KEY PERFORMANCE INDICATORS

Report by the Finance and Commercial Director

LIMITED LIABILITY PARTNERSHIP STRATEGIC GOVERNANCE GROUP

10 November 2015

1 PURPOSE AND SUMMARY

1.1 **To update the Strategic Governance Group on the development of SB Cares key performance indicators (KPI's).**

1.2 The Council entered into a partnership agreement with SB Cares on the 1st April 2015. This agreement set out the governance arrangement and outlined reporting requirements. SB Cares has developed the 4 agreed key performance indicators (KPIs) that will to be presented quarterly to the Strategic Governance Group (SGG). The initial indictors agreed are:

- No. of clients we are supporting across our services
- Average no. of carers supporting clients
- Absence levels
- No. of staff employed including the number of posts currently being recruited

2 RECOMMENDATIONS

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

(a) Notes the KPIs for SB Cares
(b) Notes the continuing development of KPIs for SB Cares

3 BACKGROUND & UPDATE

3.1 The Council entered into a partnership agreement with its wholly owned subsidiaries Scottish Borders Cares LLP and Scottish Borders Supports LLP, both trading as SB Cares, on the 1st April 2015. In addition the Council entered into a Service Provision Agreement to allow SB Cares to deliver the Council's Adult Social Care. The Partnership Agreement sets out the governance arrangements and outlined reporting requirements of which one area is KPIs. Operational KPIs will be monitored through contract meetings with the Council's Commissioners with high level KPIs being reported quarterly to the Strategic Governance Group.

3.2 DEVELOPMENT OF KEY PERFORMANCE INDICATORS

The SB Cares Senior Management Team and SBC Senior Managers have developed the initial KPIs agreed at the SGG on the 11 August 2015 in Appendix 1 of the report as follows:

- No. of clients we are supporting across our services
- Average no. of carers supporting individual clients
- Absence levels
- No. of staff employed including the number of posts currently being recruited

3.3 NUMBER OF CLIENTS

The number of clients for Homecare has been captured for the last quarter from our homecare operating system. The three months to the 30 September has seen an increase in client numbers of a 172 which is mainly due to the transfer of clients from SB Cares tender award which commenced on the 10 August 2015. Further development is underway to gather monthly information about the number of clients across our other services which are not currently supported by an operating system. This information will be presented at the next SGG in February 2016.

3.4 AVERAGE NUMBER OF CARERS SUPPORTING INDIVIDUAL CLIENTS

One of the key objectives for SB Cares is to provide consistent care to our clients. A key area the SGG agreed to monitor is the number of carers per client. The average number of carers each month has been captured and set out in Appendix 1 for the three months to the 30 September. This has seen the average number of carers per client fall from 10.422 to 10.135 during this period. Further work is under way to breakdown this KPI to capture the number of carers for packages of care with less than 10 hours support, with more than 10 hours of support and those clients that require two carers per visit which will be presented to the SGG in February 2016.

3.5 ABSENCE LEVEL

Absence is one of the areas identified in the business case that could be improved through more assertive HR practise. Absence levels links strongly to a cultural shift which will be supported by reviews underway around working practises and patterns, which is included in both the remit to deliver a locality and target Care at Home model. The Senior Management Team has worked with the Council's HR Shared Services team to develop reports to monitor and manage absence. The rolling annual absence level reported in September is at 5.81% which has fallen from the 6.61% for the rolling year to March 2015. Further work is underway to breakdown this KPI for short/long term absence and absence per month to provide more accurate absence trends across SB Cares services.

3.6 **NUMBER OF STAFF EMPLOYED**

The reporting obligations for SB Cares set out in part 3 of the partnership agreement includes reporting on the number of staff currently employed by the LLP. This information has now been captured in Appendix 1 to set out the monthly number of FTE's, the number of staff and the number of posts currently being recruited by SB Cares. During the 3 months to the 30 September we have seen an increase of 13 FTE's and increase of 49 staff. This has been due to the new Homecare contract that TUPE'd 44 staff in on the 10 August 2015. Insufficient staff transferred to cover the homecare hours to be delivered under the new contract. In the short-term this gap was supported by SB Cares staff to allow an assessment of the number of additional staff required. The recruitment of these homecare staff, vacant posts from retirements and maternity leave are reflected in the 12 posts being recruited to in September 2015. All vacancies are reviewed and authorised by SB Cares management team prior to being advertised.

3.7 **FURTHER KPI DEVELOPMENT**

There is a significant amount of valuable information in SB Cares operational and finance system. Both these systems continue to be developed to provide mangers with relevant information to support the delivery and improvement of our services to be delivered efficiently and effectively. Areas that will be developed include KPI's to monitor customer satisfaction, productivity, complaints and market share.

4 IMPLICATIONS

4.1 **Financial Recommendations**

Any costs incurred in the development of reporting KPIs are included in SB Cares financial forecasts.

4.2 **Risk and Mitigations**

There is a risk that SB Cares does not effectively monitor KPIs for the business.

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

(a) Monitoring of SB Cares KPIs against agreed targets to support the delivery of high quality services to our clients and delivery of the business by the Senior Management Team.

(b) Continue to develop KPIs for the business in the first year of operation

4.3 **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.

4.4 **Acting Sustainably**

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

4.5 **Carbon Management**

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

4.6 **Rural Proofing**

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

5 CONSULTATION

5.1 The Senior Management Team and SB Cares Board have been consulted on the KPIs set out in appendix 1 and the progress to date of developing KPIs for the business.

Author(s)

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