

PERFORMANCE MANAGEMENT STRATEGY REVIEW

Report of the Chief Executive

1. SUMMARY

The Board has agreed that all Derby Homes key policies will be reviewed at least every three years. This report reviews the Performance Management Strategy. No significant amendments were required.

2. RECOMMENDATION

To approve the revised Performance Management Strategy.

3. MATTER FOR CONSIDERATION

- 3.1 A desk top review has been completed by the responsible officer and the changes circulated to a group of managers for comments and suggested amendments before submitting to the Board.
- 3.2 The reviewed strategy and the tracked changes to the document can be seen in Appendix 1 of this report.

4. EQUALITIES IMPACT ASSESSMENT

An Equalities Impact Assessment has been carried out and the detail is attached in Appendix 2 of this report.

5. POLICY REVIEW IMPLICATIONS

This is a key policy of Derby Homes and is included in the Key Policy Review Schedule. In accordance with minute 10/51 this policy will be reviewed no later than 3 years from the date of this meeting.

The areas listed below have no implications directly arising from this report:

- Consultation
- Financial and Business Plan
- Legal and Confidentiality
- Personnel
- Environmental
- Health & Safety
- Risk

If Board members or others would like to discuss this report ahead of the meeting please contact the author, or Phil Davies, Chief Executive, phil.davies@derbyhomes.org – Phone: 01332 888528

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Background Information: None

Supporting Information: None



Performance Management Strategy

1. Derby Homes Performance Vision is to

- 1.1 To improve Derby Homes services for our customers.
- 1.2 Performance management is integral to the drive to improve services for the customer delivered by Derby Homes. It helps us prioritise what gets done, ensure we are providing value for money services, motivate and manage staff, identify and rectify poor performance at an early stage, learn from past performance, improve future performance and most importantly increase satisfaction levels of our customers.
- 1.3 Our aim is to ensure that the act of managing performance becomes the culture as we seek to deliver the improvements expected through continuous improvement. To do this, we have robust systems for listening to our customers and measuring and monitoring our progress towards achieving our objectives.
- 1.4 Effective performance management requires:
 - clear direction, systematic decision making and communicating what needs to be done: (aims, objectives, priorities and targets)
 - plans for ensuring that it happens: (improvement, action or service plans)
 - some means of assessing if this has been achieved: (performance measures)
 - information reaching the right people at the right time: (performance reporting).
 - Listening to and involving our customers in decision making ;(customer feedback)
- 1.5 Derby Homes will meet this challenge and go beyond this over the next three years to produce a truly performance oriented culture; a culture where being good at what we do is positively embraced by all staff. It will be characterised by:
 - customer focus – a focus on the experience and outcomes for its customers.
 - a 'can-do' attitude – people feel empowered and supported to innovate and take responsibility without fear of blame
 - learning – feedback from staff/customers and performance information are used to improve
 - a positive approach to performance management.

(see Appendix A)

2. Where are Derby Homes now?

2.1 Derby Homes fully realises the importance of managing performance and has demonstrated its commitment to fully integrating performance management in to its people, processes and culture by:

- a dedicated in house performance management team
- embedding performance management into the organisation through regular presentations at staff and manager briefings, and by circulating and displaying key strategic objectives and operational targets throughout the organisation
- annual team service plans with SMART targets
- annual business planning process, which identifies strategic objectives, initiatives and targets over a five year period
- monthly agreement monitoring meetings with Derby City Council
- ~~publishing performance information in the quarterly staff newsletter.~~
- ~~displaying our performance against the [Tenants Top Ten indicators](#)~~[Local Offers](#)
- ~~setting up a Tenants's Scrutiny Panel to ensure that we meet the Local offers from a customers perspective~~
- ~~establishing a Performance Management Committee with delegated responsibility from the main board for all performance matters and monitoring progress against all organisational targets~~
- introducing revised reporting formats for committees and boards
- introducing the range of opportunities for customer feed back
- use of CSM for the purpose of , recording, collating and analysing of all customer feedback to ensure lessons learnt
- ~~establishing a staff and tenant group to look at lessons learnt from feedback~~[Using customer feedback to inform agenda's at the Process Improvement Team meetings.](#)
- performance dashboard on the intranet accessible to all staff.
- performance information displayed on plasma t.v's in the reception area's of Derby Homes offices.
- recruitment and training tenants to carry out mystery shopping [and customer journey interviews](#) to check the quality of services delivered.

