Provider Benchmarking for Supporting People Services

Guidance Notes for Providers

Contents

1. Introduction

1.1 Thank you for agreeing to test the benchmarking tool and providing us with feedback.

A pilot is currently underway to test the benchmarking tool being developed by HouseMark as part of the ODPM funded "provider led benchmarking project" which we are working on with SITRA and the National Housing Federation. Your participation will not form part of the pilot but your feedback will be invaluable in terms of further development of the tool.

Further information on the background to the benchmarking exercise can be found on the SITRA and NHF websites.

1.2 The tool is designed to provide comparative data to providers of Supporting People services to enable them to learn from each other by:

- sharing information
- identifying best performers
- identifying best practice within their area of operation.

This data will be produced in the form of measures (see set in Section 8) which will enable providers to analyse their performance in a range of fields against other providers as part of the overall benchmarking model

2. The HouseMark Approach

2.1 In developing the benchmarking tool the HouseMark approach has been based on the following assumptions:

- Supporting People benchmarking must be between services - rather than by organisation or contract - that are comparable (like for like)
- Wherever possible we will use data that the providers are required to produce (PI returns and QAF)
- Terms used within the benchmarking exercise will either be already defined within the Supporting People Programme or reflect standard practice within the sector.

3. Advice and Support

3.1   If you require assistance on the following

Definitions and interpretation of guidance, and

Technical issues relating to completion of the Data Collection Workbook:

Please email queries to sphelpline@sitra.org

4. Sources of information required to complete the Data Collection Workbook

4.1   To complete the Data Collection Workbook you will need to draw down information on each of the services you wish to benchmark from the following sources.

4.2   Supporting People Performance Indicator Workbook.

4.2.1   This should be the full year PI Workbook for 2004/2005 including completed work sheets for all four quarters.

4.2   Summary of the Quality Assessment Framework.

4.2.2   This should be the latest assessment, carried out either on a self assessment basis or validated by the Administrative Authority. Where both are available then the validated version should be used.

4.2.3   The questionnaire provides the option to either enter assessments against the Quality Assessment Framework 6 Core Standards or full 17 Standards (including the 11 Supplementary Standards). The Supplementary Standards are an optional return and should only be included where the data is already available.

4.3   User and Staff Satisfaction Survey Data

4.3.1   This is also optional data and should only be included in the questionnaire if the information is available on the service and refers to the support element of the overall service provided.

4.4   Management Accounts Information

4.4.1 The information should be extracted from the latest full year management accounts available for the service in question. Where the accounting year for the organisation is the financial year (April to end March) then the Accounts should be for the year 2004/05. Where the organisation has a different year end then it should be the most recent full year.

5.   Structure of the Data Collection Workbook

6.1   The Data Collection Workbook tool is made up of 6 excel worksheets

- Introduction worksheet - gives guidance on the mechanics of completing the work book
- Summary worksheet - collects core data about the organisation and its selected contracts
- 5 contract worksheets – to provide for data collection relating to individual services provided within specific contracts

6.2   A contract worksheet should be completed for each contract (up to a maximum of 5) which include services to be included in the benchmarking exercise.

6.3   To allow for data collection on individual services, each contract worksheet is divided into 20 columns. A column should be completed for each service within a contract that a participating organisation wishes to include in the benchmarking exercise.

6.4   On completion the Data Collection Workbook should be returned to IPF as per the instructions on the Introduction Worksheet.

7.   Completing the Data Collection Workbook

In completing the Workbook please enter information on the following basis.

7.1 Introduction Worksheet

7.1.1 This worksheet providers outline Guidance on using the worksheet. No information needs to be entered on this worksheet.

7.2   Summary Work Sheet

7.2.1 This worksheet collects information about your organisation that is common to all contracts to be included in the benchmarking exercise.

7.2.2 *Enter details about your organisation*

Organisation Name

Name under which the Organisation trades for Supporting People purposes and under which it is registered for the National ID Number with the ODPM. (Source PI Workbook – Contract Worksheet)

ID Number

The 8 figure unique National Provider ID Number assigned by the ODPM. (Source PI Workbook- contract worksheet)

Organisation Type

Please chose from the list provided the description that you would normally apply to the organisation. *Please choose from drop down box in worksheet*

Contact Name

The name of the person identified as the Champion within in the participating organisation who is responsible for managing the Pilot process. This should be the same in all workbooks from a single organisation.

