

Performance Management Culture

APSE – Smarter Data Through Data and Insights

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Strategic Planning and Performance (interim) | 20 October 2026



Overview: Four Chapters, One Performance Culture

- 01 — The Journey in Fermanagh and Omagh
- 02 — Developing a Core PI dataset
- 03 — Benefits and Challenges of Performance Management
- 04 — Concluding Remarks

01

Performance Management- The Journey in Fermanagh and Omagh

A Rural District Changes the Service-Delivery Equation

FERMANAGH AND OMAGH

117,663
People

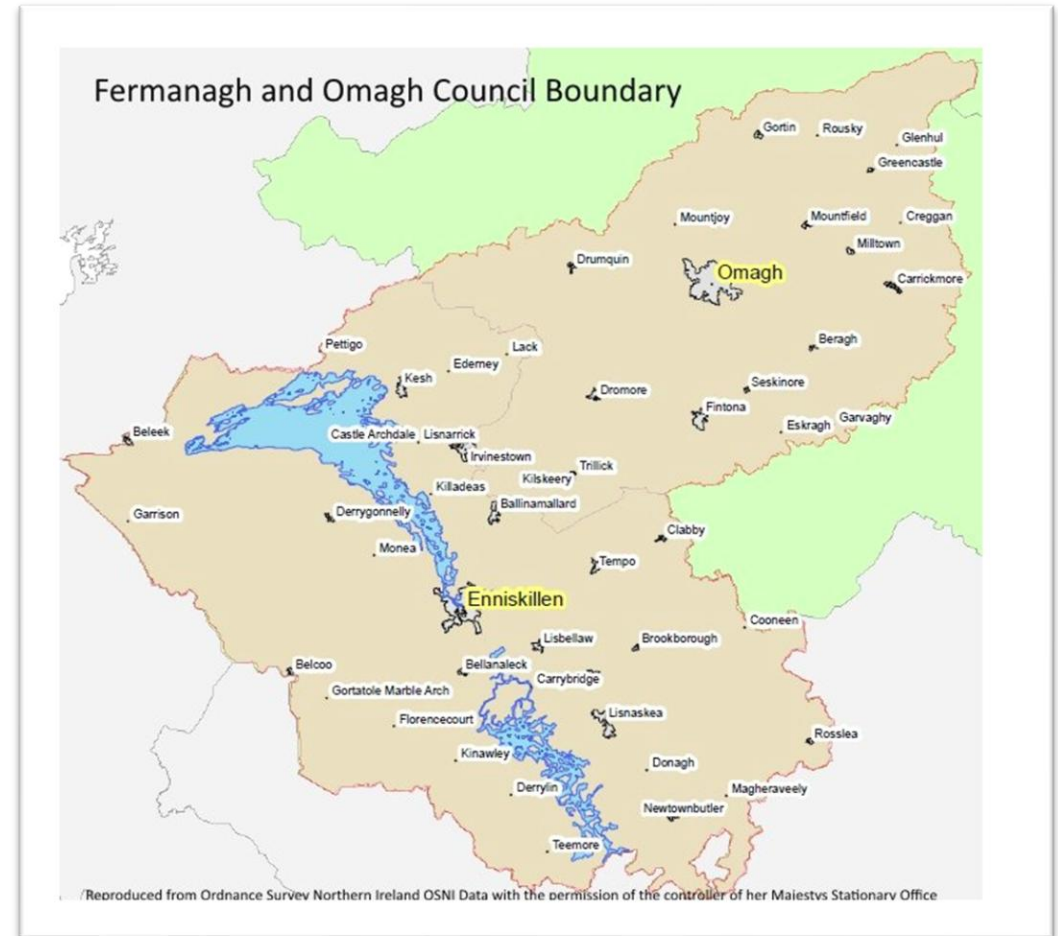
3,000 km²
District Area

2
Main Towns

70%
Live Rurally

NI rural population: 36%

The lowest population density in Northern Ireland has a direct impact on how services are delivered.



