inclusion Barnet, FAB and Better to deliver the Healthy Heart (cardiovascular prevention) project in Grahame Park.
 - New Citizens Gateway and Better working together to develop a gym membership scheme for refugees and asylum seekers, along with a women's only gym session at Burnt Oak Leisure Centre.
 - A partnership between Argent Related, Women in Sport and FAB concluded an insight project in Brent Cross Town (understand barriers and motivators to physical

activity) and culminated in a Time Together physical activity event in the October half term - aimed at mothers and carers and daughters.

- The Prevention Fund application was submitted requesting c.£30k to support delivery of the first of its kind, multi-agency pan disability physical activity pathway in Barnet. 'Dance Barnet' will bring the first pan disability dance pathway to Barnet which will consist of three inter-related strands; weekly community dance sessions, a dance celebration event and dance provider inclusion and accessibility training workshops. The funding request has since been approved and implementation will commence in 2023-2024.
- Saracens Foundation secured £50k to sustain their outreach project that engages refugees residing in Barnet in physical activity opportunities.

1.9.2 A full evaluation of the FAB campaign 'Get Active. Give it a Go' delivered in September demonstrated that:

- Over 4,000 participants engaged in 40+ different types of free and/or low-cost activities.
- 49% male participation and 51% female participation*
- 37% participation from BAME residents and 38% White*
- 74% participants aged 16 – 64 years, 23% aged 0-16 years and 3.5% 65+ years*
- 1,226 new FAB Card memberships during September
- 100 Give it a Go (free 3 month all-inclusive Better memberships) issued to participants who engaged in physical activity three or more times a week during September
- 117,480 digital reach with 3,698 engaged – engagement rate 3% (based on industry standards, a good engagement rate is generally agreed to be between 1% to 5%), showing that the campaign was one of the council's best performing campaigns**participation in free/low cost activities offered during the month of September*

1.9.3 At the end of Q3 GLL were reporting 9677 members. Memberships experienced a decrease since Q2, however this trend is typical during the winter months and Christmas break when programmed lessons and courses are paused.

1.9.4 Fit & Active Barnet (FAB) Card (pay and play) memberships in Q3 reached 42,601 (881 of whom have a FAB Carers Card which offers enhanced benefits including free swimming at all times).

1.9.5 There were 303,343 attendances across leisure centres in Q3. This figure presents an 18% decrease since Q2 however is not unusual for the time of year where leisure centre usage typically falls during the winter months and over the Christmas period.

1.9.6 Working in collaboration GLL have achieved:

- 32 new Hub activities have now been established by GLL in partnership with community stakeholders. Examples include chair-based exercise classes at Kinloss Finchley United Synagogue, physical activity sessions delivered in Grahame Park in partnership with the Barnet African Caribbean Association, leisure centre-based sessions in partnership with Barnet Mencap and golf taster sessions at care homes within the borough.
- Teacher and parent physical activity session delivered at Sunnyfields Primary

School, along with the commencement of junior girl's football sessions in partnership with BACE.

- Event held at Barnet Copthall Leisure Centre to celebrate Diwali (in partnership with the Barnet Asian Women's Association) which raised funds for Cancer Research UK and Great Ormond Street Hospital.

1.9.7 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

1.10 Your Choice Barnet (YCB)

1.10.1 YCB provides four day services, supported living, and respite services for adults with learning disabilities. YCB also provide a personal assistant service, PA Choices, and a Reablement service. For older people, YCB provides the Ansell Court extra care scheme, two Residential Care Homes and a day service. YCB supports almost 600 people and employs about 500 care and support staff.

YCB performance indicators - There are 11 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.

		Q3 2021/22	Q3 2022/23	Target (qtrly)
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	11	5	5
1.6	% Staff that are in date with YCB's staff training programme	94%	90%	95%
1.7	% Staff that are in date with their specialist accredited training programme	100%	100%	95%
		Q3 2021/22	Q3 2022/23	Target (yearly)
1.8	Number of Safeguarding Concerns reported	10	4	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%

1.11 Finance Summary

1.11.1 This report sets out the forecast outturn position for the 2022/23 financial year as of 31st December 2022 for the services which fall within the Adults and Safeguarding Committee.

1.11.2 At As at month 9, the forecast financial outturn is a £6.115mm overspend. The forecast net use of reserves is £8.034mm.

