

PERFORMANCE MANAGEMENT ISSUES - PPRN

Performance management issues arising from PPRN workshop to identify key experiences and learning across Hampshire authorities.

TOPIC 1 WHAT ENGAGES MEMBERS AND OFFICERS?

High Impact:

- Scrutiny working reports
- Public pressure ie consultation
- Finance issues
- Member devt/ training programme

Limited impact:

- BVPP
- BVPI's
- Managers deal with operational issues and report by exception

Future initiatives:

Clear and targeted performance information system

- Traffic light system for performance indicators.
- Set quartile targets or similar and report when target missed.
- Intranet system for collection.
- Which PI's matter to public.
- Priority rating of BVPI's

Performance Board (eg Test valley, Portsmouth)

- Overview of performance issues
- Substantial commitment from high level
- Performance scrutiny panel

Reporting against strategic objectives

- Aligning web based BVPP to corporate plan.
- ¼ ly report based on strategic objectives, linked to actions and outcomes
- Service plans link to objectives of the council

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

High Impact:

- Customer satisfaction levels

Limited impact:

- Informing members better
- Service identifying their own service issues

Future initiatives:

Stakeholder feedback

- More frequent and reliable satisfaction measures.
- Survey consultant to carry out 3 year survey

Setting the right targets

- Chief officers select indicators for measurement, challenge and reviews
- SMART targets.
- Challenging targets through performance/improvement board

Integrated performance management system

- Members portal on intranet
- Annual performance review
- Medium term performance management
- Integrated service plans

TOPIC 3 HOW ARE YOU CORRECTING AREAS OF LOW PERFORMANCE?	
<p>High Impact:</p> <ul style="list-style-type: none"> ▪ Using examples of best practice and balance ▪ No blame culture ▪ Transfer of resources from low priority areas ▪ Using exception reports effectively ▪ Performance Development for individual employees 	<p>Limited impact:</p> <ul style="list-style-type: none"> ▪ Exception reporting
<p>Future initiatives:</p> <p>Culture change</p> <ul style="list-style-type: none"> ▪ Cultural change management programme ▪ Collective responsibility for problem areas ▪ Member/officer led forum through Continuous Improvement Forum/ Performance Board <p>Learning and focus</p> <ul style="list-style-type: none"> ▪ Process engineering (HCC) ▪ Review and prioritisation of all service areas ▪ Best practice learning as part of annual performance review service <p>Allocating resources and plan activity appropriately</p> <ul style="list-style-type: none"> ▪ Recognising high performance ▪ Restructuring to enable capacity building in priority areas ▪ Linking strategic, financial and service planning to support budget bids 	

RECOMMENDATIONS FROM PPRN GROUP:

- 1 HAMPSHIRE PERFORMANCE CONFERENCE**
 - Based on learning from practical experiences of Hampshire authorities
 - Identify key issues that Hampshire authorities can learn from collectively
 - Speakers on areas interested in developing in the future
 - PPRN keen to work with CH X on development

- 2 THEMED LEARNING PROGRAMME FOR PPRN**
 - To develop a programme based on learning experiences
 - Meetings can be opened wider to any relevant officers and members
 - Seminar/ workshop can be used as appropriate depending on experience and learning needed for individual topics