2.2 Some of these things are well established and some continue to evolve. This document outlines our aspirations for continuing to improve our approach to performance and focuses on the means by which we will do this.

2.3 We have started the process of moving on from measuring and collating information to ensuring it is used to manage and improve services – a performance management culture.

3. The Performance Management Framework

In order to support the performance management, the following are the key components of our performance framework.

3.1 Business and Service Planning

3.1.1 Business and Service plans are a cornerstone of effective performance management. Our plans provide a solid foundation for achievement and enable

each section, team and individual to understand how they contribute to Derby Homes' improvement objectives.

- 3.1.2 The Delivery and Business Plan lays down the vision, values and strategic objectives of Derby Homes. Beneath these are operational objectives that focus on what we need to achieve our strategic aims. Initiatives and targets define the associated actions to be taken by each team.
- 3.1.3 To develop a more co-ordinated approach, a revised timetable for business planning has been agreed, which will ensure that key objectives are identified and clearly communicated throughout the organisation to better inform service planning and target setting and better integrate with the budget and financial planning cycle.
- 3.1.4 More effective linking of risk management with business planning ensures that the most important priorities are identified.
- 3.1.5 We consult with customers, staff, Derby City Council, partners and stakeholders to identify short, medium and long-term strategic objectives and to contribute to service planning. This will enable us to work more closely with customers and other stakeholders to identify and prioritise objectives for Derby Homes.
- 3.1.6 ~~From 2008/09, plans have been used to identify areas where savings can be made as part of our need to comply with the National Efficiency Agenda.~~ A Business Transformation Team has been created to drive through the Business Transformation agenda at Derby Homes. The business and service planning process is the right place to identify areas where service must be improved or where efficiencies can be gained from the same level of service. Targets will help us to set out what needs to be achieved and by when.
- 3.1.7 A centrally held database of all targets contained in the Business Plan and Service Plans has been developed which enables recording of targets, key milestones, quarterly progress and reporting. This database has been further developed and is more widely accessible. Responsible officers record, monitor and account for their own progress.

3.2 ~~National Indicators and~~ Local Indicators

- 3.2.1 An essential part of an effective performance management framework is to have accurate, transparent and timely planning, reviewing and reporting processes. As part of our management agreement, we are required to work within the Council's aims and objectives. Monthly agreement monitoring meetings with Council officers monitor progress against all ~~National Indicators and~~ local indicators. Linkages between Derby Homes Key Objectives and Derby City Council's ~~priorities and values outcomes~~ are contained in the Service Plan for each team. The Delivery ~~and Business~~ Plan indicates where Derby Homes targets compliment and contribute to Derby City Council's ~~Local Area Agreement. Derby Plan and the Council Plan~~
- 3.2.2 ~~The Council has recently retendered for performance management software and a decision has been made to replace performance eye with a new supplier. The new software Derby City Council will be using in the future is CorVu Derby City Council use CorVu to record progress towards targets and as a tool to~~

[report current performance](#). It is anticipated that ~~the software will be in place by December 2009 and training rolled out to all responsible users in January 2010 in the future~~. Derby Homes' staff will use the software as a tool to report current performance and improve performance management practices.

- 3.2.3 The benefits to Derby Homes will be that all performance information is held in one place, in a standard, accessible format for recording of data, creation of reports and analysis of outcomes.
- 3.2.4 The system will be populated by identified responsible officers and accessible to all accountable officers.
- 3.2.5 Annual reviews of local indicators and targets takes place and this will continue to ensure that targets are appropriate and provide information that is beneficial to managing performance.
- 3.2.6 A review of the current reporting formats has already taken place to fully support the understanding of trends at a glance and to improve commentaries and accountability. More use of traffic lights and exception reporting helps ensure that measures are reported on only if performance is below or not on target. Reporting will continue to evolve to ensure information is clear, transparent, timely and relevant to the audience.
- 3.2.7 We will ensure the indicators are in place and regularly reviewed to measure tenant satisfaction and to address key service areas highlighted by tenants for performance monitoring and service improvement. Improved mechanisms for reporting back to committees, boards and customers on these indicators have been introduced.

