# APSE NI

# NI Regional Meeting

# 17th October 2014

# APSE NI

# Local Government Bill, Part 12 Performance improvement

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# *Local Government Bill NI Part 12*

- A council must make arrangements to secure continuous improvement in the exercise of its functions.

- For each financial year, a council must set itself objectives.

- The Department may by order specify a) factors (PIs) b) standards

- A council must make arrangements for collection of information to ensure it has a)met objectives for the year b) measure performance c) met standards

    d) met local PIs

- A council must use the information it collects to compare its performance a) during previous years and b) with other councils and c) to use the information to assess if it can improve performance

- …And more

# *Local Government Bill NI Part 12*

- Elements of a framework – comm. plan; objectives, consultation; plans; PIs; standards; audit; inspection…

- Performance management at the strategic or service level

- Consultation

- Publication of the data

- Audit and inspection

- Issues - availability of data, estimated data, outliers, definitions

- Use the data

- Value to DoE

- How much of a change is this to what you do already?

# *Performance management*

- Who's responsibility? Department, Users , Councillors, Managers, Officers,…or yours.

- New councils

- Internal re-organisation

- Role of councillors

- Longer term management

- Value of the process

# *Why use data?*

- Linking to corporate objectives – e.g. energy management, recycling, community safety, neighbourhoods

- Evidence the value of services, improving services

- Management info - budget setting, planning, targets

- Creating a performance management culture

- Developing an overview of your services (strengths / weaknesses) over time & in comparison with others

- Measuring efficiencies/value for money, demonstrate competitiveness

- Self assessment/external validation/monitoring

- Driving improvement: learning from others / best performers

# *Performance Networks - APSE's model*

- Largest UK public sector performance management &benchmarking model
- Created, managed and led by people like you
- What they want, you will probably want
- Flexible model
- Administered by APSE
- Facilitated process benchmarking meetings
- 15 years worth of data and experience
- 200 councils/public sector organisations are members.
- Meets many of the requirements of the Local Government Bill NI
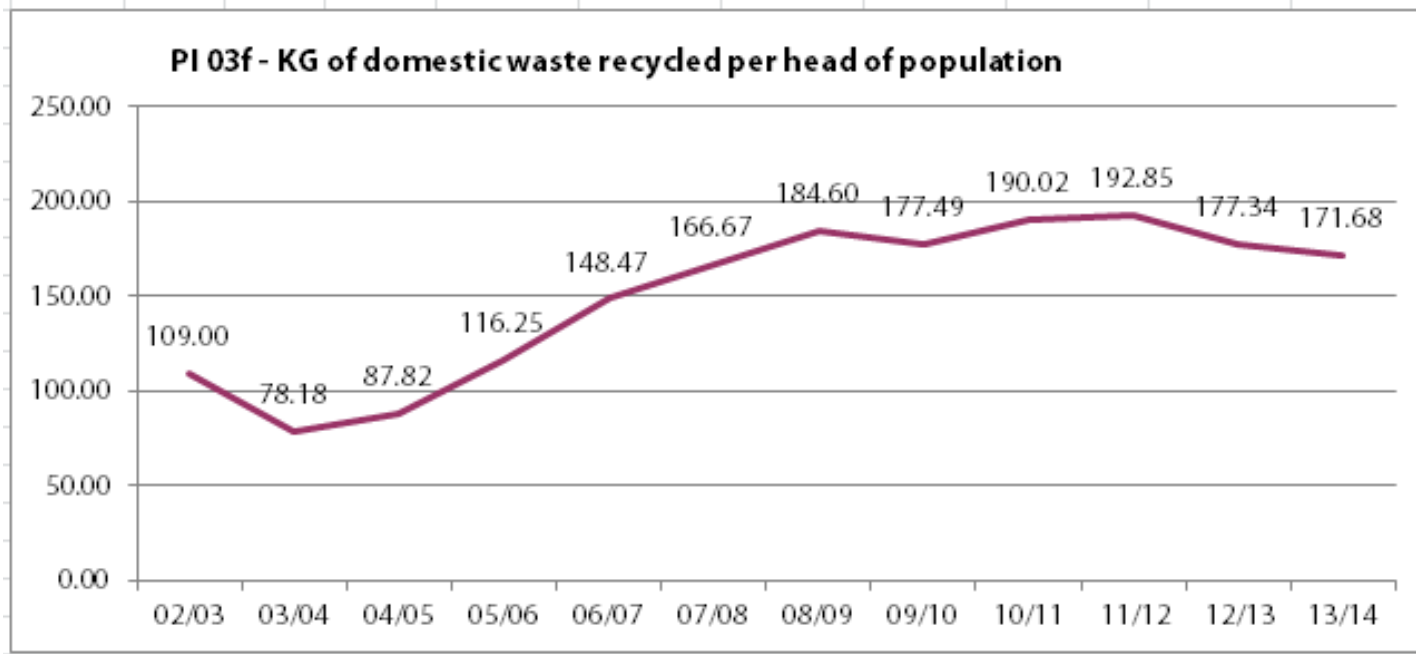
# *About APSE Services*

