

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?	
<p>High Impact:</p> <ul style="list-style-type: none"> ▪ Scrutiny working reports ▪ Public pressure ie consultation ▪ Finance issues ▪ Member devt/ training programme 	<p>Limited impact:</p> <ul style="list-style-type: none"> ▪ BVPP ▪ BVPI's ▪ Managers deal with operational issues and report by exception
<p>Future initiatives:</p> <p>Clear and targeted performance information system</p> <ul style="list-style-type: none"> ▪ 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 <p>Performance Board (eg Test valley, Portsmouth)</p> <ul style="list-style-type: none"> ▪ Overview of performance issues ▪ Substantial commitment from high level ▪ Performance scrutiny panel <p>Reporting against strategic objectives</p> <ul style="list-style-type: none"> ▪ 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?	
<p>High Impact:</p> <ul style="list-style-type: none"> ▪ Customer satisfaction levels 	<p>Limited impact:</p> <ul style="list-style-type: none"> ▪ Informing members better ▪ Service identifying their own service issues
<p>Future initiatives:</p> <p>Stakeholder feedback</p> <ul style="list-style-type: none"> ▪ More frequent and reliable satisfaction measures. ▪ Survey consultant to carry out 3 year survey <p>Setting the right targets</p> <ul style="list-style-type: none"> ▪ Chief officers select indicators for measurement, challenge and reviews ▪ SMART targets. ▪ Challenging targets through performance/improvement board <p>Integrated performance management system</p> <ul style="list-style-type: none"> ▪ Members portal on intranet ▪ Annual performance review ▪ Medium term performance management ▪ Integrated service plans 	

TOPIC 3 HOW ARE YOU CORRECTING AREAS OF LOW PERFORMANCE?

High Impact:

- 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

Limited impact:

- Exception reporting

Future initiatives:

Culture change

- Cultural change management programme
- Collective responsibility for problem areas
- Member/officer led forum through Continuous Improvement Forum/ Performance Board

Learning and focus

- Process engineering (HCC)
- Review and prioritisation of all service areas
- Best practice learning as part of annual performance review service

Allocating resources and plan activity appropriately

- 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