

# Your Choice Barnet (YCB) – Q1 2015/16

## 1. SUMMARY

### 1.1 DELIVERY UNIT DASHBOARD

Financial	
Projected year-end revenue budget variance	Capital actual variance
Not applicable <sup>1</sup>	Not applicable <sup>1</sup>

<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

	Performance	Commitments
Green rated	17	Not Applicable
Amber rated	2	
Red rated	1	

Note: 4 PIs reporting with no RAG due to the inherent nature of the indicator; 3 PIs not reporting in Q1.

### 1.2 TOP ACHIEVEMENTS AND ACTIONS

#### Top Achievements

Valley Way Respite Service was inspected in Q4 2014/15 with the report from the Care Quality Commission published in May 2015. The rating was “Good” across all 5 elements of the inspection framework (safety, effectiveness, caring, responsiveness and leadership).

The utilisation rate for Valley Way Respite Service is 93% overall, an improvement on the 81% overall usage in the past year.

Staff sickness has reduced from 10.5 days in Q4/2014-15 to 8.9 days in Q1/2015-16.

Key Challenges	Actions required
1. Supported Living Service (SLS) – CQC inspection rating ‘Inadequate’ overall.	YCB has submitted an action (improvement) plan to CQC following the publication of the inspection report. Progress is being monitored

	internally and also via Adults & Communities Delivery Unit as part of monthly contract meetings and inspections from the Delivery Unit's Care Quality Team. YCB arranged for a follow-up independent inspection of the SLS to give additional assurance that action (improvement) plan was being implemented on schedule (at the time of writing the report findings are yet to be finalised). The Performance Framework for monitoring the YCB contract has been revised for the 2015/16 cycle and includes performance indicators relating to assurance based on the CQC inspection regime. For Q1, this particular indicator is reporting Amber as although progress has been made on the CQC action (improvement plan), it is still too soon to be able to state that the changes are fully embedded – a more accurate picture should be established for the Q2 cycle.
2. Agency usage down from 20% overall in 2014/15 to 16% in Q1 is still higher than the target of 10%.	Work is continuing to reduce this figure down to 10%.

### 1.3 SUMMARY OF THE DELIVERY UNIT'S 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 Appendix B of this document. In addition to this framework, there is individual care planning and monitoring of client outcomes by Adults & Communities operational staff.

Whilst the RAG dashboard in sections 1.1 and 2.1 show that most of the reporting PIs are Green, it is important to note that an overall assessment of **Amber** is considered appropriate for Quarter 1. This relates to the significant issue reported in Quarter 4 / 2014-15 when the Care Quality Commission (CQC) published its report of the Supported Living Services (SLS) in February 2015, based on its inspection undertaken in August 2014, giving an overall "Inadequate" rating. Since publication of the CQC report, YCB submitted a formal action (improvement) 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 (Appendix B refers), agreed with YCB and which forms the basis of formal contract monitoring has been 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.
- 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.

#### 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 Commissioning Group, Adults and Communities Delivery Unit and Your Choice Barnet. The performance framework used in these discussions is set out in Appendix B and is subject to revision by mutual agreement to ensure its continued fitness for purpose going forward.

## 2. Performance

### 2.1 How the Delivery Unit is performing against its performance indicators

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. Appendix B contains the full list of PIs and their respective definitions. In total there are 27 Performance Indicators (PIs), 3 of which are not reporting in Quarter 1 (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).

	RAG ratings				No. of indicators expected to report this quarter
	Green	Amber	Red	No RAG	
Overall	17	2	1	4	24

### 2.2a Performance Indicators that did not meet their target

PIs 7, 9 and 11 did not meet their targets as explained below:

PI 7 (Red) – This indicator refers to the previous CQC inspection findings on the Supported Living Service, published on 26 February 2015. It is showing Red as the inspection findings overall were “Inadequate”. As previously noted above an action (improvement) plan was submitted to CQC detailing the steps that are to be taken to address the issues raised.

