

Performance measurement specification

Summary

The performance measurement specification supports key activities required within the Contract Performance Management Framework (CPMF), specifically the measurement, monitoring and management of performance against service agreement requirements. The [information guide \(Appendix 2\)](#) of this document also provides additional information and guidance to assist in understanding how to calculate the Key Performance Indicators (KPI) against the service agreement.

This specification defines;

- performance measures via Key Performance Indicators (KPIs),
- minimum levels of performance requirement for each measure, and
- service types each KPI will be associated with.

KPIs are performance measures that may or may not have targets associated. Where a target has been set, this sets the minimum service level requirement expected by the Department for Child Protection (DCP).

This specification groups KPIs into four (4) performance domains. The grouping enables targeted monitoring necessary to ensure safe quality care is delivered to children and young people in care.

1. Purpose

The performance measurement specification formally defines the minimum level of performance and service delivery required throughout the term of a service agreement between DCP and the Service Provider. This specification functions as a:

- Measuring tool: ensures that all parties use the same criteria to evaluate the service delivery, quality and safety.
- Support tool: provides a shared understanding of minimum level of service delivery and performance required throughout term of service.
- Communication tool: assists in opening up communication and dialogue on a regular basis in regards to performance.

2. Scope

The performance measurement specification applies to all non-government service providers that deliver the following Out of Home Care (OOHC) services on behalf of DCP;

- General family based care
- Specialist family based care
- Respite care
- Residential care
- Residential care: disability
- Supported independent living services
- Family reunification

3. Specification requirements

3.1 Measurement

3.1.1 Performance measures

KPIs are quantitative or qualitative measurements that help determine the extent to which agreed contractual outcomes, outputs, quality of service and compliance with legislative requirements have been achieved.

[Performance measures](#) are outlined in Appendix 1.

KPIs will be grouped into four performance domains; service delivery, quality of service, financial viability, and compliance.

Performance domain	Performance domain description	Example area of performance
Service delivery	Measures the volume and the degree to which the service is being delivered against the targets outlined in the agreement.	Numbers of: placements, referrals, carers, carer recruitments
Quality of service	Measures the continuity, safety and quality of care provided to children and young people. Quantifies the client's experience of the care being provided.	Care concerns for placements or carers; incident management; access and outcomes for health, culture, education and disability care.
Financial viability	Measures the capability of resources and management of those resources, to maintain or grow services.	Reporting of financial performance and workforce capability and capacity to deliver services as planned.
Compliance	Measures level of compliance to mandated standards, practices and legislation.	Evidence demonstrating compliance to policies, legislation, and standards.

In the [information guide \(Appendix 2\)](#), numerator and denominator details have been included against each KPI along with an example explanation (where applicable) to assist with the calculation of measures. Measures can be in; percentage, numeric, yes/no, or tick box format.

Service Provider KPI reporting is completed using the [Contract Management and Licensing System \(CMLS\)](#). Reporting is required to be completed and submitted to the DCP Contract Manager via CMLS within 31 days of the reporting period end (dependent on KPI information reporting frequency). For further information on reporting requirements refer to the [Reports and Meetings Service Provision Requirements](#) on the Service Provider area of the DCP website.

Tier 1 KPI results will be measured against the KPI targets detailed within the performance measurement specification; which will then determine the performance management responses.

3.1.2 Performance tiers and thresholds

Within each performance domain, KPIs will be grouped into Tier 1 and Tier 2 measures.

Performance against Tier 1 measures will initiate intervention triggers, known as performance management responses and are outlined in Section 3.6 of the DCP Contract Performance Management Framework.

Tier 2 measures will be used as supporting evidence to assist in providing context to Tier 1 measures within a specific performance domain to assist the service provider to improve the provision of safe quality delivery of service to its clients.

Performance targets and/or benchmarks will be allocated to each indicator as appropriate to reflect DCP's performance expectation.

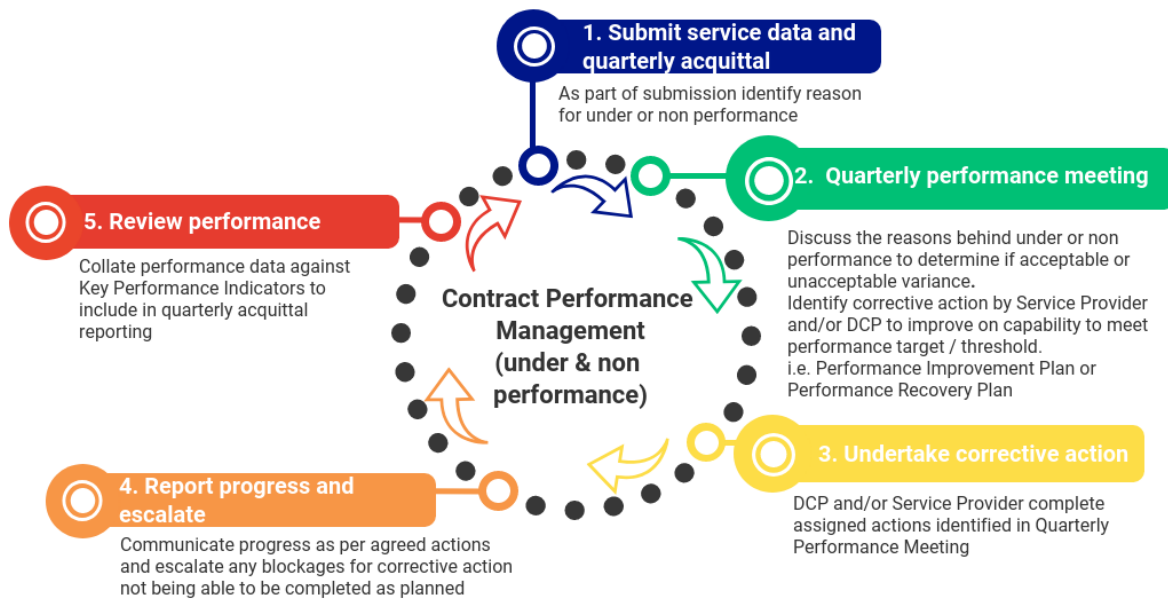
For each Tier 1 KPI DCP will establish a tolerance threshold. Tolerance thresholds will be specific for each measure. Performance against these thresholds will be used to trigger a contract performance management response.

