



Appendix 6

# Hackney Children's Homes Performance & Contract Management

Version Control:

Version	Date	Changes	By whom
v1.0	April 2025	First draft	Integrated Commissioning Service
v2.0	July 2025	Final version	Integrated Commissioning Service

## 1. Purpose

By using a balanced set of performance management information including KPIs that cover quality of care, outcomes for children, efficiency, and the voice of our children, we will effectively monitor the performance of our children's homes block contract and ensure that it is delivering high quality services that meet the needs of Hackney children.


Our performance management approach will take account of the following considerations:

- **Clearly articulate what we want the service to deliver:**
  - **Outcomes** - Specify the outcomes we want to achieve for Hackney's children.
  - **Service standards/levels** - Specify the service standards and levels we want the service to achieve.
  - **Service inputs & outputs** - Specify the service inputs and outputs we want to be delivered.
- **Performance management methodology** - Build a system that shows a robust 360 degree view of performance.
- **Data collection:** Ensure that robust systems are in place to collect accurate and timely data for each metric.
- **Target setting:** Set realistic and challenging targets for each KPI, taking into account the specific needs of children and the context of the provision.
- **Monitoring and review:** Regularly monitor performance against the KPIs and other data provided and use the data to inform contract management, drive improvement, and address any areas of concern.
- **Qualitative data:** While quantitative data is important, we will also measure qualitative information, such as case studies and feedback from children and staff, to provide a holistic view of performance.
- **Local context:** We will tailor the KPIs to the specific needs and priorities in Hackney and the children in our care.
- **Collaboration:** Work collaboratively with the provider to agree on relevant and measurable KPIs.

## 2. Performance Management Domains

Performance management activities will be split into 5 key domains:

- Quality of care, education, employment and outcomes for children

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- Health and wellbeing
  - Social and emotional development
  - Service management and efficiency
  - Children's voice

### **3. Service Outcomes**

**The primary outcomes for the service are:**

- Delivery of high quality residential services with robust regulatory compliance, sustained good or outstanding inspection judgements and a culture of continuous improvement evidenced through inspection activity.
- Create an environment of stability for children through building and sustaining positive relationships and minimising unplanned moves.
- Support and promote children's educational attainment, progress and continued engagement in Education, Employment and Training.
- Children are supported to develop age appropriate independent living skills and successfully transition to onward care/support arrangements as identified in their Care Plan or Pathway Plan.
- Children experience improved emotional wellbeing and are engaged with appropriate health and mental health services.
- Children are supported to develop social skills, have positive self esteem and are able to form positive relationships
- Children are safe and are making progress against the objectives set out in their care plans or pathway plans
- Management of the service is robust, evidencing strong partnership working with Hackney's Corporate Parenting Service and Children's Integrated Commissioning Service.
- Referral and matching will be child centred and in consultation with Hackney's Corporate Parenting Service and the Children's Integrated Commissioning Service to ensure that occupancy is maintained at an agreed level.
- The voice of children is at the heart of service delivery directing and informing the development and day to day running of the service.

- Hackney’s STAR practice model, delivering systemic, trauma informed and anti-racist practice, is embedded in service delivery.

#### 4. Performance Management Framework

Outcome/ Performance Standard	Output	Measures	KPI’s	Methods of assessment
<b>Quality of care, education, employment and outcomes for children</b>				
Delivery of high quality residential services with robust regulatory compliance, sustained good or outstanding inspection judgements and a culture of continuous improvement evidenced through inspection activity.	<ul style="list-style-type: none"> <li>• Ofsted inspections</li> <li>• Internal audits</li> <li>• Quality assurance reports</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain good or outstanding Ofsted judgement</li> <li>• No enforcement notices</li> <li>• Robust action plans resulting from any regulatory inspections</li> <li>• Evidence of continuous service improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Ofsted rating</li> <li>• No of enforcement notices</li> <li>• 100% of reg 44 reports that are “good” or “excellent “ against internal quality assurance criteria</li> </ul>	<ul style="list-style-type: none"> <li>• Provider notifications</li> <li>• Monitoring returns</li> <li>• Contract management meetings</li> <li>• Site visits</li> <li>• Inspection reports (Reg 44 &amp; Ofsted)</li> <li>• Action plan in place / meeting recommendations &amp; requirements</li> </ul>



