

APSE/ DMG Benchmarking Initiative

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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

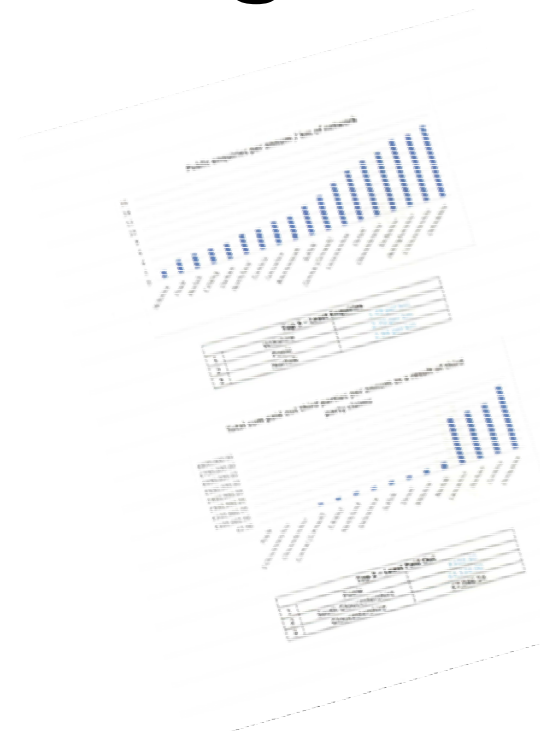
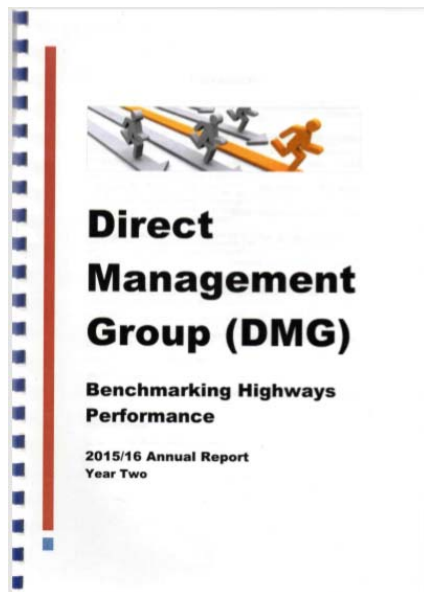


How was APSE/DMG Module Established ?

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 ?



Original DMG Benchmarking Members

South/South West	Midlands	Northern
Cornwall	Suffolk	Cumbria
Dorset	Norfolk	Northumberland
Goucestershire	Oxfordshire	Lancashire
Wiltshire	Leicestershire	Durham
South Gloucestershire	Nottinghamshire	East Riding of Yorkshire
East Sussex	Derbyshire	
North Somerset	North Lincolnshire	
Poole		
Bournemouth		
Hampshire		

Note : DMG Module available to all Performance Network Members

DMG Benchmarking :Why ?

- Increasing Elected Member challenge re value for money
- Incentive Fund Self Assessment highlighting need
- NHT Survey good but limited scope on customer satisfaction
- 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

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
North Lincolnshire

Northern

Cumbria
Northumberland
Lancashire
Durham
East Riding Of Yorkshire

Note : DMG Module available to all Performance Network Members

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

Reports : Performance Indicator Standings

Showing :

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

Profile - resurfacing treatment (carriageways)