4. Embedding a Performance Management and Oriented Culture

- 4.1 Developing the right organisational culture is critical to improving the effectiveness of performance management. A performance management culture is an organisation where there is a focus on aspects of managing performance, with a keen interest in developing and using systems that measure and report as the basis for doing things better. It is a culture in which every person in the organisation understands the organisational vision and priorities and their own roles in helping achieve those priorities. Good measures and a well thought out framework are not sufficient if people aren't using them in the right way or don't have a real desire to improve.
- 4.2 Our vision is to have a performance oriented culture which is characterised by the following elements...
 - A Senior Management Team which leads with a clear vision.
 - A framework for listening to our customers and agreeing their performance priorities, city wide and in neighbourhoods.
 - New ideas are genuinely encouraged.
 - An openness to external challenge and a willingness to take tough decisions and tackle difficult problems.
 - Our employees recognise the connection between what they do and how it benefits the community through a clear performance framework.

- Managers take individual responsibility for the performance of their service areas and are accountable for results.
- Managers facilitate open discussions at meetings on how performance can be improved and encourage contributions from their teams. Meetings are designed to encourage two-way communication.
- Best Value-Value for Money is integrated not treated as an add on.
- A desire to break down departmental barriers and encourage cross-boundary working and joint responsibilities.

4.3 Derby Homes ensures that its vision, values and strategic aims contained in the business plan are regularly communicated within the organisation at all staff briefings and visually displayed around the building and in its publications. Its objectives are cascaded down through the organisation through service plans and individual achievement and development- job chat reviews. Derby Homes has used its plans to increase the accountability of officers by giving ownership of targets to named accountable and responsible officers.

4.4 A crucial tool for embedding this culture and achieving improvement is the Job Chat Process. The Job Chat scheme is well established within Derby Homes and allows us to align the development of our staff with company objectives whilst integrating accountability through the objectives agreed with individuals.

~~Derby Homes is committed to continuing to improve this process by ensuring that they are used to ensure staff:~~

Staff:

- know and understand what is expected of them
- have the skills and the ability to deliver on these expectations
- are supported by the organisation to develop the capacity to meet these expectations
- are given feedback on their performance.

4.5 This will be achieved by working with Personnel to carry out a review of job chats as a tool and through regular monitoring of the process and outcomes. Training for managers on carrying out reviews will be an ongoing feature of management development and training.

4.6 As part of embedding the performance culture within Derby Homes, all managers have been trained in developing SMART targets as part of service planning. All targets have named accountable and responsible officers. Managers will continue to be provided with training and support to improve their understanding of targets and performance measures and to ensure that all service improvement targets are Specific, Measurable, Achievable, Realistic and Timebound, SMART, with key milestones identified against them. Ownership of targets by accountable officers will continue to be reinforced as a key tenor of our performance management culture.

4.7 The performance management cycle is often referred to as the **PLAN DO REVIEW REVISE** cycle.

A Plan, Do, Review, Revise cycle can take place at any level and over different timescales

- 4.8 This cycle already underpins the business and service planning of the organisation in that there is yearly review and setting of the Organisation's strategic and operational objectives but it needs to be further extended to ensure it is an integral part of the day job. Emphasis on planning and doing will be balanced with learning and reviewing to ensure that mistakes are not repeated and performance is optimised.

5. Evolving Further Elements of Performance Toolkit within the Organisation

To further develop Derby Homes success and ensure continuous improvement is achieved, some new tools will need to be introduced and some existing ones further developed:

5.1 Including Customers in the Performance Management Cycle

- 5.1.1 In order to improve performance Derby Homes will ensure that customer intelligence is integrated into decision-making about priorities and performance management. Customer feedback is systematically gathered through surveys and our customer complaints, comments and compliments system and used to inform our priorities for service improvement. Our tenant involvement strategy, including the use of the Process Improvement Teams, aims to ensure that our customers have a real influence and contribution to shaping service delivery. We have developed the use of customer inspection teams and mystery customer exercises to identify weaknesses in service delivery.