Outcome/ Performance Standard	Output	Measures	KPI's	Methods of assessment
<p>Create an environment of stability for children through building and sustaining positive relationships and minimising unplanned moves.</p>	<ul style="list-style-type: none"> <li>● Placement tracker</li> <li>● Staff rota logs</li> <li>● Child feedback forms</li> </ul>	<ul style="list-style-type: none"> <li>● No of children who move successfully and in a planned way from the service</li> <li>● Number of children whose care arrangement has ended in an unplanned way</li> <li>● Learning reviews from placement breakdowns</li> <li>● Key worker changes</li> <li>● Children report that they feel settled and have positive relationships with staff</li> </ul>	<ul style="list-style-type: none"> <li>● 0% (TBC) Unplanned moves</li> <li>● 100% planned moves from the home</li> <li>● &lt; 29% TBC staff turnover(based on UK Children's Home Workforce Densus (DfE 2024 data, as average staff turnover)</li> <li>● Length of stay of children living in the home</li> <li>● 100% of children living in the home report that they feel settled and have positive relationships with staff</li> </ul>	<ul style="list-style-type: none"> <li>● Provider notifications</li> <li>● Monitoring returns</li> <li>● Contract management meetings</li> <li>● Site visits</li> <li>● Inspection reports (Reg 44 &amp; Ofsted)</li> <li>● Case studies</li> <li>● Feedback from children</li> <li>● Young Commissioners inspections</li> </ul>



Outcome/ Performance Standard	Output	Measures	KPI's	Methods of assessment
Support and promote children's educational attainment, progress and continued engagement in Education, Employment and Training.	<ul style="list-style-type: none"> <li>● Attendance record</li> <li>● Engagement summaries</li> <li>● Transition plans</li> </ul>	<ul style="list-style-type: none"> <li>● Attendance at school, AP, further education, apprenticeships or employment.</li> <li>● Aggregated progress data in key subjects or qualifications achieved.</li> <li>● Successful transitions to further education, training, or employment.</li> </ul>	<ul style="list-style-type: none"> <li>● 100% of children in Education, Employment &amp; Training</li> <li>● Individual child's attendance at education &gt;90%</li> </ul>	<ul style="list-style-type: none"> <li>● Monitoring returns</li> <li>● Contract management meetings</li> <li>● Site visits</li> <li>● Case studies</li> <li>● Feedback from children</li> <li>● Young Commissioners inspections</li> <li>● Reg 44 reports</li> </ul>
Children are supported to develop age appropriate independent living skills and successfully transition to onward care/support arrangements as	<ul style="list-style-type: none"> <li>● Evidence of regular assessments</li> <li>● Pathway plan progress</li> <li>● Activity logs</li> <li>● Children progress</li> </ul>	<ul style="list-style-type: none"> <li>● Qualitative feedback - positive commentary from children, staff and external professions on the development of these skills</li> </ul>	<ul style="list-style-type: none"> <li>● 100% of children have clear, individualised independent living skills goals in their plans</li> <li>● 90% or more of children demonstrating consistent,</li> </ul>	<ul style="list-style-type: none"> <li>● Individual children's progress against goals and outcomes</li> <li>● Monitoring returns</li> <li>● Contract management meetings</li> </ul>



Outcome/ Performance Standard	Output	Measures	KPI's	Methods of assessment
identified in their Care Plan or Pathway Plan.	developing their independent living skills based on their baseline abilities	<ul style="list-style-type: none"> <li>• Observation and feedback from staff, family and social workers / external professionals</li> </ul>	measurable progress against their identified independent living goals <ul style="list-style-type: none"> <li>• # / % TBC of children successfully moving on to supported or independent living arrangements</li> <li>• # / % TBC of children successfully moving on foster care or connected carer</li> <li>• % Children returning home (reunification, in a planned way)</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from children</li> <li>• Feedback from staff</li> <li>• Feedback from social workers and other professionals</li> <li>• Children Looked After Reviews</li> </ul>
<b>Health and wellbeing</b>				



