

APSE Central Region - July 2007



**NEIGHBOURHOOD MODEL
for PERFORMANCE NETWORKS**

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(APSE BVC Associate)**

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BEST VALUE CONSULTANCY



- BVC launched during 1999 to meet the new demands placed on local authorities by best value.
- The BVC seeks to provide this through:
 - Direct resourcing*
 - A local authority network of 'nominees'*
 - An approved pool of 'Associates'*
- BVC reflects the core values of APSE to support high quality, efficient and effective service providers

PERFORMANCE NETWORKS



- The largest public sector benchmarking service in the UK
- Set up in 1998 – Now 17 Service Areas
- 208 active Local Authorities
- Developed by Practitioners
- Annual Review by the Working Groups
- Independently Validated twice by INLOGOV
- Meets AC Quality standards for CPA (DCMS Review)

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SERVICE AREAS



- Highways Maintenance
- Winter Maintenance
- Street Lighting
- Parks & Open Spaces
- Refuse Collection
- Street Cleansing
- Security Services
- Street Scene
(incorporating Parks & Open Spaces, Refuse, Street Cleansing, Highways & Street Lighting)
- Building Cleaning
- Building Maintenance
- Education Catering
- Welfare Catering
- Civic & Commercial Catering
- Civic, Cultural and Community Venues
- Sports & Leisure Facilities
- Cultural, Leisure & Sports Services
- Transport Operations & Vehicle Maintenance

PERFORMANCE NETWORKS



- Key/Secondary Drivers and Family Group Formation gives “Like-for-Like” comparisons
- Management and Accounts information
- Thorough data validation
- Clearly defined report parameters
- Comparator Groups (eg London)
- Special Projects / Process Scrutiny
- Long Term Trend Analysis
- Process Benchmarking Meetings

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PERFORMANCE REPORTS



- Performance Indicators
 - 717 measures across 17 Service Areas
- Average, Highest, Lowest & Top Quartiles
- Group membership & contact details
- Profile Information (total usage, households)
- Explanatory notes/methodology
- Standings Table
- Executive Summary

TREND ANALYSIS



- 8 years consistent, validated data
- Clear trends demonstrated for Authorities own performance
- Trends compared against Highest / Lowest / Average and Targets
- Trends compared against economic / market factors
- Trends compared against Family Group & entire service

PROFILE INFORMATION



Thousands of additional data fields :

- Range & scope of services
- Management Arrangements / Partnerships
- Socio – demographic data
- Quality Standards & Procedures
- Compliance
- Education & Enforcement
- Healthy Living Agenda

.... and much more information about what and how services are delivered by each Authority.

ANNUAL AWARDS



- 2005 - Introduced “Best Performing Authority” for all service areas
- Presented at Annual Seminar in Blackpool in December
- 2006 - Introduced second award ~ “Most Improved Authority”
- All finalists have their data “validated” October / November



NEIGHBOURHOOD MODEL



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“STREET SCENE” PILOT



- “Street Scene” approach widely adopted by many UK Authorities;
- No consistent format to services brought together
- 2004/05 PN pilot – 8 participants
 - All carried out Street Cleansing & Parks (but this is not always the case)
 - 50% includes Waste Collection
 - 3/8 also include Street Lighting, Community Patrolling & CCTV

“STREET SCENE” PILOT - PERFORMANCE INDICATORS



- Collection of factual data;
- Not qualitative (e.g. Number of FPN's issued);
- Not useful for comparison;
- Replicated what was being done in individual service areas;
- Served their purpose but need to move on and develop this growing area.

PROJECT OBJECTIVES



- To link all aspects that make up street scene by drawing on current data;
- To provide qualitative measures;
- To draw up measures around triangulation of cost, quality and customer satisfaction;
- To represent the “Cleaner, Greener, Safer” theme and take account of PSA Targets, Gershon, Clean Neighbourhoods Act, Revised COPLAR, Fly-Capture, BVPI 199 etc.
- To be appropriate to different levels of the organisation;
- To challenge to be a successor to CPA.

