

DEVELOPING A **QUALITY MANAGEMENT SYSTEM**

APSE ANNUAL CONFERENCE

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SO MUCH DATA, SO MANY DIFFERENT MEASURES AND REPORTS

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

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

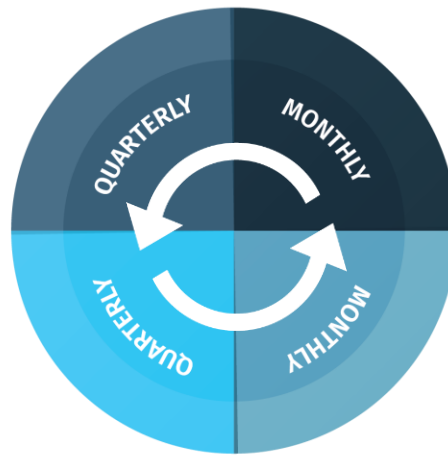
Take action and monitor agreed work programmes to assess the impact of change on the data

cycle of review & learning

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

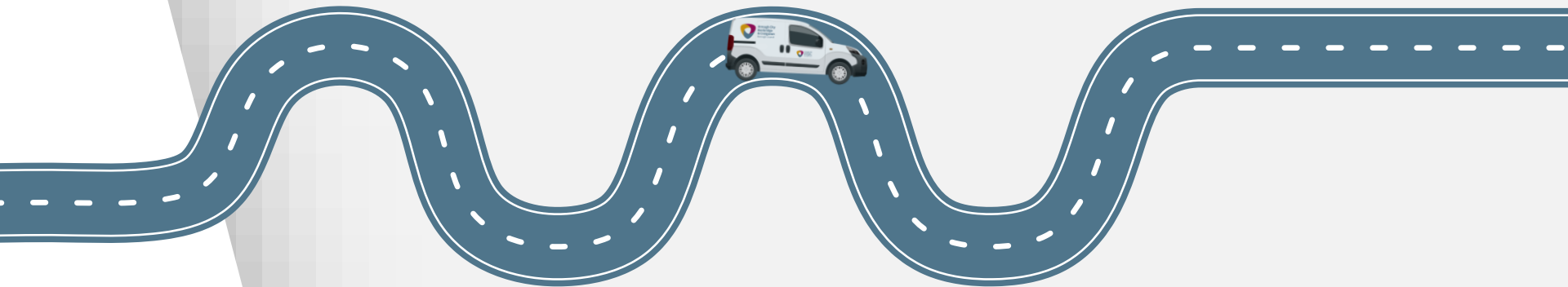
Monthly 1:1 Accountability
CE/Dep CE/Strategic Director

QUALITY MANAGEMENT SYSTEM JOURNEY 2023 >>

QUALITY AND INTEGRATION
OF SOURCE DATA

RESOURCES
AND SYSTEMS

CULTURE



1

**Corporate data &
Pilot departmental data**

2

**Refinement
& Automation**

3

Future growth

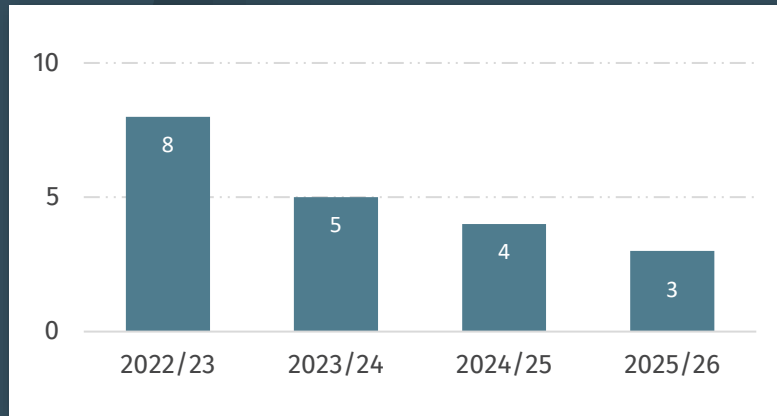


BENEFITS OF OUR APPROACH

- **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

CORPORATE DATA CASE STUDIES

INTERNAL AUDIT



No. of Limited Audits

INTERNAL AUDIT RECOMMENDATIONS (22/23 TO 25/26):

- 'Overdue' - reduced from 100 to 40
- Longstanding 'Overdue Priority 1' - reduced from 5 to 1
- Fewer Limited Audits - 8 in 22/23; 5 in 23/24; 4 in 24/25; and 3 in 25/26

DEPARTMENT DATA CASE STUDY:

MISSED BIN COLLECTION & RECOVERY APP FOR MANAGERS



MISSED COLLECTIONS DROPPED ROUTES

2026

2027

Planned Routes

13K

Dropped Routes

611

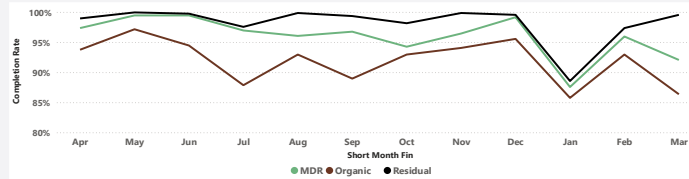
Collection Rate

95.4%

Total Collections

Depot

Waste Type

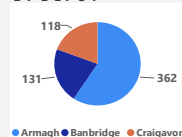


Routes Dropped

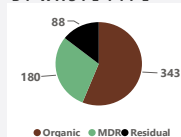
Completion Rate

Actual Month Fin	2026	2027	Total
April	96.7%	96.9%	96.8%
May	98.9%		98.9%
June	97.9%		97.9%
July	94.3%		94.3%
August	96.4%		96.4%
September	95.2%		95.2%
October	95.2%		95.2%
November	96.9%		96.9%
December	98.0%		98.0%
January	87.4%		87.4%
February	95.4%		95.4%
March	92.9%		92.9%
Total	95.4%	96.9%	95.5%

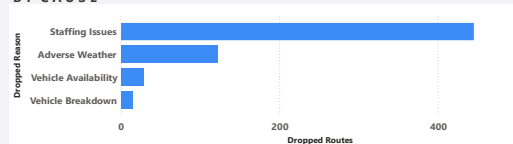
ROUTES DROPPED BY DEPOT



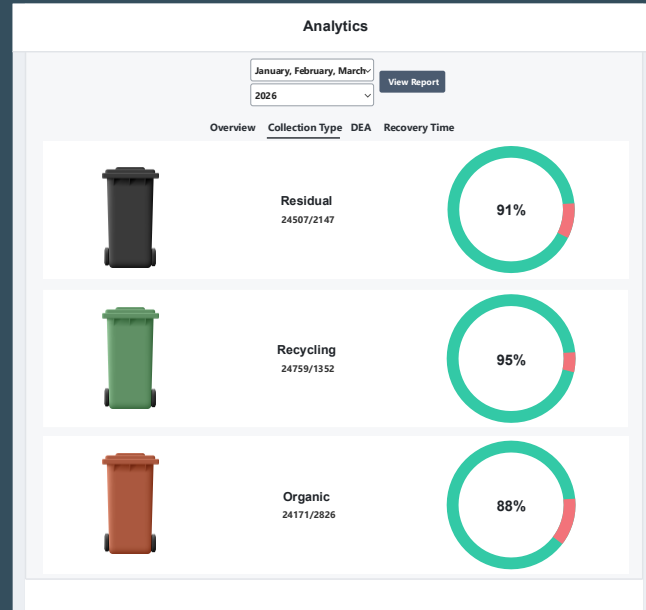
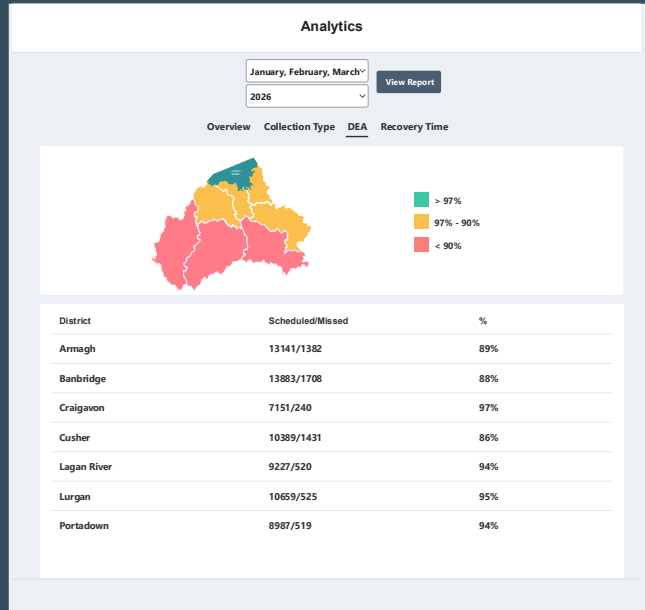
ROUTES DROPPED BY WASTE TYPE



ROUTES DROPPED BY CAUSE



MISSED BIN COLLECTIONS: MEMBERS INFORMATION



LOOKING AHEAD



Future Goals



**Further Development
of Datasets**



**Technological
Enhancement**



**BE BETTER
THAN YOU WERE
YESTERDAY**

**THANK
YOU**

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