Outcome/ Performance Standard	Output	Measures	KPI's	Methods of assessment
Children experience improved emotional wellbeing and are engaged with appropriate health and mental health services.	<ul style="list-style-type: none"> <li>● Emotional well being scales</li> <li>● CAMHS referrals and reports</li> </ul>	No of children: <ul style="list-style-type: none"> <li>● Registrated with GP</li> <li>● Attended regular dentist check ups</li> <li>● Attended regular eye tests</li> <li>● Up to date vaccinations</li> <li>● CLA medical checks</li> </ul>	<ul style="list-style-type: none"> <li>● 100% children registered with a GP</li> <li>● 100% children registered with a dentist &amp; attending regular check ups</li> <li>● % / No. of children with up to date vaccinations</li> </ul>	<ul style="list-style-type: none"> <li>● Monitoring returns</li> <li>● Contract management meetings</li> <li>● Reg 44 &amp; ofsted reports</li> </ul>
		<ul style="list-style-type: none"> <li>● Evidence of improved emotional wellbeing through assessments and/or feedback</li> </ul>	<ul style="list-style-type: none"> <li>● # / % of children with identified need engaging with CAMHS/ clinical support / receiving</li> <li>● Improvement in SDQ scores or an alternative distance travelled outcomes measure</li> </ul>	<ul style="list-style-type: none"> <li>● SDQ scores/reports or alternative distance travelled outcomes measure</li> <li>● Feedback from professionals working with the child</li> </ul>
		<ul style="list-style-type: none"> <li>● Successful</li> </ul>		<ul style="list-style-type: none"> <li>● Progress reports</li> </ul>



Outcome/ Performance Standard	Output	Measures	KPI's	Methods of assessment
		management of specific health needs and attendance at appointments.		<ul style="list-style-type: none"> <li>● CLA reviews</li> <li>● CLA medical checks</li> </ul>
<b>Social and emotional development</b>				
Children are supported to develop social skills, have positive self esteem and are able to form positive relationships	<ul style="list-style-type: none"> <li>● Social development plans</li> <li>● Peer interaction observations</li> <li>● Key worker logging meetings</li> </ul>	Number of: <ul style="list-style-type: none"> <li>● Number of key worker sessions delivered</li> <li>● Number of missed key worker sessions</li> <li>● Children report that they have a positive relationship with their keyworker and value the support provided</li> </ul>	<ul style="list-style-type: none"> <li>● # / % children engaged in hobbies and interests outside the home</li> <li>● # / % children experienced a change in key worker</li> <li>● # / % children maintain contact with friends and family</li> <li>● # / % children participate in their chosen leisure/ cultural/ faith activities</li> </ul>	<ul style="list-style-type: none"> <li>● Provider notifications</li> <li>● Monitoring returns</li> <li>● Contract management meetings</li> <li>● Site visits</li> <li>● Inspection reports (Reg 44 and Ofsted)</li> <li>● Case studies</li> <li>● Feedback from children</li> <li>● Feedback from Hackney staff and partners</li> <li>● Young Commissioners inspections</li> </ul>
		<ul style="list-style-type: none"> <li>● Participation in</li> </ul>		



Outcome/ Performance Standard	Output	Measures	KPI's	Methods of assessment
		positive activities and community involvement outside of educational settings		<ul style="list-style-type: none"> <li>No. &amp; frequency of missing reports &amp; if they were completed within timescales according to policy</li> </ul>
Children are safe and are making progress against the objectives set out in their care plans or pathway plans	<ul style="list-style-type: none"> <li>Updated care pathway plans</li> <li>Risk assessments</li> <li>Progress review reports</li> </ul>	<ul style="list-style-type: none"> <li>Individual care plans are implemented effectively and children are achieving the goals set out within them.</li> </ul>	<ul style="list-style-type: none"> <li>100% of care plan objectives reviewed and showing positive progress within agreed timescales.</li> </ul>	
		<ul style="list-style-type: none"> <li>Missing from home events and return interviews</li> <li>Incidents and summary detail</li> <li>Reported safeguarding incidents, including the timeliness and appropriateness of responses</li> </ul>	<ul style="list-style-type: none"> <li>Total number of missing episodes (during agreed period)</li> <li>5 &amp; No. of individual children who have had missing episodes (during agreed period)</li> <li>No &amp; % of</li> </ul>	



<b>Outcome/ Performance Standard</b>	<b>Output</b>	<b>Measures</b>	<b>KPI's</b>	<b>Methods of assessment</b>
		<ul style="list-style-type: none"><li>• Evidence of staff training in safeguarding procedures.</li><li>• Children report feeling safe</li></ul>	children who have been missing who were reported according to procedure <ul style="list-style-type: none"><li>• No &amp; % of children received a return home interview within timescales</li><li>• No &amp; % children seeing a reduction in the number of missing episodes over time</li></ul>	
		<ul style="list-style-type: none"><li>• Evidence of improved emotional well-being through assessments or feedback.</li></ul>	<ul style="list-style-type: none"><li>• # / % Improvement in SDQ score or similar distance travelled outcome measurement tool</li></ul>	



