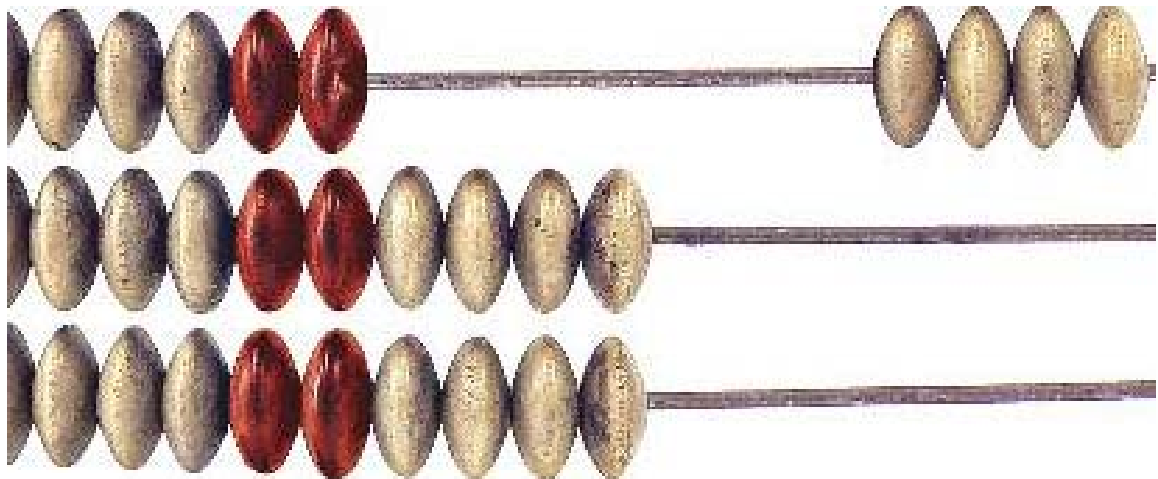


Provider Benchmarking for Support Services



Guidance on Completing the Data Collection Questionnaire

2009

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Provider Benchmarking for Supporting People Services

1. Introduction

Thank you for taking part in the Support Benchmarking exercise for 2009. This service was developed by Sitra, NHF and HouseMark in partnership, in consultation with service providers and with the support of the Institute of Public Finance, and the Communities and Local Government Department (CLG).

The aim of the service is to supply providers of Support Services with a source of independent benchmarking information which will enable them to continuously improve their services by understanding:-

- The performance of their services
- The market place in which they work
- Whether they provide value for money

Through

- Sharing information in a confidential environment
- Identifying best practice in their area of operation
- Identifying best performers

The benchmarking service is a three stage process:-

- I. The collection of data on the Support Benchmarking Questionnaire
- II. The grouping of providers' services to enable "like for like" comparisons to be made
- III. The production and distribution of reports to the participants

The benchmarking service can be used for the majority of support services funded by local authorities through the Supporting People grant programme or its successor programmes. It uses the definition of a service and the performance and quality measures developed for Supporting People contracts. Some services, i.e. Adult Placements, Community Alarm Services, Supported Lodging Services and Home Improvement Agencies have different performance reporting requirements which will not match those used in this questionnaire. It is also not applicable to Residential Care services which have a different performance monitoring regime. Where a care or other service has been jointly commissioned with support, and the performance and quality measures used for monitoring are those of the Supporting People framework, it may be possible to include them, see further information on jointly funded services.

These guidance notes are provided to assist you with the first stage of the exercise, i.e. completion of the Support Benchmarking Questionnaire. If you require further information on the 2nd and 3rd stages please see the "*Guidance Notes on Interpreting and Using Your Service Specific Report*" available on the websites of Sitra www.sitra.org, National Housing Federation www.housing.org.uk and HouseMark www.housemark.co.uk.

2. The Approach

In developing the benchmarking service our approach has been based on the following principles:-

- The primary objective of the exercise is to provide a useful tool at reasonable cost for the providers of services
- Support services can only be usefully compared at a service level.
- Achieving like for like comparisons is key to providing a useful tool.
- Wherever possible, the exercise should not require providers to collect or process additional information.
- That the terms used within the exercise will be as defined within the Supporting People Programme or reflect standard practice within the sector.

We hope that in using the service you find we have adhered to these principles. Charges for the comparator reports are attached as Appendix 2.

3. Timetable

The timetable for the 2009 Benchmarking exercise will be as follows:-

- The Support Benchmarking Questionnaire and these Guidance Notes will be available on the SITRA, NHF and HouseMark websites from the 1st September 2009
- All returns must be emailed to SPBMHouseMark@cipfa.org.uk no later than the 2nd November 2009.
- Reports will be sent to participants in December 2009

4. Participation Protocols

To enable Sitra/HouseMark and IPF to manage the benchmarking service efficiently and effectively the partners have agreed that all participants must:-

- Identify a single point of contact "champion" who will be responsible for the exercise within the organisation
- Return the Questionnaire and accept reports electronically
- Communicate with HouseMark/IPF only using the email address they provide on the questionnaire
- Provide all data on a "self certificated basis"
- Return all Questionnaires by the closing date specified above

We also recognise that the information you supply us with is "business sensitive" and will treat it as confidential. To ensure confidentiality when producing the reports we will:-

- Only identify to you data that refers to the service being benchmarked by you

- Always provide anonymous comparative data
- Only send reports and other material to the contact person.
- Never knowingly supply information to a provider which will enable them to access confidential information on someone else's service without their permission
- Only provide reports to organisations that have submitted data
- Provide a list of provider organisations and contact details for the services being compared in a report
- Not sell or pass on your details to third parties without your prior consent.

