

Your Choice Barnet (YCB) – Q4 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]	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

PIs 22 – 24 (Referrals) Whilst self-referrals were lower, 10, (15 in 2013/14) than target (20), new referrals from Barnet and from other local authorities were higher at 34 and 23 respectively (15 and 22 for 2013/14) compared to a target of 20.

PI 26 (Service Utilisation) for the full year (2013/14 figures in brackets) was 90% (90%) at BILS, 97% (98%) at Community Space, 97% (98%) at Flower Lane, 98% (99%) at Rosa Morison and 99% (98%) in Supported Living.

PI 10 (Staff Sickness) has reduced from Q3 which was at 14.2 days per employee down to 10.5 days

Key Escalations	Actions required
PI 11 (Agency Staff) – The use of agency staff has reduced again this quarter to 15% for Q4 which is still higher than target of 10% (20% accumulative for the full year), it is expected that the reduction will continue as permanent posts are filled.	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 13 (Accident/Incident Rate) – A lower rate compared to Q3, however still higher than target.	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 void rates are still improving and whilst this still shows as red/amber against target the annual improvement is expected to continue in 2015/16.	No specific action.

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, as outlined in the appendix of this document. 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 Adults & Communities operational staff.

Overall, the Q4 performance shows that out of 22 Performance Indicators reporting, Green = 12 (55%), Amber = 6 (27%); and Red = 4 (18%). **The overall rating therefore has dipped to Amber compared with Green / Amber in Quarter 3.** The most significant issue relates to the Care Quality Commission (CQC) inspection of Supported Living Services (SLS) in August 2014, the report for which was published in February 2015. This is discussed in the paragraphs below.

There are three issues identified in the previous (Quarter 3) which require monitoring:

1. CQC inspection of the Supported Living Service (SLS) – CQC inspected the SLS in August 2014 and the inspection report was published in February 2015. The overall rating was “Inadequate”. YCB submitted a formal action plan to CQC which will be used by CQC to assess whether the required improvements have been addressed in a follow up inspection (date to be confirmed by CQC). YCB has put measures in place to ensure that all services have more robust quality monitoring. The specific measures

are described in the CQC action plan and all areas of monitoring referred to in the CQC action plan have been rolled out across the organization to all services. In addition the following action has been put in place by Adults & Communities:

- Monthly contract monitoring based on monitoring YCB’s progress in implementing the CQC Action Plan. This will be reported to Adults & Safeguarding and Performance & Contract Management Committees as appropriate. The Performance Framework (section 3.1 refers) which is agreed with YCB and which forms the basis of formal contract monitoring is being updated to include the new CQC inspection framework as it applies to all YCB services, in light of the report on the Supported Living Service published in February 2015. The new Performance Framework will be reported to this Committee for the 2015/16 monitoring cycle.
 - Announced and unannounced visits of *all* YCB services by Monitoring Officers in the Council’s Quality & Purchasing Team based in Adults and Communities.
 - Additional reviews of service users’ care plans (services commissioned from YCB) by social workers, prioritising those in the Supported Living Service immediately following publication of the CQC inspection report.
 - Quality monitoring visits, contract monitoring activity and scheduled reviews of service users’ needs will continue on a regular basis.
2. Unison ballot to YCB staff which found in favour of industrial action – there have been eleven 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. On the most recent days of action out of 128 permanent and as and when staff there were 25 staff on strike.
3. There were 4 complaints raised in Q4, brief details as follows;

Complaint from	Area of concern	Outcome
External provider	Behaviour of a staff member (agency)	No longer being used
Family member	Concern about activities	Improved communication
Member of the public	Service user, inappropriate behaviour	Apology accepted
Family member	Concern when they are away from the service	Referral to safeguarding

Complaints have not increased over the period. In particular there is no evidence through complaints that staff action is affecting provision. The services receive compliments on a regular basis from families who feel that the managers and their teams go above and beyond.

Studies show that high staff turnover directly contributes to lower level of customer satisfaction; YCB still has a very low turnover of staff, 7% in the year from April 2014 to date. YCB remains competitive in the social care market both in pay and conditions and will endeavour to remain so in order to retain the consistency that low staff turnover brings.

There is an annual customer satisfaction survey carried out by YCB that is reported on in the organisation's annual report; the 2015 questionnaire is due to be sent to service users and their families at the end of April. The 2014 questionnaire was responded to by 67 people, 38 of who said they were very satisfied with the service, 26 said fairly satisfied with 3 who said neither satisfied nor dissatisfied.