Outcome/ Performance Standard	Output	Measures	KPI's	Methods of assessment
		<ul style="list-style-type: none"> <li>• High Net Promoter score regarding children's progress from Social Workers</li> </ul>	<ul style="list-style-type: none"> <li>• +75% net promoter score</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring returns</li> <li>• Contract management meetings</li> </ul>
<b>Service Management and Efficiency</b>				
<p>Management of the service is robust, evidencing strong partnership working with Hackney's Corporate Parenting Service and Children's Integrated Commissioning Service.</p>	<ul style="list-style-type: none"> <li>• Joint actions plan</li> <li>• Performance and contract monitoring reports</li> </ul>	<ul style="list-style-type: none"> <li>• Staff turnover rates</li> <li>• Staff sickness rates</li> <li>• Use of agency staff</li> <li>• Staff survey results</li> <li>• Number and summary detail of complaints/ compliments</li> <li>• Changes in Registered Manager or</li> </ul>	<ul style="list-style-type: none"> <li>• 100% of staff who have completed mandatory training</li> <li>• 100% of who have completed relevant national occupational standards</li> <li>• &lt; 29% TBC staff turnover(based on UK Children's Home Workforce Census (DfE 2024 data, as average staff turnover)</li> </ul>	<ul style="list-style-type: none"> <li>• Provider notifications</li> <li>• Monitoring returns</li> <li>• Contract management meetings</li> <li>• Site visits</li> <li>• Inspection reports (Reg 44 and Ofsted)</li> <li>• Case studies</li> <li>• Feedback from children</li> <li>• Feedback from Hackney staff and partners</li> <li>• Young Commissioners</li> </ul>



Outcome/ Performance Standard	Output	Measures	KPI's	Methods of assessment
		Responsible Individual <ul style="list-style-type: none"> <li>● Staff receive required and relevant training to meet the needs of the children in their care</li> <li>● Hackney Corporate Parenting Service staff report good relationships with the service</li> </ul>	<ul style="list-style-type: none"> <li>● % use of agency staff</li> </ul>	inspections
Referral and matching will be child centred and in consultation with Hackney's Corporate Parenting Service and Children's Integrated Commissioning Service to ensure that occupancy is	<ul style="list-style-type: none"> <li>● Occupancy tracker</li> <li>● Referrals tracker</li> <li>● Matching</li> </ul>	<ul style="list-style-type: none"> <li>● Occupancy rates</li> <li>● Number/duration of void periods</li> <li>● Referrals received and conversion rates</li> <li>● Referral to Placement Times</li> <li>● Demographic &amp;</li> </ul>	<ul style="list-style-type: none"> <li>● Service utilisation within 90% occupancy</li> <li>● % TBC referral conversion rates</li> <li>● % &amp; No. of referrals responded to</li> </ul>	<ul style="list-style-type: none"> <li>● Provider notifications</li> <li>● Monitoring returns</li> <li>● Contract management meetings</li> <li>● Site visits</li> <li>● Inspection</li> </ul>



Outcome/ Performance Standard	Output	Measures	KPI's	Methods of assessment
maintained at an agreed level.		referral data	within agreed timescales	reports (Reg 44 and Ofsted) <ul style="list-style-type: none"> <li>● Case studies</li> <li>● Feedback from children</li> <li>● Feedback from Hackney staff and partners</li> <li>● Young Commissioners inspections</li> <li>● Annual &amp; quarterly demographic &amp; referral data</li> </ul>
<b>Children and Young People's Voice</b>				
The voice of children is at the heart of service delivery directing and informing the development and day to day running of the service.	<ul style="list-style-type: none"> <li>● Documented input from children via feedback/meetings</li> </ul>	<ul style="list-style-type: none"> <li>● Mechanisms for gathering feedback from children</li> <li>● Children report</li> <li>● Evidence of implementing changes based on children's feedback</li> </ul>	<ul style="list-style-type: none"> <li>● # / % children reporting feeling satisfied with the support of the service</li> <li>● No. of complaints received by children</li> <li>● % &amp; no. of</li> </ul>	<ul style="list-style-type: none"> <li>● Contract management meetings</li> <li>● Site visits</li> <li>● Inspection reports (Reg 44 and Ofsted)</li> <li>● Case studies</li> <li>● Feedback from children</li> </ul>



