

# The Efficiency Improvement Networks in Norway

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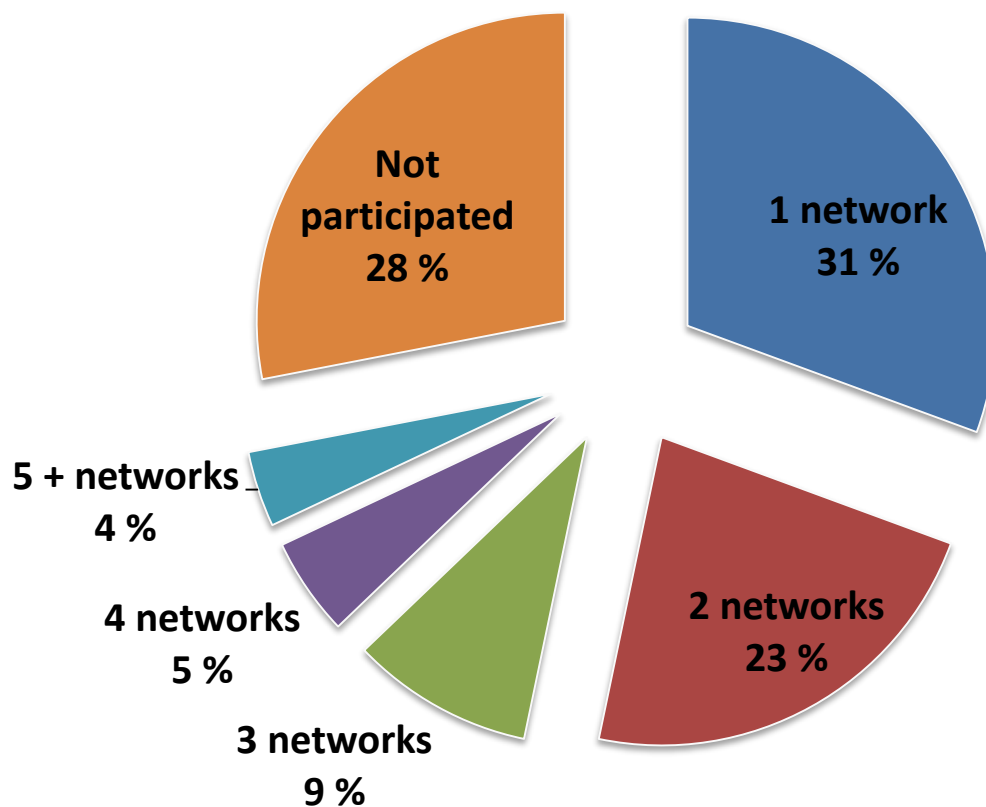


# Networking

- KS has since 2002 offered participation i Efficiency Improvement Networks to all local authorities in Norway
- Since then, more than 350 of the municipalities have participated in networks.
- 201 municipalities joined networks in 2011, 36 of these in more than one network.



## ...of all municipalities 2009-2013



As of 1.1.2013  
120 Municipalities have not participated

428 municipalities in Norway

## The services KS focuses on

- School /After school care
- Kindergarten
- Child welfare
- Health; disabled, elderly, children, mental health
- Social services





## OVERALL AIMS - KS Efficiency Networks

- ❖ Better insight in own services
- ❖ Better basis for aims, management, leadership and decisions
- ❖ Increased user-focus and user-participation
- ❖ Strengthened basis for political prioritisation and local aims



# Efficiency Networks Help Improve Municipal Services Through...

... increased insight into the relationship  
between resource use, results and quality

... increased insight in own quality development work

... creating basis for knowledge-based decision-making

## How do we do this?

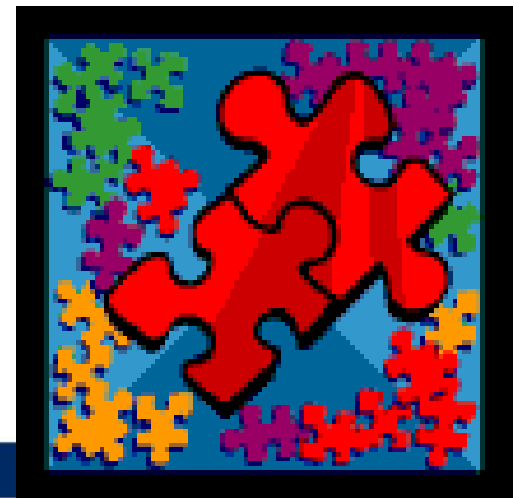


- Learn from each other

– **Be better, together!**

- Experience-sharing at gatherings and work in own municipality between meetings
- Lay the basis for continual and systematic development work

...this is done through «Benchlearning».

