

## Appendix A: Adults & Safeguarding Committee Commissioning Plan – Progress report on the Adults and Safeguarding Committee Commissioning Plan and Outcomes measures

The tables below provide a mid-year review of the Adults & Safeguarding Committee Commissioning Plan for 2016/17 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.	<b>Red Amber</b>	<p>A new Head of Service has been appointed in Family Services to take the work forward</p> <p>The Tranche 2 transfer of additional service users will be completed on 1<sup>st</sup> April 2017</p> <p>The project delivery mechanisms will be refreshed to include development of:</p> <ul style="list-style-type: none"> <li>• the practice model in Family Services and how this links to the Resilience agenda and strength based social work in Adult social care</li> <li>• Thresholds and eligibility criteria</li> <li>• Appropriate Systems &amp; IT – a proper options appraisal is needed</li> <li>• Ongoing Financial Dashboard development.</li> </ul>	Family Services
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	<b>Green</b>	<p>The Your Choice Barnet (YCB) innovation offer (Crashpad, Independent Living and Neighbourhood Living schemes) has been designed and rolled out.</p> <p>More creative support planning has seen admissions to residential care remaining low in Q1 and Q2 for working age adults.</p>	Commissioning Group

Commissioning Intention	RAG	Commentary	Service
care.		<p>The Accommodation and Support Tender has been completed and provider engagement (including market surveys) around Winterbourne cohort provision has taken place.</p> <p>The Moreton Close scheme build is underway and feasibility studies for the two additional schemes agreed by Adults and Safeguarding in November 2016 are now complete.</p> <p>A Housing Oversight Panel has been developed to monitor accommodation-related outcomes and is meeting monthly.</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.	<b>Green</b>	<p>The Alternative Delivery Model, including proposals to revise the review and support planning process, was agreed by the Adults and Safeguarding Committee along with rollout of the new operating model for adult social care in Barnet. Strengths-based working is now live across social work teams with completion of training. Back office staff are being trained in Q2 and Q3.</p> <p>Phase 2 of the council's Assessment Hubs are now live across the borough with an increased focus on preventative services.</p> <p>The new telecare model is in mobilisation stage with a contract awarded for the new service.</p>	Commissioning Group
Stimulate the market to encourage providers who can effectively focus on enablement and personal development.	<b>Green</b>	<p>Work is being undertaken with the providers in the residential care, accommodation and support markets. The West London Alliance has now engaged with over 120 residential care providers and engagement events are scheduled in the borough in February 2017 and May 2017 to increase the number of LB Barnet providers registered. An early support service shaping event is scheduled for February 2017 and this will be the first of a series of scheduled events to engage with providers from all sectors on the shape and scale of council commissioned early support services. Two strategic provider forum networks will meeting in February 2017 – the accommodation and support network (for all the new providers) and a residential care network.</p>	Commissioning Group
Develop the employment support offer for adults with learning disabilities and ensure	<b>Green</b>	<p>A data audit has commenced to improve data quality for employment records of</p>	Commissioning Group

Commissioning Intention	RAG	Commentary	Service
<p>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>this cohort.</p> <p>The review of the potential to transform the current day care offer to a supported employment offer completed. Recommendations included developing the provider market and specification of a new range of day opportunities. British Association for Supported Employment training was given to providers in November 2016. A Strategic Commissioning Plan for Employment and Supported Employment has been drafted and tender for new services will commence in February 2017 with a provisional go-live day of May 2017.</p> <p>Work to develop a new LD employment initiatives is underway. The new YCB contract has a specific focus on employment and includes the establishment of a dedicated employment service within YCB. 60 users have already expressed an interest in finding employment. New provider events for LD employment were held in May and July and supported employment training delivered to providers. Procurement of an approved list of employment support providers will take place in early 2017, to increase choice and provision for users.</p>	

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
AC/S4 (ASCOF 1E)	Percentage of adults with learning disabilities in paid employment	Bigger is Better	10.8%	9.9%	68/725	9.4%	9.3%	Improving	8.9%	Improving	9.9% (CIPFA) 7.5% (London)  ASCOF Comparators (2015/16)
AC/S3 (ASCOF 1G)	Percentage of adults with learning disabilities who live in their own home or with their family	Bigger is Better	63.0%	63.0%	478/725	65.9%	64.2%	Improving	59.2%	Improving	68.8% (CIPFA) 70.1% (London)  ASCOF Comparators (2015/16)

