

# Your Choice Barnet (YCB) – 2013/14, Quarter 2

## 1.1 YCB DASHBOARD

Revenue budget actual variance £000 <sup>[1]</sup>	Capital actual variance £000	Corporate Plan Performance	Management Agreement/Contract Performance
Not Applicable	Not Applicable	Not Applicable	

## 1.2 TOP ACHIEVEMENTS AND ACTIONS

Top 3 Achievements	Key Escalations	Actions required
<p>YCB have promoted services to increase take up – these have included: refresh of all YCB promotional materials; an update of the website with 'Wow' stories evidencing successful outcomes for existing customers; and open days at Valley Way and Flower Lane in Q3r. This overall promotion has resulted in fresh interest for YCB services from out of area (approximately 3 enquiries).</p>	<p>As for Q1 there are still only 2.1% of service users receive a Direct Payment.</p>	<p>All Barnet Adults &amp; Communities Service Users are offered a Direct Payment (DP) at initial assessment and annual review. Reasons for not taking up a DP are reviewed by the Care Panel. The YCB % of DPs is low compared to the total group of LD service users known to the Council where some 40% take a DP and Transitions (mostly LD) where 82% take a DP. More investigation will take place by YCB to understand how this position can be improved.</p>
<p>The Care Quality Commission inspected two YCB services, the Supported Living Service on the 9<sup>th</sup> September and the Valley Way Respite service on 21<sup>st</sup> October. Both services were</p>	<p>The Valley Way Respite Service had a 30% vacancy rate in Quarter 1 between Mondays and Thursdays each week.</p>	<p>YCB has introduced a lower daily rate for respite on some days; the occupancy rate has slightly increased for Q2 however it will be monitored to assess its impact and</p>

found to meet all five CQC Essential Outcomes inspection criteria.

YCB continues to manage lower levels of staff sickness through proactive use of the Groups sickness procedures. Whilst sickness has increased for Q2 it is still at a much better level than this time last year.

		will be reported in Q3.
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### 1.3 SUMMARY OF THE DELIVERY UNIT'S PERFORMANCE

YCB delivers adult social care services under a 5-year contract (effective 2012) to Barnet Council and, on a smaller scale, other local authorities and individuals who have approached the service direct. The services cover 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. YCB 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. YCB also held several engagement events with service users and carers

YCB's projected income for 2013/14 is £5.5 million of which approximately £5.3 million is from Barnet Council representing payment for Adults & Communities (A&C) service users. There are approximately 250 people who are registered to use Your Choice Barnet Services. Some people will receive care and support each day while others on a less frequent basis. Because Barnet Council only pays for care delivered, this income level will vary according to the services commissioned. YCB has designed a degree of flexibility into the quantity of care that is delivered.

As part of the "Commissioning Cycle" formal monthly contract monitoring meetings are held involving senior managers from A&C and YCB. The performance framework used in these discussions was revised for this second year of the contract to ensure its continued fitness for purpose going forward. The Performance Indicators set out in section 3.2 of this report form part of this framework and are based on a balanced scorecard approach i.e. centred on the themes Service Outcomes, Service Delivery Measures, Stakeholder Measures; and Financial Measures. In addition to this there is individual care planning and monitoring of client outcomes by A&C operational staff. It is intended that this framework will be used to establish a baseline to "stretch" YCB performance, particularly relating to outcomes for service users.

Overall, YCB services performed well in Q2 2013/14. Two services have been inspected by the Care Quality Commission (one in Q2 and one in Q3) and found to meet the required standards. Barnet Council's own staff continued a rolling programme of inspections of YCB services during Q2 (and into Q3) and found that services met the required standards. These site visits were of Rosa Morison on 13.8.13, BILS on 14.10.13 and Flower Lane on 23.10.13.

## 2. DELIVERING THE CORPORATE PLAN

### 2.1 How the Delivery Unit is performing against its Corporate Plan indicators

CPI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking

\*The relevant previous outturn used will either be the previous quarter, or the same quarter of the previous year. The same quarter of the previous year will be used for annual indicators, cumulative indicators (where the numbers add up during the year and are reported as 'year to date') and if the indicator is affected by seasonal fluctuations.

