

Voluntary Local Performance management Framework



Neighbourhood Management Strategic Forum

Mark Bramah, Assistant Chief Executive

Governance, neighbourhoods and service delivery



Challenges and political choices



‘Neighbourhoods can’t do everything; we need to concentrate on what they are best placed to do – and on how to manage the inevitable trade-offs they throw up. We need to develop a conception of [...] “a good political life” at the neighbourhood level and then explore in detail the implications for citizens, representatives, leaders and public servants.’

Lowndes and Sullivan (2007: 20)

Different designs borrowing different rationales (Lowndes and Sullivan, 2007)



	Neighbourhood empowerment	Neighbourhood partnership	Neighbourhood government	Neighbourhood management
Primary rationale	Civic	Social	Political	Economic
Key objectives	Active citizens and cohesive communities	Citizen well-being and regeneration	Responsive and accountable decision-making	More effective local service delivery
Democratic device	Participatory democracy	Stakeholder democracy	Representative democracy	Market democracy
Citizen role	Citizen; voice	Partner; loyalty	Elector: vote	Consumer choice
Leadership role	Animateur, enabler	Broker, chair	Councillor, mini-mayor	Entrepreneur, director
Institutional forms	Forums, co-production	Service board, mini-LSP	Town councils, area committees	Contracts, charters

LOCAL FRAMEWORK MODEL



PERCEPTION / PUBLIC OPINION
Based on a protocol such as CABE Space Shaper tool

PRODUCT
Based on a standardised measure such as ENCAMS LEQS

PROCESS
Management Control mechanism.
Based on measures included in APSE Performance Networks



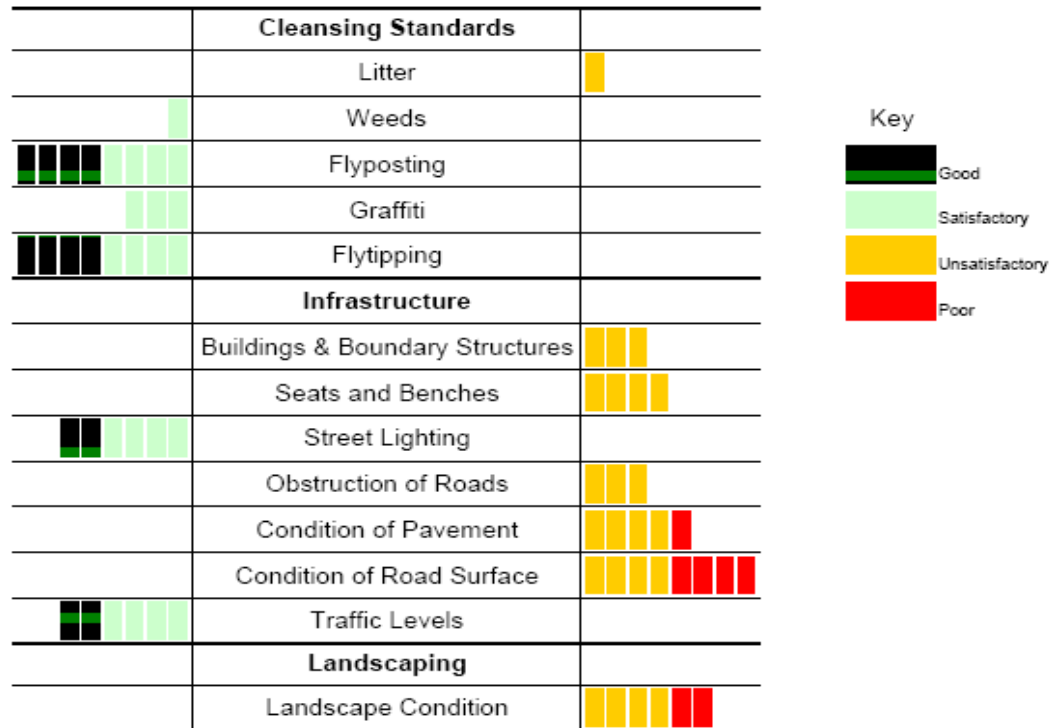
Objectives

- To explore the feasibility of developing a VLPMF, initially for Local Environmental Quality
 - based on a library system of indicators that can assess:
- Customer Perceptions
- Service Delivery Standards; and
- Service Efficiency
 - & provide the quantifiable basis for an award scheme