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>	<b>Green</b>	<p>Following consultation, the mental health transformation programme has been agreed by the Adults and Safeguarding Committee with staff changes agreed by General Functions Committee. The restructure and other changes are now being implemented.</p>	Adults & Communities
<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>	<b>Green</b>	<p>The two mental health support services, MAPS and IPS, are increasingly working with service users with funded care packages as well as those on CPA only and is now delivering improved results.</p> <p>New provider events for MH employment were held in May 2016 and July 2016 and supported employment training delivered to providers. Procurement of an approved list of employment support providers will take place in early 2017, to increase choice and provision for users. The approved list will include specialist mental health providers.</p>	Commissioning Group

Commissioning Intention	RAG	Commentary	Service
<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><b>Green</b></p>	<p>The restructure being implemented delivers the ethos intended by Consultant Social Workers but through giving social workers responsibility to lead on different specialisms.</p>	<p>Adults &amp; 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><b>Green</b></p>	<p>See above.</p>	<p>Adults &amp; Communities</p>
<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>	<p><b>Green</b></p>	<p>The Accommodation and Support tender launched in September 2016 to commission an approved provider list for eight accommodation and support lots including supported living, extra care and new innovative accommodation and support options. Procurement exercise is now complete.</p> <p>Housing Oversight Panel brings together staff from across the organisation to coordinate housing for vulnerable adults. The group also oversees benefits tracking of DFGs and wheelchair housing using benefits trackers that are updated monthly.</p> <p>Construction of Moreton Close commenced in late 2016. Feasibilities for two additional sites have been completed and the capital for these sites was agreed as part of the council's capital programme.</p>	<p>Commissioning Group</p>

Commissioning Intention	RAG	Commentary	Service
Promoting mental well-being and reducing stigma through establishing joint commissioning of social care with public mental health provision.	Green	<p>Barnet's health improvement team in public health has worked with adult social care and health colleagues to commission and develop mental health employment initiatives and mental wellbeing services including digital.</p> <p>Particular attention is being given to pathways to employment support from adult social care and to whether the CCG regards employment as part of its future recovery based model for mental health.</p> <p>After the successful trial of a mental health wellbeing and prevention hub in the South Locality, hubs are to launch in the other two Barnet localities.</p>	Commissioning Group

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AC/S6 (ASCOF 1H)	Percentage of adults with mental health needs who live independently, with or without support	Bigger is Better	83.2%	82%	549/660	83.2%	81.6%	Improving	81.4%	Improving	74.4% (CIPFA) 73.5% (London)  ASCOF Comparators (2015/16)
AC/S5 (ASCOF)	Percentage of adults with	Bigger is	7.2%	6.2%	38/660	5.8%	7.2%	Worsening	5.8%	Same	6.5% (CIPFA) 5.0%

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1F)	mental health needs in paid employment	Better									(London)  ASCOF Comparators (2015/16)



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AC/S16 (ASCOF 1C/2A)	Proportion of service users with a direct payment (ASCOF 1C/2A)	Bigger is Better	42.0%	41.1%	1007/2595	38.8%	39.2%	Worsening	39.2%	Worsening	29.5% (CIPFA) 27.6% (London)  ASCOF Comparators (2015/16)
AC/C14	Permanent admissions to residential and nursing care homes, per 100,000 population	Smaller is Better	16.6	5.4	N/A	5.1	1.3	Worsening	N/A	N/A	TBC

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	age 18-64*										

Older People: Feeling Well, Enjoying Life			
Commissioning Intention	RAG	Commentary	Service
Develop improved information, advice and planning services	<b>Green Amber</b>	Adults & Communities reviewed its online information and advice offer in Q1 and became the pilot department for Customer Transformation Programme's online strategy and refresh of the Council's website. The structure has been redesigned and content re-written for the carers section of the site through co-production with service users and carers and this will be launched in Q3. The Delivery Unit's communications lead is developing the broader information and advice offer. Information and advice is also being promoted through monitoring of the service level agreement (SLA) with Social Care Direct (SCD) and SCD's role in promotion has been discussed as the SLA has been renewed.	Adults & Communities

