

Appendix C

Discovery LD Contract Balanced Scorecard March 2018

Supplier Contact:
Luke Joy-Smith
Donna Smith

Contract Value:
£205,911,399

Contract Expiration: March 2023
Length of contract: 6 years

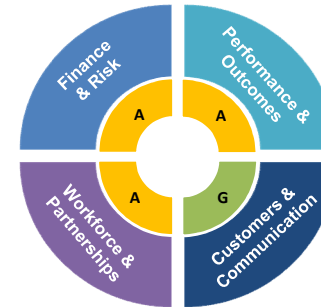
SCC Contract Owner:
Dale Newland

SCC Contract Commissioner:
Steve Veevers
CCG Lead Commissioner:
Felke Zoesthergen

Contract Reference:
DN90274

Areas of concern

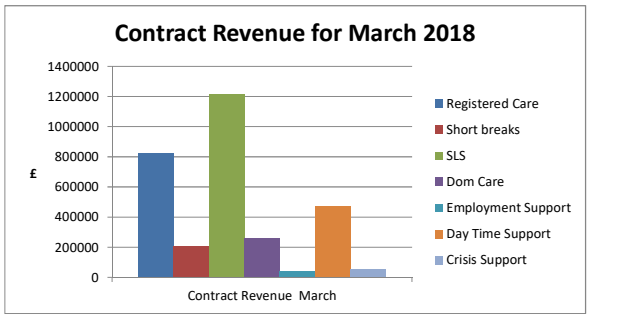
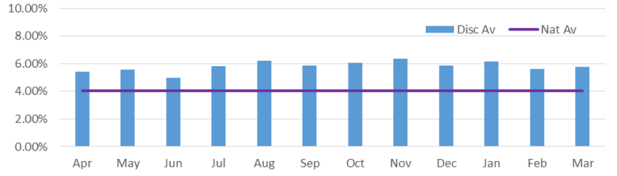
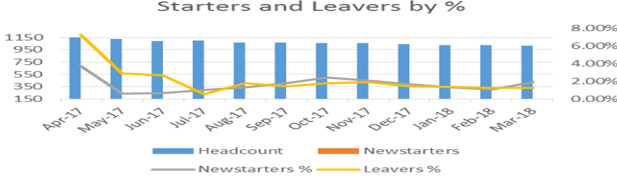
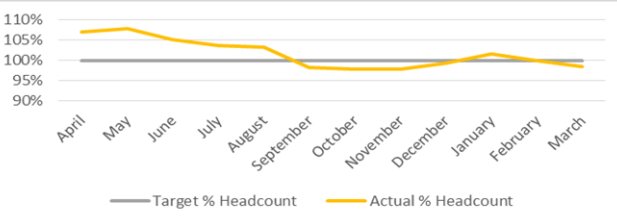
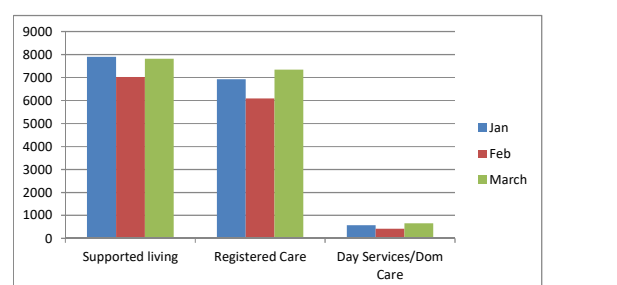
Discovery remains in line with the supplier solution based on our contractual submission. A meeting was held between Discovery and Somerset County Council (SCC) on 23rd March to agree Discovery's draft proposal for consultation. This is a critical adjustment to address the transformation activities and milestones affecting transferred colleagues. Work is now taking place to commence the transformation work from 1st May 2018 to conclude by 1st November 2018. A statement has circulated to stakeholders on the Day Service Transformation project and has helped families understand the differences between the responsibilities of SCC and Discovery in Individual Assessments.



Areas of success

1. Training compliance continues to increase among competing operational challenges.
2. Commencement of a second round of Quality Reviews being carried out.
3. Surveys for Customers and Families have been distributed.
4. Health survey has been issued for the people we support and we currently have a high return, which will inform our support and
5. Work has commenced between SCC and Discovery on the necessary closure of Oaks Crisis service in order to develop a more
6. De-registration work remains on course among other competing pressures and Business as Usual matters.