Performance Management connects Strategy to Individual Action

Community Plan

Corporate Plan

Performance Improvement Plan

Directorate Plans / Risk Registers

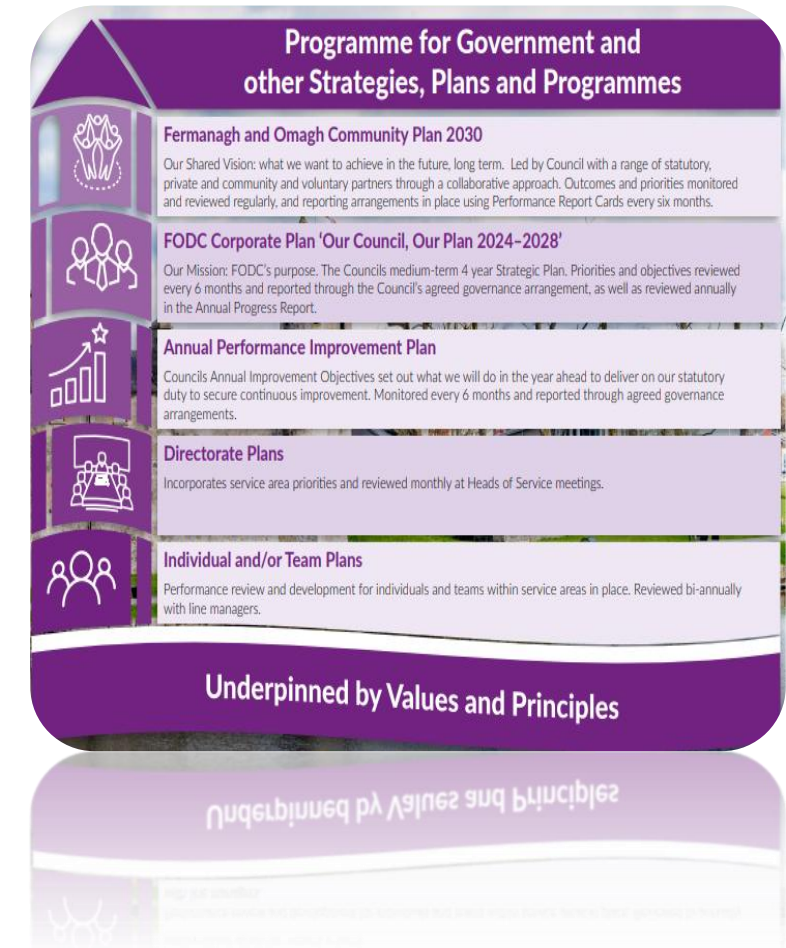
Service Plans

Team Objectives

Individual Appraisals

THE OUTCOME

Everyone understands how their work contributes to Council priorities.



Creating the Culture

An Evolutionary Process...

2017

Compliance and Improvement Duties



Service Delivery & Improvement Plans



Employee Appraisals – paper driven



High volume data reporting and benchmarking



Siloed Performance Reporting



2026

Organisational Culture

Directorate Plans aligned to the Corporate Plan

Employee Appraisals integrated into a digital first approach

Strategic Corporate Measures and APSE Core PI Benchmarking

Consistent Performance Reporting

From 'Monitoring Performance' to 'using performance to improve outcomes and learn continuously'

Pre 2024 – Reporting volume and cross-departmental working

Post 2024 – Focus on quality, integration, and identity

Creating a Culture Using Data to drive Improvement...

42 ➡ 18
First Evolution Current Evolution

Community Plan Population Indicators

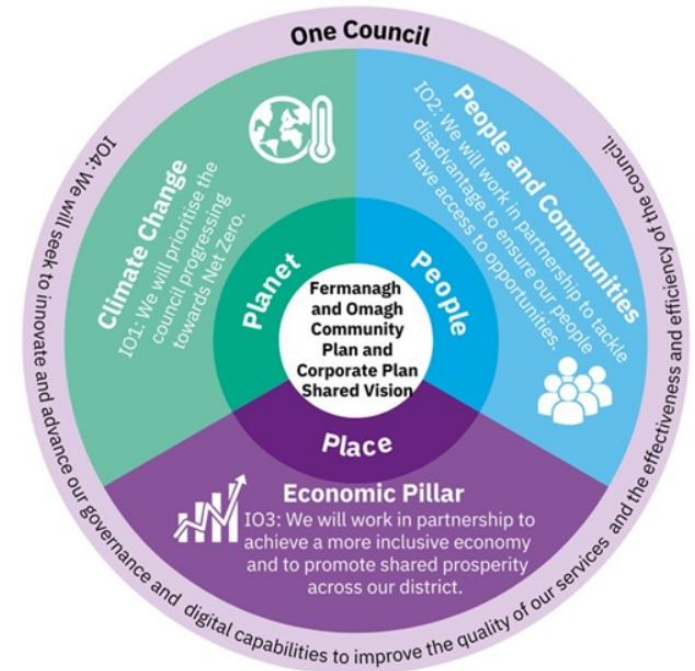
155 ➡ 40
2019-2024 2024-2028

Corporate Plan Performance Measures

Statutory indicators and benchmarking remain part of the wider evidence base.

THE DATA SCIENCE SERVICE AMBITION

That Fermanagh and Omagh District Council will be a vibrant, evidence-led culture where insights are derived from data, successfully used and openly shared.