Email

Email Address of the Champion where all correspondence with reference to the pilot will be sent.

7.2.3   *Enter details of the contracts dealt with in the questionnaire*

Administering Authority

The local authority for whom the organisation is contracted to provide the service. (Source: PI Workbook - contract worksheet). *Please choose from drop down box in the worksheet.*

Contract Type

The type of funding arrangement specified in the contract. *Please choose from drop down box in the worksheet.*

7.3 Completing the Contract Worksheets

N.B. Paragraph Numbering in this section (section 8) relates to the row numbers on the Contract Worksheets.

1 Service Covered By this Contract

1.1 Service Name

Name on the contract (Source: PI workbook – contract worksheet)

1.2 Service ID

Local Service Level ID assigned by the Administering Authority (Source: PI Workbook - contract worksheet)

1.3 Service Type

Type of service being provided under the contract (Source: PI Workbook - contract worksheet*) Please choose from drop down box on the worksheet*

1.4 Primary Client Group

The client group identified as the primary client group in the contact (Source: PI Workbook - contract worksheet). *Please choose from drop down box on the worksheet*

1.5 Intended Duration

Intended duration of the service as identified in the contract (Source: PI Workbook - contract worksheet) *Please choose from drop down box on the work sheet*

1.6 Number of units

Number of units or placements included in the contract (Source: PI Workbook- contract worksheet) *Please choose from drop down box on the worksheet*

2. Financial Data

To complete the financial data section of the worksheet you will need to extract the following data from your management accounts:

Income	
Supporting People Income	£
Other Income for Support Services	£
Expenditure	
Front-line Staff	£
First -line Management	£
Non staff scheme costs	£
Overheads	£

For the purpose of this pilot benchmarking exercise these terms are defined/ calculated as follows:-

2.1   Supporting People Income

▪   Block Gross and Block Gross Chargeable Service - where the whole of the Supporting People Services are paid for by the Administrative Authority under the terms of the contract then this should equal the payments received from the Authority.

•   Block Gross Subsidy contracts - where the Supporting People Service is chargeable to the user then Income included in the Workbook should be the total <u>chargeable</u> for SP services in the year minus any void and bad debt allowance. Do not use the amount actually collected in the financial year.

   Calculated as:

   Unit costs x number of units x number of weeks minus void and bad debt allowance

   £10 x £10 x 52 = £5200 - (£5200 x 5%)   = £4940

2.2   Other Income for Support Services

   Income from sources other than the Supporting People contract that nevertheless meets costs identified within the management accounts as being incurred as a result of providing the Support Service under the contract

2.3   Front-line Staff Costs

   The total cost to the organisation of providing the Weekly Support Hours - identified in column g of the Staff Team on the Contract page of the PI work book as "members of staff who spend some or all of their time on support services and work directly with service users".

   This cost should include:

   •   all on costs (e.g. NI, pensions and health insurance)
   •   locum cover (including overtime and agency staff)
   •   contributions made to meet future maternity leave cover

   Where staff are employed to deliver several different functions (such as Support, Housing and Care) within a contract and only the total costs are available, then an appropriate apportionment of the cost should be made.

2.4   First-line Manager Staff Costs

   The total cost to the organisation of providing the Weekly Support Hours - as identified in column g of the Staff Team on the Contract page of the PI work book as "Manager of Front-line staff charged in total or part to support activities at this

service". These costs are calculated in the same way as Frontline staff and an apportionment may be made if necessary.

2.5   Non Staff Scheme Costs (*sometimes referred to as direct costs)*

Costs specifically related to providing the service being measured, for example:

- office costs
- depreciation of equipment
- training
- mobile phones
- travel
- postage

Where direct costs are incurred across a number of services or functions, an appropriate apportionment should be made.

2.6   Overheads

The costs apportioned to the Service that are <u>not</u> the result of the direct provision of the particular service (including such costs as the senior management team, IT service, Finance, Audit, Insurance etc).

Where overhead costs are not apportioned at specific service level, an appropriate apportionment should be made.

2.7   Balance

This is calculated by the Worksheet and is simply the difference between income and expenditure.

3. Hours and Cover

<u>Service Hours Provided</u>

3.1 Front-line Staff

Total number of Actual Support Hours worked in the year by staff defined in the PI Workbook as "members of staff who spend some or all of their time on support services and work directly with service users".

