

Appendix A: Adults & Safeguarding Committee Commissioning Plan - Annual Performance Report 2015/16

The tables below provide a review of the Adults & Safeguarding Committee Commissioning Plan for 2015/16 against each of the Commissioning Intentions and outcome measures for the following service areas:

- Adults with Learning Disabilities
- Working Age Adults with Mental Health Needs
- Disabled Working Age Adults with Physical Disabilities or Sensory Impairments
- Older People: Feeling Well, Enjoying Life
- Older People: Social Care Services
- Carers
- Leisure Services
- Cross-cutting Issues

Adults with Learning Disabilities			
Commissioning Intention	RAG	Commentary	Service
Implement a 0-25 disabilities service that better brings together health, care and education to enable young people with disabilities to fulfil their potential to be an active citizen and improves relationships between families and the local authority.	Green Amber	<p>A service level agreement (SLA) specifying the working processes and procedures between Family Services and Adults and Communities on the 0-25 disabilities service is now in place. Phase one is now closed with a final closure report being drafted. Phase 2 of the project will be delivered by Family Services to continue to embed the new ways of working.</p> <p>The work to agree the 0-25 disabilities service budget is being updated in readiness to transfer the agreed service funding from Adults and Communities to Family Services Delivery Unit.</p> <p>The Social Impact Bond (SIB) development work is underway. A technical support provider (Social Finance Ltd.) with extensive experience in developing SIBs has been procured successfully and work is underway to establish the full SIB feasibility position, in particular the financial business case, the target cohort and the interventions to deliver the SIB.</p>	Commissioning Group

Commissioning Intention	RAG	Commentary	Service
<p>Increase the supply and take-up of supported living and independent housing opportunities supporting more people to live in a home of their own with support and not in residential care.</p>	<p>Green Amber</p>	<p>The Accommodation Strategy for vulnerable adults is in development. Projected need across client groups has been produced. Barnet is leading West London Alliance (WLA) collaborative commissioning for supported living and residential care. Market shaping work will be scheduled in Q1 2016/17 to facilitate market engagement in a new accommodation offer.</p>	<p>Commissioning Group</p>
<p>Develop a more creative and cost effective review and support planning process. Ensure that this considers how technology can enable people with learning disabilities to live more independently.</p>	<p>Green Amber</p>	<p>A pilot has now commenced and the Adults and Safeguarding Committee has authorised a procurement of a new managed telecare service to help rapidly transform the service in 16/17.</p>	<p>Commissioning Group</p>
<p>Improve the carers' offer and support planning process to ensure carers feel able to continue to support an individual for as long as they can.</p> <p>This should enable a reduction in the number of carer breakdowns and improved family satisfaction from sustaining the family environment.</p>	<p>Green Amber</p>	<p>The new carers' strategy has been launched. Staff education sessions have been run with carers' providers in April, May and June 2016 to promote awareness of support options on offer. Carers' assessment forms are being redesigned to be more user-friendly and support an increase in the numbers of assessments undertaken</p>	<p>Adults & Communities</p>
<p>Stimulate the market to encourage providers who can effectively focus on enablement and personal development.</p>	<p>Green</p>	<p>Adults & Communities' Care Quality Team is working to commission enablement services.</p>	<p>Commissioning Group</p>
<p>Develop the employment support offer for adults with learning disabilities and ensure there are sufficient employment opportunities available in the Borough. Raise employment aspirations as a key component of the review and support planning process and increase the proportion of adults with learning disabilities in employment.</p>	<p>Green Amber</p>	<p>In 2015/16, the Council worked with employers and providers to implement a supported employment pathway for people with autism/learning disabilities. The provider (Barnet Mencap) has worked with a wide range of employers to secure opportunities and help employers support these individuals.</p>	<p>Commissioning Group</p>

Ref		Indicator	Period covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel	Benchmarking	Service
CPI	AC/S4	Proportion of adults with learning disabilities in paid employment	As at 31 March	9.4%	10.6%	9.2% (R)	Worsening	Comparator group 9.4% (2014/15, ASCOF)	Adults & Communities
CPI	AC/S3	Proportion of adults with learning disabilities who live in stable accommodation	As at 31 March	59.5%	60.0%	63.6% (G)	Improving	Comparator group 68.3% (2014/15, ASCOF)	Adults & Communities

