The Efficiency Improvement Networks in Norway

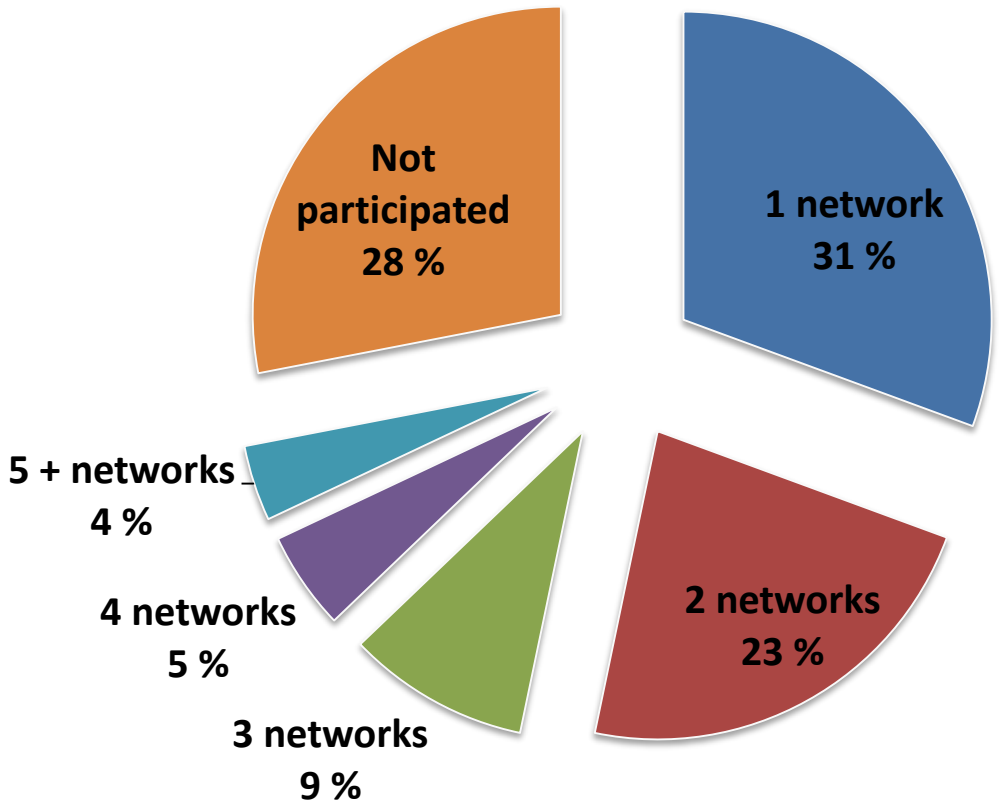
Pernille Nesje
Project Manager, KS

KOMMUNESEKTORENS ORGANISASJON
The Norwegian Association of Local and Regional Authorities

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?

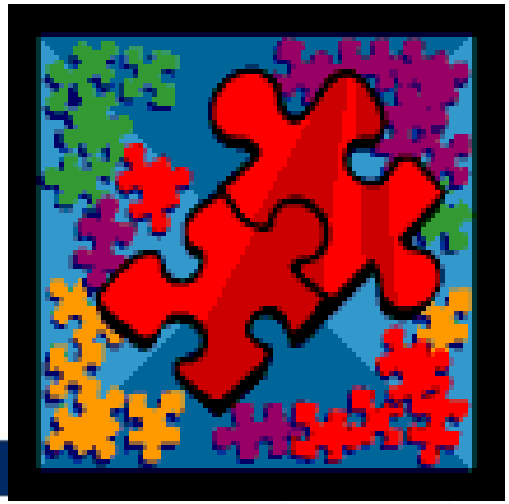
- Learn from each other

  – **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».

