



Review Sheet		
Last Reviewed 16 Mar '21	Last Amended 16 Mar '21	Next Planned Review in 12 months, or sooner as required.
Business impact	<p>MEDIUM IMPACT</p> <p>Changes are important, but urgent implementation is not required, incorporate into your existing workflow.</p>	
Reason for this review	Scheduled review	
Were changes made?	Yes	
Summary:	This policy has been reviewed and continues to support staff with monitoring business performance. Amendments to the forms have been made in order to give more detailed governance recording for review scheduling and monitoring.	
Relevant legislation:	<ul style="list-style-type: none"> • The Care Act 2014 • Health and Social Care Act 2008 (Registration and Regulated Activities) (Amendment) Regulations 2015 • Health and Safety at Work etc. Act 1974 • Safeguarding Vulnerable Groups Act 2006 • General Data Protection Regulation 2016 • Data Protection Act 2018 • Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) 	
Underpinning knowledge - What have we used to ensure that the policy is current:	<ul style="list-style-type: none"> • Author: CQC, (2018), <i>The Adult Social Care Key Lines of Enquiry and Prompts: Sources of evidence</i>. [Online] Available from: https://www.cqc.org.uk/sites/default/files/20180530%209001095%20ASC%20assessment%20framework%20with%20sources%20of%20evidence%20v4%2000.pdf [Accessed: 16/3/2021] • Author: CQC, (2017), <i>Regulations for service providers and managers</i>. [Online] Available from: https://www.cqc.org.uk/guidance-providers/regulations-enforcement/regulations-service-providers-managers [Accessed: 16/3/2021] 	
Suggested action:	<ul style="list-style-type: none"> • Encourage sharing the policy through the use of the QCS App • Share 'Key Facts' with all staff • Ensure relevant staff are aware of the content of the whole policy 	
Equality Impact Assessment:	QCS have undertaken an equality analysis during the review of this policy. This statement is a written record that demonstrates that we have shown due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations with respect to the characteristics protected by equality law.	



1. Purpose

1.1 To ensure that Inspiring Aspirations Plus Ltd T/A Inspiring Support complies with legislation, regulation and standards set out in relation to monitoring the performance of the service.

1.2 For clarity, this policy focuses on the Manager's Weekly Report to demonstrate performance at Inspiring Aspirations Plus Ltd T/A Inspiring Support. This policy forms part of an overarching governance framework and should be read in conjunction with other relevant audits, quality assurance and management policies and procedures at Inspiring Aspirations Plus Ltd T/A Inspiring Support.

1.3 The purpose is also to ensure that the Registered Manager understands the documentation used to communicate information to Inspiring Aspirations Plus T/A Inspiring Support. This process of information gathering will be a strategic extension of the day-to-day information gathering rather than a separate task.

1.4 To support Inspiring Aspirations Plus Ltd T/A Inspiring Support in meeting the following Key Lines of Enquiry:

Key Question	Key Lines of Enquiry
WELL-LED	W2: Does the governance framework ensure that responsibilities are clear and that quality performance, risks and regulatory requirements are understood and managed?
WELL-LED	W4: How does the service continuously learn, improve, innovate and ensure sustainability?

1.5 To meet the legal requirements of the regulated activities that {Inspiring Aspirations Plus Ltd T/A Inspiring Support} is registered to provide:

- | The Care Act 2014
- | Health and Social Care Act 2008 (Registration and Regulated Activities) (Amendment) Regulations 2015
- | Health and Safety at Work etc. Act 1974
- | Safeguarding Vulnerable Groups Act 2006
- | General Data Protection Regulation 2016
- | Data Protection Act 2018
- | Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)



2. Scope

2.1 The following roles may be affected by this policy:

- | Registered Manager
- | Other management
- | Administrator

2.2 The following Service Users may be affected by this policy:

- | Service Users

2.3 The following stakeholders may be affected by this policy:

- | Commissioners



3. Objectives

3.1 To raise awareness to key staff that performance reporting allows a means of identifying and addressing problems in a timely manner, by using frameworks such as the Manager's Weekly Report. This report identifies the source of the problem and allows for a deeper analysis to be conducted so that timely remedy can occur. It also facilitates a greater understanding of the current financial position in order to review business strategies.

3.2 The objective of performance reporting is for Inspiring Aspirations Plus Ltd T/A Inspiring Support to gain regular insight to understand problems, provide accurate comparisons against competitors and implement measures to ensure accountability for budgets and quality.

3.3 Strong management reporting is a necessity and Jo Kerley must produce timely, reliable information to make high-quality business decisions about the future of Inspiring Aspirations Plus Ltd T/A Inspiring Support.



