

PERFORMANCE MANAGEMENT FRAMEWORK 2008-2010

Performance management is an essential element in the success of an efficient and effective organisation. Put simply, it brings to life the culture, values and systems put in place to help the organisation manage and improve its performance. North Star Housing Group has reviewed its approach to performance management and developed a formalised and challenging framework which ensures that the systems in place deliver the outcomes required.

Our approach reflects our Corporate Vision and Values of: flexibility, collaboration, integrity, professionalism and ambition and is integral to our Corporate Plan.

Performance Management

The performance management framework depends on the active involvement of our Tenants, Board Members, Senior Managers and all Teams. Delivering excellent services within a performance focussed organisation is everyone's responsibility.

At the heart of our performance management framework is our Corporate Plan. This is developed to ensure we meet the aims and objectives detailed within our Business Plan.

Underpinning our Corporate Plan is our performance management framework which consists of key performance indicators to measure improvements in service delivery. These are reviewed annually after consultation with key stakeholders. The targets set are challenging with improvements being required year on year. Progress is monitored on a monthly basis, measuring current and projected performance against targets and top quartile performance for other housing providers. We aim to continue to achieve upper quartile performance in all service areas.

A cross functional team has been established to lead on Performance Monitoring and Service Improvement. Each service area has conducted a gap analysis and developed service improvement plans to enable us to focus on where we need to improve. The implementation of these plans are delivered through our staff team and progress is monitored during 1-1s and review meetings

Monthly Performance Clinics

The Team (which includes Directors, Heads of Service and Managers) meet on a monthly basis to scrutinise performance. Lines of responsibility are clearly defined and ownership, challenge and accountability encouraged. We have taken on board good practice from Tristar, Hartlepool, Greenvale and Kirklees Neighbourhood Housing and use a simple but effective process looking at "What has gone well", "What has not gone well" and "Actions proposed". We underpin this with a traffic lighting approach which clearly identifies where we need to focus our attentions. Achievements are recognised, and issues affecting under performance are discussed to determine appropriate actions to resolve problems and bottlenecks.

The clinics facilitate collaborative working and communication, encourage challenge, learning and sharing of good practice, and demonstrate the importance of performance and performance management. Actions to resolve problems and

bottlenecks are recorded and the format enables agreed actions from previous sessions to be monitored to see whether they have had the desired effect, thereby underpinning continuous improvement.

Scrutiny by the Board

Performance against all actions within the Corporate Plan is presented to Board each quarter. Performance against the indicators is reported by exception, i.e. areas of under-performance are scrutinised, and proposed actions for improvement discussed and approved.

All actions and indicators within the Corporate Plan and Performance Framework will be developed into a traffic light system, so that anyone can see at a glance whether performance is improving and on target.

Staff Involvement

The delivery of excellent services is everyone's responsibility. It is essential that staff understand that there is a direct connection between what they do and how it benefits Our Customers, North Star Housing Group, their team, and the wider community. Monitoring performance and resolving problems and issues as they arise are part of the day job.

Actions and objectives within our Corporate Plan and Service Improvement Plans are cascaded down to Team Plans, which are owned, monitored and updated by managers. The plans are amended in light of new legislation, service improvement requirements highlighted by customers, and good practice. Individual employees' responsibilities are discussed and monitored at regular 1-2-1 meetings.

Involvement is facilitated through Service Improvement Groups, Staff Consultative Council and team meetings. Standing items on team meeting agendas included Corporate and team performance and issues currently affecting customers. Meetings encourage two-way communication, with managers facilitating discussions and giving staff the opportunity and support to recommend and develop improvements to services. Team meetings also include a "troubleshooting" slot whereby an issue can be thrown on the table for discussion and the team works out how best to tackle it, improve it and prevent it happening again

Annual Performance and Development Reviews, supplemented by regular 1-2-1 meetings, focus on an individual's performance against personal and team aims and objectives for the previous year, as well as determining objectives and learning and development requirements for the future.

Performance is also reported quarterly to all staff through our staff newsletter when we celebrate our achievements and highlight where we need to improve

External Challenge

In embedding a performance management framework, we are keen to open ourselves up to external challenge and learn from others, and have taken on board recommendations and good practice from the Audit Commission, Housemark, the

Housing Quality Network, Housing Corporation, various consultants, auditors and customers.

Involving Customers

Customer satisfaction forms a key part of the performance management process, and helps to drive improvements through learning from customers. We conduct regular satisfaction surveys across a wide range of service areas (maintenance, Supported Housing, Extra Care, Arrears, Allocations) utilising Vision Management System (VMS). The system not only collates results it recommends rectification action and benchmarks our performance against peer organisations. The results are included within our Monthly Performance Clinics and included within our quarterly report to Board. In addition every three years we carry out STATUS surveys and measure improvements.

Our Tenants Advisory Panel feeds into Service Improvement Groups, oversees and approves our literature and leaflets, policy and procedure and also receives a quarterly report on performance. Mystery shopping exercises will be undertaken by the panel and training has been provided to customers who want to be involved and their findings will be presented to the Board, highlighting issues of concern and good practice from other housing providers.

An annual consultation plan details the issues and service areas we propose to consult with residents about over the coming year. Feedback received from consultation exercises will be reported to the Board and performance clinic, and actions resulting from the feedback will be reported back to customers.

Equality

A detailed Equality and Diversity action plan has been developed for the organisation that includes regular impact assessments. Annual reports are presented to Board and to the Associations Tenant Advisory Panel. Outcomes are published in the tenant's newsletter.

Publicising outcomes

Performance information is updated quarterly on our website and is published annually in our Tenants Newsletter.

Performance Reporting

All functional areas are included in quarterly performance reporting and monthly monitoring. Initially the areas included are Finance, Development, Housing Management, Maintenance, Development and Attendance Management. By December 2008 this will have been extended to include: Stock investment, Satisfaction Levels and Complaints and Equality & Diversity.

CR October 2008

Review October 2009