Commissioning Intention	RAG	Commentary	Service
Promote digital inclusion, assistive technology, equipment, adaptations	<b>Green Amber</b>	The new telecare service is being mobilised following the successful procurement of a new provider.	Commissioning Group
Increase social networks and community connections	<b>Green</b>	<p>The Neighbourhood services reached over 7,656 older people in 2015/16. Successes during 2016/17 include a Wellbeing Day and a workshop on emotional wellbeing in July, and the launch of an updated programme of activities at the Meritage and Ann Owens Centres in September. Volunteers continued to provide support across the full provider group. Older people's neighbourhood services continue for 2017/18.</p> <p>Extension of Later Life Planners service to be considered by Adults and Safeguarding Committee on 23 January 2017.</p>	Commissioning Group
Commission and influence the development of opportunities for older people to continue working or offer mentoring	<b>Green</b>	<p>Age UK Barnet's Later Life Planning, development of CVs and upskilling provision for post-retirement.</p> <p>In 2015/16, 680 volunteers contributed over 70,000 hours, to the Neighbourhood Services.</p> <p>In 2015/16, over 10,600 volunteer hours were given to Ageing Well projects, with Barnet residents taking part in over 44,700 hours' worth of new activities. During 2015/16, over 6000 local people engaged with Altogether Better projects. So far 700 Community Friends and Street Champions have been recruited and over 6000 people that have been engaged by the project.</p>	Commissioning Group
Develop a joined up social care prevention offer in line with the Care Act 2014 which is easy to recognise and use	<b>Green</b>	<p>Work is continuing to develop the online and external information and advice offer.</p> <p>A wide range of prevention services are in place in Barnet, including enablement, equipment, DFGs, telecare, day services, information and advice, employment support, psychological therapies.</p>	Adults & Communities

Commissioning Intention	RAG	Commentary	Service
Commission the best delivery vehicle possible to support older people who need a little bit of help	<b>Green</b>	Ageing Well programme now in its third year with four established localities. Programme provides volunteering and peer support opportunities for older people. It also includes working closely with local businesses to provide discounted services and opportunities to socialise for older people. Opportunities range from table tennis to Silver Service, a discounted lunch scheme.	Commissioning Group
Commission an integrated health and social care service for those with long term conditions.	<b>Green Amber</b>	The Barnet Integrated Locality Team (BILT) for long term conditions went live across borough in summer 2016, from working in one locality in Barnet. Rapid care services and multi-disciplinary care planning for those with long term conditions are also in place. A change manager has been seconded from LBB into the BILT team to maintain momentum.  North Central London initial Sustainability and Transformation Plan submitted to NHS England and the Council's Health and Wellbeing Board.	Commissioning Group

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AC/S2 (ASCOF 3D)	Service users who find it easy to get information	Bigger is Better	71.3% (within CI)	71.3%	N/A	69.4%	N/A	N/A	71.3%	Worsening	CIPFA comparator group average 72.9%

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 2016/17 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
	n										ASCOF Comparators (2015/16)
CG/S17	Number of older people who take up leisure services – participation of over 45s	Bigger is Better	20.4%	20.4%	N/A	19.3%	19.4%	Worsening	20%	Worsening	N/A
AC/S14	Percentage of people who use services who reported that they	Bigger is Better	32.5% (within CI)	32.5%	N/A	43.8%	N/A	N/A	32.5%	Improving	CIPFA comparator group average 42.2% (CIPFA) 41.1% (London)

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	had as much social contact as they would like										ASCOF comparators (2015/16)
AC/S17	Number of new telecare packages installed	Bigger is Better	800	400	N/A	539	216	Improving	471	Improving	N/A
AC/S18	Percentage of service users receiving ongoing services with	Bigger is Better	17%	14.9%	618/4126	15.0%	13.8%	Improving	12.5%	Improving	N/A

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	telecare										

Older People: Social Care Services			
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.	<b>Green Amber</b>	The Barnet Integrated Locality Team (BILT) went live across borough in summer 2016.	Commissioning Group
Increase housing choices for older people where the existing accommodation is not suitable	<b>Green</b>	The Moreton Close build is underway. New locations are being sought for two other schemes	Commissioning Group
Commission high quality flexible specialist home support services including personal assistants	<b>Green</b>	PA service is now operational and being promoted to social work teams to increase referrals – over twenty placements have now been made with more still in the process of being completed.  The Shared Lives service is running but needs further work to embed the scheme	Commissioning Group

Commissioning Intention	RAG	Commentary	Service
		and ensure referrals reach target. Regular meetings are being held the provider (LB Harrow) to review take up of the scheme.	
Increase the use of enablement services for all older people	<b>Red Amber</b>	A new service has been commissioned from Your Choice Barnet and this successfully went live in December 2016.	Adults & Communities
All support plans will increase the ability of older people to access community resources and social/family networks	<b>Green Amber</b>	Phase 2 of the Delivery Unit's assessment hubs are now live across the borough with an increased focus on access to preventative services and community resources. Strengths-based working now is now live across social work teams with back office staff also being trained in strengths-based principles.	Adults & Communities

