

Performance Improvement Workshop Session 2 Environmental Health



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Introduction



- Qualified Environmental Health Officer
- Career Progression to Head of Service/Director level in Environmental Type Services – 36 years in Local Gov't

- Managed or been responsible for:

Recycling & Waste Management(Collection & Disposal)/Street Scene/Grounds Maintenance/Tree Works/Environmental Health/Licensing/Trading Standards/Private Sector Housing/Housing Strategy/

Transport/Highways/Infrastructure/Parking

Neighbourhood Services/Communities/Bereavement Services

Community Safety & Anti Social Behaviour

Why Performance Monitoring



- Apse Benchmarking Networks
- 13 Service Areas measured
- 15 years of data from UK LA's /EH – 2 years
- Largest comparison data set in Europe
- Good information supports & provides direction for good management decisions
- Devised by operational service managers
- **If you cannot measure You cannot manage**

How can data be used



- Planning and improving the Service
- Critical for services to demonstrate improvement
- Monitoring progress year on year
- Reviewing & action planning
- Setting priorities for investment
- Customer satisfaction
- Comparisons with Neighbours/Family Groups/in NI/ in UK.
- Other arrangements have positive affects



Questions to Ask ?

- Can you improve and demonstrate?
- Can you justify service investment
- Do you have a proven track record
- Can you deliver
- Who does it better and why?

Performance Templates



- Allocate resources with completion deadlines
- Each service has two templates- management data & financial/accounts data plus instructions and guidance sections
- Each has main topics such as :- Profiles, Food Hygiene, Food Standards, Animal Health, Public Health, Health & Safety, Licensing, Air Quality Education, Enforcement, HR, Quality, Sickness. Financial – Direct expenditure, CEC, etc

What do you think?



- What is important to you to measure?
 - Members
 - Residents/Customers
 - Senior Managers
 - Operational Managers

Data Presentation

- Environmental Health



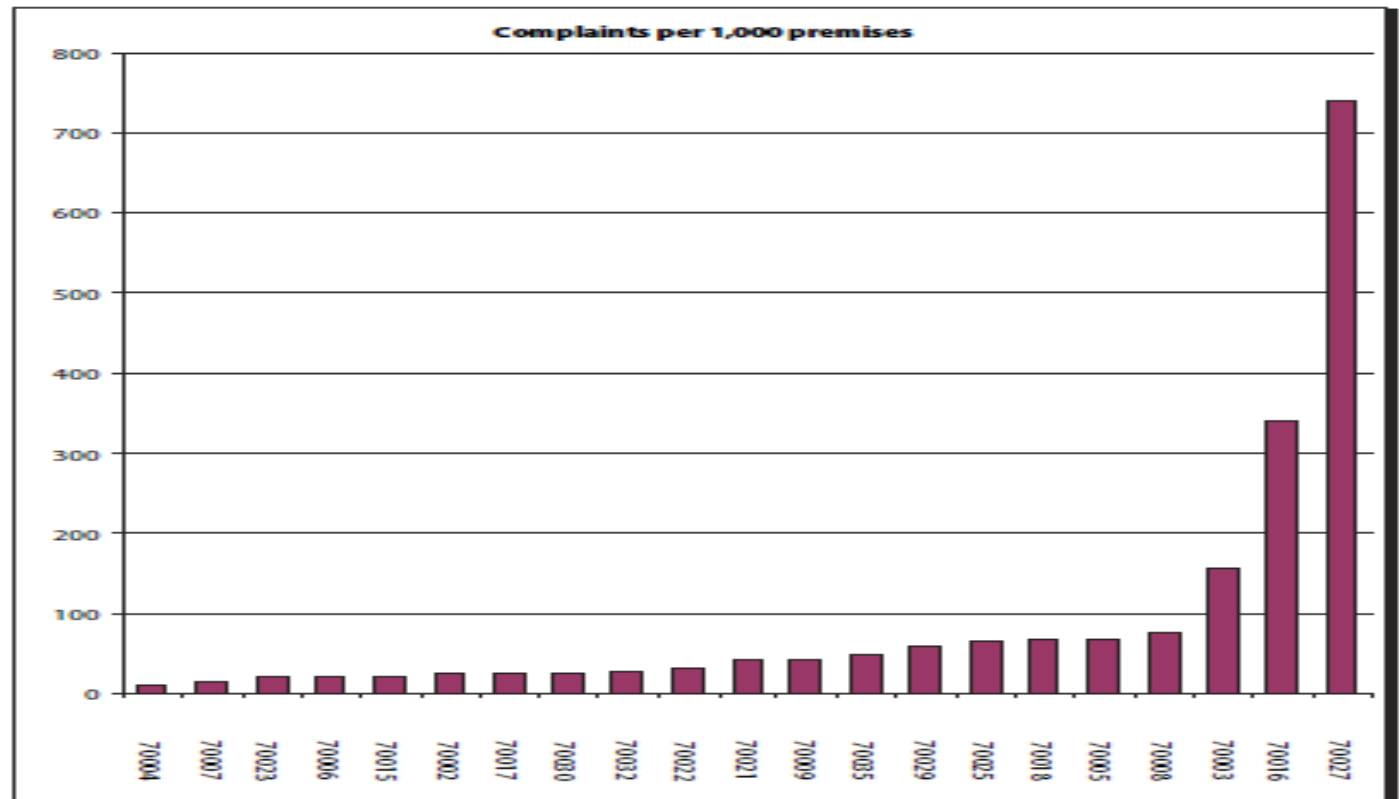
- Public Health
- Food Hygiene & Standards
- Health & Safety
- Noise
- Pest & Dog Control
- Income Generation
- Others