Ensuring Evidence Value: The 5 Core Principles

01 Integrity

Examine evidence fully and present results without bias.

02 Integration

Connect systems, build the full picture, be efficient and minimise duplication.

03 Innovation

Seek and implement better methods where feasible.

04 Ambition

There should be no fear, take on complex data projects when the benefits justify them and deliver results

05 Collaboration

Work across service areas and organisations to deliver stronger results from data and evidence projects.

02

Developing a Core PI Dataset

APSE Performance Networks

Facilitating Benchmarking

LOCAL GOVERNMENT ACT 2014-PART 12

91(1) A council must use the information it collects under section 90 to compare its performance in exercising the functions to which the information relates with:

- (a) its performance in exercising those or similar functions during previous financial years; and
- (b) so far as is reasonably practicable, the performance of other councils in exercising those or similar functions during the financial year to which the information relates and during previous financial years.

(2) A council must:

- (a) use the information it collects under section 90 to assess whether it could improve its performance in exercising its functions; and
- (b) in the light of that assessment, decide what steps it will take with a view to improving its performance in exercising its functions.

(3) In discharging its duty under this section and section 90 a council must have regard to any guidance issued by the Department

APSE Performance Networks

Facilitating Benchmarking

Could do this ourselves (in theory), but limited datasets and/or lack of robustness

APSE Performance Networks supports this by:

- 01 Quality-assured, independently verified data
- 02 Comparable measures across a wider range of topics
- 03 More timely insight than many alternative sources
- 04 Discussion and learning between councils
- 05 Greater local-government ownership of the evidence



APSE Performance Networks

Early Model

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APSE Performance Indicators

FODC Self Imposed Performance Measure	2018/19		2019/20		2020/21		RAG Status	Comparison with other Councils
	Target	Actual	Target	Actual	Target	Actual		
BCL(PI)1: % of domestic full plans ~~applies~~ receiving Building Control assessment within 15 working days from date of receipt	80%	78%	80%	87%	80%	84%		±
BCL(PI)2: % of non-domestic full plans ~~applies~~ receiving Building Control assessment within 35 working days from receipt	75%	65%	75%	78%	75%	77%		±
BCL(PI)5: % of licensing applications processed within 60 days from receipt of completed applications	80%	89%	80%	86%	80%	89.47%		±
BCL(PI)8: % responses to dog attacks within 1 working day	95%	100%	95%	97%	95%	98.47%		±
BCL(PI)9: Animal Welfare Service - % of priority 1 calls met within 1 working day	100%	100%	100%	100%	100%	100%		±

The starting point in Fermanagh and Omagh:

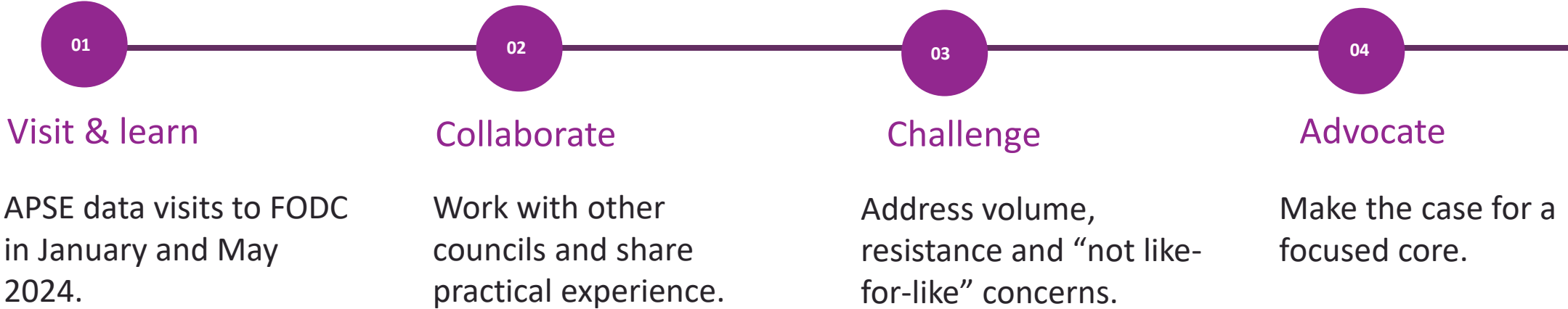
- High volume of Performance Indicators
- A mix of APSE and Self-Imposed Indicators
- Evidence spread across Annual Reports and Analysis

The opportunity: simplify the set, take a more strategic approach without losing operational insight.

Developing a Core PI Dataset

The Journey/‘Business Case’

The business case grew through collaboration and challenge



With credit to Allen Templeton, Antrim and Newtownabbey Borough Council.



