

Your Choice Barnet (YCB) – Q2 2014/15 Performance Indicators

1.1 YCB DASHBOARD

| Revenue budget actual variance £000 | Capital actual variance £000 | Corporate Plan Performance | Management Agreement/Contract Performance |
|-------------------------------------|-------------------------------|-------------------------------|---|
| Not Applicable ^[1] | Not Applicable ^[1] | Not Applicable ^[2] | Green Amber |

¹ Resources and Value for Money for YCB are monitored as part of the overall Barnet Group via the corporate quarterly reporting process.

² There are no performance indicators relating to YCB in the Council's Corporate Plan. Monitoring is undertaken by Adults & Communities Delivery Unit including individual care planning and monitoring of client outcomes by operational staff.

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements

Referrals from LBB and other local authorities (PIs 22 – 24) continue to demonstrate a positive performance.

Service Utilisation (PI 26) is almost at capacity in all services except for Barnet Independent Living Service (BILS) (87%).

A number of the services have held “fun days” over the summer and these have been well attended and supported by families and the local community

| Key Challenge | Actions required |
|---|--|
| Agency Staff (PI 11) – Higher usage of Agency Staff during the on-going staff restructure, 23% in Q1 remains at 23% in Q2, whilst permanent | No specific action: the trend reduction from Q4/2013-14 in Agency staff reflects permanent appointments being made against vacant posts; a |

| | |
|---|--|
| posts have been appointed to YCB is waiting for pre-employment checks to be completed. A secondary issue that has been identified is that there have been a number of new starters in one service during Q2 who also require 1:1 support and this has an impact on this PI. | further reduction in usage of Agency staff can be expected as recruitment proceeds. |
| Accident Incident Rate (PI 13) – Lower rate (9,600) compared to Q1 (10,800) however still higher than the target of below 5,000. | No specific action: the absolute higher rate compared to target needs to be seen in the context of recent management initiatives to promote awareness of Health & Safety in a proactive way. Thus in some establishments where people’s behaviour may challenge, incidents will be recorded even though strictly speaking they are not classed as accidents. |
| Valley Way vacancy rates (PI 27) are higher than the target but have improved from Q1. | No specific action as Q2 reflects the increased demand for the service during the summer months; early bookings indicate this will be sustained in Q3. |

1.3 SUMMARY OF YOUR CHOICE BARNET PERFORMANCE

The Your Choice Barnet contract is managed by Adults & Communities via monthly contract monitoring meetings and using an agreed performance framework. The various PIs are report in section 3.1. In addition to this framework, there is individual care planning and monitoring of client outcomes by A&C operational staff.

Overall, Q2 performance continues to be strong (following on from the previous quarter) with 15 (71%) of PIs reporting Green out of 21. There was 1 Red (PI 11 Agency Staff usage); 2 Green Amber i.e. PI 3 (Safeguarding alerts and outcomes) and PI 7 (Service users moved on from a service level to a higher dependency service); and 3 Red Amber PIs i.e. PI 10 (Staff Sickness), PI 13 (Accident Incident Rate), and PI 27 (Valley Way vacancy rate) – refer to section 1.2 above “Key Escalations”.

There were two issues identified in the previous (Quarter 1) report which needed monitoring:

1. Unison ballot to YCB staff which found in favour of industrial action – there have been four days of industrial action to date and both Rosa Morison and Flower Lane closed on these days, however, a service was provided to the majority of people from different locations. YCB management has been in communication with Unison in order to avert further action
2. Care Quality Commission (CQC) inspection of the Supported Living – the CQC inspection report is still pending.

Contextual Information

Your Choice Barnet delivers adult social care services under a 5-year contract (effective 2012) to Barnet Council and, on a smaller scale, to other local authorities and individuals who have approached the service direct. The services cover day care, community based care and support, respite and supported living services. Care and support is provided for adults with learning disabilities, autism and physical and

sensory impairments. Your Choice Barnet has a strategy to grow the size of its operations, based on the strong values of the Barnet Group. In 2012/13 YCB restructured the management of community services and responded to changes in the way Supported Living services were commissioned by Barnet Council. Your Choice Barnet also held several engagement events with service users and carers. In 2013/14 YCB continued to restructure its workforce.

Your Choice Barnet's income from Barnet Council for 2013/14 was in the region of £4.3 million as well as receiving additional income from other traded services with other commissioning organisations. There are approximately 250 Barnet residents who are registered to use Your Choice Barnet Services.

