

REPORT

By: Caroline Highwood - Director Resources, Kent Adult Social Services

To: Supporting People in Kent Commissioning Body

18 December 2008

Subject: Performance Management

Classification: Unrestricted

For Information

Summary: This report provides data on all aspects of performance management in the Kent Supporting People Programme.

1.0 Introduction

The Supporting People team monitors both the performance of schemes within the programme in Kent and that of the team itself. The data source for much of this is the workbook returns made by providers. However, performance in areas such as complaints, safeguarding and quality are also monitored and this information is included in the report.

- 1.1 In order to meet the Audit Commission's recommendations, additional information regarding progress against the National Outcomes Framework is included, as agreed in the last meeting of the Commissioning Body. The outcomes dataset derives from further returns made by providers to the Centre for Housing Studies at St Andrews University.

2.0 Contractual data

At the time of reporting, contracts are held with 134 providers who deliver 331 services. Of these 69% are accommodation based services, 8% are HIAs and 23% are floating support services. Further information on contracts, providers and services are included within Appendix 1.

2.1 Quarterly Workbook Returns

Table 2 shows an analysis of workbook returns from quarters 17 to 22. Members of the Commissioning Body will note an increase in the number of workbooks returned by the initial deadline and a fall in the number of reminders sent. The number of workbooks expected has remained steady at 300.

Table 2: Workbook return monitoring

	Qtr 17 Apr-Jun 07	Qtr 18 Jul-Sep 07	Qtr 19 Oct-Dec 07	Qtr 20 Jan-Mar 08	Qtr 21 Apr-Jul 08	Qtr 22 Jul-Sep 08
Number of workbooks expected	388	386	376	378	300	300
Number of workbooks returned by deadline	279 (72%)	335 (87%)	317 (84%)	267 (71%)	248 (83%)	276 (92%)
Number of reminders sent	107	50	0	0	39	24
Number of workbooks received by end of default period	380 (98%)	378 (98%)	342 (91%)	326 (86%)	297 (99%)	298 (99%)
No. Defaults issued	8	8	34	52	3	2

(Source: PIAMIDS)

2.2 Reminders and default notices

The number of services which were sent reminders after failing to submit their workbook by the deadline for responses fell in Quarter 22. Similarly there was a fall in the number of services that did not return their workbooks by the end of the default period and to whom default notices have subsequently been issued.

3.0 Key Performance Indicators (KPIs)

3.1 The Department of Communities and Local Government (CLG) set two Key Performance Indicators for Supporting People programmes. The CLG publish the performance of all programmes nationally against these indicators on the SPKweb www.spkweb.org.uk

The CLG indicators are as follows

KPI 1 - Service users who are supported to establish and maintain independent living as a percentage of the total number of users who have departed

KPI 2 - Service users who have moved on in a planned way from short term services as a percentage of all who have moved on

At a previous meeting of the Core Strategy Development Group and Commissioning Body a target of 98% for KPI 1 and 71% for KPI 2 was agreed. The KPI 2 target is also the Supporting People target for Local Area Agreement 2.

3.2 Performance against Key Performance Indicator 1

Table 3 shows that the proportion of those maintaining independent living (KPI 1) fell slightly below the target in quarter 21. Table 2.1 in Appendix 2 shows that this is also a fall on the previous quarter.

Table 3: Analysis of Quarter 21 KPI 1 data by service type

	KPI1 (%)	Target	Comparison with Target (98%)
Accommodation based services	98.95	98%	↑
Floating Support Services	97.84	98%	↓
Overall KPI 1 for Q21	98.62	98%	↑

(Source: CLG)

3.3 Homeless families with support needs show the lowest proportion of those maintaining independent living at 75% in quarter 21 (Table 4). Services for people with drug problems, those for older people with mental health problems, those at risk of domestic abuse and people with physical/sensory disabilities all achieved the highest proportion of those maintaining independent living at 100% in quarter 21.

