

# Your Choice Barnet (YCB) – Q3 2016/17

## 1. SUMMARY

### 1.1 SERVICE DASHBOARD

Finance	Revenue Budget Variance				Capital Actual Variance	
	N/A				N/A	
Performance	Green	Green Amber	Red Amber	Red	Improved/Same	Worsened
• Indicators	80% (16)	10% (2)	0% (0)	10% (2)	76% (19)	24% (6)
Risks	Low	Medium Low	Medium High	High	Reduced/Same	Increased

### 1.2 KEY SUCCESSES AND CHALLENGES

#### Key Successes

Your Choice (Barnet) has successfully set-up Your Choice Enablement Service, providing short-term support packages for people to regain the skills and confidence they need to live independently. The service provides between 1 and 4 visits per day to people in their own home for a period of up to six weeks

Your Choice (Barnet) sickness levels have further reduced and are down to 10 days in Q3 which is now Green; this has been steadily reducing throughout the year from 13.2 days in Q1 and 11.5 days in Q2.

The number of referrals from Barnet Council and self-referrals from people using direct payments continues to rise and is currently at 58 meaning that the collective target for the full year (40) has already been exceeded.

Key Challenges	Actions Required
YCB 12 – The Accident and Incident rate has remained as Red in Q3.	<ul style="list-style-type: none"> <li>• This figure historically fluctuates, due to the vulnerability of YCB service users the services ensure robust reporting of all incidents</li> </ul>
YCB 19 – The number of referrals from other Local Authorities is now Red as the cumulative total to date is 6 against a target of 15.	<ul style="list-style-type: none"> <li>• YCB continues to work closely with neighbouring authorities and continues to actively market it's services</li> </ul>
YCB 11 – Agency staff is reporting as up from 11.1% from Q2 to 12.7% in Q3	<ul style="list-style-type: none"> <li>• YCB continues to monitor its agency usage closely and the services are actively recruiting in order to cover unplanned absences with contracted staff</li> </ul>

### 1.3 OVERVIEW – FINANCE, PERFORMANCE AND RISK

The Performance Framework was revised for the 2015/16 cycle mainly to reflect indicators which measure quality based on the CQC inspection regime and equivalent monitoring by the Adults and Communities Delivery Unit. In total there are 27 Performance Indicators (PIs), 3 of which are not reporting in Quarter 3 (PIs 1, 2 & 25). Of the 24 reporting PIs, 20 are RAG-rated and 4 do not have a RAG rating / target because of their inherent nature (PIs 3, 4, 26 & 27).

The results of Q3 16/17 show that there are 16 (80%) PI's that are rated Green, 2 are Green/Amber (10%) and 2 Red (10%). YCB has made improvements in Q3 in the reduction of staff sickness (PI 10), which is now on target at 10 days and this has now moved to Green. Agency usage (PI 11) is Green/Amber in Q3 at 12.7% and work continues to bring this PI down to 10%. Valley Way Utilisation (PI 23) has remained at 89% overall against a target of 90% and is also rated as Green/Amber.

Compared to Quarter 2, the additional Red PI – 19 relates to a low number of referrals from Other Local Authorities; however the Income from other Local Authorities remains higher than target (10%) at 18.7%.

Q3 has seen an increase in the number of Accidents and Incidents (PI 12), with the rating moving from 6,000 in Q2 up to 6,400, this figure historically fluctuates and due to the vulnerability of YCB service users the services ensure robust reporting of all incidents. Section 3.2b below provides an analysis of these PIs.

## 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 has also held several engagement events with service users and carers. In 2013/14 YCB continued to restructure its workforce to meeting changing service demands.

Your Choice Barnet's income from Barnet Council is circa £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 quarterly contract management meetings are held involving senior managers from the Commissioning Group, Adults and Communities Delivery Unit and Your Choice Barnet. The performance framework used in these discussions is set out in Appendix A and is subject to revision by mutual agreement to ensure its continued fitness for purpose going forward. In addition to this framework, there is individual care planning and monitoring of client outcomes by Adults & Communities operational staff.

## **2. Finance**

### **2.1 Revenue**

This section is not applicable as YCB are monitored as part of the overall Barnet Group via the corporate quarterly reporting process.

