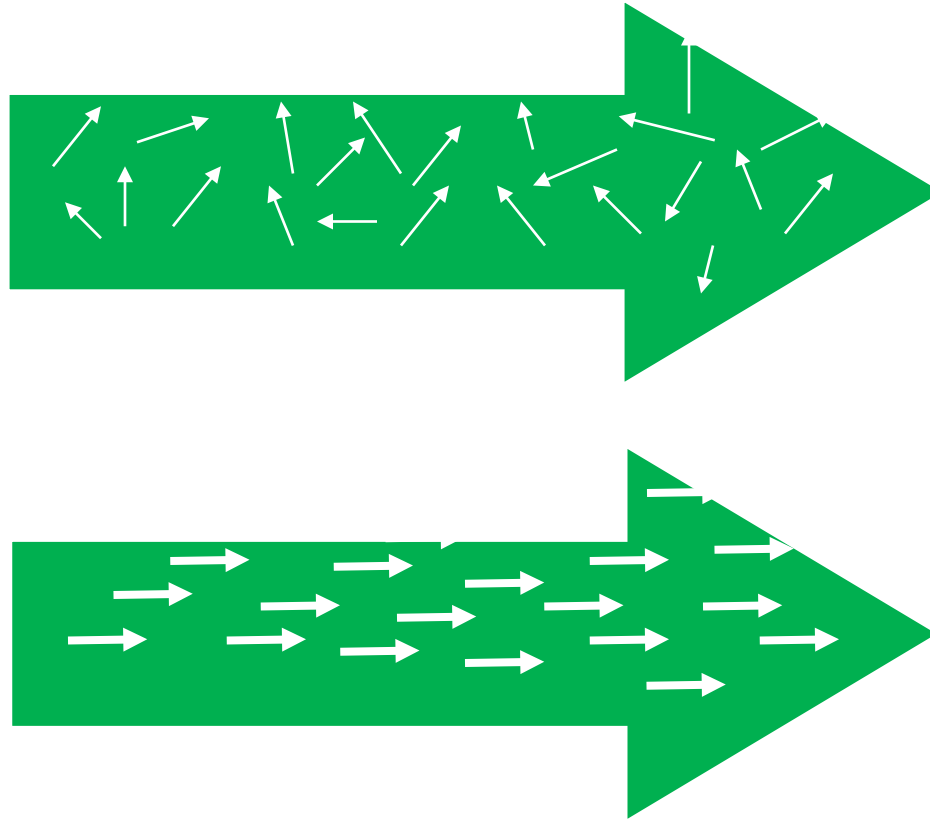


Establishing Performance Frameworks

Performance Frameworks

- Effective Process Of Identifying Outcomes and Indicators
- Effective Process of monitoring and Comparing Performance

Which Arrow Represents Your Authority ?

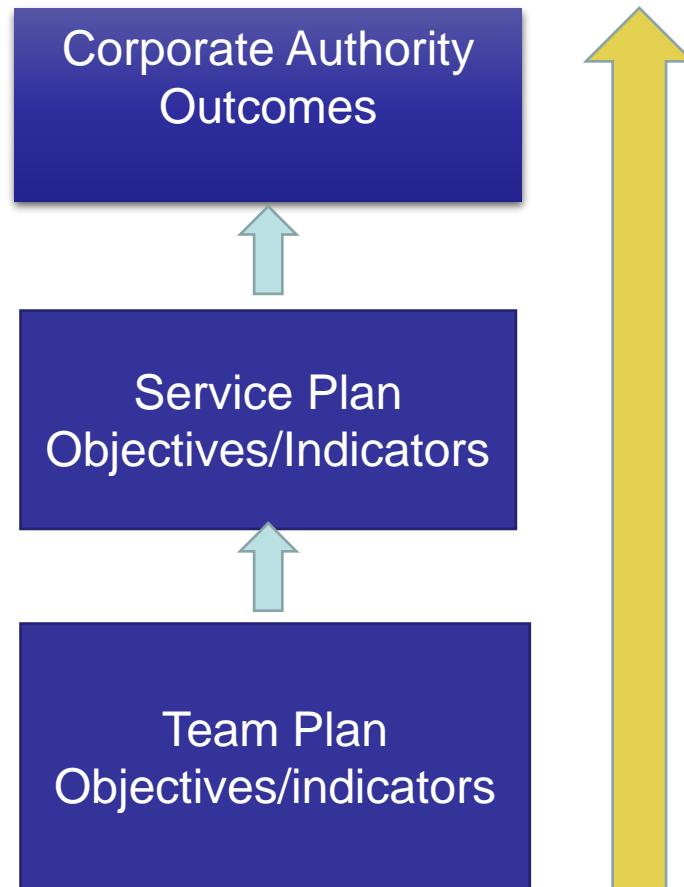


The “Golden Thread” of Service Planning In Highways

Safe , Healthy , Prosperous and Independent etc etc

- Network Condition
- Reduce congestion

- Prompt Repair of Defects
- No ice on highway
- Schemes completed on time
- Highway inspections on time



The “Golden Thread” in Simple Form

If the County Council corporately is selling pink



Corporate Outcomes



Your service cannot be selling white !



