



**Group Performance Management
Framework
2016-2019**



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1. Introduction

Effective performance management is recognised as being an essential element of successful organisations. It brings to life the culture, values and systems put in place that support the Company in managing and improving performance.

Coastline's values are:

- Put our customers first
- Be open honest and accountable
- Strive to be the best
- Value each other

The performance management framework highlights how we measure and report on performance which is customer-centric in focus and how the various reporting and management arrangements ensure that performance is visibly discussed and targets set which push Coastline to continuously improve performance. A key theme of the reporting and management arrangements reflect the strength of Coastline staff and teams and actively encourages cross-departmental working and peer challenge.

Performance management includes activities which ensure that goals are consistently being met in an effective and efficient manner.

Performance management can focus on the performance of an organisation, a department, employee, or even the processes to build a product or service as well as other areas. A process by which organisations align their resources, systems and employees to strategic objectives and priorities.

Performance management is a key organisational tool that translates our vision into effective actions. It ensures that all staff within the Group:

- Understand how their individual contribution supports our vision and corporate principles
- Recognise what is expected of them
- Have the skills and ability to meet these expectations
- Receive feedback and support in relation to their performance
- Have the opportunity to contribute to the strategic direction of the organisation
- Understand that performance management is an intrinsic element of the day job.

2. The Corporate Plan

The current Corporate Plan sets out the vision and corporate priorities for the group over the period from 2013-17, and a revised plan for 2016-20 is currently being developed. The Plan is owned by the Board and the Executive Management Team. The Corporate Plan is developed through staff and customer involvement, using business intelligence and customer feedback as well as scanning the horizon for regulatory, legal and Government policy changes that could influence our business alongside rigorous financial planning. Which include the objectives 'Provide excellent housing and support services and 'Continuously improve our financial strength; and provides details to support the Performance Management Strategy.

Coastline's mission/vision is expressed in the Corporate Plan as; "great homes, great places, great people" and this performance monitoring framework details how we use systems and performance monitoring to contribute to those aims.

3. Performance Monitoring

3. a CorVu Performance Management Software

CorVu is the Company's Corporate Performance Management software solution which enables the Group to effectively run its performance monitoring throughout the organisation by providing:

- High quality performance measurement and monitoring systems focused on primary risk areas,
- Effective reporting tools and mechanisms,
- Capacity to analyse and problem solve in order to reduce risk and maximise performance both in the long and short term,
- Clear links between actions, PIs and risks alongside personal appraisals,
- Appropriate direction of resources and actions.

The following performance measurements have been integrated within the CorVu software solution.

i. Performance Indicator Plan (PIP)

All Performance Indicators (PI's) for each department are collated, updated and reported centrally via CorVu on a monthly basis. So every month the responsible member of staff will go into CorVu to input or review their data and update the commentary that explains their performance.

The agreed schedule for updating and reporting PI's in CorVu is:

- 1st monthly email sent to updater for data and commentary
- 8th the PI owner receives an email alert if missing data
- 10th the PI escalation owner receives an email alert if missing data
- Around the 6th of the month draft reports are emailed to Group Performance Management Team (GPMT).
- Around the 22nd of the month the reports are presented at GPMT and Executive Team (ET) review and approve reports monthly prior to being presented at each Board
- Around the 28th bi monthly the reports are presented at Board and Customer Scrutiny into Coastline (CSC). Board also receive electronic versions on alternate months via the NEDitorial.

ii. Risk Management Framework

The Groups Risk Management Framework is held within CorVu. Strategic and operational risks are logged, assessed (scored) and prioritised for action. Risk owners are assigned and held accountable for risk improvement actions and the outputs and progress of their actions is used to discharge and provide assurance to the Board via the Audit & Risk Committee.

The risk management module within CorVu allows managers to:

- Identify critical risks
- Assess and assign priority to risks
- Monitor the risks and put in place control measures to reduce the risks
- Document and track the actions taken to eliminate or reduce the risks
- Link to performance indicators that demonstrate a change in risk status

iii. Service Improvement Plan (SIP)

To deliver the objectives in our Corporate Plan we use annual Service Improvement Plans, these are managed by our Head of Departments. Each SIP details how specific projects link with the objectives of the

Corporate Plan. Within each project sits SMART actions and milestones which relate to specific tasks and are assigned to individual team members to understand and agree their own contribution towards achieving organisational objectives. Progress is reported quarterly to Organisational Development Group (ODG) and CSC.

The agreed schedule for updating project tasks in CorVu is:

- 1st monthly email sent to updater for task progress and commentary
- Monthly KPI *GV05 % of SIP's on track* is calculated and CorVu updated
- SIP progress report presented at ODG quarterly
- SIP progress report presented at CSC Bi-monthly

4.0 Target Setting

Target setting is integral to an effective Performance Management Framework as it is the early warning system when performance changes. Therefore setting targets is a crucial part of the business planning process. Using our target setting process (Appendix 1) is how we make sure are targets are set to reflect our priorities for the year ahead. The target setting process sits in line with budget setting and action planning processes so that targets are set in the wider context of the activity of the organisation, team and individual member of staff.

