

Performance Management: theory into practice

Key drivers & the lessons learnt from Welsh local government

coactivaaspiren

innovate
collaborate
perform

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- **Key elements of an effective performance management model**
 - Reduce reporting & data collection burdens
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Effective performance management as a platform for improvement, collaboration and efficiency

Ffynnon Programme: Background

Ffynnon is a Welsh Assembly Government (WAG) sponsored collaborative performance management & improvement programme, joining up the public sector throughout Wales.

The programme delivers a platform for efficiency, collaboration and local accountability and is unique in creating a performance community and culture within and across the public sector in Wales.

The programme offers stakeholders a number of **key strategic benefits**;

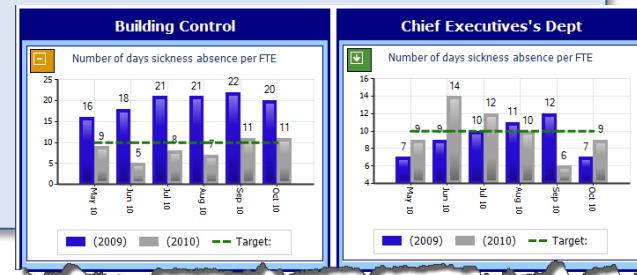
- Reducing the cost and burden of reporting, while improving quality & timeliness
- Establishing a platform for continuous improvement and efficiency
- Facilitating local accountability and the engagement of citizens in the delivery of public services
- Creating joined up organisations, fostering collaboration and a shared outcome focus
- Streamlining regulation and inspection, including elected member scrutiny

Ffynnon Programme: Services

Coactiva provides the three complementary components of the Ffynnon programme

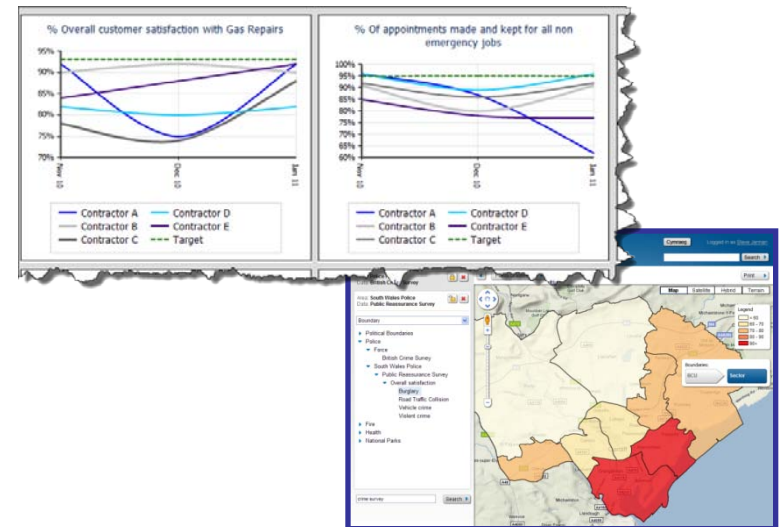
1. *Aspireview system: Integrated performance, risk & project management*

- Performance frameworks
- Graphical dashboards
- Local & national discussion forum
- Local & national knowledge library
- Surfacing content to other media (incl. web)
- Benchmarking
- Performance commentary
- Reporting
- GIS Mapping



