



# Using data to map and improve service performance

Colin McInnes, May 2019

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# Discussion Points



- The road to collecting good data
- Interpreting the information
- Putting what you know into action.

# Benchmarking



## Definition:

*“A standard or point of reference against which things may be compared.”*

*synonyms:* basis, gauge, criterion, specification, canon, convention, guide, guideline, guiding principle, norm, touchstone, yardstick, test, Litmus test, barometer, indicator, measure, model, exemplar, classic example, pattern, paradigm, archetype, prototype, ideal

# Why Benchmark?



Demonstrate value for money

Comparing like for like councils/associations to improve

Service reviews / efficiency savings

Making decisions on how to change and transform your services

To manage your services effectively

Need for performance data (Improvement Services / SPIs)



# Data Collection

- Understand your business!
- You can only Review, Analysis, Report and Action what you collect!
- Is your data Accurate?
- Is your data Relevant?
- Is your data Reliable?
- Does your data meet the PN definition for that indicator?
- Don't leave it to the last minute to collect.
- Minimise the no. of indicators with no data.



# Data Completion

- Take ownership of the data.
- Be prepared, put things in place.
- Who is going to take responsibility for completion?
- Who will help you?
- Do you contact them in advance?
- How are you going to complete it?
- Understand the Definitions of the PIs.
- Be honest!
- Methodology
- Is there a contingency?



# Using Performance data

- Its for using, not for storing in a drawer or cabinet!
- Review the results and understand what they mean to you.
- Good for identifying strengths & weaknesses
- Verifying source data
- Assessing who is good and why
- Setting realistic improvement targets
- Setting improvement timescales
- Identifying action plans to achieve target goals
- Using PN to monitor performance
- Assessing customer satisfaction

# Putting what you know into Action.



- Identify specific service area to be reviewed
- Define what you are trying to achieve. e.g.
  - Increasing Performance
  - Reducing Costs / Increasing income
  - Improving Satisfaction
  - Maintaining Quality
- Collate data relevant to that area of the service
- Complete analysis and review results
- Identify areas of poor performance compared to others
- Contact peers with good performance areas to support your action plan



# E.g. Voids houses

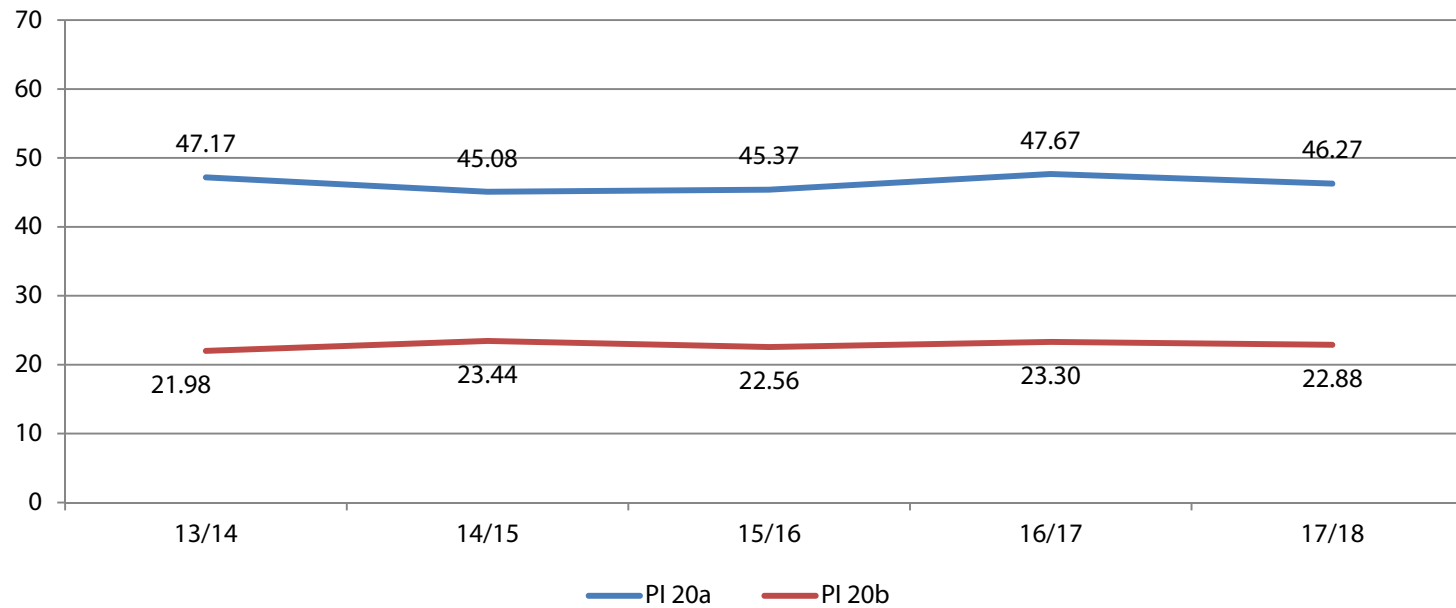


- What Performance Indicators are Relevant?
  - % of voids completed on time
  - Average Re-let days
  - Total costs of undertaking void work
  - Productivity Levels
  - Lost rental Income
- What impacts on Optimum days turn around for a void?
  - Start to End Timescales : Target Days / Actual Days
  - Internal / External Costs
  - Minimising lost rental income
  - Resource Allocation
  - Dedicated void teams