4. Policy

4.1 It is the policy of Inspiring Aspirations Plus Ltd T/A Inspiring Support to identify targets, standards and key performance indicators that can be measured through the performance reporting systems.

4.2 When completing reports, the Registered Manager will ensure that the report is completed correctly in a timely manner, is user-friendly and informative. A positive culture of trust and openness will be present in relation to performance reporting and this includes being reliable in gathering and submitting information.

4.3 Management reports will contribute to the business strategy and this includes operational management, financial management and risk management.



5. Procedure

5.1 Principles of a Manager's Report

Information gathered should be focused, with key details highlighted. Where appropriate, all problems, explanations and solutions should be within the report. Jo Kerley can then assess, advise and initiate an appropriate course of action for the designated person to take.

Management reports should be designed to be able to:

- | Consolidate and integrate management information
- | Reflect the critical success factors of Inspiring Aspirations Plus Ltd T/A Inspiring Support and provide a high-level overview of performance
- | Be part of a normal business routine and not seen as an added task to complete
- | Be comprehensive
- | Provide reliable and easy-to-use information that Inspiring Aspirations Plus T/A Inspiring Support finds meaningful
- | Be appropriate to a challenging management environment and be reviewed regularly
- | Thoroughly analyse the information gathered to identify the underlying cause of a problem and take appropriate action

5.2 Completing the Manager's Report

There are three documents in the Forms section of this policy that can be used by Jo Kerley to detail performance at Inspiring Aspirations Plus Ltd T/A Inspiring Support:

- | The Manager's Weekly Report is intended for use on a weekly basis to allow Inspiring Aspirations Plus T/A Inspiring Support to maintain current information about basic elements of the performance of Inspiring Aspirations Plus Ltd T/A Inspiring Support. This form is designed to be filled in by the Registered Manager and sent to Inspiring Aspirations Plus T/A Inspiring Support
- | The Performance Review Agenda is intended to structure a face-to-face meeting between Jo Kerley and their senior
- | The Performance Review Action Planning Form is to be used for a performance review of Inspiring Aspirations Plus Ltd T/A Inspiring Support and action planning against each area. This report is intended to record costs of certain supplies as they are received by the establishment, where full accounting procedures are not followed

The frequency and timing of the completion of these documents will be agreed by Inspiring Aspirations Plus T/A Inspiring Support and the Registered Manager.

Performance reports should always be written clearly and simply. Everyday language should be used, wherever possible, and jargon or acronyms should be avoided.

Where Jo Kerley has gathered information from other members of staff, they must ensure that this information is accurate, open, honest and reliable.

5.3 Review and Audit

The Manager's Weekly Report should be subject to ongoing review and adapted accordingly to ensure that Inspiring Aspirations Plus T/A Inspiring Support is receiving the information they need.

The weekly report links to objectives, principles and practices expected at Inspiring Aspirations Plus Ltd T/A Inspiring Support. Therefore, ongoing compliance can be monitored and addressed, themes and trends captured and accountability assigned.

When auditing performance of the weekly reports, the person responsible should consider the following:

- | Accuracy
- | Relevance
- | Timeliness
- | Clarity
- | Depth



6. Definitions

6.1 Key Performance Indicators

- | Key performance indicators focus on how a task is being performed by measuring performance and if individual goals are being achieved
- | There are 8 types of key performance indicators:
 - | Efficiency indicators
 - | Effectiveness indicators
 - | Capacity indicators
 - | Productivity indicators
 - | Quality indicators
 - | Profitability indicators
 - | Competitiveness indicators
 - | Value indicators

6.2 Governance

- | Governance is an umbrella term that refers to overseeing, steering and influencing decision-makers to achieve policy objectives. Governance is a process that involves balancing influences and demands. It includes:
 - | Maintaining the strategic direction of policy development and implementation
 - | Detecting and correcting trends and distortions
 - | Regulating the behaviour and driving a culture conducive to effective practice
 - | Establishing transparent and effective accountability systems

6.3 Business Strategy

- | A business strategy is a long-term plan of action designed to achieve a particular goal or set of goals or objectives



Key Facts - Professionals

Professionals providing this service should be aware of the following:

- | Every business has a need for regular business performance reviews in order to steer strategies and priorities
- | Comparing what happens with what should have happened is valuable. This focus allows an evaluation of the effectiveness of Inspiring Aspirations Plus Ltd T/A Inspiring Support
- | Regulation standards expect that providers and senior managers are aware of the performance of Inspiring Aspirations Plus Ltd T/A Inspiring Support at all times. Performance reviews can form part of the evidence needed to satisfy regulatory bodies
- | Performance reviews should be seen as a daily exercise and not an additional task. In other words, information can be gathered over a period of days rather than in an urgent attempt to submit a report