PI 9 (Amber) – This is a new indicator agreed with YCB for the 2015/16 cycle and is based on the CQC inspection criteria; it therefore is an assessment from Adults & Communities Delivery Unit on the quality of care for YCB services which are subject to CQC regulation i.e. the Supported Living Service. For Q1, this particular indicator is reporting Amber as although progress has

been made on the CQC action (improvement plan), it is still too soon to be able to state that the changes are fully embedded – a more accurate picture should be established for the Q2 cycle.

PI 11 (Amber) – Agency usage is down from 20% overall in 2014/15 to 16% in Q1. Whilst an improvement this is still higher than the target of 10%. Work is continuing to reduce this figure down to 10% and below.

Ref No.	Indicator description	Type of Indicator	Period Covered Timeframe data has been measured	Previous outturn Previous result from the most relevant period	Target Achievement level expected	Numerator and Denominator Amount that achieved indicator target out of the total amount for the indicator	Result Most recent indicator result	Target Variance A calculation of how far the outturn is from the target	DoT Variance An assessment of whether performance has improved since the previous result	Benchmarking How current performance compares to other councils
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"> <li>• Safe</li> <li>• Effective</li> <li>• Caring</li> <li>• Responsive</li> <li>• Well-led</li> </ul>	Contract	February 2015 (publication date of CQC inspection report)	SLS rated Inadequate	Outstanding / Good	<p>The outcome of Care Quality Commission inspections expressed as:</p> <p>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>	<i>Inadequate</i>			

Ref No.	Indicator description	Type of Indicator	Period Covered Timeframe data has been measured	Previous outturn Previous result from the most relevant period	Target Achievement level expected	Numerator and Denominator Amount that achieved indicator target out of the total amount for the indicator	Result Most recent indicator result	Target Variance A calculation of how far the outturn is from the target	DoT Variance An assessment of whether performance has improved since the previous result	Benchmarking How current performance compares to other councils
YCB 9	<p>Adults and Communities Delivery Unit inspection outcomes (based on CQC inspection framework):</p> <ul style="list-style-type: none"> <li>• Safe</li> <li>• Effective</li> <li>• Caring</li> <li>• Responsive</li> <li>• Well-led</li> </ul>	Contract	June 2015	Partially met; further inspections arranged	Outstanding / Good	<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 &amp; 8.</p>	Requires Improvement			

Ref No.	Indicator description	Type of Indicator	Period Covered Timeframe data has been measured	Previous outturn Previous result from the most relevant period	Target Achievement level expected	Numerator and Denominator Amount that achieved indicator target out of the total amount for the indicator	Result Most recent indicator result	Target Variance A calculation of how far the outturn is from the target	DoT Variance An assessment of whether performance has improved since the previous result	Benchmarking How current performance compares to other councils
YCB 11	Agency staff	Contract	Apr- June 2015	Full year 20%	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 employment agency.	16%			

## 2.2b Comments and proposed interventions for indicators which did not meet target

Ref No. and Indicator Description	Comments and Proposed Intervention
YCB 7 Care Quality Commission Inspection outcomes for Supported Living Service (5 sites comprising September Court, Harold Court, Leadbeaters, Agatha House, Quartz Court):	<p>As reported in Q4/2014-15, YCB Supported Living Services (SLS) have been rated as Inadequate by the regulator 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 (improvement) 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 &amp; Communities Delivery Unit:</p> <ul style="list-style-type: none"> <li>Monthly contract monitoring based reviewing YCB's progress in implementing the CQC Action Plan. This will be reported to Adults &amp; Safeguarding and Performance &amp; Contract Management Committees as appropriate. The Performance Framework which forms the basis of formal contract monitoring has been updated to include the new CQC inspection framework as it applies to YCB services.</li> </ul>

Ref No. and Indicator Description	Comments and Proposed Intervention
<ul style="list-style-type: none"> <li>• Safe</li> <li>• Effective</li> <li>• Caring</li> <li>• Responsive</li> <li>• Well-led</li> </ul>	<ul style="list-style-type: none"> <li>• Announced and unannounced visits of <i>all</i> YCB services by Monitoring Officers in the Council's Quality &amp; Purchasing Team based in Adults and Communities.</li> <li>• 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.</li> <li>• Quality monitoring visits, contract monitoring activity and scheduled reviews of service users' needs will continue on a regular basis.</li> </ul>
YCB 11 Agency staff	The Direction of Travel for agency usage is reducing with the overall percentage for 2014/15 at 20%, Q1 for 2015/16 is down to 16% and work is continuing to reduce this figure further.