Family group

P/N	Surface dressing				Thin/stone surface (up to 25 mm)			
	Area treated (linear metres)	Area treated (square metres)	Contract cost / direct cost (for base paving) for Works	Contract cost / direct cost (management overhead)	Area treated (linear metres)	Area treated (square metres)	Contract cost / direct cost	Contract cost / management overhead
4,287	43,337	80.00	£0.00	£0.00	2,131	16,921	£0.00	£0.00
12,345	76,476	£48,000.00	£0.00	£6.40	6,823	56,569	£90,193.00	£10.43
24,528	156,800	£0.00	£0.00	£0.00	16,823	16,823	£0.00	£0.00
0	0	£0.00	£0.00	£0.00	11,284	81,670	£30,003.00	£3.52
0	0	£0.00	£0.00	£0.00	1,137	18,266	£0.00	£0.00
5,090	37,700	£134,616.00	£22,571.00	£4.95	0	0	£0.00	£0.00
0	0	£0.00	£0.00	£0.00	11,256	129,138.00	£5.69	
4,370	54,472	£791,164.00	£0.00	£3.49	12,909	81,163	£55,793.00	£6.60
1,318	27,985	£85,000.00	£0.00	£2.32	0	0	£0.00	£0.00
1,368	25,895	£0.00	£0.00	£0.00	0	0	£0.00	£0.00

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

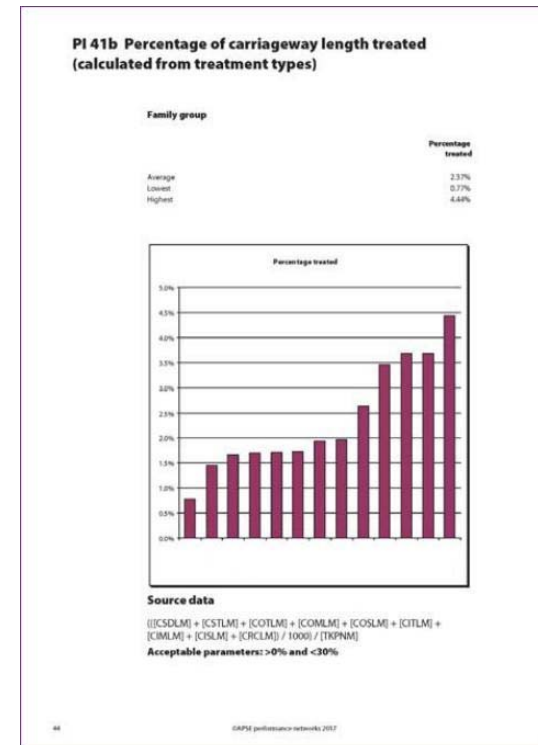
Base of authority: **Example authority**
P/N: **9999**

Performance indicator	Number of services	Highest in service	Average for service	Lowest in service	Your performance	Standing in service	Top quartile mark	Quartile achieved	Target quartile mark	High/Low/Equal
Safety performance indicators										
P 39: Percentage of columns with a valid structural certificate	31	100.0%	53.6%	0.0%	1.6%	24	100.0%	3	100.0%	H
P 40: Percentage of light fittings with a valid electrical certificate	47	100.0%	94.1%	0.0%	38.5%	28	95.2%	3	100.0%	H
Condition - asset preservation performance indicators										
P 16: Routine faults as a percentage of street lighting stock	55	14.6%	11.0%	3.6%	17.2%	39	15.0%	3	16.6%	L
P 19: Mean time between failures (MTBF) in years	54	11.50	7.33	3.88	8.78	34	8.81	3	10.59	L
Asset information performance indicators										
P 17: Percentage of street lighting that are controlled by electronic gear	37	100.0%	40.3%	0.0%	38.9%	-	-	-	-	N
Customer service performance indicators										
P 01: Percentage of lamps related to working on/above/within 7 days	31	100.0%	86.0%	53.3%	87.1%	16	90.0%	2	96.4%	H
P 02: Average time to replace lamps on/above/under	31	26.9	4.01	1.61	6.18	11	3.18	3	2.38	L
P 04: Average time to repair lamps on/above/under	45	16.3	1.04	1.27	3.32	23	1.92	3	2.25	L
P 05: Average time to repair lamps electricity supplied	42	36.0	16.11	4.08	14.82	19	14.08	2	5.40	L
P 21: Percentage of faults repaired by regional electricity supplier within 24 hours/maximum	37	100.0%	86.6%	8.2%			100.0%		100.0%	H
P 22: Public telephone call centre as a percentage of faults	38	34.3%	80.5%	16.3%	111.82%	31	84.3%	4	10.5%	L
P 23: Public telephone call centre as a percentage of street lights	41	17.9%	12.2%	1.2%	17.5%	32	7.8%	4	5.0%	L

Notes:
 a. The authority is not ranked in family group if it has items as subject to the floor parameter for the performance indicator.
 b. Quartile performance marks are only shown for those performance indicators for which there is a discrete target mark.
 c. Green marks are only shown for those performance indicators for which there is a target of 100% (except for the last paragraph).

