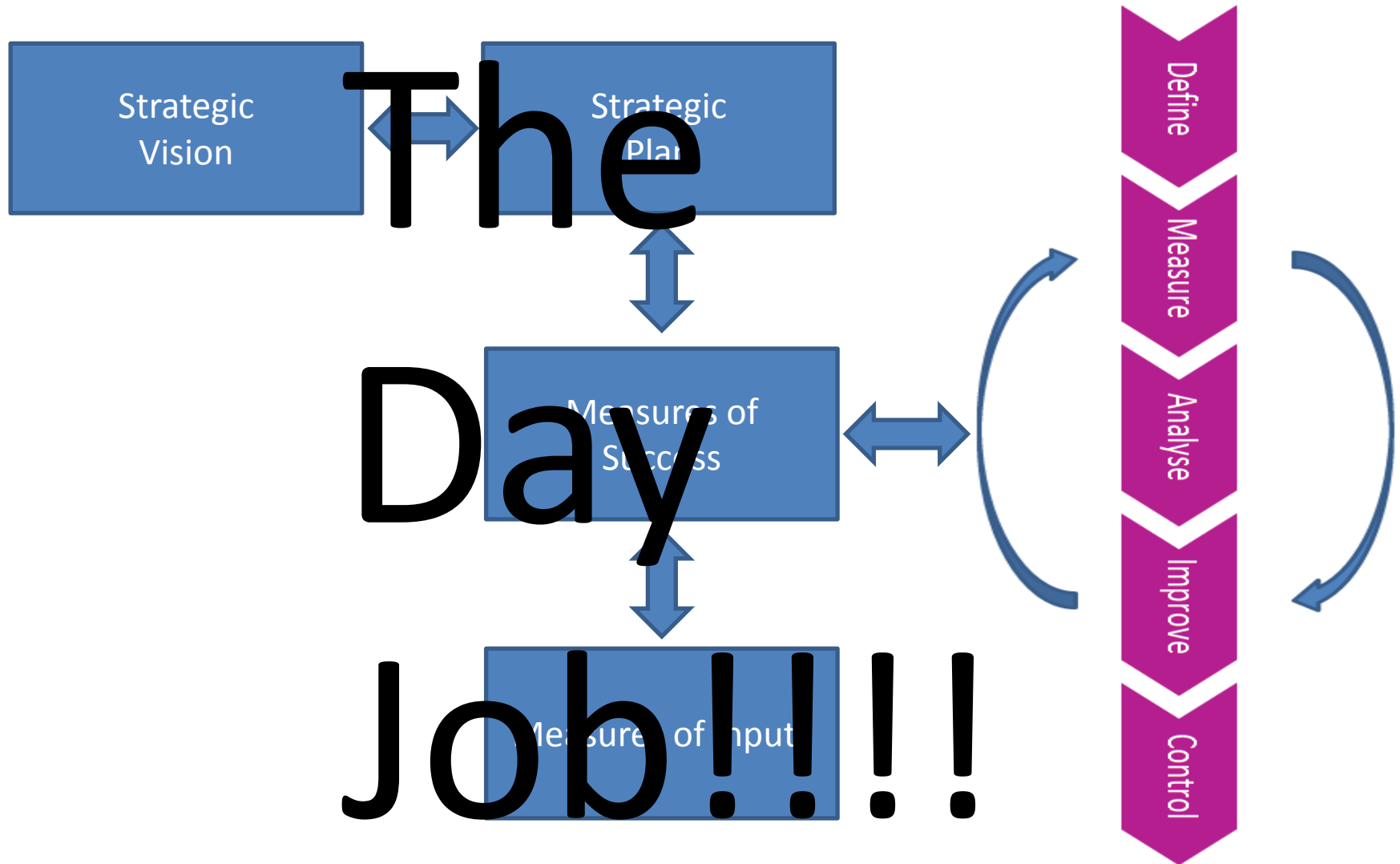# Performance Frameworks

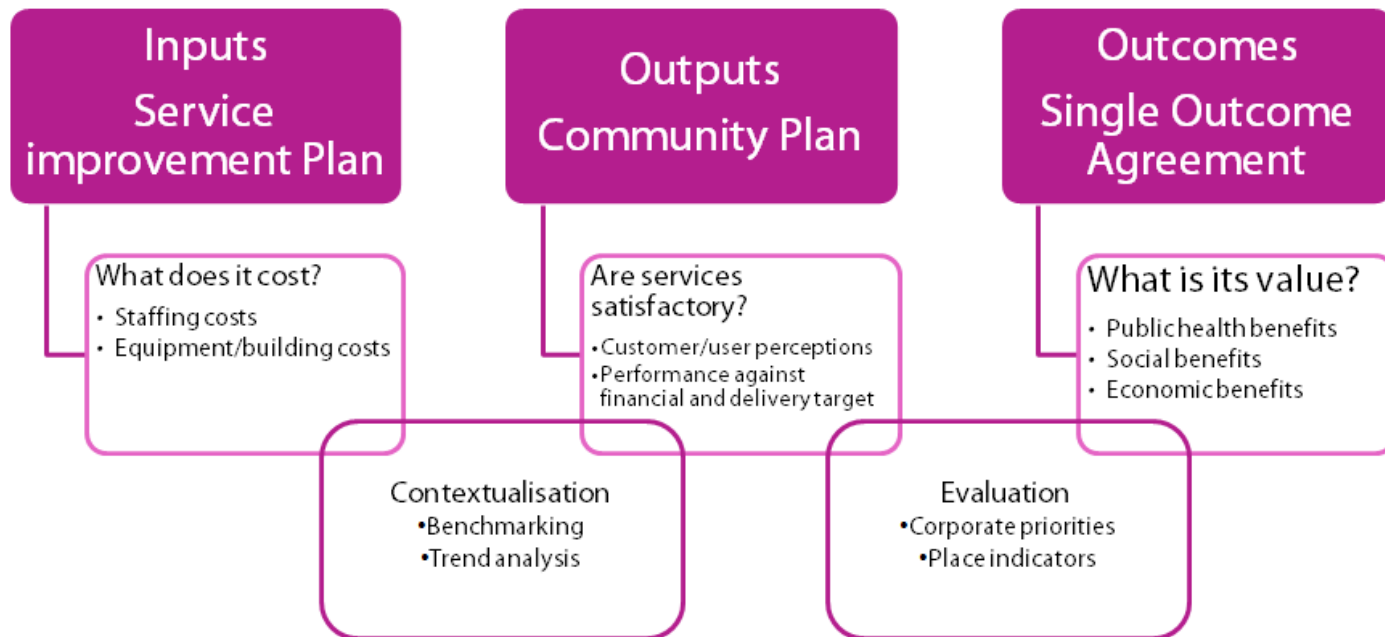## Andy Mudd, Head of APSE Solutions

