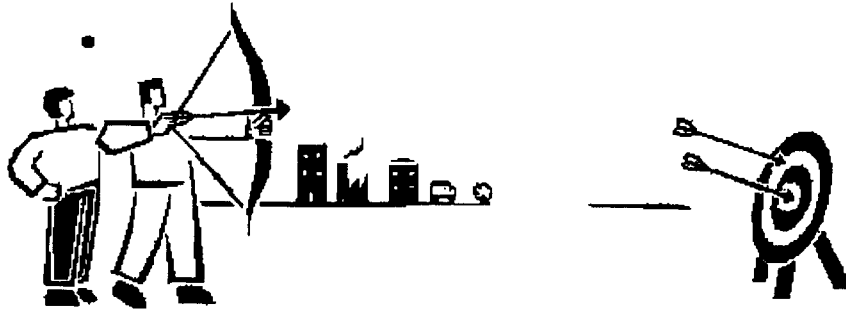


Local Performance Indicators

A Guidance Note on Target Setting



What do we mean by Performance?

Performance is often defined in terms of the three E's:

Economy - acquiring resources of appropriate quality and quantity at the lowest cost.

Efficiency - producing the maximum output from a given set of inputs or using the minimum inputs to produce the desired level of output.

Effectiveness - achieving the: outcomes, end results and overall effect that go hand in hand with a successful service.

What is a Performance Indicator?

A Performance Indicator is a clearly defined measurement of one aspect of performance. It literally gives you an indication of how you well are performing a given activity.

Why set Performance Indicator Targets?

A common saying in performance management is "*What gets measured gets done*". This illustrates the importance of measurement to help improve performance and more specifically the need for the Council to ensure it is measuring the things that matter. Having selected the right indicators, setting challenging but realistic targets encourages improved performance where it matters most.

Performance Indicator targets also help the public and service users to see how well services are being delivered and to hold the authority to account for its performance.



How can I set challenging but realistic targets?

Targets should be based on a number of perspectives including residents' and users' priorities, previous performance, internal and external comparisons as well as national and local priorities and other external influences such as new legislation.

Before you arrive at a target you should consider the following, where appropriate:

Consulting with residents, service users, staff and Councillors by directly asking people what they think of our targets or indirectly through assessing satisfaction with current performance. If the views of local residents and service users are cited as evidence, they should be specific to the target concerned.

Comparing performance over time and, if possible, against others. When comparing over time you should consider targets, estimates and actual results.

Competing with market leaders. Where performance can be compared against others you should question whether and how it could be improved to be amongst the best.

Challenging existing performance. This involves pulling together the information from consultations and comparisons, including comparisons with market leaders, and producing ambitious but realistic targets, along with the means of achieving them. In the process, you will take account of your resources, work volumes and other local circumstances.

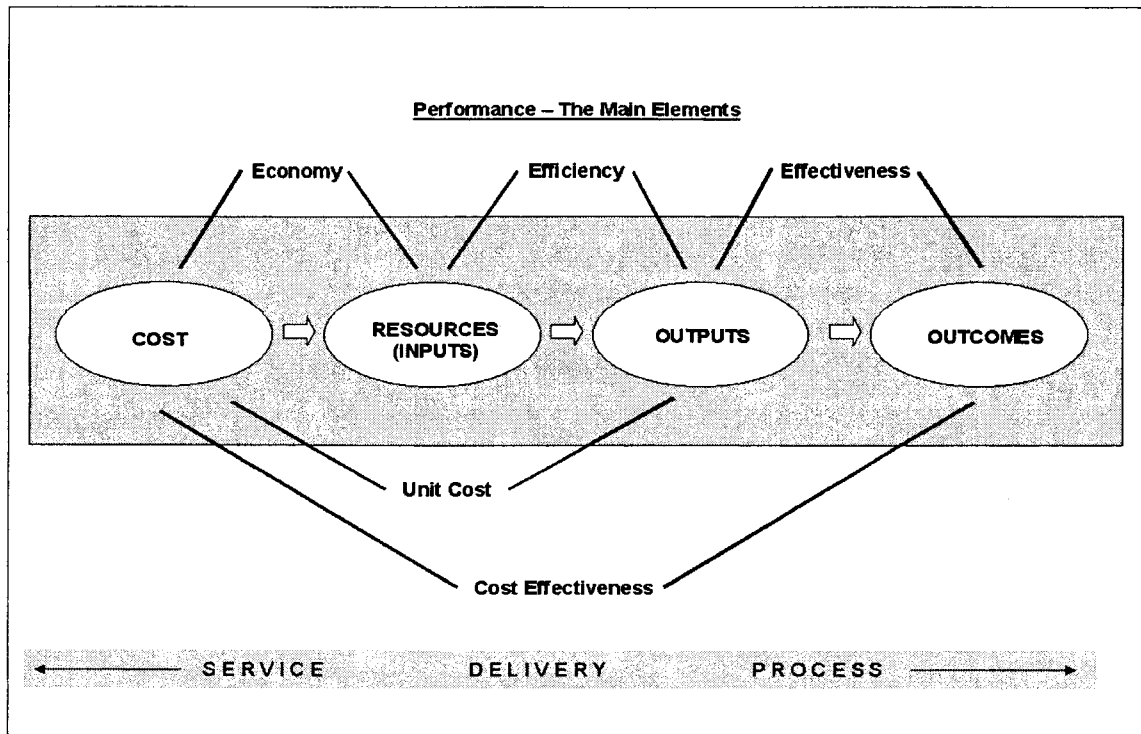
Remember, however well a target is calculated, you need an action plan to improve performance. Without an action plan to improve performance your target will merely be a forecast of what you would expect to achieve by doing nothing differently based on robust information that you already have to hand.

