

USING DATA TO PROMOTE A **CULTURE OF CONTINUOUS IMPROVEMENT IN SERVICE DELIVERY**

APSE ANNUAL CONFERENCE

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MY APPROACH: KEEP IT SIMPLE

Implementing a new Accountability Framework



CAPTURE THE DATA YOUR SERVICE NEEDS TO MANAGE IT AS A BUSINESS

Supporting Teams to develop their datasets, identifying the data they need and presenting it over time



REGULAR REPORTING & REVIEW

Carving out time as Teams to understand the data, make sense of it, celebrate achievements, identify issues/risks and agree focus to drive improvement



DELIVERY

Take action and monitor agreed work programmes to assess the impact of change on the data

cycle of review & learning

HR REPORTS

sickness/absence;
vacancies; training

NIAO

Absence &
prompt
payments

APSE / BENCHMARKING

HEALTH & SAFETY

STATUTORY RETURNS

Environmental Health;
Building Control;
Planning; Waste

FINANCE REPORTS

budgets, overtime,
income

COMMITTEE PAPERS ON SPECIFIC ISSUES

COMPLAINTS & USER FEEDBACK

INTERNAL AUDIT RECOMMENDATIONS

QUARTERLY REPORTS ON INTERNAL SERVICE STANDARDS

OPPORTUNITIES TO PROGRESS BENCHMARKING THROUGH A REVIEW OF PART 12 LOCAL GOVERNMENT ACT?

SPECIFIC SERVICE RETURNS TO CENTRAL
GOVERNMENT DEPARTMENTS e.g. on funding

SO MUCH DATA, SO MANY DIFFERENT MEASURES AND REPORTS

ABC COUNCIL **QUALITY MANAGEMENT SYSTEM**

An integrated accountability and assurance framework to support the delivery of our vision as we aim to **Serve passionately, engage positively, deliver consistently... BECAUSE WE CARE**



UNDERPINNED BY:

ACTIVE LEADERSHIP

CULTURAL CHANGE

COLLECTIVE & MEANINGFUL PARTNERSHIPS

ENGAGED RESOURCES

WHAT WE WANT TO ACHIEVE

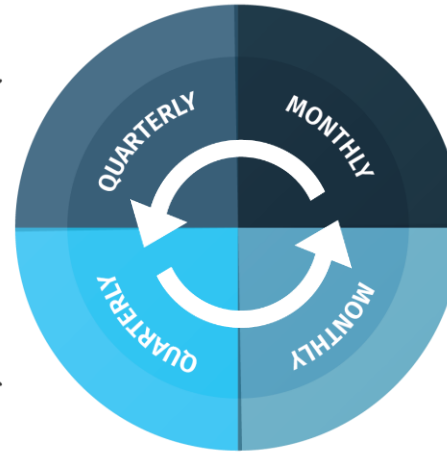


- 01 To **integrate** our data
- 02 To identify opportunities to drive continuous improvement in service delivery with an increased focus on **staff and public experience and better outcomes**;
- 03 To have more **timely** data
- 04 Support effective **shared learning through benchmarking** and identification and early adoption of best practice;
- 05 To improve our **analysis, interpretation and sense making** of management information
- 06 To **present** our data and analysis in a user **friendly way**
- 07 To improve **access** to this at all levels in Council
- 08 To provide **value in decision-making and measurable improvement in outcomes for our communities and economy**
- 09 **Recognise challenges and celebrate our achievements**

