Does tracking performance improve your service?

Phil Brennan
Principal Advisor, APSE

No – but????

What is performance?
- Local priorities
- More or less

Is it worth the effort?
- Budget cuts
- Necessity or choice?

How to do it?
 Built into your 'Plan – Do – Check – Act' cycle

Questions

What and when do we track?
What do we do with the information?
How do we know if it is good or bad performance?
Are we different?
Who do we tell?
Who manages the process?
Does it use up time/resources we should be dedicating to the front line?
How much does it cost?

APSE Performance Networks:
The Basics!

- UK's largest public sector benchmarking service
- 200+ active local authorities
- Set up in 1998 – 717 PIs across 17 service areas
- An established benchmarking model (12 Years)
- Independently validated (INLOGOV)
- Developed by practitioners
- Reviewed annually by working groups

Established Service Areas

- 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

- Highways Maintenance
- Winter Maintenance
- Street Lighting
- Parks & Open Spaces
- Refuse Collection
- Street Cleansing
- Security Services
- Street Scene

  (incorporating Grounds Maintenance, Waste Management, Security, Highways & Lighting)

www.apse.org.uk

Using the PN Model

- It is a corporate/service planning tool - aiding the setting of corporate/service objectives, targets and budgets

- Supports an improvement culture

- Provides evidence for self assessment and review

- Identifies trends and strengths/weaknesses

- Enables comparison

- Prompts learning

- Accountability and transparency

Examples

NE Council - £200k efficiency savings, productivity increased 45% to 62% staff absence has halved

South of England – process benchmarking, 4 day a week Collection service; efficiency savings via better use of fleet

Wales – review inc. perf. data – £150k efficiency savings via reprogramming seasonal hours & inc. machinery utilisation

Metro in England – PN data to monitor effectiveness, Demonstrate ability to deliver - generates over £1.5m external funding and cost cutting initiatives

The next step -charging

Stockport - Solutions SK SNE Council wholly owned council company £40m turnover

Midlothian - sell surplus plants from nurseries

Dundee - £20k income from photo I.D.s

Southampton - graffiti removal from private/other public/fire and police premises

Trafford – income from private office cleaning

Newham – sells pre-planning application advice

Lambeth – £30k income from tree inspections/pruning

And finally...

What is performance?

Is it worth the effort?

How to do it? – by using performance networks