

## Performance Indicator Returns

### An easy guide to completing your quarterly returns

1. Please send all quarters by email if possible (if not send out on floppy disk/CD)
2. Please open the workbook (which is an Excel Document)
3. Enable macros - ok
4. Click onto the contracts page which is the tab named contracts which you will find on the on the bottom left hand corner.
5. Ensure that the following information is correct as this information is copied through onto the various quarters:-
6. Service ID number (you will find this information on the service specification)
7. Service Name (name of property)
8. Provider ID (you will find this on your service specification)
9. Provider Name: (e.g. Servite Housing Association)
10. Contact name: (this needs to be someone who completes the workbook) **Please check details and amend if necessary.**
11. Position (e.g. Manager, Administrator)
12. Contact Address: (Where the contact named person is based)
13. Post code
14. Telephone Number (Of contact named person)
15. Email
16. Administering Authority – **drop down menu – choose Wirral MBC**
17. Year – drop down menu – Check you are on the correct financial year e.g. 2006/07
18. Number of weeks automatically change when you complete the year from the drop down box.
19. From and To dates will automatically change when you complete the year from drop down box.
20. Primary Client Group - Drop down menu (this will be on your service specification). If the choice is not immediately obvious please contact the Supporting People Team as this information is very important as it affects the data that filters through to the workbook summary.
21. Service Type – Drop down menu – if the choice is not immediately obvious please contact the Supporting People Team as this information is very important as it affects the data that filters through to the workbook summary.
22. Capacity: e.g. bed spaces – also on the service specification
23. Out of hours cover – Yes or No
24. Type of cover Yes or No in boxes
25. Staff Team – Before completing this section of the work book please read section 2 attached.
26. Throughput – Before completing this section of the work book please read section 3 attached.
27. Departures (short and long stay) – Before completing this section of the work book please read section 4 attached

### **Summary checklist**

- After you have completed the workbook you need to check the following:-

On SPLS data Page :

KPI 1 – Should be reported for services with a duration of more than 2 years & support only services.

KPI 2 – Should be reported for services with a duration of less than 2 years and outreach services.

- Check there is data for the correct KPI & the SPI's  
Check that there are NO negative values showing  
If KPI 1 should be reported, check that data item A has a positive value and is not zero (this is the number of current users, so should have a positive value in most instances)  
If KPI 2 should be reported, **check that data item A is NOT greater than data item B** (A is the number of planned moves, while B is the total number of moves).  
In instances where KPI 1 should be reported, **KPI 1 data item A should match SPI 4 data A.**

**Check that the correct quarter is being reported.**

- Before sending the completed workbook back to Wirral SP team you should select the checks page (which is the first tab on the bottom of the spreadsheet) this should have OK alongside all items. The checks page will show where there are errors, you should then go back into the worksheet looking for questions that might have been completed incorrectly or looking for value # or red exclamation marks.
- **Please remember that the SPLS data page (last tab) should accompany your quarterly returns**

### **TROUBLE SHOOTING TIPS**

- If value # appears anywhere on the workbook you should press delete to remove.
- If a message appears which says the spreadsheet is protected, click onto tools and protection and unprotect - then try again.
- If you have made a mistake or deleted information out of a field, the formula behind that field could have been deleted. If this happens move down one line and enter your information again.
- Please check on the staff team input figure page that there is a % figure in Actual support hours (bottom right hand corner). A figure will not appear if there are any *value# error messages*.
- Also, on the same page, there is a drop down box for staff data relating to holiday/sickness. The column (f) is shaded yellow. In some instances if data has been deleted the column will revert to white and the drop down menu will have been deleted (this does not occur all of the time). If this occurs please contact Wirral Supporting People team who will send you a new workbook.
- There is also a comments box at the end of the form. This can be used for anything you might feel is relevant i.e. why an answer appears incorrect or to explain why %'s are high or low due staffs shortages etc

## Section 2 – Staff Teams

### 1. Staff Teams

It is essential to identify the staff team for the service, as providers are under contract with Administering Authorities to provide a level of staffing to deliver the support service. The performance return requires providers to apportion staff time to the service and then to support activities within that service. It then calculates an adjustment to the hours that staff are required to work in each quarter to take account of annual leave, sick leave, sundry other leave and the number of bank holidays within each quarter.