The Board approves all KPI targets, agrees the annual PIP publication and sets the Board KPI's for the following year, this Board meeting takes place annually in March.

5.0 Performance Review

i. Board Meetings

The Board review progress against the Corporate Plan three times a year. They receive detailed analysis on the 27 agreed Board KPI's monthly. These updates give Board assurance the Corporate and Strategic Plans are delivering as agreed.

ii. Executive Team Meetings

Three times a year ET meet and review progress against the Corporate Plan. Monthly ET review the performance report prior to Board.

iii. Customer Review and Scrutiny

The Community Investment Team work with involved customers that make up two teams, Great Homes and Great Services. The Community Investment Team support the CSC who train the teams in understanding and questioning information about the way we provide services. The CSC scrutinise and review customer intelligence and performance against the service standards and targets.

The two teams meet quarterly and managers attend to update their team's performance. If these groups feel it is necessary they can refer any issues or concerns identified through reviewing the performance and customer intelligence information to the CSC who meet bi-monthly. The CSC then use these referrals to decide their scrutiny project work programme.

iv. Group Performance Management Team

GPMT have a main function to monitor progress against targets and identify improvements, particularly those that cut across the work of different teams. This is based on performance highlighted in the Company's KPI reports. At monthly meetings, performance across all key business areas is exchanged and improvement opportunities discussed.

v. Value for Money and Procurement Group

The Value for Money (VfM) and Procurement Group aims to ensure that our assets and resources are used economically, effectively and efficiently so that we can improve outcomes for our customers and other stakeholders, so to evidence achievements. This meeting focuses on understanding where we are we (benchmarking and feedback), reviewing what we do (review of PIP and KPI's) and taking action to improve.

vi. Team Meetings

Managers will talk to their teams about progress against their PIP's to highlight improvement actions and recognise achievements. Following on from the manager's performance briefing, manager's share their KPI's with the staff in their teams as well as reviewing their own operational service performance indicators.

vii. 1-2-1 Meetings

Monthly all staff have a 1-2-1 meetings with their line manager. In this meeting progress against individual actions is reviewed, as well as performance against relevant performance indicator targets.

6.0 Policy Reviews

Our policies help to ensure we implement our agreed strategies and deliver the right services in the right way for our customers and in so doing, meet our legal and regulatory requirements. Therefore, it is important that our policies continually comply with changes in legislation and best practice, and are responsive to customer intelligence, performance information and the outcomes of system audits. Where necessary we will develop new policies, however we also need to ensure our existing policies are responsive to these changes so we regularly review all our policies to ensure they remain fit for purpose. The Board approves any major changes to existing policies which result from this review process.

7.0 Service Reviews

We have a service review process that we follow when we feel a full service review is required, this can be either customer (scrutiny) or staff led. So we do not keep a programme of service reviews but offer a more flexible model that can be applied when a review is required. A service review provides an opportunity to ask more fundamental questions about the services we provide.

8.0 Value For Money (VFM)

It is important for both our customers, whose rent is a major source of income for the Group, and for our regulators and funders that we operate efficiently and make the most of our resources. Our performance framework and the extended details included in the value for money framework helps us to evaluate whether we are achieving value for money. If we improve value for money, this helps us to remain financially viable and can release resources for us to improve or extend services.

The VFM and Procurement group is developing ways in which we can demonstrate our value for money performance by looking at a combination of information about cost, efficiency and customer satisfaction. Managers across the Group have also identified realistic value for money targets which we can use to demonstrate achievements in improving value for money.

9.0 Benchmarking

We benchmark our services on an annual basis through a range of settings. Benchmarking allows us to understand our performance and how we compare. It also gives us an opportunity to learn the different processes that other providers use to achieve excellent performance.

- Benchmarking performance against HCA global accounts data
- HouseMark annual core benchmarking
- HouseMark VFM repairs toolkit
- HouseMark Priority performance benchmarking (PPB)
- HouseMark STAR benchmarking
- Reviewing performance year on year
- Benchmarking through the Housing Quality Network (HQN), including:
 - Rent & Income Excellence Network (REIN)
 - Leasehold Excellence Network (LEN)
- Attendance at good practice groups including:
 - Advantage South West (ASW)
 - HeatCare and ElecCare meetings

Feedback from these groups takes different forms, and is an integral part of policy reviews, service reviews, self-assessments, target setting and business planning processes

Management of the Groups PMF

The following tables show where the different accountabilities lie for the Performance Management Framework.