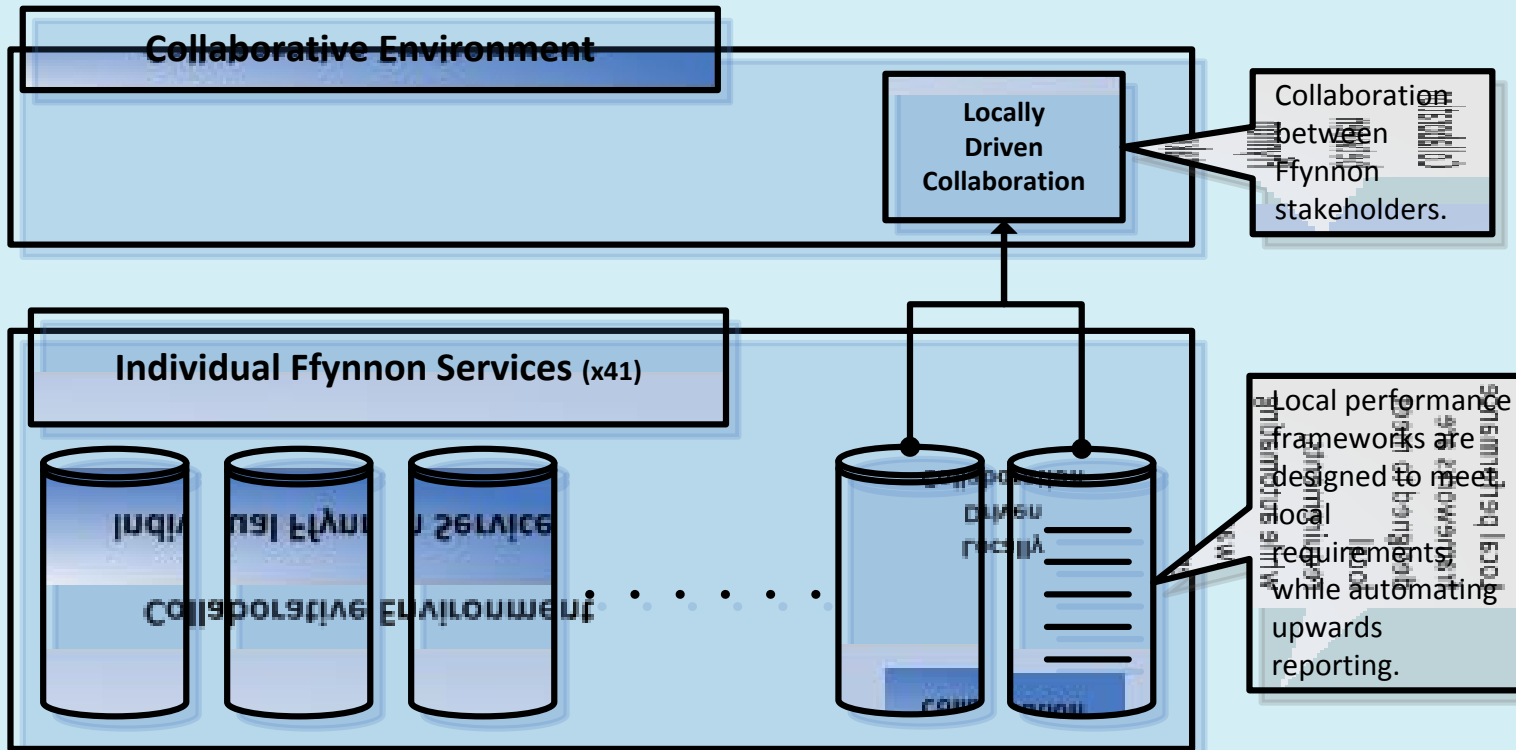
All Aspireview services are delivered via a fully managed 'hosted' environment, accessed via the internet.

- Requiring no IT infrastructure or access to local IT networks
- Low cost / rapid deployment



Ffynnon Programme: Services

2. *Aspireview collaborative environment*



3. *Implementation consultancy & support...*

- Ensuring stakeholders realise the full benefits of the programme
- Outcome based accountability / Strategic performance management
- Cost reduction, performance & service improvement

Ffynnon Programme: Stakeholders

- Over 18,000 licensed Ffynnon users
- 30 original Ffynnon stakeholders from 2007 have been joined by a growing breadth & number of new stakeholders..

New stakeholders

- Wales Audit Office
- Care & Social Services Inspectorate
- National Pupil Database & all 1830 schools
- Further Education providers
- The Arts Council Wales
- The Care Council for Wales
- South Wales Police (pilot)
- Anglesey Local Health Board (pilot)
- 2 Housing Associations (pilot)
- Health Improvement Wales
- Estyn
- Trunk Road Agency

Original stakeholders

- Welsh Assembly Government
- All 22 Welsh Local Authorities
- Welsh Local Govt Association
- All 3 Fire & Rescue Services
- All 3 National Park Authorities
- All strategic partnerships
(LSB, CSP, HSCWB, CYPP)

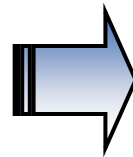
- ..with several more in advanced pilots ahead of potential wider rollout