3.1.3 Performance management responses

There are five (5) key performance management responses that may be applied, these are dependent on the performance level outlined in section 3.6 of the DCP Contract Performance Management Framework achieved, and are summarised below:

Performance management response	Performance level	Event trigger	Expected performance activities
Growth payments or increased funding for family based	Performance Level 1	Performance above expectations or targets.	Enact growth payment principles for family based placements.
No action	Performance Level 1	Performance as expected or meeting target.	N/A
Performance improvement plan	Performance Level 2	Under performance.	Formal performance improvement plan developed, timeframe for improvement = 18 weeks. May include enacting abatement guidelines.
Performance recovery plan	Performance Level 3	Non-performance.	Formal performance recovery plan developed, timeframe for improvement = 12 weeks. May include enacting abatement guidelines.
Contract review	Performance Level 4	Sustained non-performance.	Enact abatement guidelines and/or a breach of contract is declared and determination made whether contract variation or contract termination required in line with agreement terms and conditions.

Reasons for not meeting targets will be considered and discussed as part of contract management meetings about performance. DCPs' objective is to identify the cause of under or non-performance and work with the service provider and relevant DCP's stakeholders to achieve levels of performance. Action is dependent on the specific under or non-performance.



3.1.4 Measurement specification

To guide collection, collation and reporting of each KPI, business rules are defined within [Appendix 1](#). These performance measures define and detail the key elements required to build a standardised and unified bank of KPIs relevant to specific services.

These elements may include technical definitions and explanation as to how:

- the KPI is calculated
- the data is sourced, compiled and reported
- KPIs and data are structured (i.e. hierarchies, relationships and dependencies)

The design of systems and operational processes that collect, collate and report KPIs, are underpinned by the [performance measures in Appendix 1](#).

4. Related documents

Related documents, forms and templates	
Contract Management Framework	Framework that describes the required responsibilities associated with the 3 phases of the contract management lifecycle.
Contract Performance Management Framework	Framework that describes how DCP will measure, monitor and manage performance of out of home care contracts against defined minimum level requirements of service delivery throughout the term of service agreement between DCP and Service Provider.
Contract Management and Licensing System (CMLS) support materials	User guides and video tutorials that provide instruction to Service Providers in the use of the CMLS online portal.
Not-for-Profit Agreement	Legal contract document between DCP and service provider where payment is up-front to Not-for-Profit organisations.
Goods and Services Agreement	Legal contract document between DCP and service provider where payment is on invoice.

5. Performance measurement definitions and abbreviations

Term	Meaning
KPI information reporting frequency	Performance report frequency e.g. how often the data is required to be reported
KPI reporting responsibility	Source of who provides the data or report e.g. DCP or the Service Provider
Performance assessment frequency	Frequency of time performance measures will be formally assessed against performance targets and thresholds and utilised to report service provider performance.
Performance level 1 - performing	Range of performance outcome meeting or exceeding performance target requirement.
Performance level 2 – under performing	Range of performance outcome not meeting performance target requirement, and within upper and lower limits of “under performing” performance threshold.

Term	Meaning
Performance level 3 – not performing	Range of performance outcome not meeting performance target requirement, and within upper and lower limits of “not performing” performance threshold.
Performance level 4 - sustained non-performance.	Sustained non-performance resulting in a contract review. Additional information on definitions of sustained non-performance can be found in the Contract Performance Management Framework.
Performance measure description	Quantitative or qualitative measurements that describes and helps determine the extent to which agreed contractual outcomes, outputs, quality of service and compliance with legislative requirements have been achieved.
Performance measure source	Source of information collection for reporting of performance measure. Defined as either DCP indicating Department for Child Protection information source or Service Provider indicating requirement of service provider provision.
Performance measure target	Minimum level of performance requirement to meet the Department for Child Protection’s performance expectations.
Performance report frequency	Frequency of time performance information and measure will be collected and reported (where applicable).
Performance threshold	Defined upper and lower limits of desired performance around a target value
Performance tier	The level of measurement within the Contract Performance Management Framework: Tier 1 – Critical performance measures, core to measuring service delivery Tier 2 – Supporting performance measures providing context to tier 1 measures

6. Appendices

Appendices	Title
1	Performance measures
2	Information guide

Document control

Reference No./ File No.			
Document Owner		Lead Writer (name, position)	
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Commencement date	01/07/2021	Review date	01/08/2024
Risk rating	Consequence Rating	Likelihood	Risk Rating
Risk Assessment Matrix	Minor	Unlikely	Low

REVISION RECORD		
Approval Date	Version	Revision description
02/07/2021	V2.1	Inclusion of new Service Type KPIs as a result of procurement: (family reunification, residential care disability, and supported independent living services). Minor formatting amendments to follow procedure document template. Separating the performance measures and information guide into appendices for accessibility.
13/08/2019	V2.0	To include Tier 3 performance measures following sector consultation. Removal of family preservation related KPIs following Machinery of Government to Department of Human Services. Minor formatting amendments to domain names and table headings.
14/05/2019	V1.0	Approved (Tier 1 KPIs)