Working Age Adults with Mental Health Needs			
Commissioning Intention	RAG	Commentary	Service
<p>The re-focusing of social care on recovery, social inclusion and enablement. This will require a redefining of the integrated services model with the mental health trust to enable both parties to focus on core competencies and develop effective partnership practice.</p> <p>A smaller number of social workers would be based within the Mental Health Trust to support effective crisis resolution and effective management of people subject to community treatment orders and section 117.</p>	Green	Work underway to implement the new operating model in 2016/17.	Adults & Communities

Commissioning Intention	RAG	Commentary	Service
<p>Review delivery models to ensure that the social work service for working age people with mental health issues can best focus on the quality of services and strengthen the voice of both workers and service users. We will have a model for social work which is commissioned to promote recovery, maximise inclusion and reduce long term care costs. This will require working co-productively and innovatively with local communities, primary care and housing providers to support community capacity, personal and family resilience, earlier intervention and active citizenship.</p>	<p>Green</p>	<p>A new employment project has been put in place from 1st April 2016. Work with NDTi has commenced to assess provider lead models. Review of daycare contracts has commenced.</p>	<p>Commissioning Group</p>
<p>Introduce a 'Consultant Social Worker' role to work with acute mental health services and children's social care. The role will provide independent review and challenge to support plans and proposed changes to ensure all appropriate support opportunities are explored and provided in situations characterised by high levels of social, family and interpersonal complexity, risk and ambiguity.</p>	<p>Green</p>	<p>Work underway to implement the new operating model in 2016/17</p>	<p>Adults & Communities</p>
<p>Align social work delivery model with community development, whole family approaches and wider wellbeing, particularly focusing on tackling social exclusion and worklessness.</p>	<p>Green</p>	<p>Work underway to implement the new operating model in 2016/17</p>	<p>Adults & Communities</p>

Commissioning Intention	RAG	Commentary	Service
<p>Increase the range of sustainable accommodation options for people with mental health problems in conjunction with the NHS. There is a compelling evidence base that where we live has a significant impact on our mental health. For the NHS, inadequate access to housing increases costs and demand for acute services.</p> <p>Supported housing for people with a mental illness could benefit the NHS year in and year out to a suggested annualised return of investment of 7% when compared to inpatient care or residential provision.</p>	Green Amber	<p>The Accommodation Strategy is at draft stage – consultation with providers and clients has commenced. Work to undertake a collaborative approach with NCL and CCGs has commenced.</p> <p>The Shared Lives scheme has been launched, in partnership with LB Harrow..</p>	Commissioning Group
Promoting mental well-being and reducing stigma through establishing joint commissioning of social care with public mental health provision..	Green Amber	A new mental health enablement model is now in operation, with a clear focus on employment and accommodation. Joint work with the CCG on services to help mental health users remain in the community is progressing.	Commissioning Group

Ref	Indicator	Period covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel	Benchmarking	Service
CPI AC/S5	Percentage of adults with mental health needs in paid employment	As at 31 March	5.7%	7.0%	4.8% (R)	Worsening	Comparator group 7.0% (2014/15, ASCOF)	Adults & Communities
CPI AC/S6	Percentage of adults with mental health needs who live in stable accommodation	As at 31 March	70.9%	75.0%	81.0% (G)	Improving	Comparator group 79.6% (2014/15, ASCOF)	Adults & Communities