Reduce reporting & data collection burdens

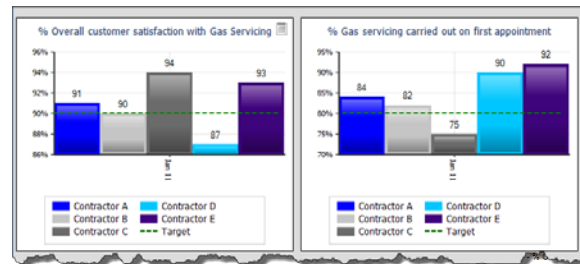
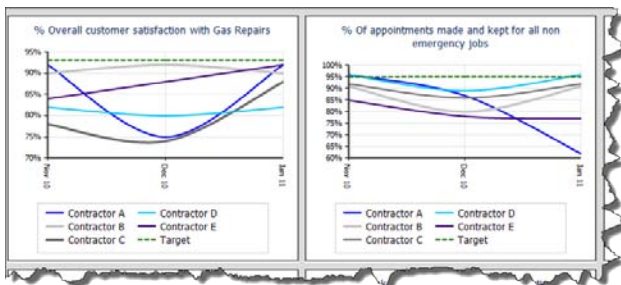
It is important, as the organisation seeks to improve the quality and timeliness of information, that data collection & reporting burdens are not introduced.

Significant efficiencies can be realised through establishing a performance *hub* that can automatically feed tailored views of performance, which meet the needs of different stakeholder groups.

- Capture data once re use many times
- Data automation (where possible)
- Real time population of reporting suite
- Surfacing content to other media

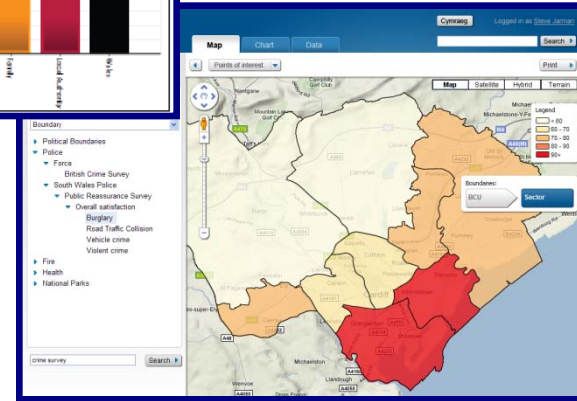
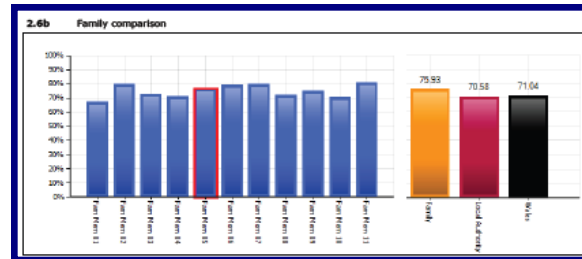
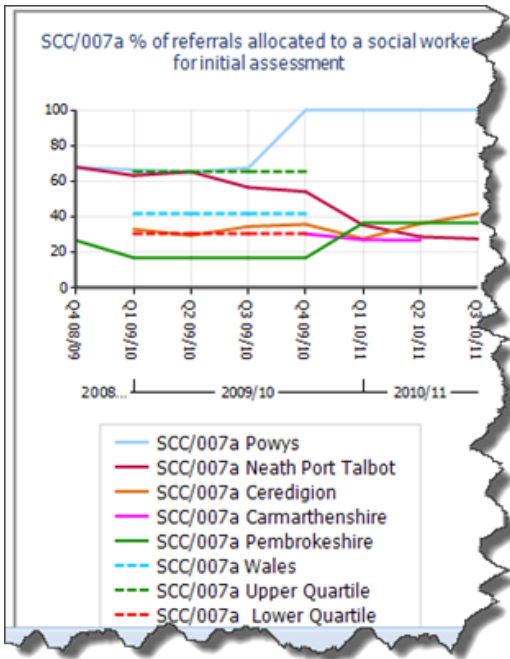


- Corporate plans
- Departmental plans
- Service / business plans
- Performance frameworks
- Project & risk management
- Performance reporting.....etc