Service Delivery



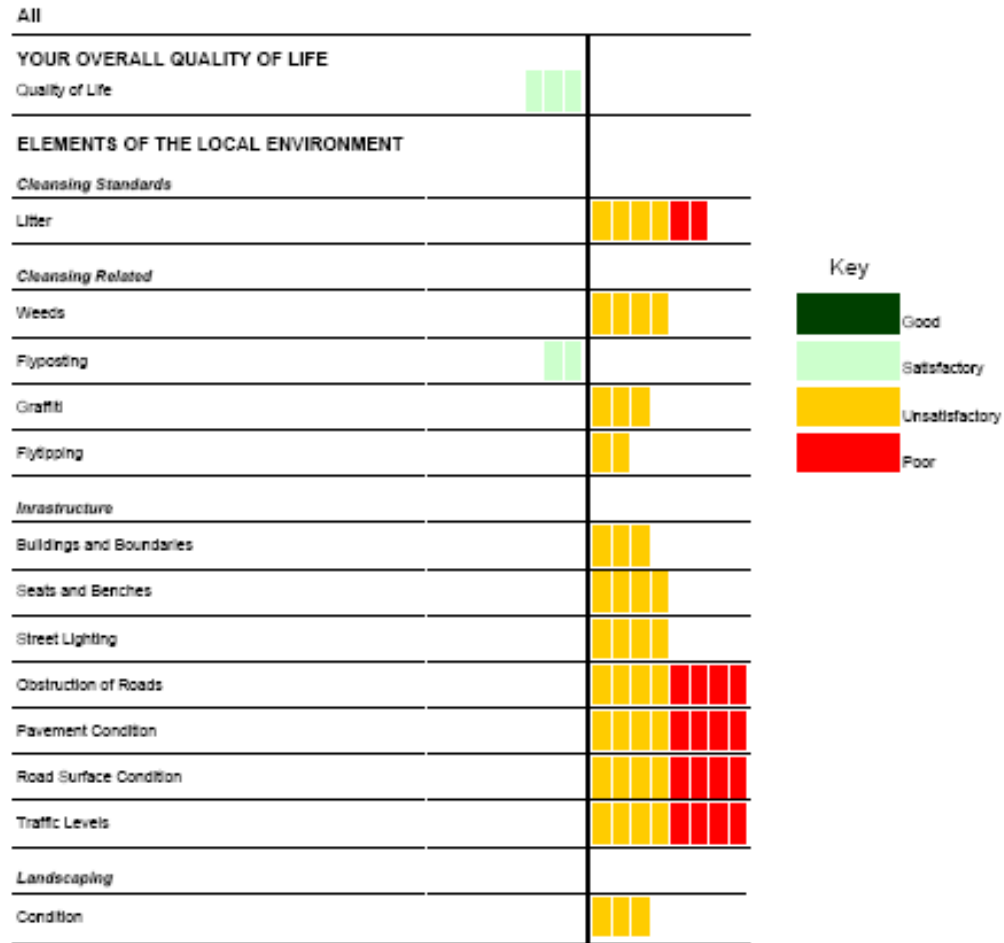
Gauge Chart of Environmental Indices



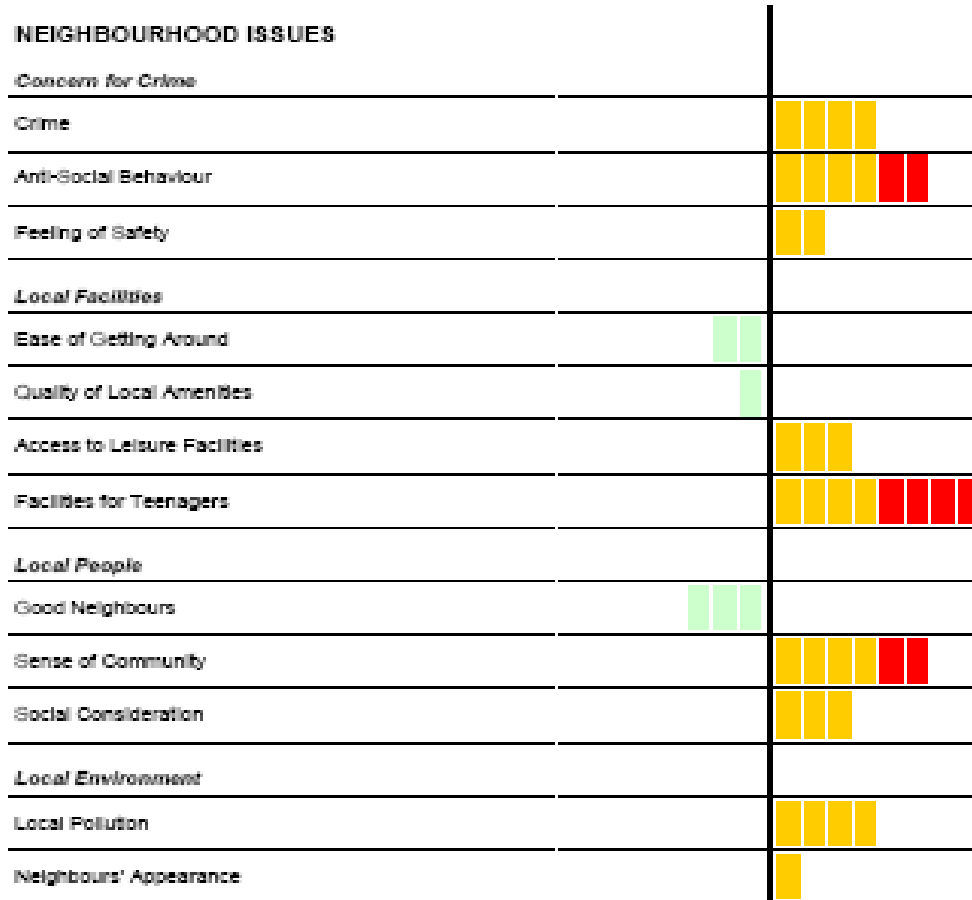
Customer Perceptions (1)