PI 16a - Number of other food hygiene complaints per 1,000 premises

Family group E1

Complaints per 1,000 premises

| | |
|---------|--------|
| Average | 91.47 |
| Lowest | 10.40 |
| Highest | 741.23 |



Source data

[FHCMP] / ([FHPCT] / 1000)

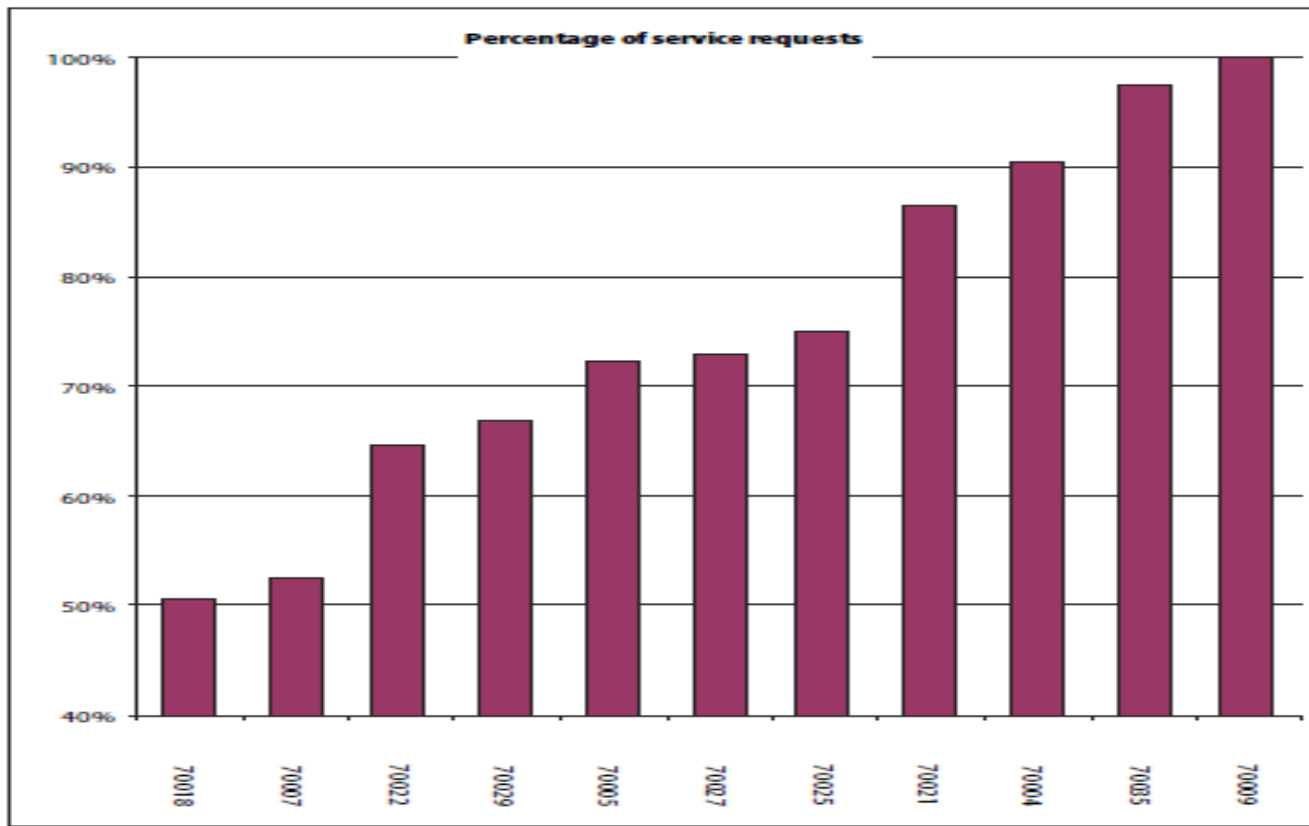
Acceptable parameters: >0 and <1,000; (0 if confirmed)

