

# 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 <sup>[1]</sup>	Not Applicable <sup>[1]</sup>	Not Applicable <sup>[2]</sup>	<b>Green Amber</b>

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

<sup>2</sup> 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

PIs 23 & 24 (referrals from other local authorities and self-referrals) continue to demonstrate a positive performance.

Two YCB staff one from Flower Lane Autism Service, one from Rosa Morison Day Service for adults with profound and multiple learning disabilities) received Excellent Care Awards in recognition of their valuable contribution to improving the lives of customers on a daily basis. The presentation on 30 June was made by Barnet Council's Chief Executive and Adults & Communities Director.

On 23 June four customers from Flower Lane Autism Service performed 'Rites of Passage' at the Barbican with the London Symphony Orchestra. The public performance was the highlight – a fantastic achievement and reward after the number of hours rehearsing at the monthly Monday Club generously organised by the Community Projects arm of the London Symphony Orchestra.

Key Escalations	Actions required
PI 11 (Agency Staff) – Higher usage of Agency Staff during the on-going staff restructure, though compared to the previous quarter 4, the rate has decreased from 24.5% to 23%.	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.
PI 13 (Accident Incident Rate) – Higher rate (10,800) compared to Q4 (6,800) and a target of below 5,000.	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.
PI 27 Valley Way vacancy rates are higher than the target and also compared to Q4.	This PI reflects the situation that mid-week respite is not a popular choice amongst customers despite lower charges. The PI also does not include the outreach respite service that is being developed by Valley Way.

### 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, the Q1 performance is strong (continuing from the previous quarter) with 14 (70%) of PIs reporting Green out of 20. There was 1 Red (PI 11 Agency Staff usage) and 2 Red Amber PIs i.e. PI 13 (Accident Incident Rate) and PI 27 (Valley Way vacancy rate) – refer to section 1.2 above “Key Escalations”.

By mutual agreement there have been some revisions to the Performance Indicators (PIs) that comprise this framework to ensure its continued relevance to contract monitoring going forward For example a new PI 29 has been introduced to monitor Right to Work checks for YCB staff. This PI was introduced following a recent internal audit report of the contract management of YCB by Adults & Communities.

At the time of drafting this report there are two issues which will need monitoring:

1. Unison recently balloted YCB staff about a proposed restructure including implications for pay. The ballot found in favour of industrial action, however, at this stage the details of what this will mean are not clear. YCB management has been reviewing its

business continuity plans and will be consulting with operational staff in Adults & Communities to ensure that mitigating arrangements are put in place for those service users who will be affected.

2. A very recent CQC inspection of Supported Living found some issues which have been raised informally with YCB management. A formal report from CQC is pending. Adults & Communities managers are liaising with YCB managers to understand the status of the CQC findings and what (if any) action will need to be taken to ensure that safeguarding of vulnerable adults and the quality of the services they receive is not compromised.

### 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, other local authorities and individuals who have approached the service direct. The services cover daycare, 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	14	3	2	1	15	5	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"> <li>met</li> <li>partially met</li> <li>not met</li> </ul> This is expressed as	Data being finalised for the YCB Annual Report	n/a	n/a	Benchmark not available. LBB has assessed outcomes for each individual but not across whole provider.