Table 1: Forecast Revenue Outturn at Month 9:

Adults and Health	2022-23 Budget	Month 9 (Forecast outturn before reserves)	Month 9 Variance	Reserves applied	Month 9 variance after reserves	Month 6 variance	In-Quarter change
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
ASC Prevention Services	2,563	2,677	114	-90	24	-60	84
ASC Workforce	19,056	22,309	3,253	-2,613	640	272	368
Adults transformation programme	180	429	249	-428	-180	0	-180
Sub-total	21,799	25,415	3,616	-3,131	484	212	272
Integrated Care - LD	29,965	34,119	4,154	0	4,154	2,093	2,061
Integrated care - MH	9,363	10,578	1,215	-1,215	0	927	-927
Integrated Care - OA	43,121	45,913	2,792	-3,200	-408	-372	-36
Integrated Care - PD	10,640	12,496	1,857	0	1,857	2,479	-622
Sub-total	93,088	103,106	10,018	-4,415	5,603	5,127	476
Adult Social Care Total	114,887	128,521	13,634	-7,546	6,087	5,339	748
Leis, Sports and Phys Activity	-1,597	-1,082	515	-487	28	0	28
Grand Total	113,290	127,439	14,149	-8,034	6,115	5,339	776

1.11.3 Table 2 provides a breakdown of the variances as at Month 9 and underlying budget position.

Table 2: Month 3 variance detailed commentary

Service Areas	Month 9 variance after reserves	Commentary
	£'000	

ASC Prevention	24	Overspend re Deprivation of Liberty Safeguard demand (DOLS)
ASC Workforce (incl transformation)	484	<p>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. However, there is still a reported overspend of £0.460m mainly relating to the cost of the increase in employers NI (c.£0.200m) the impact of which is not included in budget allocations plus the additional cost of agency staff in Q4 to support growing demand from hospital discharges.</p>
ASC Placements	5,603	<p>The overspend position presenting in Adults Social Care primarily relates to the upward increase in activity and cost associated with care packages and placements..</p> <p>The Discharges from hospital are on track to exceed 2021/22 levels – for the year to date the council has supported over 160 residents per month to leave hospital with care and support, up from 147 per month last year. However, of those returning home via the reablement pathway, only 30% require an ongoing package of care.</p> <p>From data used to set this financial year's placements budget the service have seen a 5% increase in activity and a 9% increase in average unit costs signifying an increase in packages becoming more complex in nature and the impact of the cost of living crisis on care providers</p> <p>Q3 represents a continued increase primarily in community-based packages and nursing home commitments in excess of previous adjustments for residents starting and stopping a service. This includes growing demand relating to discharge from hospital and specifically an increase in enablement provision which provides community support at the lower cost end which should lead to cost avoidance long term.</p> <p>Projections now rebase the estimated increase in activity for demand over this winter. Winter demand is estimated to increase by c.25% from last financial year. Month 9 also now includes additional funding re discharge which was announced in the Autumn statement.</p> <p>Recently, the council has seen average prices for care that are increasing at a faster rate than previous years. This may reflect providers factoring in the cost-of-living pressures when agreeing rates for new placements though this assumption will need testing in subsequent reporting periods. Scarcity of placement accommodation, in particular at the acute end of support, is also a driver for increased market rates. The service is working closely with the market to mitigate this impact.</p> <p>The service is attempting to mitigate any further rises in costs above current projections by;</p> <ul style="list-style-type: none"> i) Reviewing large packages of care that may be eligible for NHS funding ii) Robust negotiation with providers on rates iii) Further enhancement of the enablement offer <p>Pressures experienced by LBB reflect the position presenting across the London region as a whole, with neighbouring boroughs reporting overspends along similar percentage lines.</p>

Leisure	28	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	6,115	

1.11.4 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.

1.11.5 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.

1.11.6 This report sets out anticipated use of or top up of earmarked service reserves. The table below provides further detail.

Table 3 Use of or top-up of reserves at Month 9

Servie Areas	Forecast (drawdown) / top up to reserves	Commentary
	£m	
ASC Prevention	-90	Age Uk Contract
ASC Workforce	-2,613	Covid recovery support workforce, Prevention Team, Reviewing officers
Adults	-428	Funding for the debt recovery team
Placements	-3,200	YCB Business Losses / reduction in health income for discharge
Placements	-1,215	MH & Social Isolation
Leisure	-487	Shortfall in management fee income from Councils Leisure contract
Total	-8,034	

1.11.7 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
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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)