# Void Performance



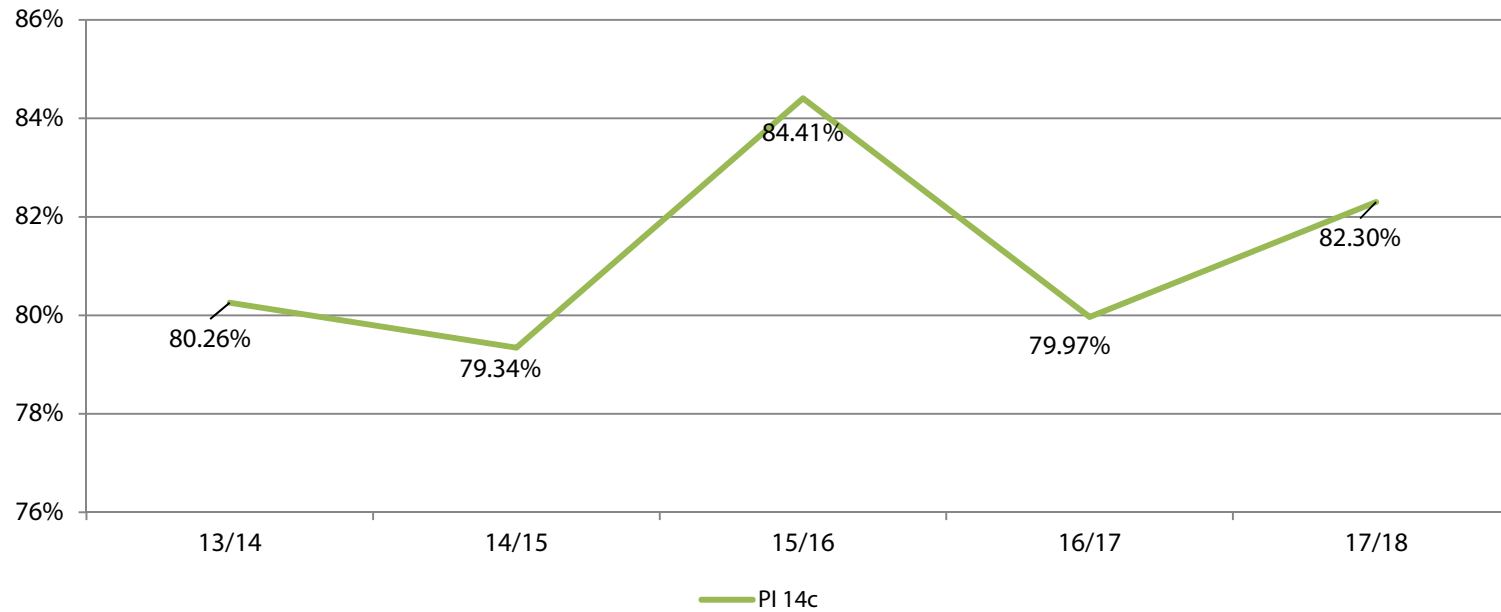
**PI 20a average re-let time for local authority dwellings**  
**PI 20b Voids turnaround (average number of days keys with contractor)**



# Void Performance



PI 14c Percentage void jobs completed on time



# Review of Void Results



- Average voids turnaround (Keys with contractor) - circa 23 days over last 5yrs
  - Range from 12 days to 46 days in 2017/18
  - Is this the Optimum level?
- Average Re-let time for authorities – circa 46 over last 5yrs
- Average no. of voids completed on time – 81.25% over last 5yrs
- Void Costs – is this higher to enable re-let times to be reduced?
- Lost rent loss

# Relevant?



- **PI 14c : Percentage of voids completed on time?**
- Average no. of voids completed on time – 81.25% over last 5yrs

Target days for completion : 5, 10, 20, 30 days .....?

*How can you compare performance with different targets?*

*What determines your target date?*

# Process Benchmarking - Voids



- Compare letting standards across councils
- Compare Specifications
- Capital Investment during void period
- Compare Processes
  - Pre-termination inspections (PTI)
  - Post Inspections
  - New tenant work
  - Allocation of Resources – Specific void teams
  - Gas, Asbestos, Electrical Inspections & certification
  - Fit to View / Fit to Let



# Summary

In order to improve service performance:

## You need to –

- Benchmark
- Collect Accurate, Relevant and Reliable data
- Compare, Analysis and Understand the Results
- Develop an Action Plan
- Use the Results
- Process Benchmark



**Any Questions?**



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