

Appendix B – Report to Adults & Safeguarding Committee

Detailed summary of 2015/16 performance

1. **Summary of 2015/16 performance**
2. **End of year outturn and benchmarking data**
3. **Detailed commentary on performance**

1. **Summary of 2015/16 performance**

Adults & Communities reported against **42** outcome measures (indicators) to Performance & Contracts Management Committee each quarter in 2015/16. Of the 42 indicators, **31** received a RAG rating at the end of the year. **32% (10)** were “on or above target” and **68% (21)** were “off target”. **28** indicators were given a ‘direction of travel’ (DOT) status. **46% (13)** have an “improved or maintained” DOT; **46% (13)** have a “worsened” DOT and **8% (2)** have stayed the same.

Significant successes included **reductions in the rate of new admissions to residential care for working age adults**, which fell substantially on the 2014/15 rate (from 13.4 per 100,000 to 10.63 per 100,000). This was the result of extensive work to identify alternative accommodation packages for adults with learning disabilities or mental health needs, as well as proactive work with local landlords to increase the range of private sector accommodation available to service users. The effect was also seen in the **proportion of adults with learning disabilities or mental health needs living in stable accommodation**, each of which outperformed their targets (63.6% against the 60% target and 81% against the 75% target respectively). For adults with mental health needs and for working age adults overall, Barnet outperformed its comparators and the London and national averages.

Preventative services also performed strongly against their targets. The Delivery Unit maintained above-target access to enablement with 61.5% of new service users aged over 65 accessing enablement against the 50% target, and the proportion of people leaving enablement without a care package at 73% against the 63% target. The proportion of people at home 91 days after a hospital discharge following enablement shows that Barnet improved its performance against this indicator even though it still fell below the average for its comparators. The increased number of telecare advisers in the service also had an impact with installations consistently high – 889 packages installed at year end against 229 in 2014/15.¹

Quality measures were also high at the end of the year with customer satisfaction with the Social Care Direct Service running at 100% and the proportion of service users reporting that their outcomes had been achieved at support plan review also at 95.5%. The Delivery Unit’s Community Offer Team won the Social Work Team of the Year award in December 2015.

These were nonetheless set against an overall context in which **more than two thirds of indicators missed their target**. A number of the indicators which were RAG rated red in 2015/16 related to the annual service user and carers’ surveys and while these missed their targets, they remained broadly

¹ Not all installations were for Barnet service users and not all installations for Barnet service users are captured in the denominator for indicator AC/S18 – percentage of service users receiving ongoing services with telecare. Further detail on this is given in the table below.

stable, showing limited falls in service user satisfaction despite this being a year in which the Delivery Unit implemented a significant organisational restructure and held a high vacancy rate to support recovery of its financial position. However, **the impact on productivity was visible with waiting lists for assessments** seeing no significant fall, the **proportion of service users receiving an annual review** remaining low, and the number of **carers' assessments** also falling.

Detail on each of the performance measures in the 2015/16 framework is set out in the table below.

2. End of year outturn and benchmarking data

Benchmarking methodology

Barnet benchmarks through the national Adult Social Care Outcomes Framework (ASCOF), using its Chartered Institute of Public Finance and Accountancy (CIPFA) comparator group. This approach is designed to allow a like for like comparison between different councils' social care data. Barnet also uses some data supplied to NHS England to benchmark indicators relating to health and social care.

The comparator group is made up of 15 councils which have been identified as similar to Barnet across a range of economic and demographic factors using CIPFA's 'nearest neighbours' methodology. These are Bexley, Brent, Bromley, Croydon, Ealing, Enfield, Harrow, Hillingdon, Hounslow, Kingston-Upon-Thames, Merton, Redbridge, Richmond upon Thames, Sutton & Wandsworth.

Benchmarking data is primarily available for the year 2014/15 and in some cases – in particular, indicators drawn from the annual Social Care User Survey – indicators reported in 2015/16 relate to performance in the previous financial year.

Benchmarking summary

19 indicators have a **2014/15 or 2015/16 comparator group benchmark: 31% (6)** were better than the comparator group average, **69% (13)** were worse.

19 indicators have a **2014/15 or 2015/16 London benchmark: 37% (7)** were better than the London average, **63% (12)** were worse.

19 indicators have a **2014/15 or 2015/16 national benchmark: 42% (8)** were better than the national average, **58% (11)** were worse.

