

2010

ROTHERHAM LTD

TURNING HOUSES INTO HOMES

PERFORMANCE MANAGEMENT FRAMEWORK



VERSION CONTROL				
Version	Created	Details	Author	Review/Approval
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1. INTRODUCTION

2010 Rotherham Ltd is committed to achieving excellent performance across the whole range of its services.

We aim to provide services that are the envy of our peers, valued by the Council, tenants and residents, and acknowledged by Government as being in the highest band. We understand that excellent performance is essential if we are to achieve the ambitious objectives set out in our Business Plan (parts 1&2).

Our definition of 'excellence' is:

- ALMO upper quartile performance – measured through Best Value Performance Indicators (BVPIs) or Local Performance Indicators (LPIs) benchmarking
- Continuous improvement of services
- Services which achieve quality as well as meeting financial targets
- Services which reflect and meet the needs of the diverse communities across the Borough
- Services which reflect the needs, priorities and opportunities identified by our tenants, residents and other stakeholders

How we see 'performance' management:

- Setting relevant and challenging targets or goals, through rigorous service planning processes
- Working to exceed targets
- Thinking imaginatively and strategically
- Valuing and recognising innovation
- Sharing and consistently implementing 'best practice'

- Demonstrating the highest possible levels of transparency/accountability
- Performance which supports broader change agendas, at national, borough and community levels
- Translating Government and community priorities into 2010 service delivery, from the strategic level to the contribution of individual members of staff.

Performance Management is essential to the success of a well run organisation and is a vital element of the Arms Length Management Organisation (ALMO) and Comprehensive Performance Assessment (CPA) processes.

The framework aims to assist board members, senior managers, staff and customer groups to understand performance management and the various components that contribute to effective performance.

We have used the following definition to bring context to this framework:

“A strategic and integrated approach to delivering sustained success to organisations by improving performance of the people who work in them and by developing the capabilities of teams and individual contributors” – source Armstrong & Baron (2000)

2. THE FRAMEWORK

The Business Plan, Management Agreement and Service Plans are vital parts of 2010 Rotherham's Performance Management Framework linking community priorities through to individual performance plans. Having such a clear framework enables each person in the organisation to identify how their actions contribute to our development and improvement. A well produced Business Plan and inclusive Service Plans are essential tools through which rational, evidence-based decisions can be taken concerning levels and types of service provision. The Business Plan forms the basis of three-year (refreshed annually) service plans which set out the service objectives, priorities and specific targets for each section of 2010 Rotherham Ltd.

The role of tenants and other stakeholders

Tenants and other stakeholders are offered a wide range of opportunities to influence or set priorities and goals and challenge the way services are delivered. Opportunities for tenant and resident involvement are set out in the "Here's the Deal" Compact document. They include the Key Player Initiative, for people who wish to specify their areas of interest and the ways they wish to be involved, and a range of Service Improvement Groups (SIG's) helping 2010 to develop different aspects of our services, such as the Decent Homes programme and our repairs and maintenance service.

We also receive information about our services from our Continuous Improvement and Customer Inspection Team, which is drawn from volunteer tenants and provides an independent testing and inspection service by visiting our front line operations to ensure we maintain quality standards. Our Service Standard Customer Forum also provides customers the opportunity to be involved in monitoring the services we provide and the Borough Wide Forums provide excellent opportunities for customers to influence the ways we develop and deliver key plans and strategies.

Our partnership working with other stakeholders, such as South Yorkshire Police, also enables us to develop our performance monitoring arrangements and improve our services in the wider context.

The role of staff in performance management

Staff are our greatest asset in providing the best performance we can. They help to plan the service, set targets and consult on tenant priorities. Staff have ownership of their own areas of work, are encouraged to identify improvements, and are accountable for their performance.

2010 Rotherham Ltd is committed to ensuring that managers and staff achieve high standards of performance and encourage professional and personal development through:

- Service Planning and Review
- Personal Development Reviews (PDR's)
- Monthly one to one sessions
- Individual and Team Development and Training Plans
- Improved Communications – i.e. Team Talk, Take Ten, etc

Performance improvement is not just relevant to setting and achieving quantifiable targets but also improving qualitative service provision, for example, equalities and diversity, customer care and value for money. We use the Audit Commission's Key Lines of Enquiry (KLOEs) for housing services to assess the quality of service delivery in both cross-cutting and service-specific areas. The KLOEs contain expected standards of performance which are not necessarily measured by performance indicators alone and are reviewed with Lead Managers annually.