### 3. Commitments

There are no Commitments for YCB.

### 4. Financial

This section is not applicable as YCB is a contract provider for Adults and Communities Delivery Unit., this section is not relevant. Resources and Value for Money for 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					
	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 (**Risk Rating of 12**): 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.
- Unison ballot in favour of industrial action
  - Control: Contingency plans for supporting service users if strike action takes place

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

## 6. Equalities

Performance Indicator 2 (Appendix B 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.

## 7. Customer Experience

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

Compliments received in Q1 include the following:

“I just wanted to drop you a note to say how much I enjoyed coming to work for a few sessions at Flower Lane with the London Symphony Orchestra, and a massive thank you for the warm welcome. What you do and, more importantly, the way you do it is amazing, and I learnt such a lot from you and your team”. (*Vocalist*)

“It’s really great to see how the clients are engaging with the screen [Eye Gaze - eye tracking technology] and enjoying it – they’ve got huge smiles on their faces from being able to activate the videos”. (*Speech and Language Therapist*).

**Appendix A – Performance Indicators which have met or exceeded their target, where a RAG / target is not appropriate; and which report on an annual basis**

Appendix A lists 24 indicators which have met or exceeded their target as well as PIs with where a RAG / targets are not appropriate (the latter are: PIs 2, 3, 4, 6, 25, 26 and 27).

Ref No.	Indicator description	Type of Indicator	Period Covered Timeframe data has been measured	Previous outturn Previous result from the most relevant period	Target Achievement level expected	Numerator and Denominator Amount that achieved indicator target out of the total amount for the indicator	Result Most recent indicator result	Target Variance A calculation of how far the outturn is from the target	DoT Variance An assessment of whether performance has improved since the previous result	Benchmarking How current performance compares to other councils
YCB 1	Outcomes achieved for each Service User placed by Barnet Council.	Contract	Annual	80% met 5% not met 11% N/A 4% no review	80%	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:  <ul style="list-style-type: none"> <li>• Met</li> <li>• Partially met</li> <li>• Not met</li> </ul> This is expressed as a percentage of the total Your Choice Barnet Service Users placed by Barnet Council.	Annual report			

<b>Ref No.</b>	<b>Indicator description</b>	<b>Type of Indicator</b>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous outturn</b> <i>Previous result from the most relevant period</i>	<b>Target Achievement</b> <i>level expected</i>	<b>Numerator and Denominator</b> <i>Amount that achieved indicator target out of the total amount for the indicator</i>	<b>Result</b> <i>Most recent indicator result</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>DoT Variance</b> <i>An assessment of whether performance has improved since the previous result</i>	<b>Benchmarking</b> <i>How current performance compares to other councils</i>
YCB 2	Care plan outcomes measured by Protected Characteristics.	Contract	Annual	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	Annual report			
YCB 3	Safeguarding Alerts and Outcomes about Your Choice Barnet Services	Contract	Apr- June 2015	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>	2 not upheld 1 under investigation			
YCB 4	Number of Safeguarding Alerts raised by Your Choice Barnet about	Contract	Apr- June 2015	2 upheld 7 not upheld 2 under investigation	N/A	The total number of Safeguarding Alerts raised by Your Choice Barnet	1 Upheld			

<b>Ref No.</b>	<b>Indicator description</b>	<b>Type of Indicator</b>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous outturn</b> <i>Previous result from the most relevant period</i>	<b>Target Achievement</b> <i>level expected</i>	<b>Numerator and Denominator</b> <i>Amount that achieved indicator target out of the total amount for the indicator</i>	<b>Result</b> <i>Most recent indicator result</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>DoT Variance</b> <i>An assessment of whether performance has improved since the previous result</i>	<b>Benchmarking</b> <i>How current performance compares to other councils</i>
	any Care Provider or other area of concern					about any organisation or other area of concern.				
YCB 5	Service Users moved on from a service level to a lower service level.	Contract	Apr- June 2015	Q1-Q4 22	20 people annually	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.	8			
YCB 6	Service users moved on from a service level to a higher dependency service.	Contract	Apr- June 2015	21	0	Service Users moved on from a service level to a higher dependency service have a supporting assessment and have been agreed at a panel review	5			