PI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Bench- marking (where applicable)
					a percentage of the total YCB service users placed by LBB				
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 being finalised for the YCB Annual Report	n/a	n/a	Benchmark not available.
YCB PI 3	Safeguarding alerts and outcomes	April 14 – June 14	2013/14 - 4 upheld; 6 not upheld	0 upheld	The total number of Safeguarding Alerts raised about Your Choice services expressed in terms of: <ul style="list-style-type: none"> <li>Alerts upheld</li> <li>Alerts not upheld</li> <li>Alerts still under investigation</li> </ul>	<b>1 upheld 1 not upheld 6 under investigation</b>	1	↔	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	April 14 – June 14	19	Target not applicable	The total number of Safeguarding Alerts raised by Your Choice Barnet about any organisation	<b>3</b>	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	April 14 – June 14	17	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	<b>9 clients</b>	-	↑	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 7	Service users moved on from a service level to a higher dependency service	April 14 – June 14	5	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	11 clients	-	↘	No benchmark available
YCB PI 8	Care Quality Commission inspection outcomes	No set frequency	All 5 standards were met for Supported Living and Valley Way Respite	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	No inspections in the first quarter	n/a	n/a	All standards are to be met
YCB PI 9	A&C Care Quality Team inspection outcomes	No set frequency	All standards were met	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	April 14 – June 14	11.3 per staff member	≤ previous outturn for same period last year (2.2)	A measure of average days of sickness of each YCB employee on a rolling 12 month basis	4.1 days	1.9	↘	No benchmark available
YCB PI 11	Agency staff	April 14 – June 14	18.5 %	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%	↓	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 13	Accident Incident rate	April 14 – June 14	6,800	Target is below 5,000	Number of non-fatal work related accidents (including physical assaults) over the previous quarter X 100,000 / the average number of staff over the qtr.	10,800	5,800	↓	No benchmark available
YCB PI 14	Accident Frequency Rate	April 14 – June 14	0.51	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	April 14 – June 14	0	0	Work related fatalities	0	-	-	No benchmark available
YCB PI 16	Major incidents	April 14 – June 14	0	0	Total number of RIDDOR major injury reports	0	-	-	No benchmark available
YCB PI 17	Major incidents impact on staff	April 14 – June 14	2	0	Total number of RIDDOR 'over 7 day' reportable injuries to employees	0	-	-	No benchmark available
YCB PI 18	Regulatory / Statutory Enforcement Notices	April 14 – June 14	0	0	The number of enforcement actions	0	-	-	No benchmark available
YCB PI 19	New health and safety policy and procedure:	April 14 – June 14	0	No target	The number of new policy or procedure documents in health and safety	0	-	-	No benchmark but reviews are expected

PI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Bench-marking (where applicable)
YCB PI 22	New referrals from Barnet	April 14 – June 14	15	20 people annually	The number of new referrals that were from Barnet Council	11	-	↑	No benchmark available
YCB PI 23	New referrals from other local authorities	April 14 – June 14	22	20 people annually	The number of new referrals that were from other local authorities	5	-	↔	No benchmark available
YCB PI 24	New referrals from people	April 14 – June 14	15	20 people annually	New people receiving care and support from YCB that self-referred	2	-	↔	No benchmark available
YCB PI 25	Income from outside of Barnet Council referrals	Annual	14.1%	10% of total income	The percentage of total income received by YCB in 2013/14 that was from sources other than Barnet Council	15%	5%	↑	No benchmark available
YCB PI 26	Service utilisation	April 14 – June 14	BILS - 96% Community Space – 99% Flower Lane – 98% Rosa Morison – 100% Supported Living – 97%	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 98% Community Space 98% Flower Lane 98% Rosa Morison 99% Supported Living 99%	-	↔	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 27	Valley Way	April 14 – June 14	Mon to Thurs: 32% Friday to Sun: 22%	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.	<b>Mon to Thurs: 40%</b> <b>Friday to Sun: 18%</b>	-	↘	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. Further BCP review and refresh workshops currently in progress	-	-	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.	(New Performance Indicator) Data being finalised for the YCB Annual Report	-	-	Required of all employers

### 3.2 Interventions & Escalations

PI NO and description	Comments and Proposed Intervention
PI 11 (Agency Staff) – Higher usage of Agency Staff during the on-going staff restructure, though compared to the previous quarter 4, the rate has decreased from 24.5% to 23%	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.
PI 13 (Accident Incident Rate) – Higher rate (10,800) compared to Q4 (6,800) and a target of below 5,000	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.
PI 27 Valley Way vacancy rates are higher than the target and also compared to Q4	No specific action: this PI reflects the situation that mid-week respite is not a popular choice amongst customers despite lower charges. The PI also does not include the outreach respite service that is being developed by Valley Way.

## 4. RESOURCES AND VALUE FOR MONEY

### 4.1 Revenue

*This section is not applicable to YCB.*

### 4.2 Capital

*This section is not applicable to YCB.*

## 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' highlighting the number of risks for YCB and where they are currently rated:

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

#### 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.