Where do I start if I want to create a new Performance Indicator?

In addition to this guidance the Improvement and Development Unit is able to offer assistance also you can find a library of ready-made LPs on the **IDeA** web site at www.local-pi-library.gov.uk

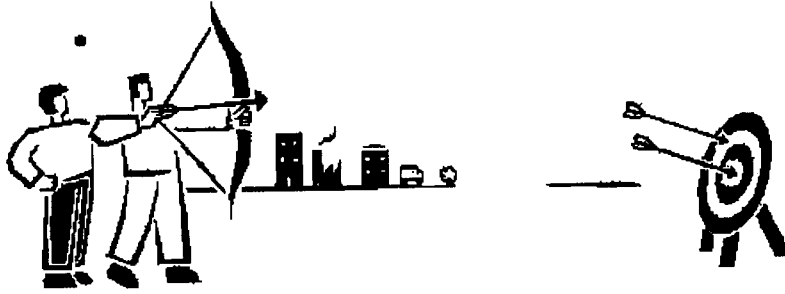
What types of performance indicator can I use?

The diagram below sets out the basic elements (cost, resources, outputs and outcomes) and sequence of the Service Delivery Process. It illustrates that the most complete view of performance is provided by relating the elements to each other as well as monitoring them individually. The table describes the types of indicator that you can use, alongside each description is an example.



Indicator Type	Description	Example
Input	Resources that go into producing a service.	The total number of staff employed to deliver a service
Cost	Resources that go into producing a service.	The total cost to deliver a service
Economy	Cost divided by number of resource units.	Average staff cost
Output	What comes out of a service.	The total number of transactions per year
Efficiency	Output divided by number of resource units	Average number of transactions per member of staff
Unit Cost	Cost divided by outputs	Average cost per transaction
Outcome	What happens as a result of a service	The level of customer satisfaction
Effectiveness	Relates (outputs and outcomes – i.e. assessing whether a) what we do is achieving the desired outcome overall, or b) a change in what we do is having the desired effect	Claimants' satisfaction with staff Claimants satisfaction with staff before/after staff customer care training
Cost effectiveness	Relates outcomes to costs, to assess whether the end result justifies the cost	The percentage change in cost compared with the percentage change in satisfaction rating.

Output and outcome indicators can be measured **quantitatively** (usually as a percentage or an average) and **qualitatively** (a description of the service using text).



Best Practice - what makes a good target?

Well each target should be **SMART**:

- Specific** - be clearly defined, straightforward and unambiguous
- Measurable** - be readily measurable and easily understood
- Ambitious** - stretch the organisation
- Realistic** - be achievable and have the commitment of Councillors & staff
- Time-bound** - related to a specified monitoring period or date

What will I need to do if I am the lead officer for a Performance Indicator, which is reported within the Best Value Performance Plan (BVPP)?

You will need to provide an appropriate target prior to the start of the financial year, and an accurate result at the end of it, that can stand up to the rigour of Audit by the District Auditor. To assist with this the Improvement and Development Unit (IDU) will help you to develop a written procedure. This written procedure will need to clearly reinforce any relevant guidance and show how an audit trail can be provided. Above all else you will need to provide evidence to show that your result is both accurate and complete.

What help can I get to set Performance Indicator targets which need to be reported within the BVPP?

The IDU will provide a pro forma for each LPI that appears within the BVPP. Each pro forma will contain historic TMBC data for Targets, Estimates and Actual results where this is available. You will need to complete, sign and return this pro forma to the IDU.