To maintain the confidentiality of the data you provide we have also agreed that the database will not be made available to other organisations. However, we do intend to commission a report based on the data that will discuss the general issues raised by the exercise both nationally and regionally.

If you wish to share data with a group of identified providers in a "Benchmarking Club" we can provide an appropriate report. Please see the "*Guidance Notes on Interpreting and Using Your Service Specific Report*" for details of how to set up a group.

5. Advice and Support

If you need further assistance completing the questionnaire or have other queries regarding the Benchmarking exercise please contact Sitra on 020 77934711 or email the Sitra helpline Sitrahelpline@sitra.org

6. Data Requirements

To successfully complete the Questionnaire you will need to have access to four sources of information for each service to be benchmarked. These are:-

The Performance Indicator Workbook

For each service you will need access to the 4th Quarter return of the Performance Indicator Workbook 2008/09. This should provide you with:-

<i>"Service Details"</i>	Available on the Contract spreadsheet
<i>"support hours actually provided"</i>	Available on the Staff Team Input matrix for each Quarter
<i>"Performance Data"</i>	Cumulative SP and KP returns for the full year are available from PI Summary on the 4 th Quarter Spreadsheet

Quality Assessment Framework

You will require a list of the scores achieved by the service being benchmarked against the Core Objectives in the Quality Assessment Framework (QAF). As the 2009 questionnaire is collecting data on performance in 2008/09, it refers to the 6

Core Objectives of the original QAF. It is left to your discretion as to whether you submit self assessed or validated scores but you are asked to indicate which.

User Satisfaction

The Questionnaire provides you with the option of providing information on the level of user satisfaction in your services. To complete the questionnaire you will need to identify:-

- Your primary method of collecting user feedback at the service
- If your method of collecting user feedback enables you to calculate the % level of satisfaction of all users and of BME users and what these are.

Financial Information

The Income and Cost Information required to complete the Questionnaire should be available from the service's annual management accounts. If your organisation's financial year ends in March please use the accounts for 2008/09. If your organisation has a different year end for accounting purposes you should use the accounts for the last full year available.

To complete the Questionnaire the accounts information will need to be summarised as follows:-

Income	
Supporting People Income	£
Joint Funding	£
Cost	
Front-line Staff	£
First – line Managers	£
Alarm Service Costs (Sheltered, Very Sheltered & Almshouses only)	
Non-staff Scheme Costs	£
Overheads	£

(for detailed definitions please refer to Completing the Questionnaire - Section 8)

We recognise that there is no standard accounting practice adopted by all service providers in applying contributions to reserves or overheads to service level management accounts. To provide the data for this exercise we would ask you to follow your normal practice in dealing with Supporting People Services but please be aware when benchmarking that other organisations may apply a different approach.

7. The Questionnaire

The Data Collection Questionnaire can be downloaded from the Sitra, NHF and HouseMark websites, www.sitra.org, www.housing.org, and www.housemark.org as an Excel spreadsheet. There are two versions of the Questionnaire available from the websites:-

SPQuest2009_20 - collects data on up to 20 services

SPQuest2009_100 - collects data on up to 100 services

Please download the spreadsheet that meets your requirements.

If you wish to submit information on more than 100 services you can either use more than one questionnaire, or alternatively contact the Sitra Helpline for assistance (sitrahelpline@sitra.org).


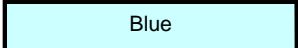

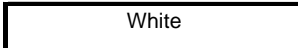
The questionnaire comes with the standard functionality associated with Excel spreadsheets. However, the questionnaire is protected to prevent you accidentally overwriting the formulas or drop down boxes. Please do not unprotect the spreadsheet.

If you are inexperienced in using Excel, a short training session from someone familiar with the programme should be sufficient to enable you to complete the questionnaire successfully.

The workbook is made up of three worksheets: the Summary, Questionnaire and Lists. The Summary & Questionnaire worksheets must be completed by all participants. The Lists worksheet is for information only, providing a full list of the information in the drop down boxes used within the other two worksheets.

8. Completing the Summary & Questionnaire

When entering data on the spreadsheet please be aware that it is made up of 4 types of cells colour coded as follows:-

	An open cell that will accept numbers or words
	A cell containing a drop down list from which one option only must be chosen.
	A blanked out cell in which no data should be entered
	A cell automatically completed from data provided elsewhere.

For those of you who wish to enter data on multiple services you can “copy and paste” into a cell in the normal way. However although you can copy and paste along rows, you cannot do so down columns as these are where the protected formulas are set up.

To enable the Benchmarking system to work it is essential that certain core data is provided on all services. Failure to provide this information will mean that the service or services will be excluded from the exercise and no reports provided.

To prevent services being excluded please ensure that:-

Section 1 Organisation Details – are completed in full
Section 2 Service Details 2.1 to 2.6 – are completed
Section 3 Costing Data - 3.1, 3.2, 3.4, 3.8 are completed

Beyond the error checking system built into the spreadsheet, the data will not be subjected to any validation process. It is therefore your responsibility to ensure that all data entered on the Questionnaire is correct, reconciles to other sources of information and conforms to this guidance.

From this point in section 8 the numbering system relates to the numbering system on the questionnaire. Please see the completed example at Appendix 1.

Summary

Please open the Summary by clicking on the tab at the bottom of the screen and complete at as follows:-

Organisation

Please complete the cells as follows:-

Name	The name of your organisation.
Address	Full postal address of the organisation.
Post Code	Post Code applicable to the address above.
Type	Choose the description you would normally apply to the organisation from the drop down list.