- 5.1.2 Learning from complaints – We undertake to analyse all feedback received on satisfaction surveys. All customer feedback is taken to [a 'Lessons Learnt' the relevant Process Improvement Team](#) meeting which identifies trends and ensures that actions are set and acted on to bring about satisfactory outcomes for our tenants. The meetings are made up of representatives from all sections within Derby Homes and tenants. The purpose of these meetings is to discuss and pinpoint areas in which we can improve our services to our customers. Outcomes of these meetings are published in Derby Homes News to increase tenant awareness of how vital their comments are to Derby Homes. This information will be uploaded onto the customers section of Derby Homes' website when the redesign is complete.

Mystery Shopping - currently we mystery shop Local Housing Offices, empty properties, communal cleaning, communal repairs, grounds maintenance,, enquiry centre ,carelink , language line and estate services .We undertake to further develop the Mystery Shopping programme to ensure we follow through any areas for improvement identified by the Mystery Shoppers. This programme will be extended to include the Resource Centre, Cardinal Square reception and other service areas throughout the organisation.

- 5.1.3 Bright Ideas - The Bright Ideas Scheme was initially introduced to allow staff to put forward suggestions they felt would bring about an improvement for the organisation. The scheme has since developed to include contractors and tenants, tenants can now feedback through our Bright Ideas suggestion scheme. Not only does this provide another channel to influence service delivery but the scheme rewards customers for their idea.

- 5.1.4 **Customer Journey** - We also use the 'Customer Journey' to seek feedback. – this activity is ~~done-undertaken by members of the DACP~~ by actively contacting our customers ~~by telephone- face-face~~ to find out whether ~~they are our customers~~ are happy with the service we provide and identify barriers to accessing and receiving our services.

We carry out the Customer Journey on a random selection of service area's annually. ~~of repairs reported by our tenants, with families exiting the Family Intervention Project and the monthly feedback tenant top ten target to check the quality of feedback received.~~ This gives us a 'live' insight into any problems our customers face as they go through the process of reporting and resolving issues.

Why follow the Customer Journey?

- To improve efficiency within the organisation.
- To gain an understanding from the customer of their frustrations.
- To see if we have done what we said we were going to do.
- To see how we are achieving against targets.
- To promote better relations with our customers.
- To identify problems as they arise and deal with them before they become official complaints.
- To gain insight into any training/knowledge gaps.

Peer Reviews - Housemark require and annual peer review of estate services for the purposes of benchmarking. Derby Homes are working with Nottingham City Homes, Doncaster, Sheffield Homes and Berneslia Homes and mystery shoppers from ~~both- all~~ our organisations undertake the peer review on our behalf. ~~As the exercise was felt to be beneficial Derby and Nottingham have agreed to work with each other on an informal basis to carry out further reviews. Requests from Doncaster and Sheffield Homes to work informally with us will be explored in the near future.~~

5.2 Performance Standards and Quality Monitoring

- 5.2.1 In order to ascertain the quality of services being provided a system of quality monitoring needs to be in place. This means measuring the quality of service provided by agreeing expectations with customers and then carrying out spot checks to ensure the standard of service agreed is being achieved or hopefully exceeded. There is already a set of customer service standards in place. A framework for quality monitoring has been established which will include:

- managers carrying out spot checks
- mini audits being carried out by the performance team
- mini inspections of service being carried out by tenants
- mystery customer surveys being carried out.
- Customer Journey interviews

5.3 Accreditations

- 5.3.1 ISO9001-Derby Homes is accredited to ISO9001 standard and this means ongoing monitoring of procedural compliance is essential. To ensure that procedures are being followed, a system of spot checks by managers needs to

be ongoing in addition to quarterly audits to be carried out by the trained auditors in the organisation. In November 2009 Derby Homes were reassessed and upgraded to ISO9001:2008. We were again inspected in February 2011 and retained the accreditation with no non compliances.