This information is not available for the whole year directly from the PI Workbook so you will need to total the return made for each Quarter (source PI Workbook/Qtr 1-4 Staff Team/Column j).

We suggest that you set up a separate workbook and cut and paste the information from each quarter to calculate the total hours as below:

		Qtr 1	Qtr 2	Qtr 3	Qtr 4	
		Col j.	*Col j.*	*Col j.*	*Col j.*	
	SUPPORT WORKER	203.00	191.00	210.00	213.50	
	SUPPORT WORKER	336.00	444.00	357.00	420.00	
Members of staff who spend some or all of their time on support services and work directly with service users.	SUPPORT WORKER	58.51	63.95	56.62		
		597.51	698.95	623.62	633.50	3,810.70

3.2 First-Line Management Staff

Total number of Actual Support Hours worked in the year by staff defined in the PI Workbook as "manager of Front-line staff charged in total or part to support activities at this service".

Again you will need to total the number of hours provided in each quarter to arrive at the total figure for the year.

Cover arrangements

3.3 Cover normally provided

Please choose the "normal" cover arrangements for the service from the *list provided in the drop down box on the worksheet* (Source: PI Workbook-contract worksheet)

These are defined as follows:

- 24 hour staff – waking staff are employed to provide support services 24 hours a day
- Out of Hours – emergency cover is provided outside the normal working hours that staff are contracted to be provided at the service
- None – no service is provided outside normal working hours

3.4 Out of Hours cover provided

For those services providing out of hours, as defined in *3.3* above, please indicate the primary means by which cover is provided. If you provide cover via multiple "out of hours" arrangements choose the one with the highest cost attached to it. *Please choose one from the drop down box on the worksheet.* (Source: PI Workbook - contract worksheet)

3.5 Cover provided in the absence of staff

Please enter data here if you are contracted to provide cover for absent staff. Cover is defined as 'like for like cover' as per the PI Work Book Guidance. *Please tick one, two or three of the boxes on the worksheet as appropriate*. (Source: PI Workbook – Qtr 1 Staff Team Column f)

4 Performance Data

All Service Performance Indicators (SPI's) and Key Performance Indicators (KPI's) should be entered on the work sheet for the full year 2004/2005. The cumulative performance data for SPI's and KPI's can be sourced from either PI Workbook Quarter 4/ PI Summary Page/ Cumulative PI to Date Column **or** the PI Workbook SPSL PI Data Worksheet/ PI data values year to date/PI Column.

Not all SPI's and KPI's apply to all services, so please only complete the worksheet with the percentage performance as relevant to the service provided. Please see below for guidance:

4.1 SP1	Availability	Completed for Accommodation based service
4.2 SP2a	Utilisation	Completed for Accommodation based service
4.3 SP2b	Utilisation	Completed for Support Only Services
4.4 SP3	Staffing Input Support hours	All Services
4.5 SP4	Throughput	All Services
4.6 KP1	Planned Departures	Property services with an intended duration of less than two years
4.7 KP2	Maintained Independent Living	Floating Support services and Accommodation with an intended duration of more than two years

.
Length of Stay

N.B. Sheltered Housing and Very Sheltered Housing Services do <u>not</u> need to provide this information.

Users in the Service at the End of the Year

Please enter length of stay figures for users remaining in the service at the end of the Year. The data should be sourced from Quarter column on the Page 1 of the Quarter 4 Worksheet of the PI Workbook.

4.8 over 2 years	Total number of users resident in or receiving services for more than 2 years in or from the scheme at the end of the 4th Quarter
4.9 1-2 years	Total number of users resident in or receiving services for between 1 and 2 years in or from the scheme at the end of the 4th Quarter
4.10 less than 1 year	Total number of users resident in or receiving services for less than 1 year in or from the scheme at the end of the 4th Quarter

Users Having Left during the Year

Please enter length of stay figures for users having left the service during the year. No cumulative figures are available from the PI Workbook so you will need to total the return from each of the four Quarters to arrive at the data required.

Data for each Quarter is available on page 1 of the Quarter Worksheet in the Column "users who have died or left during the Quarter".

We suggest that, for complex services, setting up a spreadsheet (as below) may be useful.

