

Annex 1

6.0 Performance management

The Authority will require Service Providers to evidence service delivery and quality of service through a programme of contract management. This will include a combination of contract management approaches including annual reports, contract reviews, contract monitoring and key performance indicators.

The below key performance indicators will be required to be sent to the Authority by the Service Providers in order to measure the effectiveness of service delivery by the Service Provider, and wider market performance, on key objectives.

Ref	Title	Providing Organisation	Collection Interval
KPI 1	Service User outcome measures (Outcomes being achieved)	Service Provider	6 monthly
KPI 2	Spot check visits	Service Provider	Quarterly
KPI 3	Complaints and Concerns	Service Provider	Quarterly
KPI 4	Supporting people to obtain or retain employment	Service Provider	Annual
KPI 5	Delivery of Commissioned Hours	Service Provider	Quarterly
KPI 6	Staff turnover	Service Provider	Quarterly

KPI 1 Service User outcome measures (Outcomes being achieved)

Rationale	The Authority requires Service Providers to evidence that they are committed to improving the quality of the Service they provide. Monitoring the Service Provider's performance in terms of achieving the Authority's Care Act 2014 Care and Support outcomes agreed with Service Users will ensure that Service Providers are working to improve in this area. The outcomes may be set by the social work assessment or by the annual review of the support plan by the service provider whichever is timelier.				
Definition	% Service Users that have achieved one or more outcomes.				
Numerator	A – Number of Service Users with care commissioned by the Authority that have achieved one or more outcomes when reviewed.				
Denominator	B – Number of Service Users with care commissioned by the Authority who have been reviewed during the period.				
Formula	$(A \div B) \times 100 = \% \text{outturn}$				
Good Performance	Good performance is typified by a higher percentage	Collection Interval	6 monthly	Data Source	Care and Support Plan

Return Format	Numerator Denominator and Percentage	Minimum Performance Level	75%	Reporting Organisation	Service Provider
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KPI 2 Spot check visits					
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Rationale	<p>The Authority requires Service Providers to evidence that they are committed to assessing, monitoring and improving the quality and safety of the Service they provide.</p> <p>The Service Provider will be required to spot check staff during service delivery to ensure care is being delivered as commissioned in the care and support plan, and to ensure quality of care being delivered. This may include checking staff are present when scheduled, support workers are following agreed support plans and the Service is delivered in accordance with the values and ethos the Authority has assessed is appropriate.</p>				
Definition	% Support Workers providing support commissioned by the Authority that have received a spot check during the provision of support				
Numerator	A – Number of Support Workers providing support commissioned by the Authority that have received a spot check during the reporting period				
Denominator	B – Total number of Support Workers				
Formula	$(A \div B) \times 100 = \% \text{outturn}$				
Good Performance	Good performance is typified by a higher percentage	Collection Interval	Quarterly	Data Source	Service Provider records
Return Format	Numerator Denominator and Percentage	Minimum Performance Level	50%	Reporting Organisation	Service Provider

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KPI 3 Complaints and Concerns					
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Rationale	<p>The Authority requires Service Providers to evidence that they are committed to Service User involvement and empowerment, fair access, diversity and inclusion. In Monitoring Service Provider performance in dealing with complaints and concerns will evidence that (a) Service Users' views are taken seriously and (b) the Service</p>				
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	provider is committed to Service User involvement, empowerment, fair access, diversity and inclusion				
Definition	% of complaints and concerns that have been completed /resolved to the satisfaction of the complainant within 28 days				
Numerator	A– Number of complaints and concerns that have been completed/resolved within 28 days B – Number of complaints and concerns that have been received in the reporting period				
Denominator	C – Number of complaints and concerns that have been completed/resolved within the reporting period				
Formula	$(A \div C) \times 100 = \% \text{ outturn}$				
Good Performance	Good performance is typified by a higher percentage	Collection Interval	Quarterly	Data Source	Service Provider records
Return Format	Numerator, Denominator and Percentage	Minimum Performance Level	80%	Reporting Organisation	Service Provider

KPI 4 Supporting people to obtain or retain employment

Rationale	<p>The Authority must assure itself that care and support delivered within its footprint is person-centred, outcome focused, adaptable and supports adults to access employment where this is a desired outcome.</p> <p>The vision for this KPI is to ensure that adults have the opportunity, and receive the right support, to gain access to paid or unpaid employment in order to: find employment when they want, maintain a family and social life, contribute to community life and to avoid loneliness or isolation. This will provide for increased skills, independence, and community engagement and will ensure care and support is targeted at improving the lives of supported adults.</p>
Definition	The number of service users with either paid or voluntary work identified as a care and support outcome in their support plan and have been successfully supported into either paid or voluntary work, excluding circumstances where the supported adult completes unpaid work within the care provider's own company/ organisation.
Numerator	A - The number of supported adults in paid employment

	B - The number of supported adults in voluntary employment, excluding circumstances where the supported adult completes unpaid work within the care provider's own company/ organisation				
Denominator	C - The number of supported adults with either paid or voluntary work identified as a care and support outcome in their support plan				
Formula	$(A + B) \div C \times 100 = \% \text{ outturn}$				
Good Performance	Good performance is typified by a higher percentage	Collection Interval	12 monthly	Data Source	Service Provider records
Return Format	Numerator, Denominator and Percentage	Minimum Performance Level	75%	Reporting Organisation	Service Provider

KPI 5 Delivery of Commissioned Hours	
Rationale	<p>Service Users should expect to receive care in accordance with their Care and Support Plan.</p> <p>The KPI Measures the reliability of provision, by capturing care delivered within the reporting period, hours banked and identifying hours not delivered.</p>
Definition	The percentage of hours commissioned by the Authority that were delivered as planned.
Numerator	<p>A= Number of hours commissioned by the Authority delivered</p> <p>B= Number of hours commissioned by the Authority banked this period</p> <p>C = Number of banked hours commissioned by the Authority carried over from last period</p> <p>D = Number of hours commissioned by the Authority not delivered due to provider non-delivery</p> <p>E = Number of hours commissioned by the Authority not delivered due to service user cancellation</p>
Denominator	F = The number of hours commissioned by the Authority in reporting period
Formula	$(A \div F) \times 100 = \% \text{ outturn}$

KPI 6 Staff turnover					
Rationale	<p>Monitoring staff retention within the organisation will evidence if Service Providers are improving the stability and reliability of the workforce.</p> <p>Staff turnover information should give a rounded picture of the Service Provider's ability to retain staff, have low sickness rates, good induction and training.</p>				
Definition	Percentage of Care Workers who are leaving the Service Provider during the reporting period.				
Numerator	A – Number of Care Workers that have left the Service Provider during the period.				
Denominator	B – Number of Care Workers in post at start of reporting period C – Number of Care Workers in post at end of reporting period.				
Formula	$(A \div ((B+C)/2)) \times 100 = \% \text{ Staff turnover}$				
Good Performance	Good performance is typified by a higher percentage	Collection Interval	Quarterly	Data Source	Service Provider records
Return Format	Numerator, denominator and Percentage	Minimum Performance Level	Less than 20%	Reporting Organisation	Service Provider
Return Format	Numerator, Denominator and Percentage	Minimum Performance Level	75%	Reporting Organisation	Service Provider