

## **A1 Performance Management Outline**

This summary outlines structures within A1 Housing to manage performance. In particular:

- How this fits into the overall A1 Housing Strategies and Service Plans
- Who is involved in monitoring and managing performance
- The overall framework for monitoring and management
- The annual cycle for strategic development and monitoring
- The Directorates and the areas of responsibility for monitoring and management of performance
- Which performance indicators are reported, when and to whom
- How queries and comments on performance are raised and the feedback process
- The role of Service Champions in monitoring reviewing performance
- The timetable for Service Champions reviews

## **Performance Management Stakeholders**

Performance Management is integral to the business operations of A1 Housing in ensuring that it achieves its corporate and strategic objectives. Accordingly it is not the sole concern or responsibility of one person or section but all A1 Housing stakeholders.

The actions required from each stakeholder will vary but includes:

- A1 Governance – ensuring performance contributes to and meets the overall strategic objectives and targets are set for continuous improvement through the
  - The A1 Board
  - A1 Service Champions
- A1 Staff – to implement the strategic objectives in relation to service areas, measure the overall performance against set targets and take any necessary corrective action. This is achieved throughout the A1 staffing structure through
  - The Corporate Management Team (CMT) of the managing Director and Directors.
  - The Senior Management Team of Principal Officers
  - The Directorates
  - Work Sections within Directorates
  - Individual responsibilities
- Partners – A1 Housing does not work on its own but closely with other organisations either through voluntary or commercial arrangements. The contribution of the partners significantly affect the overall success of A1 and includes:
  - Bassetlaw District Council
  - Commercial partners who undertake work on behalf of A1 such as Connaught & Bullock
  - Statutory and Voluntary agencies
- A1 tenants – the customers of A1 and the ultimate service drivers of A1's business. A1's tenants are integral to the process through a variety of arrangements in ensuring we focus and perform on key areas of concern. This includes
  - The representatives of tenants, for example the Joint Housing Advisory Group (JHAG)
  - The tenants on an individual basis.

## Performance Management Framework

The Performance Management Framework outlines the general approach to developing and conducting A1's business operations and is based on the simple circular process of:

- Defining and planning the overall strategy and targets for A1 for the year
- The execution of this strategy through day to day operations
- Measurement and analysis of performance against the strategic objectives and performance targets
- Review of progress against the objectives and targets throughout the year and as part of the annual review and reformulation of the strategy.

## Performance Management Process

The Performance Management Process identifies the key components of the Performance Management Framework and how these fit into the Plan, Execute, Measure and Review cycle. These include:

- Defining and planning the overall strategy - The overall governance of A1 in setting
  - Corporate objectives for the overall direction of A1
  - Service objectives that need to be achieved within the context of the corporate objectives
  - Improvement plans to tackle any identified weaknesses or service development issues
  - Risk management to understand the likelihood and possible severity of impact of internal and external factors on A1's business and how these can be managed effectively.
- The execution of this strategy – the translation of objectives into the day to day operations through
  - Direct A1 action
  - The involvement of partner organisations and stakeholders
- Measurement and analysis of performance – the mechanisms for checking on and managing performance including
  - Performance indicators, both local and national
  - Measures of activity for those areas which cannot have realistic targets
  - Assessing how we are performing against adopted service standards
  - The customer insight programme to understand A1's customers perceptions of service delivery
- Review of progress – the checks and balances of measured performance, how these are implemented and fed back into future strategies. This is done through a range of options in addition to front line management including
  - The structure review and feedback from Service Champions
  - Staff performance clinics to deal with identified underperformance, areas of future concern and service development

## Performance Annual Cycle

The Performance Management Framework and Process are built into an annual cycle to ensure that regular reviews and updates are conducted systematically throughout the year.

## Performance Indicator Reporting Areas

Performance Indicators are reported within the A1 Housing Directorates as follows:

- Managing Director
  - Corporate issues such as the Service and Improvement Plans
- Director of Technical and Housing
  - Technical management including Repairs and Decent Homes
  - Housing management including rent collection and estate management
- Director of Corporate Services including
  - Finance
  - IT
  - Human Relations
- Director of Strategy and Change including
  - Warden and Control Centre
  - Customer Insight Programme
  - Diversity

## Quarterly Performance Reporting Structure

As part of the Annual cycle performance is formally reported throughout A1 Housing on a quarterly basis in addition to the more frequent reporting at team and Directorate level.

A large number of performance indicators are kept and recorded across A1's business operations. The full suite of indicators provide a detailed analysis but is not appropriate for reporting at every level. A range of reporting options have been developed to meet the different needs of the various stakeholders, the information and format is therefore varied according to the identified needs and preferences.