Formal monthly contract monitoring meetings are held involving senior managers from the Adults and Communities Delivery Unit and Your Choice Barnet. The performance framework used in these discussions is set out in this report and is subject to revision by mutual agreement to ensure its continued fitness for purpose going forward. The Performance Indicators are based on a balanced scorecard approach i.e. centred on the themes Service Outcomes, Service Delivery Measures, Stakeholder Measures; and Financial Measures. In addition to this there is individual care planning and monitoring of client outcomes by A&C operational staff.

2. YCB CONTRACT MONITORING

2.1 Overview of performance against the Performance Framework (agreed as part of the YCB Contract)

| Total No. of PIs | RAG ratings | | | | Positive/neutral DoT | Negative DoT | No. of indicators expected to report this quarter |
|------------------|-------------|-------------|-----------|-----|----------------------|--------------|---|
| | Green | Green Amber | Red Amber | Red | | | |
| 25 | 15 | 2 | 3 | 1 | 8 | 4 | 21 |

2.2 Performance against the Performance Framework (agreed as part of the YCB Contract)

| PI NO | Indicator description <i>Measure of how successful the Council is towards meeting the strategic objectives as set out in the Corporate Plan</i> | Period Covered <i>Timeframe data has been measured</i> | Previous result <i>Previous result from the most relevant period</i> | Target <i>Achievement level expected</i> | Numerator and Denominator <i>Relevant number that achieved the level required by the indicator out of total for indicator</i> | Result <i>Most recent result of the indicator measurement</i> | Target Variance <i>A calculation of how far the outturn is from the target</i> | Direction of Travel <i>An assessment of whether performance has improved since the previous results</i> | Benchmarking <i>How performance compared to other councils</i> |
|----------|--|---|---|---|---|--|---|--|---|
| YCB PI 1 | Outcomes achieved for each service user placed by Barnet Council. | Annual | 80% Met 5% Not met 12% N/A 4% No review | Met 80% or higher | In annual reviews the number of YCB service users placed by LBB who have the following recorded for their care plan outcomes: <ul style="list-style-type: none"> met partially met not met <p>This is expressed as a percentage of the total YCB service users placed by LBB</p> | Data provided annually | n/a | n/a | Benchmark not available. LBB has assessed outcomes for each individual but not across whole provider. |
| YCB PI 2 | Care plan outcomes measured by protected | Annual | n/a | n/a | The results of YCB PI 1 will be analysed by the 9 | Data provided annually | n/a | n/a | Benchmark not available. |

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|----------|--|---|---|---|---|--|---|--|--|
| | characteristics | | | | protected characteristics from the Equality Act 2010 | | | | |
| YCB PI 3 | Safeguarding alerts and outcomes | Q1 + Q2 | Q1: 1 upheld 1 not upheld 6 under investigation | 0 upheld | The total number of Safeguarding Alerts raised about Your Choice services expressed in terms of: <ul style="list-style-type: none"> Alerts upheld Alerts not upheld Alerts still under investigation | 2 upheld 2 not upheld 2 under investigation | 2 | Worsening | We expect alerts to be raised in small numbers for any provider and none to be upheld. |
| YCB PI 4 | Number of Safeguarding Alerts raised by Your Choice Barnet | Q1 + Q2 | Q1: 3 | Target not applicable | The total number of Safeguarding Alerts raised by Your Choice Barnet | 6 | n/a | n/a | We expect YCB staff to raise alerts about their concerns |

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|----------|--|---|---|-----------------------------------|---|--|---|--|---|
| | | | | | about any organisation | | | | |
| YCB PI 6 | Service users moved on from a service level to a lower service level | Q1 + Q2 | Q1: 9 clients | 25 people annually | The number of service users placed with YCB by LBB who in the previous quarter had the total hours of care reduced as a result of changed needs | 1 client | - | Improving | No benchmark available |
| YCB PI 7 | Service users moved on from a service level to a higher dependency service | Q1 + Q2 | Q1: 11 clients | 10 people annually | The number of service users placed with YCB by LBB who in the previous quarter had the total hours of care increased as a result of | 4 clients | - | Worsening | No benchmark available |

