# APSE NI

# Managing performance

*Phil Brennan, Principal Advisor*

# *About APSE Services*

- Advisory groups
- Briefings service
- Mass email query service
- Research
- Publications
- Seminars
- Advocacy
- APSE Training
- APSE Solutions
- Interim Management
- Survey Solutions

…and Performance Networks – performance management and benchmarking model

# *APSE Performance Networks: The Basics!*

- UK's largest public sector performance management and benchmarking service

- 185 active local authorities

- Set up in 1998 – 14 service areas

- An established benchmarking model (13 Years)

- Independently validated (INLOGOV)

- Developed by practitioners

- Reviewed annually by the working group

- Annual cycle

# *Established Service Areas*

- Building Cleaning
- Building Maintenance/Housing
- Civic, Cultural and Community Venues
- Sports & Leisure Facilities
- Grounds maintenance/Parks & Open Spaces
- Refuse Collection/Recycling

- Civic & Commercial Catering
- Transport Operations & Vehicle Maintenance
- Education Catering
- Street Cleansing
- Cultural, Leisure & Sports Services

- Highways Maintenance
- Winter Maintenance
- Street Lighting
- Welfare Catering

**www.apse.org.uk**

# *Why is data important?*

- Context
  - Comprehensive spending review 2010
  - Reductions in revenue funding
  - Condition of the infrastructure
- Response – range of delivery options
- Performance measurement is one means of:
  - Demonstrating competitiveness
  - Evidencing the value of services
  - Identifying cost savings
  - Income generation opportunities
  - Service improvement

# *Using the data*

- Linking to corporate objectives – e.g. energy management, value for money, community safety, neighbourhoods
- Management info - budget setting, planning, targets
- Creating a performance management culture
- Developing an overview of your services (strengths / weaknesses) over time & in comparison with others
- Measuring efficiencies/value for money
- Self assessment/external validation/monitoring
- Driving improvement: learning from best performers

# What else are you managing if not performance?

- Productivity
- Costs
- Staff
- A process
- Equipment
- Suppliers…

Performance management is simply good management?

# Financial / Planning cycle

Close accounts – May /June
Budget planning - late summer
Priority setting – autumn
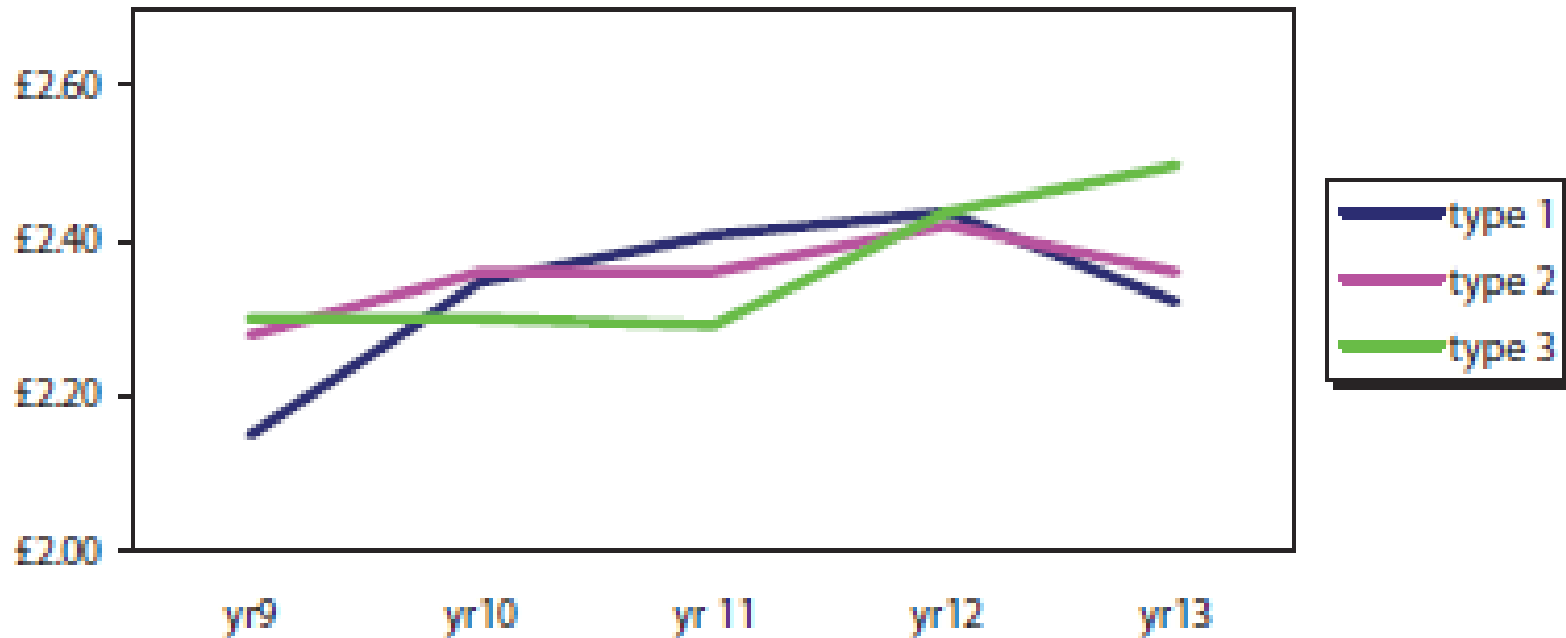Horse trading – winter
Budgets agreed – January/February
New financial cycle – April