~~Investors in Excellence- Derby Homes were last inspected by the Audit Commission in February 2006. In order to make sure the organisation did not coast in performance and continue to deliver excellent services to our customers, Derby Homes made a commitment to the Investors in Excellence Standard. Derby Homes achieved and were accredited to the standard in November 2008. The standard comprises of nine elements, five enablers:~~

- ~~• Leadership~~
- ~~• Policy and Strategy~~
- ~~• People~~
- ~~• Partnerships and Resources~~
- ~~• Processes~~

~~and four areas that measure the outcomes for the business, the results:~~

- ~~• Customer Results~~
- ~~• People Results~~
- ~~• Society Results~~
- ~~• Key Performance Results~~

Customer Service Excellence- Derby Homes were accredited to this new government standard in August 2009 and were reaccredited in July 2010. The Customer Service Excellence standard tests in great depth those areas that research has indicated are a priority for customers, with particular focus on:

- Delivery
- Timeliness
- Information
- Professionalism
- Staff attitude

There is also emphasis placed on developing customer insight, understanding the user's experience and robust measurement of service satisfaction.

The Customer Service Excellence standard aims to make a tangible difference to public service users by encouraging provider organisations to focus on their individual needs and preferences.

Customer Service Excellence is a vital tool in Derby Homes' efforts towards continuous improvement and confirms that we deliver excellent services to our customers. Customer Service Excellence holders listen more to their customers, perform better than average, have more satisfied users and use resources wisely.

During the inspection, Derby Homes were assessed against the five criteria of the Customer Services Excellence Standard, which are:

1. Customer insight
2. Culture of the organisation
3. Information and access
4. Delivery
5. Timeliness and quality of service

The inspection ~~was~~is a rigorous process, during which the inspectors met with tenants and potential tenants, senior managers from Derby Homes and strategic partners and agencies. They also inspected Derby Homes' estates, interviewed staff and reviewed evidence and performance information.

5.4 Change Management

- 5.4.1 Improvement needs a systematic approach and people who champion the cause. Performance management is all about change management and establishing a performance management culture will involve change management. Expertise in this area and a change model will be developed and adopted to ensure that the necessary changes involving in improving performance can be effectively managed.

5.5 Service Reviews

- 5.5.1 Service reviews are already an ongoing part of Derby Homes' performance framework to improve services. These will be further enhanced by the continued development of tools for reviewing services and will include more business process re-engineering and other quality improvement methodologies.

5.6 Training

- 5.6.1 Training is an essential part of performance management and will be focused on areas where underperformance or non-compliance is ascertained. It will play a key role in developing managers and staff to acquire the necessary skills for improving. Particular focus will be directed towards training managers to be skilled to assess performance and recognise what good performance looks like and to mentor and coach staff to obtain the best from them.

5.7 360 Degree Feedback and Self-Assessment

- 5.7.1 This process is already tried and tested but will become a regular part of self-assessment to ensure staff and managers self-appraise and take responsibility for their own personal improvement. Individuals need to be able to propose objectives for themselves, identify their own development needs from performance and career requirements and be able to consider any constraints on their performance and evaluate their strengths and weaknesses.

5.8 Celebration of Success

- 5.8.1 As part of its positive approach to performance, Derby Homes will publish the outcome of its performance through Derby Homes News, on its website, through displays in office reception areas, and through press releases. Derby Homes will continue to ensure it celebrates its successes in performance by applying for awards and accreditations and through holding events to celebrate and congratulate staff and key stakeholders on their contribution to excellence. It will

look to develop its reward strategy for staff and tenants to ensure efforts are encouraged and acknowledged.

6. The Management of Performance

In line with our vision for the organisation, performance management has to be part of everyone's day job but, in order to ensure focus and co-ordination of specific activities, Derby Homes has ~~set up~~ its own internal performance team who provide support in all service areas and Performance Management Committee.

6.1 The Performance Team Role

- 6.1.1 The initial role of Performance team was one of collation, monitoring and reporting on performance indicators and targets across the organisation. They are also responsible for administering customer feed back and analysis and ensuring this information is used to make a real difference to the customer experience. This role has since developed from performance monitoring to performance management. They are involved in using performance information and customer feedback to identify priority areas for improvement and in using the tools outlined to make a real difference to services provided, making use of the expertise of the Change Managers , housing management trainer and training and customer feedback officer to champion and drive through the necessary changes. The implementation of this strategy is led by the ~~Director and Company Secretary, Chief Executive~~ Performance Manager and the Customer Services Managers and will be delivered through the various roles within the performance team.