Amongst other measures in place YCB has developed a 'Quality Assurance Group' made up of family members and carers, this group has been meeting since the autumn of 2014 and is visiting services on a quarterly basis measuring quality against the essential standards used by the Care Quality Commission.

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 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 Adults & Communities operational staff. As noted in paragraph 2 above, the Performance Framework will be amended for the 2015/16 monitoring cycle to

include the new CQC inspection framework as it applies to all YCB services, in light of the inspection report on the Supported Living Service published in February 2015.

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.

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			Number of indicators expected to report this quarter	Number of indicators not reporting this quarter or not RAG rated
	Green	Amber	Red		
25	12	6	4	22	3

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	Target Met (data to be provided in 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)
					<ul style="list-style-type: none"> partially met not met <p>This is expressed as a percentage of the total YCB service users placed by LBB</p>				
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 to be provided in annual report	n/a	n/a	Benchmark not available.
YCB PI 3	Safeguarding alerts and outcomes	Q1 – Q4	Q3: 2 upheld 6 not upheld 1 under investigation	0 upheld	<p>The total number of Safeguarding Alerts raised about Your Choice services expressed in terms of:</p> <ul style="list-style-type: none"> Alerts upheld Alerts not upheld Alerts still under investigation 	2 upheld 7 not upheld 2 under investigation	2	↔	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 – Q4	Q2: 10	Target not applicable	The total number of Safeguarding Alerts raised by Your Choice Barnet about any organisation	11	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 – Q4	Q3: 16 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	22 clients	3	↑	No benchmark available

PI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Bench-marking (where applicable)
					of changed needs				
YCB PI 7	Service users moved on from a service level to a higher dependency service	Q1 – Q4	Q3: 19 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	21 clients	11 favourable	↑	No benchmark available
YCB PI 8	Care Quality Commission inspection outcomes	No set frequency	CQC Inspection Report on SLS received VW inspected	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	SL rated Inadequate VW awaiting report	n/a	↓	All standards are to be met
YCB PI 9	A&C Care Quality Team inspection outcomes	No set frequency	Visits undertaken by contracts	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	Partially met; further inspections arranged	n/a	↘	All standards are to be met
YCB PI 10	Staff sickness	12 months to end Q4	12 months to end Q3: 14.2 days per staff member	≤ previous outturn	A measure of average days of sickness of each YCB employee on a rolling 12 month basis	10.5 days	-	↑	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 11	Agency staff	Q1 – Q4	Q3: 21%	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	Q4 15% Full year 20%	10%	↑	No benchmark available
YCB PI 13	Accident Incident rate	Q4	Q3: 15,200	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.	6,400	1,400	↑	No benchmark available
YCB PI 14	Accident Frequency Rate	Q4	Q3: 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	0.4	-	-	No benchmark available
YCB PI 15	Work related fatalities	Q4	Q3: 0	0	Work related fatalities	0	-	-	No benchmark available
YCB PI 16	Major incidents	Q4	Q3: 0	0	Total number of RIDDOR major injury reports	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 17	Major incidents impact on staff	Q4	Q3: 0	0	Total number of RIDDOR 'over 7 day' reportable injuries to employees	1	1	↓	No benchmark available
YCB PI 18	Regulatory / Statutory Enforcement Notices	Q4	Q3: 0	0	The number of enforcement actions	0	-	-	No benchmark available
YCB PI 19	New health and safety policy and procedure:	Q4	Q3: 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 – Q4	Q3: 27	20 people annually	The number of new referrals that were from Barnet Council	34	14 favourable	↑	No benchmark available
YCB PI 23	New referrals from other local authorities	Q1 – Q4	Q3: 16	20 people annually	The number of new referrals that were from other local authorities	23	3 favourable	↑	No benchmark available
YCB PI 24	New referrals from people	Q1 – Q4	Q3: 6	20 people annually	New people receiving care and support from YCB that self-referred	10	10	↗	No benchmark available
YCB PI 25	Income from outside of Barnet Council referrals	Q1 – Q4	Q3: 14%	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% favourable	↔	No benchmark available
YCB PI 26	Service utilisation	Q1 – Q4	Q3: BILS - 92% Community Space –	95% utilisation on all sites	Service utilisation (measured by calculating the number of staff hours commissioned)	BILS 90% Community Space 97%	-	↘	No benchmark available