Investors in People (IIP)

We have achieved Investors in People status, a national standard that indicates that we systematically invest in our employees, leading to improved organisational effectiveness and service provision.

As part of achieving this accreditation we have demonstrated we:

- are fully committed to the development of staff to meet the company's and Council's objectives
- clearly plan how the objectives will be met
- develop staff effectively to improve performance
- evaluate the impact investment in staff has on our performance.

Quality Awards

2010 Rotherham's Quality Awards aim to reward teams or individuals who have gone that extra mile. Each month a Quality Award is presented to an individual or a team for either a value for money initiative, exceptional performance improvement, exceptional innovation or excellence in customer services. Staff can be nominated for the award by managers, colleagues or customers. A panel of representatives from Rother Fed and the 2010 Board vote for the officer or team that they feel should win the 'Quality Award'.

Quality Service Award nominations are reported to staff through 'Teamtalk' and the Award is presented at the monthly award ceremonies prior to each Board meeting.

This award system is one of the ways in which we are promoting change in the culture of the organisation. Staff are encouraged to be innovative, proactive and share good practice. Recognition of achievement increases officer morale, which in turn has a positive effect on performance.

Communication and Transparent Dealings

Whilst we provide a lot of information on a regular basis as a tool for monitoring and managing performance, we also need to be transparent in our dealings. Displays in neighbourhood offices and tenant newsletters are some examples of how we show our tenants and residents the information they need to assess for themselves how well we are performing. We also ensure each Area Housing Panel receive regular local performance information and are involved in the monitoring of local targets.

Displays in Neighbourhood Offices

Performance information is displayed in Neighbourhood Offices and Customer Service Centres (CSC's). Information displayed includes for example, empty property turnaround times, rent arrears figures or urgent repairs completed on time. The display shows the performance over previous and current reporting periods so that tenants can see whether or not the appropriate service area is improving its performance.

This enables the company to show tenants and residents how the company is performing and can also act as a stimulus for tenants/residents to become involved in relevant Service Improvement Groups (SIG's) to improve aspects of the services they receive.

Round Your Place

This is a newsletter for tenants produced every 3 months. We report on our performance annually through this newsletter in a variety of ways, including the National Key Performance Indicators (KPI's), Local Performance Indicators (LPI's) and benchmarking information. Where we are not meeting our targets we also provide information about the actions we are taking to address under performing parts of the service.

The Role of Board Members

Board Members provide a clear vision and set the strategic priorities for the company. The Board also have a vital role to play in challenging services to ensure they are providing value for money. In addition the Board are responsible for approval of budgets to align resources to priorities to enable targets to be met. The Board has delegated specific responsibility to a Performance Committee. This Committee meets monthly and has a key role in monitoring performance against the targets that have been set.

The Role of the Council

The Council has a vital role in scrutinising the performance of 2010 Rotherham Ltd. The Cabinet Member has a responsibility to ensure the targets set are challenging and that they are met. The Council will receive regular performance reports giving details of progress against each target. The Council also have a responsibility to ensure the services provided by 2010 Rotherham Ltd reflect Council priorities and offer value for money. The Council's Strategic Landlord function ensures the delivery of the Council's housing management objectives through the ALMO.

3. PERFORMANCE INDICATORS

2010 Rotherham Ltd uses a set of performance indicators to monitor performance of the services it provides.

They include:

- Key Performance Indicators (KPIs)
- Local Performance Indicators, some of which are 'old' KPIs but all of which are designed to allow for benchmarking with other similar organisations.
- Management Local Performance Indicators, which are internal measures used to monitor key aspects of the service, but not necessarily to be used as benchmarking tools.
- Service Standards

The set of indicators reflects:

- Government priorities (eg the 'decent homes' standard)
- Business objectives (eg repairs performance)
- Financial management and control (eg rent arrears and empty property targets)
- Customer priorities (eg those emerging from Service Reviews).

The current set of indicators is attached at Appendix 1, but it is continually updated and refined in response to our developing performance management framework.

More specific performance measures for each service area underpin the basic performance indicators and are monitored through one to ones and team meetings.

