

Forum D: Wales and Scotland

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Service Improvements: The Welsh Policy Context

- Commissioned 2005; wide range of evidence taken
- *Beyond Boundaries* Report published in July 2006
- Nothing wrong with basic (collaborative not competitive approach) but need to realise potential of that
- No case for organisational change, but...
- ...citizen and community needs crowded out by...
- ...too much emphasis on relationships and rivalries within and between sectors / services...
- ...leading to strain on (and unhelpful competition for) scarce capacity



Beecham: Recommendations

- Leadership more than delivery
- Genuine, effective and honest engagement
 - Partnership where & to the extent that it works, not for its own sake
 - Wider and more robust scrutiny
 - Local Service Boards
- Mixed economy of delivery
 - strategic commissioning involving all local agencies
 - shared services - local, regional and beyond
 - innovative not traditional
 - charging and trading



A Shared Responsibility - Local Government's contribution to improving people's lives

- Policy statement for local government, launched by Minister for Finance, Local Government and Public Services in March 2007
- Establishes Performance Wales
- Citizen focus and public engagement
- Better co-ordinated regulation and inspection activity
- Better planned workforce strategy through PSMW
- And...



Local Service Boards (LSBs)

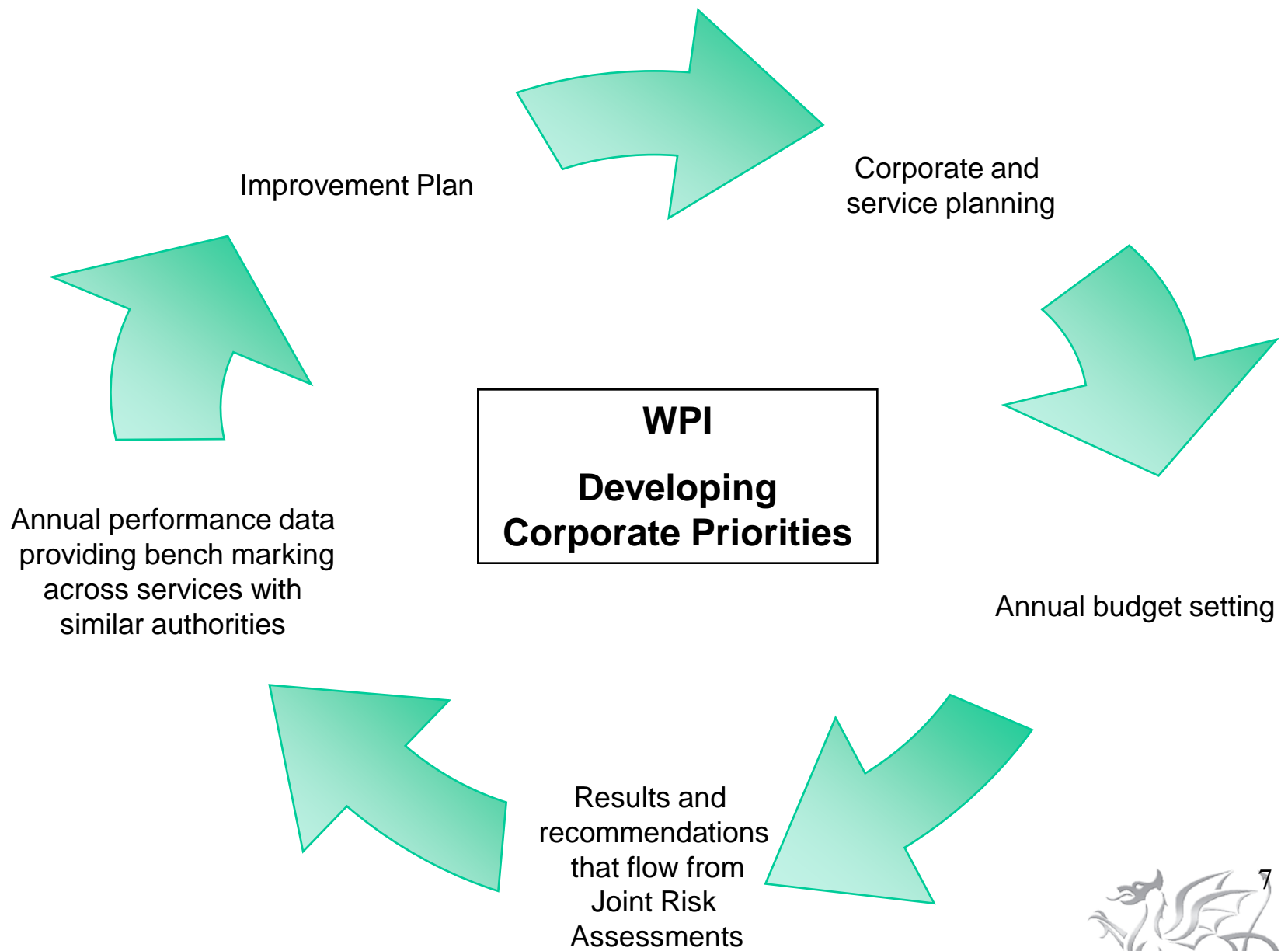
- January 2007 Prospectus published (consultation) taken further in A Shared Responsibility
- Establishes Local Service Agreements between the LSB members (including WAG)
- New form of delivering partnership working
- Should lead to better outcomes for citizens through more effective **delivery** of the **Community Strategy objectives** and **tackling** of **intractable problems**
- Six pilot projects all 22 local authorities in place by April '09