Table 4: Analysis of Quarter 21 KPI 1 data by primary client group

Primary Client group	KPI 1	Comparison with Target (98%)
People with drug problems	100	↑
Frail Elderly	98.43	↑
Generic	96.99	↓
Homeless families with support needs	75	↓
Learning disability	98.58	↑
Mental health	95.88	↓
Ex Offenders	95.29	↓
Older people with mental health problems	100	↑
Older people with support needs	98.98	↑
People with HIV/AIDS	93.10	↓
Physical/ sensory disabilities	100	↑
Single homeless with support needs	95.93	↓
Teenage parents	97.14	↓

Those at risk of domestic abuse	100	↑
Young people at risk	93.41	↓
Total	98.62%	↑

(Source: CLG)

3.4 Performance against Key Performance Indicator 2 (KPI2)

Of those in short term services, the lowest proportion of those moving on in a planned way (KPI 2) in quarter 21 are those moving on from services for people with learning disabilities at 0% (Table 5).

3.5 Whilst overall the KPI 2 is below target this quarter, performance against this indicator will vary considerably from one quarter to another, with performance in smaller services being particularly volatile as explained in the February Local Area Agreement 2 report.

**Table 5: Analysis of Quarter 21 KPI 2 data by primary client group
All services with departures**

Primary Client group	KPI 2 (%)	Comparison with Target (71%)
People with alcohol problems	50	↓
People with drug problems	80	↑
Homeless family with support needs	65.22	↓
Learning disability	0	↓
Mental health	92.31	↑
Ex Offenders	69.23	↓
Older people with support needs	100	↑
Rough sleepers	45.51	↓
Single homeless with support needs	80.83	↑
Teenage parents	100	↑
Those at risk of domestic abuse	89.83	↑
Young people at risk	63.27	↓
Young people leaving care	50	↓
Total	66.38%	↓

(Source: CLG)

4.0 Outcomes monitoring

In order to meet the Audit Commission inspection recommendations, it was agreed at the last meeting of the Commissioning Body to include in this report information on the outcomes framework, as a measure of social inclusion. A summary of the returns made by Kent providers for the first year of the framework 2007/08 is provided in Appendix 3. The presentation of the data has been amended following discussion at the meeting of the Core Strategy Development Group in November.

- 4.1 The national framework uses the five high level outcomes adopted in the Department of Families and Education's *Every Child Matters*.
- Achieve Economic Wellbeing
 - Enjoy and Achieve
 - Be Healthy
 - Stay Safe
 - Make positive contribution
- 4.2 In short term services, providers are asked to complete the return only when a service user leaves the service, regardless of whether this departure is planned or not. In longer term services, providers capture outcomes information annually as part of the support plan review. A sampling method is then used to collect the information from a percentage of all users once a year.
- 4.3 It was anticipated that the quality of data and the likely number of returns in the first year of operation would mean that any analysis would not be fully representative of the true picture. Sections (i) and (ii) of Appendix 3 show a summaries of all outcome forms received by both client group and service type.
- 4.4 Having written to all providers at the launch of the framework, the Supporting People team has continued to utilise a variety of means to publicise and promote among providers the need to submit this data, including the provider forums, the programme website, newsletters, validation and audit visits. Training on the framework was delivered by the team in November and was targeted at those providers who have not made expected outcome returns in 2007/08 or who have done so with poor data quality.
- 4.5 In Appendix 3, Table 2.4 displays a summary of all returns made for long term services. In 2007/08 643 returns were made for these services. A total of 3125 outcomes were sought from the support plans in the sample. The majority of these (929, 30%) were outcomes relating to the high level outcome "Be Healthy". Across all five areas, identified outcomes were achieved in 96% of all support plans included in the sample.
- 4.6 The most successful outcome area in long term services was the "Stay Safe" group where 99% of all outcomes were achieved where identified on a support plan. Though the least successful group of outcomes to be achieved was the "Enjoy and Achieve" group, it is noticeable that the least successful single outcome in longer term services was "To obtain work". This outcome was only secured in 27 % of cases where the need was identified in a support plan.
- 4.7 Table 2.5 of Appendix 3 shows a summary of returns made for short term services in 2007/08. The table shows that 1262 returns were made in 2007/08, seeking 7,315 outcomes. The most common outcomes sought in these services belonged to the "Achieving Economic Wellbeing" group, with support plans reflecting 1950 (support needs in this area. Across all five areas,

identified outcomes were achieved for 71% of all those leaving short term services where a return was made.