Disabled Working Age Adults with Physical Disabilities or Sensory Impairments

Commissioning Intention	RAG	Commentary	Service
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Commissioning Intention	RAG	Commentary	Service
Implement a 0-25 disabilities service that better brings together health, care and education to enable young people with disabilities to fulfil their potential to be an active citizen and improve relationships between families and the local authority	Green Amber	<p>A service level agreement (SLA) specifying the working processes and procedures between Family Services and Adults and Communities on the 0-25 disabilities service is now in place. Phase one is now closed with a final closure report being drafted. Phase 2 of the project will be delivered by Family Services to continue to embed the new ways of working.</p> <p>The work to agree the 0-25 disabilities service budget is being updated in readiness to transfer the agreed service funding from Adults and Communities to Family Services Delivery Unit.</p> <p>The Social Impact Bond (SIB) development work is underway. A technical support provider (Social Finance Ltd.) with extensive experience in developing SIBs has been procured successfully and work is underway to establish the full SIB feasibility position, in particular the financial business case, the target cohort and the interventions to deliver the SIB.</p>	Commissioning Group
Increase the supply and take-up of supported living and independent housing opportunities supporting transitions from those currently in residential settings. This should lead to improved outcomes for adults supported to live more independent lives.	Green Amber	The Accommodation Strategy for vulnerable adults is in development. Projected need across client groups has been produced. Barnet is leading West London Alliance (WLA) collaborative commissioning for supported living and residential care. Market shaping work will be scheduled in Q1 2016/17 to facilitate market engagement in a new accommodation offer.	Commissioning Group
Develop a more creative and cost effective review and support planning process. Ensure that this considers how technology can enable people with disabilities to live more independently.	Green Amber	A pilot has now commenced and the Adults and Safeguarding Committee has authorised a procurement of a new managed telecare service to help rapidly transform the service in 16/17.	Commissioning Group
Commission high quality flexible specialist home support services including personal assistants (PAs).	Green	The Personal Assistants service has been mobilised and is now accepting referrals.	Commissioning Group

Ref	Indicator	Period covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel	Benchmarking	Service
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Ref		Indicator	Period covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel	Benchmarking	Service
CPI	AC/C14	Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	Apr 2015 - Mar 2016	13.40	13.40	10.63 (G)	Improving	N/A (benchmarking data uses new definition)	Adults & Communities
SPI	AC/S16	Proportion of people with a Direct Payment	As at 31 March	29.4%	41.0%	40.1% (GA)	Improving	Comparator group 28.4% (2014/15, ASCOF)	Adults & Communities

Older People: Feeling Well, Enjoying Life

Commissioning Intention	RAG	Commentary	Service
Develop improved information, advice and planning services	Green	Service development work continues, including refresh of website and review of all documents. Tender currently in process to improve information and advice for carers.	Adults & Communities
Promote digital inclusion, assistive technology, equipment, adaptations	Green Amber	Pilot of new telecare applications is currently underway. June's Adults & Safeguarding Committee agreed a new approach to telecare provision and authorised procurement for the new model to go live in 2017/18..	Commissioning Group
Increase social networks and community connections	Green	The Groundwork contract and CommUNITY Barnet contracts have been put in place. The Groundwork contract is supporting the operationalisation of the Volunteering Strategy; and a community forum has been set up. In 2016/17, the Council will further review these contracts to ensure closer alignment between the Community Participation Strategy and activity delivered through these contracts.	Commissioning Group
Commission and influence the development of opportunities for older people to continue working or offer mentoring	Green	The Local Infrastructure Organisation contract is underway and delivering against performance targets	Commissioning Group
Develop a joined up social care prevention offer in line with the Care Act 2014 which is easy to recognise and use	Green	Work to deliver preventative elements of the Commissioning Plan is ongoing.	Adults & Communities
Commission the best delivery vehicle possible to support older people who need a little bit of	Green	Tiers 1 and 2 of the implementation plan have been developed.	Commissioning Group

Commissioning Intention	RAG	Commentary	Service
help			
Commission an integrated health and social care service for those with long term conditions..	Green Amber	Barnet Integrated Locality Team is mobilising across the borough. The service has been piloted, supporting patients, service users and carers in the west of the borough; providing a case management and navigation approach to enabling those accessing the service to be supported in the community. In order to ensure that those who will benefit the most are able to access the expanded service, a population tool has been used to identify those profiled as having the highest risk of an unscheduled attendance, a group which the service will work with over the year..	Commissioning Group

