



CASE STUDY - KIER SHEFFIELD LIMITED LIABILITY PARTNERSHIP

Background

Sheffield City Council established a Limited Liability Partnership with the Kier Group in 2003 to form Kier Sheffield LLP and awarded the LLP the contract for the repairs and maintenance service for council houses and other council owned buildings together with other works including decent homes, refurbishment, and new build. This combined both public and private sector strengths and is one of the largest partnering contracts awarded by a local authority.

Key requirements were to support city regeneration, bring in management expertise and leadership, modernise and invest in ICT, achieve a best value service with measurable continuous improvement and improve service performance to a three star service rating.

The Kier Sheffield LLP has been successful in pursuit of these objectives and has achieved wide recognition for its development of excellent practice and innovation and has already shared the lessons from this experience with a number of local authorities and organisations.

The remarkable success and significantly improved service performance is a consequence of research, development and application between Sheffield City Council and Kier together with performance consultancy and specialist IT applications of Panagraph Performance Management.

A cornerstone throughout the performance process is the Panagraph Performance model that is fully prototyped and successfully integrated into the partnership. In addition to its simplicity and increasing functionality it has facilitated a move away from the typical data conflict ethos towards a culture of involvement and togetherness focusing on constructive performance management and "best ways" forward to improve the service.

The out turn has enabled three star ratings and several Kier Sheffield LLP Awards for example Beacon status, Local Government Council Public Private Partnership of the year and Contract Journal client of the year. The Sheffield Homes Audit Inspection (ALMO Phase 1 2004) 20th January 2005 went beyond usual recommendations by giving Panagraph its explicit approval and the Audit Commission also promotes Panagraph as one of the four effective performance management tools in their Efficiency Pack.

The Kier Sheffield LLP sits easily within,

'Partnering involves two or more organisations working together to improve performance through agreeing mutual objectives, devising a way for resolving any disputes and committing themselves to continuous improvements, measuring progress and sharing gains'

Sir John Egan 1988 report "Rethinking Construction".



The Challenge

In a nutshell the Kier Sheffield LLP needed to make huge strides, very quickly, towards a transparent auditable performance solution that would be effective and have partnership "buy in". The following objectives were agreed as key issues to deliver,

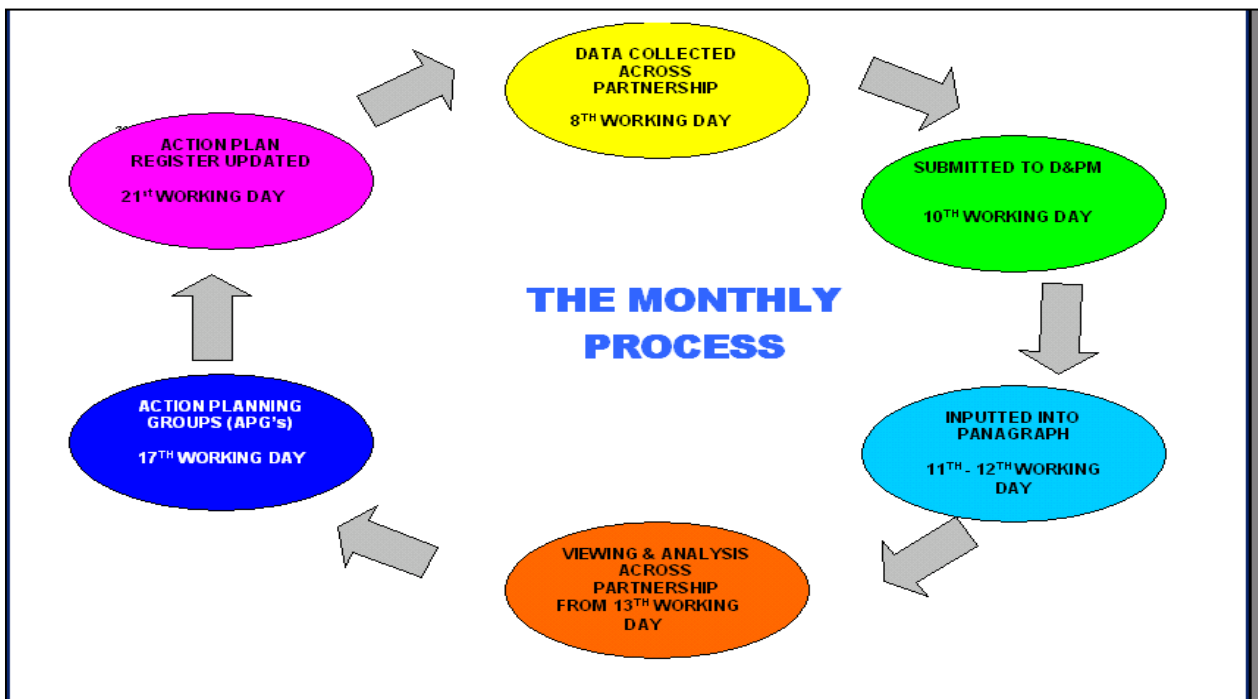
- A jointly developed partnership performance management framework for performance management, not just simply reporting.
- Performance outputs upon which the partnership is able to be judged.
- Transparency and access over all performance processes.
- Single agreed sources for data.
- To measure importance and manage important issues through effective decision making.
- To grow and embed confidence in performance data.
- To recognise strengths for emulation and see weaknesses as further opportunities for development.
- To answer the "so what's" of performance processes through effective action plans driving continual Improvement out-turning performance improvements.
- To ensure robust, auditable processes.