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CAA - Comprehensive Area Assessment

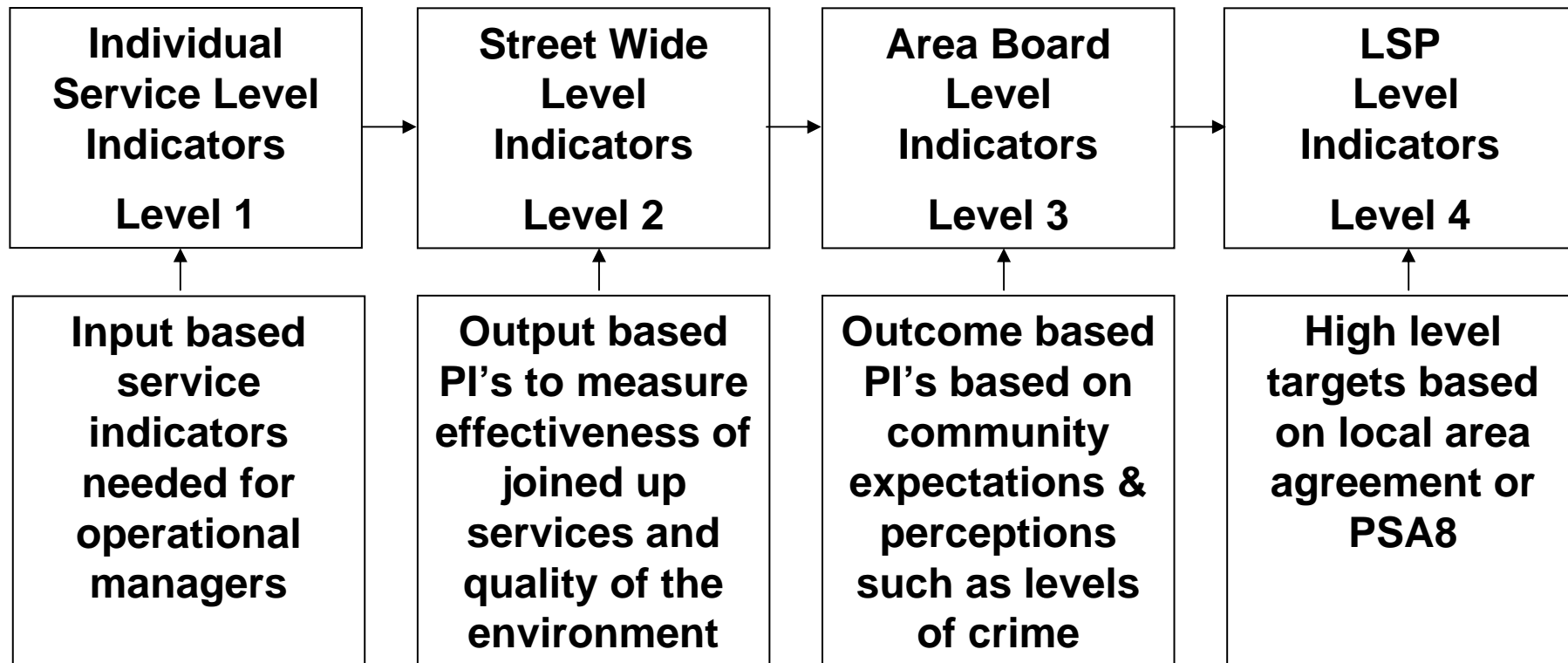


- “CPA will be replaced by CAA - Comprehensive Area Assessment”
 - ‘Strong and Prosperous Communities’ - *Local Government White Paper, DCLG, 26 October 2006*
- Greater responsibility for local authorities to secure improvement themselves and with partners;
- A single set of reduced national priority outcomes measured through 200 Performance Indicators (down from about 100);
- Local targets agreed through Local Area Agreements (35 no.) - framework needed;
- Risk judgements will trigger inspection.

