



Corporate Performance Planning Workshop

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Solutions

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?



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!!

What we need at a corporate level



- Leadership
 - Setting the direction
 - Establishing the required outcomes
 - What kind of culture?
- Partnership
 - Seeing the council as a part of a bigger social policy
 - Community planning
- Ability to see the bigger picture
 - How services interact
 - Sticking to the corporate objectives
- Information
 - To make strategic decisions
 - To gauge progress
 - To create impetus

Examples of 'corporate' indicators



- Satisfaction
 - % satisfaction with the overall service provided by their authority
 - % satisfaction with the way they were treated when making their service request
 - % satisfaction with the time it took to deal with their service request
 - % satisfaction with individual services

'Corporate' indicators cont..



- Complaints
 - Number of complaints received
 - % of complaints rectified within target time
- Financial
 - % of rates not collected
 - % of non-domestic rates not collected
 - % of rates not originally collected which were pursued and collected
 - Net cost of Council services per head of population
 - % of Council's net expenditure compared with agreed revenue estimates 86.91% 8.64
 - BV 8 - Percentage of Undisputed Invoices Paid on Time

And a few more



- Absenteeism
 - The average number of working days per employee lost due to absences
- People
 - **BV 2a** – Equality Standard for local government
 - BV 2b – Duty to promote race equality
 - BV 11a - Top 5% of Earners: Women
 - BV 11b - Top 5% of Earners: Ethnic Minorities
 - BV 11c - Top 5% of Earners: with a disability
 - BV 14 - Percentage of Early Retirements
 - BV 15 - Percentage of Ill-health Retirements
 - BV 16a - Percentage of Employees with a Disability
 - BV 17a - Ethnic minority representation in the workforce – employees
 - BV 156 - Buildings Accessible to People with a Disability