### **2.2 Capital**

N/A

### 3. Performance

#### 3.1 Overview of performance for Corporate Plan and Service indicators

	RAG						Long Term Direction of Travel			No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red	Total RAG ratings	Monitor	Improving or the same	Worsening	No Direction of Travel	
CPI	0	0	0	0	0	0	0	0	0	0
SPI	0	0	0	0	0	0	0	0	0	0
KPI	16	2	0	2	20	7	19	6	0	27
<b>Overall</b>	<b>80% (16)</b>	<b>10% (2)</b>	<b>0% (0)</b>	<b>10% (2)</b>	<b>100% (20)</b>	<b>100% (7)</b>	<b>76% (19)</b>	<b>24% (6)</b>		<b>27</b>

**Key:**

CPI	Corporate Plan Indicator
SPI	Commissioning Plan Indicator
MPI	Management Agreement Indicator
KPI	Contract Performance Indicator

### 3.2a Indicators

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
YCB1	Outcomes achieved for each Service User placed by Barnet Council.	Bigger is Better	80%	n/a	<p>In annual reviews the number of Your Choice Barnet service users placed by Barnet Council who have the following recorded for their person centred care plan outcomes:</p> <ul style="list-style-type: none"> <li>• a person-centred care plan in a format accessible to them               <ul style="list-style-type: none"> <li>• Met</li> <li>• Partially met</li> <li>• Not met</li> </ul> </li> </ul> <p>This is expressed as a percentage of the total Your Choice Barnet</p>	Reported Annually	n/a	n/a	80% met 5% not met 11% n/a 4% no review	n/a	Benchmark not available. LBB has assessed outcomes for each individual but not across whole provider

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
					Service Users placed by Barnet Council.						
YCB2	Care plan outcomes measured by Protected Characteristics.	Monitor	n/a	n/a	The results of Your Choice Barnet PI 1 will be analysed by the 9 protected characteristics from the Equality Act 2010	Reported Annually	n/a	n/a	n/a	n/a	Benchmark not available
YCB3	Safeguarding Alerts and Outcomes about Your Choice Barnet Services	none be upheld	n/a	n/a	The total number of Safeguarding Alerts raised about Your Choice Barnet Services expressed in terms of: <ul style="list-style-type: none"> <li>Alerts upheld;</li> <li>Alerts not upheld; or</li> <li>Alerts still under investigation.</li> </ul>	10 alerts raised 0 upheld, 10 not upheld 0 under investigation (at supported living)	9 alerts raise, 0 upheld 7 not upheld 2 under investigation (1 at supported living and 1 at valley way) – these are accumulative figures	Worsening	3 alerts raised 0 upheld 2 not upheld 1 under investigation	Worsening	We expect alerts to be raised in small numbers for any provider and none to be upheld

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
YCB4	Number of Safeguarding Alerts raised by Your Choice Barnet about any Care Provider or other area of concern	n/a	n/a	n/a	The total number of Safeguarding Alerts raised by Your Choice Barnet about any organisation or other area of concern	5	5	Same	10	Improving	We expect YCB staff to raise alerts about their concerns
YCB5	Service Users moved on from a service level to a lower service level.	Bigger is Better	20	Green: 5 or above people Green Amber: 3 or 4 people Red Amber: 2 people Red: 0 to 1 people	The number of Service in Supported Living placed with Your Choice Barnet by Barnet Council who in the previous quarter had the total hours of care in their Care Plan reduced as a result of changed needs	13	7	Improving	19	Worsening	No benchmark available
YCB6	Service users moved on from a service level to a higher dependency service.	Bigger is Better	100%	100%	Service users moved on from a service level to a higher dependency service have	100%	100% (6/6)	Same	100% (12/12)	Same	No benchmark available

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
					a supporting assessment and have been agreed at panel review						
YCB7	Care Quality Commission Inspection outcomes for Supported Living Service (5 sites comprising September Court, Harold Court, Leadbeaters, Agatha House, Quartz Court):  <ul style="list-style-type: none"> <li>• Safe</li> <li>• Effective</li> <li>• Caring</li> <li>• Responsive</li> <li>Well-led</li> </ul>	Overall rating 'Good' or Outstanding	<u>CQC Rating</u> Outstanding / Good	<u>CQC Rating</u> Outstanding / Good	The outcome of Care Quality Commission inspections expressed as: Outstanding, Good, Requires Improvement or Inadequate.	Good	Good	Same	Inadequate	Improving	All standards are to be met
YCB8	Care Quality Commission Inspection outcomes for Valley Way Respite Service (Jasper Court): <ul style="list-style-type: none"> <li>• Safe</li> <li>• Effective</li> <li>• Caring</li> <li>• Responsive</li> <li>Well-led</li> </ul>	Overall rating 'Good' or Outstanding	<u>CQC Rating</u> Outstanding / Good	<u>CQC Rating</u> Outstanding / Good	The outcome of Care Quality Commission inspections expressed as: Outstanding, Good, Requires Improvement or Inadequate	Good	Good	Same	Good	Same	All standards are to be met
YCB9	Adults and Communities Delivery Unit inspection	Overall report findings to be Good	<u>A&amp;C Rating</u> (aligned to CQC)	<u>A&amp;C Rating</u> (aligned to CQC)	The outcome of inspections of Your Choice Barnet	Good	Good	Same	Good	Same	No benchmark available



Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
	outcomes (based on CQC inspection framework): <ul style="list-style-type: none"> <li>• Safe</li> <li>• Effective</li> <li>• Caring</li> <li>• Responsive Well-led</li> </ul>		<u>Rating in Pls 7 and 8)</u> Outstanding / Good	<u>Rating in Pls 7 and 8)</u> Outstanding / Good	Services conducted by the Adults and Communities Delivery Unit						
YCB10	Staff sickness	Smaller is Better	40 or below  (If target is 10 per quarter?)	Green: 10 or below Green Amber: 10.1 to 14.9, Red amber 15 to 19.9 Red: 20 or above	A measure of the average days of sickness of Your Choice Barnet employee on a rolling 12 month basis.	10.0	11.5	Improving	10.4	Improving	No benchmark available
YCB11	Agency staff	Smaller is Better	n/a	Green: 10% or below Green Amber: 10.1% to 14.9% Red Amber: 15% to 19.9%, Red 20% or above	A measure of the percentage of the workforce employed, calculated as a headcount, by YCB during the previous quarter that were employed through an employment agency.	12.7%	11.1%	Worsening	13.7%	Improving	No benchmark available

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
YCB12	Accident Incident Rate	Smaller is Better	n/a Is there an annual target?	Green: below 5,000 Red: ≥ 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 quarter	6,400 (AIR only)	6,000 (AIR only)	Worsening	3,200	Worsening	No benchmark available
YCB13	Accident Frequency Rate	Smaller is Better	n/a Is there an annual target?	Green ≤ 0.46 Red: >0.46	Number of non-fatal RIDDOR reportable incidents over the period X 100,000/ total number of hours worked over that period.	0	0	Same	0	Same	No benchmark available
YCB14	Work related fatalities.	Smaller is Better	0	Green: 0 Red: any work related fatality	The total number of work related fatalities.	0	0	Same	0	Same	No benchmark available
YCB15	Major incidents	Smaller is Better	0	Green: 0 Green Amber: 1-2, Red amber 3-4 Red: >5	The total number of RIDDOR major injury reports.	0	0	Same	0	Same	No benchmark available
YCB16	Major incidents impact on staff	Smaller is Better	0	Green: 0 Red: >1	The total number of RIDDOR 'over 7 day'	0	0	Same	0	Same	No benchmark available

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
					reportable injuries to employees.						
YCB17	Regulatory/ Statutory Enforcement Notices.	Smaller is Better	0	Green: 0. Red: 1 or more enforcement notice.	The number of enforcement actions	0	0	Same	0	Same	No benchmark available
YCB18	New referrals from Barnet Council.	Bigger is Better	20	Green: 5 or more Green Amber:3 or 4 Red Amber:2 Red: less than 2	The number of new referrals that were from Barnet Council.	27	23	Improving	15	Improving	No benchmark available
YCB19	New referrals from other local authorities.	Bigger is Better	20	Green: 5 or more Green Amber:3 or 4 Red Amber:2 Red: less than 2	The number of new referrals that were from other local authorities.	6	5	Improving	7	Worsening	No benchmark available
YCB20	New referrals from people	Bigger is Better	20	Green: 5 or more Green Amber:3 or 4 Red Amber:2 Red: less than 2	New people receiving care and support from Your Choice Barnet that self-referred	25	20	Improving	20	Improving	No benchmark available

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
YCB21	Income from outside of Barnet Council referrals	Bigger is Better	10% or above	Green: 10% or above Green Amber: 8% - 9.9% Red Amber: 7.5% to 8% Red: below 7.5%	The percentage of total income received by Your Choice Barnet in 2016/17 that was from sources other than Barnet Council.	18.7%	18.8%	Worsening	14.3%	Improving	No benchmark available
YCB22	Service utilisation	Bigger is Better	96%	Green: above 96% Green Amber: 92% - 95.9% Red Amber: 90% to 91.9% Red: 90% or below	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 Your Choice Barnet Service Users and includes site based services, outreach and community activity. It covers:	BILS: 99.7% Community Space 98% Flower Lane 97% Rosa Morison 96% Supported Living 97%	BILS: 99% Community Space: 97% Flower Lane: 97% Rosa Morison: 96% Supported Living 96%	Improving	BILS: 96% Community Space: 97% Flower Lane: 97% Rosa Morison: 98% Supported Living 99%	Improving	No benchmark available