“NEIGHBOURHOOD” PERFORMANCE INDICATORS



(As established by Steering Group”)



“NEIGHBOURHOOD” PERFORMANCE INDICATORS



- **Level 1:**
Individual service level indicators (input based)
e.g.
 - Cost of individual service per household;
 - Number of Fixed Penalty Notices issued per 1000 head of population;
 - Number of incidences of Fly-tipping;
 - % of street lights not working as planned;
 - Tonnes of waste recycled per household;
 - Number of category 1 defects per 100 km of highway

“NEIGHBOURHOOD” PERFORMANCE INDICATORS



- **Level 2:**
Street-wide level indicators (output based measuring effectiveness of services and quality)
e.g.
 - Cleanliness levels (BVPI 199);
 - Customer satisfaction with parks and open spaces, street lighting provision, condition of roads, refuse collection service, etc.;
 - Percentage of street lamps repaired within 7 days

“NEIGHBOURHOOD” PERFORMANCE INDICATORS



- **Level 3:**

Area Board level indicators (outcomes based on public expectation)

e.g.

- Cleanliness levels (BVPI 199 and LEQS);
- Customer satisfaction with cleanliness, safety in community etc.
- Number of enforcement notices issued per 1000 head of population for litter etc.
- Fly-tipping – number of days to remove, cost of removal, number of incidences leading to prosecution
- Amount of enforcement and / or litter education per household;

“NEIGHBOURHOOD” PERFORMANCE INDICATORS



- **Level 4:**

LSP level indicators (high level targets based on local area agreements or PSA 8 targets etc.)

e.g.

- Cleanliness levels (BVPI 199) by Area;
- Local Crime statistics;
- House price index;
- Number of abandoned vehicles removed per 1000 head of population;
- Customer satisfaction with whole service;
- Number of Green Flags awarded per 1000 head of population.

LOCAL-NATIONAL FRAMEWORK



- Other agencies collect data that can be used
eg ENCAMS Local Environmental Quality Surveys (LEQS)
- Partnership being developed with ENCAMS to build a
“LOCAL-NATIONAL MANAGEMENT FRAMEWORK”
- Aim to produce a framework based on existing proven
methodologies and support networks
- Will allow local choice of indicators to be made and
reports on mandatory national measures
- Comparisons across indicators to allow local priorities
and standards to be set and performance monitored