Service Outcomes

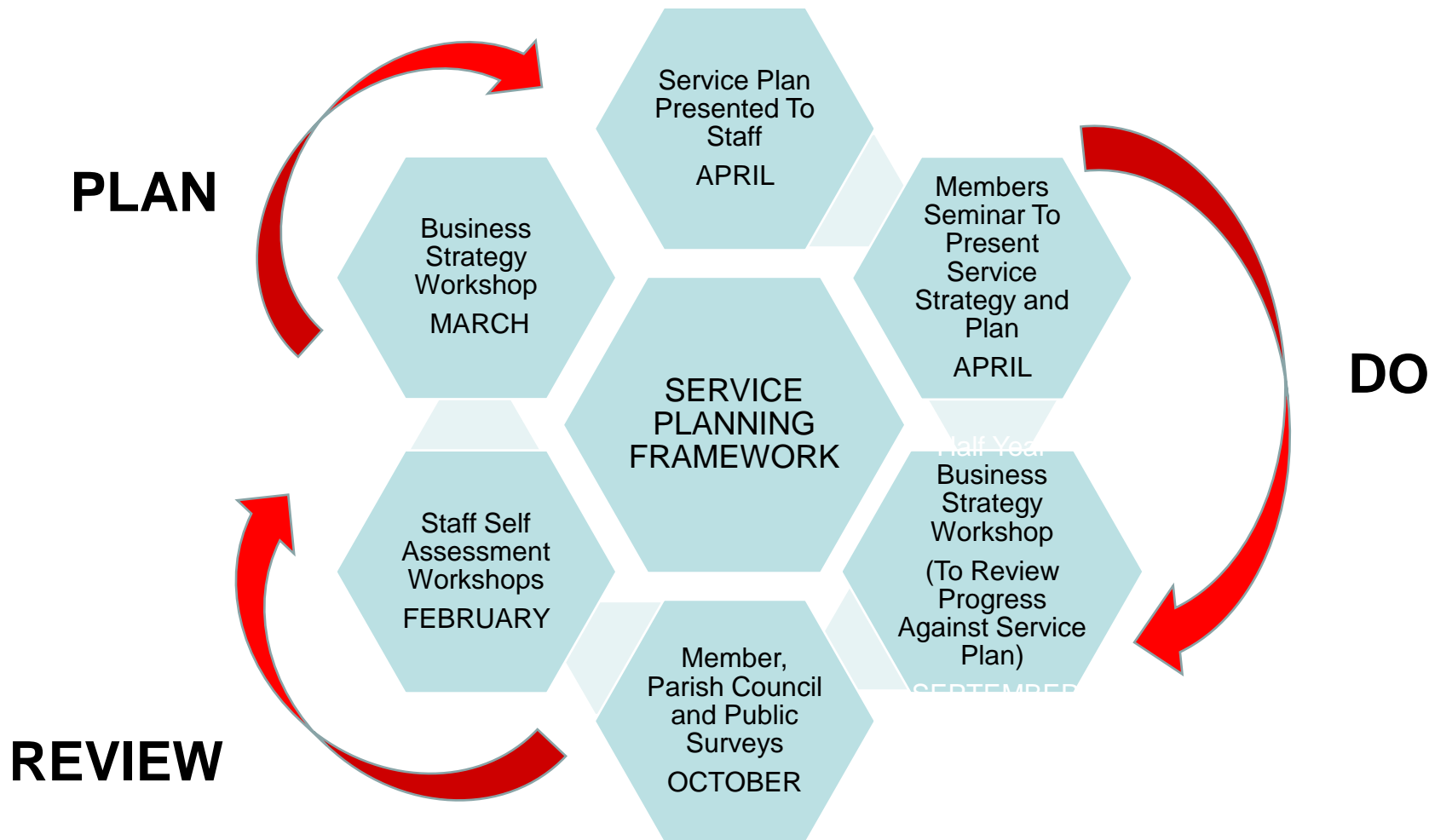
Key Service Objectives 2019/20

No.	Objectives	Accountability	Measure	Completion Date	Link to Corporate Outcome
1	Implement A Staff Well-Being and Support Strategy Through: <ul style="list-style-type: none"> • Awareness Session on DCC Resource • Team Leader Development • Over 40's Health Checks • Develop Effective ICT Strategy • HAVS and Hearing Tests • Host Well Man/Woman clinics • Utilising Coaches and Mentors 	Joe Smith	Reduction in staff reporting staff related stress Increase in staff reporting that that stress is not affecting their performance at work (Employee Survey)	31/03/20	Healthy
2	Support Business Delivery Through Improved ICT by: <ul style="list-style-type: none"> • Formate a monthly ICT Liaison Group • Implement Revised ICT Support Structure • Effective Use of ICT Portal/Help Desk for BAU issues 	Mike Johnstone	Improve Staff Satisfaction in ICT Provision (Employee Survey by 25 %)	31/3/20	Healthy and Prosperous
3	Maintain the highway network in suitable condition	Amy Jones	Network classification in need of maintenance not to exceed: 4% Principle Network 5% Non-Principle Network 12% Unclassified Network	31/03/20	Safe & Prosperous
4	Deliver highway service with allocated budget	Joe Smith	Year-end out turn to be within 1% of net budget allocation	31/03/20	Prosperous
5	Minimise number of killed or seriously injured incidents on the network	Simon Green	Total number of people killed or seriously injured to be less than 185	31/03/20	Safe, Healthy & Prosperous

Operations Team Plan 2019/20

No.	Objective	Accountability	Measure	Completion Date	Link to Corporate Outcomes
1	Well managed approach to Health & Safety in the workplace.	Dave Hill	50% reduction in RIDDOR incidents, and 4% reduction in all incidents, through good health & safety management - including a robust near miss reporting culture, increasing the number reported to 100%.	31/03/19	Safe Prosperous
2	Deliver service & programmes of work within allocated budget, ensuring work is delivered on time and all income is recovered in a timely manner.	Mike Wilson	Ensure budget is delivered to +/- 5% of control total and programmes on work delivered on time. Compile & maintain a comprehensive forward programme for both delivery & design of construction programme. 80% of all schemes delivered to target budget & 85% completed on time.	31/03/19	Prosperous
3	Manage attendance/sickness levels and support staff well-being.	Martin Laird	Reduction in sickness days lost through robust adherence to the absence management policy - corporate target 7.5 days per FTE - and support well-being key service objective to reduce employee stress levels.	31/03/19	Healthy Prosperous
4	Contributing to budget savings.	Martin Laird	Increased service efficiency by implementing and a fostering lean thinking approach to service delivery.	On-going	Prosperous
5	Provide a cost effective and responsive highway delivery service.	Dave McKay	Reduction in customer complaints by 5%. Reduction in repeat visits to carry out repairs by 5%. Reduction in third party claims by 5%. 95% of Category 1 defects made safe within 32 hours. 90% of Category 2a and 2b defects completed within 28 days. 90% of highway inspections completed within +/- 5 days. 21-day average end to end time for Cat 2B reactive repairs. 96% of defects repaired to specification.	31/03/19	Safe Healthy Prosperous
6	Review stores management process and delivery.	Rebecca Hill	Improvement in stores inventory control across all main depots and incorporating Sign Shop.	30/09/18	Prosperous
7	Develop a suite of separate c/way and footway inspection routes.	Mike Wilson	More efficient routes built into Confirm which are aligned with code of practice, culminating in improved delivery of inspection.	31/12/18	Safe Healthy Prosperous
8	Work towards having all structural maintenance designs carried out up to one in advance construction delivery date.	Mike Wilson	90% of schemes for 2019/20 programme completed by March 2019.	21/03/19	Prosperous