# APSE

- *Association* for public service *excellence*
- UK wide networking
- UK wide benchmarking
- Training
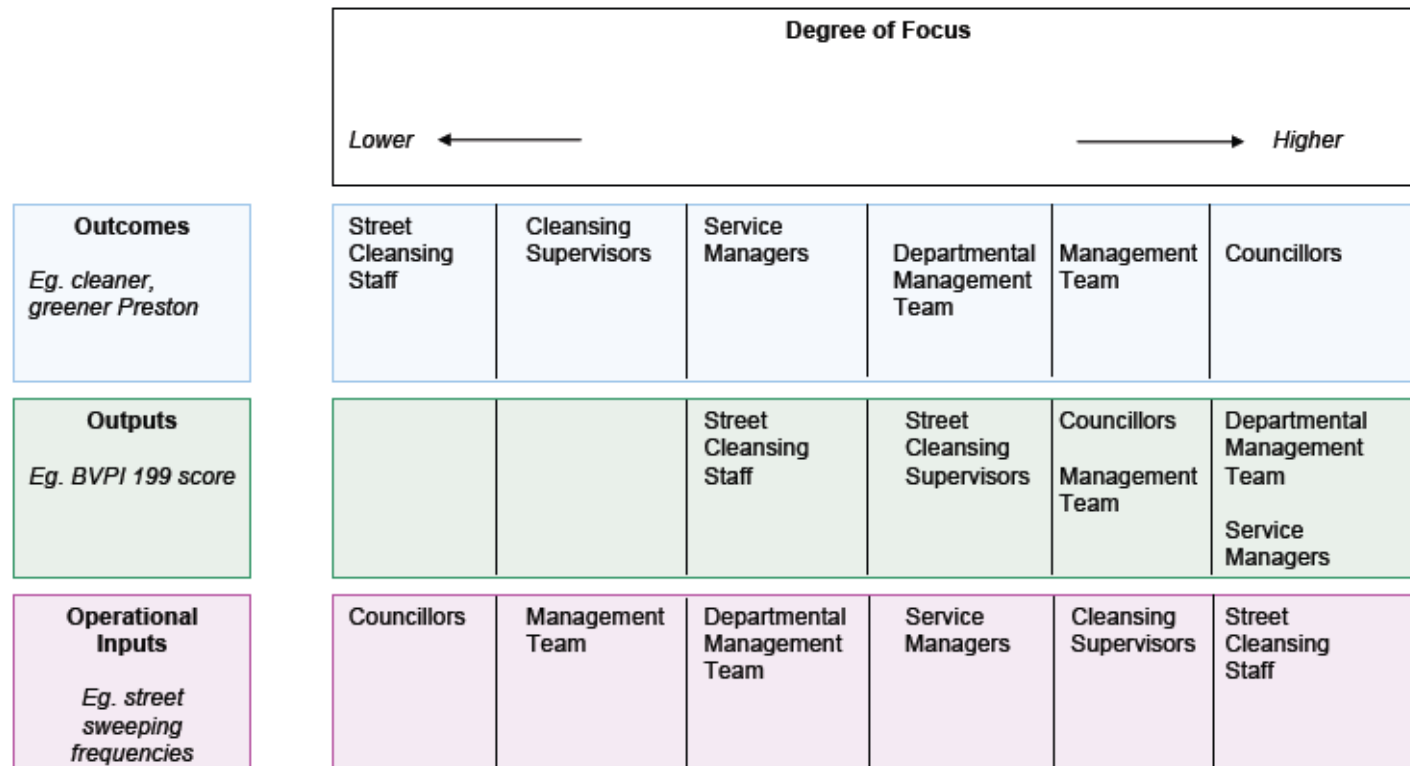- Consultancy
- Innovation
- Advocacy, lobbying and research

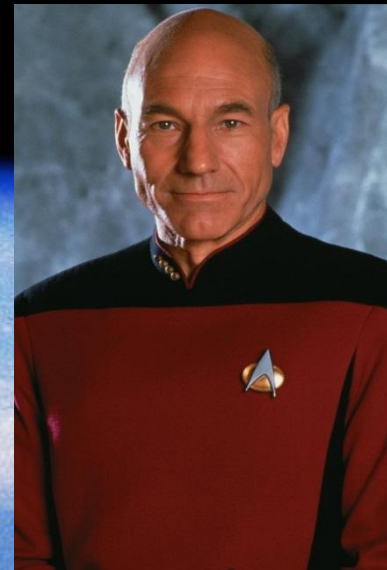# So what is a performance framework?