Wales Programme for Improvement (WPI) - the formal components for local authorities

- Annual Assessments and Periodic Reviews of services and functions
- Joint Risk Assessments - conducted with the Wales Audit Office
- Corporate and budget priorities identified in operational plans (WPI stage one reporting)
- Performance information - FABRIC
- Improvement studies conducted by Wales Audit Office
- WAO Relationship Manager's Annual Letter





Prioritising strategic objectives within the WPI

Performance data and scrutiny activity

The Joint Risk Assessment with WAO and other Inspection and regulation activity

Periodic, and annual, assessments of services and corporate functions

Partnership working with stakeholders and collaborative working with other authorities

Self assessment

Regulation and external challenge



Performance Measurement Framework for local authorities in Wales

- Replaces the old NAWPIs
- Phase 1 was introduced in April 2005
- Indicators developed by reference groups; membership consists of local authority practitioners/ WAG officials/ other specialists
- All PIs subject to annual consultation (between October and December)
- Results of consultation published February each year



Ffynnon – the history

- Impetus for a Pan-Wales Performance Management (PM) solution came from Local Government (LG)
- Ffynnon service available to 30 stakeholders including Local Authorities, Fire and Rescue Services, National Parks, WAG and the LGDU
- Existing stakeholders are at different stages of their local implementations
- April 2008 project extension secured and financial certainty in place through to 2013
- Unique opportunity to create a performance management community and culture within and across public sector organisations
- Ffynnon project more than software
 - Performance management consultancy, capacity building and support from project partners
 - Ffynnon software a key part of a much wider programme for the collation, analysis, dissemination and sharing of performance information (measures, risks and improvement actions)



The Ffynnon System

- Ffynnon is a web hosted service that is implemented and managed without the need for any additional hardware, software or 3rd party licenses
- Ffynnon is an integrated risk, project and performance management tool
 - Easily amended performance frameworks reflect changing priorities
 - Ability to monitor improvement actions against corresponding measures
 - Risks and mitigating actions can be incorporated into one scorecard
- Minimal IT resource and support costs due to application hosting



How Ffynnon helps

- **Local flexibility in design, content and use.** Supports attainment of tailored local objectives, and makes improvement everyone's business
- **Easier sharing of data** between local authorities and practitioner networks. Better comparison and thus better evidence base
- **Partnership performance management** - mutual understanding of long-term objectives and contributions made to them



In summary...

