



Group Corporate Performance Management Policy

POLICY IMPLEMENTATION CHECKLIST	
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Author:	Business Performance Manager
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This document can also be provided in large print, braille, audio or other non-written format, and in a variety of languages.

1. Introduction

At the Caledonia Housing Association Group (“the Group”) we recognise excellent service delivery is underpinned by having effective performance management arrangements in place that enables the Group to both measure and improve performance across the Group.

The Group like other Scottish social housing organisations is faced with significant challenges in terms of maximising limited resources to provide value for money services to customers and to meet the outcomes set out in the Scottish Social Housing Charter.

The Group is fully committed to delivering sustainable, high quality services and this policy sets out the performance management arrangements deployed across the Group for achieving this commitment.

2. Policy Aims

The aims of this policy are to:

- To enable the Group to achieve its strategic aims and objectives through the development and embedding of effective and efficient performance management arrangements;
- To provide a performance management framework that will support departments, teams and individuals to achieve their assigned objectives using the ‘Golden Thread’ concept; and
- Set out the various elements of the performance framework that enables performance to be managed in relation to meeting customer and other stakeholder group’s performance expectations.

3. Why Performance Management is Important to the Group

Performance management is defined as taking action in response to actual performance to make outcomes for customers and the wider public better than they would otherwise be. Performance management is integral to the Group’s overall operation in that it helps us to plan, monitor and manage delivery of our diverse range of services. Performance on the delivery of quality will be built into the framework, and the measurement of quality will become more sophisticated over time. Getting performance management right is important to us for a number of reasons:-

3.1 Motivating Individuals

Individual members of staff need to know what is expected of them, and what part they play in the overall success of the Group. Effective performance management is about being positive and helping individuals to really excel at what they do best. The knowledge and skills competency framework has been embedded across the Group, and this will assist the organisation to focus on the learning needs of individuals so that they can deliver the very best services to their respective customers.

3.2 Improving Service Delivery

We need to ensure that we are delivering services that meet our customer needs, and performance management provides the Group with a way of making decisions about where to focus resources depending on needs at any one time. Over time, performance management allows relative measurement to be made so that we can see if improvements are being made, and if extra efforts need to be made in particular areas to achieve those improvements.

3.3 Value for Money

The Group wants to ensure that services are sustainable in both the short and long terms whilst being able to continue to be as efficient and productive as possible in both front line services delivery and back-office support. Making clear links between resources and outcomes helps to put our performance in to context so that we can demonstrate that we are delivering value for money as required by the Scottish Social Housing Charter (Outcome 13).

4. Performance Management Framework Components

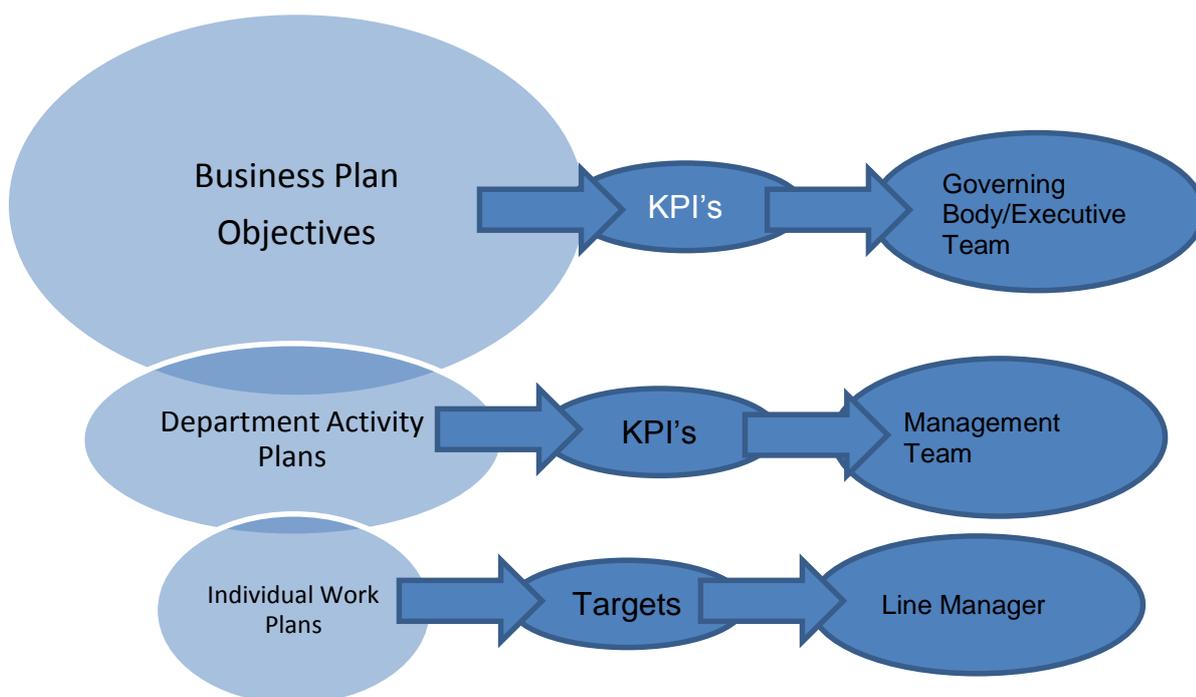
The Group performance management framework consists of a number of individual performance driving components. In summary, these involve the following:

- Fully developed business planning process (based on SHR best practice guidance for business planning) that aligns workforce competencies and resources towards the achievement of the Group's strategic vision, objectives and aspirations;
- Developed financial planning processes to ensure the Group is able to allocate the necessary resources required for effective service delivery;
- An embedded risk management approach that is able to identify and address current and emerging risks that have the potential to prevent the Group achieving its strategic objectives;
- Fully developed performance scorecards that ensure the Group is able to measure and manage and report performance across a range of service delivery areas/activities and progress against the 14 Scottish Social Housing Charter outcomes;
- Performance challenge and review arrangements that include the use of performance benchmarking, fully developed performance reporting arrangements to a range of internal and external stakeholders (including Group governing & customer scrutiny bodies), and annual performance reviews to ensure performance measures remain fit-for-purpose; and
- Personal performance management and development arrangements that provide the means for valuing Group staff and creating a working environment that acknowledges their contribution towards achieving Group strategic objectives, and builds capacity to ensure organisational effectiveness.