Ref No.	Indicator description	Type of Indicator	Period Covered Timeframe data has been measured	Previous outturn Previous result from the most relevant period	Target Achievement level expected	Numerator and Denominator Amount that achieved indicator target out of the total amount for the indicator	Result Most recent indicator result	Target Variance A calculation of how far the outturn is from the target	DoT Variance An assessment of whether performance has improved since the previous result	Benchmarking How current performance compares to other councils
YCB 8	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>	Contract	June 2015	VW rated Good	Outstanding / Good	The outcome of Care Quality Commission inspections expressed as: Outstanding, Good, Requires Improvement or Inadequate.  Where applicable the Action Plan submitted to CQC is monitored for progress including evidenced by the outcome from PI 9.	Good			
YCB 10	Staff sickness (days)	Contract	Apr- June 2015	10.5	10	A measure of the average days of sickness of Your Choice Barnet employee on a rolling 12 month basis.	8.9			
YCB 12	Accident Incident Rate	Contract	Apr- June 2015	6,400	5,000	Number of non-fatal work related	4,000			

<b>Ref No.</b>	<b>Indicator description</b>	<b>Type of Indicator</b>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous outturn</b> <i>Previous result from the most relevant period</i>	<b>Target Achievement</b> <i>level expected</i>	<b>Numerator and Denominator</b> <i>Amount that achieved indicator target out of the total amount for the indicator</i>	<b>Result</b> <i>Most recent indicator result</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>DoT Variance</b> <i>An assessment of whether performance has improved since the previous result</i>	<b>Benchmarking</b> <i>How current performance compares to other councils</i>
						accidents (including physical assaults) over the previous quarter X 100,000/ the average number of staff over the quarter.				
YCB 13	Accident Frequency Rate	Contract	Apr- June 2015	0.4	0.46	Number of non-fatal RIDDOR reportable incidents over the period X 100,000/ total number of hours worked over that period.	0			
YCB 14	Work related fatalities.	Contract	Apr- June 2015	0	0	The total number of work related fatalities.	0			
YCB 15	Major incidents.	Contract	Apr- June 2015	0	0	The total number of RIDDOR major injury reports.	0			
YCB 16	Major incidents impact on	Contract	Apr- June 2015	1	0	The total number of RIDDOR 'over	0			

<b>Ref No.</b>	<b>Indicator description</b>	<b>Type of Indicator</b>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous outturn</b> <i>Previous result from the most relevant period</i>	<b>Target</b> <i>Achievement level expected</i>	<b>Numerator and Denominator</b> <i>Amount that achieved indicator target out of the total amount for the indicator</i>	<b>Result</b> <i>Most recent indicator result</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>DoT Variance</b> <i>An assessment of whether performance has improved since the previous result</i>	<b>Benchmarking</b> <i>How current performance compares to other councils</i>
	staff.					7 day' reportable injuries to employees.				
YCB 17	Regulatory/ Statutory Enforcement Notices.	Contract	Apr- June 2015	0	0	The number of enforcement actions.	0			
YCB 18	New referrals from Barnet Council.	Contract	Apr- June 2015	34	5.25 per quarter (21 Annually)	The number of new referrals that were from Barnet Council.	5			
YCB 19	New referrals from other local authorities.	Contract	Apr- June 2015	23	5 (20 Annually)	The number of new referrals that were from other local authorities.	6			
YCB 20	New referrals from people	Contract	Apr- June 2015	10	5 (20 Annually)	New people receiving care and support from Your Choice Barnet that self-referred.	6			
YCB 21	Income from outside of Barnet Council referrals	Contract	Apr- June 2015	14%	10%	The percentage of total income received by Your Choice Barnet in 2013/14 that was from sources other	14%			



<b>Ref No.</b>	<b>Indicator description</b>	<b>Type of Indicator</b>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous outturn</b> <i>Previous result from the most relevant period</i>	<b>Target</b> <i>Achievement level expected</i>	<b>Numerator and Denominator</b> <i>Amount that achieved indicator target out of the total amount for the indicator</i>	<b>Result</b> <i>Most recent indicator result</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>DoT Variance</b> <i>An assessment of whether performance has improved since the previous result</i>	<b>Benchmarking</b> <i>How current performance compares to other councils</i>
						than Barnet Council.				