Ffynnon is/ must be

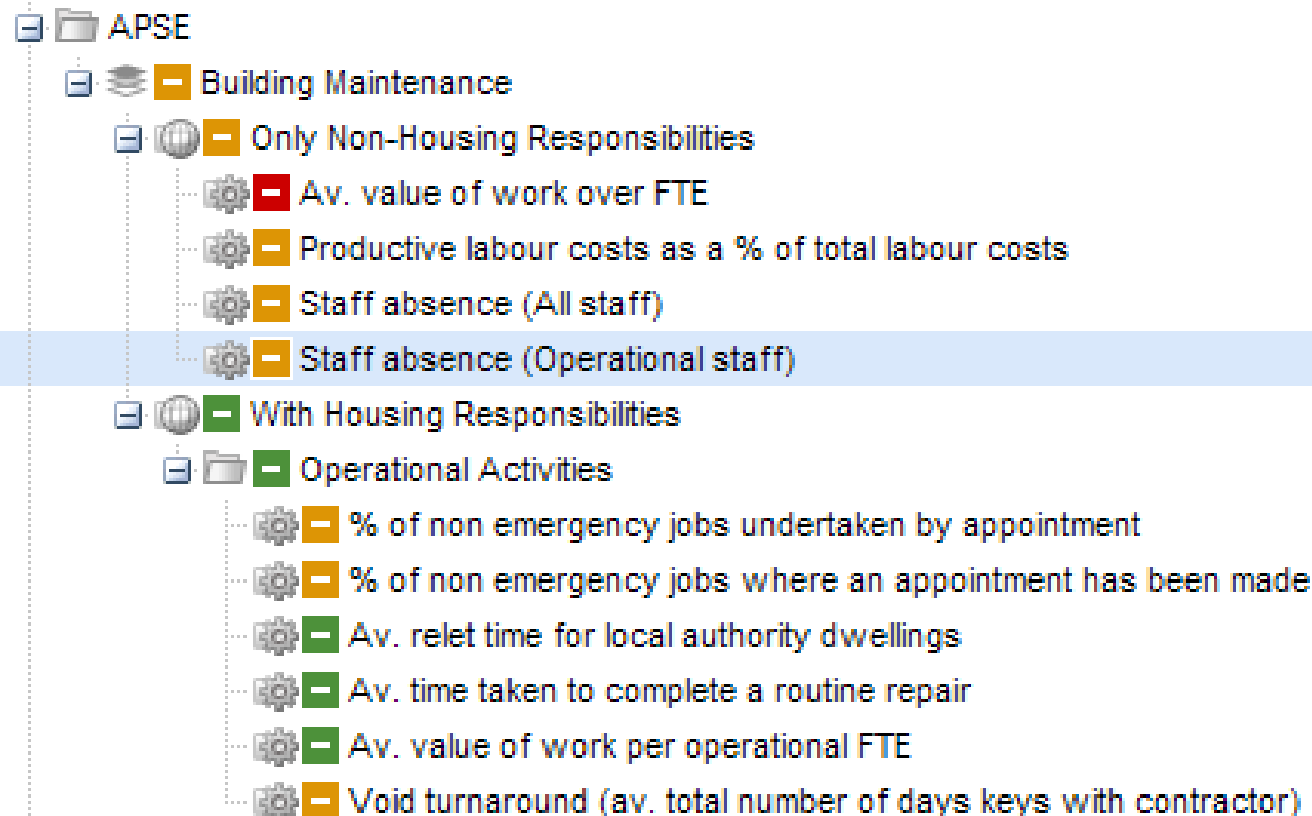
- For everyone's use - members, officers, policy makers, practitioners
- Locally flexible, supporting what you want to achieve
- a shared resource for the whole public sector
- Collectively developed, maintained and owned

Ffynnon isn't/ mustn't be

- A technical solution for performance specialists only
- Just a means of data gathering, or demonstrating compliance with national standards
- Exclusive to local government
- Imposed and managed from the centre