Solution

A partnership working group with appropriate experience and skills developed a performance framework with cascading levels of important KPIs and relevant sub indicators that aligned required outcomes of the partnership with service delivery issues at operational level. A performance cycle of events was developed identifying duties roles and timescales and the Panagraph performance model was built to enable performance analysis and action plans. The following are Key steps within this process,

Performance cycle

- Build robust, defined KPIs that deal with importance.
- Agree single data sources for KPIs.
- Establish and embed appropriate validation procedures.
- Agree a monthly performance cycle of events that enables speedy analysis, corrective actions and improvements into the service.
- Engage service area "experts" and tenants to identify performance issues and construct action plans.
- Encourage robust challenge and buy in from stakeholders and provide structured ways for integration into the performance process.
- Monitor action plans progress and completions.
- Provide feedback to performance queries.
- Review performance effect of action plan changes.
- Deliver appropriate reports to various forums.
- Ensure a review mechanism for agreed changes

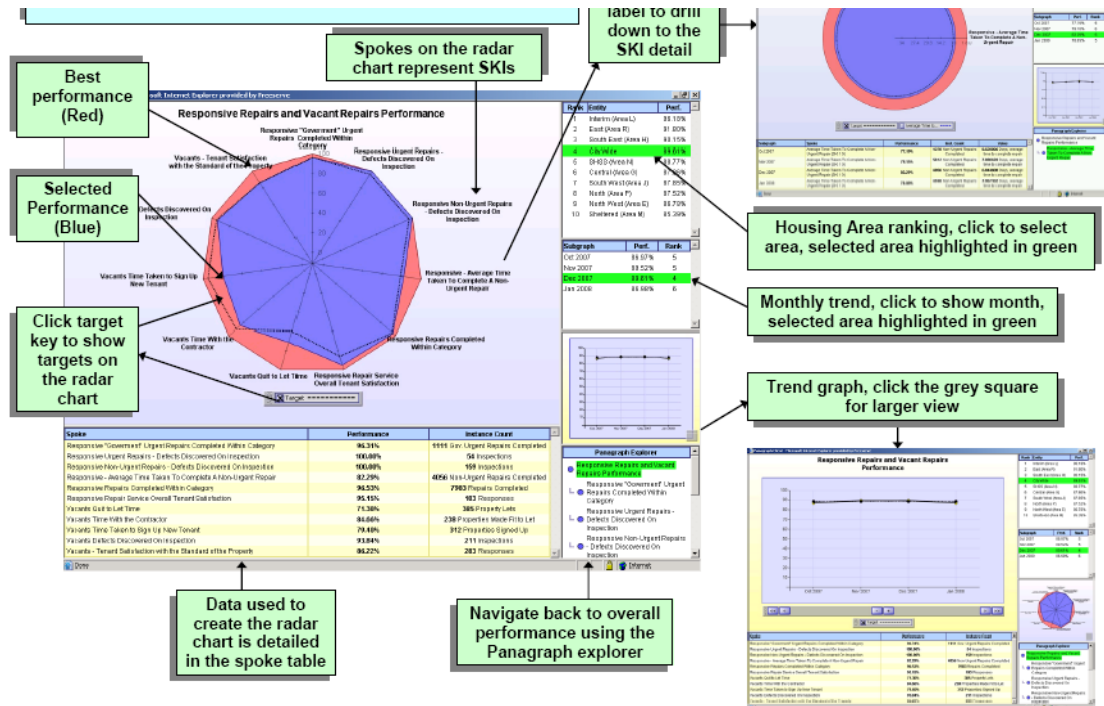


The simple performance linked data mining function delivers ready analysed information avoiding unimportant detail enabling busy managers to manage importance, make decisions that have a real business effect and therefore drive service improvement action plans into their organisation throughout the life of a project.

The Software

The Panagraph software is a sophisticated highly visual, dynamic and flexible web based product, which allows large amounts of performance data to be viewed and analysed in a simple easily understood graphics, requiring basic levels of IT and minimal training. Models can be easily changed or updated by authorised "in house" staff without reprogramming to keep pace with evolving service demands.

Panagraph motivates users to be "hands on" and "buy in" with the drive toward continual improvement and best practice by providing simplicity, clarity of the process action plans and feedback.





Results

People

- Trust
- Culture of involvement and togetherness

Processes

- Best in class performance processes
- Performance models that make a real effect on service delivery
- A single transparent system
- Effective action plans implemented quickly (often within 15 days)
- Demonstrable continual improvement
- Demonstrable best in class service delivery

Efficiencies

- A single system with organised data collation and delivery through standardisation
- Performance Manager time savings
- Performance Manager increased decision effectiveness
- Speedy / effective action planning meetings
- Paperless processes
- Tenants brought into the process in a quick and cost effective way

Wider Impact

- Excellent three "Star" ratings and Beacon Council status
- Panagraph performance management effectiveness demonstrated nationally
- Councils, ALMOs, Housing Consortia and Contractors now benefitting from Panagraph
- Panagraph performance management processes used as bid winning measures.