- Advisory groups
- Briefings service
- Mass email query service
- Research
- Publications
- Seminars
- Advocacy
- APSE Training
- APSE Solutions
- Interim Management
- Survey Solutions
- Performance Networks feeds into all of the above

…and Performance Networks – performance management and benchmarking model

# *Looking at data - examples*

- Corporate measures
- % of rates collected
- % of payments made electronically
- Invoices paid within 30 days
- Staff absence
- Number of complaints
- Customer satisfaction levels
- % of recruitment campaigns completed within 12 weeks
- …and more

# *Refuse Collection*

PI 03f – KG of domestic waste recycled per head of population

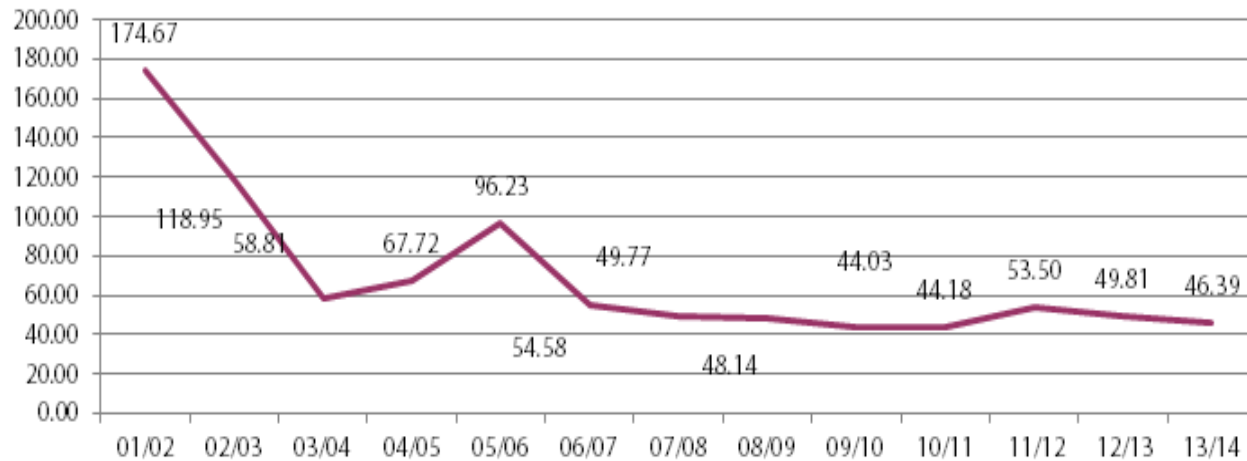| Year | Value |
|------|-------|
| 02/03 | 109.00 |
| 03/04 | 78.18 |
| 04/05 | 87.82 |
| 05/06 | 116.25 |
| 06/07 | 148.47 |
| 07/08 | 166.67 |
| 08/09 | 184.60 |
| 09/10 | 177.49 |
| 10/11 | 190.02 |
| 11/12 | 192.85 |
| 12/13 | 177.34 |
| 13/14 | 171.68 |

- Do you collect it?
- What does it tell you?
- Are you good or bad?
- How do you know?
- How are you using it? How will you use it within the new council?

# *Refuse Collection*



PI 22b Missed collections per 100,000 collection

- Are you at this level? 46 missed per 100,000 collections
- How much does it cost to go out and collect a missed bin?
- How often do you miss the same property?
- Is a list of previous missed bins given to crews?