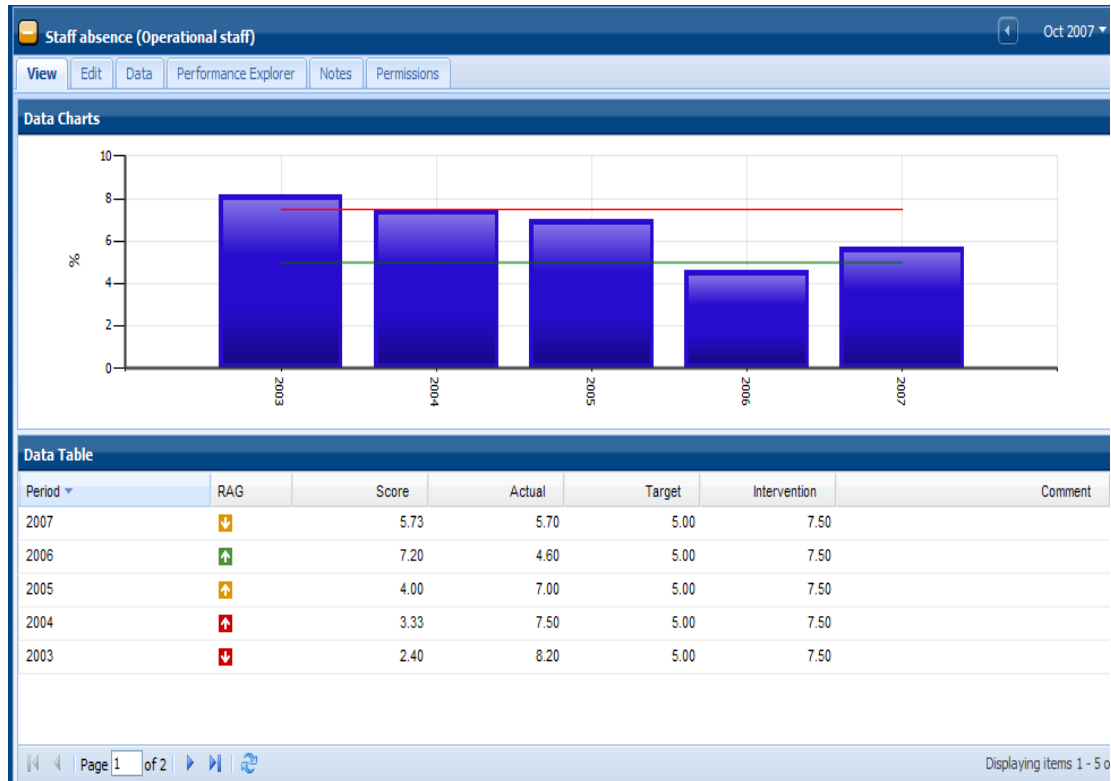
Ffynnon - Performance Frameworks



- Frameworks are presented in a standard hierarchical structure
- Flexible framework design allows for different structure and presentation options