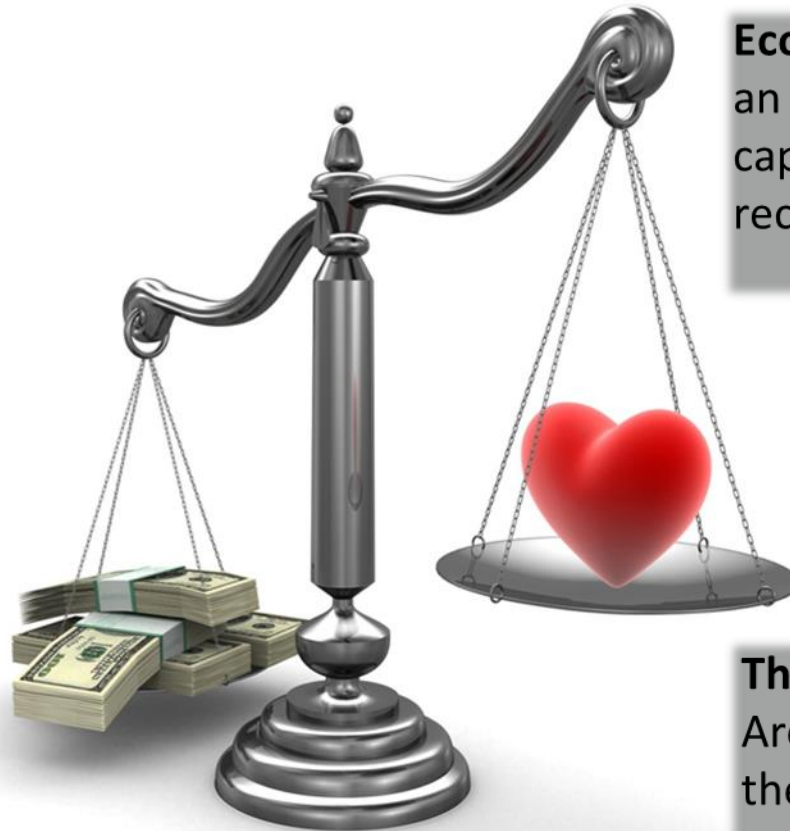


# “Benchlearning” as method and manner of working

Balanced Management – focus on more than one issue at a time

**The users;**  
Are they satisfied with the services

**Economy;** Do we have an efficient way of capitalizing our resources



**Internal processes and routines;**  
Do we perform our services rationally and efficient?

**The employees;**  
Are they satisfied with their work situation?

**Learning and renewability**

Do we develop to meet new needs and knowledge?