The current options and users of the indicators are as follows:

- The Full Performance Indicator Suite  
This includes the complete details of all agreed performance indicators, past years performance, current and future years targets and quarterly and cumulative performance.

This is presented in a tabular format within each Directorate area of responsibility

The Full Suite is primarily aimed at:

- The A1 senior managers including the Corporate and Service Management Teams
  - The A1 Service Champions
  - The A1 Board on an annual year end basis
- The A1 Signposts.  
The A1 Signposts are extracts from the Full Suite and concentrate on key indicators which reflect performance in the main areas of business. The Signposts are intended to show in a graphical format progress against targets and quickly summarise where this is above, on or below target. It also includes a commentary from the relevant Director on performance, trends and any corrective action

The Signposts are intended to be used not only as standalone indicators of performance but also as summary measures of the full performance Indicators which can then be interrogated to provide more detail.

The A1 Signposts are provided primarily to:

- The A1 Board
- Joint Housing Advisory Group

In Touch

The tenants' In Touch magazine carries a cut down version of the A1 Signposts which concentrate on key areas of interest to tenants including repairs, rent arrears and voids.

The style follows the A1 Signposts with a graphical format, traffic lights and commentary on performance

- Bassetlaw District Council  
The Council has a duty to provide a range of Best Value Performance Indicators to Government agencies and these are included within the Full suite of performance indicators.

The full range of PIs are posted on the A1 website and are available on request

## **A1 Performance Reporting Feedback**

Performance reporting within A1 is based on the reporting structure outlined above.

The A1 Signposts are presented quarterly to the A1 Board and the Joint Housing Advisory Group (JHAG). This provides Board members and Tenant representatives with the analysis of current performance against the main indicators. Performance is put in the context of the previous year performance, benchmarking (where available), the annual target and comments from the Director responsible for the service area and indicator. The Signposts are presented graphically with a simple traffic light indicator to show performance

Where there is an area of concern about a specific indicator that cannot be answered at the meeting or is an area where more information is required this can be referred to the Service Champions for further investigation.

The Service Champions are also provided with the Full Suite of Performance Indicators and may decide to investigate any of these where there is concern over current performance, trends or to improve understanding of the processes and performance management.

The result of the Service Champions analysis are reported back to the Board and JHAG.

The detailed review process is set out below.

## Service Champions' Review Process

The Service Champions will receive referrals for further investigation of Performance Indicators from the A1 Board and JHAG. They may also decide to investigate other issues arising out of the Full Suite of Performance Indicators.

The review process is based around the quarterly Board and JHAG meetings which consider the A1 Signposts and provides for feedback to the next appropriate Board meeting.

The main stages of the review are:

- Initial Review
  - The Service Champions will meet with the Director of Corporate Services and the Performance Manager to review the areas referred by Board and JHAG. Initial discussions will take place to identify which of these require a more detailed analysis.
  - Identified issues are referred to the appropriate Director through the Corporate Management Team
- Service Manager
  - The relevant Service Managers are required to provide a detailed explanation of the performance indicator and answer the areas of concern raised by the Service Champions. This may require further information from other organisations / partners.
- Second Review
  - The Service Manager or appropriate Director will provide feedback to the Service Champions. This may be either written or verbal through attendance at the meeting.
  - The feedback will provide an explanation of the current position, the causal factors and remedial actions which are being undertaken.
- Feedback to Board
  - The result of the Second review meeting will be fed back to the Board and JHAG by the Service Champions through a formal report.

Performance Clinics. Issues raised by the Service Champion review process may require more than an explanatory report from the Service Manager and may be tackled in a variety of ways. Service Managers may also wish to explore areas not formally raised by the Service Champions, for instance where there is a deterioration in performance which has not yet reached a performance failure.

Performance Clinics offer an opportunity for a detailed exploration of a specific topic and are intended to:

- Deal with issues raised by Service Champions where there is a significant performance issue that is not being satisfactorily resolved by normal review and management action
- Deal with issues identified by the Performance Manager
- Deal with issues identified by Service Managers or Team Members where performance is deteriorating but has not yet reached a critical level and is unlikely to be resolved without significant intervention
- Provide the chance for a detailed exploration of a particular area for example to review processes and working practices and challenge current approaches.