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AC/S10 (ASCOF 1B)	Percentage of people who feel in control of their own lives	Bigger is Better	69.0% (within CI)	68.5%	N/A	69.4%	N/A	N/A	68.5%	Improving	CIPFA comparator group average 71.7%  ASCOF Comparators (2015/16)



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AC/S8	Percentage of new clients, older people accessing enablement	Bigger is Better	63.0%	63.0%	194/365	53.2%	59.7%	Worsening	N/A	N/A	N/A
AC/S9 ASCOF2 A (2)	Permanent admissions to residential and nursing care homes, per 100,000 population age 65+	Smaller is Better	530 (new method)	192.7	N/A	169.72	75.6	Worsening	155.11 or N/A as not comparable	N/A	445.2 (CIPFA) 516.5 (London)  ASCOF Comparators (2015/16)

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	The Carers' Strategy is in delivery mode with a steering group meeting regularly	Adults & Communities
Strengthen the current carers' support offer e.g. assistive technology, intensive support for carers of people with dementia.	Green	Training sessions have been run for social workers to increase awareness of carer issues and drive up the number of carers' assessments carried out by LBB. The specialist carers' dementia team is up and running. The first training cycle for the team was completed at the beginning of October with lessons learned being used to develop further training and improve the support programme. The Council's new carers' employment policy was agreed by Workforce Board in August. The Employers For Carers scheme is live and being promoted. The new Carers' Support Contract will support promotion of the scheme with SMEs within the borough as part of their employment support offer.	Adults & Communities
Better support carers to balance work and caring commitments. Local small businesses know how to retain carers in their workforce.	Green	As above	Adults & Communities

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AC/S29	Number of instances of information, advice and	Bigger is Better	3,000	1500	N/A	1649	758	Improving	N/A	N/A	N/A

guidance provided to carers										
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**Leisure Services**

Commissioning Intention	RAG	Commentary	Service
Achievement of a cost-neutral provision of the Council-owned leisure centre facilities (with capital investment).	<b>Green</b>	<p>A formal procurement process for a new leisure management contract commenced in October 2016 following the completion and publication of related tender documentation which included a memorandum of information, draft contract schedules, payment and performance mechanisms, services specification and facilities management specifications. Prospective bidder selection questionnaires (replacement of PQQ stage) were completed and evaluated in November 2016. Selected bidders were notified of the Invitation to Submit Outline Solution Stage in December 2016 along with a supporting 'ISOS' pack, due to commence with dialogue sessions in January 2017.</p> <p>The contract recommendation and award is proposed by September 2017, with a new contract to take effect from 1<sup>st</sup> January 2018.</p> <p>RIBA Stage 4 commenced in October 2016 following the appointment of the Council's strategic construction partner, Graham Construction. Completion of this stage and cost certainty is expected in Q4 (2017). The planning application for both schemes was submitted on 19 September 2016 and is due for consideration on 25 January 2017.</p>	Commissioning Group
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.	<b>Green</b>	<p>The latest Sport England Active People Survey 10, which measures adult (16+) engagement in sport and physical activity, demonstrates that approx. 40.2% of Barnet's adult population are physically active at least once a week (moderate intensity for 30 min or more).</p> <p>The final publication of the Sport England APS indicates that the Barnet score has increased from APS9 to APS10 for the first time since 2012/13 and Barnet is now 1 of 11 Boroughs who have achieved 40% participation.</p>	Commissioning Group

Commissioning Intention	RAG	Commentary	Service
		<ul style="list-style-type: none"> <li>• 16+ once per week - 37.2 % - 40.2%</li> <li>• 14+ once per week - 38.3% - 40.6%</li> <li>• N18 – 22.2% - 22.8%</li> </ul> <p>In addition to the above:</p> <ul style="list-style-type: none"> <li>• Leisure Centre membership = 25,397 (January – Sep 16).</li> <li>• Leisure Centre usage = 903,743 (January – Sep 16), a 6% increase compared to the same period in 2015.</li> <li>• Burnt Oak and Finchley Lido Leisure Centres have been accredited with Inclusive Fitness Initiative status.</li> <li>• GLL are working closely with Barnet and Harrow Public Health to deliver a Physical Activity Referral Scheme via GP Surgeries (SLAs in place with 26 GP surgeries) and collaborating with Tottenham Hotspur Foundation to implement a Cancer exercise referral programme (ACE).</li> <li>• The SHAPE programme (delivered in Burnt Oak and Colindale, targeting 14 – 19 year olds) continues to effectively engage young people, engaging over 1400 unique participants in SPA since Sep 2014 (exceeding total project targets). 50 young people have gained a SPA related qualification through the project and continue to be supported with volunteering opportunities. 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 awards programme (Sports Project of the Year category).</li> </ul> <p>The Mayor’s Golden KM is a multi-agency 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 engaged 10 schools and over 5,000 pupils. The steering group are now working to sustain participation of engaged primary schools and also engage new primary schools – targeting top 20 NCMP data schools.</p>	