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
					<ul style="list-style-type: none"> <li>• Barnet Independent Living Service</li> <li>• Community Space</li> <li>• Flower Lane</li> <li>• Rosa Morison</li> <li>• Supported Living Service (5 sites)</li> </ul>						
YCB23	Service utilisation Valley Way	Bigger is Better	90%	Green: 90% or higher Amber: 85%-89% Red Amber: 81%-84% Red: 80% or lower	Service utilisation (measured by calculating the number of nights utilised as a percentage of nights available) for Your Choice Barnet Valley Way respite service.	Overall 89% Mon-Thur 86% Fri-Sun 92%	Overall: 89% Mon-Thur 87% Fri-Sun 92%	Worsening	93% Mon-Thur 93% Fri-Sun 94%	Worsening	No benchmark available
YCB24	Right to Work Checks for YCB staff	Bigger is Better	100%	Green: compliant (all staff has the Right to Work and this is demonstr	An audit by Your Choice Barnet showing that records demonstrat	100%	100%	Same	100%	Same	All care providers are required to have contingency plans in place

Ref	Indicator	Polarity	Annual 2016/17 Target	Q3 2016/17 Target	Numerator / Denominator	Q3 2016/17 Result	Q2 2016/17 Result	DOT Short-Term (From Q2 2016/17)	Q3 2015/16 Result	DOT Long-Term (From Q3 2015/16)	Benchmarking
				ated by the audit). Red: non-compliant (one or more staff do not have the Right to Work or the audit itself is not complete).	e that all staff have the right to work in the United Kingdom. This includes records of contracts with employment agencies and an audit of agency staff.						
YCB25	Overall Customer Satisfaction with YCB services	Bigger is Better	n/a	n/a	Satisfaction surveys by service users; Number and % of respondents in the year who are wholly, partly or not satisfied with YCB services.	Reported annually	n/a –	n/a	93.2% Wholly 5.1% Partly 1.7% Not	Worsening	Required of all employers
YCB26	Complaints received (accumulative total)	Smaller is better	n/a	n/a	n/a Complaints received in the quarter	11	7	Worsening	14	improving	No benchmark available
YCB27	Compliments received (accumulative total)	Bigger is Better	n/a	n/a	Compliments received in the quarter	24	17	improving	39	Worsening	No benchmark available

### 3.2b Comments and proposed interventions for indicators that have not met target

Ref and Indicator Title	Comments and Proposed Intervention
YCB 11 – Agency staff	Agency staff up from 11.1% from Q2 to 12.7% in Q3, and the services are actively recruiting in order to cover unplanned absences with contracted staff
YCB 12 – Accident and Incident Rate	The Accident and Incident rate has remained as Red in Q3. This figure historically fluctuates, due to the vulnerability of the YCB service users the services ensure robust reporting of all incidents. This figure fluctuates and can go up or down significantly due to the challenges that some people using FL service present
YCB 19 – Referrals from other Local Authorities	The number of referrals from other Local Authorities is now Red as the cumulative total to date is 6 against a target of 20. YCB continues to work closely with neighbouring authorities and continues to actively market it's services
YCB 23 – Valley Way Utilisation	Valley Way Utilisation (PI 23) has remained at 89% overall against a target of 90% and is rated as Green Amber. A number of people who use the service have now moved into supported living settings service. The service is marketing to other Local Authorities and to people who have personal budgets

## 4. Key Actions

The tables below provide an update on progress in delivering the strategic and commissioning priorities, as set out in the refreshed Corporate Plan and Street Scene Commissioning Plan for 2016/17.

### 4.1 Overview of Key Actions

RAG Ratings					No. of Key Actions
Green - Met	Green Amber - delayed, Low Impact	Red Amber - delayed, Medium Impact	Red - risk of not delivering or High Impact	Not Rated (not due or N/A)	
0	0	0	0	0	0

#### Key

RAG	Description
Green	Action on track or met
Green Amber	Action delayed, Low Impact
Red Amber	Action delayed, Medium Impact
Red	Risk of Not Delivering Or High Impact



## 5. Customer Experience

Customer Experience description	Comments and Proposed Intervention
YCB 25,26 and 27	Appendix A gives the performance for PIs 25 – 27, these are not RAG rated

## 6. Risk

The 5 X 5 matrix (heat map) below shows the residual risk assessment (probability and impact scores) for each risk.  
*(The heat map should show the position of all risks on the service risk register)*

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

### Risk Commentary for YCB:

YCB risks are contained within the risk register for Barnet Homes, which reports separately.

The table below lists all risks rated 12 and above.

Risk ID	Short Risk Title	Long Description	Risk Owner	Nature of Risk	Controls in place	Inherent Risk <i>(without controls)</i>		Residual Risk <i>(with controls in place)</i>			Response Option
						Impact	Likelihood	Impact	Likelihood	Risk Score	

## 7. Equalities

Equalities Description	Comments and Proposed Intervention
	<i>Using the guidance on intervention and escalation of performance challenges, Delivery Unit and Lead Commissioner should propose the level of intervention required for the equalities indicators that significantly vary from the baseline.</i>