4. COLLECTION & REPORTING OF PERFORMANCE INFORMATION

Currently performance indicators are produced from a variety of sources of information. The integrated housing management information technology system (OHMS) generates a broad range of information enabling easier calculation of all indicators, and also helps improve equalities monitoring.

The information must be accurate, timely, consistent and relevant, otherwise it is of no use when measuring performance. The accurate recording of information is a key element of training staff in the use of OHMS in order to ensure reliable data.

The performance management reports take into account the needs of different audiences. For instance:

Report	Audience	Frequency
KPI & LPI Performance Report	Performance Committee Board Managers Website Rotherham Borough Council	Monthly
Service Standards Reports	Performance Committee Managers Service Standard Customer Forum	Quarterly Quarterly Quarterly
Service Improvement Group Reports	Performance Committee Managers	Quarterly Quarterly
Quarterly Report (produced by RMBC)	Rotherham Borough Council – Cabinet member	Quarterly
Area Housing Panel Performance Reports (under development)	Area Housing Panels	Monthly
Performance posters	Customers Staff Website	Quarterly

Performance is reported to the following:

- Directorate Management Team (DMT)
- Executive Management Team (EMT)
- Managers Meetings
- Neighbourhood Managers Meetings
- Performance Management Meetings (including Performance Clinics)

Other sources of performance information range from customer satisfaction surveys, exit surveys, call backs, through to benchmarking data (eg from HouseMark, APSE, HQN) providing us with an all round balanced view of our performance over a specific period of time.

We obtain information from, and provide information to, a number of external groups and organisations. This two-way communication process enables us to keep up to date with the progress of other ALMOs, the changing requirements of the Council and Central Government.

Source	Aim and Description
HouseMark	This is a national organisation providing a benchmarking and networking service to social housing providers. 2010 Rotherham Ltd is part of a Benchmarking Club that enables us to compare cost and resources as well as performance. We can compare data and undertake process benchmarking with the other members of the club. HouseMark also holds a database of good practice, which we are able to access to review our services and drive improvements.
HouseMark cont'd	The information gathered includes performance indicator reported results and financial data about costs for items such as staffing, management of the housing stock, information technology and so forth.
Housing Inspectorate (part of the Audit	There is a two-way exchange of information with the Housing Inspectorate in relation to

Source	Aim and Description
Commission)	Performance Management and Inspection itself. In addition to this, 2010 Rotherham Ltd is alert to – and seeks to learn from – the Housing Inspectorate’s findings and recommendations following inspections of other organisations.
Customer Service Excellence (replaces Charter Mark)	<p>2010 Rotherham Ltd attained Charter Mark accreditation in October 2005, with a further continuous compliance check in October 2006 which found that we were fully compliant with all the criteria. The Assessor said in the 2006 report that “Staff at all levels in the organisation are professional and make the customer the focus of their work”.</p> <p>We are currently working towards achieving the Customer Service Excellence Standard (CSE). A gap analysis has been completed against the 5 criterion and an appropriate SMART Improvement Plan has been developed to ensure that company meets the standard.</p>
APSE	<p>APSE (Association for Public Service Excellence) is a not for profit local government body. APSE specialises in local authority front line services, including areas such as waste and refuse collection, parks and environmental services, leisure, school meals, cleaning, housing & building maintenance.</p> <p>2010 Rotherham Ltd joined the APSE Performance Network (a benchmarking and performance measurement tool) in 2007, enabling us to benchmark our services with other member local authorities and ALMOs.</p> <p>The model allows us to compare performance, review trend data and set targets for continuous improvement, both over time and in comparison with the achievements of others.</p>
North Nottinghamshire & Derbyshire property and maintenance benchmarking club	2010 Rotherham Ltd joined this local benchmarking club in 2007. The club focuses on a set of agreed local performance measures around repairs and maintenance functions.

Source	Aim and Description
'Select 10' benchmarking club	This group of 10 Yorkshire housing organisations, in collaboration with KPMG, was established in 2007 to drill down further into key areas of performance to gain more detailed insights into the contributory factors which affect performance within different organisations, with the aim of identifying improvement measures.
4 South Yorkshire	A South Yorkshire based group of housing organisations working together to promote efficiency and improved performance.

5. ROLES AND RESPONSIBILITIES

Performance Management must be transparent to all stakeholders. The following diagram shows the roles and responsibilities within the Performance Management process.