- 4.8 Outcomes were most successfully achieved in the “Making a Positive Contribution” group where 81% of those identified were reached. The least successfully achieved outcomes were from the “Be Healthy” group where 69% of identified outcomes were reached. It is noticeable, however that as in long term services, the least successful outcome sought overall is “To obtain paid work” which was only secured in 29% of cases where this need was identified.

5.0 Quality Monitoring

Officers of the Supporting People team visit services in order to monitor contract compliance and quality.

- 5.1 Table 7 shows an analysis of the outcomes of those visits that took place in quarter 22.

Table 7: Analysis of all monitoring visits conducted in quarter 22

Number of Visits conducted	25
Number of visits completed	15

Visits conducted	A	B	C	D	Not graded	Total
Existing grade	2	8	15	0	0	25
Self Assessed Grade	3	13	7	0	0	25
Awarded Grade	8	2	4	0	10	25

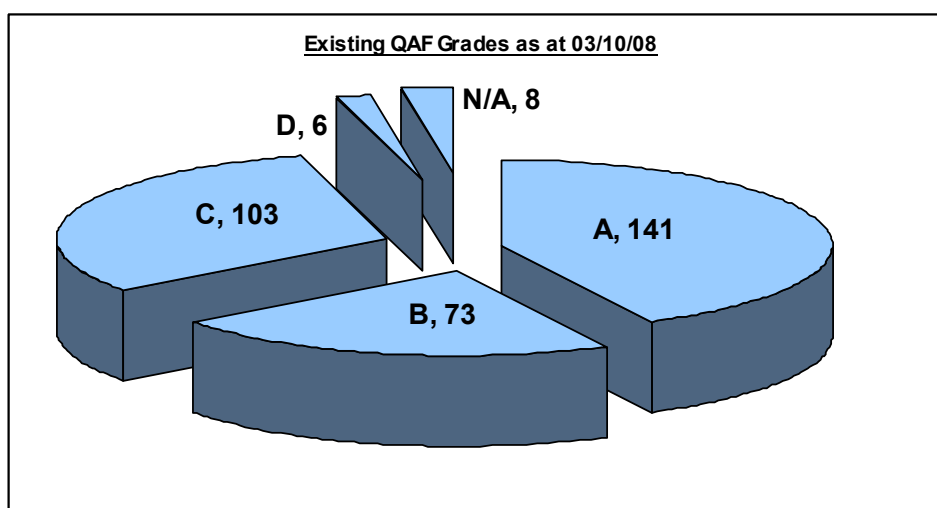
- 5.2 Visits to 25 services were begun during the quarter leading to improved grades in 67% of all services where visits were completed. Of those visits begun in the quarter, 10 were not completed by quarter close. Reasons for this include services needing to work to an action plan, or that the scheduling of the visit was close to quarter close

Table 8: Summary of improvement

Number of services with higher grade following contract monitoring visit <i>(As percentage of all completed)</i>	8 (67%)
Number of services with no change following contract monitoring visit <i>(As percentage of all completed)</i>	4 (71%)
Number of services with lower grade following contract monitoring visit <i>(As percentage of all completed)</i>	0 (0%)

5.2 Table 9 shows the QAF grading of all services at the end of quarter 22. There are 8 new services which have yet to be graded (n/a). The 6 services at Level D are currently working to an action plan, monitored by an officer of the team.

Table 9: All QAF grades at end of Quarter 22



6.0 Complaints

The Supporting People team collects and logs details of all complaints received which have exhausted service providers' own complaints procedures. No such complaints were received in Quarter 22.