Ref No.	Indicator description	Type of Indicator	Period Covered Timeframe data has been measured	Previous outturn Previous result from the most relevant period	Target Achievement level expected	Numerator and Denominator Amount that achieved indicator target out of the total amount for the indicator	Result Most recent indicator result	Target Variance A calculation of how far the outturn is from the target	DoT Variance An assessment of whether performance has improved since the previous result	Benchmarking How current performance compares to other councils
YCB 22	Service utilisation – staff hours	Contract	Apr- June 2015	BILS 90% Community Space 97% Flower Lane 97% Rosa Morison 98% Supported Living 99%	96%	Service utilisation (measured by calculating the number of staff hours commissioned as a % of the staff hours available) for YCB Services, excluding Valley Way. This measure covers all YCB Service Users and includes site based services, outreach and community activity. It covers: <ul style="list-style-type: none"> <li>• BILS</li> <li>• Community Space</li> <li>• Flower Lane</li> <li>• Rosa Morison</li> <li>• Supported Living (5 sites)</li> </ul>	BILS 95% Community Space 97% Flower Lane 97% Rosa Morison 96% Supported Living 99%			

<b>Ref No.</b>	<b>Indicator description</b>	<b>Type of Indicator</b>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous outturn</b> <i>Previous result from the most relevant period</i>	<b>Target</b> <i>Achievement level expected</i>	<b>Numerator and Denominator</b> <i>Amount that achieved indicator target out of the total amount for the indicator</i>	<b>Result</b> <i>Most recent indicator result</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>DoT Variance</b> <i>An assessment of whether performance has improved since the previous result</i>	<b>Benchmarking</b> <i>How current performance compares to other councils</i>
YCB 23	Service utilisation - nights	Contract	Apr- June 2015	Overall: 81%  Mon to Thurs: 77%  Friday to Sun: 88%	90%	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 93%  Mon-Thu 91%  Fri-Sun 96%			
YCB 24	Right to Work Checks for YCB staff	Contract	Apr- June 2015	100%	100%	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%			

<b>Ref No.</b>	<b>Indicator description</b>	<b>Type of Indicator</b>	<b>Period Covered</b> <i>Timeframe data has been measured</i>	<b>Previous outturn</b> <i>Previous result from the most relevant period</i>	<b>Target Achievement</b> <i>level expected</i>	<b>Numerator and Denominator</b> <i>Amount that achieved indicator target out of the total amount for the indicator</i>	<b>Result</b> <i>Most recent indicator result</i>	<b>Target Variance</b> <i>A calculation of how far the outturn is from the target</i>	<b>DoT Variance</b> <i>An assessment of whether performance has improved since the previous result</i>	<b>Benchmarking</b> <i>How current performance compares to other councils</i>
YCB 25	Overall Customer Satisfaction with YCB services	Contract	Annual	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.	Annual report			
YCB 26	Complaints received	Contract	Apr- June 2015	N/A	N/A	Complaints received in the quarter	3			
YCB 27	Compliments received	Contract	Apr- June 2015	N/A	N/A	Compliments received in the quarter	23			