Purchase Order

Please complete the cell with a purchase order if one is required.

Contact

Name	Please enter the name of the person responsible for the Benchmarking exercise.
Job Title	Please enter Job Title of person named above.
E.mail	Please enter the email address to which all communication regarding the Benchmarking exercise should be sent.

Please tick if you would like to receive Excel data in addition to your normal reports.

Providers who wish to receive the Excel data should click on the cell provided. Please note that an additional charge is made for providing data in an Excel format. Please see the Price List for details.

Number of services.

This cell will be automatically completed as you enter service information on the Questionnaire

Charge Payable

The charge payable is automatically calculated based on the number of services entered on the questionnaire and the prices set on the Price List provided. *You are advised to check this figure on completion of the questionnaire before submitting the Workbook.*

Questionnaire

Please open the Questionnaire by clicking on the tab at the bottom of the screen and complete as follows:-

From this point on a column should be completed for each service to be benchmarked.

2. Service Details

2.1 Service Name

Please enter in the cell the name of this service. *(If possible not more than 30 characters)*

2.2 Is the Service Joint Funded?

Services benchmarked in this exercise may receive funding in addition to Supporting People funding, most commonly from Social Services, in the form of a joint contracts or parallel contracts for the provision of an **integrated** service. This cell has a default setting of *No* assuming the service being benchmarked is not joint funded. If the service you wish to benchmark is joint funded please choose Yes from the drop down box.

2.3 Administering Authority

Please choose the Administering Authority to which you are contracted to provide the service from the drop down list

2.4 Primary Client Group

Please choose from the drop down list the Primary Client Group for whom this service is provided. If it is unclear please choose the same one as used on the PI Workbook submitted to the Administering Authority.

2.5 *Service Type*

Please choose from the drop down list the type of service provided by the service as per the standard service types used by the Communities and Local Government Department. If you are unsure of the Service Type please choose the same service type as used on the PI Workbook submitted to the Administering Authority.

2.6 *Intended Duration*

Most service types have their Intended Duration defined for them in the PI Workbook and for those services this cell will be automatically completed. A limited number of Service Types have alternative Intended Durations associated with them. In these cases the cell will contain a red message "*Please specify below*". In this case you should choose, from the drop down list in the cell below, the appropriate Intended Duration.

2.7 *Cover Normally Provided*

To ensure the benchmarking system provides the best like for like comparisons for your service we need to understand the amount of time in a day/week that staff are available to service users. This is normally known as the level of "staff cover."

Please choose the "staff cover" level (*defined below*) from the drop down list provided that best describes or approximates to the level provided at the service.

"Staff Cover" Level Definitions:-

a) *24hour Waking Staff – 7 days a week*

A staff team is employed to cover the service 24 hours a day 7 days a week, where at least one staff member is constantly awake, on duty and on site.

b) *24 hour presence, including night time sleep-in cover – 7 days a week*

A staff team is employed to provide a presence 24 hours a day 7 days a week in respect of the service. Some of those hours will be in the form of a staff member paid to sleep at the property to respond to incidents and emergencies.

c) *Staff cover for less than 24 hours – 7 days a week with 'on call' or 'Out of Hours' Alarm cover.*

A staff team is employed to provide a point of user contact (on site or at an easily accessible office) for less than 24 hours a day 7 days a week. Outside these hours, an 'on call' or emergency alarm system is available to users.

- d) *Staff cover for less than 24 hours – 7 days a week with no out of hours cover*

A staff team is employed to provide a point of user contact (on site or at an easily accessible office) for less than 24 hours a day 7 days a week. Outside these hours, staff cannot be contacted.

- e) *Staff cover for less than 24 hours per day – 5 days a week with on call or Out of Hours Alarm cover.*

A staff team is employed to provide a point of user contact (on site or at an easily accessible office) for less than 24 hours a day 5 days a week. Outside these hours, an 'on call' or emergency alarm system is available to users.

- f) *Staff cover for less than 24 hours – 5 days a week with no out of hours cover.*

A staff team is employed to provide a point of user contact (on site or at an easily accessible office) for less than 24 hours a day 5 days a week. Outside these hours, staff cannot be contacted

If your services provide multiple cover arrangements, such as waking night staff and sleep-ins, please base your choice on the element of the service that gives greatest access to service users. (In this example we would assume that to be waking night staff).

To ensure the returns we receive are consistent across all participants please define residential (live-in) staff, such as sheltered housing scheme managers, as being on-call rather than as providing sleep-in cover.

3. Costing Data

3.1 Number of Units

Please enter in the cell the total number of units of accommodation for accommodation-based services or the total number of placements for non accommodation-based services which you are contracted to provide at anyone time. If you are unclear, this should be the same number as specified in the contract and/or the PI Workbook. If your service capacity is now expressed in hours, you will have to convert this to an average number of units, based on minimum and maximum numbers specified in the contract, as the PI Workbook requires reporting by unit.

Income

This benchmarking exercise aims to look at the housing related support service so you should only provide details of income that relates to the provision of these services for 2008/09. Please do not include income relating to any additional non housing related support services that you provide e.g. rent, housing service charges or care income.

3.2 *Supporting People Income*

Please complete the cell with the total income collectable for housing related support services in the year 2008/09 as follows:-

- For Block Gross, Block Gross Chargeable or similar contracts where the service is provided free at the point of delivery please use the full contract price paid by the Administering Authority
- For Block Subsidy or similar contracts where the obligation to pay for the service lies with the Service User in the form of a weekly or monthly charge please use the net collectable charge. If you are unsure of this amount please follow example below.

