

# Managing performance data – a step by step guide

Joanne Gardner

Business Improvement Manager

Oxford City Council

3<sup>rd</sup> June 2015

[www.oxford.gov.uk](http://www.oxford.gov.uk)



# Topics for today

- Why monitor performance?
- Mobilising the team and collating data
- Helping to steer commercial services
- Delivering continuously improving, resilient services
- Top Tips



# Why Monitor Performance?

Monitoring performance is vital to business success.

The way performance is monitored and reported will vary depending on business need.

It is essential that there is an overarching strategy for performance monitoring and improvement with buy in from senior managers.

It must be embedded as part of normal activity – performance monitoring is everyone's job!



# Performance Management System

www.oxford.gov.uk



CorVu Service: OxfordCityCouncil

Apr-2015

Organisation | Scorecards | Initiatives | Themes | Risks | Mitigation | Risk Themes | Maps

Map | T1a\_StreetScene

**DIRECT SERVICES PERFORMANCE** UPDATE: Measures | Risks | Projects

Performance | Audit | Projects | Risks | Corporate

**Live Reporting Tools**

- Performance Overview
- Sickness Graph

**Key Strategic Documents**

- Red Measures Exception Report
- MMT Off Target Report
- Business Overview
- Project Status Report

**Benchmarking**

- Reports

**Useful Links**

- TSA Tenants Services Authority
- apse APSE
- Help

**Cleaner, Greener Services - Streetscene**

- Business Services
- Planned Operations
- Cleaner, Greener Services - Waste
- Highways and Engineering
- Responsive Operations
- Customer and Workforce Services
- Business Improvement and Development
- Commercial Services
- Strategy
- Street scene
- Grounds Maintenance

NI 192a Percentage of streets with litter levels that fall below Grade B (YTD)

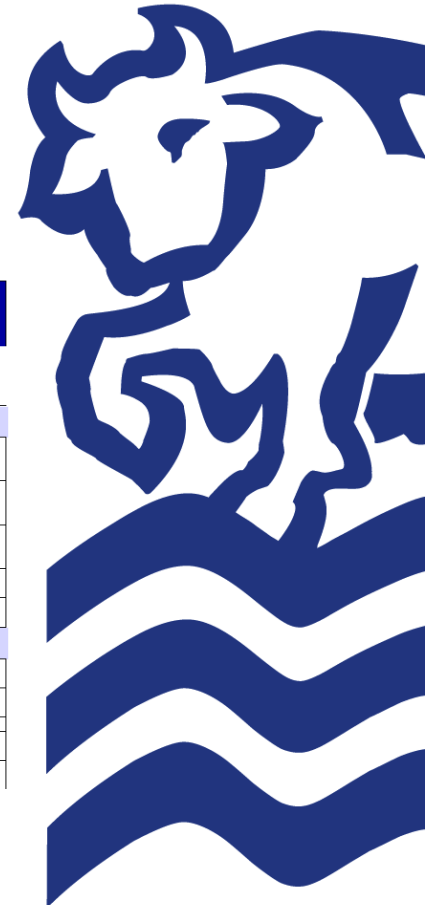
NI 192b Percentage of streets with litter levels falling Grade B

Next

## Organisational Performance Summary Direct Services

Apr-2015

Measure Description	Updater	Latest Data		Comments
		Target	Result	
<b>Cleaner, Greener Services - Streetscene</b>				
<b>Grounds Maintenance</b>				
Council Tenant satisfaction with Grounds Maintenance (STAR Survey)	Pam Walker	75.00%	81.00%	
Resident satisfaction with green neighbourhood spaces (residentSurvey)	Pam Walker	75.00%	81.00%	
% of works completed within timescale - sheltered housing communal area work	Pam Walker	90.00%	92.31%	
% of grounds maintenance works passing inspection (10% check)	Pam Walker	90.00%	95.83%	
% satisfaction with Income Generation Project work	Pam Walker	90.00%	100.00%	In Apr 21 Satisfaction Surveys were received. 21 out of 21 stated satisfied with the service provided
<b>Street scene</b>				
% Fly tipping incidents cleared within 3 days	Pam Walker	96.00%	100.00%	During Apr we cleared 165 incidents. All cleared within 3 days
% Fly posting incidents cleared within 2 working days	Pam Walker	96.00%	100.00%	During Apr we cleared 185 fly posting incidents. All cleared within 2 days
Satisfaction with Street Cleaning	Pam Walker	75.00%	78.78%	
% abandoned vehicles investigated within 24 hours	Pam Walker	99.00%	100.00%	In Apr 324 vehicles were investigated, all within 24 hours
% abandoned vehicles removed within 24 hours	Pam Walker	99.00%	100.00%	In Apr 10 vehicles were removed within 24 hours