Highways Service Planning Cycle

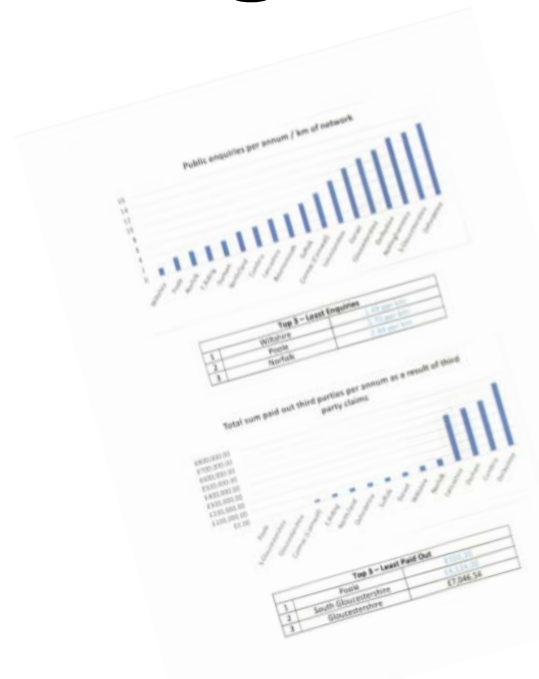
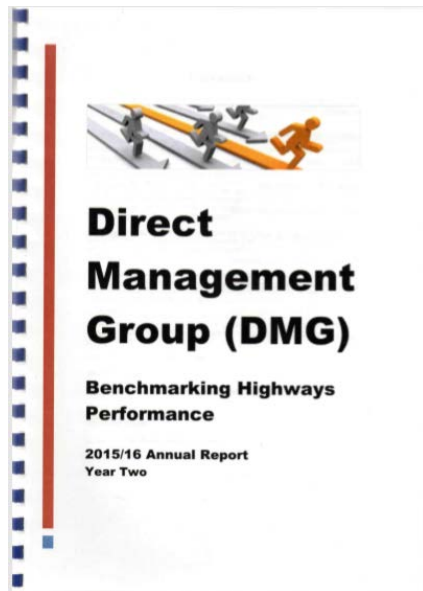


APSE/DMG Benchmarking Initiative

Direct Management Group

- Northern Group
- Midland /Southern Group
- Quarterly Meetings

DMG Benchmarking Club



Self Assessment Questionnaire Question 15 :

Does your Authority undertake benchmarking to drive Improvements in its highway maintenance services ?

APSE Performance Networks

- Building Cleaning
- Building Maintenance
- Cemetery and crematorium Services
- Catering
- Environmental Health
- Land Audit Management
- Market Operations
- Parks
- Refuse Collection
- Road, Highways and Winter Maintenance
- Sport and Leisure
- Street Cleansing
- Street Lighting
- Trading Standards
- Transport Operations and Vehicle Maintenance

Established Benchmarking Service

- 200 Authorities Participating
- Across 15 Front Line Service Areas
- Operating for 20 years

Benchmarking :Why ?

- Increasing Elected Member challenge re value for money
- Incentive Fund Self Assessment highlighting need (Band 3 ?)
- NHT Survey good but limited scope on customer satisfaction
- Due To Limited Staff Resource ...Need for suite of indicators that dropped out of existing performance data

DMG Benchmarking

- Dorset CC Club Administrator
- After two Annual reports and increasing membership ..becoming increasingly Resource Hungry
- Revenue funding within DCC reducing/ pressure on staff time
- Discuss with APSE re aligning with their Performance Networks

Aligning DMG With APSE

- Consult with DfT re proposed merger :

"Effective Benchmarking is a key component in any performance management framework and the Department has been following the Direct Management Group's initiative with interest. We fully support this proposed alignment with APSE's Performance Networks and believe this will ensure members will be able to demonstrate best practice in accordance with the local highways maintenance Incentive Fund self-assessment principles."

Steve Berry Department For Transport

- DMG Members consulted on proposals
- All agreed to proceed with APSE association

What Is Being Measured ?

Performance Indicators

- Operational Performance 14 no
- Revenue Budget 5 No
- Capital Budget 3 No
- Network Condition 13 No
- Staff Performance 3 No
- Health And Safety 5 No
- Customer Satisfaction 15 No

DMG Benchmarking Members

South/ South West

Cornwall
Dorset
Gloucestershire
Wiltshire
South Gloucestershire
East Sussex
North Somerset
Poole
Bournemouth
Hampshire

Midlands

Suffolk
Norfolk
Oxfordshire
Leicestershire
Nottinghamshire
Derbyshire
Derby City
Milton Keynes

Northern

Cumbria
Northumberland
Lancashire
Durham
East Riding Of Yorkshire
Leeds City
Calderdale
Kirklees

Reports : Performance Indicator Standings

Showing :

- Highest and Lowest In Group
- Group average
- Your standing
- Quartile information

Profile - resurfacing treatment (carriageways)

Family group

PIN	Surface dressing			Thinbitre surface (up to 25 mm)				
	Area treated (linear metres)	Area treated (square metres)	Contract cost / direct cost (incl base parking for Wales)	Contract cost / direct cost (incl base parking (Wales only) - overheads)	Unit cost (incl direct cost / management overheads)	Area treated (linear metres)	Area treated (square metres)	Contract cost / direct cost (incl management overheads)
4,287	43,000	8000	8500	8500	2,151	16,921	8300	8300
12,346	76,426	448,609.00	8500	16,40	9,628	56,569	590,193.00	13,043
24,528	156,800	8800	8500	8500	16,823	16,823	8300	8300
0	0	8800	8500	8500	13,384	88,076	130,823.00	8500
0	0	8800	8500	8500	3,221	16,286	8300	8300
5,986	37,700	£134,616.00	£22,571.00	£4,96	0	0	8300	8300
0	0	8800	8500	8500	5,205	13,356	129,138.00	8300
4,370	54,872	479,164.00	8500	£3,19	13,860	84,165	155,793.00	8500
1,374	21,960	88,000.00	8500	£2,32	0	0	8300	8300
1,388	26,890	8800	8500	8500	0	0	8300	8300