Gauge Chart of Quality of Life Indices
QoL



Customer Perceptions (2)

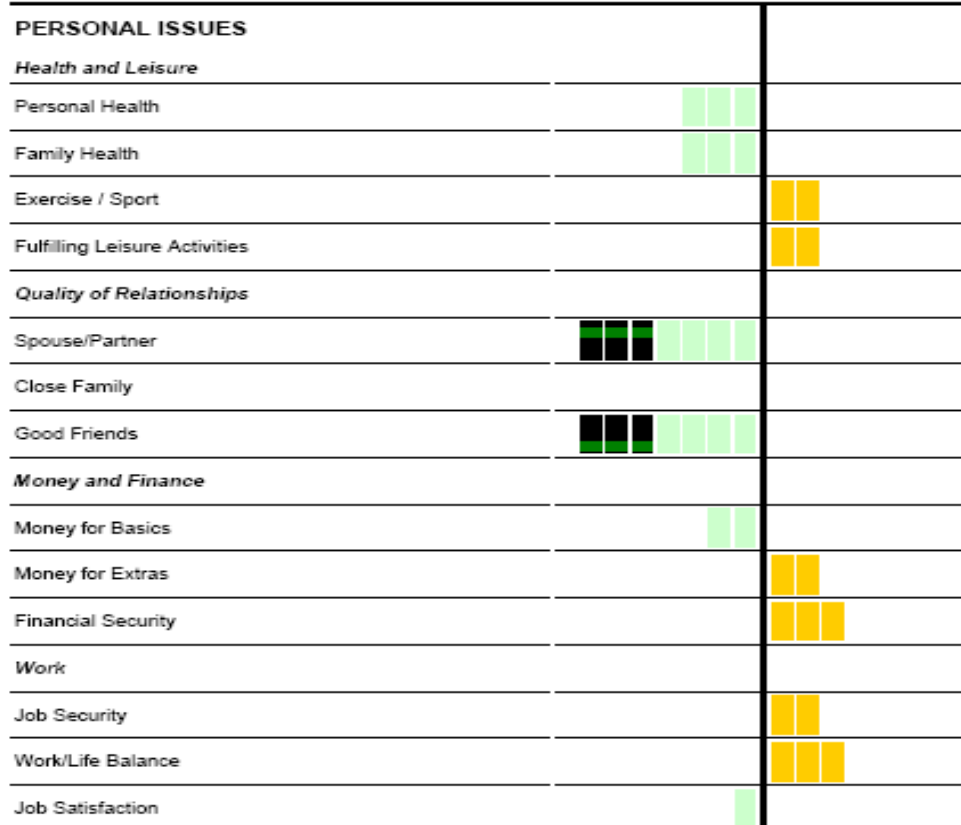


Customer Perceptions (3)



Gauge Chart of Quality of Life Indices
QoL

All



Key



Customer Perceptions (4)