End of year performance and benchmarking detail

The following table (Table 1) shows the detail of Barnet's performance against target at the end of 2015/16 and against its various benchmarking groups. Detailed commentary on each indicator is contained in Table 2, in section 3 of this report (below).

Table 1

Owner	Ref	Indicator	Period Covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel (2014/15 to 2015/16)	Benchmarking Nearest Neighbours 2014/15	Benchmarking London Average 2014/15	Benchmarking National Average 2014/15	2016/17 Target
A&C	AC/S1 (ASCOF 3A) – old cohort ²	Percentage of people who use adult social care services satisfied with their care and support – includes those who were both ‘extremely or very satisfied’ and ‘quite satisfied’	Apr 2014 - Mar 2015	88.3% (2013/14)	90.0%	88.2% (GA) (2014/15)	Worsening	Comparator group 88.8% (2014/15, ASCOF)	87.8% (Barnet 0.4% better than London average)	90.6% (Barnet 2.4% worse than National average)	N/A
	AC/S1 (ASCOF 3A) – new cohort	Percentage of people who use adult social care services satisfied with their care and support – includes those who were ‘extremely or very satisfied’ only		61.8% (2013/14)	N/A	61%	Worsening	Comparator group 60.4% (2014/15, ASCOF)	59.5% (Barnet better than London average)	64.7% (Barnet worse than National average)	61% within CI
A&C	AC/S2 (ASCOF 3D)	Service users who find it easy to get information	Apr 2014 - Mar 2015	72.6% (2013/14)	74.5%	71.3% (R) (2014/15)	Worsening	Comparator group 74.3% (2014/15, ASCOF)	72.5% (Barnet worse than London average)	74.5% (Barnet worse than National average)	71.3% within CI
CG/ A&C	AC/S3 (ASCOF 1G)	Percentage of adults with learning disabilities who live in their own home or with their family	As at 31 March	59.6%	60.0%	63.6% (G)	Improving	Comparator group 68.3% (2014/15, ASCOF)	69.1% (Barnet worse than London average)	73.3% (Barnet worse than National average)	63%
CG/ A&C	AC/S4 (ASCOF 1E)	Percentage of adults with learning disabilities in paid employment	As at 31 March	9.5%	10.6%	9.2% (R)	Worsening	Comparator group 9.8% (2014/15, ASCOF)	7.7% (Barnet better than London average)	6% (Barnet better than National average)	10.8%
CG/ A&C	AC/S5 (ASCOF 1F)	Percentage of adults with mental health needs in paid employment	As at 31 March	5.2%	7.0%	4.8% (R)	Worsening	Comparator group 7.0% (2014/15, ASCOF)	5.5% (Barnet worse than London average)	6.8% (Barnet worse than National average)	7.2%

² ‘Old cohort’ includes those who were both ‘extremely or very satisfied’ and ‘quite satisfied’. ‘New cohort’ includes those who were ‘extremely or very satisfied’ only

Owner	Ref	Indicator	Period Covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel (2014/15 to 2015/16)	Benchmarking Nearest Neighbours 2014/15	Benchmarking London Average 2014/15	Benchmarking National Average 2014/15	2016/17 Target
CG/ A&C	AC/S6 (ASCOF 1H)	Percentage of adults with mental health needs who live independently, with or without support	As at 31 March	70.4%	75.0%	81.0% (G)	Improving	Comparator group 79.6% (2014/15, ASCOF)	77.8% (Barnet better than London average)	59.7% (Barnet better than National average)	83.0%
A&C	AC/S7	Percentage of people who use services, who reported that they had as much social contact as they would like	April 2014-Mar 2015	41.0%	45.0%	45.0%	Improving	Comparator average 43.1% (2014/15, ASCOF) – Barnet in top 50%	47.1% (Barnet worse than London average)	44.8% (Barnet better than National average)	N/A
A&C	AC/S8	Percentage of new clients, older people accessing enablement	Apr 2015 - Mar 2016	N/A	50.0%	61.5% (G)	N/A	N/A	N/A	N/A	63.0%
A&C	AC/S9 ASCOF 2A (2) – old cohort	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+ ³	Apr 2015 - Mar 2016	475.10	399.0	426.55 (GA)	Improving				N/A
	AC/S9 ASCOF 2A (2) – new cohort			622.5	N/A	508.0	Improving	Comparator group 408 (2014/15, ASCOF)	491.7 (Barnet worse than London average)	668.8 (Barnet better than National average)	530.0
A&C	AC/S10 (ASCOF 1B)	Percentage of people who feel in control of their own lives	Apr 2014 - Mar 2015	68.5% (2013/14)	75.5%	68.4% (R) (2014/15)	Worsening	Comparator group 71.8% (2014/15, ASCOF) (Barnet in bottom 25%)	71.6% (Barnet worse than London average)	77.3% (Barnet worse than National average)	69% within CI ⁴
A&C/ CG	AC/S11 ASCOF 2B (1)	Percentage of older people remaining at home 91 days after discharge	Apr 2015 - Mar 2016	71.9%	81.5%	77.1% (RA)	Improving	Comparator group 86.6% (2014/15, ASCOF)	85.3% (Barnet worse than London average)	82.1% (Barnet worse than National average)	81.5%