Example

Where a Sheltered Housing Service has 30 units, a weekly Support Charge of £15.00 and an assumed void and bad debt loss of 5% then the net collectable charge would be calculated as :-

$$30 \times 15 \times 52 = \pounds 23,400 - (\pounds 23,400 \times 5\%) = \underline{\pounds 22,230}$$

3.3 *Joint Funding*

This cell should be completed only where the service is Joint Funded (as specified in 2.2 above) to provide an integrated service provided by staff whose hours are included as Front-line Staff at (see 3.4 below) and First-Line Managers (see 3.5 below). Other income, such as Housing Management income, should be excluded as should any staff hours related to the provision of Housing Management or other separately funded services

Costs

All cost data provided should relate to the actual cost of providing the housing related support services and for the most recent full financial year that data is available.

3.4 *Front-line Staff*

This cell should be completed with the total cost of providing the housing related support hours (as specified in row 3.9) of the Front-line Staff for 2008/09. Front-line staff should be identified as "*members of staff who spend*

some or all of their time on support services and work directly with service users” as defined in the PI Workbook.

The costs should include:-

- Salary costs
- National Insurance (employers contribution)
- Pensions (employers contribution)
- Addition payments for sleepovers on calls extra
- Medical Insurance or other additional cost as appropriate
- Locum Cover (including overtime, agency or bank staff costs)

Where Front-line Staff also provide non housing related support services to service users, only the proportion of the cost equivalent to the time spent on housing related support at this services should be entered.

Example

Where a Sheltered Housing Manager’s total salary costs (including on costs) is £22,000 and their time is allocated 80% to Housing Related Support Services and 20% to Housing Management Services then the Front-line Staff Cost would be calculated as :-

$$£22,000 \times 80\% = £17,600$$

Total cost of housing related support hours for Front Line staff = £17,600

3.5 *First-line Management*

This cell should be completed with the total cost of providing the housing related support hours (as specified in row 3.10) of the First-line Management staff for 2008/09. First-line Management staff should be identified as “Managers of Front-line Staff charged in total or part to support activities at this service” as defined in the PI Workbook.

The costs should include:-

- Salary costs
- National Insurance (employers contribution)
- Pensions (employers contribution)
- Addition payments for sleepovers on calls extra
- Medical Insurance or other additional cost as appropriate
- Locum Cover (including overtime, agency or bank staff costs)

Where a First- line Manager also manages other services and/or non housing related support services only the proportion of the cost equivalent to the time spent on housing related support at this service should be entered.

Example

Where an Area Manager costing £33,000 a year (salary & on costs) manages three services, with time allocated equally between them, and their time is allocated as 80% to managing housing related support and 20% to Housing Management, then the total cost should be calculated as follows:-

Allocation to Scheme - £33,000 x 33.3% = £11,000

Allocation to Housing Related Support - £11,000 x 80% = £8,800

Total cost of housing related support hours for First-line Manager £8,800

3.6 Alarm Service Costs

This cell should only be completed for services defined at row 2.4 as Sheltered Housing with a Warden, Very Sheltered and Almshouses.

The cost to be entered should relate to the provision of Alarm Services provided by a “third party” organisation or by staff employed by the provider but account for separately. Where Alarm Services provide additional services not funded as *housing related support* the cost incurred in providing the additional services should be excluded.

Costs entered into this cell should not include additional payments made to staff identified as Front-line staff or First –line managers to provide “out of hours” duties such as “on call” payments or overtime.

3.7 Non Staff Scheme Costs

This cell should be completed with the cost of providing the Non Staff Scheme Costs related to the provision of the housing related support service only. These costs are also referred to as “direct costs” and related directly to the provision of the service being benchmarked. For example:-

- Office costs
- Equipment depreciation
- Training
- Mobile phones
- Travel training

Where these costs are incurred in providing a number of different functions (Housing Management, Care) as well as housing related support, only that portion that can reasonably be said to be incurred in providing the housing related support should be included. In the absence of any other local practice the apportionment should be made in line with the apportionment of staff time.

Example

Where in Sheltered Housing Service the Non Staff Scheme Costs are £5,000 and the Staff Hours are allocated 80% to Housing Related Support Services and 20% to Housing Management Services then the Non Staff Scheme Costs would be calculated as :-

$$\text{£5,000} \times 80\% = \text{£4,000}$$

3.8 *Overheads*

This cell should be completed with the cost of meeting organisational overheads for the service being benchmarked. There is no standard practice for apply these costs to a service but they could include such costs as Senior Managers, Finance, HR, Audit, IT Services, Insurance etc.

Where these costs are incurred in providing a number of different functions (Housing Management, Care) as well as housing related support, then only that portion that can reasonably be said to be incurred in providing the housing related support function should be included. In the absence of any other local practice the apportionment should be made in line with the apportionment of staff time.

Example

Where in Sheltered Housing Service the Overheads are £1,000 and the Staff Hours are allocated 80% to Housing Related Support Services and 20% to Housing Management Services, then the Non Staff Scheme Costs would be calculated as :-

$$\text{£1,000} \times 80\% = \text{£800}$$

Support hours actually provided

For the purposes of the Benchmarking exercise we have define “support hours” as hours worked by staff where they are available to provided support services to user (face to face) or are occupied in tasks related to the provision of support services. The tasks relating to the provision of support services will vary from service to service but are likely to include travelling time, writing up support plans, attending meetings, liaising with of statutory or non statutory bodies, training, supervision meetings and for First -line Mangers the supervision of Front-line staff.