Ffynnon - Performance frameworks

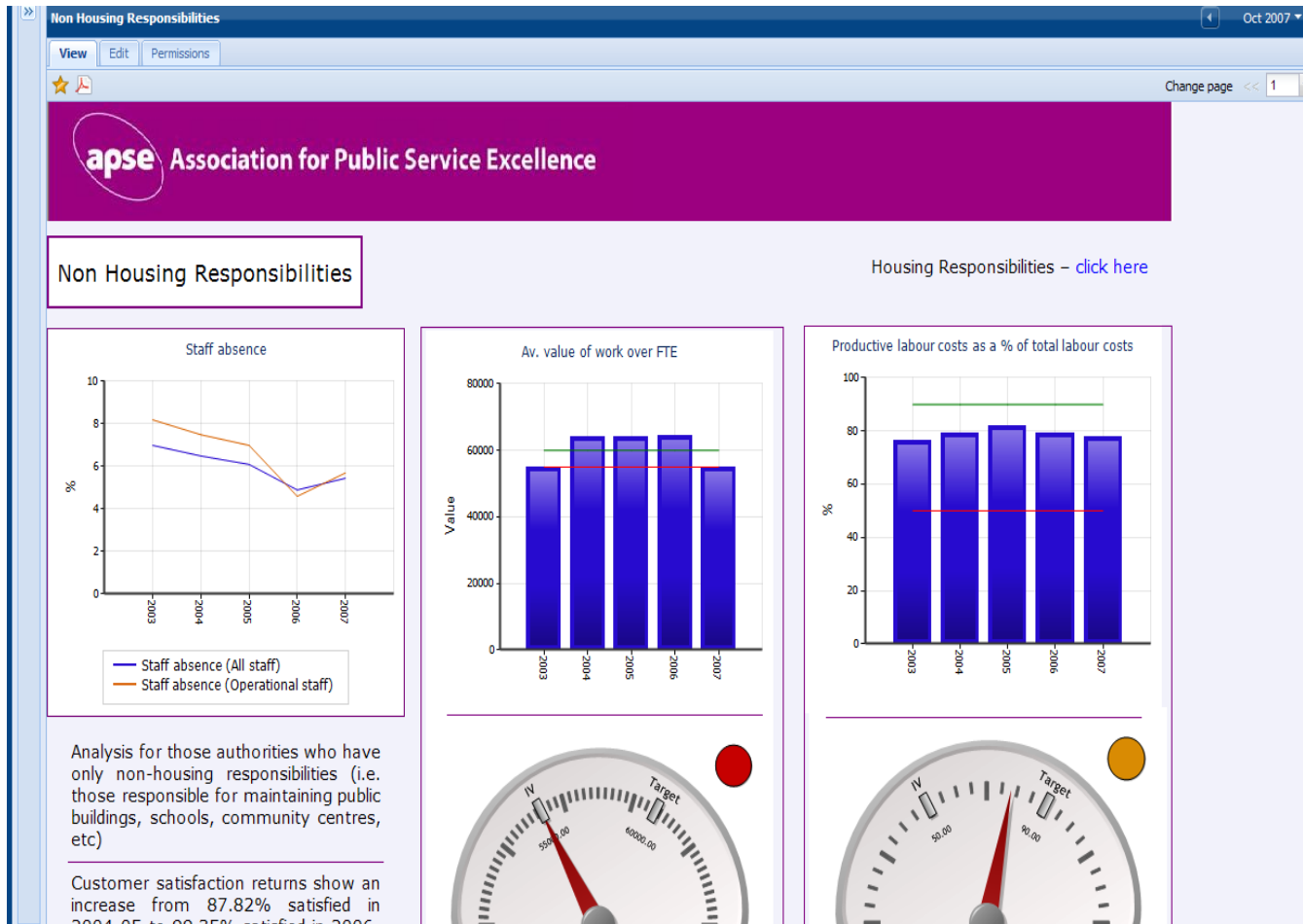


- Detailed information is presented relating to the corresponding framework item selected