³ Please note this measure has a new methodology and the target and outturn reported in 2014/15 is not comparable with benchmarking data for 2014/15 or 2015/16. The target for 16/17 is based on the same rationale as the previous measure – a percentage reduction in caseload – and will be reviewed at the end of Q3 to reflect the impact of use of the new A&C database.

⁴ All survey indicator targets have been set within a 'confidence interval' (CI) which takes account of the margin of error which may result from surveying a small sample of the population.

Owner	Ref	Indicator	Period Covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel (2014/15 to 2015/16)	Benchmarking Nearest Neighbours 2014/15	Benchmarking London Average 2014/15	Benchmarking National Average 2014/15	2016/17 Target
A&C	AC/S12	Percentage of carers satisfied with social services	Apr 2014 - Mar 2015	34.6% (2013/14)	35.7%	33.5% (R) (2014/15)	Worsening	Comparator group 35.4% (2014/15, ASCOF)	35.2% (Barnet worse than London average)	41.2% (Barnet worse than National average)	NA
A&C	AC/S13	Carers' reported quality of life	Apr 2014 - Mar 2015	7.3 (2012/13)	7.8	7.3 (R) (2014/15)	Same	Comparator group 7.6 (2014/15, ASCOF)	7.6 (Barnet worse than London average)	7.9 (Barnet worse than National average)	NA
A&C	AC/S14 ASCOF 11(2)	Percentage of adult carers who have as much social contact as they would like	Apr 2014 - Mar 2015	35.8% (2013/14)	36.5%	32.5% (R) (2014/15)	Worsening	Comparator group 34.3% (2014/15, ASCOF)	35.5% (Barnet worse than London average)	38.5% (Barnet worse than National average)	32.5% within CI
A&C	AC/S15	Percentage of people who use services who feel safe	Apr 2014 - Mar 2015	67.4% (2013/14)	68.1%	67.5% (GA)	Improving	Comparator group 65.4% (2014/15, ASCOF)	65.9% (Barnet better than London average)	68.5% (Barnet worse than National average)	N/A
A&C	AC/S16 (ASCOF 1C/2A)	Proportion of service users with a direct payment	As at 31 March	40%	41.0%	40.1% (GA)	Improving	Comparator group 28.4% (2014/15, ASCOF)	26% (Barnet better than London average)	26.3% (Barnet better than National average)	42%
A&C	AC/S17	Number of new telecare packages installed	Apr 2015 - Mar 2016	216	470	889 (G)	Improving	N/A	N/A	N/A	800
A&C	AC/S18	Percentage of service users receiving ongoing services with telecare	Apr 2015 - Mar 2016	13.0%	17.0%	12.7% (R)	Worsening	N/A	N/A	N/A	17%
A&C	AC/S19	Proportion of people who leave enablement with no care package	April 2015 - Mar 2016	70.0%	63.0%	73.0%	N/A	N/A	N/A	N/A	N/A
A&C	AC/S21	Number of carer assessments (resulting in information, advice and services)	Apr 2015 - Mar 2016	1394	1948	1145 ⁵ (R)	Worsening	N/A	N/A	N/A	1045
A&C	AC/S22	Number of safeguarding adults alerts (concerns)	Apr 2015 - Mar 2016	565	Monitor	1208	N/A	N/A	N/A	N/A	NA