And Finally ... a useful tip

When it comes to setting a target for a new LPI, particularly one that you intend to publish for the public, monitor the service for a trial period before you actually set a target. After this trial period you will be aware of how the service is performing at present and what kind of improvement may be possible for the future.

For additional help in regard to performance information, indicators and target setting please contact the IDU

Bruce Hill (6020)
IDU Manager

Paul Fowler (6133)
IDU Officer

Which LPIs am I responsible for in 2004/05?

LPI	LPI Definition	Lead Officer	Contact
Value for Money			
1	Telephone calls to our offices answered within 10 seconds.	John Deknop	6028
4	Letters to all services answered within 10 working days.	Paul Fowler	6133
5	Invoices we paid correctly.	John Pickup	6112
Housing - A roof over your head (John Littlemore - 6207)			
10	Surgeries held per month to provide housing advice in relation to homelessness.		
11	Households we put forward for housing associations to provide housing.		
13	Additional affordable homes provided each year.		
14	Households that become homeowners through low cost home ownership initiatives.		
15	Additional special needs housing units provided each year.		
16	Homelessness applications where we make a decision and write to applicant within 33 working days.		
50	Improved energy efficiency of homes		
75	Number of homes improved/adapted in private sector for elderly / disabled persons - TMBC assisted.		
Economic Development (Mark Raymond - 6267)			
63	Number of businesses within TM given advice by Tonbridge and Maidstone business advice centres.		
Planning Applications - Development Control (Lindsay Pearson - 6237)			
51	Percentage of Householder Planning Applications decided within 8 weeks.		
Transport & Roads (Henry Goodman - 6279)			
65	Abandoned vehicles removed from the public highway within 21 days.		
Community Safety - Street Lighting (Henry Goodman - 6279)			
9	% of street lights to be working at any one time (excludes mains failure).		
Community Safety (Roger Shapter - 6024)			
69	Rating given by residents (on a scale 1 - 5) of how safe they feel within the borough		
8	Cases lost by police because of our procedural faults in providing CCTV evidence of crimes.		
Cultural and Leisure Services (Julie Beilby 6346)			
17	Compliance with English Tourism Council national standards for tourist information service.		
18	Achievement of ETC Status		
19	Tonbridge Castle festival - cost to the council		
20	Tonbridge Castle festival - ticket sales		
21	The percentage of users satisfied with Larkfield Leisure Centre		
22	The percentage of users satisfied with Angel Centre		
23	The percentage of users satisfied with Tonbridge Swimming Pool		
24	The percentage of users satisfied with Poulton Wood Golf Centre		
25	Larkfield Leisure Centre - Mystery Shopper score		
26	Angel Leisure Centre - Mystery Shopper score		
27	Tonbridge Swimming Pool - Mystery Shopper score		
28	Tonbridge Castle / TIC - Mystery Shopper score		
29	Poulton Wood Golf Course - Mystery Shopper score		
73	Number of Applause Performances		
71	Number of new structured activities, funded, organised and delivered by TMBC for young people		
Local Environment - Building Control (Mike Ingram - 6251)			
53	Apps' determined in 5 weeks where original application fully complies with building regulations.		
54	Apps' approved in 8 weeks where applicant's proposal needs to be amended for approval to be granted.		
55	Customers satisfied with main features of service.		
56	Calls from emergency services about dangerous structures responded to within 1 hour.		
57	Calls from members of public about dangerous structures responded to by end of next working day.		
Local Environment - Pollution Control (Barry Olding - 6189)			
46	Extent to which we keep on schedule in measuring and reporting on levels of air, land & water pollution.		
47	Complaints about environmental pollution & other requests for service responded to in 5 working days.		
48	Complaints or information about stray dogs responded to on day notified.		
49	Complaints & other requests for service about dogs (other than strays) responded to in 5 working days.		
Local Environment - Waste & Recycling (Phil Beddoes - 6204)			
41	Total tonnes of waste recycled.		
42	Tonnes of paper and cans recycled through green box scheme.		
43	Highways, shopping & residential streets that are of a high or acceptable standard of cleanliness.		
44	Average time (in days) taken to remove dumped rubbish.		
45	Waste collections, including recyclables, missed per 100,000 households within our control		
68	Percentage of residents happy with the cleanliness of the area in which they live		
Public Health (Phil Beddoes - 6204)			
58	Responses within 5 working days to complaints about commercial premises.		
59	High risk food premises inspected for hygiene when due.		
60	High risk workplaces inspected for health and safety when due.		
61	The number out of all public toilets providing access for disabled persons.		
62	Percentage of inspections where public toilets rated at least "satisfactory" for hygiene.		