LENGTH OF STAY

Length of time with the service	Users who died or left during the Quarter				
	Qtr1	Qtr2	Qtr3	Qtr4	Total
g. More than two years	1		1		2
h. Between one and two years		2	1		3
i. Up to one year	1			2	3

The final set of 'user leaving' factors are:

4.11 over two years	Total number of users leaving the service in the last year who received the service for more than two years
4.12 1 - 2 years	Total number of users leaving the service in the last year who received the service for between 1 and 2 years
4.13 less than 1 year	Total number of users leaving the service in the last year who received the service for less than one year

5 Quality Assessment Framework

Core Objectives

5.1 to 5.6

Please enter the standards achieved in the most recent assessment carried out either by self assessment or validation by the Administrative Authority. Where both are available then the validated version should be used.

Against each of the Objectives listed, simply choose the Standard achieved - e.g. not awarded standard, D, C, B, A. *Please choose from drop down box on the Worksheet*

5.7 Basis of Assessment

Please indicate whether the QAF Assessment being used for the Core Objectives was a self assessment or a assessment validated by the Administering Authority by choosing from the options available in the *drop down box on the worksheet.*

Supplementary Objectives

5.8 – 5.18

This data is optional and should only be completed where performance against the Supplementary Objectives has already been assessed. Please enter the standards achieved in the most recent assessment carried out either by self assessment or validation by the Administrative Authority. Where both are available then the Validated Version should be used.

Against each of the Objectives listed, simply choose the Standard achieved - e.g. not awarded standard, D, C, B, A. *Choose from drop down box on the Worksheet*

5.19 Basis of Assessment

Please Indicate whether the QAF Assessment being used for the Supplementary Objectives was a self assessment or a assessment validated by the Administering Authority by choosing from the options available in the *drop down box on the worksheet*.

6. Service user and staff satisfaction

This is optional data and should only be included in the questionnaire if the information is available on the service and refers to the support element of the overall service provided.

% of service users who identified themselves as satisfied the Support Service Provided

6.1 All Service Users

Please enter the percentage of all service users who are satisfied with the service provided.

6.2 BME Service Users

Please enter the % of all service users who identify themselves as belonging to a BME group and who say they are satisfied with the service provided.

6.3 Staff

Please enter the percentage of all staff who expressed themselves as satisfied with the service provided.

Method used to collect data

6.4 All Service Users

Please identify the survey method used to measure the level of satisfaction among all service users – Annual Survey of users, exit interviews etc.

6.5 BME Service Users

Please identify the survey method used to measure the level of satisfaction among BME service users – Annual Survey of users, exit interviews etc

6.6 Staff

Please identify the survey method used to measure the level of satisfaction among Staff – Annual Survey of users, exit interviews etc

9.   The Benchmarking Measures

9.1   HouseMark's intention is to provide comparative performance outputs in relation to the following measures. Naturally, this is subject to the provision of adequate data by the pilot participants.

9.2   Cost and Input Measures

Definition - primary measures
C1) Annual Total Cost (all funding)
C2) Annual Total SP funding
C3) Annual % all costs met from non SP funding
C4) Annual surplus or loss from total funds tied to SP
C4) Weekly staff hours for Front-line staff
C5) Weekly staff hours for First Line management
C7a) Annual % costs for support delivery (Front- Line Staff)
C7b) Annual % costs for support delivery (First line Management)
C7c) Annual % costs for support of Non Staff Support Costs
C7d) Annual % costs for central management overheads

9.3 Outputs

Definition – primary measures
P1. Number of units provided/service users who can be supported
P2. Average weekly support hours/unit
P3. Average weekly management hours/unit
P3. Throughput - % new users supported/capacity
P4. Service Availability - % service available/contract capacity
P5 Length of stay for residents leaving during the year and those resident at the year end.

9.4 Efficiency

Definition
E1. Utilisation - % of utilised service against capacity
E2a. Cost per unit/placement supported per week (SP)
E2b Cost per unit/placement supported per week (Total)
E3a. Total cost of providing an hour of support (all costs)
E3b. Total SP cost of providing an hour of support (all costs)
E3c. Total cost of providing an hour of support (all costs tied to direct support delivery)

9.5 Quality

Definition – primary measures
Qu1 Overall ranking of QAF assessments
Qu2. % staff reasonably or fully satisfied with overall employment
Qu4. % service users reasonably or fully satisfied with services
Qu5.% of BME users reasonably or fully satisfied

9.6 Outcomes

Definition
O1. % users establishing and maintaining independence
O2. % Planned moves from services

9.7 Further measures will be developed in consultation with the Project Steering Group as part of the project Pilot.