⁵ Year end outturn revised following data cleansing exercise

Owner	Ref	Indicator	Period Covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel (2014/15 to 2015/16)	Benchmarking Nearest Neighbours 2014/15	Benchmarking London Average 2014/15	Benchmarking National Average 2014/15	2016/17 Target
A&C	AC/S23	Percentage of people meeting their outcomes at support plan review	Apr 2015 - Mar 2016	86%	90.0%	95.5% (G)	Improving	N/A	N/A	N/A	90.5%
CSG	AC/S24	Overall number of contact events into Social Care Direct	April 2015 - Mar 2016	40,357	Monitor	58,822	N/A	N/A	N/A	N/A	N/A
CSG	AC/25	Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution	Apr 2015 - Mar 2016	81%	85%	100%	Improving	N/A	N/A	N/A	85%
CSG	AC/27	Percentage of customer contacts into Social Care Direct resolved at first point of contact	April 2015 - Mar 2016	58%	Monitor	55%	N/A	N/A	N/A	N/A	N/A
CSG	AC/S28	Percentage of customer contacts into Social Care Direct passed to adult social care	April 2015 - Mar 2016	228%	Monitor	26%	N/A	N/A	N/A	N/A	N/A
CG	AC/C1	Total non-elective admissions into hospital (general & acute), all-age, per 100,000 population	Apr 2015 - Feb 2016	7742	7333	8292 (GA)	Worsening	Comparator group 9449 (Apr - Feb 2015/16)	8803 (Barnet better than London average)	9419 (Barnet better than National average)	TBC
A&C	AC/C2	Proportion of people using social care who receive self-directed support	As at 31 March	98.4%	99.5%	99.6%	Improving	Comparator group average 81.8%	81.1% (Barnet better than London average)	83.7% (Barnet better than National average)	N/A
A&C	AC/C3	Percentage of people with concluded safeguarding referrals who expressed that their outcomes are fully or partly met	April 2015 - Mar 2016	N/A	Monitor	45.8%	N/A	N/A	N/A	N/A	N/A

Owner	Ref	Indicator	Period Covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel (2014/15 to 2015/16)	Benchmarking Nearest Neighbours 2014/15	Benchmarking London Average 2014/15	Benchmarking National Average 2014/15	2016/17 Target
A&C	AC/C4	Percentage of people with concluded safeguarding referrals which were fully or partly substantiated	April 2015 – Mar 2016	41.7%	Monitor	41.7%	N/A	N/A	N/A	N/A	N/A
A&C	AC/C5	Number of DoLS applications	April 2015 – Mar 2016	N/A	Monitor	1357	N/A	N/A	N/A	N/A	N/A
A&C	AC/C6	Number of DoLS granted	April 2015 – Mar 2016	N/A	Monitor	797	N/A	N/A	N/A	N/A	N/A
A&C	AC/C7	Percentage of DoLS applications completed within statutory timeframes	Apr 2015 - Mar 2016	N/A	100.0%	9.0% (R)	N/A	N/A	N/A	N/A	100%
A&C	AC/C8	Number of assessments completed	Apr 2015 - Mar 2016	2,657	Monitor	2,364	N/A	N/A	N/A	N/A	Monitor
A&C	AC/C9	Number of review events	Apr 2015 - Mar 2016	N/A	Monitor	5697	N/A	N/A	N/A	N/A	Monitor
A&C	AC/C10	Percentage of clients receiving an on-going package of care reviewed	Apr 2015 - Mar 2016	69.84%	75.0%	62.23% (R)	Worsening	N/A	N/A	N/A	75%
A&C	AC/C11	Average number of days from contact to end of assessment	Apr 2015 - Mar 2016	17.6	18.0	24.24 (R)	Worsening	N/A	N/A	N/A	N/A

Owner	Ref	Indicator	Period Covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel (2014/15 to 2015/16)	Benchmarking Nearest Neighbours 2014/15	Benchmarking London Average 2014/15	Benchmarking National Average 2014/15	2016/17 Target
CG/A&C	AC/C12 (ASCOF 2C/1)	Number of delayed transfers of care from hospital per 100,000 population (aged 18+) which are attributable to both NHS and Adult Social Care	Mar 2015 – Feb 2016	6.2	5.8	7.5 (R)	Worsening	Comparator group 7.6 (2014/15, ASCOF)	6.9 (Barnet worse than London average)	11.1 (Barnet better than National average)	5.8
CG/A&C	AC/C13 (ASCOF 2C/2)	Number of delayed transfers of care from hospital, and those which are attributable to adult social care per 100,000 population	Mar 2015 - Feb 2016	2.5	2.5	3.3 (R)	Worsening	Comparator group 2.4 (2014/15, ASCOF)	2.4 (Barnet worse than London average)	3.7 (Barnet better than National average)	2.5
A&C	AC/C14 (ASCOF 2A/1) – old cohort	Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64 ⁶	Apr 2015 - Mar 2016	13.4	13.4	10.63 (G)	Improving				
	AC/C14 (ASCOF 2A/1) – new cohort			16.6	16.6	10.2		Comparator group 8.3 (2014/15, ASCOF)	11.1 (Barnet better than London average)	14.2 (Barnet better than National average)	16.6
A&C	AC/C15	The proportion of carers who use services who find it easy to find information about support.	Apr 2014 - Mar 2015	N/A	Monitor	61.4% (GA)	N/A	Comparator group 63.4% (Apr 2014- Mar 2015)	62.1 (Barnet worse than London average)	65.5 (Barnet worse than National average)	N/A
CG	AC/C16	Number of referrals to hospital social work teams	Apr 2015 - Mar 2016	800	Monitor	828	N/A	N/A	N/A	N/A	Monitor