***This section is not applicable to YCB as corporate plan indicators only apply to The Barnet Group.***

### 2.2 Interventions & Escalations

CPI NO	Comments and Proposed Intervention
	<i>Using the guidance on intervention and escalation of performance challenges, Delivery Unit and Lead Commissioner should propose the level of intervention required for the Corporate Plan Indicators that have missed the target.</i>

***This section is not applicable to YCB as corporate plan indicators only apply to The Barnet Group.***

### 3. YCB CONTRACT MONITORING

#### 3.1 Overview of performance against the Performance Framework (agreed as part of the YCB Contract)

Total No. of PIs	RAG ratings				Positive/neutral DoT	Negative DoT	No. of indicators expected to report this quarter
	Green	Green Amber	Red Amber	Red			
28	18	2		2	18	4	22

#### 3.2 How is YCB achieving against its Performance Framework (agreed as part of the YCB Contract)?

*Include any indicators that are being escalated as a result of underperformance (including any performance indicator that is considered a key issue).*

PI NO	Indicator description	Period Covered	Previous outturn	Target	Numerator and Denominator	Outturn	Target Variance	DoT Variance	Benchmarking (where applicable)
YCB PI 1	Outcomes achieved for each service user placed by Barnet Council.	Annual	n/a	Met 80% Partially Met 10% Not met 10%	In annual reviews the number of YCB service users placed by LBB who have the following recorded for their care plan outcomes: <ul style="list-style-type: none"> <li>met</li> <li>partially met</li> <li>not met</li> </ul> <p>This is expressed as a percentage of the total YCB service users placed by LBB</p>	n/a	n/a	n/a	Benchmark not available. LBB has assessed outcomes for each individual but not across whole provider.

YCB PI 2	Care plan outcomes measured by protected characteristics	Annual	n/a	Targets will be developed following Q3 when some interim results are available	The results of YCB PI 1 will be analysed by the 9 protected characteristics from the Equality Act 2010	n/a	n/a	n/a	Benchmark not available.
YCB PI 3	Safeguarding alerts and outcomes	Q2	3 alerts raised, none upheld	0 upheld	The total number of Safeguarding Alerts raised about Your Choice services expressed in terms of: <ul style="list-style-type: none"> <li>Alerts upheld</li> <li>Alerts not upheld</li> <li>Alerts still under investigation</li> </ul>	5 alerts raised, 0 upheld	0	↔	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 staff	Q2	3	Target not applicable	The total number of Safeguarding Alerts raised by Your Choice staff	8	0	↔	We expect YCB staff to raise alerts in small numbers
YCB PI 5	Use of Direct Payments, Pre-Paid Cards and Individual Service Funds	Q2	2.1%	10%	The number of service users placed by Barnet Council with YCB who use a Direct Payment, or a Pre-Paid Card or an Individual Service Fund expressed as a combined figure and as a percentage of the total number of service users placed with YCB by LBB	2.1%	7.9%	↔	10% is our expected benchmark for adult social care providers

YCB PI 6	Service users moved on from a service level to a lower service level	Q2	0	25 people annually	The number of service users placed with YCB by LBB who in the previous quarter had the total hours of care reduced as a result of changed needs	19 Hours decreased. 0 moved on	n/a	↑	No benchmark available
YCB PI 7	Service users moved on from a service level to a higher dependency service	Q2	1	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	12 hours increased: 3 moved on	n/a	↔	No benchmark available
YCB PI 8	Care Quality Commission inspection outcomes	No set frequency	4 out of 5 standards met	All 5 standards are met	The outcome of Care Quality Commission inspections expressed using the CQC five standards, which are either met or not met	Q2: 2 CQC inspections and all Five standards met	0	↔	All standards are to be met
YCB PI 9	A&C Care Quality Team inspection outcomes	No set frequency	n/a	All standards met	The outcome of A&C Care Quality Team inspections expressed as either met in full or not met in full and reported annually	Q2 inspections found standards met	0	↔	All standards are to be met
YCB PI 10	Staff sickness	Q2	2.2	3.1	A measure of average days of sickness of each YCB employee on a rolling 12 month basis	4.2	0	↘	No benchmark available
YCB PI 11	Agency staff	Q2	7.2%	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	14.3%	0	↓	No benchmark available