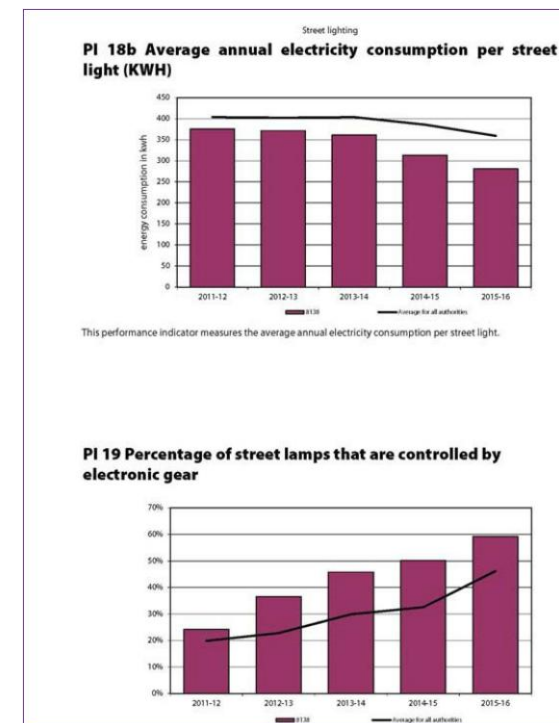
Reports : Graphical

- Individual Indicator Comparison



Reports: Trend Information

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

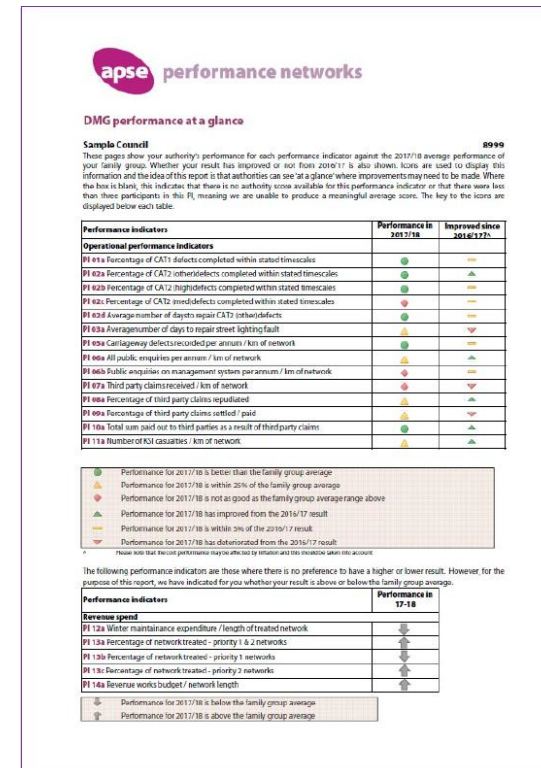


Reports : Performance At Glance

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 the FI, 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 414 Percentage of CAT1 defects completed within stated timescales		
PI 424 Percentage of CAT2 other defects completed within stated timescales		
PI 425 Percentage of CAT2 high defects completed within stated timescales		
PI 426 Percentage of CAT2 street defects completed within stated timescales		
PI 428 Average number of days to repair CAT1 other defects		
PI 434 Average number of days to repair street lighting fault		
PI 454 Carriageway defects recorded per annum / km of network		
PI 464 All public enquiries per annum / km of network		
PI 464 Public enquiries on management system per annum / km of network		
PI 474 Third party claims received - km of network		
PI 484 Percentage of third party claims repudiated		
PI 494 Percentage of third party claims settled / paid		
PI 104 Total sum paid out to third parties as a result of third party claims		
PI 114 Number of RSI 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