⁶ Please note that this measure has a new methodology and the baseline is not comparable with 2014/15 or 2015/16. The target for 16/17 uses the same rationale as 14/15, which aimed to maintain the previous year's performance.

3. Detailed commentary on performance

The following table gives detailed commentary on Barnet's performance against each of the indicators which received a RAG rating in 2015/16, including reasons for underperformance and mitigating measures to address these.

Table 2

Ref and title	RAG	Comments and Interventions
AC/S1 Percentage of people who use adult social care services satisfied with their care and support	GA	This measure - along with the other survey-related indicators in this performance framework - is based on the results of the annual social care surveys and the period it covers is the last financial year. Performance did not decline significantly on that in the previous two years despite this being a period of significant change for Adults & Communities and remains above the average for Barnet's comparator group, if below target.
AC/S2 Service users who find it easy to get information	R	<p>Again, this is an annual indicator which retrospectively measures performance for 2014/15.</p> <p>In 2015/16 Adults & Communities improved the quality and accessibility of its information and advice offer through implementation of the integrated front door Social Care Direct model.</p> <p>Social Care Direct handled 58,822 contact events in 2015/16, of which 26% were passed to Adult Social Care. It is helpful to have a consistent approach to service user contact due to the number of calls in question, the majority of which involve an information, advice and signposting component. Reported satisfaction with the Social Care Direct service was consistently above 90% in 2015/16.</p> <p>Service user satisfaction with information and advice can also be reflected through satisfaction with the Council's website. Regular customer experience reports showed relatively low levels of satisfaction and the Delivery Unit has participated in a customer access leads' group to drive improvement across the Council's website.</p> <p>The Delivery Unit also launched a new information, advice and advocacy contract with Barnet CAB in Q2 of 2015/16.</p>
AC/S3 Percentage of adults with learning disabilities who live in stable accommodation	G	The proportion of adults with learning disabilities who live in their own homes or with their families has increased steadily over the course of the year, from 59.5% to 63.6%, and the absolute number has also increased from 422 to 472 individuals. The Council has led on the West London Alliance (WLA) collaborative commissioning for supported living and residential care and the Delivery Unit has worked closely with individual service users to enable step-down from residential care – and reduce admissions – and with private landlords to ensure a more diverse accommodation market and offer. This has translated into an overall fall of over 20% in the rate of working age adults admitted to residential care in 2015/16.
AC/S4 Percentage of adults with learning disabilities in paid employment	R	The number of adults with learning disabilities in paid employment remained roughly static over the course of the year, showing a small increase from 66 to 68 individuals at year end. Work has been undertaken with employers and providers to implement a supported employment pathway for people with autism/learning disabilities. Barnet Mencap has been running a supported employment service for adults with learning disabilities since the beginning of 2015/16 though the number of referrals of social care service users has to date been low. To address this an exercise is being undertaken in 2016/17 to map and track referrals into the service to ensure social care service users are being referred in at the expected rate. Frontline practitioners will receive information about new and existing services and training on referrals by December 2016. Other high performing London

