

# network news

## Year 11 - current projects within performance networks

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There have been some interesting projects happening within APSE performance networks recently which has involved English, Scottish and Welsh authorities. This edition of network news explains a little about each project.

### Thematic reports

Over the last two years APSE performance networks has continued to develop new forms of reporting based on thematic approaches. This resulted in the publication of the first neighbourhood management report in 2006. Three key thematic areas have since been identified for further work, they are:

**Neighbourhood management** – This report gives a series of outputs from a set of selected data from the separate APSE performance networks models for street cleansing, parks and open spaces, refuse and recycling collection, highways management and street lighting. The model has evolved from earlier trials of a “streetscene” format report. It is a measured response to the way in which many Local Authorities have consolidated services which impact on the public realm in terms of their appearance and condition and gives a series of reports that allow authorities to compare performance over a range of services. It also recognises the fact that there is no standard prototype for neighbourhood services and that authorities have structured themselves in many different ways to deliver these joined up services.

Further development of the APSE neighbourhood model will continue and it will cater for any significant legislative differences across the UK. In the meantime, this report is an attempt to link the aspects that make up neighbourhood services by drawing on available performance networks data to provide comparisons on a wider level.

**Asset management** – This report will allow authorities to compare elements of performance with regard to a number of assets based on existing performance networks service areas - namely highway and winter maintenance, building maintenance, civic cultural and community venues, street lighting and parks, open spaces and horticultural services.

It will include a series of outputs from a set of selected data from the separate APSE performance networks models.

Although there is no standard definition for asset management and authorities will approach it in different ways, the framework and report will provide comparative information to support local councils with this responsibility.

Further development of the APSE performance networks asset management model will include ensuring that it caters for the significant legislative differences across the UK. In the meantime, this interim report is an attempt to link the aspects of asset management by drawing on available performance networks data to provide comparisons on a wider level.

A copy of the Asset management report is attached with this edition of network news, alternatively you can download a copy from the members only portal on the APSE website [www.apse.org.uk](http://www.apse.org.uk)

**Soft facilities management** – This report has been drafted to:

- ♦ provide a brief resume of the policy context governing soft facilities management services in local government e.g. best value, integrated services etc.
- ♦ provide an overview of the types of structures and methods of delivering soft FM services, based on APSEs



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existing knowledge and research into its members and associates experience in this area.

- ♦ provide a graphical analysis including trends and cross service comparisons to illustrate the kind of outputs that can be generated from performance networks using data already collected in individual service areas.
- ♦ stimulate debate about the form of cross service outputs which should be produced in the future.

This report allows authorities to compare performance over a range of services and includes a series of outputs from a set of selected data from the separate APSE performance networks models. This report has been able to draw on the data collected in the following four areas - education catering, building cleaning, building maintenance and parks, open spaces and horticultural services.

For more information about this report, please contact Emma Nolan on 0161 772 1810.

### **Scottish process benchmarking - building maintenance**

Phase 1 of the Scottish Process Benchmarking project was carried out in three stages between December 2006 and April 2009, and involved seventeen Scottish authorities, with a remit to compare the arrangements that each participating authority had in place for the management and delivery of a selection of key building maintenance activities. Those activities were capital investment programmes for social housing and education; kitchen refurbishment; gas servicing repair and maintenance; response repairs; voids; post inspections; surplus generation; sickness absence; customer satisfaction; quality management systems and no access procedures.

Following completion of Phase 1 of the project APSE performance networks undertook to carryout an overarching comparison of the information provided by all seventeen authorities with provision of the outcomes in a single combined report. A set of seven questionnaires compiled by various members of the group of seventeen authorities were issued, the processes covered by those questionnaires were asbestos; asset management; communication; fleet management; stores and procurement; waste disposal and recycling and schedules of rates.

Seven reports will be produced, one for each of the above topics.

For more information about this project, please contact Joe Furniss on 0161 772 1810.



### **English process benchmarking - building maintenance**

A pilot process benchmarking project for building maintenance was completed by a number of organisations. Councils, ALMOs and RSLs came together to look at the detailed processes behind performance networks data in relation to responsive repairs, voids management and customer satisfaction. Over 3 meetings during the summer, the pilot organisations agreed the scope of the project, defined a template for each of the 3 topics, submitted data, met in specific groups to discuss practical processes and procedures which each undertook and fed back the outcomes and major points to the whole group.