PI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Bench-marking (where applicable)
			98% Flower Lane – 97% Rosa Morison – 99% Supported Living – 99%		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.	Flower Lane 97% Rosa Morison 98% Supported Living 99%			
YCB PI 27	Valley Way	Q1 – Q4	Q3: Overall: 19% Mon to Thurs: 24% Friday to Sun: 13%	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: 19% Mon to Thurs: 23% Friday to Sun: 12%	14%	↔	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 Business Continuity Plans	-	-	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	Yes	An audit by YCB showing that records demonstrate all staff have the right to work. Records of contracts with employments agencies demonstrating right	100% of staff have documentation evidencing their right to work All Agency contracts include right to	-	-	Required of all employers

PI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Bench-marking (where applicable)
					to work.	work (Awaiting one signed document)			

3.2 Interventions & Escalations

PI NO and description	Comments and Proposed Intervention
PIs 8 & 9 CQC inspection outcomes & A&C Care Quality Team inspection outcomes	This relates to the CQC inspection of the Supported Living Service and is discussed in Section 1.3 (paragraph 2) above.
PI 11 (Agency Staff) – The use of agency staff has reduced again this quarter to 15% for Q4 which is still higher than target (20% accumulative for the full year), it is expected that the reduction will continue as permanent posts are filled.	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 13 (Accident/Incident Rate) – A lower rate compared to Q3, however still higher than target	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 void rates are still improving and whilst this still shows as red against target the annual improvement is	No specific action.

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 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					
	4 Likely		5			
	3 Possible			4	3	
	2 Unlikely				1, 2	
	1 Rare					

Risk Commentary for YCB:

- 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.

APPENDIX – YCB Contract Monitoring Methodology

Performance Indicator reference	Performance Indicator descriptor	Performance Indicator Numerator and denominator	Performance Indicator reporting frequency	Performance Indicator performance thresholds using the three point Red, Amber, Green classification
YCB PI 1	Outcomes achieved for each Service User placed by Barnet Council	<p>In annual reviews the number of Your Choice Barnet service users placed by Barnet Council who have the following recorded for their care plan outcomes:</p> <ul style="list-style-type: none"> • Met; • Partially met; or • Not met. <p>This is expressed as a percentage of the total Your Choice Barnet Service User placed by Barnet Council</p>	Annual	<p>Green – 80% or higher Amber – 70% to 80% Red – Below 70%</p>
YCB PI 2	Care plan outcomes measured by Protected Characteristics	The results of Your Choice Barnet	Annual	No Red, Amber, Green classification is used for this indicator.
YCB PI 3	Safeguarding Alerts and Outcomes about Your Choice Barnet Services	<p>The total number of Safeguarding Alerts raised about Your Choice Barnet Services expressed in terms of:</p> <ul style="list-style-type: none"> • Alerts upheld; • Alerts not upheld; or • Alerts still under investigation. 	Quarterly	No Red, Amber, Green classification is used for this indicator.
YCB PI 4	Number of Safeguarding Alerts raised by Your Choice Barnet about any Care Provider or other area of concern	The total number of Safeguarding Alerts raised by Your Choice Barnet about any organisation or other area of concern	Quarterly	No Red, Amber, Green classification is used for this indicator.
YCB PI 6	Service Users moved on from a service level to a lower service level	The number of Service Users 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.	Quarterly	<p>Green: 15 to 25 people Amber: 5 to 10 people Red: 0 to 5 people</p>

Performance Indicator reference	Performance Indicator descriptor	Performance Indicator Numerator and denominator	Performance Indicator reporting frequency	Performance Indicator performance thresholds using the three point Red, Amber, Green classification
YCB PI 7	Service users moved on from a service level to a higher dependency service	The number of Service Users placed with Your Choice Barnet by Barnet Council who in the previous quarter had the total hours of care increased as a result of changed needs.	Quarterly	Green: 5 to 10 people Amber: 1 to 5 people Red: 0 people
YCB PI 8	Care Quality Commission Inspection outcomes	The outcome of Care Quality Commission inspections expressed as: Outstanding, Good, Requires Improvement or Inadequate. Action Plan to be completed and reviewed	Monthly	<u>CQC Rating</u> Green: Outstanding or Good Amber: Requires improvement Red: Inadequate
YCB PI 9	Adults and Communities Delivery Unit inspection outcomes	The outcome of inspections of Your Choice Barnet Services conducted by the Adults and Communities Delivery Unit expressed as either met in full or partially met and reported annually.	No set frequency.	Green: Standards met Amber: Standards partially met Red: Standards not met
YCB PI 10	Staff sickness	A measure of the average days of sickness of Your Choice Barnet employee on a rolling 12 month basis.	Quarterly	Green: 10% or below Amber: 10 to 20% Red: 20% or above
YCB PI 11	Agency staff	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.	Quarterly	Green: 10% or below Amber: 10 to 20% Red: 20% or above
YCB PI 13	Accident Incident Rate	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	Quarterly	Green – below 5,000 Red – above 5,000
YCB PI 14	Accident Frequency Rate	Number of non-fatal RIDDOR reportable incidents over the period X 100,000/ total number of hours worked over that period.	Quarterly.	Green – 0.46 Red – a figure higher than 0.46