6.2 Working with Personnel

- 6.2.1 The Performance Team will work with Personnel to ensure that employees of Derby Homes receive the appropriate personal development and training to meet the objectives of this strategy. The Personnel team are committed to ensuring our employees are skilled and motivated to meet the needs of the business.

6.3 The Performance Management Committee Tenant Scrutiny Panel

- 6.3.1 ~~Responsibility for Performance Management has been delegated by the Board to the Performance Management Committee. They are primarily responsible for monitoring the performance of Derby Homes against the Delivery and Business Plan, the Agreement with Derby City Council, Service Plans, the Risk Register, Best Value Action plans and against all organisational policies. They are also responsible for the performance of Derby Homes on key performance indicators and for the overseeing of the implementation of quality programmes including Customer Service Excellence, Investors in Excellence and ISO9001.~~
- 6.3.2 ~~Key decision makers need to ensure not only that they are receiving the right information but also that they have the right skills to understand and make use of it. They need to be able to ask the right questions about the information they are given and explore solutions. The Committee will continue to be trained and developed to ensure they have the confidence, knowledge and skills to carry out their responsibilities. They will also be responsible for overseeing the implementation of this performance management strategy and their role will~~

~~continue to evolve to meet the new agenda for performance.~~

~~6.3.3 The Performance Committee will act to ensure that equalities implications have been included and addressed in all performance committee reports.~~

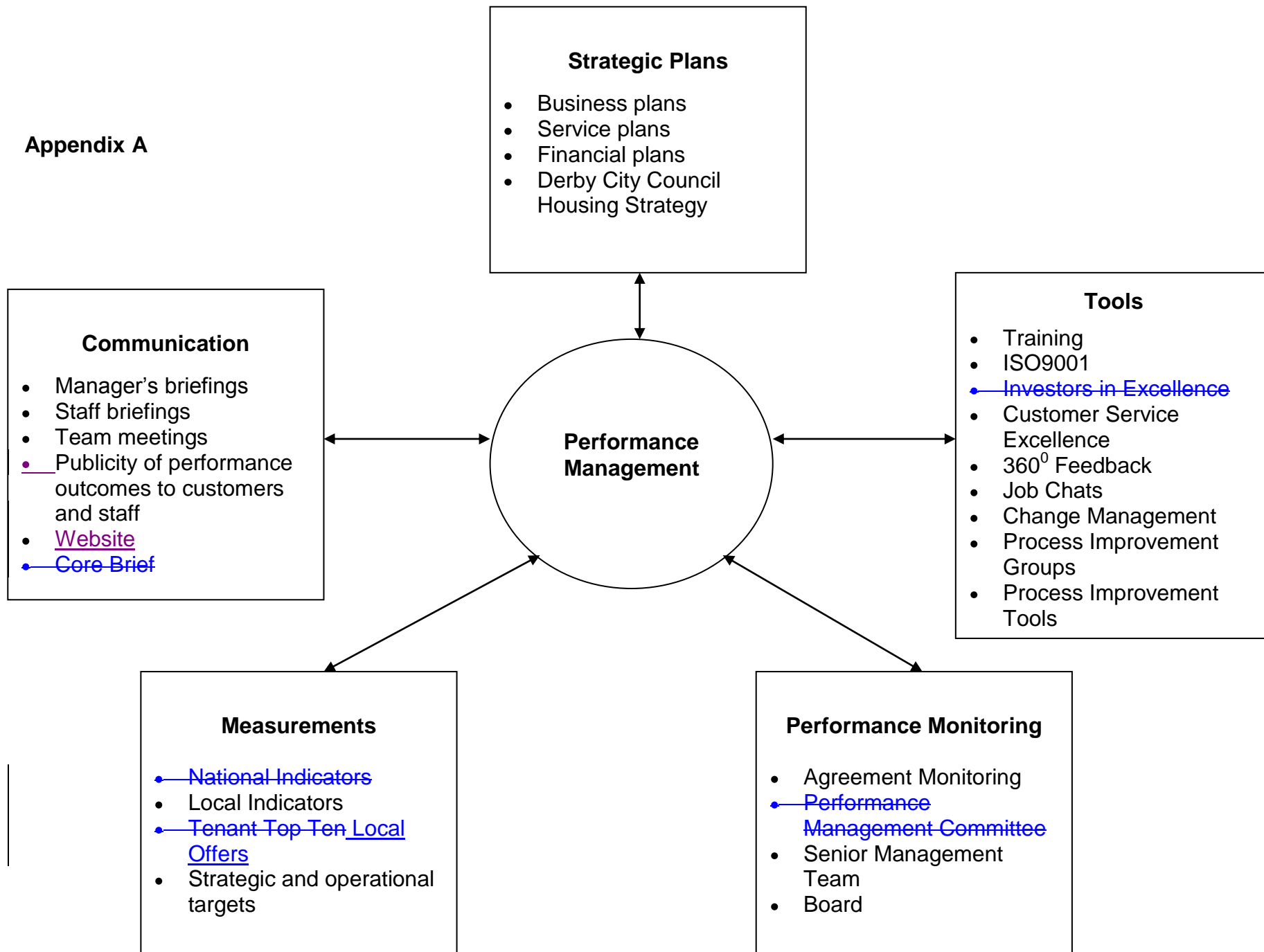
~~6.3.4 From April 2011 the Tenant Scrutiny Panel will be actively involved in the scrutinising of Derby Homes service area's, with the aim of providing independent and transparent feedback to the City Board, Derby Homes Board and tenants on our progress towards delivering the Local Offers and National Standards. From April 2010 all social housing providers will be regulated by the Tenant Service Authority (TSA). Derby Homes are currently considering options for co-regulation based on existing structures and best practise.~~