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CG/S28	Increasing participation in sport and physical activity	Bigger is Better	37.9%	37.9%	N/A	37.2%	37.2%	N/A	37.2%	Same	N/A

Ref	Indicator	Period covered	2014/15 Result	2015/16 Target	2015/16 Result	Direction of Travel	Benchmarking	Service
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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.	<b>Green</b>	<p>Adults &amp; Communities held an engagement summit in August and its new Involvement Board structure has been meeting from September onwards. A number of working groups have made clear recommendations that have been implemented to improve the direct payments process and the website.</p> <p>The Delivery Unit has also launched a regular customer feedback survey programme with lessons learned fed back into service delivery. As at the end of Q2, 78% of respondents reported overall satisfaction with services and 60% reported that they were very satisfied; the feedback also identified a number of process improvements which will be implemented in Q3 as part of the Delivery</p>	Commissioning Group

		Unit's continuous improvement plan.	
<p>Promote and maintain the quality and consistency of the social care workforce.</p> <p>Ensure that the workforce development programme is focused on strengthening the quality and consistency of practice.</p>	<b>Green Amber</b>	<p>The Delivery Unit's workforce development plan is being delivered.</p> <p>A Quality Board has been established to improve quality of practice and meets on a monthly basis.</p> <p>A programme of audits has been carried including work to review case files.</p> <p>Rollout of strengths based working focuses on practice quality. A strengths-based working coach has been seconded from within the Delivery Unit to ensure learning and quality improvements continue to be embedded.</p>	Adults & Communities
Constrain inflationary pressure on procured goods and services to 0.5% from 16/17 – 19/20.	<b>Red</b>	Significant pressures in the market through increases in National Living Wage have resulted in significant cost pressures.	Adults & Communities
Identify measures to reduce the cost of the workforce employed by LBB.	<b>Green</b>	<p>The new staff structure was launched in April and is now embedded.</p> <p>Work is underway to contain and reduce in-year agency spend.</p>	Adults & Communities
Adopt new policies on eligibility, contributions and deferred payments.	<b>Green</b>	Policies were adopted, and are up-to-date and in-line with Care Act requirements. Standard Operating Procedures are being reviewed and updated as the implementation of the new case management system and design of the relevant business processes continues.	Adults & Communities

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
AC/S15 (ASCOF 4A)	Percentage of people who use services who say those services make them feel safe and secure	Bigger is Better	80.1%	80.1%	N/A	79.6%	N/A	N/A	67.4%	Improving	67.8% (CIPFA) 65.9% (London)  ASCOF Comparators (2015/16)
AC/S27	Percentage of customer contacts into Social Care Direct resolved at first point of	Monitor	Monitor	Monitor	N/A	50.0%	61.0%	N/A	43.0%	N/A	N/A

Ref	Indicator description	Polarity	2016/17 Annual Target	Q2 Target	Numerator and Denominator	Q2 2016/17 Result	Q1 2016/17 Result	DOT Short Term (From previous Quarter)	Q2 2015/16 Result	DOT Long Term (From Q2 previous Year)	Benchmarking <i>How performance compared to other councils</i>
	contact										
AC/S25	Percentage of Social Care Direct customers who are satisfied or very satisfied with the service they have received post resolution	Bigger is Better	85.0%	85.0%	N/A	91.0%	100.0%	Worsening	95.0%	Worsening	N/A



**Key:**

<b>RAG Rating</b>	<b>Percentage of Targeted Improvement Achieved</b>	
<b>Green</b>	100% or more	Target is met or exceeded
<b>Green Amber</b>	>80% <100%	Target not met, but 80% or more of targeted improvement achieved
<b>Red Amber</b>	>65% <80%	Target not met, but 65-80% of targeted improvement achieved
<b>Red</b>	<65%	Target not met, and less than 65% of targeted improvement achieved