Ref and title	RAG	Comments and Interventions
		<p>boroughs such as Hounslow which with 20.1% of LD service users in employment is at the top of Barnet's comparator group have focused on effective pathways between children's services, education and adult social care to identify young people suitable for internships – of whom 70% have gone on to find paid employment. The new 0-25 disability service in Barnet is now seeking to replicate this success.</p> <p>A commissioning lead for workplace inclusion has been appointed, leading a project to develop a supported employment offer for the Borough and identify service users who might benefit from the programme. The Council is redesigning the supported employment and daycare offer for service users with learning disabilities or mental health issues to improve its effectiveness and developing the market to diversify the range of employment services available. Your Choice Barnet are also working with the Council to redesign their daycare offer to focus on enablement and employment to mobilise in November 2016.</p> <p>In addition, the Council is using its purchasing power to secure employment opportunities with its suppliers for adults with learning disabilities, mental health issues, or physical or sensory needs, with amendments to contracts to be agreed by April 2017. Barnet will also aim to lead by example by successfully recruiting and retaining people from the above groups, revising its HR policies and procedures and rolling out training and support to managers in or before October 2016. This approach has worked well in other boroughs. LB Bexley has taken this approach and is the second highest performer in Barnet's comparator group with 18% of LD service users in paid employment.</p>
<p>AC/S5 Percentage of adults with mental health needs in paid employment</p>	R	<p>The number of service users in employment has fluctuated much more over the course of the year, from 34 at its lowest to 45 at its greatest. As with adults with learning disabilities, there are challenges in sustaining employment opportunities for service users with mental health issues.</p> <p>This indicator follows a national definition which enables the Council to compare its performance against other boroughs but this means that the cohort included in the indicator is made up of a number of people whom the Council does not work with directly, often with complex mental health needs that require inpatient care and which mean employment is not appropriate for them.</p> <p>Two community employment support services (MAPS and IPS) have been running since 2014 and between them have supported 129 service users into employment in 2015/16. Both services have recently been positively evaluated against a range of outcomes by the National Development Team for Inclusion. The Council's 'Network' mental health service supported a further 51 service users with lower level support needs into employment over the course of the year.</p> <p>The secondary mental health employment support service (provided by Twining) has workers co-located with frontline mental health teams and an exercise is being undertaken in 2016/17 to map and track referrals into the service, to ensure social care service users are being referred in at the expected rate.</p> <p>The borough's workplace inclusion programme will also focus on service users with mental health issues (see AC/S4 for further detail.)</p>
<p>AC/S6 Percentage of adults with mental health needs who live independently, with or without support</p>	G	<p>As set out in the commentary against AC/S3, a package of measures has reduced admissions of working age adults to residential care, though both the cohort in stable accommodation and the overall number of MH service users have fallen over the course of the year. A new accommodation strategy for vulnerable adults is being developed for implementation in 2016/17 to maintain the momentum away from residential admissions.</p>

Ref and title	RAG	Comments and Interventions
<p>AC/S7 Percentage of people who use services, who reported that they had as much social contact as they would like</p>	G	<p>Again, this is an annual indicator which retrospectively measures performance for 2014/15. Performance is above comparator, London and national averages. Strong performance against this measure is a positive basis for the Delivery Unit's new strengths-based working approach, which aims to support individuals to consider the assets and resources already available to them within their homes or communities to meet their needs, as well as those which could be provided through a funded service.</p> <p>The same strong performance is not seen in the carers' social contact measure (AC/S14). This gap is being addressed through the raft of carers measures set out at AC/S12.</p>
<p>AC/S8 Percentage of new clients, older people accessing enablement</p>	G	<p>This indicator aims to increase access to the Council's enablement services with the intention of reducing the intensity of support required for those who do go on to receive a care package. The enablement service has performed strongly throughout 2015/16 with the number of people leaving the service without a package of care (AC/S19) also above target. The new enablement triage service within the integrated Front Door is helping to ensure that referrals to the service are appropriate for each service user's needs. Performance against AC/S11 – the percentage of older people remaining at home after discharge from hospital – was less effective, although again this is a retrospective indicator reporting against 2014/15 performance. This is in part due to an increased proportion of frail older adults within the cohort who are in the long term being supported at home rather than in residential care, but who are less likely to remain out of hospital directly after discharge. As stays in acute care grow shorter, people are discharged into enablement or intermediate care services with higher levels of need and this is currently increasing.</p>
<p>AC/S9 Permanent admissions to residential and nursing care homes, per 100,000 population age 65+</p>	GA	<p>While a Q3 spike in the rate of residential care admissions for older adults pushed performance above target overall, 2015/16 has seen a substantial reduction on the previous year, from 475.1 to 426.55 per 100,000. Significant progress has been made in identifying more creative support solutions and promoting enablement services, and backing these up through robust panel decisions.</p> <p>The Q3 spike was due in part to a combination of high winter demand and lack of capacity in the homecare market and in part to uniquely high pressures on the NHS. See also commentary against AC/C12.</p>
<p>AC/S10 Percentage of people who feel in control of their own lives</p>	R	<p>This indicator measures people reporting that they feel in control of their own lives through the Adult Social Care user survey. It is an important quality measure – a high score here has a positive effect on a range of other outcomes. Performance in 2015/16 was 68.4% against a 75.5% target (and a comparator group average of 71.8%). Barnet is roughly in the middle of its comparator group for the majority of social care user survey indicators but relatively weak – in the lowest 25% – on this one.</p> <p>Barnet is a strong performer – highest in its comparator group – against linked measures such as the proportion of people receiving self-directed support (AC/C2, 99.5%) but the survey indicator suggests this is not translating into an overall sense of autonomy and control.</p> <p>Analysis of the service user survey responses which make up the social care related quality of life measure, which combines replies to a range of questions in relation to different types of need, show that where Barnet service users are asked how well their services contribute to their quality of life they respond more positively than when asked about their quality of life itself. This is a positive message in relation to satisfaction with the services they received but may indicate a sense of dependence on services which is translating into an overall feeling of lack of control.</p> <p>Addressing this lack of autonomy is a key focus of the new operating model for adult social care in Barnet. As set out in AC/S7 above, the Delivery Unit is piloting a strengths-based working approach which is helping people consider resources available to</p>

