

Title: Update on Performance Management

Information/Discussion Report – Discussion

Recommendations: The DMC is asked to note the report and provide comment.

Report Summary: This report provides an update on the ongoing work to implement the Housing Service's KPIs.

1. Context

- 1.1 Housing and Property services are moving toward a data and insight driven approach. Ensuring that we are delivering on the ambitions of 'We Make Camden' and 'Good Life Camden'.
- 1.2 Development of appropriate KPIs and LPIs will enable us to ensure we are delivering services that are effective and provide a high standard for our residents.
- 1.3 We are endeavouring to meet our current challenges such as siloed reporting, lack of consistency and strategic approach, manual data entry and lack of confidence in our data.
- 1.4 Current opportunities such as moving to a relational practice model, the DDS strategy, channel shift and the broader Housing and Property transformation programme allow us to embed a new performance culture across our services.
- 1.5 In addition, we need to ensure that we meet the Housing Regulators requirements in the Consumer Standards requiring us to be more transparent and accountable.

2. Update on service performance and measures

- 2.1 When ARK carried out a mock inspection against the likely regulatory requirements they identified that our current KPIs and LPIs which are reported monthly need to be more "outcome-focused."

- 2.2 An outcome-focused approach involves setting and achieving meaningful results while giving teams the flexibility to determine their own paths to success. This fosters greater productivity and motivation, as team members gain a clear sense of purpose and feel involved in decision-making. It also promotes innovation and creative problem-solving, as teams are not bound by rigid plans or processes do not bind teams.
- 2.3 Creating a well-defined performance framework, with outcomes aligned to 'We Make Camden' and 'Good Life Camden', enables us to unify and interpret diverse data—covering areas such as our new Service Standards, regulatory compliance, and more.
- 2.4 A cultural shift towards measurement for learning: establishing a shared understanding of our data's purpose and use. This approach empowers managers, teams, and individuals to deliver high-quality services while continuously learning and adapting to new challenges.
- 2.5 A framework of processes and practices to support this approach: ensuring the right data is reviewed by the right people at the right time to foster learning cycles and feedback loops, with clear guidelines on autonomy for taking action and making improvements.
- 2.6 A dynamic set of quantitative and qualitative data measures: collaboratively designed with each service area to ensure they gain insights into their objectives and address specific learning needs.

3. Future digital solutions

- 3.1 We are in the process of developing a comprehensive digital infrastructure aimed at enhancing data quality and streamlining both reporting and analysis. This involves creating a system or systems that serve as a single source of truth, ensuring that all data is accurate, consistent, and easily accessible.
- 3.2 Our goal is to implement flexible reporting options enabling them to generate insights and make data-driven decisions efficiently. Additionally, we are prioritising robust data controls to maintain the integrity and security of our information. This infrastructure will not only support our current data needs but also position us for future growth and adaptability in a rapidly changing digital landscape.

Report Ends