# Annual Cycle



**Direct Services | Business Improvement  
Annual Cycle 2015/16**

Monthly Tasks	Completed											
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Save Supporting Documents in CorVu												
Corporate performance, risk register and audit tracker return												
SMT and MMT reporting												
HRA data												
Update Notice Boards / Visual Indicators												
Complete Staff Newsletter Article / board report												
Update Electronic Loop												
Innovation and Efficiency Scheme suggestions and promotion												
Review Contact Centre Performance / SLA meetings												
ISO14001 audits and documentation updates												
ISO19001 audits and documentation updates												
Empty staff suggestion boxes												
Best practice research / APSE Briefings / HouseMark newsletters etc.												
Data Quality checking as per schedule												
Commercial and Domestic mystery Shopping / service standard monitoring												
121s / appraisal (bi-monthly) and staff actions												
CSE work												
IIP champion work												

April Tasks	Done
Monthly Tasks	
End of Year Reporting / Performance Review	
Data Quality Check NI195	
Objective Setting	
Publish updated service standards	
ISO14001 Audit annual management Review	
Target Setting Sign Off	
Performance with Lucy	
Final service plan changes	
Update legislation for ISO 14001	
Review team board updaters	
Audit Car Parks	
APSE Awards	

May Tasks	Done
Monthly Tasks	
APSE Data Collection Motor Transport	
APSE Data Collection Streetscene	
APSE Data Collection W & R	
APSE Data Collection Building Maintenance	
Data Quality Check NI191 / NI192	
Amend CorVu with new PIs and targets	
Audit Car Parks	
HouseMark CORE return	
Quarterly notice board displays	

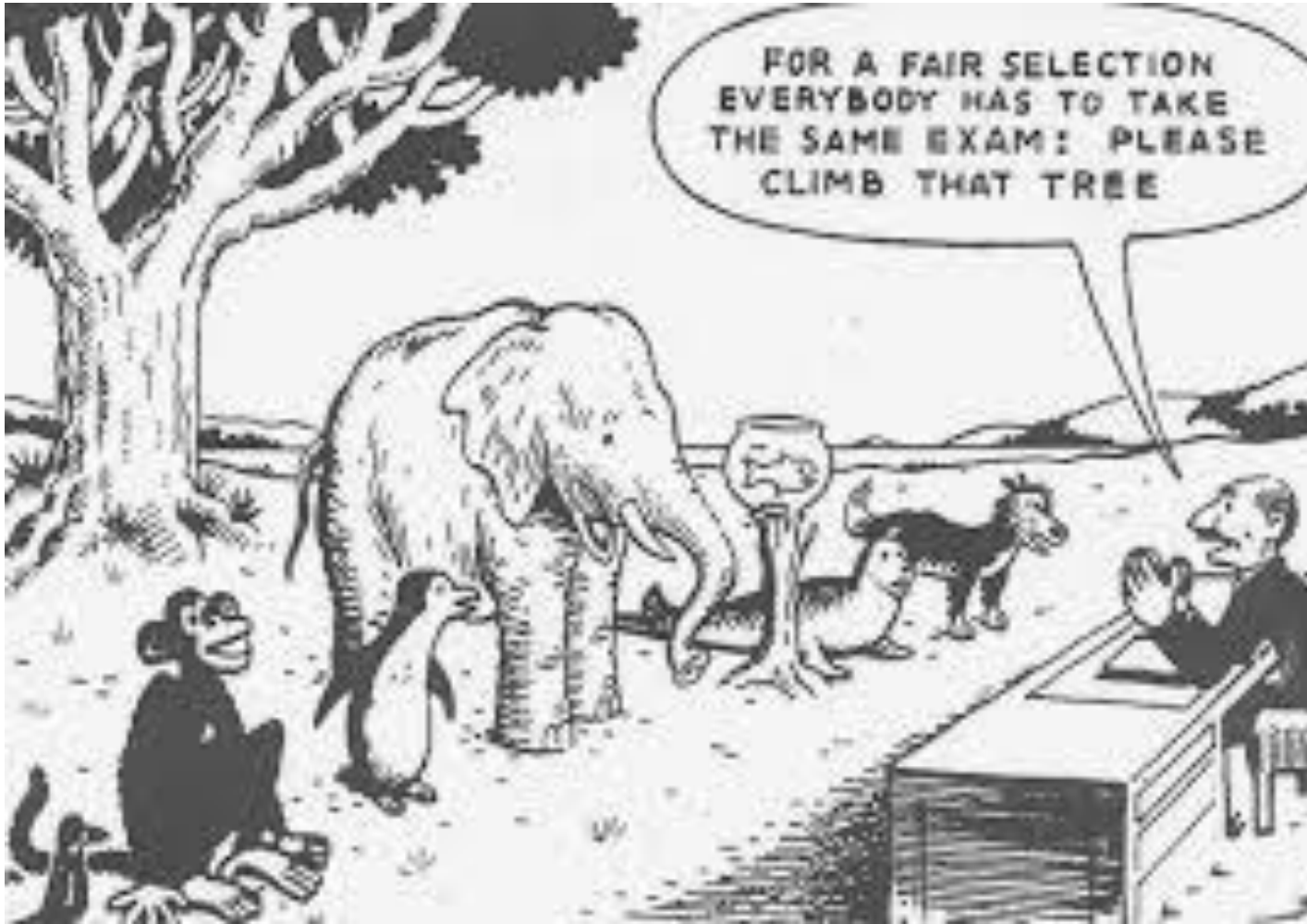
June Tasks	Done
Monthly Tasks	
APSE Data Collection Motor Transport	
APSE Data Collection Streetscene	
APSE Data Collection W & R	
APSE Data Collection Building Maintenance	
Data Quality Check Repairs / Gas / BV212	
HouseMark CORE return	
Contact centre quality checks of calls	
W & R quarter 4 data reconciliation	
QMS / EMS management review	
MMT meeting	
Audit Car Parks	