Outcome/ Performance Standard	Output	Measures	KPI's	Methods of assessment
			complaints resolved within agreed timescales	<ul style="list-style-type: none"> <li>● Moving on reflections</li> <li>● Feedback from Hackney staff and partners</li> <li>● Young Commissioners inspections</li> </ul>
<b>STAR Practice Model</b>				
<p>Hackney's STAR practice model, delivering systemic, trauma informed and anti-racist practice is embedded in service delivery.</p> <p>All staff and management in the homes are working in an anti-racist way</p>	<ul style="list-style-type: none"> <li>● Document training logs for specific areas</li> <li>● STAR model implementation plans</li> <li>● Children are supported by trauma informed, proactively anti-racist staff who advocate and challenge racism and</li> </ul>	<ul style="list-style-type: none"> <li>● Consistent and appropriate language used in all reports / communication, reviews</li> <li>● Referencing STAR in any reports</li> <li>● Building relationships with children &amp; investing in those</li> <li>● Staff attending mandatory training and</li> </ul>	<ul style="list-style-type: none"> <li>● 100% of staff attended available training sessions around STAR &amp; Anti Racist Practice &amp; parenting</li> <li>● No &amp; % Staff completed trauma informed (or similar training)</li> <li>● No &amp; % staff attended related training within a year</li> <li>● No &amp; % staff</li> </ul>	<ul style="list-style-type: none"> <li>● Case studies</li> <li>● Feedback from children</li> <li>● Feedback from social workers &amp; other professionals</li> <li>● Feedback from family</li> <li>● CLA reviews</li> <li>● Contract monitoring</li> <li>● Site visits</li> <li>● Inspection reports &amp; reg 44s</li> </ul>



Outcome/ Performance Standard	Output	Measures	KPI's	Methods of assessment
	discrimination on their behalf	ongoing training around STAR & anti racist practice	attended clinical supervision	

**Other areas to consider:**

**"Distance Travelled":** Focus on measuring the "distance travelled" by each child – the progress they make from their initial point of entry into the home, regardless of where they stand against national averages.

Regularly capturing children's feedback should be standard practice throughout the service. At the minimum this should occur annually but should be demonstrated as more regular occurrence throughout the year and evidenced in team meetings with staff, home meetings with children and any changes or findings fed back to key stakeholders.

Baseline target and additional KPIs to be agreed with the successful provider during contract mobilisation.



## Appendix 1 - Notifications

Immediately ( if out of hours, the Council's Out of Hours Emergency Duty Team)	Within 24h in the event of:	Within 48 hours in the event of:
<b>Notifications</b>		
Death of a child placed with the provider	A formal complaint being received by the provider from the child, parent or family	Change of Registered Manager or where the Registered Managers is on sick leave for more than 14 days
Referral to the Independent Barring Board any person barred from regulated activity relating to Children	Any situation which threatens the child's well-being, including self harm or attempted self harm	Change of Responsible Individual or where the Responsible Individual is on sick leave for more than 14 days
Serious Illness or accident sustained by the child	A child does not wish to continue with the existing contact arrangements	Change in ownership of the company
Outbreak of any infectious disease which considered sufficiently serious to be so notified in the opinion of a registered medical practitioner	Concern for the safety of the child placed with the provider including family contact periods, visits by friends, or when out in the community	
An allegation that a child placed with the provider has committed a serious offence	Serious incident necessitating calling the police to the home	
Involvement or suspected involvement of a child placed with the provider in Child Sexual Exploitation	The provider becomes aware that a child living at the home has come into contact with a Schedule 1 offender	
Absence by a child from the home for		



<b>Immediately ( if out of hours, the Council's Out of Hours Emergency Duty Team)</b>	<b>Within 24h in the event of:</b>	<b>Within 48 hours in the event of:</b>
any reason unless pre-arranged and agreed with their social worker (please refer to Hackney Missing Children Policy)		
Instigation and outcome of any child protection enquiry involving a child placed with the provider		
Any serious complaint being received about any of the providers staff		

**The above is in addition to Regulation 40: Notification of a serious event as detailed in The Children's Homes (England) Regulations 2015.**

It is important to note that while some serious events may require notification to Ofsted "without delay" (which is often interpreted as within 24 hours for the most serious events), the general expectation is that for all significant events, the notification to the placing local authority (social worker & commissioner / contract manager) is always completed first.