6.1 The team is currently reviewing and revising its existing methods for publicising the mechanisms by which service users and other interested parties can inform them of concerns or complaints that they have about SP funded services. Discussion has also taken place with the Executive Board of Providers to explore the potential of collecting data regarding complaints, although the difficulty in ensuring that the data provided is uniform was recognised, as was the potential burden upon providers of another return.

7.0 Safeguarding Alerts

The team collects and logs safeguarding alerts in grant-funded schemes (Table 10). The team's responsibilities in this regard are limited to ensuring that all such alerts are processed appropriately to a Safeguarding Co-ordinator.

Table 10: Safeguarding Alerts received in quarter 22 by service type

Nature of Alert	Accommodation based	Floating Support
Financial Abuse	3	1
Physical Abuse	2	0
Sexual Abuse	0	0
Other	0	0

8.0 Recommendation

The Commissioning Body is asked to note the contents of the report.

Melanie Anthony

Performance and Review Manager

01622 694937

**With contributions from Kevin Prior, Acting Procurement and Commissioning Manager
Yozanne Pannell, Performance and Review Officer**

Appendix 1 Contractual data as at end of Quarter 22

Appendix 2 Performance against key performance indicators

Appendix 3 Summary of outcome returns 2007/08

APPENDIX 1 Contractual data as at end of Quarter 22

TABLE 1.1: CONTRACTUAL DATA as at Close of Quarter 22

	Quarter 18 Jul - Oct 07	Quarter 22 Jul - Oct 08
Number of Providers	126	134
Number of Services	529	331
Number of Household Units	21263	20498
Number of Leaseholders	142	76
Total Number of Units	21405	20574

TABLE 1.2: BREAKDOWN OF UNITS

	Quarter 18 Jul - Oct 07	Quarter 22 Jul - Oct 08
Number of Floating Support Units	5903	4794
Number of HIA Units	1619	1619
Number of Sheltered Units	11296	11650
Number of Other Acc. Based Units	2587	2511
Total	21405	20574

TABLE 1.3: CONTRACTS

	Quarter 18 Jul - Oct 07	Quarter 22 Jul - Oct 08
Number of Block Gross Units	8874	5055
Number of Block Subsidy Units	12531	15519
<u>Of which</u> Capped	Not gathered	15019
Not Capped	Not gathered	500
All contracts capped	12980	15019
All contracts not capped	8425	5555

TABLE 1.4: CONTRACT VALUES at 31 March 09*

	Quarter 18 Jul - Oct 07	Quarter 22 Jul - Oct 08
Grant from CLG	£32,024,915	£32,024,915
Contract £	£29,019,086	£28,152,335
% FS	25%	24%
% Accommodation Based	75%	76%

* financial data for 2008/09

APPENDIX 2 Performance against key performance indicators

TABLE 2.1 ANALYSIS of LOCAL PERFORMANCE – KPI 1
Quarterly performance comparison by service type

	Quarter 20 KPI 1 (%)	Quarter 21 KPI 1 (%)	Target	Direction of Travel*
Accommodation based services	97.22	98.95	98%	↑
Floating Support Services	96.92	97.84	98%	↑
Overall KPI 1	97.11	98.62	98%	↑

**based on previous quarter*

Source: CLG

TABLE 2.2 ANALYSIS of LOCAL PERFORMANCE – KPI 1
Quarterly performance by primary client group

Primary Client group	Quarter 20 KPI 1 (%)	Quarter 21 KPI 1 (%)	Direction of Travel*
People with alcohol problems	100		
People with drug problems	75	100	↑
Frail Elderly	93.78	98.43	↑
Generic	97.48	96.99	↓
Homeless families with support needs	100	75	↓
Learning disability	99.46	98.58	↓
Mental health	96.80	95.88	↓
Ex Offenders	94.34	95.29	↑
Older people with mental health problems	100	100	→
Older people with support needs	97.26	98.98	↑
People with HIV/AIDS	89.74	93.10	↑
Physical/ sensory disabilities	98.94	100	↑
Rough sleepers			
Single homeless with support needs	88.70	95.93	↑
Teenage parents	97.80	97.14	↓
Those at risk of domestic abuse	94.90	100	↑
Young people at risk	100	93.41	↓
Young people leaving care			
Total	97.11	98.62%	↑

