

YCB – Q4 2015/16

1. SUMMARY

1.1 DELIVERY UNIT DASHBOARD

Financial	
Projected year-end revenue budget variance	Capital actual variance
Not applicable ¹	Not applicable ¹

	Performance	Commissioning Intentions
Green rated	17 (85%)	Not Applicable
Amber rated	3 (15%)	
Red rated	0 (0%)	

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

1.2 TOP ACHIEVEMENTS AND ACTIONS

Top Achievements (cross referred to YCB Performance Indicators)

YCB 8 – The YCB Supported Living Service which had been rated ‘Inadequate’ by the Care Quality Commission (CQC) in February 2015 was re-inspected in December 2015. The manager and supported living teams have worked extremely hard to improve the areas that were identified as of concern and the result is that the service has now been given an overall rating of ‘Good’ by CQC.

YCB 18 – New referrals from Barnet Council target of 20 has been exceeded at 22

YCB 20 – New referrals from people (self-referrals) target of 20 has also been exceeded at 22

YCB 22 & 23 – Service utilisation continues to be high with all service meeting or exceeding their performance targets

Key Challenges	Actions required
<p>1. YCB 10 – Staff sickness remains as Amber from Q3 at 10.4 days and has risen to 12.7 days in Q4</p>	<p>Sickness levels have been high due to the usual winter illness, however numbers have been affected by the long term sickness of one individual</p> <p>Staff sickness continues to be monitored closely within the services and by the management team</p>
<p>2. YCB 11 – Agency use continues to reduce and is at 13.1% for Q4. This is still showing as Amber, however, it is an improvement from 2014/15 which as a whole was 20%.</p>	<p>The service is recruiting as and when staff to cover planned and unplanned absence, this process has been fairly successful and is ongoing.</p> <p>Agency use will continue to be monitored closely with the aim to reduce to 10%</p>
<p>3. YCB 19 – Referrals from other Local Authorities has improved and has moved from Red (Q3) to Amber for Q4</p>	<p>The referrals to Q3 were a total of 7 and had been increased to 13 by Q4, showing a 35% improvement.</p> <p>YCB will continue to market its services both within Barnet and neighbouring Boroughs.</p>

1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

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).

17 (85%) are rated Green, 3 are Amber (15%) and 0 Red. Compared to Quarter 3, there is one more Green PI, one more Amber PI and No Red PI. Section 2.2a below provides an analysis of these PIs

YCB has made slight improvements in Q4 in the reduction of using Agency Staff and whilst it is still showing as Amber, this is now down to 13.1%. The additional Amber PI relates to staff sickness which has increased from 10.4 days to 12.7.

As agreed by Adults and Safeguarding Committee on 12 November 2015, senior managers in Commissioning Group are currently in formal dialogue with YCB as part of re-procurement of the current contract. The context for this relates to the so-called “Teckal” exemption which permits the Council to make a direct award of contract to YCB without a competitive procurement under the Public Contract Regulations 2015 (PCR 2015) as the Barnet Group – of which YCB is a part – is a Council-controlled wholly owned trading company. A report on the proposed procurement route will be taken to Members in June 2016.

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 monthly contract monitoring 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. Performance

2.1 How the Delivery Unit is performing against its performance indicators

	RAG ratings			Improving or the same	Worsening	No. of indicators expected to report this quarter
	Green	Amber	Red			
Overall	17	3	0	Improving		24

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 inspections 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).

2.2a Performance Indicators that did not meet their target

PIs 10, 11 and 19 did not meet their targets as explained below.

PI 10 (Amber) – Staff sickness remains as Amber in Q3 (10.4 days) and has risen to 12.7 days in Q4.

PI 11 (Amber) – Agency use is an on-going improvement from Q3 at 13.7% to 13.1% in Q4. This is still showing as Amber, however, it is an improvement from 2014/15 which as a whole was 20%.

PI19 (Amber) - Referrals from other Local Authorities are lower than anticipated and although improved from Red (7 in Q3) to Amber with the number up to 13 in Q4. YCB will continue to market its services both within Barnet and neighbouring Boroughs.

