

Your Choice Barnet (YCB) – 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

PI's 22 - 24 (Referrals) continue to demonstrate a positive performance with 49 referrals up to Q3 against a target of 45 (60 for the full year).

PI 26, (Service Utilisation) is almost at capacity in all services including an increase in utilisation at BILS (92%).

PI 27, Valley Way utilisation for the YTD is at 82% overall and was at 92% for Q3.

Positive feedback continues to be received by the service:

'Thanks to all of you for giving J a wonderful year'

'To all the amazing friendly professionals at Flower Lane. Enjoy good health and on-going success in your crucial work. You are the best!'

'A big thank you for making my first placement (student nurse) a good and memorable foundation for my nursing career.'

Key Escalations	Actions required
PI 11 (Agency Staff) – The use of agency staff is still high at 22% as the organisation continues to recruit to permanent posts.	No specific action: Permanent appointments are being made against vacant posts; a further reduction in usage of Agency staff can be expected as recruitment proceeds.
PI 27 Valley Way void rates are slightly higher (8%) than the target (5%) but have significantly improved since Q1.	No specific action re Valley Way: Q3 has improved significantly with 8% voids. The issue is that Q1 was poor at 31% so the YTD figure (18%) reflects that.
PI 13 (Accident/Incident Rate) – A higher rate compared to Q2 due to more robust reporting of incidents and near misses as well as accidents.	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.

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, Q3 performance continues to be strong with 15 (75%) of PIs reporting Green/Green Amber out of 20. There was 1 Red (PI 11 Agency Staff usage); refer to section 1.2 above “Key Escalations”.

There were two issues identified in the previous (Quarter 2) 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. 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. DELIVERING THE CORPORATE PLAN

2.1 How the Delivery Unit is performing against its Corporate Plan indicators

This section is not applicable to YCB as corporate plan indicators only apply to The Barnet Group.

2.2 Interventions & Escalations

This section is not applicable to YCB as corporate plan indicators only apply to The Barnet Group.

3. YCB CONTRACT MONITORING

3.1 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	12	3	4	1	N/A	N/A	20

PI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Bench-marking (where applicable)
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 characteristics	Annual	n/a	n/a	The results of YCB PI 1 will be analysed by the 9 protected characteristics from the Equality Act 2010	Data provided annually	n/a	n/a	Benchmark not available
YCB PI 3	Safeguarding alerts and outcomes	Q1 – Q3	Q2: 0 upheld 2 not upheld 2 under	0 upheld	The total number of Safeguarding Alerts raised about Your Choice services	2 upheld 6 not upheld 1 under investigation	2	↔	We expect alerts to be raised in small numbers for any provider and none

PI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Bench-marking (where applicable)
			investigation		expressed in terms of: <ul style="list-style-type: none"> Alerts upheld Alerts not upheld Alerts still under investigation 				to be upheld
YCB PI 4	Number of Safeguarding Alerts raised by Your Choice Barnet	Q1 – Q3	Q2: 3	Target not applicable	The total number of Safeguarding Alerts raised by Your Choice Barnet about any organisation	9	n/a	n/a	We expect YCB staff to raise alerts about their concerns
YCB PI 6	Service users moved on from a service level to a lower service level	Q1 – Q3	Q2: 1 client	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	16 clients	-	↗	No benchmark available
YCB PI 7	Service users moved on from a service level to a higher dependency service	Q1 – Q3	Q2: 4 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 changed needs	19 clients	-	↘	No benchmark available
YCB PI 8	Care Quality Commission inspection outcomes	No set frequency	One undertaken	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	CQC Report Pending	n/a	n/a	All standards are to be met

PI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Bench-marking (where applicable)
YCB PI 9	A&C Care Quality Team inspection outcomes	No set frequency	None undertaken	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	None undertaken	n/a	n/a	All standards are to be met
YCB PI 10	Staff sickness	12 months to end Q3	12 months to end Q2: 14.1 days per staff member	≤ previous outturn	A measure of average days of sickness of each YCB employee on a rolling 12 month basis	14.2 days	0.1	↘	No benchmark available
YCB PI 11	Agency staff	Q1 – Q3	Q2: 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	22%	12%	↗	No benchmark available
YCB PI 13	Accident Incident rate	Q3	Q2: 9,600	Target is below 5,000	Number of non-fatal work related accidents (including physical assaults) over the previous quarter X 100,000 / the average number of staff over the qtr.	15,200	10,200	↓	No benchmark available
YCB PI 14	Accident Frequency Rate	Q3	Q2: 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