# *Street Cleansing*

**PI 04   Cost of cleansing service per household (excluding CEC)**
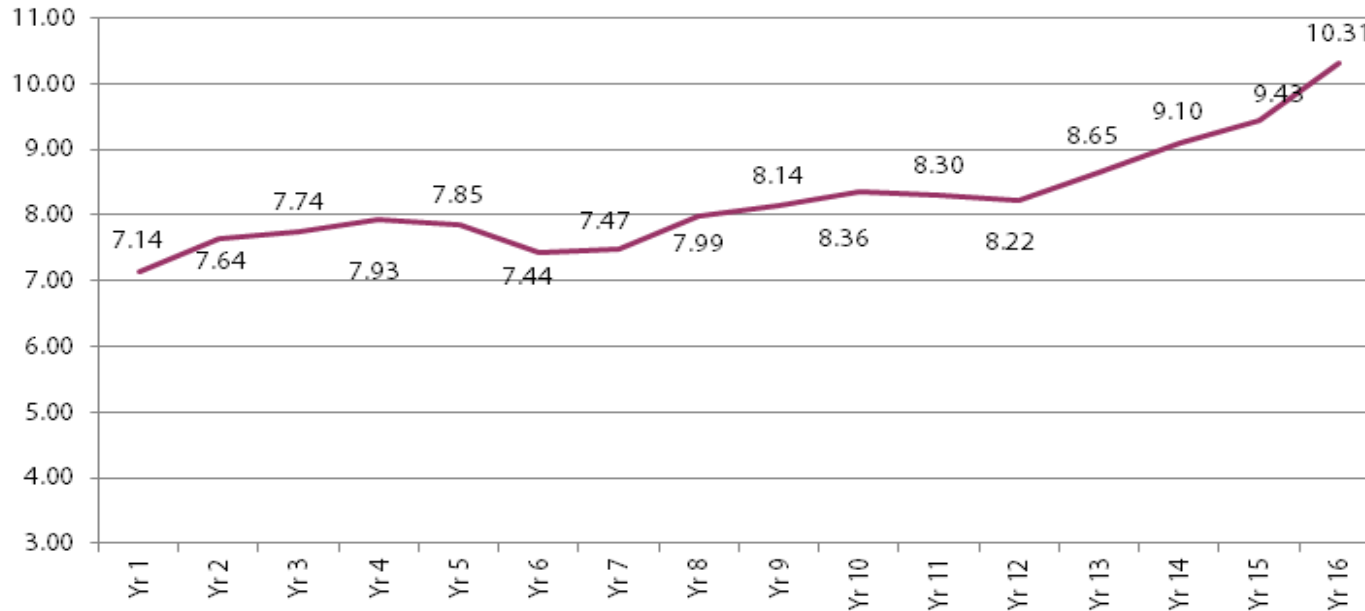


- Is the cost of your service about £28.70?
- What arrangements do you have in place? E.g. shifts, weekend working, equipment, teams, locations, frequency
- All of these will have an influence on the performance

# Grounds Maintenance

**PI 12 Number of hectares maintained per FTE front line employee**



- 30% increase in productivity
- Why? Better equipment, training, working harder, lower spec…
- What is the cost of not increasing productivity?
- Do you have this type of information and does it inform your
- planning?

# *Cems and Crems*



**Net cost of cemetries service per head of population (inc CECs)**
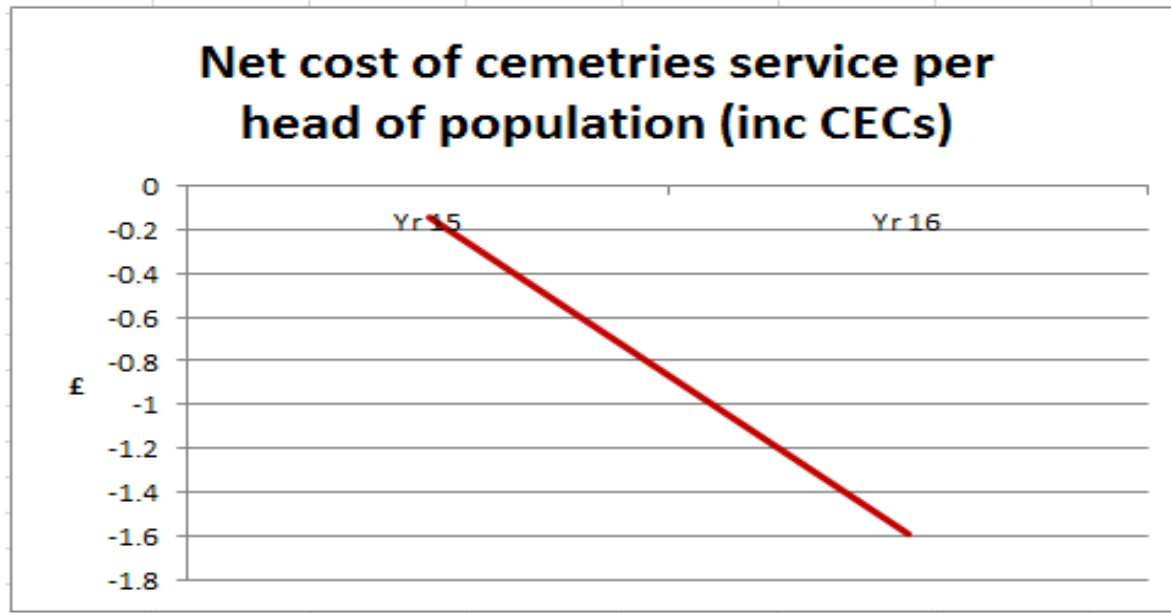
- Cemeteries making a surplus of £1.59 per person
- New service for Performance Networks
- Flexible model can be used for any services – env. health, planning, dog control, registrars, building control…

# *The PN model*

- Starting from zero – services to track, data to collect
- Definitions, frequency, guidance
- Data collection – templates, guidance & training
- Analysis – check for missing data, incorrect returns, outliers
- Reports – a range of standard reports or one-off requests
- Events to bring people together for process benchmarking
- Textual descriptions from best performers
- Opportunities to listen to, speak with or visit best performers
- Covering any corporate or service area
- …All of the above are needed and Performance Networks provides them

# *Performance Networks*

- It is happening already at your councils - but it's becoming more formalised

- You will have to do something about it

- Performance Networks is an established, robust, working model with nearly 200 other councils involved.

- It can start small and grow as the councils develop

- No need to re-invent the wheel especially at a time when you have more than enough to do already.