Overall customer satisfaction				% Of appointments made and kept			
	Actual	Target	RAG	Title	Actual	Target	RAG
Gas Installations	95.00	93.00	🟢	CA - % Of appointments made and kept	89.00	95.00	🔴
Water Installations	93.00	93.00	🟢	CB - % Of appointments made and kept	89.00	95.00	🔴
Other Installations	94.00	93.00	🟢	CC - % Of appointments made and kept	93.00	95.00	🟡
Customer Satisfaction with Gas Installations	90.00	93.00	🟡	CD - % Of appointments made and kept	92.00	95.00	🟡
CE - % Overall customer satisfaction with Gas Installations	88.00	93.00	🟡	CE - % Of appointments made and kept	91.00	95.00	🟡

Collaboration



Secure, automated, data and information sharing enables partnerships to effectively manage performance without introducing reporting burdens.

Performance management can enable accountability across partners and help to facilitate effective collaboration.

Outcome Focused Accountability

Outcomes are the currency of the public sector. Organisation and partnership performance management needs to ensure the impact of services are measured and aligned with the delivery of outcomes.

- Measure progress against impact (effectiveness) not just quantity (outputs)
- Understand the best use of resources in the delivery of key outcomes and the impact of any potential cost reductions
- Align all individual processes and activities with the delivery of key outcomes
- Ensure decisions are informed by an understanding of their potential impact on key outcomes (utilising appropriate evidence & information)

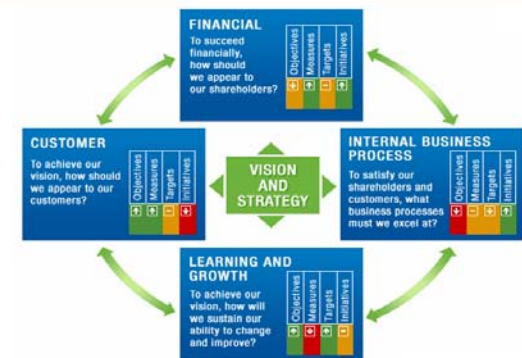
Outcomes Based Accountability (OBA)

- A disciplined way of embedding an outcome based approach
- Start with ends (outcomes / results) and work backwards to means
- Distinguish between service or performance accountability from partnership or population accountability
- Show relationship between service impact and population well-being
- Use OBA tools and techniques to get from talk to action quickly