3.9 *Front-line Staff*

This cell should be completed with the actual total number of housing related Support hours worked by Front-line staff in the year 2008/09. Front Line staff should be identified as “members of staff who spend some or all of their time on support services and work directly with service users” as per the PI

Example

Two Front-line support staff are employed to provide this and another service. The staff's time is split equally between the two services. Members of staff record the hours they work on a weekly basis which is totalled to produce an annual figure. If staff are absent from the scheme only long term sickness (more than 8 days) is covered by locum or overtime staff. The staff are estimated to spend 80% of their time on housing related support and 20% on housing management.

The annual support hours worked would be:-

Total Hours Worked		Hours
Staff Member 1		1568
Staff Member 2		1463
Locum /Over time (actual)		105
Total Hours Worked		3136
Apportionment of Hours		
Time allocated to service	50%	1568
Time allocated to support	80%	1254
Hours to be entered in cell		1254

- Or where detailed records are not available making a reasonable estimate of the Front-line support hours worked in 2008/09. The estimated should be calculated based on the total hours possible in the year adjusted in line with the requirements of the SP contract. As in the example below:-

Example

Two Front – line staff are employed to provide this and another service. The staff’s time is split equally between the two services. Each member of staff is contracted to work for 7 hours 5 days a week and is entitled to 20 days annual leave per year. If staff are absent from the scheme only long term sickness (more than 8 days) is covered by locum or overtime staff. The staff are estimated to spend 80% of their time on housing related support and 20% on housing management.

The estimated support hours would be:-

Total Possible Hours		Hours
Staff Member 1 - 35 x 52		1820
Staff Member 2 - 35 x 52		1820
Deflated by hours not worked		
Total Annual Leave (20x7x2)		280
Total BH Hours (8x7x2)		112
Sickness/Compastionate Leave*		112
Estimated Total Hours Available		3136
Apportionment of Hours		
Time allocated to service	50%	1568
Time allocated to support	80%	1254
Hours to be entered in cell		1254

* use actual where available

3.10 First-Line Management

This cell should be completed with the actual total number of housing related supported hours worked by First-line Managers in the year 2008/09. First-line Management staff should be identified as “Managers of Front-line Staff charged in total or part to support activities at this service” as per the PI Workbook. These hours should included locum staff hours provided by agency staff, bank staff or overtime.

For services that have been identified at 2.2 as being in Joint Funded the First-managers hours should included the total hours funded under the joint funding arrangements this may include care and support services.

Where a First-line Manager works across more than one service or provides non housing related support services, not identified under a joint funding arrangement, then only that portion of the total hours they work that has been apportioned in the contract or contracts to housing related support or joint funded service at this service should be entered.

For services where a PI Workbook was completed for 2008/09 the number First-line managers support hours can be calculated by totalling together the appropriate rows of column j of the staff Team Matrix for each quarter of the year.

Quarterly Staff Matrix – First Line Managers

Managers of front-line staff charged in total or in part to support activities at this service.	Area Manager	455.00	2.00	4.0	(42.00)		110.11	385.00		102.64	93.2%

Actual Support Hours Worked

To arrive at annual total, total up column j on each quarter’s worksheet and add them together.

If your organisation no longer collects the staff hours worked in a year using the PI Workbook or these figures are not applicable to the joint funded staff there is no prescribed method of calculating the hours worked in a year. Each provider organisation will need calculate the hours actually worked by the First-line Manager on the information available to them at the service level. To assist you in making such a calculation we have provided two examples of how this figure can be calculated:-:-

- Calculate the total number of hours worked in the year by First-line Managers from existing records such as time sheets or flexi-sheets. Adjustments this total to allow additional hours worked by locums or overtime hour and the time spent by staff providing non housing related support functions to calculate the total First- line Managers support hours worked.

As in the example below:

Example

The service is one of 5 managed by the First-line Manager all the services are similar and it is estimated he/she spends an equal amount of time on each service. Of the time the manager spends on the service it is estimated he/she spends 80% of the time on Support Services and 20% on Housing Management.

The support hours worked would be:-

Total Hours Worked		Hours	
Manager			1492
Locum /Over time (actual)			0
Total Hours Worked			1492
Apportionment of Hours			
Time allocated to service	20%		298.4
Time allocated to support	80%		239
Hours to be entered in cell			239

- Or where detailed records are not available by making a reasonable estimate of the First-line Managers support hours worked in 2008/09. The estimated should be calculated based on the total hours possible in the year adjusted in line with the requirements of SP the contract. As in the example below:-

Example

The service is one of 5 managed by the First-line Manager all the services are similar and it is estimated he/she spends an equal amount of time on each service. The Managers contract specifies 35 hours a week over 5 days (7 hour shifts) and the SP Contract specifies that no cover will be provided in the absence of the Manager. Of the time the Manager spends on the service it is estimated he/she spends 80% of the time on Support Services and 20% on Housing Management.

The support hours worked would be:-

Total Possible Hours		Hours
Manager		1820
Deflated by hours not worked		
Total Annual Leave (30x7x1)		210
Total BH Hours (8x7x1)		56
Sickness/Compastionate Leave*		56
Estimated Total Hours Avaiable		1498
Apportionment of Hours		
Time allocated to service	20%	300
Time allocated to support	80%	240
Hours to be entered in cell		240

* use actual where available

Costs of staff allocated to the service, but not identified in the contract as Front-line Staff or First-line Managers, should be apportioned to Non-staff direct costs (administrative staff) or overheads (Second-line Managers) as appropriate.