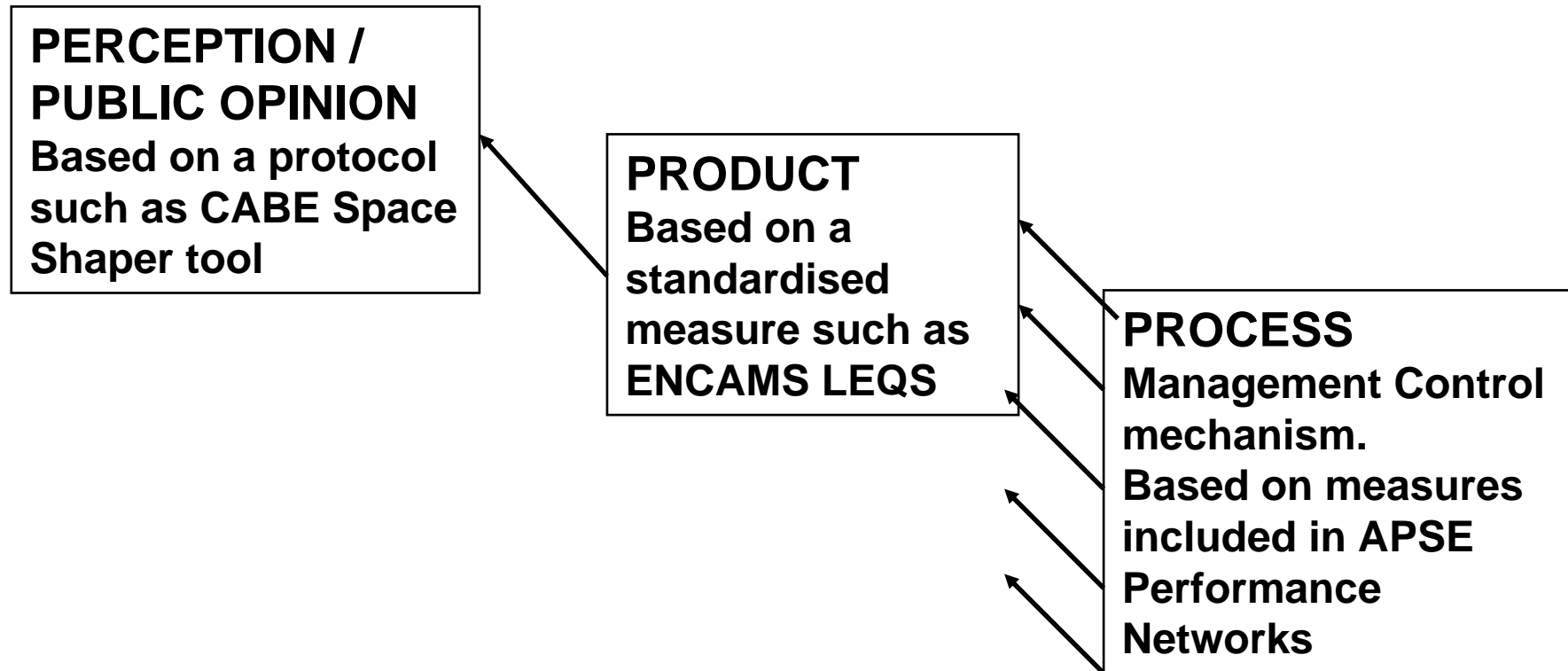
LOCAL-NATIONAL FRAMEWORK



- Aim to produce a library of local performance indicators
- Draws on experience of Audit Commission's Library of Local Performance Indicators
- Each indicator to have three matched parts
 1. Perception - soliciting public opinion
 2. Product - assessment of public service output as experienced by the customer
 3. Process - management measures that are directly relevant to the achievement of the desired service outputs
- Defra funded project on Quality of Life (QOL) report includes Perception and Service output Indicators which APSE is matching to KPI's from existing PN data sets.

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LOCAL-NATIONAL FRAMEWORK MODEL



APSE “NEIGHBOURHOOD” REPORTS



- Establish methodology
- Street Cleansing is fundamental to Neighbourhood
- Must participate in SC plus at least one other from Refuse Collection, Parks, Highways & Street Lighting
- Measures based around “triangulation” of cost, quality and customer satisfaction
- Qualitative Performance Indicators
- “Cause and Effect” measures
- Model to be relevant from council-wide to area level
- Profile data to be included to aid comparison

“NEIGHBOURHOOD” PERFORMANCE INDICATORS



COST

- Cost of “Neighbourhood Services” - All 5 services
- Cost of “Neighbourhood Services” - Street Cleansing, Refuse Collection & Parks

(Stack charts to show each individual component)

“NEIGHBOURHOOD” PERFORMANCE INDICATORS



QUALITY

- BVPI 199 / Headline Indicator for inspected sites falling below Grade B
- FPN's issued for litter offences
- Incidences of fly-tipping
- Numbers of abandoned vehicles
- Green Flag Awards for parks & green spaces
- Numbers of Category 1 highway defects
- Percentage of street lights not working as planned

“NEIGHBOURHOOD” PERFORMANCE INDICATORS



CUSTOMER PERCEPTION

- Customer satisfaction levels
 - Street Cleansing
 - Refuse Collection
 - Parks & Open Spaces
 - Highways & Winter Maintenance
 - Street Lighting
- Consistent methodology to be developed for future.

“NEIGHBOURHOOD” PERFORMANCE INDICATORS



“CAUSE and EFFECT”

- Percentage of budget allocated to education and publicity initiatives for street cleansing
- Number of educational / publicity campaigns organised or supported
- Kg of residual waste sent to landfill
 - (measure of recycling carried out)

“NEIGHBOURHOOD” PERFORMANCE REPORTS



- Trial run using Year 8 data (2005/06)
- 82 Authorities included in criteria
 - 16 for all services
 - 14 for 4 services
 - 32 for 3 services
- Profile pages for each service area
- Mix of charts and data tables
- Satisfaction scores and numbers of respondents together on one page

FURTHER DEVELOPMENT



- Obtain relevant data from partners to supplement APSE data (e.g. ENCAMS Local Environmental Quality Surveys)
- Continue high level discussion with partners to ensure that APSE are “at the table” for CAA
- Develop methodology locally that will allow inclusion of remainder of UK to participate in model
- Ensure relevant data is collected in the right place for future development
- Potential for model to be adapted for other services using “triangulation” approach
- **Continue to encourage authorities away from “silo approach” concentrating on the needs of their citizens**

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