Ref and title	RAG	Comments and Interventions
		them to meet their own needs before or alongside a funded service. Public health literature argues that such approaches can help to promote individual independence and resilience and increase health and wellbeing.
AC/S11 Percentage of older people remaining at home 91 days after discharge	RA	See AC/S8.
AC/S12 Percentage of carers satisfied with social services	R	<p>Again, the various carers' satisfaction measures are retrospective and relate to 2014/15 performance but these are underpinned by low levels of carer-related activity in 2015/16, including the number of carers' assessments carried out by the Council. This is in part because of high vacancy levels which have compelled the Delivery Unit to prioritise activities (see AC/C10 below). There has also been feedback that the forms used for carers' assessments are over-long and not user-friendly.</p> <p>Staff education sessions have been held with carers' service providers improve practitioners' knowledge of carer needs and the resources available to support them. The carers' assessment forms are being redesigned and improved.</p> <p>The new carers' strategy has been launched and a new carers' service provider commissioned, to be launched in October 2016. A specialist service for carers of people with dementia has already launched and is identifying its initial cohort.</p> <p>The Council is also focusing on improving carers' employment with an employer engagement programme planned and work underway to improve the Council's own role as a carers' employer.</p>
AC/S13 Carers' reported quality of life	R	See AC/S12
AC/S14 Percentage of adult carers who have as much social contact as they would like	R	See AC/S12
AC/S15 Percentage of people who use services who feel safe	GA	<p>Again, this is an annual indicator which retrospectively measures performance for 2014/15. Performance is below the national average but above the average for London and for the comparator group. Barnet also showed a small improvement on 2013/14 performance.</p> <p>The number of safeguarding concerns raised in 2015/16 more than doubled on the previous year, from 565 to 1208. This is an indicator that the service is trusted with reports.</p>
AC/S16 Proportion of people with a Direct Payment	GA	Barnet has a strong record for having high numbers of people who receive their care through a Direct Payment. This measure is above the comparator, national and London averages and has remained broadly stable across 2015/16 at just under target. Comparison between those who do and do not receive a direct payment has not shown any strong distinguishing factors such as equality concerns. All cases coming to panel need to demonstrate that a DP option has been considered. Review activity has resulted in some individuals on low level DPs no longer receiving a payment but also in a significant number of new DPs being agreed.