Calculated Cost Ratios

The cost ratios are calculated based on the information provided in Section 2 Financial Data and Section 3 Hours and Cover to provide an immediate check for those completing the form. If the figure appearing in the cell does not match to your understanding of the service being benchmarked please check:-

- a) That there are no data errors in Section 2 or Section 3
- b) That both the financial data and the staff data relate to the total actual figures for the financial year 2008/09.

Where the calculated ratio for the *cost per service hour* is either:-

- Less than £6 per hour – i.e. below the minimum wage.
- or
- More than £50 per hour – indicating an average salary plus on costs of more than £91,000 per year – i.e. anything above this is unrealistic

These figures will appear in red (see example below). Any services where figures appear in red will be automatically excluded from the benchmarking exercise and no report will be provided. If the figures continue to be in red after you have checked the section 2 and 3 please contact the SITRA Helpline. Do not submit the figures.

Example				
CALCULATED COST RATIOS				
Service hours per week	178.0	88.4	26.7	0.0
Weekly hours per unit	22.3	1.8	1.4	
Cost per service hour				
Staff	£50.78	£17.61	£3.30	
All other costs	£3.15	£7.02	£1.06	
Total cost	£53.93	£24.63	£4.36	
Weekly cost per unit	£1,200.00	£45.39	£6.13	

Average hourly staff costs equates to an average FTE (35 hours) salary including on costs of over £90,000 per annum

Average Hourly staff cost including on costs less than minimum wage

The Cost Ratios are calculated as follows:-

Service Hours per week

$$\frac{\text{Front-line Staff Hours} + \text{First-line Mangers Hours}}{52}$$

Weekly Hours per Unit

$$\frac{\text{Service Hours per Week}}{\text{Number of Units}}$$

The Cost per service Hour of Staff:-

$$\frac{\text{Cost of Front-line staff} + \text{Cost of First-line Managers}}{\text{Frontline Staff Hours} + \text{First-line Mangers Hours}}$$

The cost per service hour of all other costs: - is the average cost of direct and overhead costs per hour of support provided.

$$\frac{\text{Direct Costs + Overheads}}{\text{Front-line Staff Hours + First-line Managers Hours}}$$

The total cost per hour of service:-

$$\frac{\text{Cost of Front-line staff + Cost of First-line Managers + Direct Costs + Overheads}}{\text{Frontline Staff Hours + First-line Managers Hours}}$$

The weekly cost per unit per: - is the total cost of the service averaged out per unit per week.

$$\frac{\text{Cost of Front-line staff + Cost of First-line Managers + Direct Costs + Overheads}}{\text{Number of Units}}$$

4. Performance Data

Please complete this section with the 2008/09 cumulative Performance Indicators for the service being benchmarked. The simplest place to access the cumulative indicators for a service is usually on the Summary Data Section of the 4th Quarter Worksheet of the 2008/09 Performance Indicator Workbook in the Data Cumulative column.

This section contains all the Service Performance Indicators (SPs) and Key Performance Indicators (KPIs) defined in the CLG Performance Framework. If you no longer collect the SP3 – Staffing input support hours please leave this cell blank.

The KPIs and SPs you need to enter will depend on the type of service provided and/or the intended duration of the service. To prevent errors, the cells relating to SPs and KPIs that do not apply to your service, as defined by the data you supplied in section 2, will be blocked out. If the blocking out is incorrect for the service please check your entries in section 2.

e.g. You will only be able to enter data for SP1 Availability for a property based service; and KP1 Maintaining Independent Living, for services providing long term/permanent accommodation (including Support Only).

5. Quality Assessment Framework

Please complete this section with the scores achieved by the service against the 6 Core Objectives set out in the Quality Assessment Framework. Note that because the 2009 questionnaire collects data on the year 2008/09, it is assumed that providers will have their scores from the original QAF. It is left to your discretion as to whether the scores you enter are based on a self assessment or have been validated by the Administering Authority.

5.1 - 5.6

Please choose the appropriate score in each cell from the drop down list provided. If no score is available please choose "no standard awarded".

5.7 *Basis of assessments*

To indicate whether the scores in 5.1-5.6 were achieved through a self assessment process or have been validated by the Administering Authority, please choose appropriately from the drop down list provided.

6. **User Satisfaction**

This section is optional and need only be completed where you have a method of testing user satisfaction in place. It is not the intention of the Benchmarking exercise that User Satisfaction studies are completed solely to enable you to complete the questionnaire.

6.1 *All Service Users*

If your method of User feedback provides a percentage for those responding who consider themselves satisfied with the support service please enter the percentage.

6.2 *BME service users*

If your method of User feedback provides a percentage for those Users defining themselves as BME responding who consider themselves satisfied with the support service please enter the percentage.

6.3 *Method Used to collect user feedback*

This cell should be completed for all services with a user feedback system whether you were able to complete 6.1 and 6.2 or not. Please choose from the drop down list provided the option that best describes or is nearest to the method used at the service to collect user feedback.

Error Check

The spreadsheet automatically checks the entries for each service being benchmarked to identify whether there are errors that would prevent the service being included in the benchmarking exercise.