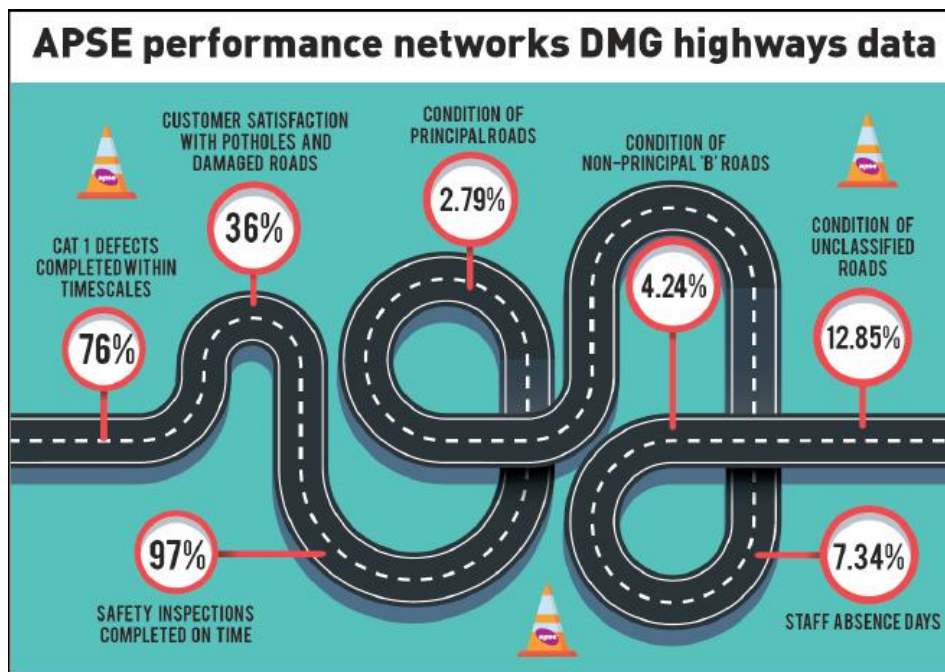
* Please note that the cost performance may be affected by inflation and this increase takes this account

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 spent	
PI 124 Winter maintenance expenditure / length of treated network	
PI 134 Percentage of network treated - priority 1 & 2 networks	
PI 136 Percentage of network treated - priority 3 networks	
PI 138 Percentage of network treated - priority 2 networks	
PI 144 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 Can we Learn From 2017/18 Data ?

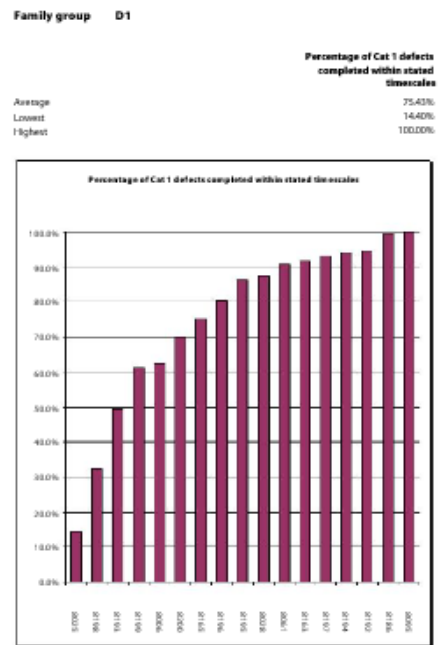
- Actually Performing Better Than Others ?
- Potential Revenue savings
- Better Authority Prioritisation ?
- Better Asset Management Principles ?

What Has Analysis Of 2017/18 Data Shown ?