The Performance Clinic will comprise a core group of the following staff

- The Service Manager
- The Performance Manager
- Staff (or representatives) involved in the service area
- A Director from outside the service area under consideration

The Performance Clinic may also involve the Service Champions, Board Members and Tenant Representatives and partner agencies as may be appropriate

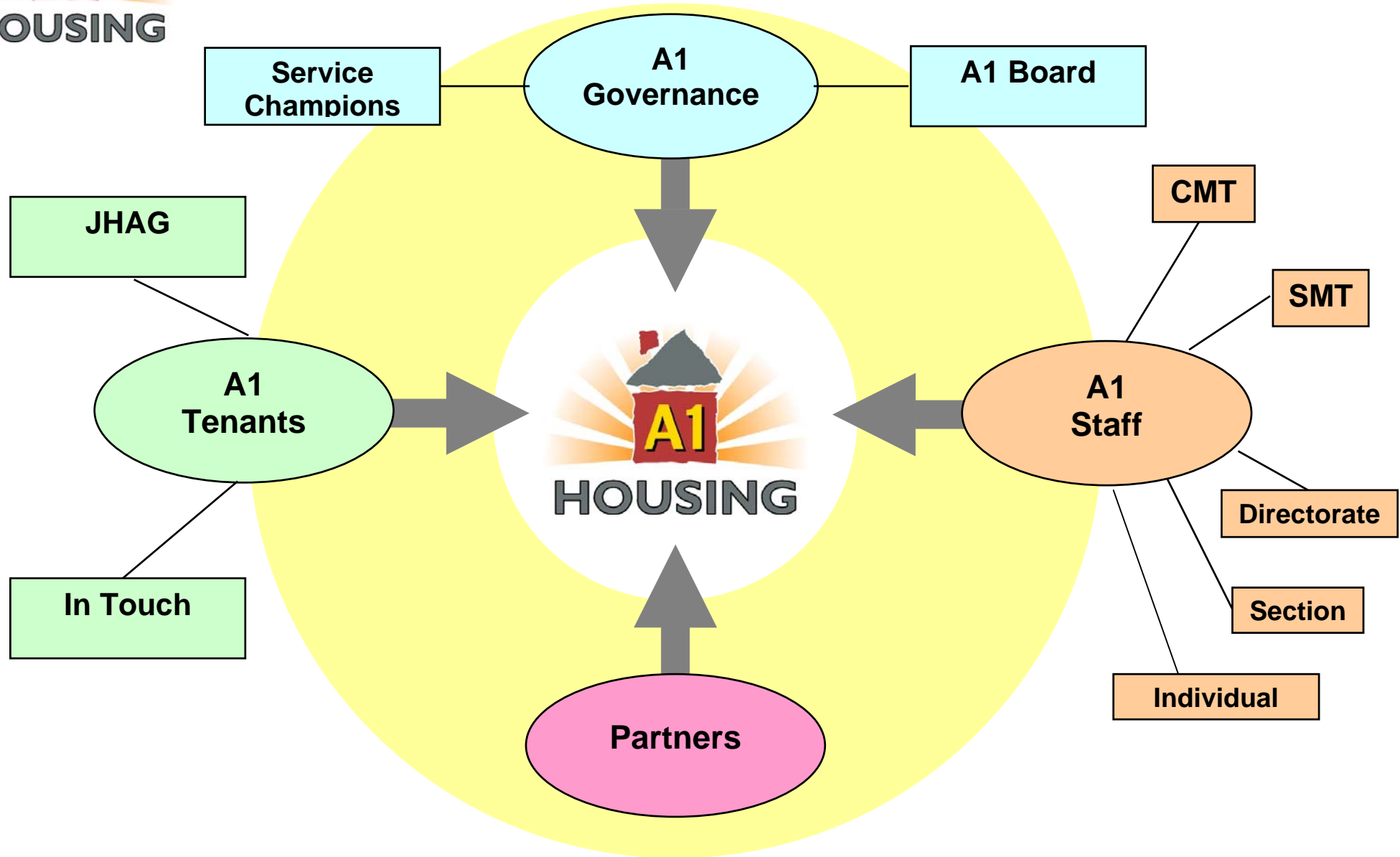
The outcome of the Performance Clinic may generate a change in performance and / or processes and procedures. Additionally it will help strengthen the performance management framework and provide an opportunity for innovative thinking and discussion of alternative methods.

### **Service Champions' Review Timetable**

The Service Champions' review and feedback is scheduled into the quarterly Board cycle as illustrated.