If any errors are identified by the spreadsheet, you will be notified as follows:-

- A red box will appear between Section 1 Organisational Details and Section 2 Services identifying the number of services with errors (please see example below)

We cannot benchmark 5 of these services

- For each service where an error has been identified, a red warning will appear above the service name to specify the error or errors that have been identified as follows:-

<i>“no units”</i>	No units have been entered. <i>Please enter number of contracted units in 3.1.</i>
<i>“no support hours”</i>	No support hours have been entered for Front-line Staff. <i>Please enter Front-line Support Hours in 3.4.</i>
<i>“staff costs > £50/hr”</i>	Cost ratio outside the acceptable limits. <i>Please check entries in section 2 & 3</i>
<i>“staff costs < £6/hr”</i>	Cost ratio outside the acceptable limits – <i>Please check entries in section 2 & 3</i>
<i>“no income”</i>	No Supporting People Income has been entered- <i>Please enter Supporting People Income in 3.2</i>
<i>“details incomplete”</i>	One or more of the Service Details are missing - <i>Please complete all entries in Section 2.</i>

It is essential that all errors are corrected before submitting the spreadsheet. If you are unable to resolve any errors yourself please contact the Sitra Helpline.

9. The Reports

Providers participating in the Benchmarking exercise will receive a set of reports in a PDF format relating to each service they have entered in the benchmarking exercise. Each report will contain details of between 6 and 25 comparator services alongside the details of the service in question. These reports will be automatically generated and emailed to the email address you provided on the Questionnaire. If for any reason you need to change this email address prior to receiving the reports, please contact the Sitra helpline for advice.

In addition to the standard reports provided in a PDF format, for an additional fee an Excel spreadsheet can be supplied that collates into a single data set all the comparative information on all the services submitted by a provider, together with the totality of all the information on all of the external comparators selected for comparison with each individual submitted service. So, for

example, if you submit, say, 12 services of a similar type in different parts of the country these might generate up to 300 different comparators (although there is likely to be some overlap between the 12 comparator sets, so the figure is likely to be somewhat lower than 300 in practice.) Having all this anonymised information on one spreadsheet will then allow you to calculate benchmarking information across a whole slew of similar services run by your organisation, not simply one single service in isolation. To receive a report in this format please indicate on the benchmarking spreadsheet by ticking the box on the front page.

Further information on the reports is available on the separate Guidance Notes *“Guidance Notes on the Interpreting and Using Your Service Specific Report”* available on the Sitra website at www.sitra.org.uk

Glossary of Terms

Administering Authority	The local authority responsible for the administration of the Supporting People Grant. (County Council, Unitary District Authorities, London Boroughs, City of London, Isles of Scilly)
Alarm Service	An “out of hours” emergency call system provided in Sheltered Housing, Very Sheltered Housing and Almshouse in addition to the services provided by staff identified in the Supporting People Contract. Normally these services are in the form of a “hard wired” alarm system monitored at a remote location providing a range of services.
Drop down List	A function within Excel that enables the user to choose to complete a cell from a predefined list.
Communities and Local Government (CLG)	Government department responsible for the Supporting People Programme-successor to the Office of the Deputy Prime Minister (ODPM)
Joint Funded Services	Services that in addition to Supporting People Funding receive income (funding) from another source to provide an integrated Support or Care and Support Service.
Key Performance Indicator	CLG outcome measures. Full definitions are available in “Detailed Definitions of Performance Indicators for Supporting People 2004/05) available on www.spkweb.org.uk .
PI Returns	Performance Indicator Return made by providers of Supporting People Services to Administering Authorities as required by the CLG Grant Conditions
PI Workbook	Excel workbook provided by the CLG for providers of Supporting People Services to make PI Returns quarterly to Administrative Authorities
Service Performance Indicator	CLG efficiency and effectiveness measures. Full definitions are available in “Detailed Definitions of Performance Indicators for Supporting People 2004/05) available on spkweb.org.uk
Spkweb.org.uk	Website of the CLG for the Supporting People Programme

Quality Assessment Framework	A framework provided by the CLG for assessing the quality of Supporting People services. The framework is used as part of the monitoring and review process of services. The process requires providers to self assess all services regularly and for Administrative Authorities to validate these assessments as part of any monitoring or review system. Detailed guidance is available from www.spkweb.org.uk .
Questionnaire	An Excel workbook comprising two worksheets for collecting data for the Support Benchmarking Exercise and one providing additional information. This workbook can be downloaded from the Sitra, NHF and HouseMark websites.
Worksheet	An electronic spreadsheet in Excel.

Appendix 1 – Worked Example

Completed Example of the Questionnaire

PROVIDER BENCHMARKING FOR SUPPORTING PEOPLE SERVICES 2009

Please complete details about your organisation and your order on this sheet

Enter information about the services you wish to benchmark on the Questionnaire sheet.

Return to this sheet, indicate whether you wish to receive Excel data in addition to the normal reports, and you will then see how much you will be charged

Then email this file to:

SPBMHouseMark@cipfa.org.uk

ORGANISATION

Name Harrow United HA

Address 207 Station Road
Harrow
Middlesex

Postcode HA1 5HA

Type LSVT(RSL) *please select from list*

Purchase order 234/2009 if required

CONTACT

Name M Partridge

Job title Operations Manager

Email mpartridge@bahoo.cp.uk

Please tick if you would like to receive Excel data in addition to your normal PDF reports



PRICE LIST

Number of Services 3

Charge payable £200

	Basic fee plus per service report	£50	Total (PDF)	Price for additional Excel data	PDF + Excel
1 service	£25	£75	£50	£125	
2-5 services	£100	£150	£50	£200	
6-10 services	£200	£250	£50	£300	
11-20 services	£300	£350	£50	£400	
21-30 services	£500	£550	£90	£640	
31-40 services	£700	£750	£130	£880	
41-50 services	£900	£950	£150	£1,100	
50-100 services	£1,350	£1,400	£200	£1,600	
100+ services	£1,950	£2,000	£300	£2,300	

All charges become due on returning this form and you will receive an invoice from Sitra. Fees are normally not refundable and in no circumstances once the reports have been distributed.