Street lighting performance indicator standings 2015/16 - whole service report

Base of authority
PIN

Example authority
9999

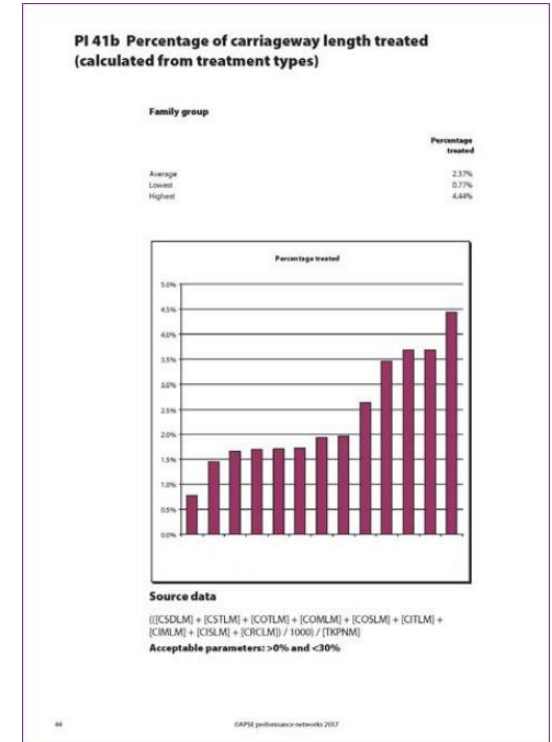
Performance indicator	Historical score	Highest in service	Average for service	Lowest in service	Your authority score	Standing in service	Top quartile mark	Charter achieved	Targetable mark	High / Low / Average
Safety performance indicators										
P10 - Percentage of streets with a valid electrical test certificate	31	100.0%	130.0%	0.0%	1.80%	34	100.0%	3	100.0%	H
P16 - Percentage of LED with a valid electrical test certificate	47	100.0%	94.0%	0.0%	38.50%	28	95.2%	3	100.0%	H
Condition (asset preservation) performance indicators										
P26 - Routine faults as a percentage of street lighting stock	16	16.6%	15.0%	3.6%	17.1%	39	110.0%	3	8.0%	L
P28 - Mean time between failures (MTBF) in years	54	11.6	1.31	1.28	4.78	34	8.81	3	0.0%	H
Asset information performance indicators										
P11 - Percentage of street lamps that are controlled by electronic gear	37	100.0%	90.0%	0.0%	39.00%	-	-	-	-	N
Customer service performance indicators										
P01 - Percentage of lamps replaced in 7 working days or less	31	100.0%	100.0%	11.0%	97.1%	34	100.0%	3	99.4%	H
P18 - Average time to replace lamp or luminaire	11	30.0	4.0	1.0	5.1	11	100	3	2.0	L
P04 - Average time to repair lamps (excluding costs)	45	16.30	5.04	1.37	3.02	25	192	3	2.40	L
P05 - Average time to repair lamps (including electricity charges)	45	36.00	16.11	4.08	14.82	19	180.0	2	3.40	L
P17 - Percentage of faults reported to regional electricity supplier within 24 hours of receipt	37	100.0%	100.0%	82.0%	93.00%	37	100.0%	3	100.0%	H
P19 - Public telephone call centre as a percentage of faults	38	100.0%	80.0%	82.0%	111.00%	11	84.0%	4	75.0%	L
P20 - Public telephone call centre as a percentage of street lights	41	119.0%	122.0%	12.0%	112.0%	15	72.0%	4	1.00%	L

Notes:

- The authority will only be ranked in best group if it has shown an output score within the target category for the performance indicator.
- Quarterly performance scores are reported against the performance indicators for which there is a quarterly target.
- Quarterlies are only shown for those performance indicators for which there is a dimension of output. Scores within the set parameters.

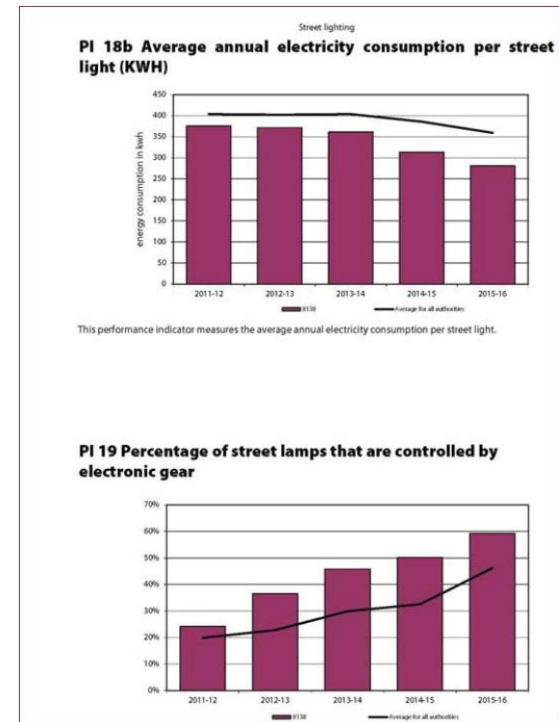
Reports : Graphical

- Individual Indicator Comparison



Reports: Trend Information

- Trend comparison against each indicator for up to previous 5 years

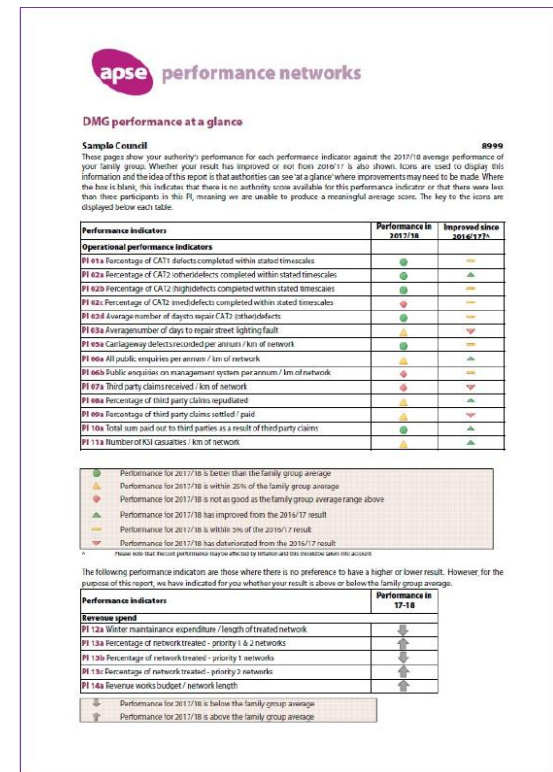


Reports : Performance At Glance

Individual Indicator Performance

Showing If :