# Performance Management Stakeholders





**Performance Management Framework**



**Define & Plan  
Strategy**

**Execute  
Strategy**

**Measure &  
Analyse  
Performance**

**Review  
Progress**



# Performance Management Process

- Corporate Objectives
- Service Objectives
- Improvement Plans
- Risk Register

- Service Champions
- Performance Clinics

**Define & Plan Strategy**

**Execute Strategy**

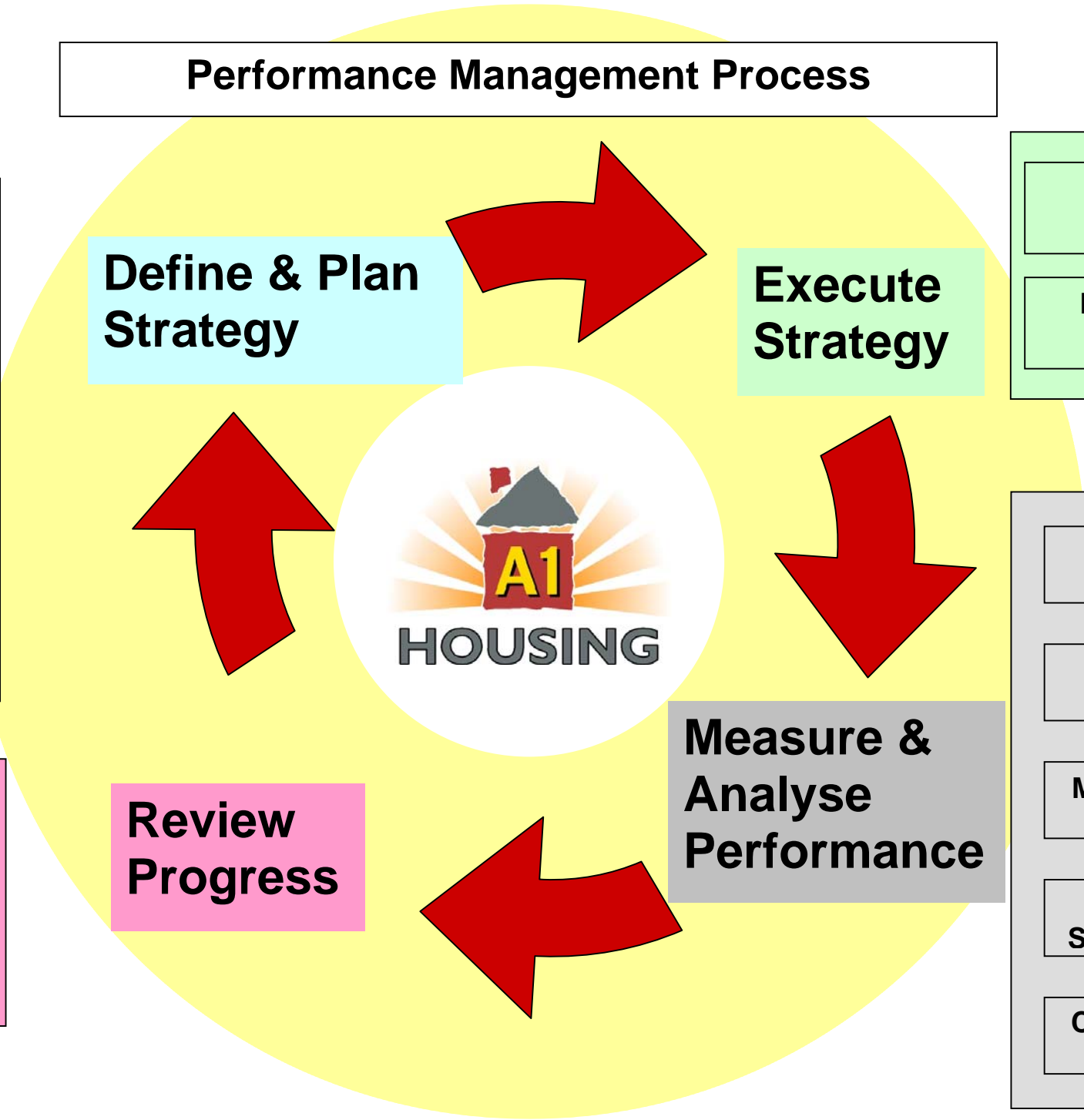