By submitting the information, participants will be deemed to have authorised Sitra/IPF to make their data available to other participants.

Each participant should nominate a designated contact person. Reports and other material will only be sent to the contact person.

Your information will be used to provide comparator reports to other participants and will be held on our database. We will not sell or pass on your details to third parties without your prior written consent.

From time to time, we may contact you with information about our products and services. Please tick if you prefer not to receive this information



- 4 < total named services
- 1 < incomplete
- 3 < complete

Information should only be entered in cells shaded yellow or blue:

Open cell: £1,000 enter any information

Drop-down box: Option 1 click cell and select one of the options.

(Use the scroll-bar to view options not immediately visible on the screen)

We cannot benchmark 1 of these services

staff cost>£50/hr

2. SERVICE DETAILS

2.1 Service name	Station House	Floating Support	Sharpe House	The Hollies
2.2 Is the service joint funded?	Yes	No	No	No
2.3 Administering Authority	Harrow	Bedfordshire	Hertfordshire	Buckinghamshire
2.4 Primary client group	Young People at risk	Physical or Sensory Disability	Older People with Support Needs	Older People with Support Needs
2.5 Service type	Supported Housing	Floating Support Services	Sheltered Housing with a Warden	Sheltered Housing with a Warden
2.6 Intended duration (as per PI return)	Please specify below Less than 2 years	Support Only	Permanent Housing	Permanent Housing
2.7 Cover normally provided	Staff cover < 24 hrs 5 days, no out of hours cover	Staff cover < 24 hrs 5 days, no out of hours cover	Staff cover < 24 hrs 5 days, on-call or alarm out of hours cover	Staff cover < 24 hrs 5 days, on-call or alarm out of hours cover

3. COSTING DATA

3.1 Number of units	8	15	32	35
Income				
3.2 Supporting People income	£73,973	£96,613	£38,873	£39,555
3.3 Joint funding income	£1,969			
sub-total	£75,942	£96,613	£38,873	£39,555
Costs				
3.4 Front-line staff	£31,967	£50,384	£18,754	£19,500
3.5 First-line management	£24,297	£11,520	£5,743	£6,500
3.6 Alarm Service			£1,300	£2,500
3.7 Non-staff scheme costs	£13,645	£12,927	£5,093	£6,000
3.8 Overheads	£5,392	£9,727	£7,383	£5,443
sub-total	£75,301	£84,558	£38,273	£39,943
Surplus (Deficit)	£641	£12,055	£600	-£388
Support hours actually provided				
3.9 Front-line staff	5,129	4,561	1,996	199
3.10 First-line management	1,750	962	287	287
Total	6,879	5,523	2,283	486

CALCULATED COST RATIOS

Service hours per week	132.3	106.2	43.9	9.3
Weekly hours per unit	16.5	7.1	1.4	0.3
Cost per service hour exc alarms				
Staff	£8.18	£11.21	£10.73	£53.50
All other costs	£2.77	£4.10	£5.46	£23.55
Total cost	£10.95	£15.31	£16.19	£77.04
Weekly cost per unit				
Exc alarms	£181.01	£108.41	£22.22	£20.57
Alarms	£0.00	£0.00	£0.78	£1.37
Total cost	£181.01	£108.41	£23.00	£21.95

4. PERFORMANCE DATA

4.1 SP1 Availability	100%		99%	100%
4.2 SP2a Utilization	92%		92%	90%
4.3 SP2b Utilization		88%		
4.4 SP3 Staffing input support hrs	95%	103%	98%	95%
4.5 SP4 Throughput	120%	90%	110%	102%
4.6 KP1 Maintained independent living		75%	50%	50%
4.7 KP2 Planned departures	90%			

5. QUALITY ASSESSMENT FRAMEWORK

Core Objectives

5.1 Needs and risk assessment	C	A	B	B
5.2 Support planning	C	A	B	B
5.3 Security, health and safety	B	A	B	B
5.4 Protection from abuse	B	A	B	B
5.5 Fairer access, diversity & inclusion	B	C	B	B
5.6 Complaints	B	C	B	B
5.7 Basis of assessments	Validated	Self-assessed	Self-assessed	Validated

6. USER SATISFACTION

% of service users in the sample who responded identifying themselves as satisfied with Support Service provided :

6.1 All service users	71%	88%	75%	
6.2 BME service Users			85%	
6.3 Method user to collect user feedback	Satisfaction surveys	Exit Interviews	Annual Reviews	

Appendix 2 - Charges

Our Benchmarking Report charges are set out below

	Price	Total Price for standard PDF Format Report	Price for Additional Excel Data	Total Price for standard PDF Format and excel data
Basic fee	£50			
Plus per service report				
1 service	£25	£75	£50	£125
2-5 services	£100	£150	£50	£200
6-10 services	£200	£250	£50	£300
11-20 services	£300	£350	£50	£400
21-30 services	£500	£550	£90	£640
31-40 services	£700	£750	£130	£880
41-50 services	£900	£950	£150	£1100
51-100 services	£1350	£1400	£200	£1600
101+ services	£1950	£2000	£300	£2300

By submitting the spreadsheet to IPF/HouseMark, participants agree:

- To pay the charge due to Sitra following receipt of an invoice. Fees are normally not refundable once the Questionnaire has been submitted and in no circumstances once the reports have been distributed.
- By submitting the information, participants will be deemed to have authorised IPF/Sitra to make their anonymised data available to other participants.
- That their information will be used to provide comparator reports to other participants and will be held on our database.