**Sole traders** and **supported lodging services** do not have to provide staffing information as they are not required to report on the staffing performance indicator. The definitions for sole trader and supported lodgings are shown in the SP glossary of terms.

#### Staffing input

Enter details of **all** staff members who are required to spend some or all of their time working at the service. The return divides the staff into three groups:

- Front line staff who spend some or all of their time on the support service
- Managers of front line staff who spend some or all of their time on support work at the service
- Staff who spend all of their time on other duties e.g. care.

Staff that spend some or all of their time on support are apportioned to the service by the return and the resulting staffing input should be equivalent to that shown in the contract schedule (excluding volunteers). Where staff numbers in the contract schedule (excluding volunteers) are not the same at those shown on the performance return, then the provider and the Administering Authority will need to amend the schedule at a service review or by agreement.

Only include paid members of staff who would normally work at the service (this would include the situation where the main contractor sub contracts the support service to another provider). The return asks for all the hours normally worked by staff (on all duties at all services) and then apportions their time to support activities at the service. These staff are divided into the following three groups.

#### **Group 1: Front line staff who work directly with service users and spend some or all of their time on the support service.**

Front line staff who spend some or all of their time on support work should be included in this group – these are people who have direct contact with service users and deliver the front line support service. Staff who spend all their time on other activities such as personal care, housing management, cooking, training should not be included. See ODPM Detailed Definitions of the Performance Indicators for 2004/05 for more guidance.

The return asks for staff time to be apportioned to support duties. Where front line staff spend some of their time on activities such as care, cooking, housing management etc these hours should not be included when apportioning staff time to support.

## Group 2: Managers of front line staff who spend some or all of their time on support work at the service

Managers who have direct line management responsibility for the front line staff shown in group one. Only those managers who spend some or all of their time managing front line support staff should be included. The return asks for managers' time to be apportioned to support duties and this time should only relate to the management of the support activities provided by front line staff (and not personal care and other non support activities). Central office staff should not be included unless they directly line manage front line support staff. Do not include staff that provide services such as finance management, performance management, quality control, and human resources.

## Group 3: Staff members who spend some of all of their time working at the service but do not provide support services

This information is being collected to help Administering Authorities to understand the input of the total staff team. However, the actual hours worked for non-support staff are not monitored by the quarterly returns. This group of staff should include:

- Care staff – who provide personal care but none of whose time is charged to the support service.
- Staff carrying out basic housing management duties only.
- Finance and administrative staff
- Waking night cover (where no time is spent on support)
- Employment support staff in foyers (where their duties do not include the provision of support services)
- Childcare workers. Some childcare support in refuges may be eligible for Supporting People grant and where this is the case they should be shown in group 1.
- Catering staff
- Cleaners where not funded under Supporting People
- Any other staff who work at the service but who do not provide support.

### Completing the staffing sections

The following explains the type of information that should be included in the return for staffing input

Post(s) Group posts with the same hours and percentage time spent on this service and on support.	Number of days normally worked in each week (all duties)		Total hrs worked each week on all duties	Total hours worked each week on this service	Percentage of time in Col e. that is spent on support	Weekly support hours (this service)	Support hrs (this service) as percentage of total weekly hrs.
	days Col b.	No. of posts Col c.	hrs. Col d.	hrs. Col e.	% Col f.	hrs. Col g.	% Col h.
Housing and Support Worker	5.00	1.0	35.00	20.00	90.0%	18.00	51.4%

### Column b: Number of days normally worked in each week all duties

Column b shows the number of days normally worked each week by each member of staff on that row. Column b will not accept an entry greater than 7 (days).

Note, column b should include days worked on all services – not just those which are the subject of the return. It should also include days worked on other duties such housing management or personal care.

For those staff that are employed on a rota and who work a different number of days each week, the average number days worked each week over the rota period should be shown.

**Column c: Number of posts**

The number of individual posts should be identified as more than one post can be included on each line.

**Column d: Total hours worked in each week on all duties**

Column d shows the total hours spent on all services and all duties (not just the support work). The entry should be calculated as follows:

Number of days worked each week (column b) x hours worked each day x number of posts (column c).

The hours shown are those that would be included in a contract of employment for each member of staff (contracted hours).