Budget monitoring
Performance reports

Corporate Strategy; Financial Plan; FOI Scheme; Economic Devt,
Development Frameworks; Energy management; Engagement and
Consultation; etc

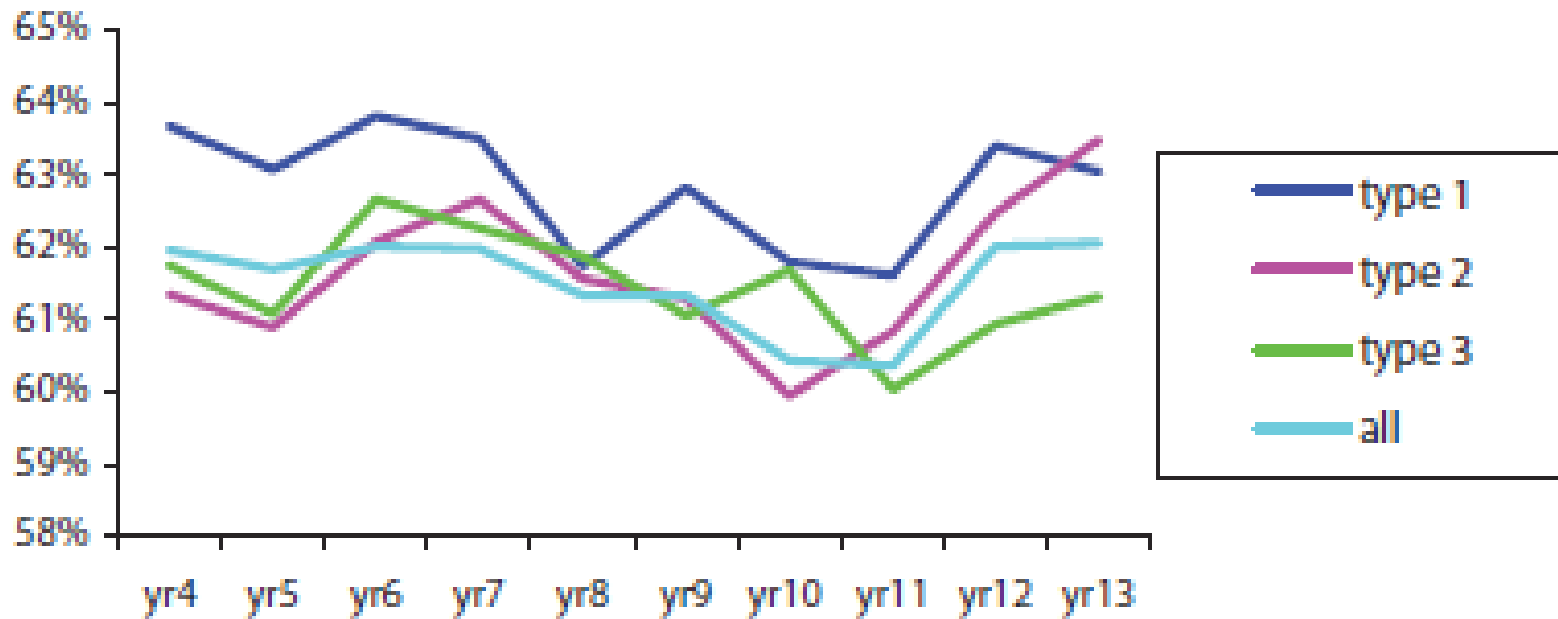# *Example – Customer spend per head*

# *Example – Customer spend per head*

Emerging questions

- Type 3 – income rising
- What is the future for type 1 and 2?
- Can they survive over the next 3 or 4 years?
- Rationalisation
- Leisure - non stat service – the future of grant support?

# Example – Staff as a % of total expenditure

# *Example – Staff as a % of total expenditure*

Emerging questions

- Is this an issue? – good employer, good salary
- Can you afford to let it go up?
- Type 2 – 60% to 64% increase
- Small increase but equates to significant cost and its probably part of a reducing budgets
- Increasing - at what point do you have to take action?