Ref	Indicator	Period covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel	Benchmarking	Service
SPI CG/S17	Number of older people who take up leisure services – participation of over 45s	Jan – Mar 2016	19.0%	20.4%	19.8%	Improving	N/A	Commissioning Group
AC/S7	Proportion of people who use services, who reported that they had as much social contact as they would like	Apr 2015 - Mar 2016	41.1%	45.0%	45.0% (G)	Improving	Comparator group average 43.1% (LBB in top 50%)	Adults & Communities
SPI AC/S17	Number of new telecare packages installed	Apr 2015 - Mar 2016	216	430	889 (G)	Worsening	N/A	Adults & Communities
SPI AC/S18	Percentage of service users receiving on-going services with telecare	Apr 2015 - Mar 2016	13.0%	17.0%	12.7% (R)	Worsening	N/A	Adults & Communities

Older People: Social Care Services

Commissioning Intention	RAG	Commentary	Service
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Commissioning Intention	RAG	Commentary	Service
Commission an integrated health and social care service for frail older people and those with long term conditions. Consider alternative models of delivery to ensure best fit.	Green Amber	The newly mobilised integrated locality team provides an alternative delivery approach for managing both carers and service users in the community. The service comprises of a joint team who will use a multi-disciplinary approach to jointly assess and support patients..	Commissioning Group
Increase housing choices for older people where the existing accommodation is not suitable	Green	Development of Moreton Close to come on stream in 2017 – extra care. Work has commenced for options for extra care housing on the Brent Cross/ Cricklewood scheme.	Commissioning Group
Commission high quality flexible specialist home support services including personal assistants	Green	The Personal Assistance service has been mobilised and will be accepting referrals in Q1 2016/17.	Commissioning Group
Increase the use of enablement services for all older people	Green	Enablement triage service now in place to ensure suitability of all referrals.	Adults & Communities
All support plans will increase the ability of older people to access community resources and social/family networks	Green	New strength based programme of social work is helping to achieve this. Panel process is providing additional scrutiny to ensure practitioners are considering community support options in support planning.	Adults & Communities

Ref	Indicator	Period covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel	Benchmarking	Service	
CPI	AC/S10	Proportion of people who feel in control of their own lives	Apr 2015 - Mar 2016	68.5%	75.5%	68.4% (R)	Worsening	Comparator group average 71.8% (LBB in bottom 25%)	Adults & Communities
	AC/S19	Proportion of people who leave enablement with a no care package	Apr 2015 - Mar 2016	70.0%	63.0%	73.0% (G)	Improving	N/A	Adults & Communities
	AC/S11	Proportion of older people remaining at home 91 days after discharge	Apr 2015 - Mar 2016	71.9%	81.5%	77.1% (RA)	Improving	Comparator group average 86.6%	Adults & Communities

Ref		Indicator	Period covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel	Benchmarking	Service
CPI	AC/S8	Proportion of new clients, older people accessing enablement	Apr 2015 - Mar 2016	N/A	50%	61.5% (G)	N/A	N/A	Adults & Communities
CPI	AC/S9	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	Apr 2015 - Mar 2016	475.1	399.0	426.55 (GA)	Improving	N/A	Adults & Communities

Carers			
Commissioning Intention	RAG	Commentary	Service
Prioritise meeting the needs of carers, including young carers, through the assessment and support planning process by better supporting carers' own physical and mental health needs.	Green	New carers' strategy is now live, with new specialist dementia support team in place and working to identify initial cohort. Staff engagement sessions run in April to June 2016 to improve practice and awareness of resources for carer support. New carers' service provider commissioned with contract due to go live October 2016.	Adults & Communities
Strengthen the current carers' support offer e.g. assistive technology, intensive support for carers of people with dementia.	Green		Adults & Communities
Better support carers to balance work and caring commitments. Local small businesses know how to retain carers in their workforce.	Green Amber		Employer engagement programme planned for delivery Q3 2016/17 . Review is taking place of LBB HR policies to improve internal recruitment and retention of staff with caring responsibilities.