YCB PI 12	Sessional staff	Q2	12%	20%	A measure of the use of sessional staff in the YCB workforce, calculated as a percentage of the YCB workforce as a whole, using a headcount	14.6	0	↔	No benchmark available
YCB PI 13	Accident Incident rate	Q2	400	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 quarter	1200	0	↓	No benchmark available
YCB PI 14	Accident Frequency Rate	Q2	0.64	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	0.46	0	↑	
YCB PI 15	Work related fatalities	Q2	0	0	Work related fatalities	0	0	↔	0
YCB PI 16	Major incidents	Q2	0	0	Total number of RIDDOR major injury reports	0	0	↔	0
YCB PI 17	Major incidents impact on staff	Q2	0	0	Total number of RIDDOR 'over 7 day' reportable injuries to employees	0	0	↔	0
YCB PI 18	Regulatory / Statutory Enforcement Notices	Q2	0	0	The number of enforcement actions	0	0	↔	

YCB PI 19	New health and safety policy and procedure:	Q2	0	No target	The number of new policy or procedure documents in health and safety	1 Accident & Incident reporting procedure was renewed	0	↑	No benchmark but reviews are expected
YCB PI 20	Satisfied service users	Annual	80.2% during 2012/13 (using a different method)	90%	The total number of YCB service users placed by Barnet Council who express satisfaction with YCB services, expressed as a percentage of LBB placed service users		0	n/a	0
YCB PI 21	Service user and carer involvement in service design	Annual	Evidence was shown in 2012/13 year-end report	No target	A qualitative measure, expressed in the YCB annual report, showing examples of the involvement of service users and carers and evidence of changes made to implement feedback		0	n/a	No benchmark available
YCB PI 22	New referrals from Barnet	Q2	5	20 people annually	The number of new referrals that were from Barnet Council	2	0	↓	No benchmark available
YCB PI 23	New referrals from other local authorities	Q2	6	12 people annually	The number of new referrals that were from other local authorities	6	0	↔	No benchmark available
YCB PI 24	New referrals from people	Q2	1	6 people annually	New people receiving care and support from YCB that self-referred	2	0	↔	No benchmark available
YCB PI 25	New income from outside of Barnet Council referrals	Annual	Not reported in 2012/13	10% of total income	The percentage of total income received by YCB in 2013/14 that was from sources other than Barnet Council		0	n/a	No benchmark available



YCB PI 26	Service utilisation	Q2	Q1 BILS -92.9%  Community Space – 96.3%  Flower Lane – 99.6%  Rosa Morison – 99.4%  Supported Living – 99.4%	95% 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 YCB service users	BILS -83.9%  Community Space – 98.8%  Flower Lane – 98.2%  Rosa Morison – 98.9%  Supported Living – 98.4%	A single figure is not used for all services	↔	No benchmark available
YCB PI 27	Valley Way	Q2	Mon to Thurs – 33% vacancy  Friday to Sunday 19.2%	5% vacancy rate	The vacant nights at the Valley Way Respite service, expressed as a percentage of nights bookable. The indicator has been changed for 2013/14 to show weekend and mid-week vacancy rates.	Mon to Thurs: 30.7%  Friday to Sun: 22.6%	Mon to Thurs 28% variance  Fri to Sun 17.2%	↔	No benchmark available
YCB PI 28	Business Continuity / Contingency Plan	Annual	2012/13 - Yes	Yes	A statement of whether YCB has a Contingency Plan in place.		0	n/a	All care providers are required to have Contingency Plans in place