Ref No.	Indicator description	Type of Indicator	Period Covered	Previous outturn Apr 15 – Dec 15	Target	Numerator and Denominator	Result	Target Variance	DoT Variance	Benchmarking
YCB 10	Staff sickness		12 Months to Mar 2016	10.4	Green: 10 or below Amber: 11 to 20 Red: 20 or above	A measure of the average days of sickness of Your Choice Barnet employee on a rolling 12 month basis.	12.7	27%	↓	No benchmark available
YCB 11	Agency staff		Apr – Mar 2016	13.7%	Green: 10% or below Amber: 9% to 19% 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.	13.1%	3.1%	↑	No benchmark available
YCB 19	New referrals from other local authorities.		Apr – Mar 2016	7	Green: 20 or more people annually (5 or more per quarter) Amber: 11 to 19 people annually (2 people between 3	The number of new referrals that were from other local authorities.	13	35%	↑	No benchmark available

Ref No.	Indicator description	Type of Indicator	Period Covered	Previous outturn Apr 15 – Dec 15	Target	Numerator and Denominator	Result	Target Variance	DoT Variance	Benchmarking
					and 5 per quarter) Red: 10 or lower people annually (less than 2 people per quarter)					

3. Commissioning Intention

There are no corporate commitments applicable for YCB.

4. Financial

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

5. Risk

The following is the 5 X 5 matrix 'heat map' highlighting the number of risks at a Directorate Level 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	0	1	0
	2 Unlikely	0	0	0	0	0
	1 Rare	0	0	0	0	0

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: Robust recruitment processes to ensure high calibre of agency staff. Review levels of agency staff on a monthly basis to ensure there are sufficient levels of permanent staffing in place at any one time. 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 regularly reviewed at The Barnet Group Board.

The following risk register lists those risks rated as 12 and above:

Risk	Current Assessment Impact Probability Rating			Control Actions	Risk Status	Board Assurance (timing)	Target Assessment Impact Probability Rating		
YCB New Business: Lack of ability to grow because of competition in the market: long term risk.	4	3	12	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					

6. Equalities

Performance Indicator 2 (Appendix A refers) reports annually and looks at Care Plan outcomes measured by Protected Characteristics. The results will be analysed by the 9 protected characteristics from the Equality Act 2010.

8. Customer Experience

Performance Indicators 25 – 27 (Appendix A refers) relate to Customer experience. Apart from PI 25 which reports annually, Appendix A gives the performance for PIs 26 and 27.

Appendix A – Performance indicators which have met or exceeded their target

Notes:

PIs 1, 2, 3, 4, 25, 26 and 27 are not suitable for RAG rating but are nevertheless shown in Appendix A for completeness

Ref No.	Indicator description	Type of Indicator	Period Covered	Previous outturn	Target	Numerator and Denominator	Result	Target Variance	DoT Variance	Benchmarking
YCB 1	Outcomes achieved for each Service User placed by Barnet Council.		Annual	80% met 5% not met 11% n/a 4% no review	Green: 80% or higher Amber: 71% to 79% Red: Below 70%	<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"> • a person-centred care plan in a format accessible to them <ul style="list-style-type: none"> • Met • Partially met • Not met <p>This is expressed as a percentage of the total Your Choice Barnet Service Users placed by Barnet Council.</p>	Annual Report	N/A	N/A	Benchmark not available. LBB has assessed outcomes for each individual but not across whole provider

Ref No.	Indicator description	Type of Indicator	Period Covered	Previous outturn	Target	Numerator and Denominator	Result	Target Variance	DoT Variance	Benchmarking
YCB 2	Care plan outcomes measured by Protected Characteristics.		Annual	N/A	No Red, Amber, Green classification is used for this indicator.	The results of Your Choice Barnet PI 1 will be analysed by the 9 protected characteristics from the Equality Act 2010	Annual Report	N/A	N/A	Benchmark not available
YCB 3	Safeguarding Alerts and Outcomes about Your Choice Barnet Services		Apr – Mar 2016	2 not upheld 1 under investigation	No Red, Amber, Green classification is used for this indicator.	The total number of Safeguarding Alerts raised about Your Choice Barnet Services expressed in terms of: <ul style="list-style-type: none"> Alerts upheld; Alerts not upheld; or Alerts still under investigation. 	1 upheld	1	↓	We expect alerts to be raised in small numbers for any provider and none to be upheld
YCB 4	Number of Safeguarding Alerts raised by Your Choice Barnet about any Care Provider or other area of concern		Apr – Mar 2016	10 Raised	No Red, Amber, Green classification is used for this indicator.	The total number of Safeguarding Alerts raised by Your Choice Barnet about any organisation or other area of concern.	12 Raised	N/A	N/A	We expect YCB staff to raise alerts about their concerns