**Total hours worked each week on this service**

The amount of staff time apportioned to service should be shown in Column e. This includes all work, including (for example) housing management and personal care.

**Percentage of time that is spent on support**

In Column f, enter the percentage of the time staff spent on support (this service only). The support hours will be calculated and displayed in column g. Column h shows the hours in column g as a percentage of all hours worked (column d).

**Annual leave**

The last entry needed on the Contract Page is the annual leave entitlement for each post.

<b>Post(s)</b> Click here to lock the staff team headings Group posts with the same hours and percentage time spent on this service and on support.	Number of days normally worked in each week (all duties)		For each individual post, total no. days in a full year	
	days	No. of posts	Annual leave	other leave
	<i>Col b.</i>	<i>Col c.</i>	<i>Col i.</i>	<i>Col j.</i>
Support worker	7.00	2.0	22.5	11.2

The contracted amount of annual leave should be shown in Col i for each post. Where there is more than one post shown on each line the average annual leave entitlement should be entered.

Other leave in Col j shows a pre-set standard amount that is allowed for sick leave and other leave such as jury service.

Post(s) Group posts with the same hours and percentage time spent on this service and on support.	Number of days normally worked in each week (all duties)		Total hrs worked each week on all duties	Total hours worked each week on this service	Percentage of time in Col e. that is spent on support	Weekly support hours (this service)	Support hrs (this service) as percentage of total weekly hrs.
	Col a.	Col b.	Col c.	Col d.	Col e.	Col f.	Col g.
Project Manager	5.00	1.0	35.00	21.00	85.0%	17.85	51.0%
Senior Housing and Support Worker	3.00	1.0	21.00	14.00	95.0%	13.30	63.3%
Support worker	2.50	4.0	70.00	56.00	100.0%	56.00	80.0%
Support worker	5.00	2.0	70.00	56.00	100.0%	56.00	80.0%

The illustration above shows the members of the staff team who work directly with service users (group 1). Similar entries should be made for first-tier managers (group 2).

- There is one Project Manager (1 is entered in column c) who works a five-day week (column b). They spend three days of their working week at this service, therefore 21 hours in entered in column e. Finally, 85% of their work is attributable to support services and this is entered in column f. Column g shows the support hours worked:

$$21 \text{ hours} \times 85\% = 17.85 \text{ hrs}$$

In column h, the support hours at this service are shown as a proportion of all hours worked:

$$17.85 \div 35 \times 100 = 51\%$$

- There is one Senior Housing and Support Worker (1 is entered in column c) who works a three-day week (column b). Only two of those days are spent working at this service, therefore 14 hours (2 x 7 hours) is entered in column e. In this case 95% of their work is attributable to support services (column f)
- Four Support Worker each work 2½ days each week and spend two of those days working at the service. The entries are therefore:
  - Column b: 2.5 days (the hours worked by each of the four workers)
  - Column c: 4 posts
  - Column d: 4 posts x 2.5 days x 7 hours = 70 hours worked in total
  - Column e: 4 posts x 2 days x 7 hours = 56 hours worked at the service.

All of the support workers hours are spent on the support service, therefore 100% is entered in column f. Column h shows that this group of workers spend 80% of their total hours on support work at this service.

$$56 \text{ support hours} \div 70 \text{ total hours} \times 100 = 80\%$$

- Finally there are two full-time support workers who spend 4 days each on this service. The entry in column b shows five days (the number of days worked by each worker); column c shows two posts.

The total hours worked in column e are: **2 x 35 = 70 hours**

The hours worked at this service (column f) are: **2 x 28 = 56 hours**

The calculated entries in columns g and h are the same for the four part time workers and the two full time workers. (Four half time workers = two full time workers.)

## Section 3 throughputs

### Throughput and length of stay

#### Introduction

The throughput of a service is based on the number of service users who have used the support service during the quarter. The calculation takes account of the number of service users who have departed as well as those that continue to use the support service.

Data on the length of stay provides management information for Administering Authorities. Authorities may need to assess the actual length of time that service users have received a service against the intended length of stay for a service.

#### Accommodation based services

The throughput for accommodation-based services is calculated by the number of service users who have used the service as a percentage of the capacity of the service. Women with children are treated as a household.

**Departures from sheltered housing should only be shown where a tenancy has come to an end.** The throughput format for sheltered housing is different to that for other types of services.