PI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Bench-marking (where applicable)
YCB PI 15	Work related fatalities	Q3	Q2: 0	0	Work related fatalities	0	-	-	No benchmark available
YCB PI 16	Major incidents	Q3	Q2: 0	0	Total number of RIDDOR major injury reports	0	-	-	No benchmark available
YCB PI 17	Major incidents impact on staff	Q3	Q2: 0	0	Total number of RIDDOR 'over 7 day' reportable injuries to employees	0	-	-	No benchmark available
YCB PI 18	Regulatory / Statutory Enforcement Notices	Q3	Q2: 0	0	The number of enforcement actions	0	-	-	No benchmark available
YCB PI 19	New health and safety policy and procedure:	Q3	Q2: 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 - Q3	Q2: 10	20 people annually	The number of new referrals that were from Barnet Council	27	-	↑	No benchmark available
YCB PI 23	New referrals from other local authorities	Q1 - Q3	Q2: 8	20 people annually	The number of new referrals that were from other local authorities	16	-	↑	No benchmark available
YCB PI 24	New referrals from people	Q1 - Q3	Q2: 0	20 people annually	New people receiving care and support from YCB that self-referred	6	-	↗	No benchmark available

PI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Bench-marking (where applicable)
YCB PI 25	Income from outside of Barnet Council referrals	Q1 - Q3	Q2: 12%	10% of total income	The percentage of total income received by YCB in 2013/14 that was from sources other than Barnet Council	14%	-	↑	No benchmark available
YCB PI 26	Service utilisation	Q1 - Q3	Q2: BILS - 88% Community Space – 99% Flower Lane – 95% 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 service users and includes site based services, outreach and community activity.	BILS 92% Community Space 98% Flower Lane 97% Rosa Morison 99% Supported Living 99%	-	↑	No benchmark available
YCB PI 27	Valley Way	Q1 - Q3	Q2: Mon to Thurs: 19% Friday to Sun: 9%	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.	Overall: 18% Mon to Thurs: 23% Friday to Sun: 11%	13%	↔	No benchmark available

PI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Bench-marking (where applicable)
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. Further BCP review and refresh workshops still on-going	-	-	All care providers are required to have Contingency Plans in place
YCB 29	Right to Work checks for YCB staff	Annual	100% of staff to have the right to work	n/a	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

3.2 Interventions & Escalations

PI NO and description	Comments and Proposed Intervention
<p>PI 11 (Agency Staff) – The use of agency staff is still high at 22% as the organisation continues to recruit to permanent posts.</p>	<p>No specific action: Permanent appointments are being made against vacant posts; a further reduction in usage of Agency staff can be expected as recruitment proceeds.</p>
<p>PI 13 (Accident Incident Rate) – A higher rate compared to Q2 due to more robust reporting of incidents and near misses as well as accidents.</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 significantly improved since Q1</p>	<p>No specific action: Q3 has improved significantly with 8% voids spaces overall. The issue is that Q1 was poor at 31% so the YTD figure reflects that.</p>

4. RESOURCES AND VALUE FOR MONEY

4.1 Revenue

This section is not applicable to YCB (Resources and Value for Money for YCB are monitored as part of the overall Barnet Group via the corporate quarterly reporting process).

4.2 Capital

This section is not applicable to YCB (Resources and Value for Money for YCB are monitored as part of the overall Barnet Group via the corporate quarterly reporting process).

5. OVERVIEW OF DELIVERY UNIT

5.1 Managing the business

This section is not applicable to YCB (Monitoring is undertaken by Adults & Communities Delivery Unit including individual care planning and monitoring of client outcomes by operational staff).

5.2 Change projects

This section is not applicable to YCB.

5.3 Risk Overview

The following is the 5 X 5 matrix 'heat map' cross-referencing the nature and score of YCB risks:

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

Risk Commentary for YCB: (Risk rating 12 or above)

- YCB Income: The service does not generate the required level of income to provide long term financial viability: long term risk.
 - Control: YCB has managed its income and expenditure in-line with budget and will continue to monitor this closely, this risk has been downgraded
- 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 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.
- Unison ballot in favour of industrial action
 - Control: YCB has drawn up contingency plans for supporting service users if strike action takes place

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