Performance Indicator reference	Performance Indicator descriptor	Performance Indicator Numerator and denominator	Performance Indicator reporting frequency	Performance Indicator performance thresholds using the three point Red, Amber, Green classification
YCB PI 15	Work related fatalities	The total number of work related fatalities	Quarterly.	Green - 0 Red – any work related fatality
YCB PI 16	Major incidents	The total number of RIDDOR major injury reports	Quarterly.	Green – 0 Amber – 1 to 5 Red – 6 or more
YCB PI 17	Major incidents impact on staff.	The total number of RIDDOR ‘over 7 day’ reportable injuries to employees	Quarterly.	Green – 0 Red - 1 or more
YCB PI 18	Regulatory/ Statutory Enforcement Notices	The number of enforcement actions.	Quarterly	Green – 0 Red – 1 or more enforcement notice
YCB PI 19	New health and safety procedure	The number of new policy or procedure documents in health and safety	Quarterly	No Red, Amber, Green classification is used for this indicator
YCB PI 22	New referrals from Barnet Council	The number of new referrals that were from Barnet Council	Quarterly	Green – 20 or more people annually (5 or more people per quarter) Amber – 10 to 20 people annually (between 3 and 5 people per quarter) Red – 10 or lower people annually (less than 3 people per quarter)
YCB PI 23	New referrals from other local authorities	The number of new referrals that were from other local authorities	Quarterly	Green – 20 or more people annually (5 or more per quarter) Amber – 8 to 19 people annually (2 people between 3 and 5 per quarter) Red – 10 or lower people annually (less than 3 people per quarter)
YCB PI 24	New referrals from people	New people receiving care and support from Your Choice Barnet that self-referred	Quarterly.	Green – 20 or more people annually (5 or more per quarter) Amber – 8 to 19 people annually (2 people between 3 and 5 per quarter) Red – 10 or lower people annually (less than 3 people per quarter)

Performance Indicator reference	Performance Indicator descriptor	Performance Indicator Numerator and denominator	Performance Indicator reporting frequency	Performance Indicator performance thresholds using the three point Red, Amber, Green classification
YCB PI 25	Income from outside of Barnet Council referrals	The percentage of total income received by Your Choice Barnet in 2013/14 that was from sources other than Barnet Council.	Annual	Green 10% Amber 7.5% Red 5%
YCB PI 26	Service utilisation	<p>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:</p> <ul style="list-style-type: none"> • Barnet Independent Living Service <ul style="list-style-type: none"> • Community Space • Flower Lane • Rosa Morison • Supported Living 	Quarterly	Green 100% Amber 95% Red 90%
YCB PI 27	Valley Way	<p>The vacant nights at the Valley Way Respite Service, expressed as a percentage of nights bookable. The indicator shows two figures:</p> <ul style="list-style-type: none"> • Mid-week utilisation – Monday to Thursday nights • Weekend utilisation – Friday to Sunday nights 	Quarterly	Green – 5% vacancy Amber – 6% to 10% vacancy Red – 11% or higher vacancy
YCB PI 28	Business Continuity	A statement of whether Your Choice Barnet Services each has a Business Continuity Plan in place	Annual	Green: compliant (all Business Continuity Plans are up to date) Red: non-compliant (one or more Business Continuity Plans are not up to date)

Performance Indicator reference	Performance Indicator descriptor	Performance Indicator Numerator and denominator	Performance Indicator reporting frequency	Performance Indicator performance thresholds using the three point Red, Amber, Green classification
YCB 29	Right to Work Checks for YCB staff	<p>An audit by Your Choice Barnet showing that records demonstrate that all staff have the right to work in the United Kingdom</p> <p>This includes records of contracts with employment agencies and an audit of agency staff</p>	Annual	<p>Green: compliant (all staff has the Right to Work and this is demonstrated by the audit)</p> <p>Red: non-compliant (one or more staff do not have the Right to Work or the audit itself is not complete)</p>