The Wire: “Duke the Stats”

Developing a Core PI Dataset

The Dataset

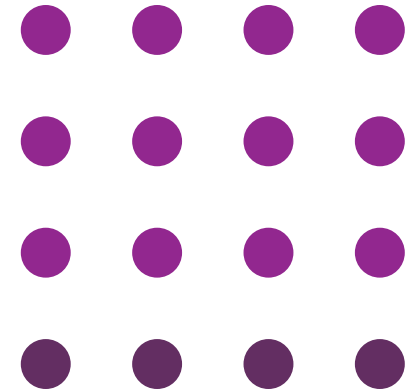
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APSE PIs



16

CORE PIs



FOCUS

A manageable core improves reporting, awareness and quality assurance.

KEEP PERSPECTIVE

Annual review can consider new Core PIs while operational PIs remain in place.

Developing a Core PI Dataset

The Dataset-APSE CORE PIs 2024-2025

PI 04a - Staff leaving as a percentage of average total staff for financial year (excluding voluntary severance)

PI 04b - New starters as a percentage of average total staff for financial year (excluding voluntary severance)

PI 05d - Days staff absence per employee – short term

PI 05e - Days staff absence per employee – long term

PI 05f - Percentage of staff that have no incidences of sickness absence in the year

PI 21a - Number of days per employee spent on training

PI 37a - Percentage customer satisfaction with the overall service provided by the authority (percentage of users that were 'Satisfied' or 'Very Satisfied')

PI 38a - Net cost of council service per head of population (Based on formula used by ASPE)

PI 53a - Percentage of Stage I complaints rectified within target time (5 days)

PI 54a - Percentage of Stage II complaints rectified within target time (20 days)

PI 55a - Percentage change in Greenhouse gas emissions from base year (2018/19) to current financial year

PI 49b - Number of public / stakeholder users registered to corporate social media per head of population

PI 06a - W1. The percentage of household waste collected by the district council that is sent for recycling (including waste prepared for re-use) (note – unverified)

PI 09a - Customer satisfaction with parks, open spaces & horticultural services (% of users that were 'Satisfied' or 'Very Satisfied')

PI 30a - Percentage of undisputed creditor invoices paid on time within 10 days

PI 31a - Percentage of undisputed creditor invoices paid on time within 30 days

Developing a Core PI Dataset

The Dataset-APSE CORE PIs 2025-2026

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PI 38a - *Net cost of council service per head of population*

PI 53a - Percentage of Stage I complaints rectified within target time (5 days)

PI 54a - Percentage of Stage II complaints rectified within target time (20 days)

PI 55a - Percentage change in Greenhouse gas emissions from base year (2018/19) to current financial year

PI 01b - **Percentage of service requests responded to within 3 days. (Environmental Health)**

PI 49b - Number of public / stakeholder users registered to corporate social media per head of population

PI 06a - W1. The percentage of household waste collected by the district council that is sent for recycling (including waste prepared for re-use) (note – unverified)

PI 09a - Customer satisfaction with parks, open spaces & horticultural services (% of users that were 'Satisfied' or 'Very Satisfied')

PI 30a - Percentage of undisputed creditor invoices paid on time within 10 days

PI 31a - Percentage of undisputed creditor invoices paid on time within 30 days

2027: Economic development and/or capital investment

03

Benefits and Challenges

APSE Performance Networks

Core PIs are they a good Idea?

Benefits

- Easier to work with and report
- Higher levels of ownership
- More focused approach
- Better awareness and quality assurance within Council
- More transparent process

Challenges

- 16 Core Pis – narrow with corporate service feel
- Loss of focus on other 'APSE Operational PIs'
- Some service areas may feel left out as they are not involved in the 16 Core PIs
- Short-term positions can distract from longer-term value

04

Concluding Remarks

Concluding Remarks

Comparing Performance

01

Compare like with like

Use quality-assured data and consistent definitions.

02

Understand the model

Comparable results can come from different service-delivery choices.

03

Learn before copying

Use differences to ask better questions not to chase a position.

The goal is insight that improves decisions not a league table.

The technical bit is easy. The cultural bit is difficult.



APSE – Summarised by a great philosopher

By using the APSE Performance Networks approach...



DAVE HENRYS

The Training Room, The Grange,
Omagh
January 2024

"You are comparing apples with apples, but sometimes it is Granny Smiths with Pink Ladies, Braeburns with Red Delicious.

The data is comparable, but the service delivery model is different.

Other councils do things differently. You might like what their data says, but you might not want to, or be able to, deliver the service in the same way."

Caveat: quote may not be verbatim.