1.11.8 Risks and opportunities - In preparing the report for month 9, 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.	<p>The number of residents requiring care and support upon discharge from hospital has been very high in quarter 1 through to quarter 3.</p> <p>Current estimates also include a level of upward churn for this financial year which will be reviewed during monitoring periods.</p>	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 3 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 providers to maintain uplifts on offer this is under constant review. Quarter 3 has seen a continued increase in unit costs which suggests that current difficult financial market conditions faced by providers are starting to present in the cost of care packages.	Periodic 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 reported at £2.0m at quarter 3. 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.
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

1.11.9 Capital Programme - The capital forecast outturn at month 9 for 2022/23 is £4.705m (£0.394m underspend)

Table 6 Current Financial Year Forecast Capital Outturn at Month 9

Program Description	2022-23 Revised Budget	2022-23 Forecast as at M9	Slippage/A cceleraton
	£'000	£'000	£'000
Community Equip ans Assit Tech	1,474	1,000	-474
Disabled facilities Grants Program	3,465	3,465	0
Investing in IT	100	100	0
Sports and Physical Activity	60	140	80
Total	5,099	4,705	-394

1.11.10 **Community Equipment and Assistive technology** - as at Month 9, we are forecasting £1.00m expenditure in 2022/23 with the remaining balance to be slipped into 2023/24. The forecast is driven by variable activity levels and the client-split between health and social care.

1.11.11 **Disabled Facilities Grants Programme** – we are forecasting full utilisation of the DFG capital grant in 2022/23, which includes a brought forward balance from 2021/22. The service is currently addressing a backlog of cases following a period of reduced works being carried out during covid lockdown.

1.11.12 **Investing In IT** – there is no change in the forecast since Month 6 for the Mosaic system development project. £0.105m had previously been slipped into 2023/24 due to project delays.

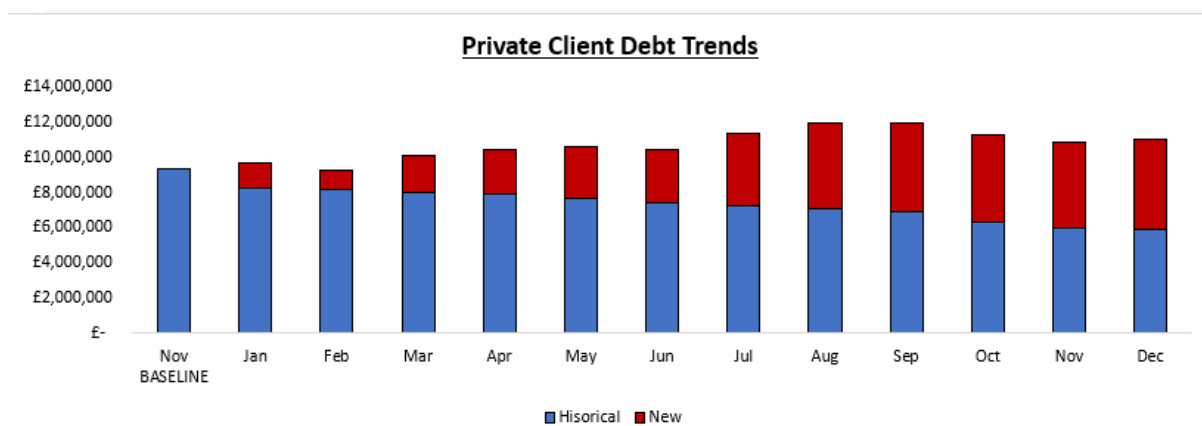
1.11.13 **Sports And Physical Activity** – the forecast has increased by £0.080m since Month 6, which is the result of new spend on swimming pool covers for energy efficiency purposes and to reduce utility consumption.. £0.346m is currently being slipped into 2023/24 due to delays to work on rugby pitches at the Copthall Leisure Centre.

1.12 Debt Recovery

1.12.1 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, collected monthly. On average, the Council receives between £13-14 million each year in financial contributions.

Figure 1 shows the debt trends from Nov 21 – Dec 22. The blue bar represents historical debt (all debt up to 31 Dec 2021 which is the focus of the project team) and the red bar; new & on-going debt (all debt from Jan 2022 onward and is the responsibility of the corporate accounts receivable team).

Figure 1



1.12.2 At the end of Q3 total private client debt was £11m, a reduction of 8% from Q2.

Historical debt was £5.9m at Q3, a 17% reduction from Q2. Of the debt:

- £306k is statute barred, or older than 6 years, and is in the process for being written off.
- £585k has been approved for write off. This is where all methods of debt recovery have been exhausted and any debts that remain is irrecoverable.
- £1.3m 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.