Ref No.	Indicator description	Type of Indicator	Period Covered	Previous outturn	Target	Numerator and Denominator	Result	Target Variance	DoT Variance	Benchmarking
YCB 5	Service Users moved on from a service level to a lower service level.		Apr – Mar 2016	19	Green: 5 to 10 people Amber: 2 to 4 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.	26	N/A	↔	No benchmark available
YCB 6	Service users moved on from a service level to a higher dependency service.		Apr – Mar 2016	100% (12/12)	Green: 100% Red: 99% or lower	Service users moved on from a service level to a higher dependency service have a supporting assessment and have been agreed at panel review	100% (15/15)	N/A	↔	No benchmark available

Ref No.	Indicator description	Type of Indicator	Period Covered	Previous outturn	Target	Numerator and Denominator	Result	Target Variance	DoT Variance	Benchmarking
YCB 7	<p>Care Quality Commission Inspection outcomes for Supported Living Service (5 sites comprising September Court, Harold Court, Leadbeaters, Agatha House, Quartz Court):</p> <ul style="list-style-type: none"> • Safe • Effective • Caring • Responsive • Well-led 		Dec 2015	SL rated inadequate	<p><u>CQC Rating</u> Green: Outstanding / Good Amber: Requires Improvement Red: Inadequate</p>	<p>The outcome of Care Quality Commission inspections expressed as: Outstanding, Good, Requires Improvement or Inadequate.</p> <p>Where applicable, the Action Plan submitted to CQC is monitored for progress including evidenced by the outcome from PI 9.</p>	Good	N/A	↑	All standards are to be met
YCB 8	<p>Care Quality Commission Inspection outcomes for Valley Way Respite Service (Jasper Court):</p> <ul style="list-style-type: none"> • Safe • Effective • Caring • Responsive • Well-led 		June 2015	VW rated Good	<p><u>CQC Rating</u> Green: Outstanding / Good Amber: Requires improvement Red: Inadequate</p>	<p>The outcome of Care Quality Commission inspections expressed as: Outstanding, Good, Requires Improvement or Inadequate.</p> <p>Where applicable the Action Plan submitted to CQC is monitored for progress including evidenced by the outcome from PI 9.</p>	Good	N/A	↔	All standards are to be met

Ref No.	Indicator description	Type of Indicator	Period Covered	Previous outturn	Target	Numerator and Denominator	Result	Target Variance	DoT Variance	Benchmarking
YCB 9	<p>Adults and Communities Delivery Unit inspection outcomes (based on CQC inspection framework):</p> <ul style="list-style-type: none"> • Safe • Effective • Caring • Responsive • Well-led 		Nov 2015	Good	<p><u>A&C Rating (aligned to CQC Rating in PIs 7 and 8)</u></p> <p>Green: Outstanding / Good Amber: Requires improvement Red: Inadequate</p>	<p>The outcome of inspections of Your Choice Barnet Services conducted by the Adults and Communities Delivery Unit expressed as: Outstanding, Good, Requires Improvement or Inadequate.</p> <p>These internal inspections provide quality assurance for the YCB services that are subject to the CQC inspection regime also evidence YCB's performance against any CQC Action Plan that is in force relating to PIs 7 & 8.</p>	Good	N/A	↔	No benchmark available
YCB 12	Accident Incident Rate		12 Months to Mar 2016	3,200	<p>Green: below 5,000 Red: ≥ 5,000</p>	<p>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.</p>	4,400	N/A	↓	No benchmark available