The entries needed are: the number of occupied units at the end of the period and the number who died or left during the quarter. The workbook calculates the capacity and throughput.

#### THROUGHPUT

- a. How many units were occupied on Sun 3 Jly 2005 ?
- b. How many service users died during the quarter ? (please exclude suicides - add any suicides to answer c.)
- c. How many service users (other than those who died) ceased to use the service during the quarter ?
- d. Total number of service users in the quarter.
- e. Capacity of the service (at the end of the quarter)
- f. Throughput: total number of service users in the period as a % of the number of units (the capacity)

18
1
4
23
20
115.0%

#### Support only services

Throughput in support-only services is the number of people who used the service as a percentage of the capacity.

#### THROUGHPUT

- a. How many service users were signed up for the service as at Sun 3 Jly 2005 ?
- b. How many service users died during the quarter ? (please exclude suicides - add any suicides to answer c.)
- c. How many service users (other than those who died) ceased to use the service during the quarter ?
- d. Total number of service users in the quarter.
- e. Capacity of the service (at the end of the quarter)
- f. Throughput: total number of service users in the period as a % of the support-only placement capacity

18
-
7
25
20
125.0%

The number of users signed up at the end of the period and the number who died or ceased to use the service during the quarter should be entered as shown. The workbook calculates the throughput.

## Length of stay

The length of stay for service users remaining with the service and for those who left during the quarter should be entered. **Sheltered housing** services are not required to provide this data.

LENGTH OF STAY	Users at	Users who
	end of	died or left
Length of time with the service	the quarter	the quarter
g. More than two years	14	3
h. Between one and two years	2	1
i. Up to one year	2	1
j. Total	18	5

## Interpretation of performance data

The throughput data allows Administering Authorities to assess whether the number of service users that have used the support service is more or less than expected. The throughput indicator includes existing service users as well as those that have departed. Throughput for a long-term support service should be about 100%, provided that it is well utilised, as turnover tends to be low. However for short-term services the throughput figure should be in excess of 100%. Where long term services are well in excess of 100% or short-term services at or below 100% then the Administering Authority may need to find out the reasons why.

As the throughput figure is influenced by availability and utilisation levels it will be important to look at all these indicators together. For instance the throughput for a short-term accommodation based service may be less than 100% where there has been a high level of departures at the end of the period (and there have been no new lettings). If the availability and utilisation levels are high then this indicates that the units are available and have not been vacant for a long period.

Floating support services can be long-term or short-term and the throughput indicator will need to be assessed within the context of the intended duration of the support service provided.

## Section 4 Departures from Short-term accommodation

### Introduction

This part of the return collects information on those who made planned departures from short-term services. Short-term services are defined as accommodation based services with an intended length of stay less than 2 years or outreach services. Floating support services and resettlement services, that are intended to provide support for less than 2 years, should be treated as providing support to people in permanent or long-term housing.

Please enter in boxes 1 to 11, box 14 and boxes 17 to 22, the numbers of service users who ceased to use the service and moved on to each of the following destinations:

1	Staying with friends	
2	Staying with family members	
3	Moved into bed and breakfast accommodation	
4	Moved into supported housing	
5	Moved into sheltered housing	
6	Moved into a care home	
7	Moved in to accomm as an owner occupier	
8	Renting privately owned accommodation	1
9	Moved to take up an RSL tenancy (general needs)	1
10	Moved to take up a local authority tenancy (general needs)	
11	Returned to previous home	
12	Sub-total, add boxes 1 to 11	2
13	How many of the departures in box 12 were planned ?	2
14	How many entered hospital other than for long term / acute care	
15	<b>Total planned moves, add boxes 13 and 14</b>	<b>2</b>
16	Unplanned moves in box 12 (box 12 less box 13)	
17	Committed suicide	
18	Taken into custody	
19	Sleeping rough	
20	Entered a long stay hospital or hospice	
21	Entered an acute psychiatric hospital	
22	Not known - 'Throughput', box c. less boxes 12,14 and 17 to 21	2
23	<b>Total unplanned moves, add boxes 16 to 22.</b>	<b>2</b>

**Analysis of unplanned departures:**

How many of those in box 23:

24	were evicted *	
25	abandoned their dwelling *	
26	unplanned other	2

\* For outreach services, only show eviction or abandonment where this was the reason for the service ceasing.