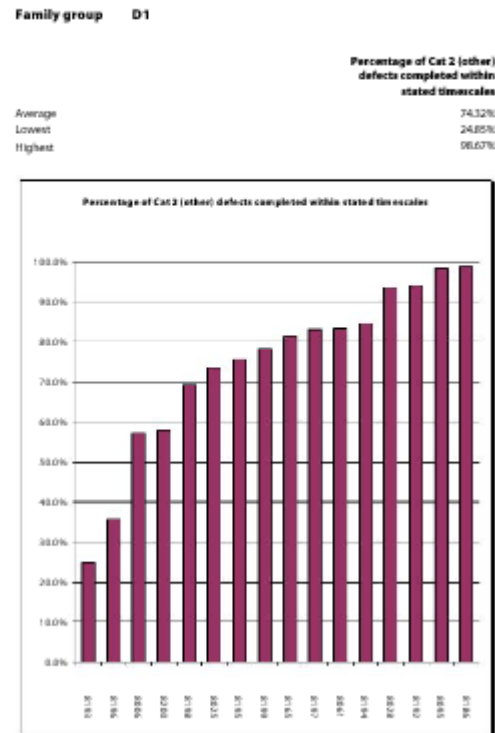
- Variation in approach to Service Deliver still exist
- Identified best practice within the Group Members
- Identify areas of potential revenue savings
- Variation in Asset Management Approaches

Performance Variation : Repair Of Cat 1 and 2 Defects

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



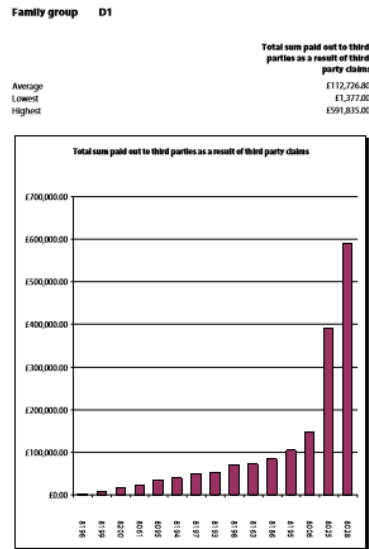
PI 02a Percentage of Cat 2 (other) defects completed within stated timescales



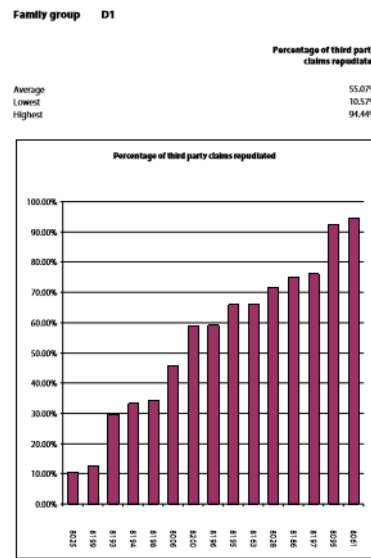
Differing
Operational
Techniques ?

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



PI 08a Percentage of third party claims repudiated

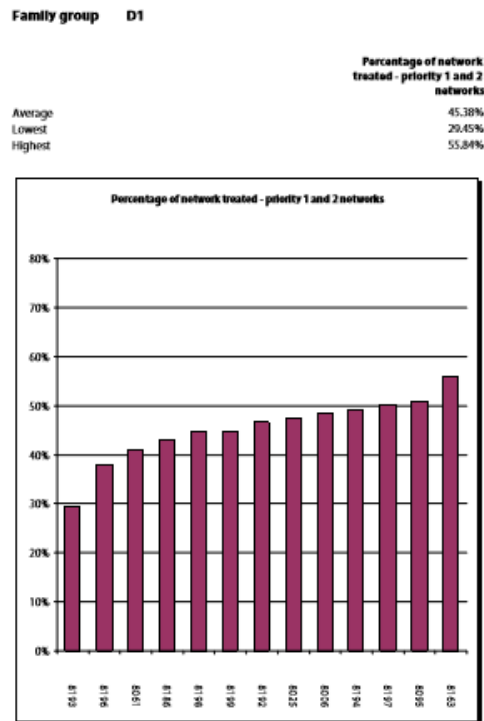


More Robust Inspection Regimes ?