Ref		Indicator	Period covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel	Benchmarking	Service
	AC/S12	Proportion of carers satisfied with social services	Apr 2015 - Mar 2016	34.6% (2013/14)	35.7%	33.5% (R) (2014/15)	Worsening	Comparator group average 35.4%	Adults & Communities
	AC/S13	Carers' reported quality of life	Apr 2015 - Mar 2016	7.3 (2012/13)	7.8	7.3 (R) (2014/15)	Same	Comparator group average 7.6	Adults & Communities

Ref	Indicator	Period covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel	Benchmarking	Service
AC/S14	Percentage of adult carers who have as much social contact as they would like according to the Personal Social Services Carers survey	Apr 2015 - Mar 2016	35.8% (2013/14)	36.5%	32.5% (R) (2014/15)	Worsening	Comparator group 35.2% (2014/15, ASCOF)	Adults & Communities
SPI	Carer assessments resulting in information, advice and services	Apr 2015 - Mar 2016	1394	1948	1145 (R) ¹	Worsening	Not available	Adults & Communities

Leisure Services			
Commissioning Intention	RAG	Commentary	Service
Achievement of a cost-neutral provision of the Council-owned leisure centre facilities (with capital investment).	Green Amber	<p>The SPA team continues to work on achieving critical milestones of the SPA project, which is currently RAG rated Green. However, our ability to achieve a cost-neutral service is not formally guaranteed until a contract has been awarded during contract negotiation in July/August 2017. This element of the project is therefore currently RAG rated Green Amber.</p> <p>Preparation for the re-procurement of the new leisure contract (January 2018) continues to progress. The commencement of a formal procurement process is expected to commence in October 2016. In advance, workshops conducted with commissioners (internal colleagues) and external partners/stakeholders throughout May and June will assist in designing appropriate health outcomes (including how these are effectively measured) within a new contract. Resident engagement sessions are scheduled for July 2016 to present design information in respect of new leisure centre developments at Barnet Cophall and New Barnet Leisure Centre. An expression of interest has been submitted to Sport England in respect of facility investment (£2m) towards the capital of both schemes.</p>	Commissioning Group

¹ Revised outturn as at June 2016.

Commissioning Intention	RAG	Commentary	Service
<p>Improved levels of physical activity within Barnet, particularly in target geographical areas for both adults and children, leading to improvements in public health outcomes and general wellbeing.</p>	<p>Green</p>	<p>The latest Sport England Active People Survey 10 (Q2), which measures adult (16+) engagement in sport and physical activity, demonstrates that approx. 37.2% of Barnet's adult population are physically active at least once a week (moderate intensity for 30 min or more).</p> <p>In addition to the above:</p> <ul style="list-style-type: none"> Leisure Centre membership = 26,932 (January – May 16). This is a 1.57% increase on the same period in 2015. Leisure Centre usage = 516,236 (January – May 16). This is a 15.2% increase on the same period in 2015 Burnt Oak and Finchley Lido Leisure Centres have been accredited with Inclusive Fitness Initiative status. GLL are working closely with Barnet and Harrow Public Health to deliver a Physical Activity Referral Scheme via GP Surgeries (50 referrals achieved since April 16) and collaborating with Tottenham Hotspur Foundation to implement a Cancer exercise referral programme (ACE). The SHAPE programme (delivered in Burnt Oak and Colindale, targeting 14 – 19 year olds) continues to effectively engage young people, engaging over 800 young people since Sep 2014. The positive outcomes achieved via the programme have been recognised by the National Lottery with the project being shortlisted from 600 national applications to the final 14 via their annual award programme. Two community SPA projects were approved and funded via the Chipping Barnet area committee on 31 March 2016. The providers: Our Parks (engaging 65+ to address social isolation over a 16 week period) and GLL (engaging young people and adults, addressing healthy weight and participation over a 12 month period) commenced delivery in June. The Mayor's Golden KM Challenge is a multi-agency pilot project to improve exercise levels in primary schools by encouraging schools to facilitate their pupils walking, jogging or running a 1km route either within school or a local park. The pilot has been implemented and will be reviewed August/September with a view to extend from September 2016. Working in partnership with the LTA a number of Barnet Parks will be 	<p>Commissioning Group</p>

Commissioning Intention	RAG	Commentary	Service
		offering tennis activity to mark Great British Tennis Weekend. This will include a 6 week follow on programme connected to local clubs to aid the participation pathway.	