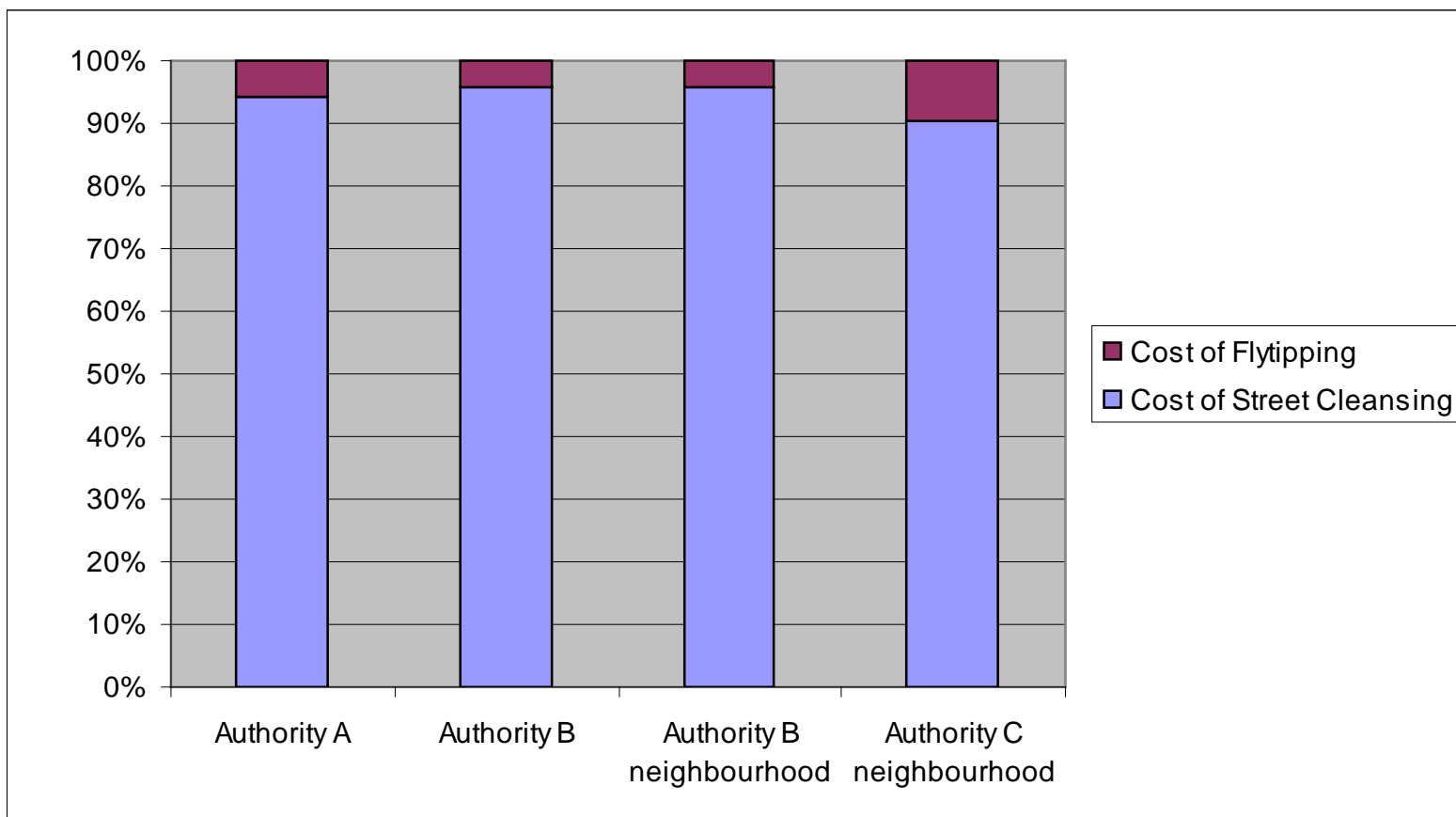
- Some variations between service delivery and customer perceptions
- Positive reaction to questionnaire from most people
- Postal questionnaire may not be appropriate in some kinds of area

Customer Perceptions (5)



- Some LEQ elements might be added, if of local concern e.g. dog fouling, pavement parking.
- Some questions might be added on perceptions of service delivery e.g. Recycling, Refuse Collection, Anti-Social Behaviour.

Service Efficiency (1)



Service Efficiency (2)



- **No standard typology for neighbourhoods.**
- **Query robustness of existing management information systems at neighbourhood level**
- **Difficult to provide a 'real time' dimension**
- **Difficult to make 'like for like' comparisons between disparate neighbourhoods**
- **May be better to develop performance ratios that are related more closely to LEQS scores**

Conclusions



- Operational Efficiency of neighbourhood services at an authority wide level.
- APSE to provide analysis and interpretation of results across neighbourhood service areas
- Potential basis for Award Scheme
- Further work with ENCAMS on methodology.

LOCAL SERVICES

LOCAL SOLUTIONS



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