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|-----------|--|---|---|---|--|--|---|--|---|
| | | | | | changed needs | | | | |
| YCB PI 8 | Care Quality Commission inspection outcomes | No set frequency | No inspections in the first quarter | Under the new regime services should be Outstanding or Good | The outcome of Care Quality Commission inspections expressed using the CQC five standards, which are either met or not met | One undertaken, report to follow | n/a | n/a | All standards are to be met |
| YCB PI 9 | A&C Care Quality Team inspection outcomes | No set frequency | One undertaken report to follow | All standards met and all services inspected | The outcome of A&C Care Quality Team inspections expressed as either met in full or not met in full and reported annually | One undertaken, report to follow | Pending | Pending | All standards are to be met |
| YCB PI 10 | Staff sickness | 12 months to end Q2 | 12 months to end Q1: 11.3 days per staff member | ≤ previous outturn | A measure of average days of sickness of each YCB | 14.1 days | 2.8 | Worsening | No benchmark available |

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|--------------|--|---|---|---|---|--|---|--|---|
| | | | | | employee on a rolling 12 month basis | | | | |
| YCB PI 11 | Agency staff | Q1 + Q2 | Q1: 23% | 10% | A measure of the percentage of the workforce employed, calculated as a headcount, by YCB during the previous quarter that were employed through an agency staff | 23% | 13% | Same | No benchmark available |
| YCB PI 13 | Accident Incident rate | Q2 | Q1: 10,800 | Target is below 5,000 | Number of non-fatal work related accidents (including physical assaults) over the previous quarter X 100,000 / the average | 9,600 | 4,600 | Improving | No benchmark available |

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|-----------|--|---|---|---|--|--|---|--|---|
| | | | | | number of staff over the qtr. | | | | |
| YCB PI 14 | Accident Frequency Rate | Q2 | Q1: 0 | Target is 10% below the industry standard | Number of non-fatal RIDDOR reportable incidents over the period x 100,000/ total number of hours worked over that period | 0 | - | - | No benchmark available |
| YCB PI 15 | Work related fatalities | Q2 | Q1: 0 | 0 | Work related fatalities | 0 | - | - | No benchmark available |
| YCB PI 16 | Major incidents | Q2 | Q1: 0 | 0 | Total number of RIDDOR major injury reports | 0 | - | - | No benchmark available |
| YCB PI 17 | Major incidents impact on staff | Q2 | Q1: 0 | 0 | Total number of RIDDOR 'over 7 day' reportable injuries to employees | 0 | - | - | No benchmark available |

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|--------------|---|--|--|--|---|---|--|---|--|
| YCB PI 18 | Regulatory / Statutory Enforcement Notices | Q2 | Q1: 0 | 0 | The number of enforcement actions | 0 | - | - | No benchmark available |
| YCB PI 19 | New health and safety policy and procedure: | Q2 | Q1: 0 | No target | The number of new policy or procedure documents in health and safety | 0 | - | - | No benchmark but reviews are expected |
| YCB PI 22 | New referrals from Barnet | Q1+Q2 | Q1: 11 | 20 people annually | The number of new referrals that were from Barnet Council | 21 | - | Improving | No benchmark available |
| YCB PI 23 | New referrals from other local authorities | Q1+Q2 | Q1: 5 | 20 people annually | The number of new referrals that were from other local authorities | 13 | - | Improving | No benchmark available |
| YCB PI 24 | New referrals from people | Q1+Q2 | Q1: 2 | 20 people annually | New people receiving care and support from YCB that self-referred | 2 | - | Same | No benchmark available |

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|--------------|---|--|---|--|--|--|--|---|--|
| YCB PI 25 | Income from outside of Barnet Council referrals | Q1+Q2 | Q1: 15% | 10% of total income | The percentage of total income received by YCB in 2013/14 that was from sources other than Barnet Council | 14% | 4% | Improving | No benchmark available |
| YCB PI 26 | Service utilisation | Q1+Q2 | Q1: BILS - 98% Community Space – 98% Flower Lane – 98% Rosa Morison – 99% Supported Living – 99% | 95% utilisation on all sites | Service utilisation (measured by calculating the number of staff hours commissioned as a percentage of the staff hours available) for Your Choice Barnet services, excluding Valley Way. This measure covers all YCB | BILS 87% Community Space 99% Flower Lane 96% Rosa Morison 99% Supported Living 99% | - | Worsening | No benchmark available |