### 3.3 Interventions & Escalations

PI NO and description	Comments and Proposed Intervention
YCB PI 5 Use of Direct Payments, Pre-Paid Cards and Individual Service Funds	All Barnet Adults & Communities Service Users are offered a Direct Payment (DP) at initial assessment and annual review. Reasons for not taking up a DP are reviewed by the Care Panel. The YCB % of DPs is low compared to the total group of LD service users known to the Council where some 40% take a DP and Transitions (mostly LD) where 82% take a DP. More investigation will take place by YCB to understand how this position can be improved.
YCB PI 6 Service users moved on from a service level to a lower service level	The purpose of this performance indicator is to measure the responsiveness of YCB to changes in the needs of service users. With the YCB client group, people will have increases and decreases in needs in between their annual social work review. The key role for YCB is to amend support plans and ensure that needs are met. This performance indicator shows that 19 people experienced reductions in the hours of care delivered (while 2 people had an increase). This may be due to a combination of the success of YCB services promoting independence over a long period of time and /or reduced hours assessed as part of the Care Plan review process.
YCB PI 11 The number of Agency staff	There has been an increase in the use of agency staff in YCB due to the impact of the continued restructure within Supported Living. Consultation has taken place and the Barnet Group Board has agreed to the restructure proposals. Permanent recruitment to Support Worker posts has now taken place and the Assistant Support Worker posts will shortly commence. We therefore expect to see a minor improvement on this figure for Q3 with greater improvements for Q4. Core staffing levels for each service will also be identified going forward and this will be monitored alongside use of Agency staff via the Risk Register.
YCB PI 27 Valley Way	Following the implementation of flexible charges for Monday and Tuesday this has had a slight positive impact on the void rate for Mon – Thursday. This is expected to produce higher levels of occupancy during 2013/14 and the situation will continue to be reviewed at monthly contract monitoring meetings.

## 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.*

## 5.2 Change projects

Project	Outturn	Direction of Travel	Commentary
Management changes in community services (BILS, Community Space, Supported Living)			This change project involved a restructure of the management structure and no changes to service delivery.

*Please identify any projects which have been initiated (i.e. have Project Brief/PID). For those projects which have been initiated, please give a single colour ranking and direction of travel – with a short explanation of the status.*

RAG	Red	Amber	Green
<b>Deliverables/ Outcomes</b>	Deliverables/ Outcomes may not be achieved on time or on budget	Deliverables/ Outcomes compromised, time or budget may be impacted	Deliverables/ Outcomes on track in accordance with time and budget
<i>DOT</i>	<b>Up</b>	<b>Same</b>	<b>Down</b>
Criteria	Better than in previous highlight report	Same as in previous highlight report	Worse than in previous highlight

### 5.3 Risk Overview

The following is the 5 X 5 matrix 'heat map' highlighting the number of risks for YCB and where they are currently rated:

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

#### Risk Commentary for YCB (risks rated 12 and above):

- YCB Income: The service does not generate the required level of income to provide long term financial viability: long term risk.*

  - Control: YCB Operational Plan has identified a process for promoting and developing new business opportunities, both incremental and organic growth. Targets are now reflected within Service Manager Objectives for 2013/14 and monitored regularly.*
- YCB cash flow: Movement from payment in advance to payment in arrears presents a cash flow challenge requiring robust management: short term risk.*

  - Control: Charging Policy in place for LBB and Barnet CCG. Close monitoring of budgetary income and expenditure taking place via monthly monitoring meetings with finance and close scrutiny at YCB Management Team Meetings.*
- YCB New Business: Lack of ability to grow because of competition in the market: long term risk.*

  - Control: YCB Operational Plan focuses on growth in specialist/niche market where quality and track record can be evidenced. Range of business development activities being pursued (see 1 above).*
- The increased use of agency staff can increase the risk that staff have less experience and skills to deliver care*

  - Control: YCB undertake robust recruitment processes to ensure high calibre of agency staff. Core permanent (non-agency) staffing levels for each service area will also now be identified on the YCB Risk Register as a risk to continuity of service and reputation. This is in line with the Task & Finish Group's recommendations (Safeguarding OSC 27.11.2013 refers) which are subject to approval by Cabinet.*

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