Ref and title	RAG	Comments and Interventions
<p>AC/S17 Number of new telecare packages installed</p>	<p>G</p>	<p>Telecare is an important preventative service which can delay the need for more intensive forms of care. The number of telecare packages installed in 2015/16 was a more than 300% increase on the previous year. In 2015/16 an additional telecare adviser was employed to work across both health and social care services in Barnet, and opportunities to access telecare were highlighted at the first point of contact with Adult Social Care through Social Care Direct.</p> <p>The Council installs some telecare packages for current service users and some telecare packages for people who do not use Council services and where the Council does not maintain the equipment (either because it does not require maintenance or because the recipient funds the package themselves). The rationale for this is because telecare is a preventative service which can have benefits in delaying the need for more intensive services. Telecare is purchased through an IT system not owned or controlled by the Council and as a result the data the Council receives on new installations does not allow us to match it against our own records and identify which of the installations are for current service users. This is the data which informs AC/S17 (number of telecare packages installed). The installations recorded in AC/S17 include standalone and self-funded packages as well as those requiring ongoing maintenance by Barnet, and include preventative installations for people who are not using Barnet social care services.</p> <p>The data for AC/S18 is drawn directly from the Swift case management system but as a result only covers the installations that the Council funds and maintains for current service users. The number of these installations which is captured on Swift is lower than the total number of packages installed by the Council and lower than the total number of packages installed for current service users. This is the reason for the discrepancy between the two indicators and, because we are unable to capture the full range of telecare installations for current service users, increased performance in AC/S17 is not clearly reflected in AC/S18.</p> <p>Plans are under way to look at how these datasets can be reconciled in the future once the new case management system for Adults & Communities is in place.</p>
<p>AC/S18 Percentage of Service users receiving on-going services with telecare</p>	<p>R</p>	<p>See AC/S17</p>
<p>AC/S19 Proportion of people who leave enablement with no care package</p>	<p>G</p>	<p>See AC/S8</p>
<p>AC/S21 Carer assessments resulting in information, advice and services (end of year projection)</p>	<p>R</p>	<p>See AC/S12</p>
<p>AC/S23 Percentage of people meeting their outcomes at support plan review</p>	<p>G</p>	<p>This measure is a proxy for the quality of support planning and together with AC/S25, which measures customer satisfaction with the Social Care Direct service, has been a consistently positive reflection of in-year satisfaction with services in 2015/16.</p>

Ref and title	RAG	Comments and Interventions
AC/S25 Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution	G	See AC/23.
AC/C1 Total non-elective admissions into hospital (general & acute), all-age, per 100,000 population	GA	Annual non-elective admissions in 2015/16 exceeded target though Barnet outperformed comparator, London and national averages. A small reduction in admissions among under-65s (a combination of reduced admissions among young children and among patients in obstetrics services) was balanced out by an increase in the numbers of older adults admitted to hospital. As with AC/S8, this is in part due to an increased proportion of frail older adults who are in the long term being supported at home rather than in residential care, but who are more likely to be admitted to hospital in an emergency.
AC/C2 Proportion of people using social care who receive self-directed support	G	See AC/S10.
AC/C7 Percentage of DoLS applications completed within statutory timeframes	R	The number of Deprivation of Liberty Safeguards (DoLS) applications has vastly exceeded that in previous years (1,357 against 674 in 2014/15). Comparator exercises suggest other boroughs are also seeing huge increases in the numbers of applications but not at the same level. This may be due to Barnet's higher number of care home beds relative to population. There are not enough assessors available to meet this level of demand. The Council is exploring potential measures to manage this demand more effectively. Other local authorities are reducing the seniority level required for authorisation of an application and/or prioritising cases to operate 'waiting lists'.
AC/C10 Percentage of clients receiving an on-going package of care reviewed (end of year projection)	R	Adults & Communities maintained high vacancy rates in 2015/16 to help it recover its financial position. As a result overall work volumes fell substantially on the previous year with a fall in the proportion of clients reviewed as well as a limited decrease in the waiting times for assessments. Additional reviewing capacity has been resourced through the Adults' Transformation Programme and is in place for 2016/17.
AC/C11 Average number of days from contact to end of assessment	R	As with AC/C10 above, lower staffing numbers has had an impact on the speed at which the average time waiting for assessment decreased. In 2015/16 assessments were prioritised and as a result a number of clients who had spent a long time on waiting lists were assessed, causing the average time to assessment to rise.
AC/C12 Number of delayed transfers of care from hospital, from hospital per 100,000 population (aged 18+)	R	There has been a focus in the second half of 2015/16 on the number of delayed transfers of care from hospital, which peaked in December and January. There are ongoing challenges in relation to high turnover and a greater number of referrals, from acute care, of older, frailer people with more complex needs, matched by a lack of capacity in the homecare market. LBB is currently working with health colleagues to explore a peak in requests for double care packages – which support both service users and carers – to confirm that these are appropriate. Measures have been put in place to ensure that patients are not delayed waiting for a social care assessment and that discharge notifications are triaged to prioritise cases which require immediate action from social care teams. This means that limited resources are targeted in the correct areas to enable prompt discharges from hospital.

Ref and title	RAG	Comments and Interventions
AC/C13 Number of delayed transfers of care from hospital, and those which are attributable to adult social care per 100,000 population	R	See AC/C13.
AC/C14 Permanent admissions to residential and nursing care homes, per 100,000 population age 18-64	G	See AC/S3.
AC/C15 The proportion of carers who use services who find it easy to find information about support.	R	See AC/S2 and AC/S12.