Sustainable transformation & continuous improvement

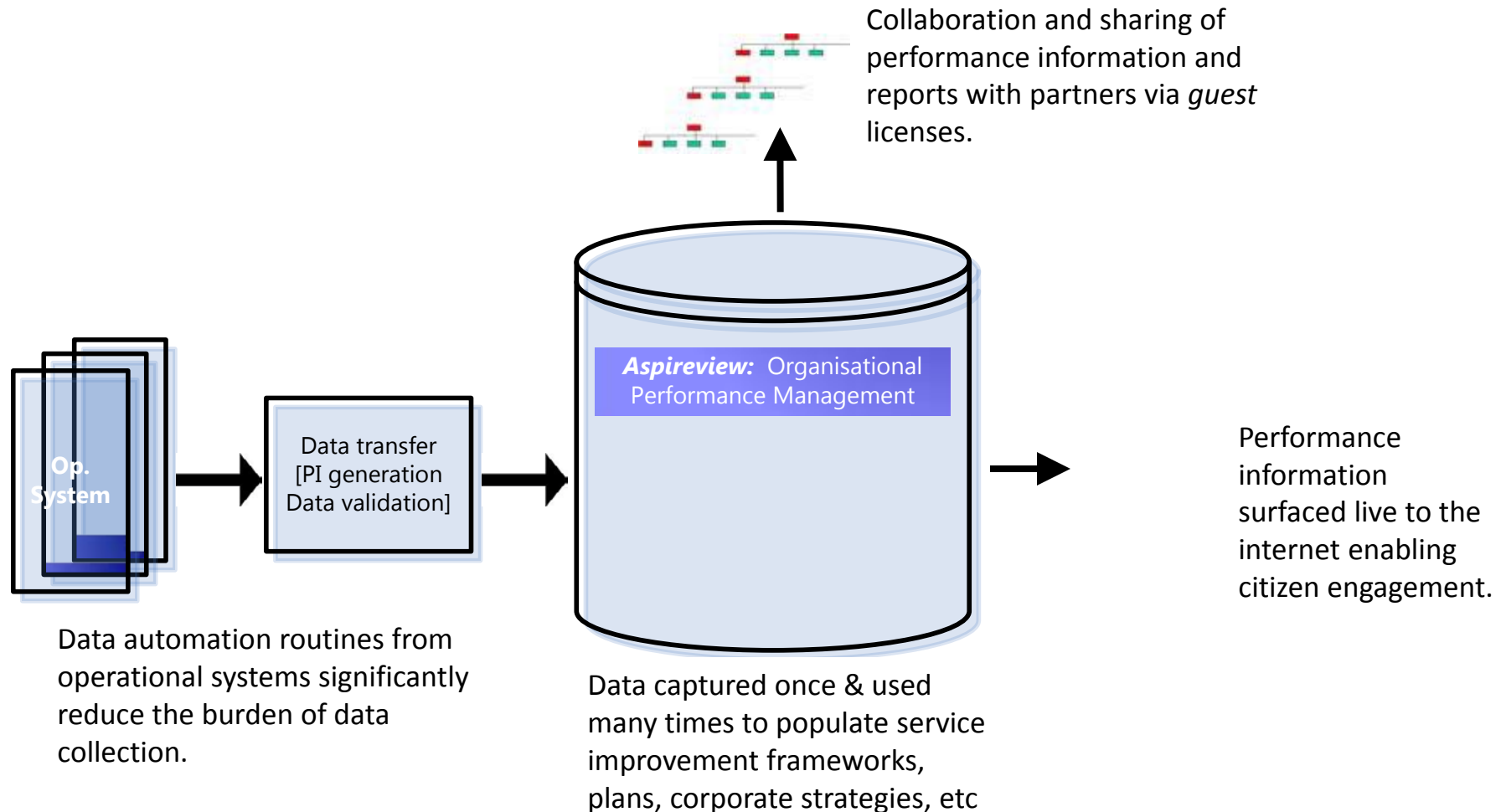
An effective performance management process can support the development of a focus on continuous improvement and the realisation of sustainable transformation.

- Tailored (personalised) views of performance
- Wider access and visibility of organisational and service performance (surfacing content)
- Corporate (and wider) reporting fed automatically from service performance management with no additional burden
- Performance accountability embedded across the organisation to foster a performance culture and a drive for continuous improvement



Tailoring a model for both the local & regional context

Performance management software implementation supporting the development of an effective performance management process / culture. This will ensure organisational **readiness** in the creation of an effective platform to drive continuous improvement and efficiencies.



Tailoring a model for both the local & regional context

Key principles:

- Improve the **quality and timeliness of data & information**, without introducing a burden on the organisation
(enter data once re use many times • automate data transfer where possible • real time reporting)
- More data does not provide better information, focus data which can inform the generation of **intelligence to aid decision making**
(impact / outcome focused data • drill down through data • contextual commentary)
- Establish a platform for **effective and efficient collaboration**
(automate secure data & information sharing)
- A **performance management culture** and a focus on continuous improvement cannot be solely driven by the centre
(surfacing content • embed performance within services to drive improvement)
- Establish a mechanism for **engagement of citizens** in the performance of services aligned with local priorities
(surfacing content • presentation of data link to outcomes not services)

Tailoring a model for both the local & regional context

Summary:

- Opportunity to tailor a flexible solution / framework for Northern Ireland, which can adapt to the local & national priorities
- Opportunity to development performance management as a platform for improvement, collaboration and efficiency
- Don't reinvent the wheel, build upon a tried and tested approach to support performance improvement and learn the lessons from elsewhere
- Any solution needs to be low cost and demonstrate clear value for money
- The ICE programme provides a real opportunity to realise a collaborative approach to developing an effective performance framework for N Ireland to suit regional and local authorities individual priorities
- An off the shelf package will not work in N Ireland the solution needs to be tailored to local requirements
- Any preferred solution needs to provide a system/framework that supports both individual council and regional improvement while also providing the capability to support performance benchmarking and collaboration across the sector