- Performance better than Group Average
- Performance is within 25% of group average
- Performance below the above
- Performance has improved on previous year
- Performance is within 5% of previous year
- Performance has deteriorated from previous year



DMG performance at a glance 8999

Sample Council

These pages show your authority's performance for each performance indicator against the 2017/18 average performance of your family group. Whether your result has improved or not from 2016/17 is also shown. Icons are used to display this information and the idea of this report is that authorities can see at a glance where improvements may need to be made. Where the box is blank, this indicates that there is no authority score available for this performance indicator or that there were less than three participants in this PI, meaning we are unable to produce a meaningful average score. The key to the icons are displayed below each table.

Performance indicators	Performance in 2017/18	Improved since 2016/17?
Operational performance indicators		
PI 61a Percentage of CAT3 defects completed within stated timescales		
PI 62a Percentage of CAT2 overheads completed within stated timescales		
PI 62b Percentage of CAT2 highdefects completed within stated timescales		
PI 62c Percentage of CAT2 insuldefects completed within stated timescales		
PI 62d Average number of days to repair CAT3 overheads		
PI 63a Average number of days to repair street lighting fault		
PI 65a Car/gateway defects recorded per annum / km of network		
PI 66a All public enquiries per annum / km of network		
PI 66b Public enquiries on management system per annum / km of network		
PI 67a Third party claims received / km of network		
PI 68a Percentage of third party claims repudiated		
PI 69a Percentage of third party claims settled / paid		
PI 10a Total sum paid out to third parties as a result of third party claims		
PI 11a Number of KPI casualties / km of network		

Performance for 2017/18 is better than the family group average

Performance for 2017/18 is within 25% of the family group average

Performance for 2017/18 is not as good as the family group average range above

Performance for 2017/18 has improved from the 2016/17 result

Performance for 2017/18 is within 5% of the 2016/17 result

Performance for 2017/18 has deteriorated from the 2016/17 result

* Please note that recent performance may be affected by unusual and this therefore varies this account

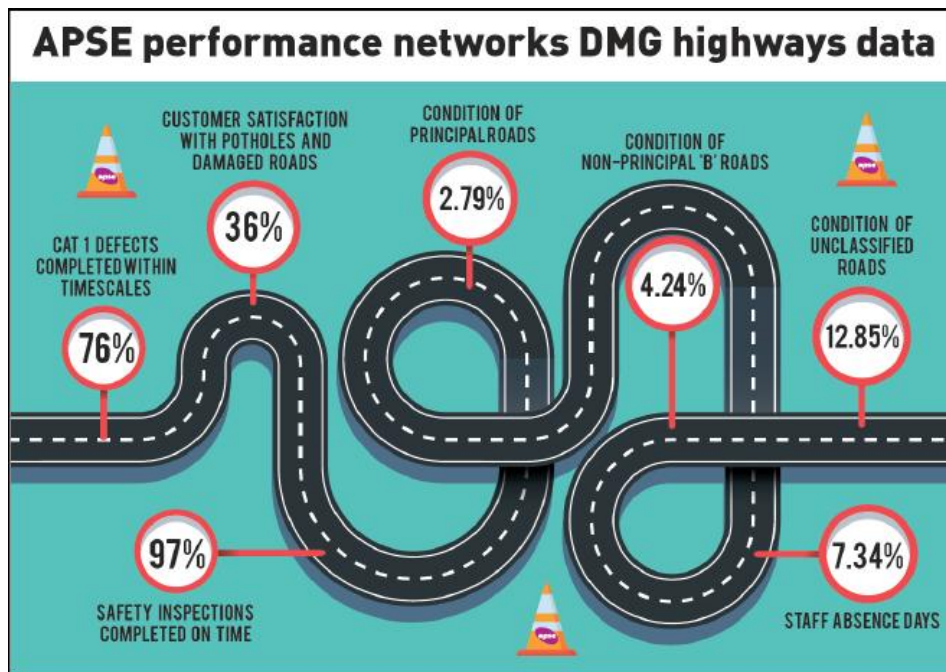
The following performance indicators are those where there is no preference to have a higher or lower result. However, for the purpose of this report, we have indicated for you whether your result is above or below the family group average.

Performance indicators	Performance in 17-18
Revenue spend	
PI 12a Water maintenance expenditure / length of treated network	
PI 13a Percentage of network treated - priority 1 & 2 networks	
PI 13b Percentage of network treated - priority 1 networks	
PI 13c Percentage of network treated - priority 2 networks	
PI 14a Revenue works budget / network length	

Performance for 2017/18 is below the family group average

Performance for 2017/18 is above the family group average

Reports :Infographic



Personalised To Individual Authority

What Has Analysis Of 2017/18 Data Shown ?

- Variation in approach to Service Deliver still exist
- Identified best practice within the Group Members
- Identify areas of potential revenue savings
- Variation in Asset Management Approaches

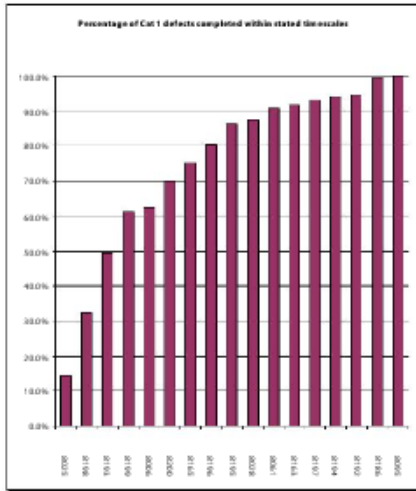
Performance Variation : Repair Of Cat 1 and 2 Defects