Finance & Risk						Performance & Outcomes																																																																																																											
Measure	Period	Risk	Previous RAG	Current RAG	DOT	Measure	Period	Result	Previous RAG	RAG	DOT	Comments																																																																																																					
Contract Risk & Issues Profile (Top 3 risks/issues for delivery of the contract)	March	Risk Assurance Summary. Updated: 01/03/18 <table border="1"> <thead> <tr> <th>Strategic risk</th> <th>Owner</th> <th>Current Risk Ratings (residual)</th> <th>Previous risk rating</th> <th>Previous risk rating</th> <th>Previous risk rating</th> <th>Previous risk rating</th> <th>Previous risk rating</th> <th>Previous risk rating</th> <th>Previous risk rating</th> </tr> <tr> <th>Probability</th> <th>Impact</th> <th>Score</th> <th>2017</th> <th>2017</th> <th>2017</th> <th>2017</th> <th>2017</th> <th>2017</th> <th>2017</th> </tr> </thead> <tbody> <tr> <td>Quality</td> <td>Dawn Graham</td> <td>4</td> <td>4</td> <td>18</td> <td>18</td> <td>18</td> <td>18</td> <td>18</td> <td>18</td> </tr> <tr> <td>Financial Viability</td> <td>Lisa Evans</td> <td>2</td> <td>3</td> <td>6</td> <td>12</td> <td>12</td> <td>12</td> <td>12</td> <td>12</td> </tr> <tr> <td>Business Systems</td> <td>Lisa Evans</td> <td>3</td> <td>4</td> <td>12</td> <td>16</td> <td>16</td> <td>16</td> <td>16</td> <td>16</td> </tr> <tr> <td>Regulation</td> <td>Luke Joy-Smith</td> <td>2</td> <td>4</td> <td>8</td> <td>12</td> <td>12</td> <td>12</td> <td>12</td> <td>12</td> </tr> <tr> <td>Workforce</td> <td>Chris Best</td> <td>4</td> <td>4</td> <td>16</td> <td>16</td> <td>16</td> <td>16</td> <td>16</td> <td>16</td> </tr> <tr> <td>Reputation and Relationships</td> <td>Paul Mills</td> <td>3</td> <td>5</td> <td>15</td> <td>20</td> <td>18</td> <td>18</td> <td>18</td> <td>18</td> </tr> <tr> <td>Business Development</td> <td>Paul Mills</td> <td>3</td> <td>3</td> <td>9</td> <td>9</td> <td>9</td> <td>9</td> <td>9</td> <td>9</td> </tr> <tr> <td>Governance</td> <td>Luke Joy-Smith</td> <td>1</td> <td>4</td> <td>4</td> <td>8</td> <td>8</td> <td>12</td> <td>12</td> <td>12</td> </tr> </tbody> </table>				Strategic risk	Owner	Current Risk Ratings (residual)	Previous risk rating	Previous risk rating	Previous risk rating	Previous risk rating	Previous risk rating	Previous risk rating	Previous risk rating	Probability	Impact	Score	2017	2017	2017	2017	2017	2017	2017	Quality	Dawn Graham	4	4	18	18	18	18	18	18	Financial Viability	Lisa Evans	2	3	6	12	12	12	12	12	Business Systems	Lisa Evans	3	4	12	16	16	16	16	16	Regulation	Luke Joy-Smith	2	4	8	12	12	12	12	12	Workforce	Chris Best	4	4	16	16	16	16	16	16	Reputation and Relationships	Paul Mills	3	5	15	20	18	18	18	18	Business Development	Paul Mills	3	3	9	9	9	9	9	9	Governance	Luke Joy-Smith	1	4	4	8	8	12	12	12	1. Training compliance continues to rise among competing operational challenges.	KPI Reporting by exception % of individual hours not delivered - Target Score 90% - 100% - Supported Living	March		KPI Service point	KPI Target Score	→	92.1% of individual hrs delivered in period
Strategic risk	Owner	Current Risk Ratings (residual)	Previous risk rating	Previous risk rating	Previous risk rating	Previous risk rating	Previous risk rating	Previous risk rating	Previous risk rating																																																																																																								
Probability	Impact	Score	2017	2017	2017	2017	2017	2017	2017																																																																																																								
Quality	Dawn Graham	4	4	18	18	18	18	18	18																																																																																																								
Financial Viability	Lisa Evans	2	3	6	12	12	12	12	12																																																																																																								
Business Systems	Lisa Evans	3	4	12	16	16	16	16	16																																																																																																								
Regulation	Luke Joy-Smith	2	4	8	12	12	12	12	12																																																																																																								
Workforce	Chris Best	4	4	16	16	16	16	16	16																																																																																																								
Reputation and Relationships	Paul Mills	3	5	15	20	18	18	18	18																																																																																																								
Business Development	Paul Mills	3	3	9	9	9	9	9	9																																																																																																								
Governance	Luke Joy-Smith	1	4	4	8	8	12	12	12																																																																																																								
Contract Charge vs Contract Actual Spend	March					Reporting by Exception: Progress against Transformation milestones and/or key dates for any projects/plans/deliverables	March			G	→	Conversation held between LJS/SC in light of Unison (South West) reluctance to accept the need for change. Meeting held 23rd March to discuss impact on contractual milestones																																																																																																					
Service Delivery Volumes - 3 Months Data excluding Nights and Residential Short Breaks	March					Discovery Audit outcomes by 5 key areas	March	<table border="1"> <thead> <tr> <th>Services Audited =2</th> <th>Safe</th> <th>Effective</th> <th>Caring</th> <th>Responsive</th> <th>Well led</th> <th>Average Compliance Score</th> </tr> </thead> <tbody> <tr> <td>Exceeding Expectations</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td></td> </tr> <tr> <td>Meeting Expectations</td> <td>0</td> <td>0</td> <td>1</td> <td>1</td> <td>0</td> <td></td> </tr> <tr> <td>Partly Meeting Expectations</td> <td>0</td> <td>1</td> <td>1</td> <td>0</td> <td>1</td> <td></td> </tr> <tr> <td>Not Meeting Expectations</td> <td>2</td> <td>1</td> <td>0</td> <td>1</td> <td>1</td> <td>72%</td> </tr> </tbody> </table>	Services Audited =2	Safe	Effective	Caring	Responsive	Well led	Average Compliance Score	Exceeding Expectations	0	0	0	0	0		Meeting Expectations	0	0	1	1	0		Partly Meeting Expectations	0	1	1	0	1		Not Meeting Expectations	2	1	0	1	1	72%																																																																						
Services Audited =2	Safe	Effective	Caring	Responsive	Well led	Average Compliance Score																																																																																																											
Exceeding Expectations	0	0	0	0	0																																																																																																												
Meeting Expectations	0	0	1	1	0																																																																																																												
Partly Meeting Expectations	0	1	1	0	1																																																																																																												
Not Meeting Expectations	2	1	0	1	1	72%																																																																																																											
True Up Activity - service charges and sleep ins/sleep in top-up	N/A					Compliance and/or Non-Compliance with any Contracted Obligations	March	Discovery remains on track with all overall contractual obligations																																																																																																									