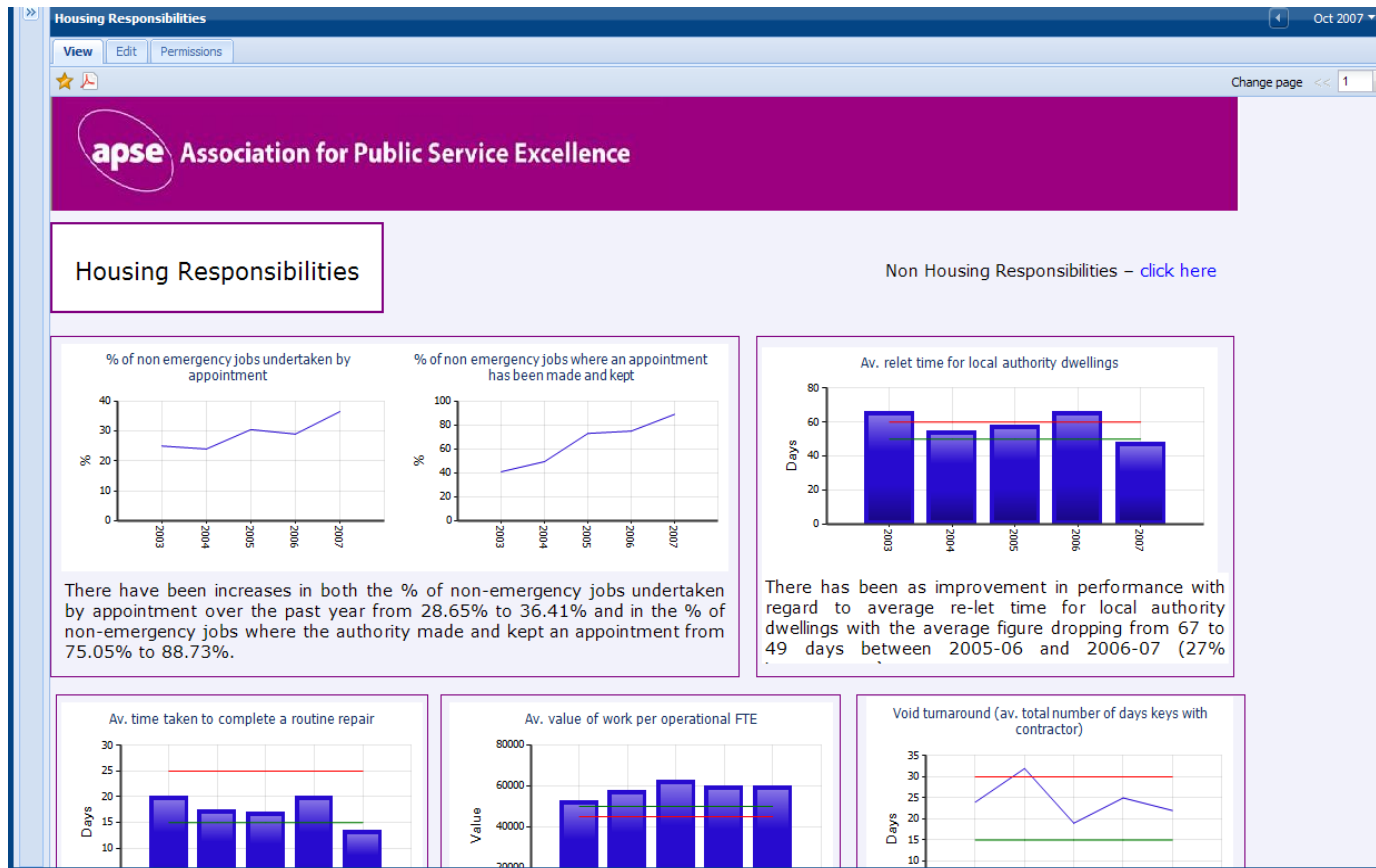


Ffynnon – Dashboard Reporting

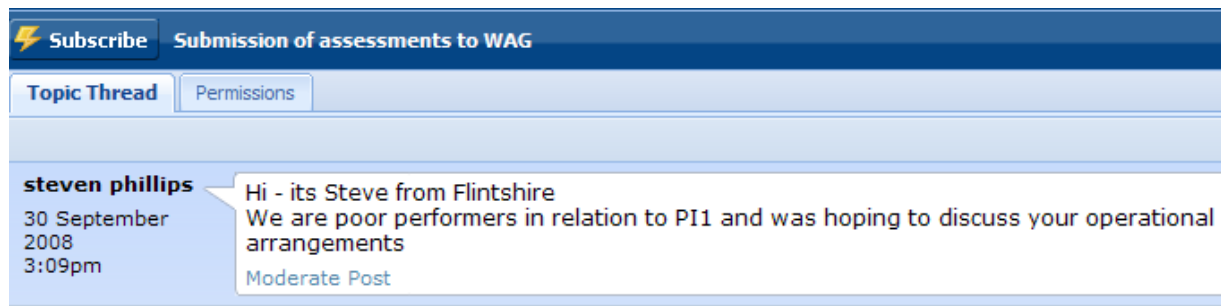
Example report...



Dashboard Reporting, an example report...



Fynnon – Sharing Best Practice – Facilitating Professional Development



Online discussion forums to allow cross local authority information sharing and discussion around specific issues or areas of performance