The main benefit for all was gained by talking about the day to day practical approaches which different organisations take to meet the same ends Those involved picked up numerous tips and alternative methods of working and were able to ask detailed questions of the other pilot organisations. A report of the discussions, findings and data submitted will be published. Following this successful pilot, it is expected that another series of topics will be addressed later in the year.

For more information about this project please contact Phil Brennan on 0161 772 1810.

### **Appetite for Life**

The Welsh Assembly Government issued the Appetite for Life Action Plan in February 2008. Section 6 of the Action Plan sets out possible ways to identify how much individual local authorities spend on school meals and provides a baseline level of information on the issues facing local authorities as they seek to play their part in improving nutritional standards.

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The Welsh Assembly Government has asked the Wales Audit Office, in conjunction with APSE, to work with local authorities to develop and collate an approach to calculating the cost of producing a school meal. The process involves:

- ♦ local authorities providing the necessary information (many local authorities have produced this as part of the APSE catering performance network)
- ♦ APSE performance networks processing this information and producing an analysis
- ♦ shared learning workshops to explore the issues arising from this analysis.

An information request was sent to all Welsh authorities, those who wished to be involved kindly sent us some information back. This information is currently being processed, checked and analysed.

For more information about this project, please contact Emma Nolan on 0161 772 1810.

### Ffynnon

Ffynnon is the Welsh Assembly Government's Knowledge Management & Business Change Programme which aims to create a performance management community and culture across the public sector in Wales.

The Ffynnon system is a web hosted performance, risk and project management system which is available to 30 stakeholders across Wales including all 22 Local Authorities.

APSE have been working with the Welsh Assembly Government and Sunguard on using performance networks data in Ffynnon. This is optional for APSE performance networks members, the benefits of doing so include:

- ♦ Ability to compare APSE family group, Wales-only and UK wide averages and targets with other performance information displayed on Ffynnon
- ♦ Ability to collect and share APSE information in year (e.g. monthly, quarterly)
- ♦ Ability to collect base data, which can be used for a number of other measures and reduce duplication
- ♦ APSE data can be reported together with other performance information on a frequent basis
- ♦ There is potential to automatically submit the data collected via Ffynnon to APSE electronically each year

The following performance networks service areas agreed to pilot the use of Ffynnon to report some indicators alongside other measures and to collect some data more frequently. They were:

### Building maintenance

The following indicators from the performance networks model were used:

- PI 01a – Percentage of non emergency jobs undertaken by appointment
- PI 01b – Percentage of appointments kept
- PI 20a – Average re-let times for local authority dwelling
- PI 20b – Voids turnaround (average total number of days keys held by contractor)
- PI 29a – Percentage staff absence (all staff)
- PI 35 – Gas servicing (within 365 days)

### Education catering

The following indicators from the performance networks model were used:

- PI 01a Price of Primary School Meal (Infant)
- PI 01b Price of Primary School Meal (junior)
- PI 04 Free meal uptake (primary schools)
- PI 05 Free meal uptake (special schools)
- PI 06a Free meal uptake (secondary schools)
- PI 08 Paid meal uptake (primary schools)
- PI 09 Paid meal uptake (special schools)
- PI 10a Paid meal uptake (secondary schools)
- PI 12 Total cost per meal (including CEC)
- PI 31a Subsidy per meal (all meals)
- PI 28 Key product lines

No of schools

No of pupils

A small framework has been built in a demo Ffynnon system using the PIs identified by the groups. The framework can be replicated in all stakeholders' systems as it has been created using an import spreadsheet. Once the data has been populated within the framework, charts are automatically created for quick and easy analysis of performance versus target. Dashboards can be created to show performance compared to family groups, all Wales and UK wide. Queries can be run asking the Ffynnon system to report specific areas of performance.

For more information about this project, please contact Debbie Johns on 0161 772 1810.

For general information about performance networks please contact Emma Nolan on 0161 772 1810.

### Dates for your diary

**Performance networks seminar,**

**Hilton Hotel,**

**Blackpool,**

**Thursday 3 and Friday 4 December 2009**