Roles and responsibilities in the PMF	
Chief Executive	<ul style="list-style-type: none"> ○ To produce the Corporate Strategy and presentation to Board ○ To ensure that the performance meets the aims and objectives of the Corporate Plan and that the organisation is well managed, well governed and viable
Board	<ul style="list-style-type: none"> ○ To ensure strategic direction and establish the vision of the organisation ○ To approve the Corporate Strategy ○ To approve KPI targets, annual PIP and Board KPI's. ○ To approve regulatory returns ○ To ensure stakeholder promises and priorities are met
Executive Directors	<ul style="list-style-type: none"> ○ To develop Strategic Plans and ensure they are linked to the Corporate plan and objectives ○ To ensure that the actions set out in the relevant Service Improvement Plans are carried out and performance targets are met ○ To monitor progress of team managers in identifying problems and weaknesses whilst agreeing corrective action ○ To identify and allocate resources in order to achieve priorities
Heads of Service/Team Managers	<ul style="list-style-type: none"> ○ To ensure actions for their teams are within their Service Improvement Plans directly relate to the aims and objectives of the Corporate Plan ○ To involve every member of staff in the Service Improvement Plan production so staff understand their role, responsibility and contribution ○ To facilitate the monthly Team Meetings and attend customer scrutiny meetings (CSC) where appropriate ○ To monitor, review and update performance indicators, projects and risks monthly, making recommendations for improvements where necessary ○ To make sure all members of their team have a 1-2-1 meeting every month ○ To hold quarterly and annual appraisal meetings with all team members ○ To use good practice, customer feedback and benchmarking information to develop their service area, facilitating a continual process of service improvement
Performance and Improvement Coordinator	<ul style="list-style-type: none"> ○ To ensure statutory and regulatory obligations relating to performance reporting are met ○ To co-ordinate, analyse and report on performance to all stakeholders ○ To manage Group performance reporting through Corvu ○ To ensure we are effectively tested and compared via benchmarking ○ To act as a critical friend where appropriate and required

<p>Individual Members of Staff</p>	<ul style="list-style-type: none"> ○ To understand their contribution to delivering the Corporate Plan ○ To ensure statutory and regulatory obligations relating to performance reporting are met ○ To agree goals and targets for their service area and role, monitoring their performance and agreeing corrective actions where necessary ○ To actively participate in their own annual Appraisal and monthly 1-2-1's
<p>Customers</p>	<ul style="list-style-type: none"> ○ Actively scrutinise the delivery of services that we provide. We will facilitate this via: <ul style="list-style-type: none"> ● Customer Review: Service Review Groups, CSC and involved customers ● Service specific satisfaction surveys to tell us how we are doing ● Customer's suggestion schemes (individual and group) ○ Use the complaints procedure where necessary and learning from complaints ○ This information will then be fed into business planning, service reviews and team meetings to inform our decision making and continually improve

Timetable for reporting and publishing information

Theme	Report to	What is reported	Frequency
Statutory and regulatory	Homes and Communities Agency	Regulatory Returns: <ul style="list-style-type: none"> • SDR • Core Lettings • VFM self- assessment • Annual Report to tenants 	Annual
		Financial Reporting: <ul style="list-style-type: none"> • Annual Accounts • Fraud Reports 	3 times a year
Governance	Board	Review of Corporate Plan and significant risk register Review the 26 Board KPI's	3 times a year 3 times a year
	ET	Progress on Corporate Strategy, review risk register	3 times a year
	Audit & Risk	Review Company wide KPI's Review of the risk register	Monthly Quarterly
	GPMT & ODG	Review Company wide KPI's & SIP	Monthly/Quarterly
Customers	Involved customers	KPI Summaries: <ul style="list-style-type: none"> • Via the website, Newsletter • Annual report for tenants 	Monthly/Quarterly Annual
	CSC	Review PIP & SIP reports	3 times a year
Heads of Departments	Executive Directors	Progress against the Corporate Plan and KPI's	3 times a year
		Risk review and updates	Quarterly
Teams	Heads of Departments	KPI, PI and SIP progress reporting at team meetings	Monthly
Individual staff	Line Manager	KPI – Service Scorecards Progress against actions and milestones 1-2-1s with line manager	Monthly
		Performance Appraisals	Annual

Appendix 1 – Target Setting Checklist

DEFINITIONS

Are you using a clear definition? HouseMark, industry standards or clearly recorded local definitions to calculate your KPI's?

LOOKED AT TREND INFORMATION

Have you looked at data from previous years? Can you identify any trends that impact on performance?

LOOKED AT BENCHMARKING INFORMATION

Have you compared performance information both internally and externally?

ACCOUNTED FOR INTERNAL FACTORS

Have you taken account of any internal changes that may impact on achievement of targets e.g. budget approval, staff restructure?

ACCOUNTED FOR EXTERNAL FACTORS

Have you taken account of any external changes that may impact on achievement of targets e.g. changes to Government policy or the price of a resource?

CONSULTATION

Have you consulted with your staff and customers? Do they agree that the targets are achievable and meet their expectations?

SET ROBUST, CHALLENGING AND REALISTIC TARGETS

What is top quartile? What is reasonable?
How does it drive value for money improvement?
Do the targets support your SIP?