## Benchlearning Continued..



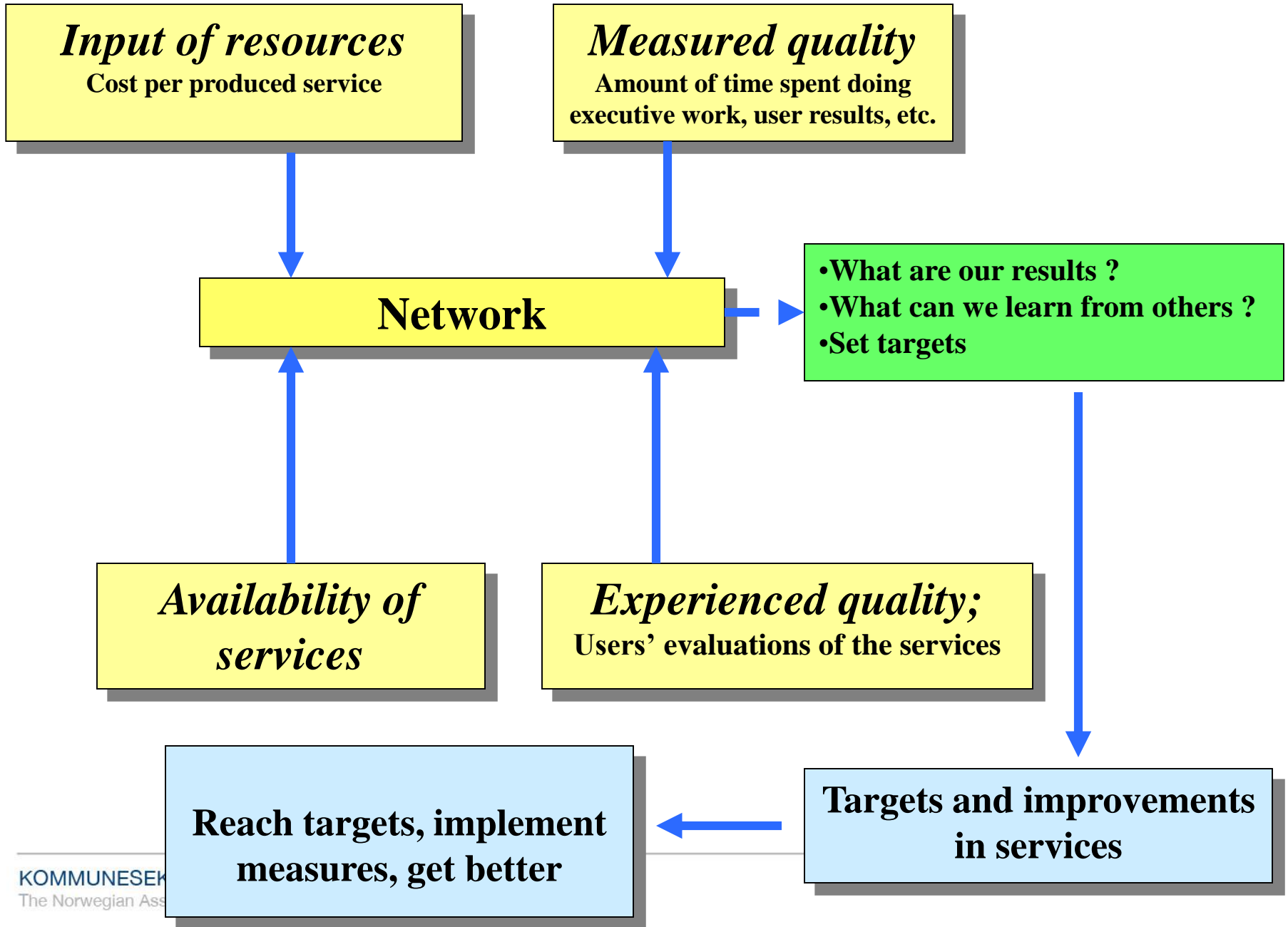
- Compare effectiveness and quality with others
- Mutual exchange of experience and learning – focus on improvements
  - High scoring municipalities; what are they doing?
  - Identify best practice
- Set targets on services
- Evaluate and improve – compare *between* and *within* local authorities over time – continuous improvements

# “The Recipe”

## How we work

- 5-12 local authorities
- Presentation of comparative information
- Dialogue between participants
  - Evaluate and analyse the information
  - Reflection and comments
  - Identify good practice
- Each local authority concludes
  - Weaknesses and strengths
  - What do we need to change
  - What do we do when we get home?
- KS role is to facilitate the process and keep up the motivation