Operational Teams

These have the responsibility for delivering performance on a day-to-day basis. They ensure that service users are consulted and that the recording of information is accurate and timely. Ultimately, this information is used to plan for continuous improvement.

Organisational Cross Cutting Teams

We have several central specialist functions including Voids Management, Safer Estates, Customer Services & Engagement and Income Management. These are also responsible for managing performance in their areas. Their role includes the co-ordination of improvements through the work of groups like the Service Improvement Groups and the creation of action plans for example, Performance Improvement Plans.

Performance and Service Improvement Team (PSI)

The Performance and Service Improvement Team have the responsibility of drawing together the data gathered, quality assuring data, co-ordinating the target-setting process, benchmarking with other organisations, analysing and interpreting trends in performance, recommending improvement actions and compiling performance reports. The Team also co-ordinates service planning and service improvements to ensure the company is at the cutting edge of continuous improvement.

The PSI Team also undertake a number other key functions including testing the service initiatives to ensure the company is achieving its key targets and standards i.e. exit interviews, satisfaction surveys, customer call backs, reality checking and mystery shopping.

KPI, LPI and service standard roles and responsibilities

KPI / LPI Owner

The KPI owner has overall responsibility for a specific KPI, develop and sign off the annual KPI action plan. It is essential that the KPI owner maintains close liaison with the KPI Manager to ensure that they are satisfied with the data quality and improvement actions for their KPI(s).

KPI / LPI Manager

The KPI / LPI Manager has day-to-day responsibility for a specific KPI / LPI and work in accordance with the KPI / LPI definition. They must also maintain the systems needed for producing accurate information; maintain a full audit trail and supporting evidence for the calculation; report monthly data to the Performance Manager; attend monthly Corporate Performance Management meetings; produce and implement an annual KPI action plan; develop improvement actions to address under performance; report any difficulties to the KPI Owner and Performance Manager.

PERFORMANCE MANAGEMENT ROLES & RESPONSIBILITIES

Delivering Performance

Operational Teams

- Continuous improvement
- Consultation with service users
- Recording data updating systems
- Manual data gathering



IT Support Team / RBT

- IT systems to support management
- Infomaker
- Decision support
- Systems training

EMT/Performance Committee

- Overall performance management
- Target setting
- Link to financial monitoring
- Business Planning

Organisational Cross Cutting Teams

- Performance / service delivery
- Performance improvement plans
- Service improvement groups
- Data collation



Performance and Service Improvement Team

- Benchmarking with other LAs
- Co-ordinate performance management framework
- Corporate service planning
- Co-ordination of Data Quality
- Collate KPI data
- Service improvement / service standards
- Testing the service initiatives

Performance and Service Improvement Team cont'd

- Data analysis
- Performance reporting
- Communication of performance
- Customer feedback / CICIT Group / Customer Complaints



Data Gathering and Presentation



Service Planning to Improve Performance



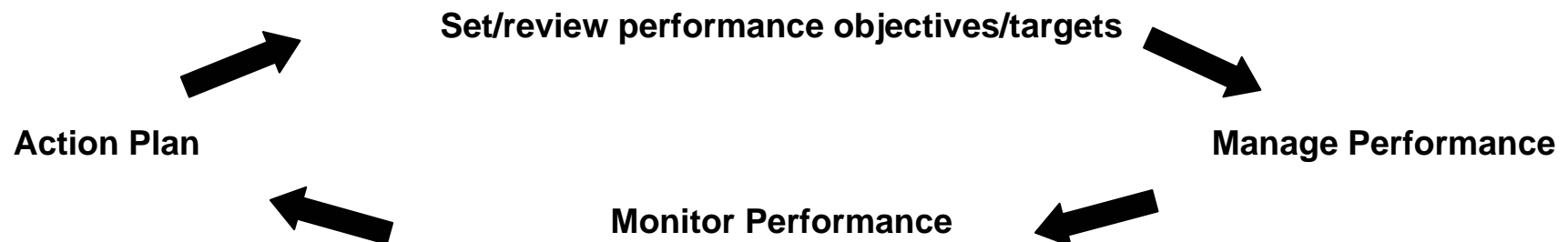
6. MATRIX OF PERFORMANCE MANAGEMENT, REPORTING AND MONITORING MECHANISMS

There is a long-established tradition of continuous improvement within Rotherham, and 2010 Rotherham Ltd is committed to upholding this tradition. The three main layers through which improvement can be influenced are corporate, team and individual. Each layer is itself important, but to effectively improve performance all three layers must work together towards common overall objectives.