FREQUENCY OF REPORTING & REVIEW

Performance & Audit Committee
Corporate level report

**Head of Department/
Team Meetings**
Team level data



**Executive Management
Team Meeting**
Directorate level reports

Directorate Meetings
Department reports

Monthly 1:1 Accountability
CE/Dep CE/Strategic Director

Environmental Sevices

August 2023

Who We are



Staff
485



Vehicles
264



Sites
12

Key Spending Areas



Staff
£14,918,000

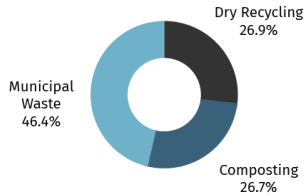


Fuel
£1,174,000

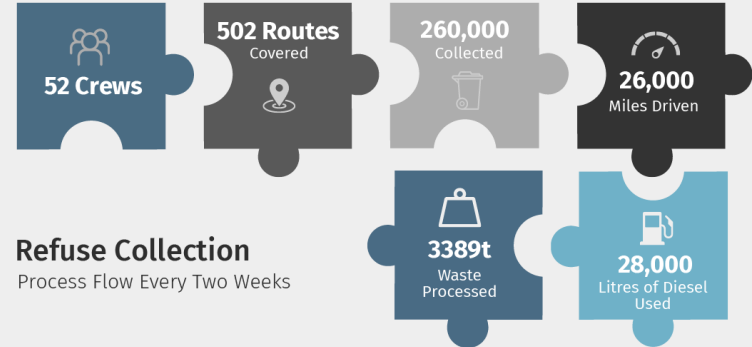
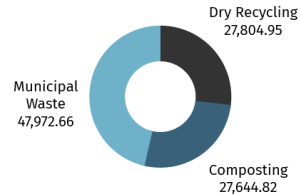


Waste Contracts
£8,592,000

Municipal Waste Recycling Rates 22/23 (inc. composting)



Tonnes of Water per Category 22/23



Refuse Collection

Process Flow Every Two Weeks

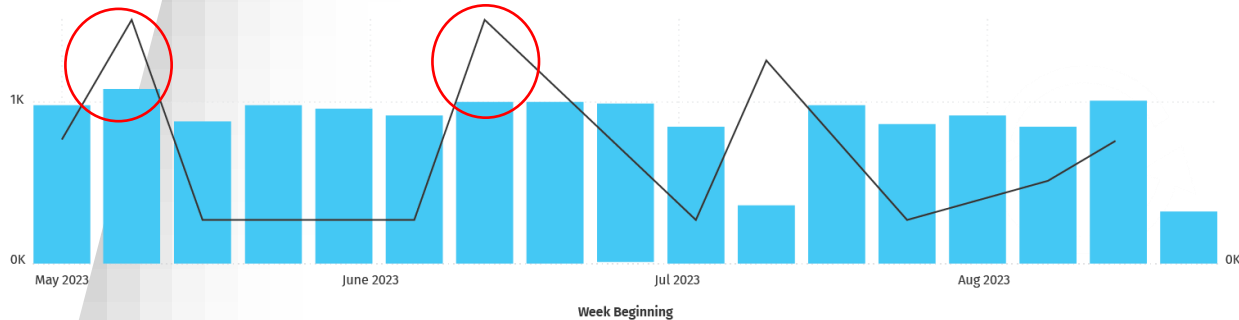
ENVIRONMENTAL SERVICES **WASTE COLLECTIONS**

- Looking at the relationships between dropped bins and staffing levels

Total Staff, Dropped Routes

By week beginning

● Total Staff ● Dropped Routes



- Understanding the other influencing factors:
 - **Staffing levels** – sickness/absence; driver training and skill set
 - **Vehicle availability** – MOT/PSV; service maintenance - requirements, schedules and staff capacity
- Using the QMS as a planning tool to mitigate impact on service delivery



BENEFITS OF OUR APPROACH

- **Ensures an holistic view of service delivery** taking into account quantitative and qualitative data
- **Provides Teams with access to all relevant data in one location/ dataset**
- **Enables the triangulation of data** - bringing together data to ensure a full understanding of what is happening
- **More focused Team Meetings/Agendas** - relevant issues, direction of travel and achievements
- **Better informed decisions, action and risk management** – *‘What gets measured gets done!’*
- **Identifies early wins and continuous improvement over time** – demonstrating incremental improvement from small change projects/initiatives as well as the impact of longer-term strategic/transformation projects

BE BETTER
THAN YOU WERE
YESTERDAY

THANK
YOU

14 SEPT 2023 // armaghcitybanbridgecraigavon.gov.uk