7. Working with our Partners

7.1 Derby Homes works with a range of partners to meet the needs and aspirations of our communities. There is encouragement from government to work in partnership and a growing realisation that better community outcomes cannot be achieved through the efforts of one organisation alone. Derby Homes already works in partnership with Derby City Council to ensure its strategic objectives are aligned. More joint working and information sharing needs to take place with Derby City Council to ensure targets and measurements are not contradictory and priorities are shared to the benefit of services to customers.

7.2 Within its partnerships, Derby Homes needs to agree how performance will be managed. Different types of partnerships will require different approaches but Derby Homes will need to ensure it agrees targets, reporting arrangements, joint objectives, risks and organisational arrangements for sharing information on performance.

Appendix A



Equality impact, needs and requirements assessment form

Please use this form to record your findings, proposed actions, equality objectives and targets. Use the guidance notes to help you do the assessment or contact the Equality Standard Project Manager if you need some advice

About the policy, practice, service or function you are assessing

Performance Management Strategy
Assessment team leader name: Julie Eyre

Date of assessment: 10.03.11

Department responsible: Performance Management Team

Service Area: Performance

Other members of assessment team:

Name	Position	Area of expertise	Comments
Annabelle Barwick	Change Manager	Diversity	Included

Question	Response/ findings
<p>What are the main aims and objectives or purpose of the policy, practice, service or function that you are assessing?</p>	<p>To embed a performance framework and continual improvement activities in the organisation</p>
<p>Who implements, carries out or delivers the policy, practice, service or function? Please state where this is more than one person, team, department, or body – and include any outside organisations who deliver under procurement arrangements</p>	<p>The strategy is implemented from the leadership team throughout the organisation.</p> <p>All managers deliver the Performance Management Strategy within their service area.</p>

Question	Response/ findings
<p>Who is affected by the policy, practice, service or function, or by how it is delivered? Such as, who are the external and internal customers, groups, or communities?</p>	<p>Employees, governance of Derby Homes, Derby City Council.</p>
<p>What outcomes do we want to achieve, why and for whom? For example, what do you want to be providing, how well, what changes or improvements, and what should the benefits be for customers, groups or communities?</p>	<p>Delivery of efficient and effective services provided by Derby Homes. A framework that all staff understand. Tenants being able to influence service delivery Embracing co regulation.</p>

Question	Response/ findings
<p>What existing or previous inspections of the policy, practice, service or function are there? For example, Best Value Inspections, policy reviews, research into the effects of a policy or practice.</p> <p>What did they tell you?</p>	None

Identifying potential equality issues and factors

Question	Response/ findings
<p>What do you already know about the equality impact or need? For example, from research, feedback, consultation or any performance monitoring</p>	Not applicable for a Performance Management Strategy