Performance can be improved if:

- clear achievable objectives have been set
- objectives have been clearly communicated to all stakeholders including the Board and Council
- roles and responsibilities are clearly defined and agreed
- managers and staff have the skills, knowledge, experience and attitude necessary to meet the demands of their role in meeting objectives and targets
- progress is continually monitored and reviewed to ensure barriers to achieving the objectives are overcome
- contingency plans are made available
- rigorous remedial action plans are commissioned when performance is not on target and these action plans are monitored closely.

The diagram below represents the cycle through which performance can be managed:



Corporate Performance Management	Aim and Description
Corporate Performance Management Meetings (Monthly)	<p>Monthly Performance Management Meetings are held to ensure managers to systematically review and report performance data.</p> <p>Customer feedback obtained via PSI Team and CICIT testing the service initiatives is also reported to ensure managers are aware of outcomes and where improvements are required.</p> <p>The meetings also have a key role in ensuring targets are challenging and that they meet the needs of diverse customers.</p> <p>A monthly performance report is produced to help identify the issues that need to be addressed. Other reports may be produced as required.</p> <p>Issues arising from this review of performance are then discussed, for example, exceptions to Borough wide trends, differential performance in the neighbourhood teams and so forth.</p> <p>From these discussions ideas are fed into the relevant Service Improvement Groups and Performance Improvement Plans.</p> <p>Workshops may be also undertaken to look at potential improvements to policies and procedures.</p>
Managers' Forum Meetings	<p>Forums are held monthly to ensure the focus on improving and reviewing the service is maintained. It is also a Forum to share best practice, problem solving and to inform managers on legislative changes.</p>











Corporate Performance Management	Aim and Description
Area Housing Panels (AHP's)	<p>Area Housing Panel Meetings are held monthly in each area and are attended by the Neighbourhood Manager, Neighbourhood Champion, tenant representatives and Local Councillors.</p> <p>Performance information is presented to each Area Housing Panel.</p>
Performance Clinics	<p>In cases where there is a serious concern about the performance trends of a particular aspect of the service, either the Performance Committee or a member of the Executive Management Team can request lead officers to present details of any Performance Improvement Plan to a Performance "Clinic".</p>
Performance Committee	<p>The Committee's aim is to improve housing and neighbourhood management services for the people of Rotherham by examining performance at a strategic level across all aspects of the company's business.</p> <p>The Committee oversees, scrutinises and monitors the following areas of work:</p> <ul style="list-style-type: none"> • Receiving and monitoring all KPI's & LPI's in respect of the above • Service Standard Information • Improvement Plan activities • Continual Compliance Reports i.e. Customer Service Excellence / IIP • Performance against the Business Plan / Service Plans • Performance of the complaints process and specific outcomes from Stage 3 complaints
Customer Feedback Procedure	<p>The Customer Feedback Procedure provides customers with the opportunity to complain, compliment or provide the company with comments or suggestions about the service.</p> <p>It also encompasses testing the service initiatives which measure the services we deliver and provide valuable feedback to drive service improvement.</p>

<i>Corporate Performance Management</i>	<i>Aim and Description</i>
Service Standards	<p>Service standards are reviewed periodically to reflect changes in services and to report on performance and how we have learned from our customers. Reviews involve customers attending service specific workshops where their views and suggestions are incorporated.</p> <p>Our service Standard Customer Forum meets quarterly is made up of tenants and leaseholders and monitors the company's progress against delivering the targets set in its service standards.</p>
Service Improvement Groups (SIG's)	These usually include customers and are used develop particular aspects of services (see Terms of reference for SIG's)
Borough Wide Forum	These are held quarterly and include customers. The purpose of the Forums is to engage with customers to determine their priorities which are then fed into of the companies' key plans and strategies.
Service Plans	Each Directorate produces a service plan setting out the context and aims and objectives of the service and a three-year action plan. The plans are refreshed annually to ensure they are updated and relevant. The plans gives details of how each service contributes to delivering the objectives in the Business Plan, including equality & diversity, reducing environmental impact & risk management.