**Measure & Analyse Performance**

**Review Progress**



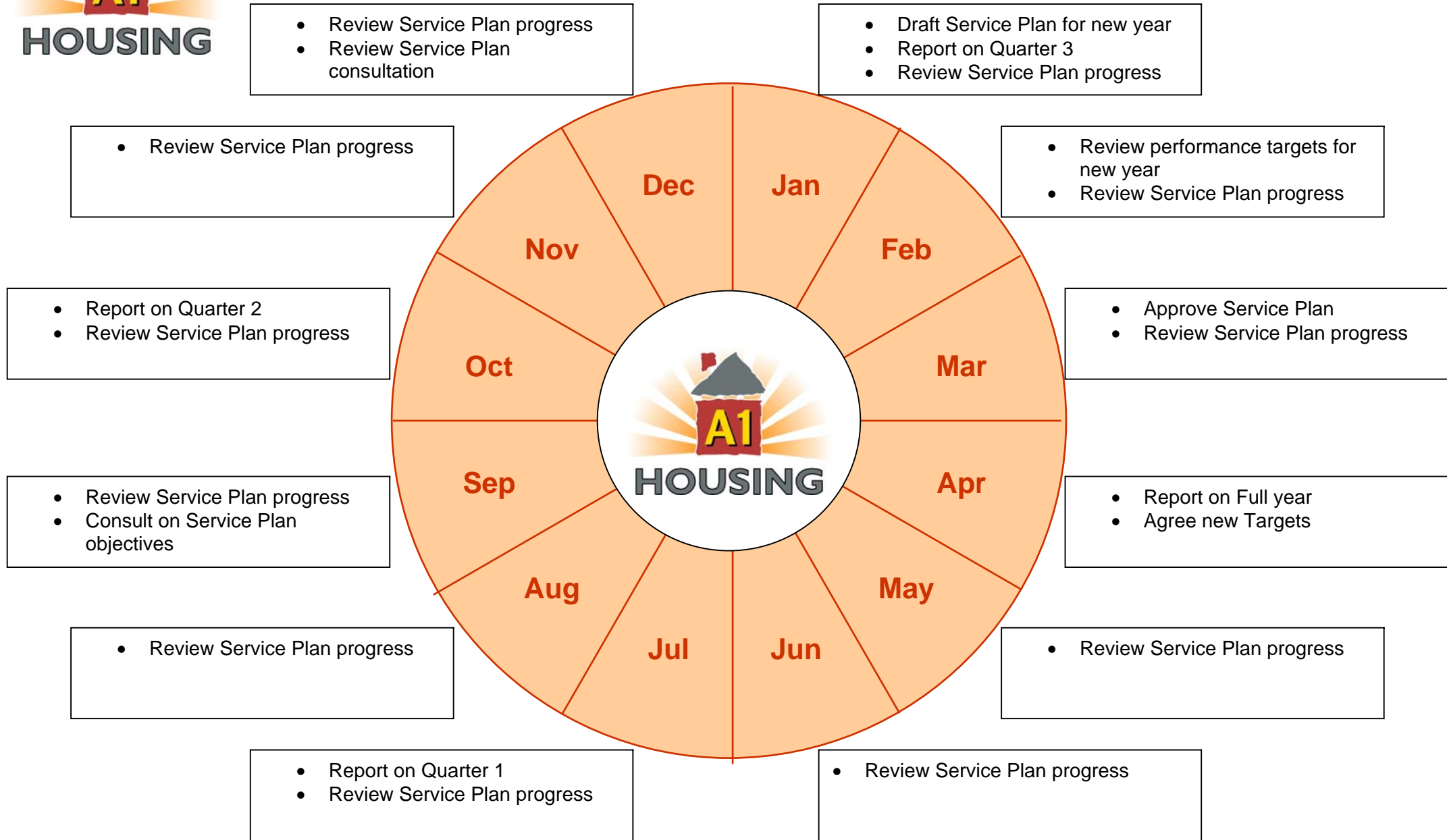
- A1
- Partners

- BVPIs
- Local Pls
- Measures
- Service Standards
- Customer Insight