Question	Response/ findings
<p>Is there any evidence of higher or lower take up under the policy or practice, or of the service or function for any particular groups? For example, who uses the service, who doesn't and why not?</p>	<p>Not applicable for a Performance Management Strategy.</p>
<p>Have there been any important demographic changes or trends locally? For example is the population changing, and if so, how and what might that mean for the service or function?</p>	<p>Not applicable for a Performance Management Strategy,</p>

Question	Response/ findings
<p>Is there an indication that any of the policies or practices involved with the service or function creates particular problems or difficulties for any groups of customers or communities?</p>	<p>No because by applying the performance framework all services will be delivered consistently.</p>
<p>What information or data exists? For example, statistics, customer feedback, complaints, research, monitoring – who keeps it and can you get hold of it?</p>	<p>Performance data is held centrally by the Performance Team</p>

Question	Response/ findings
<p>Does any equality or diversity objectives already exist? If so, what are they and what is current performance like against them?</p>	<p>Not applicable to the Performance Management Strategy</p>
<p>Is the service having a positive or negative effect on particular people in the community, or particular groups or communities?</p>	<p>Positive effect for all customers and partners of Derby Homes.</p>

Collecting the information and data about how the policy, practice, service or function, impacts on communities

Please record your information and data in this table and think about:

- what information or data you will need
- using both quantitative and qualitative data
- making sure that where possible there is information that allows all perspectives to be considered
- identifying any gaps in the information/ data and what it can tell you

Data or information	When and how was it collected?	Where is it from?	What does it tell you? You need to consider all six equality strands where you can	Gaps in information
Customer feedback and complaints	Surveys in-house Mini Status Survey Smart Action Plans to address issues raised under Consultation and Community Involvement. Complaints by case type	Surveys in-house Mini Status Survey Smart Action Plans to address issues raised under Consultation and Community Involvement. Complaints by case type	Equality implications are investigated and acted upon as and when required.	Dealt with in Smart Action Plans and Service Plans.

Data or information	When and how was it collected?	Where is it from?	What does it tell you? You need to consider all six equality strands where you can	Gaps in information
Consultation and community involvement	Housing Focus Groups Process Improvement Teams Mystery Shops Customer Journeys Customer Care Charter audits	Housing Focus Groups Process Improvement Teams Mystery Shops Customer Journeys Customer Care Charter audits	Equality implications are investigated and acted upon as and when required.	
Performance information including Best Value				
Take up and usage data	A series of internal audits are carried out by the Performance Team	Quality Manual	It identifies consistency in service delivery	

Data or information	When and how was it collected?	Where is it from?	What does it tell you? You need to consider all six equality strands where you can	Gaps in information
Comparative information or data where no local information				
Census, national or regional statistics				
Access audits or assessments such as DDA assessments				
Workforce profile				

Data or information	When and how was it collected?	Where is it from?	What does it tell you? You need to consider all six equality strands where you can	Gaps in information
Where service delivered under procurement arrangements – workforce profile for deliverers				
Monitoring and scrutiny outcomes	<p>A series of internal audits are carried out by the Performance Team.</p> <p>Monitored through performance data received centrally.</p> <p>Tenants scrutiny panel will also identify inconsistencies in service delivery.</p>	Quality Manual	It identifies consistency in service delivery	

Analysing the information and data and setting equality objectives and targets

Please give your detailed findings in this table

Service or function	Policy or practice	Findings	Which groups are affected and how	Whose needs are not being met and how?

Service or function	Policy or practice	Findings	Which groups are affected and how	Whose needs are not being met and how?

Objectives - process, impact or outcome based

Please give your proposed objectives/ targets in this table

Objective/Target:	
Specific	
Measurable	
Achievable	
Relevant	
Timed	

Objective/Target:	
Specific	
Measurable	
Achievable	
Relevant	
Timed	

Objective/Target:	
Specific	
Measurable	
Achievable	
Relevant	
Timed	

Monitoring and reviewing - incorporating into performance management

Please summarise your objectives and targets in this table with your proposed monitoring and reporting arrangements

Objective	Planned action	Target performance			Responsible lead officer	Reporting cycle, for example, quarterly
		2005/6	2006/7	2007/8		