This leaves an actionable debt balance of £3.7m which is being actioned as follows:

Amount	Description/Action
£557k	Escalated to legal for advice/recovery action
£1.3m	£761k Deceased client debt over three years £599k 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.
£1.7m	Unsecured debt, the vast majority 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.

- 1.12.3 New and ongoing was £5.1m at the end of Q3, an increase of 2% from Q2. Just over £1.5m of this is secured via a DPA but the remaining is unsecured. We have recruited to a new post for the Accounts Receivable team to focus on new and ongoing Adults Social Care debt only. It is envisaged that 90% of the debt can be collected as these are less complex and recent.
- 1.12.4 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.
- 1.12.5 The project continues to perform well with a high return on investment, therefore, funding for the project team has been extended until March 2024. It is also recognised that a proposal for permanent resourcing will need to be made over the coming months, to ensure debt is well managed under business as usual.

2. Performance information – Local ASCOF Measures

- 2.1 The Adult Social Care Outcomes Framework (ASCOF), measures how well care and support services achieve the outcomes that matter most to people. The ASCOF is used both locally and nationally to set priorities for care and support, measure progress and strengthen transparency and accountability. More information and definitions can be found using the link below to the NHS Digital website.

[Measures from the Adult Social Care Outcomes Framework - NHS Digital](#)

The ASCOF indicator measures below are collected annually or biennially from local data recorded from case pathways submitted as part of our annual statutory returns and from health systems outside of the council's control. Where possible, measures are tracked throughout the year to review performance and provide interventions if required.

- 2.2 The benchmarking comparisons used below are from 2021/22 NHS Digital benchmarking data published in Autumn 2022. A Green RAG rating indicates performance compares favourably with at all the comparator groups (National, Regional, and CIPFA statistical comparators). A green/yellow RAG rating indicates performance compares unfavourably to one of the comparators. A yellow RAG rating indicates performance compares unfavourably with more than one of the comparators. A red RAG rating indicates performance compares unfavourably with the three comparator groups.
- 2.3 2021/22 Comparator Performance - In 7 out of the 13 ASCOF indicators the council is performing better than all three of the 19/20 statistical, regional, and national comparator group averages. In 1 of the indicators, it was performing better than two of either the 21/22 statistical, regional, and national comparator group averages. In 1 of the indicators, it was performing better than at least one of either the 21/22 statistical, regional, and national comparator group averages. For 4 of the indicators, it was performing below the 21/22 statistical, regional, and national comparator group averages.

- 2.4 2021/22 Quartile Performance – The Council is in the top quartile for 5 of the indicators, the second quartile for 4 of the indicators, the third quartile for 2 of the indicators and the bottom quartile for 2 of the indicators.
- 2.5 Current year Q3 performance - In 9 out of the 11 ASCOF indicators that allow in year reporting we are performing better than all three of the 19/20 statistical, regional, and national comparator group averages.
- 2.6 For the indicators where performance is lower than expected, work has commenced to understand the reasons for this including analysis of recording methods, calculation methods, collaboration with other authorities and proactive responses to improve performance. The impact of this work can be seen in improvements in performance within year.