**Planned departures as a percentage of all departures**

27	Total no. planned departures from box 15	2
28	Total no. unplanned departures from box 23	2
29	Total no. of departures, box 27 + box 28	4
30	Planned departures as % of all departures, box 27 ÷ box 29 x 100	50.0%

The numbers of departures should be entered as shown. This should be shown as the number of households. In box 13, the number of departures that were planned should be entered. The workbook calculates the percentage of planned moves against all moves.

A planned departure for Supporting People is where an individual is moved in a planned way to a more independent outcome e.g. this could be from a direct access hostel to living in supported housing or returning home. There are particular types of outcomes that are always treated as a less independent outcome, for instance sleeping rough and being taken into custody. Where an individual moves into a hospital (or custody), and continues to pay rent on their accommodation the move should not be counted as a departure.

The return asks for an analysis of unplanned departures. An eviction is where a household has departed as a result of a notice being serviced.

### Interpretation of performance data

This data is intended to provide information on outcomes for different types of services across each Administering Authority. At an individual service level the data should be treated as management information. It is important to interpret this management information within the context of the type of service being provided.

For instance very short term services (e.g. less than a month) are likely to have a much higher proportion of unplanned departures than services with a stay of more than a year. Administering Authorities also should look at trends over the quarterly periods, as data for one quarter can be misleading. It would be unusual for a short stay service to achieve 100% planned departures as a percentage of all departures and some very short stay services may achieve less than 50%. It will be important for Administering Authorities to benchmark the percentage of planned moves according to the type of service.

## 9. Departures from long-term accommodation based services or support-only services

### Introduction

This part of the return collects information on departures from long-term accommodation based services or support-only services. The definition of a long-term accommodation based services is that which is intended to provide a stay of more than two years.

1	Completed a programme of support and no longer need the service. (Support-only services)		
2	Moved on from an accommodation-based service to independent housing, with or without long-term support.		
3	Moved to (other) sheltered accommodation		
4	Moved to (other) long-term supported housing	1	
5	Died **	1	
6	How many units were occupied on Sun 3 Jly 2005 ?	18	from 'Throughput'
7	Total service users at the end of the quarter + those who died or moved to independent housing, boxes 1 to 6	20	
8	Committed suicide		
9	Taken into custody		
10	Entered a long-stay hospital or hospice		
11	Entered an acute psychiatric hospital	1	
12	Moved to a care home		
13	Moved to a nursing care home		
14	Moved to short-term supported housing		
15	Evicted *	1	
16	Abandoned tenancy *	1	
17	Unknown / lost contact: 'Throughput', box c. less boxes 1 to 4 and 8 to 16		
18	Total: boxes 8 to 17	3	
19	Box 7 plus box 18	23	
20	Service users who established or maintained independent living as % of all users in the quarter. Box 7 ÷ box 19 x 100		87.0%

The numbers of departures should be entered as shown. This should be shown as the number of households. For sheltered housing the data on departures should only be entered when a tenancy has terminated. The workbook calculates the number of users who have established or maintained independent living during the quarter (this includes those who have departed as well as those who continue to receive support to maintain their independence).

The return changes the text in box six for floating support to say : *How many service users were signed up for the service.*

Where a service user in receipt of floating support decides that he/she no longer wishes to engage with the service, and has established independence, the outcome should be shown as 'completed a programme of support and no longer needs the service'. However, where the service user clearly needs a support service to maintain independence, and contact has been lost, then the outcome should be shown as 'lost contact'.

### Interpretation of performance data

This data is intended to provide information on outcomes for different types of services across the Administering Authority. At an individual service level the data should be treated as management information. Generally long-term services should support the majority of service users to establish and maintain independent living. Sheltered housing schemes may legitimately need to move service users into care homes and long-term hospital, although there may be concerns about their where levels fall below 90%. Some types of floating support services are provided to client group with a history of abandoning their tenancies and these services may not be able to establish independent living for all their service users. Local authorities will have to establish local benchmarking for different types of services and it is likely that most long term services would be able to support at least 90% of service users to establish and maintain independent living.

**Please return your completed Wirral S P Team Performance Indicators Returns to:**  
[supportingpeople@wirral.gov.uk](mailto:supportingpeople@wirral.gov.uk)