

performance management guidance

کارکردگی سے متعلقہ انتظام کے لئے رہنمائی کا جہز دক্ষتا ব্যবস্থাপনা সংক্রান্ত দিক-নির্দেশনা



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transpennine
housing

information the way you want it...

If you would like this information in large print, on audio cassette, or in a language other than English, please contact the Communications and Marketing team, Green Vale Homes, Green Vale Court, New Hall Hey Road, Rawtenstall, Rossendale, BB4 6HR or Telephone 01706 836331.

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introduction

Performance management is crucial to the success of the Trans Pennine Housing Group. It helps us to see how we all fit into the bigger picture and the part we play in delivering Trans Pennine's objectives. It links the Group's mission statement and values through to team action plans and each individual's annual appraisal, and the work that we all do throughout the year.

This can be a time-consuming and challenging process, so we try regularly to improve the system through schemes such as this booklet, and by briefing managers each year so that they have the knowledge and confidence to help all staff understand and contribute to the process.

It is really important that you engage fully in this work, and if you have any ideas about how the process could be improved please contact Robyn Payne at Green Vale Homes, or Adrian Gordon at Trans Pennine Housing – see contact details at the end of this booklet.

why we monitor performance

In the Trans Pennine Housing Group, our mission statement (a brief statement of our purpose) is "Making a Difference". By this we mean we want to make things better for our staff, our customers and our communities.

Our approach to "Making a Difference" is based on a number of values that we share, which are:

- To be open and honest
- To be fair and accountable
- To be innovative
- To value diversity and treat everyone with respect
- To only make promises we can keep
- To be community and customer driven

Working towards our mission statement through the values we share, we have identified three themes to help us achieve our objectives. These are "People, Homes

and Communities". The priorities that we agree each year in our action plans can usually be placed quite neatly under one of these three headings.

Performance management is one of the key ways in which these different ideas are brought into what we do in our jobs. It is a system that channels the way we want to do things into the reality of what we do each day and throughout the year.

Through our involvement in performance management we are all contributing towards, and shaping, Trans Pennine's efforts to make a difference.

how we monitor performance

In the previous section we looked at why we monitor performance and what the Group's aims, objectives and priorities are. In other words what we are about as a Group, and what we want to achieve as a business and for our customers.

In order to achieve our aims and objectives we have to ensure that, as an organisation, we are motivated and performing well, and this applies to every member of staff.

We believe that performance is delivered through the people who make up the organisation, and as such we have to provide clarity of purpose to all staff, to ensure they contribute to the Group's overall objectives. To do this we use a performance management framework that links everything together and feeds into the same place, i.e. the Trans Pennine Business Plan, and the aims and objectives found within it.

This framework, or process, can be best explained by the diagram overleaf:

Trans Pennine Business Plan



Pennine Housing 2000
Business Plan

GVH Business Plan



Service Plans



Team Plans



Team Meetings



1-2-1 Meetings



Appraisals



Induction

A brief explanation of each step of the framework is given below:

induction

When you first join the Group you will have an induction meeting with your line manager and a member of the Human Resources team. This lasts for about half an hour and tells you a lot of the things you will need to know about our organisation. It is also an opportunity to ask any questions that you may have. The induction process itself is ongoing, and this will continue with your line manager.

appraisals

You will have an appraisal every year with your manager. An appraisal is nothing for you to be concerned or worried about, rather it is a good opportunity for you and your manager to discuss your progress and performance over the past year, and what you have achieved. Appraisals are also used to set objectives and targets for the coming year in relation to your job, and to clarify what is expected of you. These objectives should be linked to your team plan and should be reviewed on a six monthly basis. Your appraisal will also be used to identify any training and development needs that you may have.

1-2-1 meetings

1-2-1 meetings are exactly as they sound: one-to-one meetings between you and your line manager that take place on a regular basis. These meetings are a good opportunity for you to have 1-2-1 time with your manager, and are also used to talk about the progress that you have made to date in relation to the objectives that were set at your appraisal.

team meetings

Team meetings involve your team and your manager and are held on a regular basis. Team meetings are a good way of sharing information and looking at the issues that affect you as a team within the organisation. A team brief is also produced on a monthly basis, and this should also be looked at, and shared by, your manager as part of this meeting. Team meetings are often used to formulate the team plan for your section and are a useful mechanism for monitoring progress, to check that you are doing what you agreed to do as a team.

team plans

A team plan is an action plan that contains your team's objectives for the year. Your line manager will work with you to produce your team plan, and the objectives contained within it should be linked to your appraisals and 1-2-1's. The objectives in your team plan should be challenging yet realistic, and are normally reviewed on an annual basis. The actions identified on your team plan will also link to the service plan for your area of work.

service plans

A service plan is an action plan that contains all of the objectives for your service area, and is often made up of some of the actions found within the team plans. The head of each service normally pulls this plan together, and this in turn feeds into the aims and objectives of each company, forming part of its business plan.

business plan

Each company within the Trans Pennine Group has its own business plan, including Trans Pennine itself. The business plan document for each company outlines its management structure, overall aims and objectives, high-level objectives and financial plans. The performance framework, or process, at each organisation feeds in to the company's business plan, which in turn flows in to the Group's business plan.

other ways that we monitor performance

As well as using the framework described above, we also make use of a suite of performance indicators which allow us to monitor how well we are performing as an organisation. A performance indicator, or PI, is a tool used to measure and manage performance, and assists in the delivery of improved services.

Each service area has its own set of performance indicators and each indicator represents a target which is reviewed on an annual basis to ensure that it remains challenging yet realistic. Progress against these indicators is reported at an operational team meeting on a monthly basis, normally by the managers who are responsible for each area. This is a good opportunity to look at how we are performing across the service, and to put measures in place if we are falling below target or expectations.

The Board of each organisation also monitors performance, and this is normally done on a quarterly basis in the form of a performance report.

section four – key documents

There are a number of important documents that provide support and further information about performance management. These include:

- Trans Pennine Housing Business Plan
 - Pennine Housing 2000 Business Plan
 - Green Vale Homes Business Plan
 - Induction Pack
 - Templates for Service Plans and Team Plans
 - Appraisal Form and Guidance
 - TeamBrief, our staff publication
 - Suite of Performance Indicators
 - Performance Summary Report
 - Quarterly Board Report
- Other key documents include:
- Risk Management Strategy and Action Plan
 - Equality and Diversity Action Plan and Strategy
 - Disability Equality Action Plan
 - Gender Equality Action Plan
 - Treasury Management Strategy
 - Procurement Strategy
 - Asset Management Strategy
 - Customer Care Strategy and Action Plan
 - Value for Money Strategy
 - Financial Regulations
 - Code of Conduct

If you would like a copy of any of the documents listed above, please contact:

Adrian Gordon at Trans Pennine Housing,
tel 01484 824330, email Adrian.gordon@ph2k.org.uk

or

Robyn Payne at Green Vale Homes,
tel 01706 836351, email robyn.payne@greenvalehomes.co.uk