**based on previous quarter*

Source: CLG

TABLE 2.3 ANALYSIS OF LOCAL PERFORMANCE – KPI 2
Quarterly performance comparison by primary client group

Primary Client group	Quarter 20 KPI 2 (%)	Quarter 21 KPI 2 (%)	Direction of Travel
Generic	100		
People with alcohol problems	0	50	↑
People with drug problems	83.3	80	↓
Homeless family with support needs	88	65.22	↓
Learning disability	100	0	↓
Mental health	66.7	92.31	↑
Ex Offenders	92.3	69.23	↓
Older people with support needs	100	100	→
People with physical/sensory disability	0		
Rough sleepers	70	45.51	↓
Single homeless with support needs	76.3	80.83	↑
Teenage parents	60	100	↑
Those at risk of domestic abuse	94.4	89.83	↓
Young people at risk	76.5	63.27	↓
Young people leaving care	100	50	↓
Total (Target 71%)	80.7	66.38%	↓

Source: CLG

TABLE 2.4 REGIONAL and NATIONAL COMPARISON of LOCAL PERFORMANCE INDICATORS – KPI 1

The table below gives the performance of the Kent programme against Key Performance Indicators 1 for the last five quarters published by CLG

KPI1

	2006/07		2007/08		
	Q16	Q17	Q19	Q20	Q21
Kent	98.6%	98.1%	97.68%	97.11%	98.62%
Regional	98.4%	98.3%	98.13%	98.06%	98.40%
National	98.4%		98.34%	98.18%	98.26%

Source: CLG

TABLE 2.5 REGIONAL and NATIONAL COMPARISION of LOCAL PERFORMANCE INDICATORS – KPI 2

The table below gives the performance of the Kent programme against Key Performance Indicators 2 for the last five quarters published by CLG

KPI2

	2006/07		2007/08		
	Q16	Q17	Q19	Q20	Q21
Kent	65.3%	59.4%	73.7%	80.7%	66.4%
Regional	66.1%	67.6%	66.7%	67.6%	68.3%
National	64.1%		66.5%	68.6%	70.8%

Source: CLG

APPENDIX 3 Summary of Outcome Returns 2007/08

The outcomes dataset for short term services is based on returns made for clients who left SP funded services between 31 May 2007 and 31 March 2008, which were received and validated by the Centre for Housing Research at the University of St Andrews by 27 August 2008.

The outcomes dataset for long term services is based on clients included in the sample between 31 July 2007 and March 2008, which were received and validated by the Centre by 27 August 2008.

(i) Total number of outcome returns received by Service Type

TABLE 2.2 Short Term Services

Service Type	Total Returns
Adult placement	1
Direct access	73
Floating support	495
Foyer	41
Outreach service	13
Supported housing	514
Supported lodgings	1
Teenage parent accommodation	11
Women's' refuge	113
Grand Total	1262

TABLE 2.3 Long Term Services

Service Type	Total returns
Floating support	244
Peripatetic warden	1
Sheltered housing with warden	337
Supported housing	52
Supported lodgings	1
Very sheltered housing	8
Grand Total	643

APPENDIX 3 Cont'd

(ii) Total number of outcome returns received by primary client group of the service user

TABLE 2.3 Short Term Services

Primary Client Group	Total
Alcohol problems	50
Drug problems	28
Frail elderly	1
Generic	131
Homeless families with support needs	65
Learning disabilities	35
Mental health problems	114
Mentally disordered offenders	1
Offenders at risk of offending	80
Older people mental health	2
Older people with support needs	11
Physical or sensory disability	24
Rough sleeper	10
Single homeless with support needs	420
Teenage parents	31
Women at risk of domestic violence	147
Young people at risk	88
Young people leaving care	24
Grand Total	1262

