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## PERFORMANCE MONITORING

Report by the Finance & Commercial Director

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### LIMITED LIABILITY PARTNERSHIP STRATEGIC GOVERNANCE GROUP

7 February 2016

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#### 1 PURPOSE AND SUMMARY

1.1 To update the Strategic Governance Group on the performance of SB Cares through its strategic key performance indicators (KPIs) and the progress on the continuing development of the agreed performance monitoring for the business.

1.2 **Summary**

Members approved SB Cares 5 strategic KPI's in September 2016 and SB Cares Senior Management Team are able to report performance on 3 of the strategic KPI's:

- 84% of services delivered that meets Care Inspectorate National Standards of Good or above.
- 100% of services delivered within contract parameter in all services except in Home Care which is 99.9%
- 92% of financial targets against budget are forecast to be met by either permanent or temporary measures

Whilst short term additional resource was engaged until Christmas the development of the KPI's has been more challenging than expected. This has been mainly down to:

- Lack of data collected by services in a usable format
- Lack of reporting tools for the ELMs system

The Management Team are now setting out a clear development programme which is more achievable with the resources available.

#### 2 RECOMMENDATIONS

2.1 **It is recommended that the Strategic Governance Group:-**

- (a) Notes SB Cares performance for the first 9 months of 2016/17 against the agreed available strategic KPI's.**
- (b) Notes the further progress being made to develop the monitoring of SB Cares performance.**

### **3 KEY PERFORMANCE INDICATORS**

3.1 This report sets out the current available performance measures available against the agreed 5 strategic KPI's.

#### **3.2 % of services delivered that meets Care Inspectorate National Standards of Good or above**

- Care Homes 67%
- Care at Home 77%
- Older People Day Services 92%
- Learning /Physical Disability Services 100%

The average across all services is 84% of services have achieved a grade of Good or above.

SB Cares has now started to use the newly developed Quality Audit tool to monitor the performance of its Home Care services and is in the process of finalising the version to be used in Care Homes and Day Services. It is anticipated that this, in conjunction with the action plans put in place by individual services, will improve the quality of services and assist in achieving 100% of Care Inspectorate (CI) grades of good or above.

As well as the inspections from the Care Inspectorate SB Cares monitors the quality of its services through feedback from services including comments and complaints from those who use our services. During the 3 months to the 31 December SB Cares received 5 complaints, 3 have been partially upheld/upheld, 1 was not upheld and one is still being investigated. The complaints have been for different reasons and any actions identified to reduce the likelihood of the same issues arising again have been carried out and shared with other service areas. We also received 19 thank you/positive comments from people using our services.

#### **3.3 99.9% of services delivered within contract parameter**

The Service Provision Agreement with Scottish Borders Council sets out a number of performance parameters that need to be met when delivering services by SB Cares. Services continue to meet the targets set out in the contract with the exception of Home Care who in the 3rd quarter have had 14 missed visits due to system and process issues, discharges from hospital part way through a shift or late at night and human error.

The total number of visits to Home Care clients during the 3 month period was 176k which meant that this service delivered 99.99% of the service within contract parameters. SB Cares Senior Management Team continue to work with NHS, CM2000, managers and staff to improve the systems and processes to reduce the likelihood of missed visits in the future.

The Management Team have now developed reports to monitor its performance against the parameters/targets for Home Care and Bordercare for the 9 months to the 31 December 2016.

The Home Care service made 540k visits to an average 891 clients in the first 9 months of 2016/17 with each visit averaging 21 mins.

SB Cares delivered well above the target for planned v actual hours and

visits set out in the table below. Appendix 1 sets out the performance for each month across a range of performance targets.

	<b>Actual</b>	<b>Target</b>
Planned v Actual Hours	89.91%	85%
Planned v Actual Visits	97.40%	85%
Planned % contract hours	95.45%	98%

The planned hours against the contract is running at a 95.45% which has ensured SB Cares has been able to support emergency visits and stepping in when other providers hand back hours.

SB Cares Bordercare personal alarm service has also delivered above the targets set in the contract with the Council achieving 100% for the 3 main areas set from referrals through to implementation of alarms. Further detail of the Bordercare service performance is set out in appendix 2.

Work is underway to continue to develop the performance monitoring of the remaining services which requires additional resource to develop:

- reporting modules in ELMs the equipment management system
- a process to gather the data for services who's activity are not recorded on a system

#### 3.4 **% of staff hours delivering services directly to clients**

SB Cares was set up to provide adult social care services more efficiently and effectively. This KPI will monitor how efficiently we are deploying our staff whilst ensuring that staff still feel supported through supervision, team meetings and training.

Absence is one of the key areas to monitor the efficient deployment of staff. The total absence for SB Cares is monitored on a monthly rolling 12 month period and doesn't reflect the actual hours covered, but the full time equivalent hours absent. In April 2016 the absence rate was 7.23% and SB Cares has seen a steady rise in absence levels until October 2016 where it peaked at 8.29%. This has reduced to 8.10% in December 2016 as managers have been following the Attendance Management Policy which has resulted in 10 staff leaving employment with SB Cares through ill health retiral or capability during this period. It is anticipated that by improving the way staff are deployed along with the rota improvements in Home Care services that the absence rates will continue to fall.