# Inputs, outputs and outcomes

# Who should focus on what?



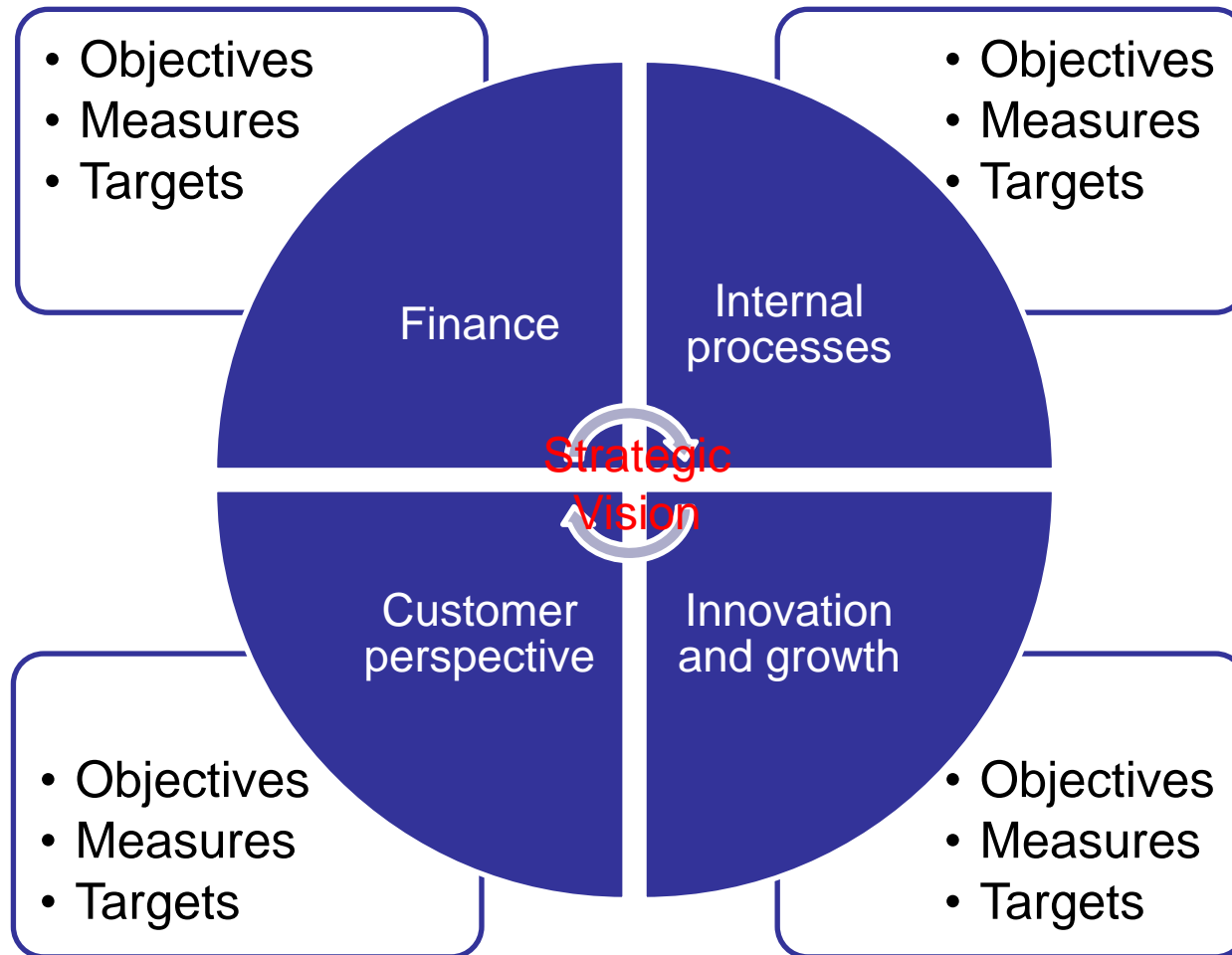| Degree of Focus | | | | | |
|---|---|---|---|---|---|
| Lower ← | | | | → Higher | |
| **Outcomes** — Eg. cleaner, greener Preston | Street Cleansing Staff | Cleansing Supervisors | Service Managers | Departmental Management Team | Management Team | Councillors |
| **Outputs** — Eg. BVPI 199 score | | | Street Cleansing Staff | Street Cleansing Supervisors | Councillors / Management Team | Departmental Management Team / Service Managers |
| **Operational Inputs** — Eg. street sweeping frequencies | Councillors | Management Team | Departmental Management Team | Service Managers | Cleansing Supervisors | Street Cleansing Staff |