The combining of these individual components ensures the Group has an effective performance management framework (summarised in the diagram below) that helps to drive performance at the strategic and operational levels within the organisation, achieving the three principal aims of this policy document.

The most important element of this framework is the individual Business Plans developed for each of the Associations within the Group. These set out our combined business strategy and link the aims and ambitions associated with this with operational priorities tailored specifically to each Association.

The Group business strategy is developed collaboratively between the governing bodies within the Group and the Caledonia Tenant Scrutiny Panel, and is also subject to detailed consultation and consideration with the wider staff team. The strategic objectives that flow from the strategy provide the foundation for the performance framework and ensure it reflects and encompasses broader business needs.



A suite of performance measures has been developed that directly aligns with the strategic objectives and provides structure to a range of indicators and associated targets. These measures also ensure that our performance against the outcomes and standards detailed in the Scottish Social Housing Charter can be clearly tracked measured and demonstrated. Furthermore, departmental based activity plans are developed to detail the actions that will be progressed at team level to ensure the successful implementation of the strategic objectives. These in turn are cascaded to the workplans for individual team members, ensuring a clear link between our strategic objectives and the work of all team members across the Group.

Performance monitoring and reporting is implemented through a tiered approach. Progress against Business Plan activities and associated targets is reported to and scrutinised by the governing bodies for each Association on a quarterly basis. Concurrently, a Business Performance Scorecard is also presented for consideration. This comprises the key service and organisational performance indicators (including the relevant Charter Indicators). Progress is tracked against specified annual targets, and relevant trend and benchmark figures. The governing bodies also receive a separate quarterly analysis of complaints and compliments for the respective Association. The Executive Management Team reviews all relevant performance information in advance of the governing body meetings.

Additional service, team and function specific indicators, are also monitored and reported internally. The Operational Management Team undertakes a monthly review of these indicators, which include all organisational indicators that appear in the Business Performance Scorecard. Any identified performance issues are highlighted to the Executive Management Team for further consideration. Performance outcomes are also reviewed and considered at team and individual levels, with information on performance across the Group made available to all team members.

5. Group Strategic Perspective & Measures

Listed in the below table are the Group strategic objectives and the related performance management measures/activities that contribute to the achievement of each objective:

TABLE 1

Strategic Objective	Measures
Achieving Excellence	Equalities; Communication; Participation; Quality of housing; Repairs, maintenance and improvements; Estate management and tenancy disputes; Housing options; Access to social housing; Tenancy sustainment; Value for money; Rents and service charges; Customer satisfaction; Employee engagement; Learning and development.
Business Success	Governance actions; Financial management; Risk management; Health and safety; Provision of new homes.
Creating Innovation	Service development and improvement.

6. Building a Performance Culture Through Inspired Leadership

An outcome of good leadership through effective management of performance is a highly motivated workforce. This requires strong and inspirational leadership to create the right environment to allow innovation and team and individual excellence, where success is celebrated and challenges are tackled proactively and positively.

The Group performance management framework puts service delivery at the pinnacle of a strong underpinning system of support and leadership. Every member of staff needs to be able to see how their contribution is reflected in what the Group governing bodies and customers see in relation to organisational performance. Furthermore, there is the added challenge of the providing the required levels of transparency both within and outwith the Group on how well we are delivering services.

7. Roles & Responsibilities for Performance Management

Whilst it is everyone's job to manage performance, the Group governing bodies must drive a culture of performance with the primary leadership role lying with the Chief Executive, Directors and Operational Managers. Effective performance management requires defined roles and responsibilities and clear ownership of outcome measures. A summary of these roles and responsibilities is as follows:

Chief Executive

- Overall statutory responsibility for the quality of service delivery, governance and performance management with accountability to the Group Management Board.

Executive Directors and Operational Managers

- Responsible for driving forward the development and embedding performance management arrangements in their area of service/function and to ensure consistency of approach as set out in the Group Management Performance Procedures.

All Staff

All staff contribute towards performance improvement and management by being encouraged and supported to identify improvement opportunities and to take the required action. It is important that staff understand how their contribution translates to the corporate performance of their area of service/function and the Group as a whole.

8. Policy Communication

The Group governing bodies recognises the importance of ensuring staff are fully apprised of current performance arrangements and outcomes, therefore all staff:

- Are encouraged to raise issues relating to performance management arrangements and performance with their line manager and/or through existing management communication structures;
- Will be able to view performance related information such as minutes and reports available on the corporate intranet (e.g. governing body quarterly performance management reports, staff and customer newsletters, annual performance reports, organisational and departmental activity plans and KPI scorecards); and
- Receive information at formal updates such as department/team meetings, and through corporate briefing sessions or CEO 'Vlogs' in respect of changes/revisions to the performance management arrangements.

9. Monitoring and Review of this Policy

This policy will be reviewed every three years by the Group governing bodies to ensure that the Group performance management framework remains fully effective in regards to driving service performance and quality.