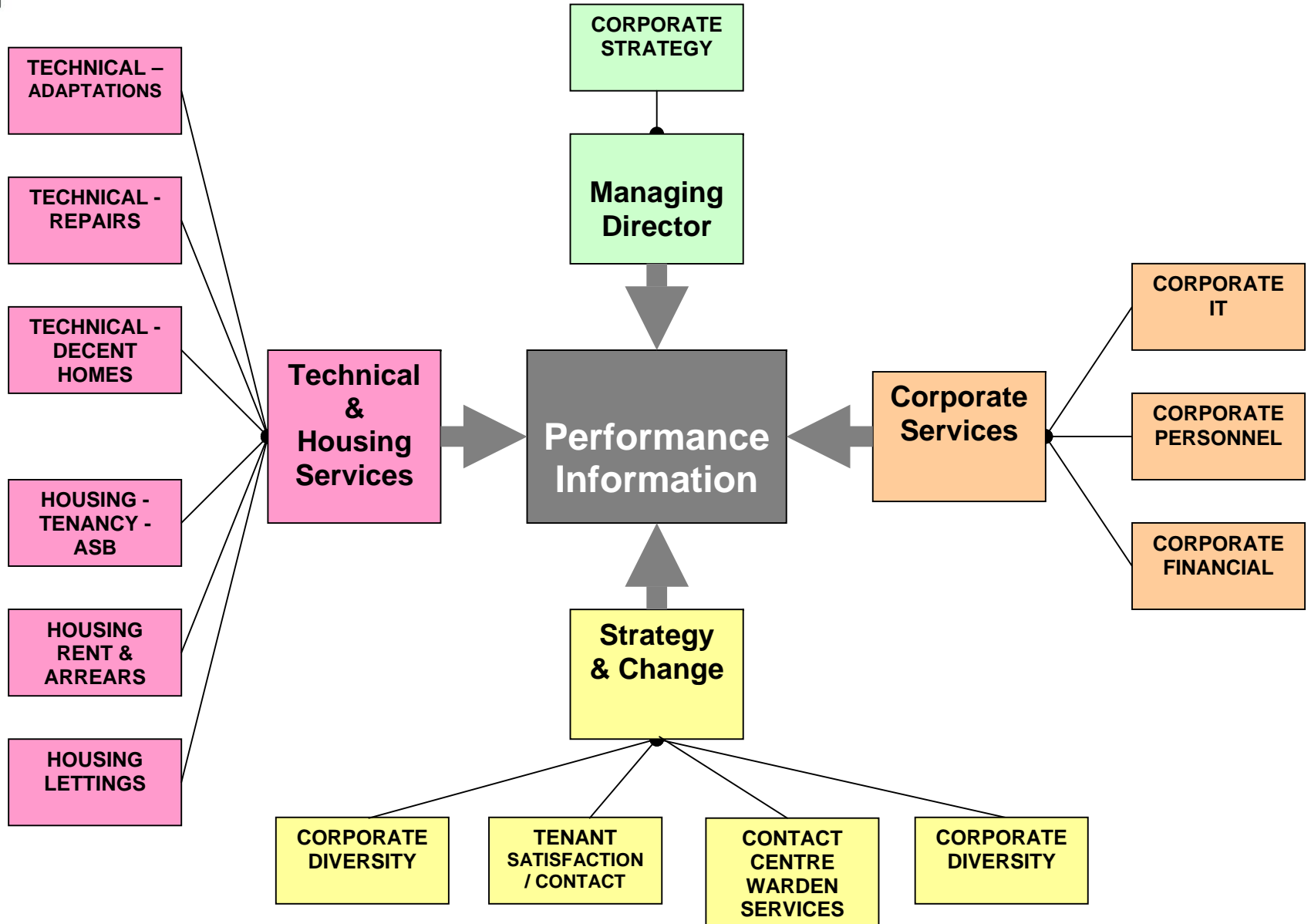


# Performance Annual Cycle



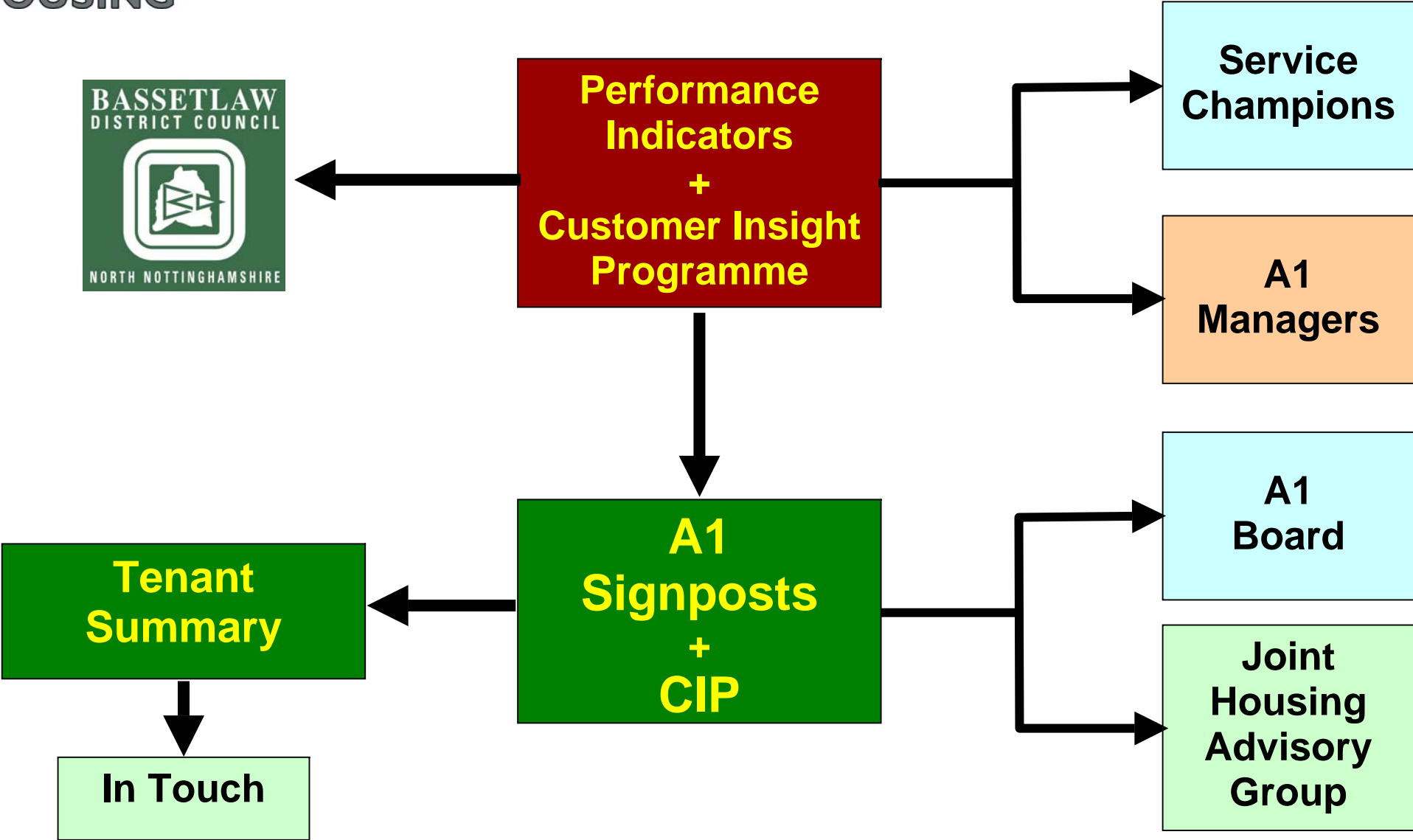


# Performance Indicator Reporting Areas



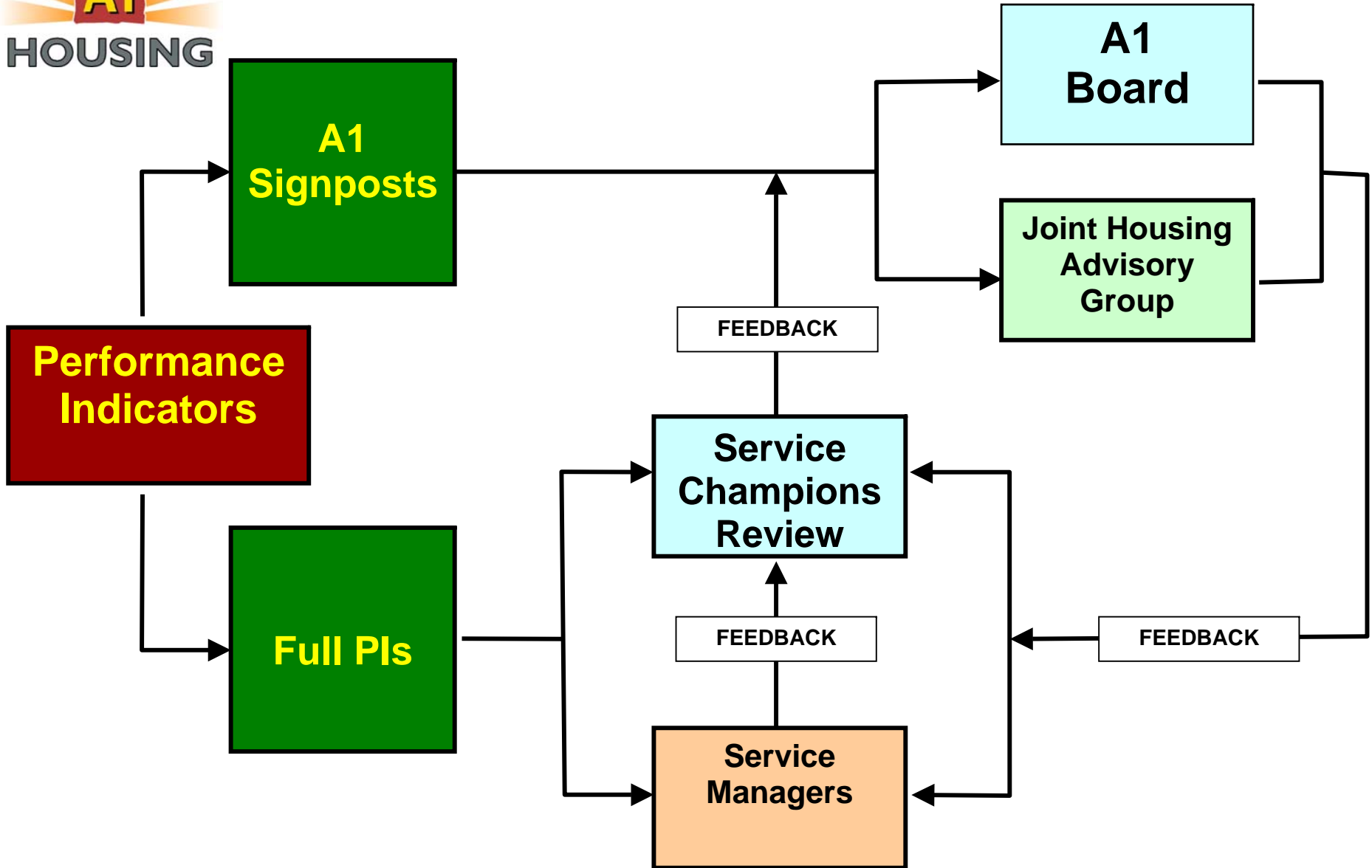