Ref No.	Indicator description	Type of Indicator	Period Covered	Previous outturn	Target	Numerator and Denominator	Result	Target Variance	DoT Variance	Benchmarking
YCB 13	Accident Frequency Rate		12 Months to Mar 2016	0	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	N/A	↔	No benchmark available
YCB 14	Work related fatalities.		12 Months to Mar 2016	0	Green: 0 Red: any work related fatality	The total number of work related fatalities.	0	N/A	↔	No benchmark available
YCB 15	Major incidents.		12 Months to Mar 2016	0	Green: 0 Amber: 1 to 5 Red: >5	The total number of RIDDOR major injury reports.	0	N/A	↔	No benchmark available
YCB 16	Major incidents impact on staff.		12 Months to Mar 2016	0	Green: 0 Red: >1	The total number of RIDDOR 'over 7 day' reportable injuries to employees.	0	N/A	↔	No benchmark available
YCB 17	Regulatory/ Statutory Enforcement Notices.		12 Months to Mar 2016	0	Green: 0. Red: 1 or more enforcement notice.	The number of enforcement actions.	0	N/A	↔	No benchmark available

Ref No.	Indicator description	Type of Indicator	Period Covered	Previous outturn	Target	Numerator and Denominator	Result	Target Variance	DoT Variance	Benchmarking
YCB 18	New referrals from Barnet Council.		Apr – Mar 2016	15	Green: 20 or more people annually (5 or more per quarter) Amber: 11 to 19 people annually (2 people between 3 and 5 per quarter) Red: 10 or lower people annually (less than 2 people per quarter)	The number of new referrals that were from Barnet Council.	22	N/A	↑	No benchmark available
YCB 20	New referrals from people		Apr – Mar 2016	20	Green: 20 or more people annually (5 or more per quarter) Amber: 11 to 19 people annually (2 people between 3 and 5 per quarter) Red: 10 or lower people annually (less than 2 people per quarter)	New people receiving care and support from Your Choice Barnet that self-referred.	22	N/A	↓	No benchmark available

Ref No.	Indicator description	Type of Indicator	Period Covered	Previous outturn	Target	Numerator and Denominator	Result	Target Variance	DoT Variance	Benchmarking
YCB 21	Income from outside of Barnet Council referrals		Apr – Mar 2016	14.3%	Green: 10% Amber: 7.5% - 9.5% Red: below 7.5%	The percentage of total income received by Your Choice Barnet in 2013/14 that was from sources other than Barnet Council.	14.4%	N/A	↑	No benchmark available
YCB 22	Service utilisation		Apr – Mar 2016	BILS: 96% Community Space: 97% Flower Lane: 97% Rosa Morison: 98% Supported Living 99%	Green: 96% - 100% Amber: 91% - 95% Red: below 90%	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: <ul style="list-style-type: none"> • Barnet Independent Living Service • Community Space • Flower Lane • Rosa Morison • Supported Living Service (5 sites) 	BILS: 96% Community Space: 97% Flower Lane: 97% Rosa Morison: 97% Supported Living 99%	N/A	↓	No benchmark available

Ref No.	Indicator description	Type of Indicator	Period Covered	Previous outturn	Target	Numerator and Denominator	Result	Target Variance	DoT Variance	Benchmarking
YCB 23	Service utilisation Valley Way		Apr – Mar 2016	Overall: 93% Mon-Thu: 93% Fri-Sun 94%	Green: 90% or higher Amber: 81-89% 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.	94% Mon-Thu 93% Fri-Sun 94%	N/A	↑	No benchmark available
YCB 24	Right to Work Checks for YCB staff		Annual	100%	Green: compliant (all staff has the Right to Work and this is demonstrated by the audit). Red: non-compliant (one or more staff do not have the Right to Work or the audit itself is not complete).	An audit by Your Choice Barnet showing that records demonstrate 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.	100%			All care providers are required to have contingency plans in place
YCB 25	Overall Customer Satisfaction with YCB services		Annual	N/A	No Red, Amber, Green classification is used for this indicator	Satisfaction surveys by service users; Number and % of respondents in the year who are wholly, partly or not satisfied with YCB services.	93.2% Wholly 5.1% Partly 1.7% Not			Required of all employers

Ref No.	Indicator description	Type of Indicator	Period Covered	Previous outturn	Target	Numerator and Denominator	Result	Target Variance	DoT Variance	Benchmarking
YCB 26	Complaints received		Apr – Mar 2016	14	No Red, Amber, Green classification is used for this indicator	Complaints received in the quarter	23	N/A	↓	No benchmark available
YCB 27	Compliments received		Apr – Mar 2016	39	No Red, Amber, Green classification is used for this indicator	Compliments received in the quarter	47	N/A	↓	No benchmark available