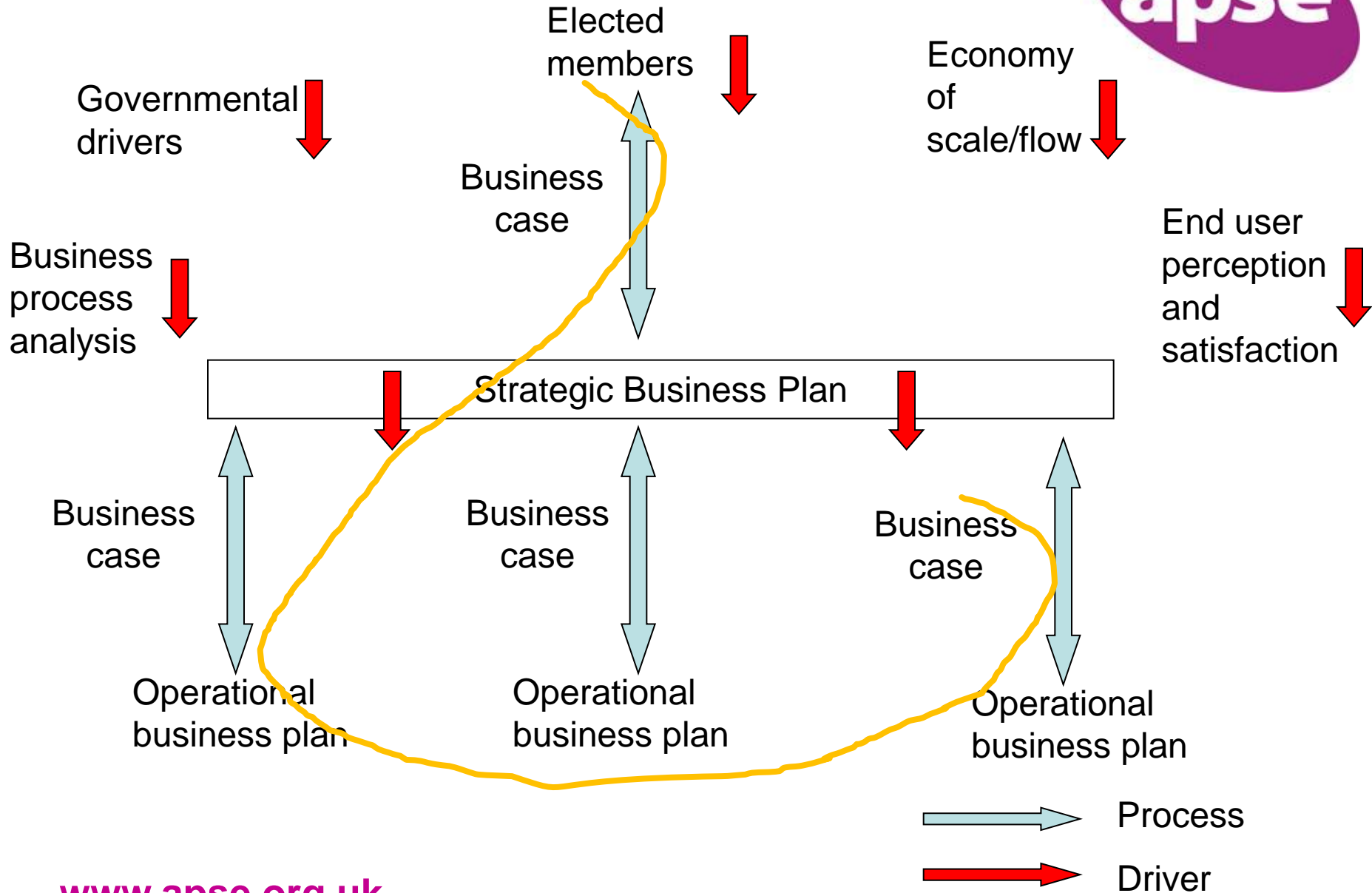approach

# Building a performance framework

- What are we trying to achieve?
  - Social economic, environmental well being?
  - How do we measure outcomes?
- What does that mean in output terms?
  - What services contribute?
    - Can outputs be measured?
  - Can we develop proxy input measures?
- What inputs are required to deliver the required outputs?
  - How do we measure them?

# A generic balanced scorecard

- Objectives
- Measures
- Targets

- Objectives
- Measures
- Targets

Finance

Internal processes

Strategic Vision

Customer perspective

Innovation and growth

- Objectives
- Measures
- Targets

- Objectives
- Measures
- Targets

# A business case driven approach

Elected members

Economy of scale/flow

Governmental drivers

End user perception and satisfaction

Business case

Business process analysis

| Strategic Business Plan |
|---|

Business case

Business case

Business case

Operational business plan

Operational business plan

Operational business plan

→ Process

→ Driver

# SMART?

- Specific
- Measurable
- Achievable
- Realistic
- Timebound

# Performance data?

- Information about performance

- Information about costs

- Performance indicators

- The need for contextualisation

- Year on year

  – Direction of travel

- Comparison with others

  – Data benchmarking

  – Process benchmarking

# Data Benchmarking

- What does it mean

- Key issues
  - Size is important
  - Ensuring like for like comparison
  - Validation

# A Performance Culture

- Organisational Culture
  - The way people behave and act
  - The sum total of an organisations ways of operating and working together
  - Shared beliefs, written and unwritten policies
- People not systems improve performance, and therefore people can be your biggest asset or your greatest barrier on the route to improvement.

# **Conclusions**

- Performance measurement only has a purpose if it improves outcomes

- A balanced approach will cover cost, quality and process efficiency as well as explicitly linking to customer perception

- Contextualising is essential

- Understanding respective roles is also crucial – note to members don't let them bog you down in the inputs!!