Overall Revenue	March		Performance against the suppliers obligation to pay its Sub-contractors within 30 days of an undisputed invoice	March	At the end of March 2018 there were no approved purchase invoices aged 30 days plus outstanding for payment by Discovery
			Reporting of sustainability and energy efficiency indicators	March	Discovery is committed to ensuring all systems and processes consider the sustainability and energy efficiencies within their decision making.
			Social Value Outcomes	March	In line with supplier solution social value outcomes will from 18/19 social value outcomes will be enhanced following first year trading.
			Summary of Employment Support quarterly report highlighting areas of concern	March	Report submitted. Areas of concerns surround accuracy of numbers of customers. Meeting has been held between Discovery and SCC and the baseline is yet to be agreed.
			Number of CQC inspection and outcomes and mitigation	March	1 CQC inspection rated Good
Workforce & Partnerships			Customers & Communication		
Measure	Period	Result	Measure	Period	Comments/Statement
Staff Absence (Average days lost to team staff sickness)	Apr - Mar		Reporting of Supplier Satisfaction Results or any proposed Satisfaction Surveys to be launched for any of the services delivered under the contract. (including complaints)	March	Colleague survey closed, results awaited. Customer, Family and Health survey are underway, extended (as planned) for short period to encourage greater return.
Starters & Leavers Analysis	Apr - Mar		Compliance with Contract Governance	March	Current contractual compliance is on track although meeting schedules have been changed in agreement between SCC and Discovery.
Workforce Totals - Excluding Relief	Apr - Mar		Statement of relationship with the suppliers key stakeholders	March	<p>Customers - Customer relationship seems positive from front-line delivery to senior management.</p> <p>Colleagues - Negatively effected by STEP program</p> <p>Families/Advocates - Growing concerned around transformation activity.</p> <p>SCC - Relationship stays strong between Discovery and SCC.</p>
Agency Staff Analysis in Hrs	Dec- Mar		Safeguarding/Never Events - number of incidents and mitigation	March	<p style="text-align: center;">a a</p> <p>As reported in previous months a number of 'near miss's Never Events continue to be identified through our quality reviews. These failings were identified through the Quality Review process we introduced since the contract transfer. It is becoming clear that although we do not wish to have any Never Events, the Never Event process we have introduced since transfer does provide valuable learning which is shared across Discovery to improve the overall practice and support arrangements.</p>
Business Continuity and/or Disaster Recovery Plans are in place and have been provided to SCC	March	In place			