PI 01a Percentage of Cat 1 defects completed within stated timescales

Family group D1

Percentage of Cat 1 defects completed within stated timescales

Average	75.43%
Lowest	14.40%
Highest	100.00%

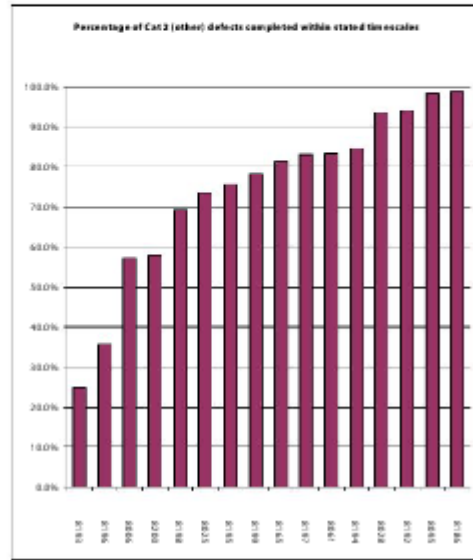


PI 02a Percentage of Cat 2 (other) defects completed within stated timescales

Family group D1

Percentage of Cat 2 (other) defects completed within stated timescales

Average	74.32%
Lowest	24.85%
Highest	98.67%



**Differing
Operational
Techniques ?**

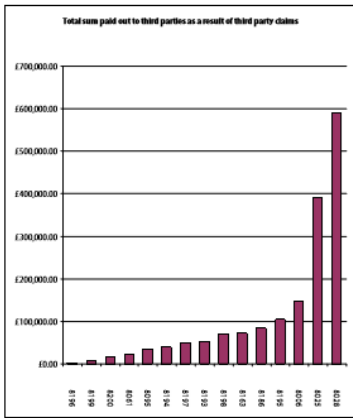
Performance Variation : Cost Of Third Party Claims and % Repudiated

PI 10a Total sum paid out to third parties as a result of third party claims

Family group D1

Total sum paid out to third parties as a result of third party claims

Average £112,276.80
 Lowest £1,377.00
 Highest £591,835.00

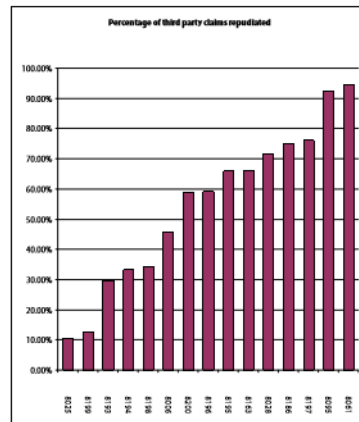


PI 08a Percentage of third party claims repudiated

Family group D1

Percentage of third party claims repudiated

Average 55.07%
 Lowest 10.57%
 Highest 94.44%



More Robust Inspection Regimes ?

More inclined not to settle out of court ?

Performance Variation : Winter Maintenance Costs and % Treated

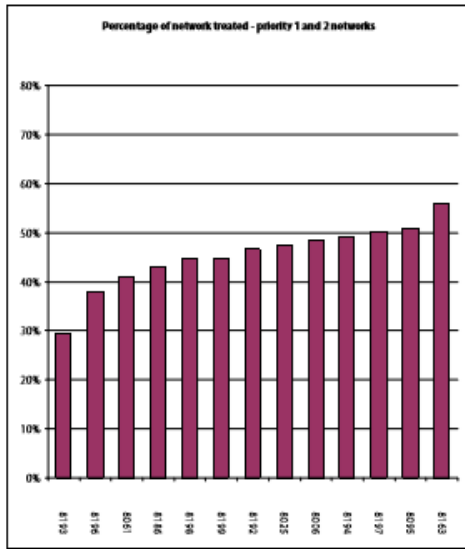
PI 13a Percentage of network treated - priority 1 and 2 networks

Family group D1

Percentage of network treated - priority 1 and 2 networks

Average
Lowest
Highest

45.38%
29.45%
55.84%



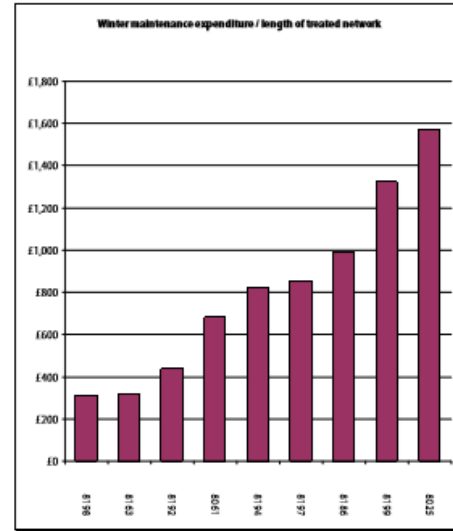
PI 12a Winter maintenance expenditure / length of treated network

Family group D1

Winter maintenance expenditure / length of treated network

Average
Lowest
Highest

£812.28
£308.29
£1,576.17



Why ?



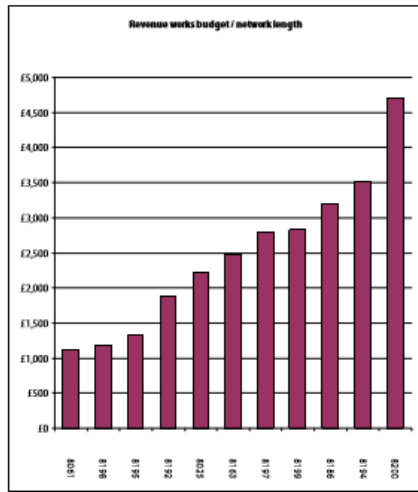
Performance Variation : Revenue Budget /km

PI 14a Revenue works budget / network length

Family group D1

Revenue works budget /
network length

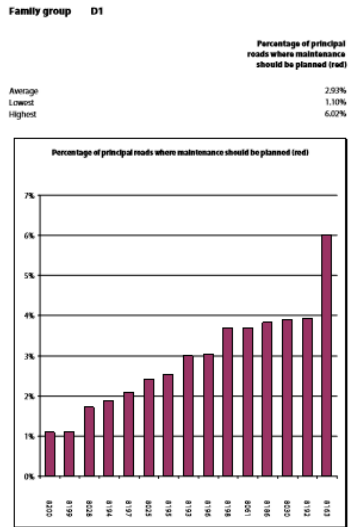
Average	£2,674.69
Lowest	£1,123.18
Highest	£4,707.36



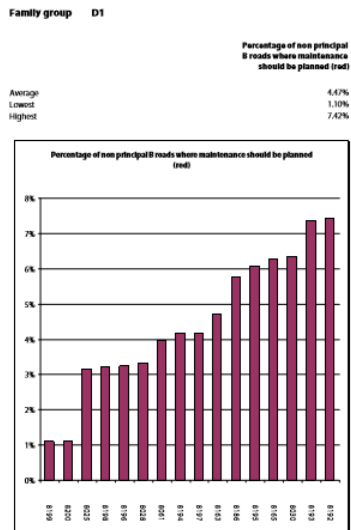
Internal Authority Funding Issue ?