# Collecting the data and mobilising the team

- Be clear on who is responsible for what
- Communicate performance
- Make it part of the process and normal activity
- Ensure all managers are engaged
- Be realistic
- Understand the entire process and not just the end result
- Have a performance management system
- Understand that there is also a day job that has to be done



# Benchmarking



[www.oxford.gov.uk](http://www.oxford.gov.uk)



# Helping to steer commercial services

- Income generation is vital to contribute towards overheads
- Performance management is intrinsic to having commercialised services
- Commercial customers want reliable, consistent services delivered to the agreed levels
- Knowing costs and productivity are key
- Need the right infrastructure to support any commercial work
- A good performance management system and embedded performance culture is the backbone of commercial services and ensures resilient, consistent high quality services.

[www.oxford.gov.uk](http://www.oxford.gov.uk)





# Delivering continuously improving, resilient services

- Focus time, effort and resources in the right place
- Always see the bigger picture
- Flexible workforce
- Front line staff are key
- Really understand your performance
- Keep looking for new and better ways to do things
- Be open and honest - “If you are building a culture where honest expectations are communicated and peer accountability is the norm, then the group will address poor performance and attitudes.” – Henry Cloud

[www.oxford.gov.uk](http://www.oxford.gov.uk)



# Issues and Barriers

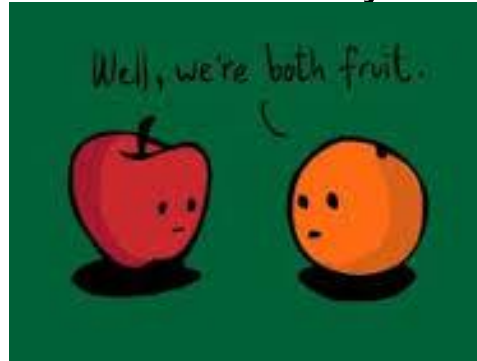


"Well he certainly does a very thorough risk analysis."



# Top Tips

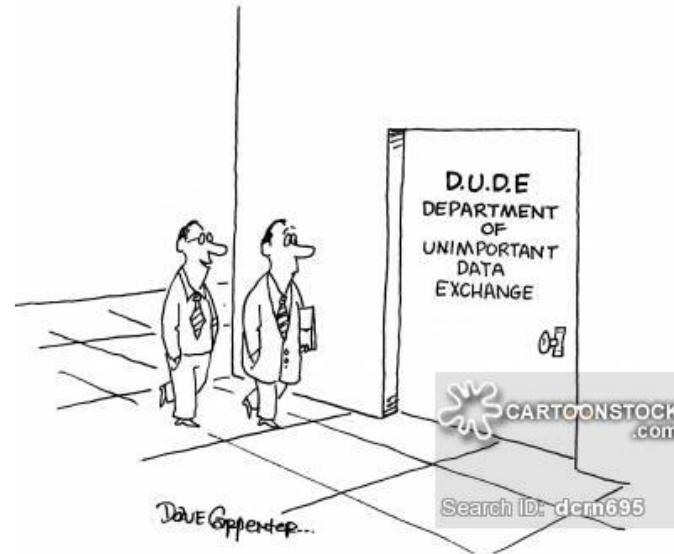
- Understand individual areas and their pressures and develop rapport with the data owners
- Provide context and know what you are comparing



- Undertake process benchmarking
- Make performance part of team meetings and appraisals
- Communicate performance in a variety of ways
- Be realistic with targets
- Have joint working to resolve any issues
- Be open and honest
- Most importantly celebrate successes.



# Top Tips



"We realize it is an unnecessary department, but the acronym was just too cool to shut it down."



# Summary

**“There are only three measurements that tell you nearly everything you need to know about your organization’s overall performance: employee engagement, customer satisfaction, and cash flow. It goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it.”**

– Jack Welch

[www.oxford.gov.uk](http://www.oxford.gov.uk)



Thank  
you

[www.oxford.gov.uk](http://www.oxford.gov.uk)