Key Facts - People affected by the service

People affected by this service should be aware of the following:

- 1 Inspiring Aspirations Plus Ltd T/A Inspiring Support has clear systems in place to monitor how well it is performing on a weekly basis
- 1 By reviewing performance weekly, this allows Jo Kerley to action findings immediately and not allow them to escalate
- 1 Weekly manager reviews look at the quality, efficiency, effectiveness and financial performance of Inspiring Aspirations Plus Ltd T/A Inspiring Support
- 1 Inspiring Aspirations Plus Ltd T/A Inspiring Support reviews performance and supports Jo Kerley to identify the next priorities. This practice means that there is a drive for ongoing improvement so that you can expect a quality service



Further Reading

There is no further reading for this policy, but we recommend the 'underpinning knowledge' section of the review sheet to increase your knowledge and understanding.



Outstanding Practice

To be 'outstanding' in this policy area you could provide evidence that:

- 1 Timely submission, review, response and action to weekly management reports take place
- 1 Information gathering happens on a daily basis so that Jo Kerley has a birds-eye view of the performance of Inspiring Aspirations Plus Ltd T/A Inspiring Support at all times
- 1 Outcomes of performance reviews are discussed with key members of staff so that there is a culture of understanding and team effort in achieving and driving quality improvement and business performance
- 1 Business performance reviews are consistent, stored and filed securely and can be accessed and reviewed at any time on request
- 1 The wide understanding of the policy is enabled by proactive use of the QCS App



Forms

The following forms are included as part of this policy:

Title of form	When would the form be used?	Created by
Manager's Weekly Report - AC30	When collating quality data	QCS
Performance Review Agenda - AC30	When reviewing organisational performance	QCS
Performance Review Action Planning Form - AC30	When action is required on organisational performance	QCS

Weekly Manager's Report		Covering W/E	
Purpose:	To comply with statutes, regulations and quality standards.		
	To monitor performance of the service.		
Report Area	No	Telephone Notes	
Enquiries:			
Calls received:			
Visits to potential new Service Users			
Assessments of new Service Users			
Confirmed new Service Users			
Service User declined offer of service		State Reasons for declining offer	
Service declined offer of service			
Growth/Marketing Activity (*Name)			
Visits Made (*)	Phone Calls Made (*)	Brochures/Letters (*)	Other Marketing
Service Commencements and Terminations			
New Service Users			
Terminations			
Fees added £		Fees lost £	

Employee Turnover					
New Starters	Role	Hrs	Leavers	Reason	Hrs
Employee Hours Paid					
Role	Budget	Actual	Variance	Reason for Variance	
Care:					
Supervisory:					
Administration:					
Agency Use:					
Compliance Issues					
Area	No	Issue/Action			
Regulator:					
Commissioners:					
Health and Safety:					
Safeguarding:					
Notifications:					
To be completed and faxed by 2pm on the first workday each week. State time (that afternoon) when available to telephone (give 1 hour to read).					
Time:		Comments:			
Date:					
Sent By:		State first working day on duty next week			

Introduction

Review previous month's action plan
Review all incoming reports
CQC
EHO
HSE
Fire
Pharmacy Audit
Other
Review contract issues
Marketing/Competitor Issues and Trends
Complaints/Compliments
Accidents/Incidents

Hours and Enquiries

Today's hours
Average hours
Volume trends
Number, type and source of enquiries
Success rate for enquiries
Sales activity
Contact list

Staff Review

Recruitment, Retention, Vacancies
Staff Supervision, Appraisals
Staff conduct/Poor performance issues
Disciplinary/Grievance issues
Sickness absence, other absence, holidays
Other HR issues

(Continued on next page)

Premises

Maintenance issues
Service contracts
Health and Safety issues
Fire

Costs

Staffing costs
Supplies costs
Service User accounts

Some notes of range to cover in discussion - not intended to be an exhaustive list

Inspiring Aspirations Plus Ltd T/A Inspiring Support

Performance Review Action Plan							
Manager:			Reviewer:				
Location:			Date:				
Compliance							
Regulator:		HSE		H&S		PHE	
Commissioners				Safeguarding			
Discussion:							
Volume							
Current %				Average %			
Private %				Enquiry Rate			
Discussion:							
Staffing							
Current Vacancies				Current agency use per week			
Recruitment initiatives				Retention %			
Discussion:							
Reviewing							
Accounts / Costs				Personnel files random selection			
QA Reports / Audits				Care Plan audits / random selection			
Compliments / Complaints				Accidents / Incidents / Actions			
Discussion:							

Review Meeting Action Plan			
Actions required	By Who	By When	Review By
Manager Sign:		Date:	
Reviewer Sign:		Date:	