Performance Variation : % Network Requiring Maintenance (Red)

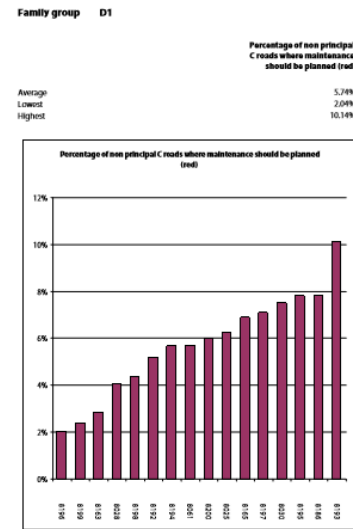
PI 19a Percentage of principal roads where maintenance should be planned (red)



PI 21a Percentage of non principal B roads where maintenance should be planned (red)

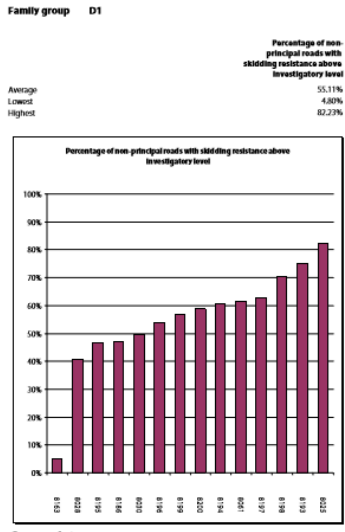


PI 23a Percentage of non principal C roads where maintenance should be planned (red)



Performance Variation : Skidding Resistance Above Investigatory Level

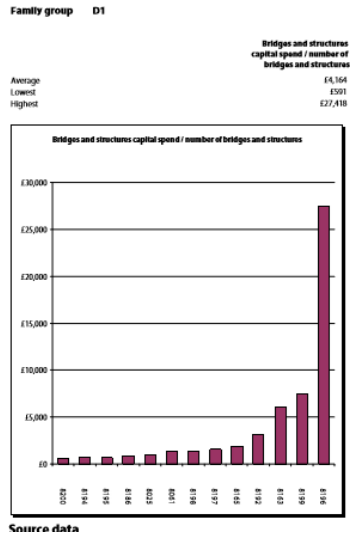
PI 28a Percentage of non-principal roads with skidding resistance above investigatory level



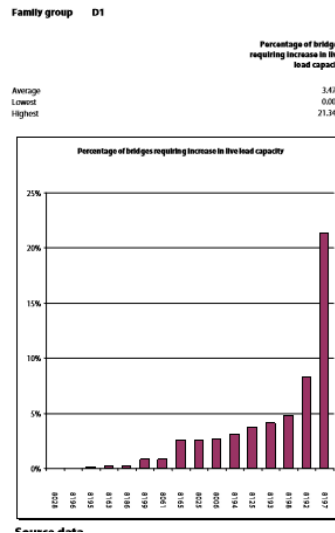
- Capital Programme Prioritisation Issue ?
 ie Surface Dressing Priority ?

Performance Variation : Bridges/Structures Funding / Required Increase in Live Load Capacity

PI 15a Bridges and structures capital spend / number of bridges and structures



PI 29a Percentage of bridges requiring increase in live load capacity



Differing approach to division of DfT Maintenance block ?

Historical differences in investment Strategies ?

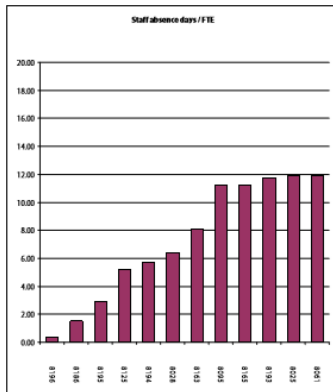
Performance Variation : Staff Absence

PI 31a Staff absence days / FTE

Family group D1

Staff absence days / FTE

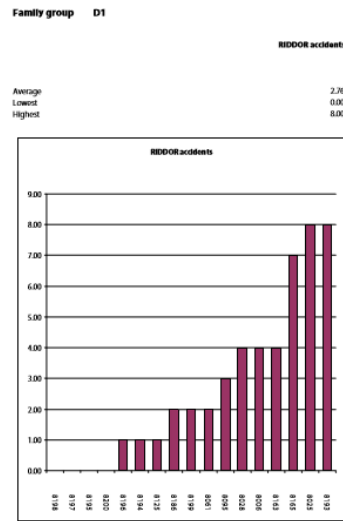
Average 7.34
 Lowest 0.37
 Highest 11.89



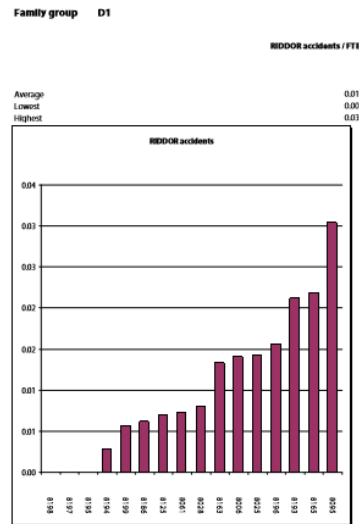
Variation in Absence Management Policies ?