<i>Individual Performance Management</i>	<i>Aim and Description</i>
Recruitment and Selection procedure	<p>Competencies are being used to develop the person specification, which will then link into the appraisal system and future career enhancement of officers providing staff with transferable skills, equipping them to be effective members of their teams. The competency frameworks will encourage officers to be proactive, constructively criticising the policies and procedures they work with to improve performance and service provision.</p> <p>At least one officer on every interview panel must be an accredited officer. An accredited officer is one who has successfully completed a recruitment and selection training course.</p>
Induction	<p>Each member of staff undergoes a thorough induction, which enables them to become familiar with the policies and procedures they will be expected to utilise in their everyday work. To ensure nothing is left to chance, a comprehensive induction checklist is used, which focuses on a variety of issues including communication, professional standards, specific policy/procedural information and the identification of the individual's role/responsibility.</p>
Employee Appraisal/Personal Development Reviews (PDRs)	<p>PDRs are used to cascade the corporate and service objectives through directorates and teams to individuals ensuring each member of staff is aware of not only their role/responsibility in achieving those objectives but also of the support that is available to help them do so. It is a chance for officers to review their individual achievement, highlight areas where service improvement is needed and develop their own career opportunities by identifying potential training/experience to close gaps in their knowledge or skills base.</p> <p>PDRs are useful mechanisms for refocusing individuals and managers, identifying priorities and agreeing targets for improvement.</p>

<i>Individual Performance Management</i>	<i>Aim and Description</i>
One to ones	<p>One to ones are held monthly and are the regular formal supervision sessions between managers and their staff.</p> <p>All staff have one to ones, from the Directors through to the newest, most junior member of staff. These sessions ensure that staff receive a consistent level of supervision, development and support, which can be linked to the competency framework, highlight development and training needs and focus on targets set at the annual appraisal.</p> <p>One to ones form the basis on which good management practice and consistency of service provision sit.</p> <p>As well as the appraisal system, one to ones can be linked to:</p> <ul style="list-style-type: none">• Performance Improvement Plan• Service Plan• Employee Development Plans

2007/08 Year End Performance Summary
(unaudited figures)

PI Ref.	Description	06/07 Actual	07/08 Actual	2007/8 Target	All England comparison (2006/07)	All ALMO comparison (2007/08)	Better or worse than 06/07?
BV 63	The average energy rating (SAP) of local authority owned dwellings	61	66	62	Below Average 	Below Average 	Better 
BV 66a	% Rent collected	98.23%	98.47%	98.25%	Above Average 	Above Average 	Better 
BV 66b	% of tenants owing more than 36 days rent arrears	3.15%	2.89%	3.30%	Top 25% 	Top 25% 	Better 
BV 66c	% of tenants in arrears who have had a Notice to Seek Possession (NSP) served	14.09%	11.25%	14.0%	Top 25% 	Top 25% 	Better 
BV 66d	% of tenants evicted as a result of rent arrears	0.44%	0.27%	0.40%	Above Average 	Above Average 	Better 
BV 184a	% of homes non decent at the start of the financial year	74%	65%	68%	Bottom 25% 	Bottom 25% 	Better 
BV 184b	% change in non-decency	13.8%	29.69%	15.0%	Above Average 	Top 25% 	Better 
xBV 72	Urgent repairs completed in time	98.78%	98.48%	99.00%	N/A	Above Average 	Worse 
xBV 185	Repairs appointments made and kept	97.85%	98.92%	97.85%	N/A	Top 25% 	Better 

PI Ref.	Description	06/07 Actual	07/08 Actual	2007/8 Target	All England comparison (2006/07)	All ALMO comparison (2007/08)	Better or worse than 06/07?
xBV 73	Average time to complete non-urgent repairs (days)	10.00	9.42	9.50	N/A	Above Average 😊	Better 😊
xBV 211a	% of total repairs expenditure spent on programmed repairs (as opposed to responsive repairs)	32%	39%	40%	N/A	Bottom 25% 😞	Better 😊
xBV 211b	% of total repairs expenditure spent on emergency and urgent repairs (as opposed to non-urgent repairs)	22%	14.72%	20%	N/A	Above Average 😊	Better 😊
BV 212	Average relet time from termination to start (days)	16	37.27	15	Above Average 😊	Below Average 😞	Worse 😞