PI 27 Percentage of service requests completed within 20 working days

Family group E1

Service request %

| | |
|---------|---------|
| Average | 75.42% |
| Lowest | 50.60% |
| Highest | 100.00% |



Source data

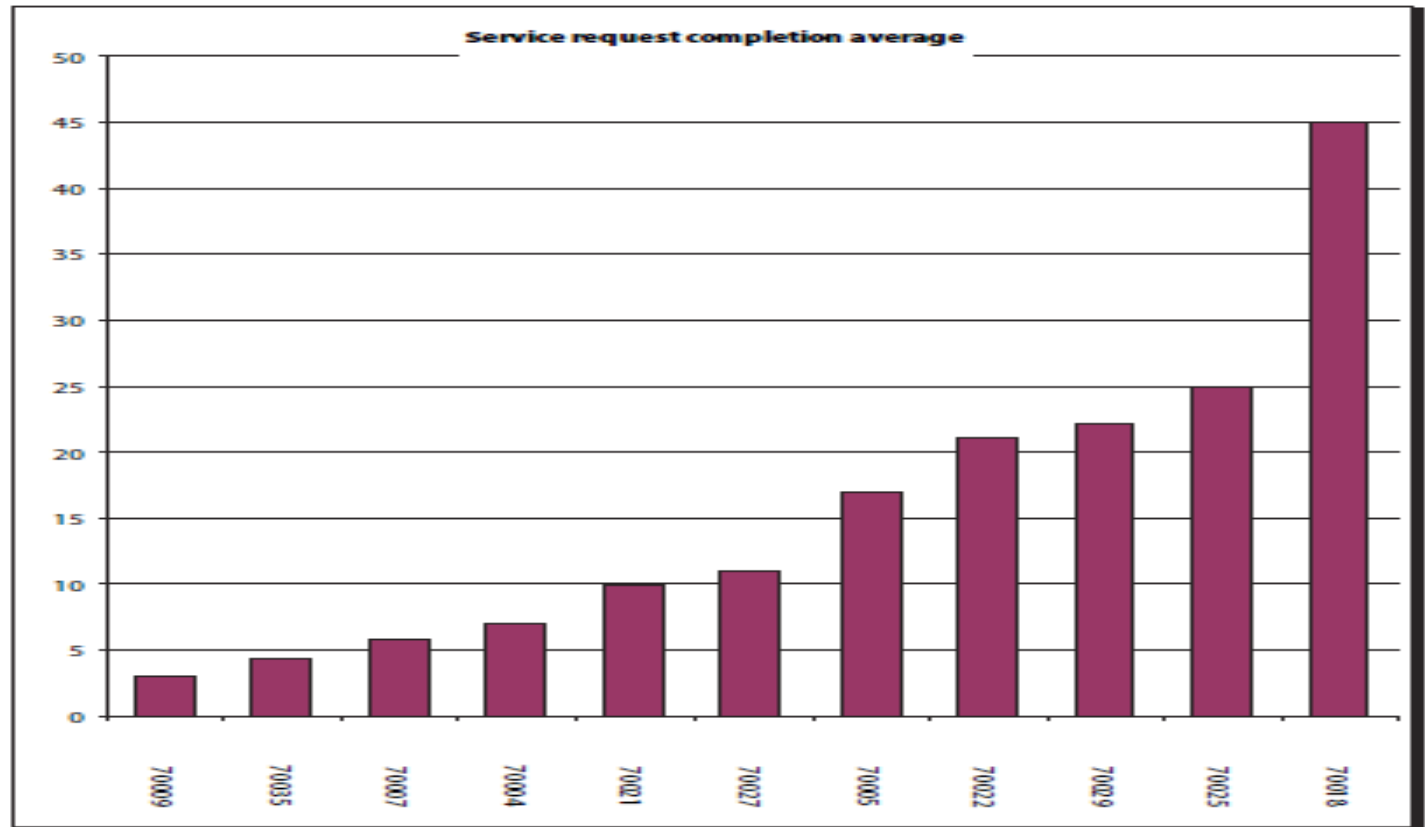
[PHW20] / [PHREQ]