Ref	Indicator	Period covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel	Benchmarking	Service	
SPI	TBC	Increasing participation in sport and physical activity	Apr 15 – Mar 16)	37.7% (APS9; Oct 14 – Mar 15)	37.9%	37.2% (APS10 Q3 Apr 15 – Mar 16)	Worsening ²	Not available	Commissioning Group
	TBC	Increasing residents' satisfaction with the Council's provision	Aug 14 – Aug 15	90%	90%	90% (G)	Same	Not available	Commissioning Group

Cross-Cutting issues			
Commissioning Intention	RAG	Commentary	Service
Ensure that the voice of people who use adult social care and carers contributes to the design and delivery of services.	Green	Work to put in place consultation activity for the ADM and New Operating Model has commenced. A refreshed Neighbourhood offer for older people has been designed with the leadership/engagement of older people. All Together Better – local expansion and project prioritisation has been undertaken with the engagement of older people. Engagement with Carers through the New Dementia Carer Project and Carers and Employment work programmes has commenced.	Commissioning Group
Promote and maintain the quality and consistency of the social care workforce. Ensure that the workforce development	Green	Workforce development plan is being delivered. Quality assurance framework launched and governance agreed. Continued engagement with providers to support development of quality in workforce and support recruitment.	Adults & Communities

² It is however important to note that the 2015/16 Active People Survey result is not inclusive of a full data set (waiting for Sport England to release). Please note that statistically there has been no change due to the low sample size engaged in the survey; APS9 (535) and APS10 Q3 (533).

programme is focused on strengthening the quality and consistency of practice.			
Constrain inflationary pressure on procured goods and services to 0.5% from 16/17 – 19/20.	Red	Significant pressures in the market through increases in National Living Wage have resulted in significant cost pressures – agreed by Policy and Resources.	Adults & Communities
Identify measures to reduce the cost of the workforce employed by LBB.	Green	New staff structure implemented 1 April 2016.	Adults & Communities
Adopt new policies on eligibility, contributions and deferred payments.	Green	Policies up-to-date and in-line with Care Act	Adults & Communities

Ref	Indicator	Period covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel	Benchmarking	Service
AC/S22	Number of safeguarding adults alerts	Apr 2015 - Mar 2016	565	Monitor	1,208	N/A	Not available	Adults & Communities
AC/S1	Proportion of people who use adult social care services satisfied with their care and support	Apr 2015 - Mar 2016	88.3%	90.0%	88.2% (GA)	Worsening	Comparator group average 88.8%	Adults & Communities
AC/S15	Proportion of people who use services who feel safe	Apr 2015 - Mar 2016	67.4%	68.1%	67.5% (GA)	Improving	Comparator group average 65.4%	Adults & Communities
AC/S23	Number of people meeting their outcomes at support plan review.	Apr 2015 - Mar 2016	92.9%	90.0%	95.5% (G)	Improving	N/A	Adults & Communities
AC/S24	Overall number of contact events into Social Care Direct	Apr 2015 - Mar 2016	40,357	Monitor	58,822	N/A	N/A	Adults & Communities
SPI	Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution	March 2016	81.0%	85%	100% (G)	Improving	N/A	Adults & Communities

Ref		Indicator	Period covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel	Benchmarking	Service
SPI	AC/S27	Percentage of customer contacts into Social Care Direct resolved at first point of contact	March 2016	58.0%	Monitor	55.0%	N/A	N/A	Adults & Communities
SPI	AC/S28	Percentage of customer contacts into Social Care Direct passed to adult social care	March 2016	22.0%	Monitor	26.0%	N/A	N/A	Adults & Communities

Key:

Ref	RAG Rating	Percentage of Targeted Improvement Achieved	
CPI = Corporate Plan Indicator for 2016/17	Green	100% or more	Target is met or exceeded
SPI = Commissioning Plan Indicator for 2016/17	Green Amber	>80% <100%	Target not met, but 80% or more of targeted improvement achieved
	Red Amber	>65% <80%	Target not met, but 65-80% of targeted improvement achieved
	Red	<65%	Target not met, and less than 65% of targeted improvement achieved