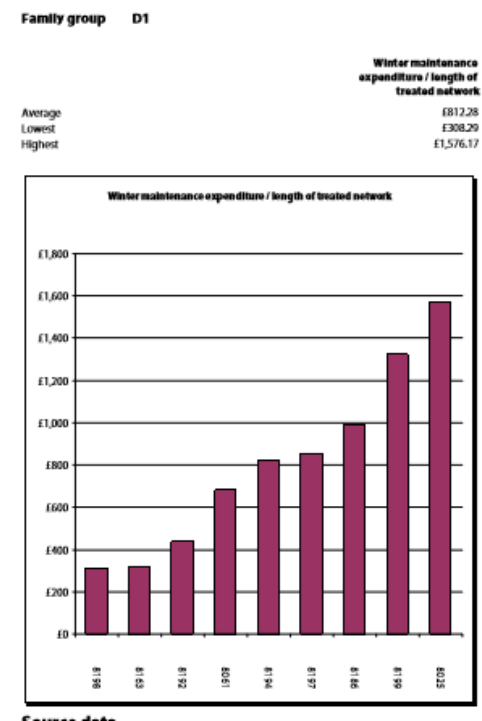
More inclined not to settle out of court ?

Performance Variation : Winter Maintenance Costs and % Treated

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



PI 12a Winter maintenance expenditure / length of treated network

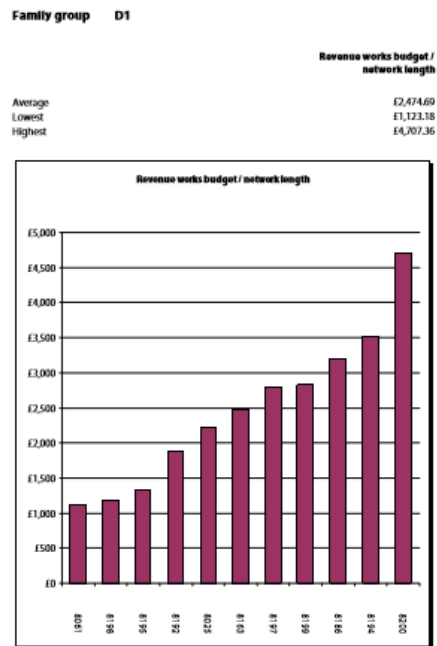


Why ?



Performance Variation : Revenue Budget /km

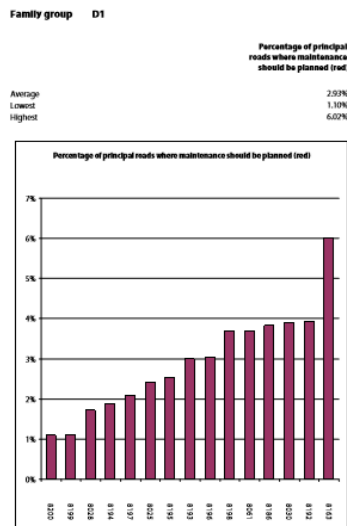
PI 14a Revenue works budget / network length



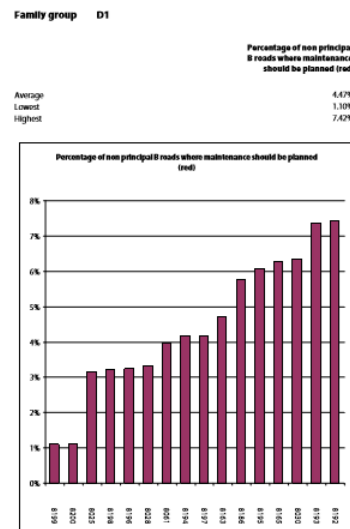
Internal Authority Funding Issue ?

