



A performance management framework

Helping you improving your performance



APSE & VMS both provide

- ✦ Data analysis*
- ✦ Identifying key service trends*
- ✦ Promoting best in class*
- ✦ Data relating to economy, efficiency and effectiveness*
- ✦ Bespoke analysis of performance data*



Apse performance networks-

16 front line services

219 public sector organisations

Data collection

Output reports



Not for profit organisations – APSE benchmarking

Building Cleaning
Civic, cultural & community venues
Educational catering
Other catering
Refuse Collection
Sports & leisure management
Street lighting
Welfare catering

Building maintenance
Culture, leisure & sport
Highways & winter maintenance
Parks and open spaces
Security
Street cleaning
Transport oprtations



VMS performance management framework

35 housing Service Areas
Environmental Services
Leisure



Applications



Aids & Adaptations
Anti Social Behaviour (3)
Applying for a house
Complaints
Caretaker service
Customer care
Communal cleaning
Decent Homes
Debt management
Equalities & Diversity
Electrical testing
Estate Management
Furnishing & supplies
Income Management
Gas safety checks/ service
Grass Cutting

Homelessness
Money & Debt Advice
New Build
Neighbourhood/Street Wardens
New Tenancies
Out of Hours
Paint programme
Rent payment
Residents Participation
Right to buy
Sheltered housing
Tenancy Enforcement
Tenancy termination
Tenancy Support



Kaplan and Norton - Harvard Business School

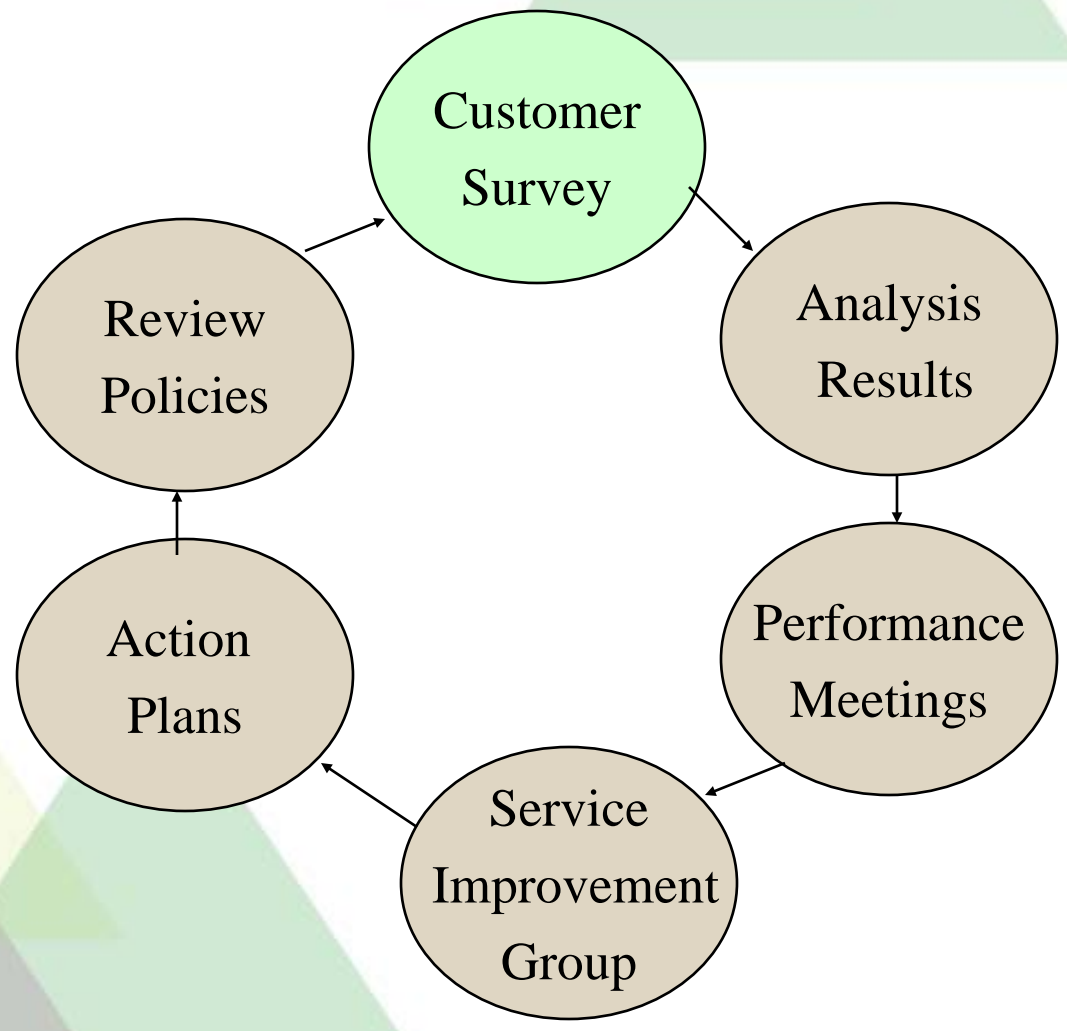
Most well conceived , likely to succeed strategies need monitoring
Things change; the environment in which the strategy was developed
may no longer be operative

Most organisations lack a management process for monitoring and updating strategy

By monitoring and testing strategy and updating performance measures,
strategies can be adapted



VMS Framework





To gain a balance of your service you need
To consider

Time Cost & Quality



In a supermarket, management will be interested in a number of hard measures:

number of customers

amount they spend

cost of goods on shelves

turnover

profit



But hard measures are only of passing interest to customers who are more interested in **SOFT MEASURES** like :-

- ease of parking
- value for money of goods
- checkout waiting times
- demeanour of staff
- attractiveness of display etc etc





Surveys left on the shelf

Ask too many questions

Use different ways of surveying customers in different service areas

Seek yes or no responses

Score responses using 4 or 5 point scale i.e.

Very satisfied,	10%
fairly satisfied,	20%
neutral,	40%
not very satisfied,	25%
very dissatisfied	5%

This makes it too difficult to decide what needs to be tackled first.

Result is surveys are left on the shelf (no improvement in performance)

How it works

1. Ten key questions on the service, as perceived by customers
2. Postal or exit survey, depending on the service
3. Customer scores are always out of ten – gives much more information than simply asking whether they are satisfied or not
4. Enables comments to be added – positive and negative - which provides additional qualitative information which is analysed for frequency
5. It throws out rectification notices to put things right immediately where this is possible – and it enables fast follow up
6. It maps trends over time
7. It enables benchmarking - internal and external



It is not:

- ◆ A research tool
- ◆ A 'one off' survey
- ◆ Private information for managers and above

It is

- ◆ A tool for continuously measuring customer satisfaction
- ◆ It drives action at the sharp end



The Audit Commission



In England

- ✦ The new face of housing regulation
- ✦ Much of existing to remain
- ✦ How are tenants involved in the current inspection process?
- ✦ New tenants voice to be created



APSE Consultancy can provide:-

- ✦ Customer Surveys
- ✦ Software so you can survey your customers
- ✦ Support via consultants
- ✦ Membership to benchmarking groups
- ✦ User Group regularly meetings