Developing a Performance Framework for Northern Ireland

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Performance Management in Northern Ireland - the envy of other UK models or is it? A Belfast City Council Perspective!
Belfast - Key Facts & Figures

- Capital City - Regional driver of Northern Ireland
- Population of 269,000 - BMAP area 650,000
- 33% of Belfast’s population is under the age of 24
- Unemployment fallen from 11% in 1991 to 4.3% in August 2008
- ‘The Troubles’ - 30 year period of under-investment
- Massive regeneration and investment in the past decade
- Recently declared as “the best town in Ireland to visit” by the influential Lonely Planet Guide which also cited it as “boom town”
Profile of Belfast City Council

- Largest of the 26 Councils in N. Ireland
- 51 Councillors representing 9 Electoral Areas
- 6 Party Political Groups with no overall majority
- Only democratically elected voice in the City
- Gross Council Expenditure 2007 / 2008 £140M
- Net Council Expenditure 2007 / 2008 £103M
- Net cost of services per head of pop. £384.43
- No. of Employees 2630
- No. of Operational Locations 106
RPA in Northern Ireland the vision for Local Government

- There is a commonly held view that any new vision for local government should be linked to the vision for NI as a whole.
- The vision is of a local government that will improve the quality of life for people and that will create communities that are sustainable, vibrant, healthy, prosperous, stable and people centred.
- Community planning is seen as critical tool in delivering these arrangements.
- **Will the proposed RPA transfer of functions be enough to permit local government to deliver this vision?**
Background to RPA

31\textsuperscript{st} March 2008 - Environment Minister Arlene Foster made statement to the Assembly outlining the Executive’s vision for local government.

The following outlines main details of the announcement and progress to date in relation to:

- Number and shape of new councils;
- Resources (staffing, councillors, budget);
- New functions;
- Timeline Shadow Council operational by 2011;
- Implementation arrangements and
- Approach to modernisation.
Shape of new councils
26 to 11 councils
Staffing & Resources

- Increase of almost 12% in staff complement to new councils

- New councils will have greater range of functions & 25% increase in total budget of local government.

Seems good but we are already starting from a low baseline position in comparison to rest of UK!
Following consideration of the responses to the Emerging Findings report published on 19 October 2007, the functions to transfer to local government will include:

- Local development plan functions, development control and enforcement;
- Local public realm
- Urban regeneration and community development delivery functions including physical development, area based regeneration (such as Neighbourhood Renewal),
- A range of housing functions
Functions (continued)

- A number of local economic development functions
- Local tourism such as small scale tourism;
- Local arts, sports and leisure.

Local government will have formal input to the decisions that remain the responsibility of central government e.g. roads.

**Executive to review the functions to be delivered by local government 12 months after the new councils become operational and periodically thereafter!**
Implementation Structures

Structures to support implementation process agreed in principle - a Strategic Leadership Board, 3 Policy Development Panels, 11 Transition Committees, a Communications Forum, a Joint Secretariat and officer advisory support structures.
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<th>Policy Development Panels</th>
<th>A) Governance &amp; Relationships</th>
<th>B) Service Delivery</th>
<th>C) Structural Reform Issues</th>
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- Community Planning
- Governance
- Central / Local Government Relationships
- Service delivery:
  - Improvement, Shared Services, E-government, IS Strategy, Procurement, CRM Strategy
  - **Performance Management!!**
- Human Resources
- Capacity Building
- Finance
- Estates
- Regional & Sub-regional Design

**Advice and Support for each Panel**

- Lead Chief Executive (To be confirmed)
- Support/ Substitute Chief Executive (To be confirmed)
N Ireland and performance assessment. The envy of other UK models – or is it?

- No current “Common Assessment Framework”
- No strong audit or inspection regime
- No performance indicator reporting overload
- A relatively uninhibited opportunity to develop our own council performance management framework
- Under the RPA we have a big opportunity to shape the new Northern Ireland Performance Assessment Framework
- We have the luxury to learn the lessons from the other UK regions!
RPA and a Northern Ireland Performance Assessment Framework

- The current focus of Policy Development Panel B starting Oct 09 is performance management!
- Under the terms of reference their aim will be to develop legislative proposals which will facilitate *appropriate* assessment of the performance of councils both internally and externally
The Belfast City Council approach

- Developing the Council’s Value Creation Map
- Our Performance Management Framework is being developed to support the delivery of our Value Creation Map
The Council takes a leading role in improving quality of life now and for future generations for the people of Belfast by making the city a better place to live in, work in, invest in and visit.

Better care for Belfast’s environment
- Cleaner and greener
- Zero waste direct to landfill
- Climate change
- Natural and Built Heritage

Better opportunities for success across the city
- Stimulate and Support Economic Growth
- Cultural and Tourism experience
- Regeneration and Growing the Rate Base

Better support for people and communities
- Vibrant, shared and diverse city
- Served and connected
- People feel safer
- People are healthier
- Inequalities reduced
- Opportunity to improve well being

Better leadership – strong, fair together
Better services – listening and delivering

Better Value for Money – a can-do, accountable, efficient Council

Revised 29 Aug 08
Cascading Our Strategy

• Delivering across themes in a functional organisation
• Clearer objectives and indicators
• Service delivery directly contributing to strategy implementation
• Support from the centre
• Performance Management Framework will be built around our VCM
The Building Control Service takes a lead role in improving the quality of life now and for future generations by creating a safe, healthy, vibrant and sustainable city through the provision of world class, value for money services.

Better leadership – strong, fair, together
Better services – listening and delivering
Better Value for Money – a can do, accountable, efficient Council

Climate Change
- regulations re reduction of carbon emissions
- Recycling provision and waste collection in buildings

Heritage
- contribution to built environment (street names, licensing, building regs)

Growing & Competitiveness
- Fulfil service level agreement with VLA

Cultural Experience
- inspecting entertainment venues
- licensing

Growing Rate Base
- vacant rating

People feel safer
- Comply with Building Regulations
  - safe entertainment venues
  - dangerous buildings

Better care for Belfast’s environment
Better opportunities for success across the city
Better support for people and communities
In summary Belfast and NI?

- There is still a lot of scepticism that local government post RPA will still not have the range of functions it requires to achieve its vision.

- Delivering improvement in local government is a process not an event and any performance assessment framework needs to reflect this.

- This is a once in a life time opportunity and the N Ireland sector needs to grab it and shape it.
Thank-you for your attention!

Questions & Answers?