**Quarterly Performance Reporting Structure**



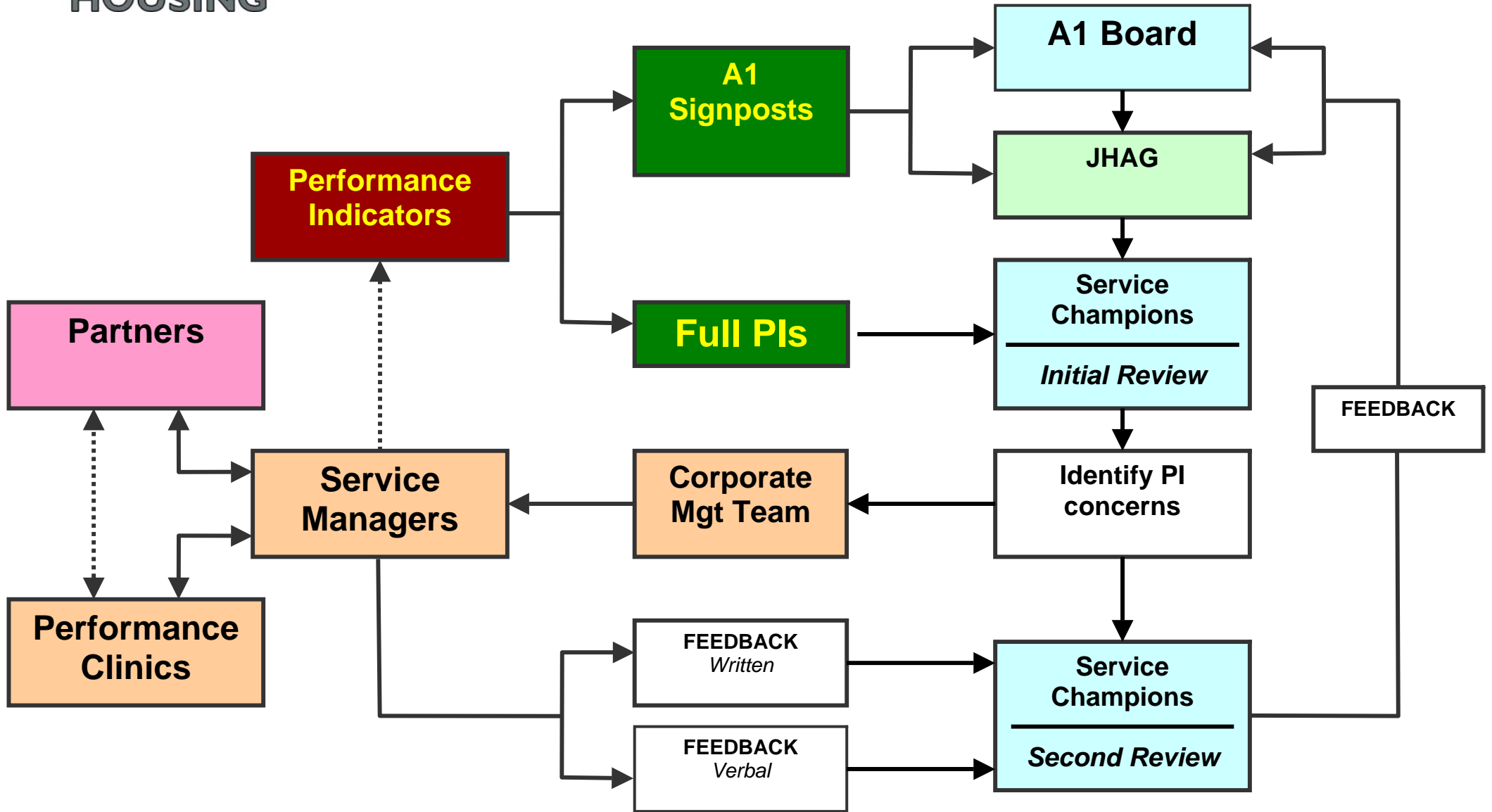


# A1 Performance Reporting Feedback





# Service Champions' Review Process





# Service Champions' Review Timetable