Performance Variation : % Network Requiring Maintenance (Red)

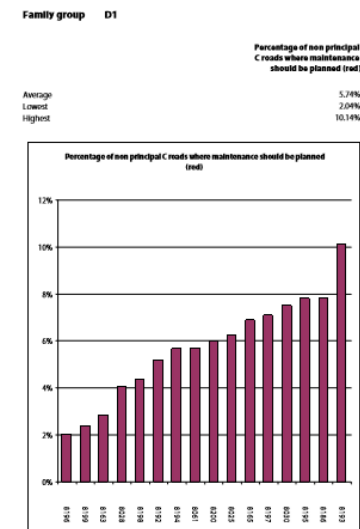
PI 19a Percentage of principal roads where maintenance should be planned (red)



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

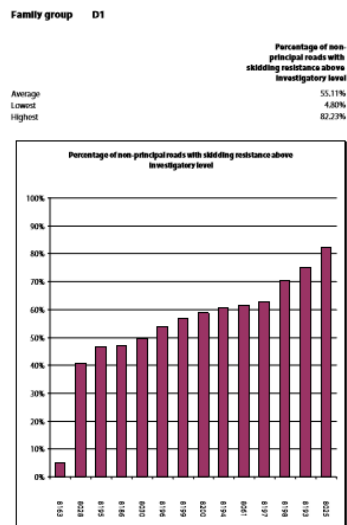


PI 23a Percentage of non principal C roads where maintenance should be planned (red)



Performance Variation : Skidding Resistance Above Investigatory Level

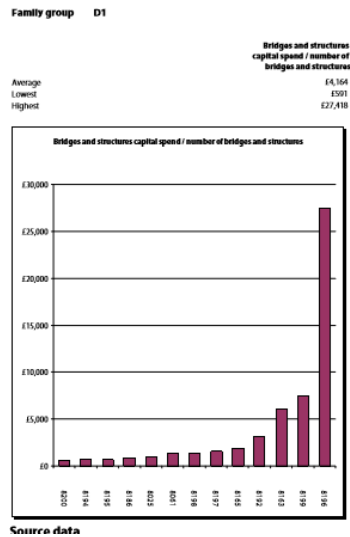
PI 28a Percentage of non-principal roads with skidding resistance above investigatory level



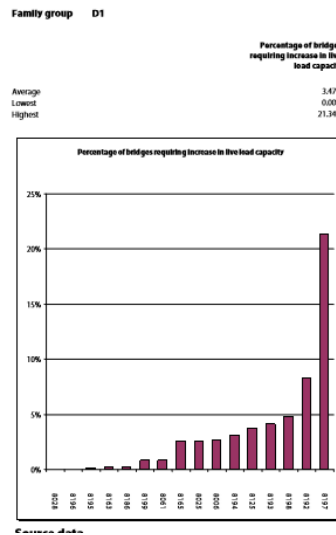
- Capital Programme Prioritisation Issue ?
ie Surface Dressing Priority ?

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

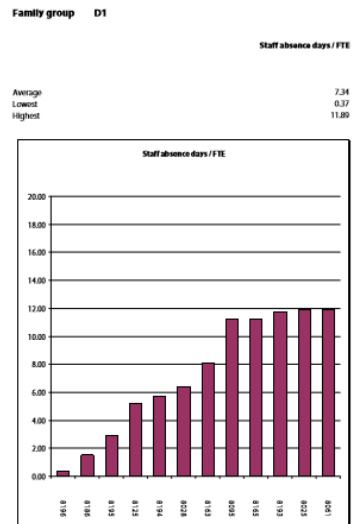


Differing approach to division of DfT Maintenance block ?

Historical differences in investment Strategies ?

Performance Variation : Staff Absence

PI 31a Staff absence days / FTE

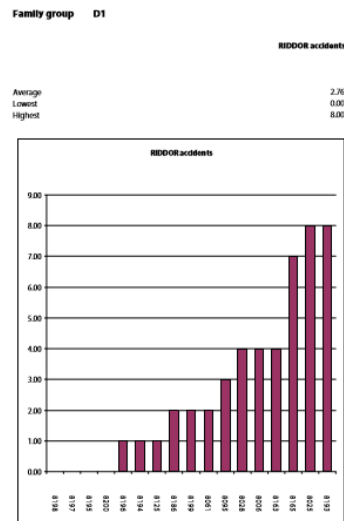


Variation in Absence Management Policies ?