Performance Variation : RIDDOR

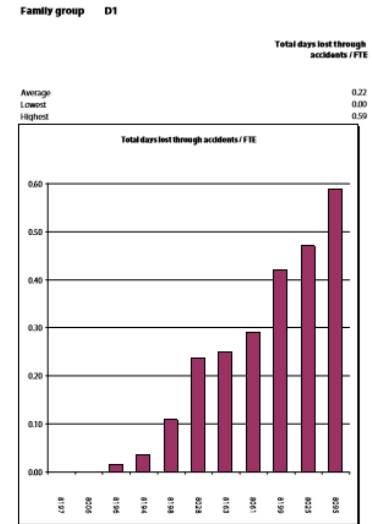
PI 34a RIDDOR accidents



PI 35a RIDDOR accidents / FTE



PI 37a Total days lost through accidents / FTE



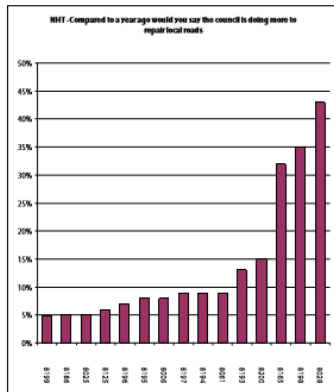
Performance Variation Public Satisfaction – Is your Council doing more ?

PI 52a NHT - Compared to a year ago would you say the council is doing more to repair local roads

Family group D1

NHT - Compared to a year ago would you say the council is doing more to repair local roads

Average 13.93%
 Lowest 4.06%
 Highest 43.00%



Better Communication Procedures ?

Self Assessment

- DfT Audits ...commencing Spring 2019 ?
- Initial Selection Of Authorities
- Intention is then ALL Authorities to be audited

Clear evidence of how Authorities are actively utilising benchmarking data will be required for

Band 3

www.apse.org.uk

Data Request Timetable 2018/19

- **Data request template sent out to members - May 2019**
- **Data submitted date – 26 July 2019**
- **Data validation/checking meetings – 23 August to 13 September 2019**
- **Final date for return of updates and amendments - 20 September 2019**

Performance Publication Dates

- **Performance Indicator Standings – 30 September 2019**
- **Performance report (graphical) – 30 September 2019**
- **Performance at a glance – 31 October 2019**
- **Direction of travel – 31 October 2019**
- **Infographic – 31 October 2019**
- **Knowledge Exchanges - Sept 2019/ Feb 2020**

Knowledge Exchanges

- Presentations from best performers
- Examination of current data collection methods
- Identify Areas For Improvement In Process
- Identify new Indicators For Future Years
- Identify any other areas for comparison
(ie fees and charges – levels of sponsorship –levels of income generation)

Exchange Of Best Practice : Annual Seminar

- Annual Seminar held each December
- Includes Annual Award Dinner
- Attended by over 300 delegates

Stats Rock!

Performance Networks Seminar Report Back

Missed the 2018 Performance Networks Seminar and wished you were there? No need to panic. We give you a round-up of this year's speakers, forums and topics.



APN's Debbie Adkin addresses delegates.

Data intelligence has become an integral part of service delivery. Therefore, the place to be for those who work in frontline services was beside the stage at the Performance Networks Seminar 2018. The working seminar is an essential part of the performance networks timetable, and remains an invaluable shared learning experience for councils facing financial uncertainty.

On the morning of 6 December, delegates from across the UK arrived on time at the Grand hotel in Hildesheim. There they enjoyed two days of expert insight from thought leaders in local government, and were offered an opportunity to share best practice with fellow delegates.

On the first day of the seminar, delegates heard from various high-profile keynote speakers discussing the ways council services can leverage their data to demonstrate competitiveness and improve performance. In the afternoon, delegates could attend one of six informative and engaging forums and then one of two service-specific workshops. The forums and workshops allowed delegates to discuss issues of local concern and develop solutions with colleagues through problem-solving scenarios.

Using performance intelligence at a local level

Opening the seminar, Adrian Phillips, interim Chief Executive of Preston Council, explored the impact of austerity in place. He pointed out that he has lost significant sums of money. However, through a mixture of innovation and pragmatism, the Council has created positive results for local communities. Adrian also paid tribute to the frontline workers on the ground who deliver the services and the results to the local

more than the Government. Interestingly Mr Phillips also said that 80% of the public would like the Government to put more money to local councils to spend at the local level for services that are in their neighbourhood. He stressed there is huge support amongst the public for these neighbourhood based services that councils deliver on a daily basis to residents.

Maintaining or improving performance?

APN's Debbie Adkin was up next to provide a picture of performance within the UK from the data sets in performance networks. Debbie opened her address by noting how UK local government spending as a share of GDP, already below the 1979-2004 average, is projected to go on falling to 2028.

How has this reduction in spend been reflected in performance networks data on neighbourhood services?

In terms of the direction of travel for frontline services, Debbie explored a variety of data over different service areas and shared her findings. For example in areas like public key productivity indicators like the number of business maintained per 100,000 employees has shown a 30% increase since 2013, whilst in one sense this is a positive outcome it also reflects reduced staffing numbers, and changes to the services due to budget pressures, to sports and leisure services, for both user and day facilities, operational necessity cuts have impacted over the period. This appears to demonstrate a much more commercial result-set in the sector where ancillary sales and retaining customers are of increasing importance to council facilities.

It was the refuse collection the ongoing pressure to reduce landfill and increase recycling is shown in a positive picture for the sector. The percentage of residual household waste going to landfill each year has seen a reduction of 27% since 2006/07. However, Debbie warned to continue the achievement it is likely that new investment would be needed in both collection methods and waste disposal plants. This was also argued, whilst addressing environmental concerns, there was also a theme to emerge in the street lighting sector where the increase in LED lighting has led to both a reduction in CO2 emissions of 10%, and significant cost reduction in energy costs per light solution by 15% from 2012/2013.

Debbie then updated delegates as to the progress being made by the Performance Networks Service in expanding its influence, launching new projects and improving user experience.

APSE/DMG Benchmarking

- What Does Membership Offer ?
- Access to best practice
- Direct comparison of performance
- Direct comparison of available budgets
- Comparison in groups of Authorities (if required)
- Band 3 Compliance
- 5 professionally compiled performance reports

- All for only £ 990 pa.

Interested In Participating ?

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Principles of Roads and Highways Management

30 September 2019, Manchester

18 October 2019, Glasgow

18 November 2019, Central London



LOCAL SERVICES

LOCAL SOLUTIONS