ASCOF Indicators and comparator information

ASCOF Code	Description of Indicator	Source	Higher (H) or Lower (L) is better	End of Year Prediction based on Q3 Performance	2021-22 Outturn	2021-22 Benchmarking			
						Quartile	Statistical Neighbours comparator group (CIPFA)	Regional (London) comparator group	England Avg.
						2021-22			
2A (1)	Permanent admissions of younger adults (aged 18 to 64) to residential & nursing care homes, per 100k pop	Statutory Returns	L	11.9	11.0	Q2	10.4	9.5	13.9
2A (2)	Permanent admissions of older people (aged 65+) to residential and nursing care homes, per 100k pop	Statutory Returns	L	352.8	543.2	Q3	369.9	401.2	538.5
2B (1)	Proportion of older people (65+) still at home 91 days after discharge from hospital into reablement/rehab	Statutory Returns	H	Available Annually	77.4%	Q4	89.2%	85.1%	81.8%
2B (2)	Proportion of older people receiving reablement services following discharge from hospital	Statutory Returns	H	Available Annually	6.0%	Q1	3.9%	4.3%	2.8%
2D	Percentage receiving short term service during year & outcome was no ongoing support or support of a lower level	Statutory Returns	H	59.0%	54.5%	Q4	76.2%	73.1%	77.6%
1C (1a)	Percentage of clients (receiving long-term services) on Self Directed Support including Direct Payments	Statutory Returns	H	100%	100%	Q1	97.7%	95.9%	94.5%
1C (1b)	Percentage of carers (receiving long-term services) on Self Directed Support inc Direct Payments	Statutory Returns	H	100%	100%	Q1	87.50%	89.2%	89.3%
1C (2a)	Percentage of clients (receiving long-term services) on a Direct Payment	Statutory Returns	H	27.9%	29.6%	Q2	25.7%	25.0%	26.7%
1C (2b)	Percentage of carers (receiving long-term services) on a Direct Payment	Statutory Returns	H	100%	100%	Q1	82.6%	84.5%	77.6%
1E	Proportion of adults with learning disabilities in paid employment	Statutory Returns	H	8.4%	8.9%	Q1	5.9%	5.2%	4.8%
1G	Proportion of adults with learning disabilities who live in their own home or with their family	Statutory Returns	H	82.4%	82.4%	Q2	77.1%	77.5%	78.8%
1F	Proportion of adults in contact with secondary mental health services in paid employment*	Health	H	7.4%	5.0%	Q2	4.8%	4.0%	6.0%
1H	Proportion of adults in contact with secondary mental health services living independently, with or without support*	Health	H	19.7%	19.0%	Q3	27.0%	21.0%	26.0%

- Data provided by health based on Care Programme Approach (CPA) individuals

3. Reasons for recommendations

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

4. Alternative options considered and not recommended

- 4.1 None

5. Post decision implementation

- 5.1 None

6. Implications of decision

6.1 Corporate Priorities and Performance

- 6.1.1 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. Adult social care and leisure are key services support the council's aim of caring for people, in particular living well.

- 6.1.2 Relevant Council strategies and policies include the following:

- a) Barnet Corporate Plan
- b) Medium Term Financial Strategy
- c) Performance and Risk Management Frameworks

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

- 6.2.1 This report sets out the forecast outturn position for the 2022/23 financial year as of 31st December 2022 for the services which fall within the Adults and Safeguarding Committee.
- 6.2.2 At As at month 9, the forecast financial outturn is a £6.115mm overspend. The forecast net use of reserves is £8.034mm. The budget forecasts are included in the report.

6.3 Legal and Constitutional References

- 6.3.1 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.

6.3.2 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.

6.3.3 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.

6.3.4 The Councils Financial regulations can be found at:

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

6.4 **Insight**

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

6.5 **Social Value**

6.5.1 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

6.5.2 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]

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

6.5.3 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.

6.6 Risk Management

6.6.1 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.

7. Risk description	Risk Mitigations and Q3 Update
<p>AD001 Finances: Uncertainty about future demand for services, increasing complexity and cost of care packages, the availability of hospital discharge funding streams and support, legislative changes, 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 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. 23/24 Business Planning Paper was agreed at Adults and Safeguarding Committee in November.</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>Market capacity remains under pressure due to home refurbishments, provider concerns and recent notices from two homes who took the decision to close. The Council have safely facilitated the decant of the two residential Care Homes. The Council's Care Quality team have been working with providers to prepare for general increases in demand for care over winter, particularly from hospital. Additional residential and residential dementia block capacity across 3 homes has been secured (c10 beds) and standby homecare arrangements are also being commissioned to respond to urgent requests for care over the Christmas period. In addition, the team are also planning a range of activities to support the sector with recruitment and retention over the</p>

	period, including a job fair specifically for care providers in Barnet, which will take place in January.
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	Contract and schedule variations nearing conclusion with HBPL and GLL. Commercial assessment has been completed by the council.
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	Increased energy prices continue to be a risk presenting inflated service delivery costs. LBB in partnership with GLL continue to explore and implement interventions that seek to reduce energy consumption. This includes the installation of pool covers at New Barnet and Barnet Copthall Leisure Centres and installing technology that enables lighting to be controlled more efficiently.

7.1 Equalities and Diversity

7.1.1 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.

7.1.2 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.

7.1.3 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.

- 7.1.4 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>

7.2 Corporate Parenting

- 7.2.1 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.
- 7.2.2 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.
- 7.2.3 Care experienced adults may go on to develop care and support needs and draw on council adult social care support. The services and initiatives described in this report are relevant and accessible to care experienced adults.

7.3 Consultation and Engagement

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

7.4 Environmental Impact

- 7.4.1 There are no direct environmental implications from noting the recommendations

8. Background papers

- 8.1 None