**Family group     3F/G/H**

| | Percentage staff absence |
|---|---|
| Average | 2.70% |
| Lowest | 0.02% |
| Highest | 11.77% |



Percentage staff absence
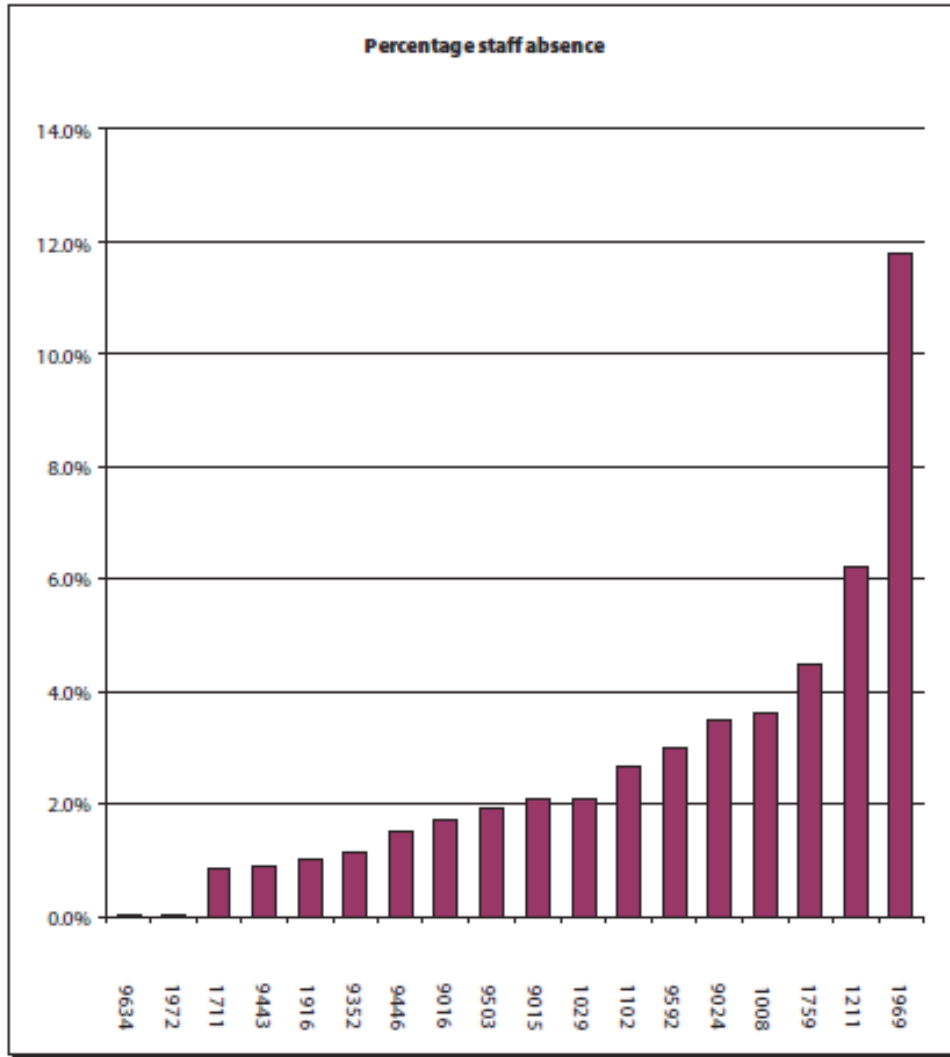
*Example – Staff absence*

# *Example – Staff absence*

Emerging questions

- Average figure is 2.7% per staff member over the year
- What are your figures like? Why better or worse? And what can you learn from others? And what can your HR people learn?
- Highest 11%+ and lowest under 1% - why?

# Unit costs 10-11 example

| | Staff costs | Energy Costs | Premises, water, sewerage, etc | Supplies and services | Dept admin | CEC | Other expenditure |
|---|---|---|---|---|---|---|---|
| Leisure Services | 59% | 9% | 10% | 7% | 7% | 5% | 4% |

# *Lessons*

Need to use data as a starting point

Build into your financial and planning cycle

Justify case for priorities

Use to address problems

Look at emerging to ask questions

Use expertise elsewhere to help answer questions

Support others with your knowledge

Use APSE services

Build a culture of learning

…data is the start of the cycle

Performance Networks

Questions and Answers

# *Local Government Awards NI*

- 5th year

- Thursday 28 Feb. 2013, Everglades Hotel, Derry

- Examples of good practice, new initiatives…

- 7 categories to apply for

- Promotion, marketing, good news,

- Learning, supporting, helping other councils