TABLE 2.4 Long Term Services

Primary Client Group	Total
Alcohol problems	2
Frail elderly	52
Generic	7
Learning disabilities	29
Mental health problems	22
Older people mental health	4
Older people with support needs	492
Physical or sensory disability	35
Grand Total	643

APPENDIX 3 Cont'd

(iii) TABLE 2.4 Summary of all outcomes data in long term services 2007/2008

Total of 643 returns made		Was the outcome achieved?			
Type of Support	Was support need identified?	Yes	Was the outcome achieved?		As a % of those needing support
	Yes		Yes	No	
Achieving Economic Wellbeing		Total needing support 546 (17%)			
To maximise income		455	447	98.2%	8
To reduce debt		76	72	94.7%	4
To obtain paid work		15	4	26.7%	11
Enjoy and Achieve		Total needing support 757 (24%)			
To participate in training/education		35	21	60.0%	14
To participate in informal learning		305	283	92.8%	22
To participate in work-like activities		44	23	52.3%	21
To establish contact with external groups		373	362	97.1%	6
Be Healthy		Total needing support 929 (30%)			
Manage physical health		397	386	97.2%	11
Manage mental health		102	93	91.2%	9
Manage substance misuse issues		15	8	53.3%	7
Technology helping to maintain independence		415	409	98.6%	6
Stay Safe		Total needing support 505 (16%)			
To maintain their accommodation		429	425	99.1%	4
To comply with statutory orders		7	7	100.0%	0
To better manage self harm		13	13	100.0%	0
To avoid causing harm to others		12	11	91.7%	1
To minimise risk of harm from others		44	43	97.7%	1
Make a Positive Contribution		Total needing support 388 (12%)			
To develop confidence and choice		388	379	97.7%	9
Grand Total		3125	2999	(96%)	134
					(4%)

APPENDIX 3 Cont'd

(iv) TABLE 2.5 Summary of all outcomes data in short term services 2007/2008

	Yes	No	Unanswered
Q24 Was this a planned move from service	777 (61.5%)	474 (37.5%)	11
Q25 If yes did this achieve greater independence	708 (56%)	68 (5.3%)	1

Total of 1262 returns made	Was support need identified?	Was the outcome achieved?			
	Yes	Yes	As a % of those needing support	No	As a % of those needing support
Achieving Economic Wellbeing	Total needing support 1950 (27%)	Total successful 1399 (72%)			
To maximise income	1006	895	89.0%	111	11.0%
To reduce debt	572	398	69.6%	174	30.4%
To obtain paid work	372	106	28.5%	266	71.5%
Enjoy and Achieve	Total needing support 1708 (23%)	Total successful 1197 (70%)			
To participate in training/education	420	237	56.4%	184	43.8%
To participate in informal learning	322	235	73.0%	87	27.0%
To participate in work-like activities	250	144	57.6%	106	42.4%
To establish contact with external groups	716	581	81.1%	104	14.5%
Be Healthy	Total needing support 1396 (19%)	Total successful 934 (67%)			
Manage physical health	461	352	76.4%	107	23.2%
Manage mental health	465	322	69.2%	143	30.8%
Manage substance misuse issues	386	185	47.9%	201	52.1%
Technology helping to maintain independence	84	75	89.3%	9	10.7%
Stay Safe	Total needing support 1474 (20%)	Total successful 1010 (69%)			
To maintain their accommodation	758	496	65.4%	262	34.6%
To comply with statutory orders	229	149	65.1%	80	34.9%
To better manage self harm	127	92	72.4%	35	27.6%
To avoid causing harm to others	115	69	60.0%	46	40.0%
To minimise risk of harm from others	245	204	83.3%	41	16.7%
Make a Positive Contribution	Total needing support 787 (11%)	Total successful 523 (66%)			
To develop confidence and choice	787	639	81.2%	147	18.7%
Total	7312	5179	71%	2103	29%