

## **ENGAGING MEMBERS AND OFFICERS IN THE PERFORMANCE PROCESS**

The Hampshire PPRN met recently on 27<sup>th</sup> February to share and develop best practice examples from various authorities involved.

One of the areas addressed was engaging members and officers in the performance process.

Three groups brainstormed potential issues and activities they had experienced or could use in the future relating to Performance Management:

1. How do you go about involving Members and Officers?
2. How do you know you are making a difference?
3. How do you go about correcting areas of low performance?

Each group then voted on the high, low and potential future impact areas according to their authority's experiences. A discussion session was then given to each topic based on the key areas identified.

Best practice examples and authority practices discussed will be identified in the minutes from the meeting.

The key outcomes from the session have been put together and are to be distributed to all authorities. The aim is to develop a schedule of best practice examples and supporting documents available to enable shared or joint working in the future.

The draft schedule is attached below to give an outline of the issues identified. Completed responses from Hampshire authorities are expected by the end of April 2004.

## TOPIC 1 – WHAT ENGAGES MEMBERS AND OFFICERS

OUTCOMES FROM PPRN 27/02/04		PPRN AUTHORITY PERSPECTIVE		
Activity/theme	Significance of Impact	Experienced or tackled issue <i>(brief description of action)</i>	What was the impact? <i>Eg high or low, good, minimal, negative etc</i>	To explore/review this in the future <i>(brief outline of how or interest)</i>
BVPP	Low			
Quarterly report – exception, full				
Traffic light system	Future initiative			
Scrutiny working report – members can then ask officers to report back	High			
BV indicators	Low			
Managers deal with operational areas - members get exception reports	Low			
Indicators measuring the right thing				
Decide appropriate quartile to aim for and only report when not hitting target	Future initiative			
Public pressure	High			
Finance	High			
Performance Board	Future initiative			
Develop of knowledge/understanding				
Identify/Focus on things that interest them and where grants are involved				
Hard slog				

### KEY TO COLOURS:

High or Positive	The majority of small group had positive experiences or felt the activity/theme had high impact on this issue
Low or Difficult	The majority of small group had negative or difficult experiences or felt activity had a limited impact on issue
Future Initiative	The majority of small group were planning or considering this activity/ theme/ initiative in the near future

## TOPIC 2 – HOW DO YOU KNOW YOU ARE MAKING A DIFFERENCE?

OUTCOMES FROM PPRN 27/02/04		PPRN AUTHORITY PERSPECTIVE		
Activity/theme	Significance of Impact	Experienced or tackled issue <i>(brief description of action)</i>	What was the impact? <i>Eg high or low, good, minimal, negative etc</i>	To explore/review this in the future <i>(brief outline of how or interest)</i>
Customer satisfaction levels (and staff)	<b>HIGH</b>			
Fewer theme specific complaints				
Better informed members	<b>LOW</b>			
Services identifying issues in their own service areas	<b>LOW</b>			
No surprises – risk management				
Improved performance is recognised (eg extra day annual leave!)	<b>Future Initiative</b>			
Integrated performance management				
Assessing SMART targets				

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<b>Future Initiative</b>	The majority of small group were planning or considering this activity/ theme/ initiative in the near future

### TOPIC 3 – CORRECTING AREAS OF LOW PERFORMANCE

OUTCOMES FROM PPRN 27/02/04		PPRN AUTHORITY PERSPECTIVE		
Activity/theme	Significance of Impact	Experienced or tackled issue <i>(brief description of action)</i>	What was the impact? <i>Eg high or low, good, minimal, negative etc</i>	To explore/review this in the future <i>(brief outline of how or interest)</i>
Best practice and balance	High			
	Future Initiative			
Performance agreements (PDR's/PDP's - appraisals)	Future Initiative			
Scrutiny involving staff/ joint working				
Ownership taking responsibility				
No blame culture honest and open complacency	High			
Involvement and support of members at strategic level	Low			
Role of Cabinet and Cabinet Members review				
Management team support sharing vision and leadership	Future			
Low priority areas transfer of resources	High			
Monitoring and communicating exception reporting/achievements	High			

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