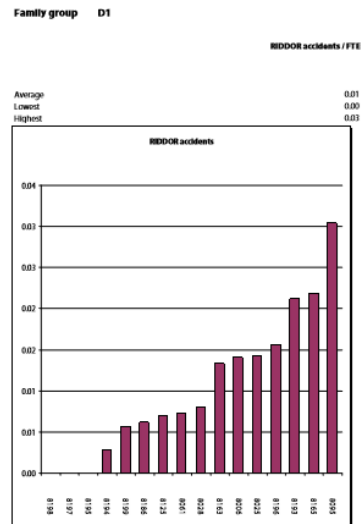


Performance Variation : RIDDOR

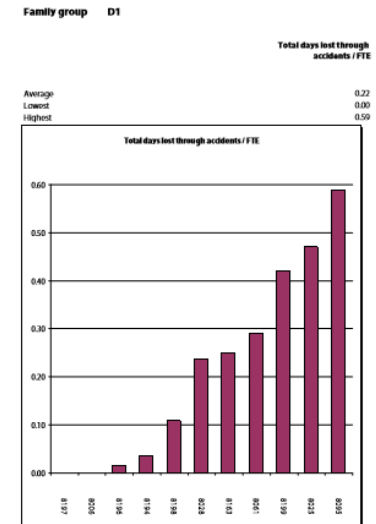
PI 34a RIDDOR accidents



PI 35a RIDDOR accidents / FTE



PI 37a Total days lost through accidents / FTE



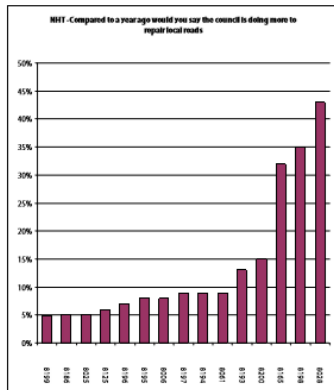
Performance Variation Public Satisfaction – Is your Council doing more ?

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 4.96%
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

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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 : Performance Networks 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 Allen 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 rounds at the Performance Networks Seminar 2018. The working seminar is an essential part of the performance networks events, 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 course at the Grand hotel in Liverpool, there they engaged 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 twelve service-specific workshops. The forums and workshops allowed delegates to discuss issues of local concern and develop solutions with colleagues through problem solving surgeries.

Using performance intelligence at a local level

Opening the seminar, Adrian Phillips, interim Chief Executive of Preston Council, explained the impact of austerity in places like Preston that have had significant rates of savings. 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 at the local council level.

more than the Government, interestingly Mr Smith 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. This shows 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 Allen 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 1975-2014 average, is projected to grow falling to 8.0%.

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 some like Public Key productivity indicators like the number of hours are maintained per FT below has employees has shown a 30% increase since 2013, while in one sense this is a positive outcome it also reflects reduced staffing numbers, and changes to the services due to budget pressures. In sports and leisure services, for both wet and dry facilities, operational efficiency rates have improved over the period. This appears to demonstrate a much more commercial mind set in the sector when it comes to staff and returning customers are of increasing importance to council facilities.

In terms of 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 seemed 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, set to address 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 achieved by 17% from 2012/2013.

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

LOCAL SERVICES

LOCAL SOLUTIONS



performance networks

Interested In Participating ?

Contact

Debbie Johns

Head Of Performance Networks

Email: DJohns@apse.org.uk

Association for Public Service Excellence

3rd floor, Trafford House, Chester Road,

Old Trafford, Manchester M32 0RS.

telephone: 0161 772 1810

web:www.apse.org.uk



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GB 11132



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