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|-----------|--|---|---|---|--|--|---|--|--|
| | | | | | service users and includes site based services, outreach and community activity. | | | | |
| YCB PI 27 | Valley Way | Q1+Q2 | Q1: Mon to Thurs: 40% Friday to Sun: 18% | 5% vacancy rate | The vacant nights at the Valley Way Respite service, expressed as a percentage of nights bookable. The indicator was changed for 2013/14 to show w/e and mid-week vacancy rates. | Mon to Thurs: 19% Friday to Sun: 9% | - | Improving | No benchmark available |
| YCB PI 28 | Business Continuity / Contingency Plan | Annual | n/a | Yes | A statement of whether YCB has a Contingency Plan in place. | All services have BCP plans and this is reviewed regularly | - | - | All care providers are required to have Contingency Plans in place |

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|--------|--|---|---|---|---|---|---|--|---|
| YCB 29 | Right to Work checks for YCB staff | Annual | 100% of staff to have the right to work | 100% | An audit by YCB showing that records demonstrate all staff have the right to work. Records of contracts with employments agencies demonstrating right to work. | 100% of staff have documentation evidencing their right to work All Agency contracts include right to work | - | - | Required of all employers |

2.3 Interventions & Escalations

| PI NO and description | Comments and Proposed Intervention |
|--|--|
| PI 11 (Agency Staff) – No change in usage of | No specific action: the reduction in Agency staff reflects permanent appointments being made against vacant posts; a further reduction in usage of Agency staff can be expected as recruitment proceeds. |

| | |
|---|---|
| <p>Agency Staff between Q1 and Q2 (23%). This is because whilst permanent posts have been appointed to YCB is waiting for pre-employment checks to be completed. A secondary issue that has been identified is that there have been a number of new starters in one service during Q2 who also require 1:1 support and this has an impact on this PI.</p> | |
| <p>PI 13 (Accident Incident Rate) – Lower rate (9,600) compared to Q1 (10,800) however still higher than the target of below 5,000.</p> | <p>No specific action: the higher rate needs to be seen in the context of recent management initiatives to promote awareness of Health & Safety in a proactive way. Thus in some establishments incidents will be recorded even though strictly speaking they are not classed as accidents.</p> |
| <p>PI 27 Valley Way vacancy rates are higher than the target but have improved from Q1</p> | <p>No specific action, Q2 reflects the increased demand for the service during the summer months; early bookings indicate this will be sustained in Q3.</p> |

3 Risk Overview

The following is the 5 X 5 matrix 'heat map' highlighting the number of risks for YCB and where they are currently rated:

| SCORE | | IMPACT | | | | |
|-------------|------------------|------------|-------|----------|-------|--------------|
| | | 1 | 2 | 3 | 4 | 5 |
| | | Negligible | Minor | Moderate | Major | Catastrophic |
| PROBABILITY | 5 Almost Certain | 0 | 0 | 0 | 0 | 0 |
| | 4 Likely | 0 | 0 | 0 | 0 | 0 |
| | 3 Possible | 0 | 0 | 4 | 4 | 0 |
| | 2 Unlikely | 0 | 0 | 0 | 1 | 0 |
| | 1 Rare | 0 | 0 | 2 | 0 | 0 |

Risk Commentary for YCB (risks rated 12 and above):

- YCB Income: The service does not generate the required level of income to provide long term financial viability: long term risk.

 - Control: YCB Operational Plan has identified a process for promoting and developing new business opportunities, both incremental and organic growth. Targets are now reflected within Service Manager Objectives for 2014/15 and monitored regularly.
 - Control: an Options Appraisal for the future commissioning of transport escorts is being jointly development between Barnet Council and Your Choice Barnet.
- YCB cash flow: Movement from payment in advance to payment in arrears presents a cash flow challenge requiring robust management: short term risk.

 - Control: Close monitoring of budgetary income and expenditure taking place via monthly monitoring meetings with finance and close scrutiny at YCB Management Team Meetings.
- YCB New Business: Lack of ability to grow because of competition in the market: long term risk.

 - Control: YCB Operational Plan focuses on growth in specialist/niche market where quality and track record can be evidenced. Range of business development activities being pursued (see 1 above).
- The increased use of agency staff can increase the risk that staff have less experience and skills to deliver care

 - Control: YCB undertake robust recruitment processes to ensure high calibre of agency staff. We review the levels of agency staff on a monthly basis with the managers to ensure there are sufficient levels of permanent staffing in place at any one time. However there will always need to be a level of agency and relief staff in place at all services to enable us to provide a flexible service as customer's needs change.

Note: YCB reports risks through The Barnet Group Risk Register, which is reviewed at The Barnet Group Board.