## Appendix B

### 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 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 person centred care plan outcomes:</p> <ul style="list-style-type: none"> <li>• a person-centred care plan in a format accessible to them</li> <li>• Met</li> <li>• Partially met</li> <li>• Not met</li> </ul> <p>This is expressed as a percentage of the total Your Choice Barnet Service Users placed by Barnet Council.</p>	Annual	<p>Green: 80% or higher            Amber: 71% to 79%            Red: Below 70%</p>
YCB 2	Care plan outcomes measured by Protected Characteristics.	The results of Your Choice Barnet PI 1 will be analysed by the 9 protected characteristics from the Equality Act 2010	Annual	No Red, Amber, Green classification is used for this indicator.
YCB 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"> <li>• Alerts upheld;</li> <li>• Alerts not upheld; or</li> <li>• Alerts still under investigation.</li> </ul>	Quarterly	No Red, Amber, Green classification is used for this indicator.
YCB 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 5	Service Users moved on from a service level to a lower	The number of Service in Supported Living placed with Your Choice Barnet	Quarterly	<p>Green: 5 to 10 people            Amber: 2 to 4 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
	service level.	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.		Red: 0 to 1 people
YCB 6	Service users moved on from a service level to a higher dependency service.	Service Users moved on from a service level to a higher dependency service have a supporting assessment and have been agreed at a panel review	Quarterly	Green: 100% Red: 99% or lower
YCB 7	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>	The outcome of Care Quality Commission inspections expressed as: Outstanding, Good, Requires Improvement or Inadequate.  Where applicable, the Action Plan submitted to CQC is monitored for progress including evidenced by the outcome from PI 9.	Monthly	<u>CQC Rating</u> Green: Outstanding / Good Amber: Requires Improvement Red: Inadequate
YCB 8	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>	The outcome of Care Quality Commission inspections expressed as: Outstanding, Good, Requires Improvement or Inadequate. Where applicable the Action Plan submitted to CQC is monitored for progress including evidenced by the outcome from PI 9.	Monthly	<u>CQC Rating</u> Green: Outstanding / Good Amber: Requires improvement  Red: Inadequate
YCB 9	Adults and Communities Delivery Unit inspection outcomes (based on CQC inspection framework): <ul style="list-style-type: none"> <li>• Safe</li> </ul>	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.  These internal inspections provide	Monthly	<u>A&amp;C Rating (aligned to CQC Rating in PIs 7 and 8)</u> Green: Outstanding / Good Amber: Requires improvement  Red: Inadequate

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
	<ul style="list-style-type: none"> <li>• Effective</li> <li>• Caring</li> <li>• Responsive</li> <li>• Well-led</li> </ul>	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.		
YCB 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: 11 to 20 Red: 20 or above
YCB 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: 9%to 19% Red: 20% or above
YCB 12	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: ≥ 5,000
YCB 13	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: >0.46
YCB 14	Work related fatalities.	The total number of work related fatalities.	Quarterly	Green: 0 Red: any work related fatality
YCB 15	Major incidents.	The total number of RIDDOR major injury reports.	Quarterly	Green: 0 Amber: 1 to 5 Red: >5
YCB 16	Major incidents impact on staff.	The total number of RIDDOR 'over 7 day' reportable injuries to employees.	Quarterly	Green: 0 Red: >1
YCB 17	Regulatory/ Statutory Enforcement Notices.	The number of enforcement actions.	Quarterly	Green: 0. Red: 1 or more enforcement notice.
YCB 18	New referrals from Barnet Council.	The number of new referrals that were from Barnet Council.	Quarterly	Green: 21 or more people annually (5.25 or more people per quarter) Amber: 10 to 20 people annually (between 3 and 5 people per quarter) Red: 9 or lower people annually (less

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 19	New referrals from other local authorities.	The number of new referrals that were from other local authorities.	Quarterly	than 2.25 people per quarter) 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)
YCB 20	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: 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)
YCB 21	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% - 9.5% Red: below 7.5%
YCB 22	Service utilisation	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"> <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>	Quarterly	Green: 96% -100% Amber: 91% - 95% Red: below 90%
YCB 23	Service utilisation	Service utilisation (measured by calculating the number of nights utilised as a percentage of nights available) for Your Choice Barnet Valley Way respite service.	Quarterly	Green: 90% or higher Amber: 81-89% Red: 80% or lower



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 24	Right to Work Checks for YCB staff	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.	Annual	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).
YCB 25	Overall Customer Satisfaction with YCB services	Satisfaction surveys by service users; Number and % of respondents in the year who are wholly, partly or not satisfied with YCB services.	Annually	No Red, Amber, Green classification is used for this indicator
YCB 26	Complaints received	Complaints received in the quarter	Quarterly	No Red, Amber, Green classification is used for this indicator
YCB 27	Compliments received	Compliments received in the quarter	Quarterly	No Red, Amber, Green classification is used for this indicator