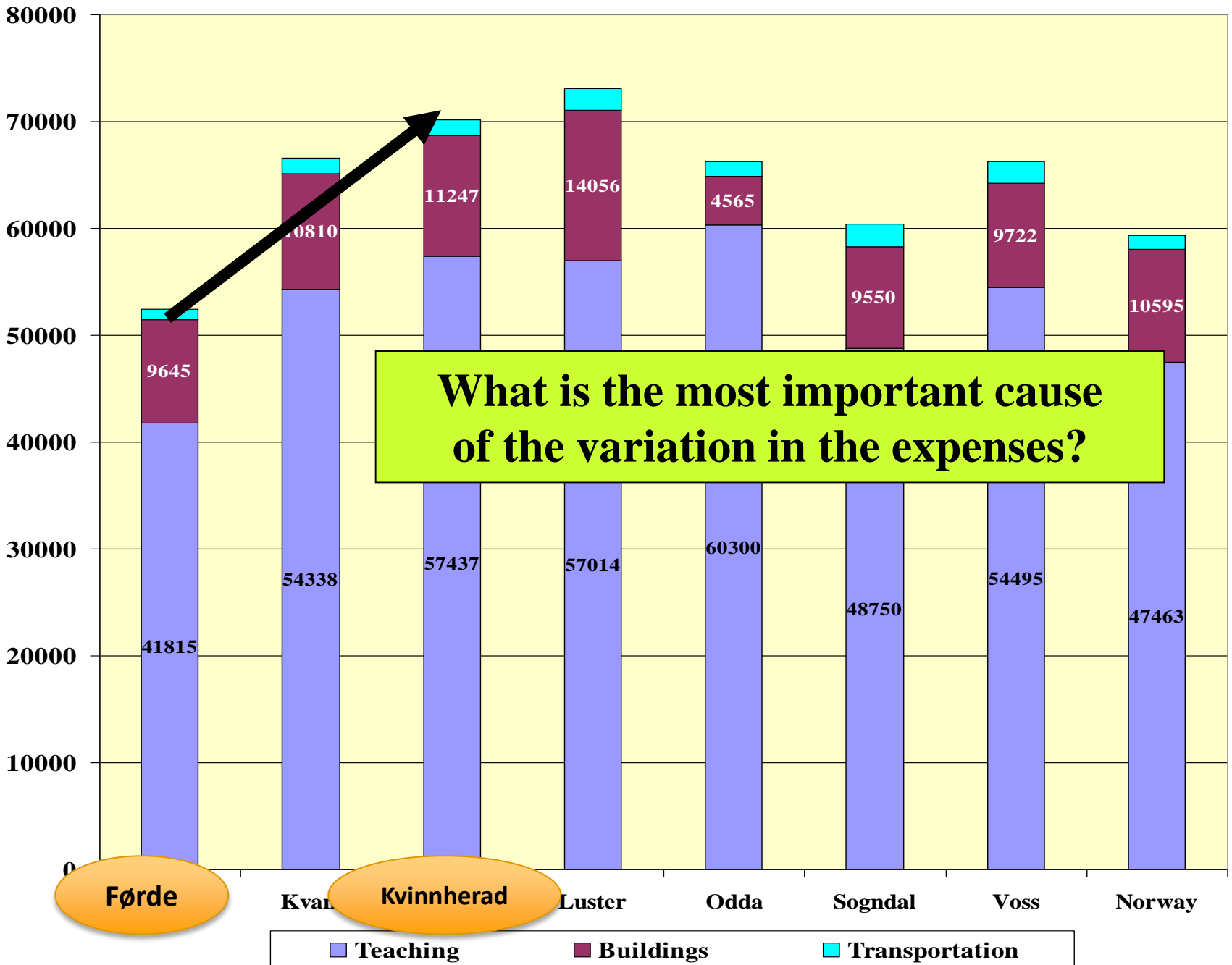




## Data from different sources and systems

- Key figures from account and services/public statistics
  - costs and availability / coverage
- Data from the municipalities 5-10 per service
  - Measured quality
- Surveys, 20-25 questions per services
  - Experienced quality