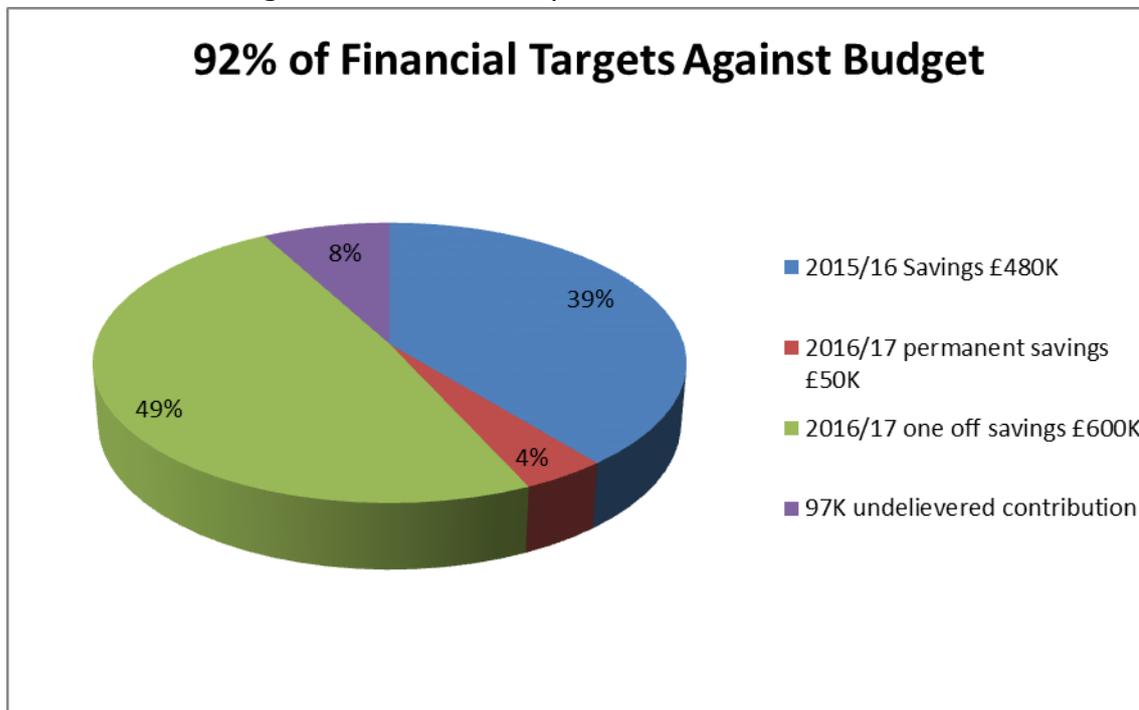
To support the monitoring of efficient deployment of staff further development is underway to capture information around activity levels of both clients and staff. This work is linked to new home care rota's and setting the budget for 2017/18 for all services. This will be fully developed and reported to the SGG as part of the Q1 2017/18 performance in August 2017.

#### 3.5 **% of sales achieved against target**

This KPI will monitor the progress of private sales against the target set each year. The sale of personal alarms and ability equipment were launched on the 21 November 2016 through an initial article in SB Connect which generated a small number of sales. A full marketing plan has now been developed and will be launched from February 2017 and sales generated from the new marketing approach will be monitored and support target sales levels for 2017/18 which will be reported in to the SGG in August 2017.

### 3.6 % of financial targets against budget

SB Cares was set up to deliver services more efficiently and effectively. Target cumulative savings through a contribution to the Council of £1.227m is deliverable by the end of 2016/17. The latest forecast has set out that £1.13m will be achieved through permanent savings from 2015/16, permanent savings from service delivery and projects in 2016/17 and one off savings as shown in the pie chart below.



The delivery of projects has continued to be a challenge due to lack of resource and skill to deliver change as well as lack of buy in from SBC commissioners to cease or deliver care differently. Full details of the status of the programme of projects are presented later in the agenda.

The Management Team are reviewing the current programme of work which has slipped from delivering £200k of savings in 2016/17 to £32k. This review will identify a realistic delivery programme with the resources currently in SB Cares compared with the programme that could be delivered if investment was made in additional resource. In addition we will continue to support SB Cares managers to develop their skills to deliver change.

## 4 FURTHER DEVELOPMENT OF PERFORMANCE MONITORING

4.1 SB Cares Management Team are continuing to develop KPIs to monitor the delivery of its Business Plan and monitor its performance against its contract with Scottish Borders Council with an aspiration to develop a performance monitoring report similar to that presented to the Council's Executive Committee.

Whilst short term additional resource was engaged until Christmas the development of the KPI's has been more challenging than expected. This has been mainly down to:

- Lack of data collected by services in a usable format
- Lack of reporting tools for the ELMs system

The Management Team are now setting out a clear development programme which is more achievable with the resources available to achieve the required

performance monitoring to support the business.

## **5 IMPLICATIONS**

### **5.1 Financial Recommendations**

There are no costs attached to any of the recommendations contained in this report.

### **5.2 Risk and Mitigations**

There is a risk that SB Cares does not deliver the performance levels set out in its service provision contract.

The risks identified above are being managed and mitigated through:-

- (a) The continual development of wide ranging KPI's across the business
- (b) SB Cares performance against KPI's will be reviewed monthly by SB Cares Senior Management Team

5.3 Regular review of the programme of work to ensure that it is sufficiently resourced to deliver the efficiencies and new business.

### **5.3 Equalities**

It is anticipated there will be no adverse impact due to race, disability, gender, age, sexual orientation or religion/belief arising from the proposals contained in this report.

### **5.4 Acting Sustainably**

There are no significant effects on the economy, community or environment.

### **5.5 Carbon Management**

No effect on carbon emissions are anticipated from the recommendation of this report.

### **5.6 Rural Proofing**

It is anticipated there will be no adverse impact on the rural area from the proposals contained in this report.

## **6 CONSULTATION**

6.1 The Senior Management Team have been involved in agreeing the development of monitoring the performance of SB Cares.

### **Author(s)**

Name	Designation and Contact Number
Debbie Collins	Finance & Commercial Director 01835 826700
Lynne Crombie	Operations Director 01835 826700