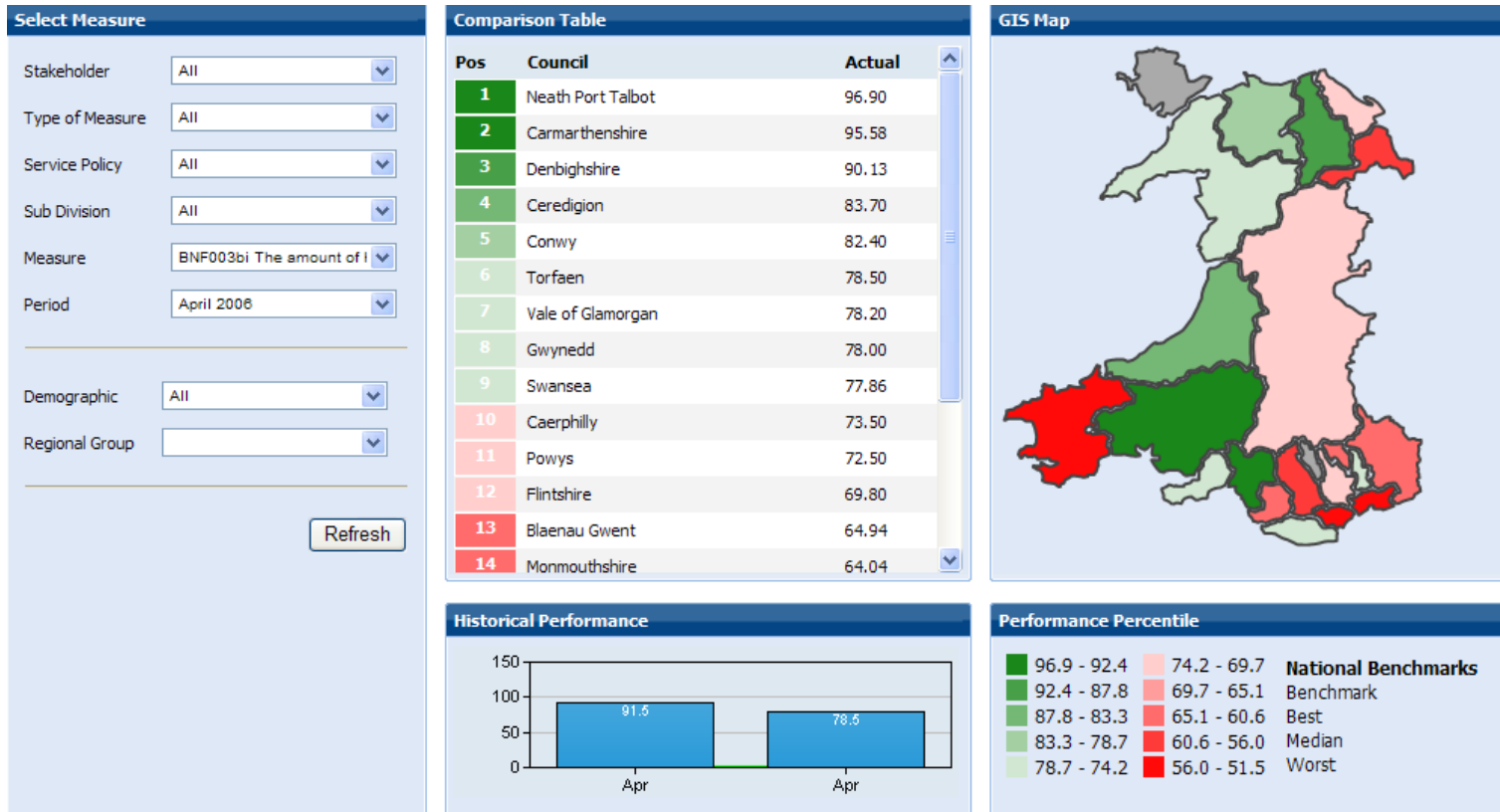
- Subscribe to 'discussions' to be informed when other users respond or add comments
- Discussion moderator able to administer users' comments
- Permissions model to enable secure user-to-user discussion threads



- Online knowledge base (national/ local)
- Store documents, images and links
- Documents can be referenced against specific measures within the performance hierarchy



Ffynnon - Benchmarking performance



- Tailored criteria to enable effective selection of measures
- Demographic and regional sub group selection for more focused benchmarking
- Selection of Local Authority to view a snap shot of historical performance

Ffynnon - Engagement with APSE

APSE have engaged Sungard Public Sector regarding the potential use of existing Ffynnon services to support performance networks. The following options have been highlighted;

- Pilot area scorecard within existing Local Authority services
- Build scorecard frameworks and dashboards for identified pilot service area within existing LA services (liaising with local admin users)
- APSE benchmarking data hosted within Ffynnon benchmarking
- Sungard to load APSE benchmarking information into the Ffynnon benchmarking tool



What does this mean for you?

- Cross organisation benchmarking – with real time data
- Shared services
- Joint capital projects eg extra care
- Community Strategy
- Local Service Boards
- Local Government Regional boards
- Professional networks – information exchange
- Cross-boarder strategic projects eg St Athan, Llanwern



Want to know more? Visit our stand or...

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