Acceptable parameters: >0%

PI 28 Average time (days) for completion of a service request

Family group E1

| | Service request completion average |
|---------|------------------------------------|
| Average | 15.55 |
| Lowest | 3.00 |
| Highest | 45.00 |



Source data

[PHAVG]

Acceptable parameters: > 0

Example - Key Performance Indicators



Family Group Overview

Whole Service Overview

Quartile Achieved

Key Performance Indicator

Quartile Achieved

| | | |
|---|--|---|
| 1 | Hectares of maintained open space per 1000 head of pop | 1 |
| | Percentage staff absence (exc long term) | 1 |
| | Number of public events per 1000 head of pop | 1 |
| | Countryside management performance indicator | 1 |
| 2 | Output Specification | 3 |
| 3 | Percentage staff absence | 3 |
| | Quality assurance and consultation | 4 |
| | Human Resources and people management | 3 |
| | All playgrounds per 1000 children | 4 |
| 4 | LA playgrounds per 1000 children | 4 |
| | Central Est Charges as a % of Total Expenditure | 4 |



Key Performance Indicators

| PI | Indicator | No in Group | Highest | Average | Lowest | Your Council |
|-------|--------------------------------------|-------------|---------|---------|--------|--------------|
| PI12 | No of hectares /FTE front line staff | 9 | 20.72 | 13.81 | 6.79 | 7.2 |
| PI13a | % Staff Absence | 9 | 10.23 | 4.30 | 1.15 | 5.01 |
| PI 16 | HR & People Man | 12 | 90 | 57.83 | 33 | 49 |
| PI23 | Output Specification | 12 | 60% | 37.22% | 0% | 40% |

Practical Examples



- Are you completing your high risk food hygiene inspections ? Do you need additional resources?

PI's on – number of food hygiene
Inspections A-C per FTE- productivity

Competing resources, diversion of
resources,

Recruitment freeze

Practical Examples



- Sickness absences are high when compared to family grouping – why?

Lack of urgency in Return To Work and Trigger interviews and follow up by managers

HR delays in accessing Occupational Health

Practical Example



- Requests for service increasing and average completion taking longer 45 days

What is family group performance ?

Demand is not controlled and managed.

High expectations continue but resource base reducing.

Reactive rather than planned service.

No policy in place.



Lessons Learned & Top Tips

- If you cannot measure You cannot manage
- Good performance management isn't always about looking for areas to improve
- Its also about being able to demonstrate the benefits of good performance with accurate data and evidence
- Need to be able to compare with others to benchmark your performance



Lessons Learned & Top Tips

- In current climate it is beneficial to be able to demonstrate and justify what is good and what needs to be better
- Performance management is about being honest and open
- You may have some difficult discussions
- But think of the bigger picture and keep it in context.

Could Performance Networks meet your needs?

The logo for 'apse' is located in the top right corner. It consists of the word 'apse' in a white, lowercase, sans-serif font, set against a purple, horizontally-oriented oval background.

- Views so far ?
- Any issues not addressed by Performance Networks ?
- Any suggestions for improvements to meet Northern Ireland requirements ?
- Is Performance Networks of interest to you?

Contact Details



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