# Cost per 6 – 15 year olds (NOK)

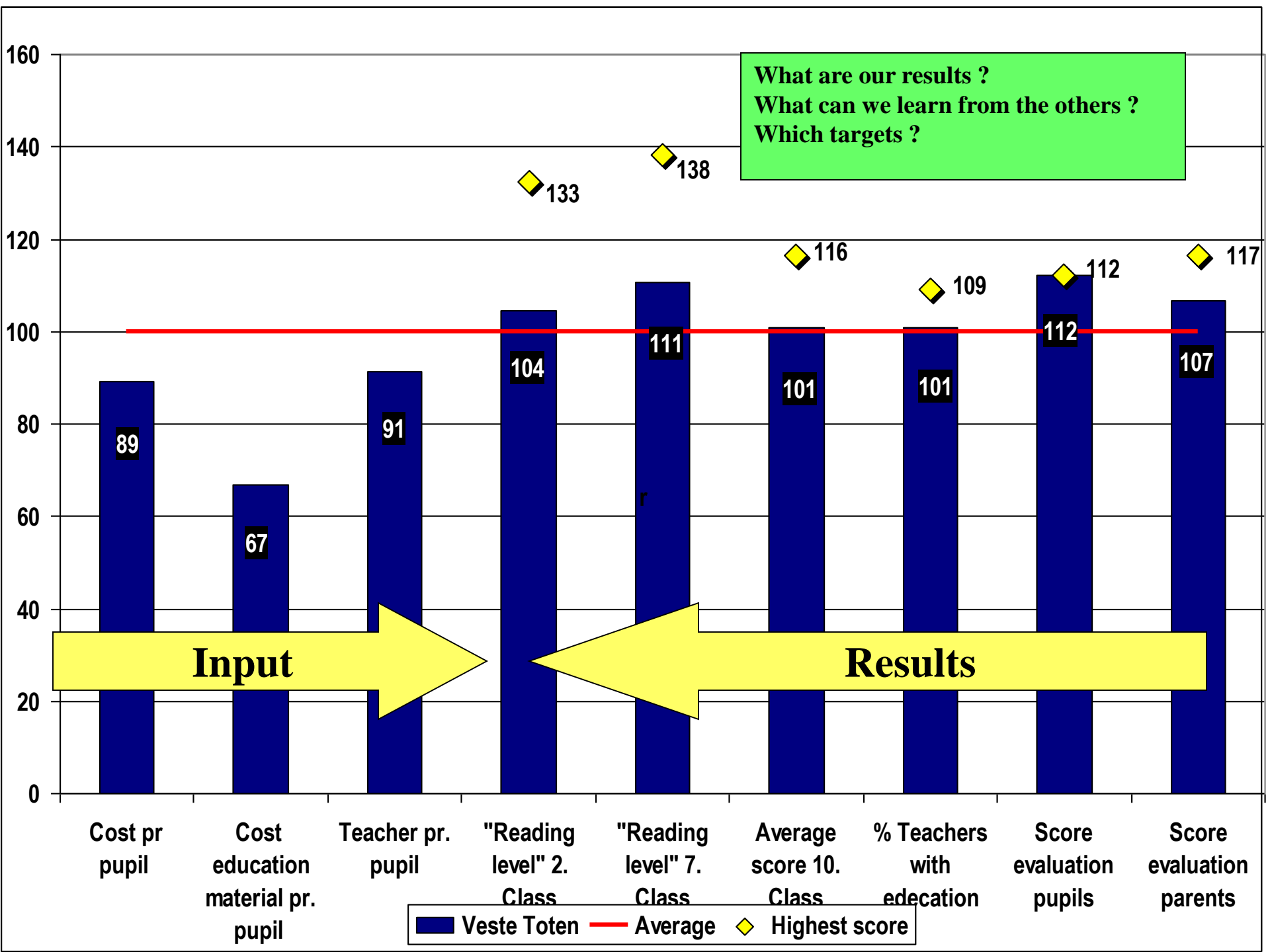


**What is the most important cause of the variation in the expenses?**

Førde

Kvernherad

Teaching Buildings Transportation



# Analysis of a service – Improvement Plans

- The analysis of a service, is a systematic and balanced assessment and interpretation of the service
- The analysis' objective is to obtain an overview and knowledge of the service' strengths, weaknesses and opportunities
- The analysis also contains an assessment and choices of improvements possibilities



# The Efficient Improvement Networks is a learning arena

## The municipalities get:

- Better insight in their own services, and the connection between resources spend and the quality of the service
- A better management tool
- Better basis for decision making for local politicians
- Better basis for setting targets
- Increased user focus, dialogue and empowerment of users
- Possibility to compare with other municipalities, and over time
- ...and KS gains documentation and good examples





# Questions?



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**KOMMUNSEKTORENS ORGANISASJON**

The Norwegian Association of Local and Regional Authorities