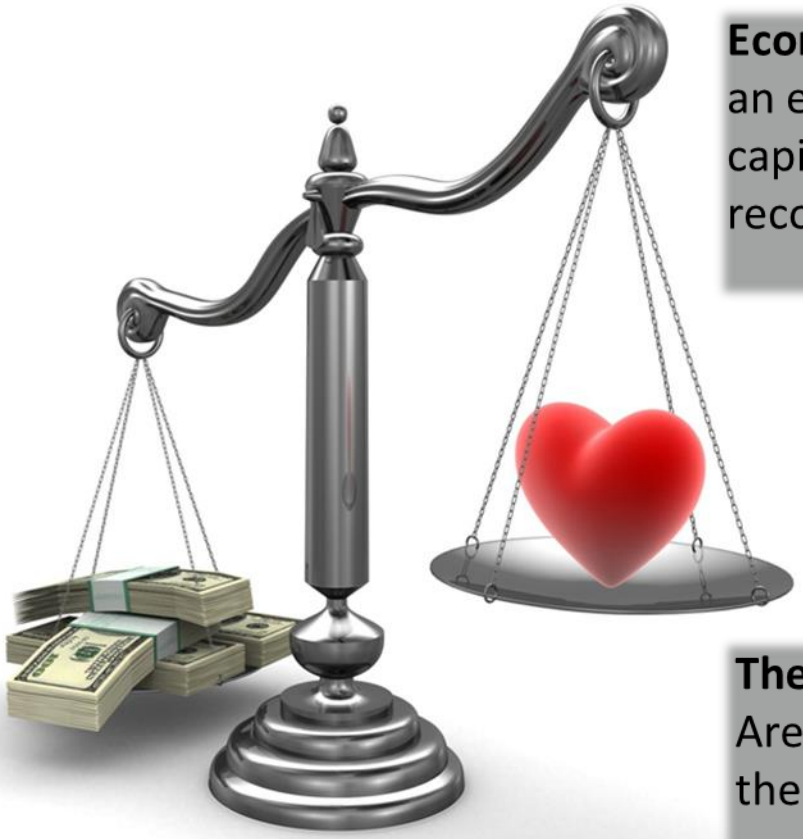


“Benchlearning” as method and manner of working

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 recources



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..

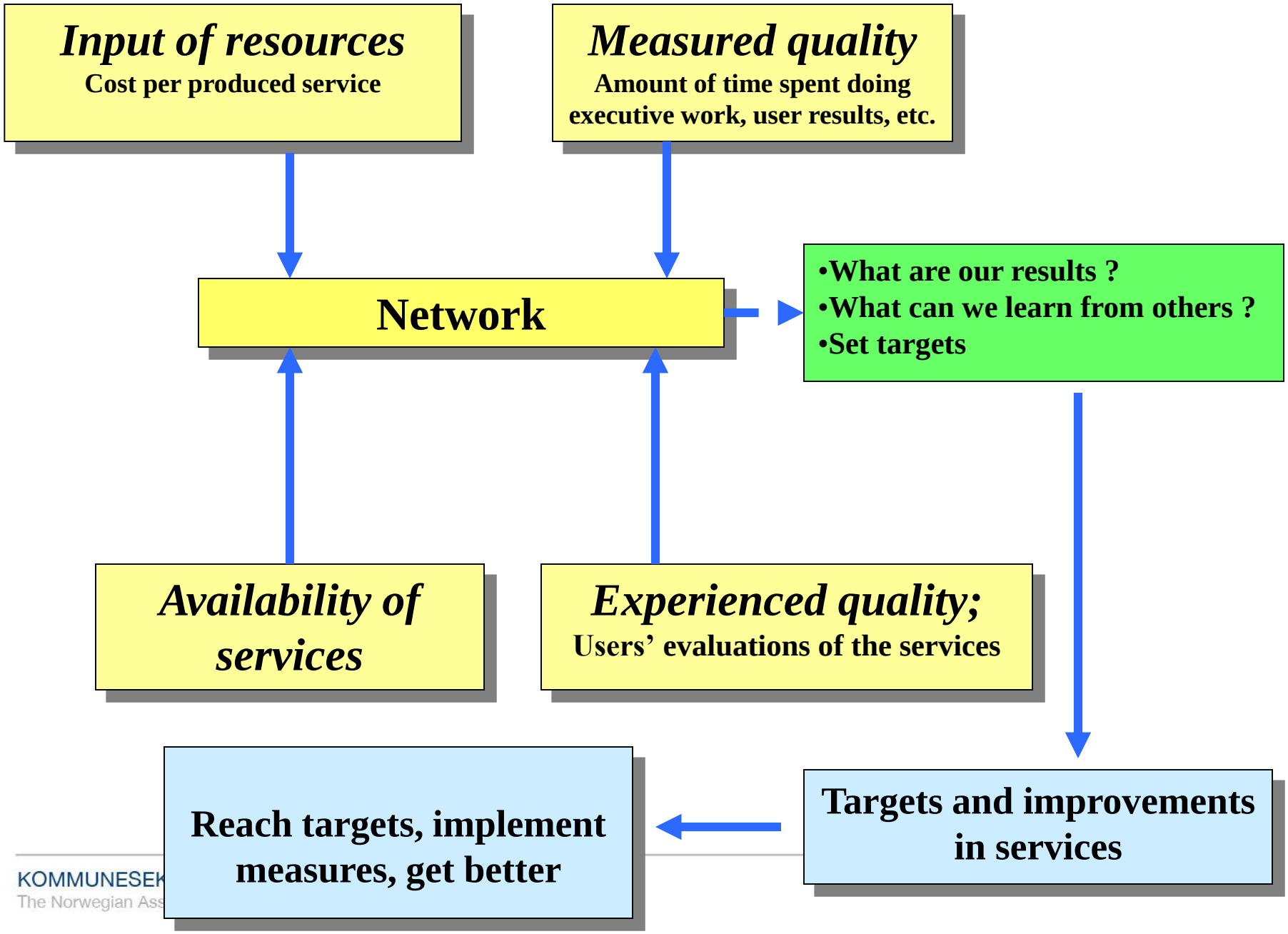
- Compare effectiveness and quality with others
- Mutual exchange of experience and learning – focus on improvements
  - ❑ High scoring municipalities; what are they doing?
  - ❑ Identify best practice
- Set targets on services
- Evaluate and improve – compare *between* and *within*

  local authorities over time – continuous improvements

“The Recipe”

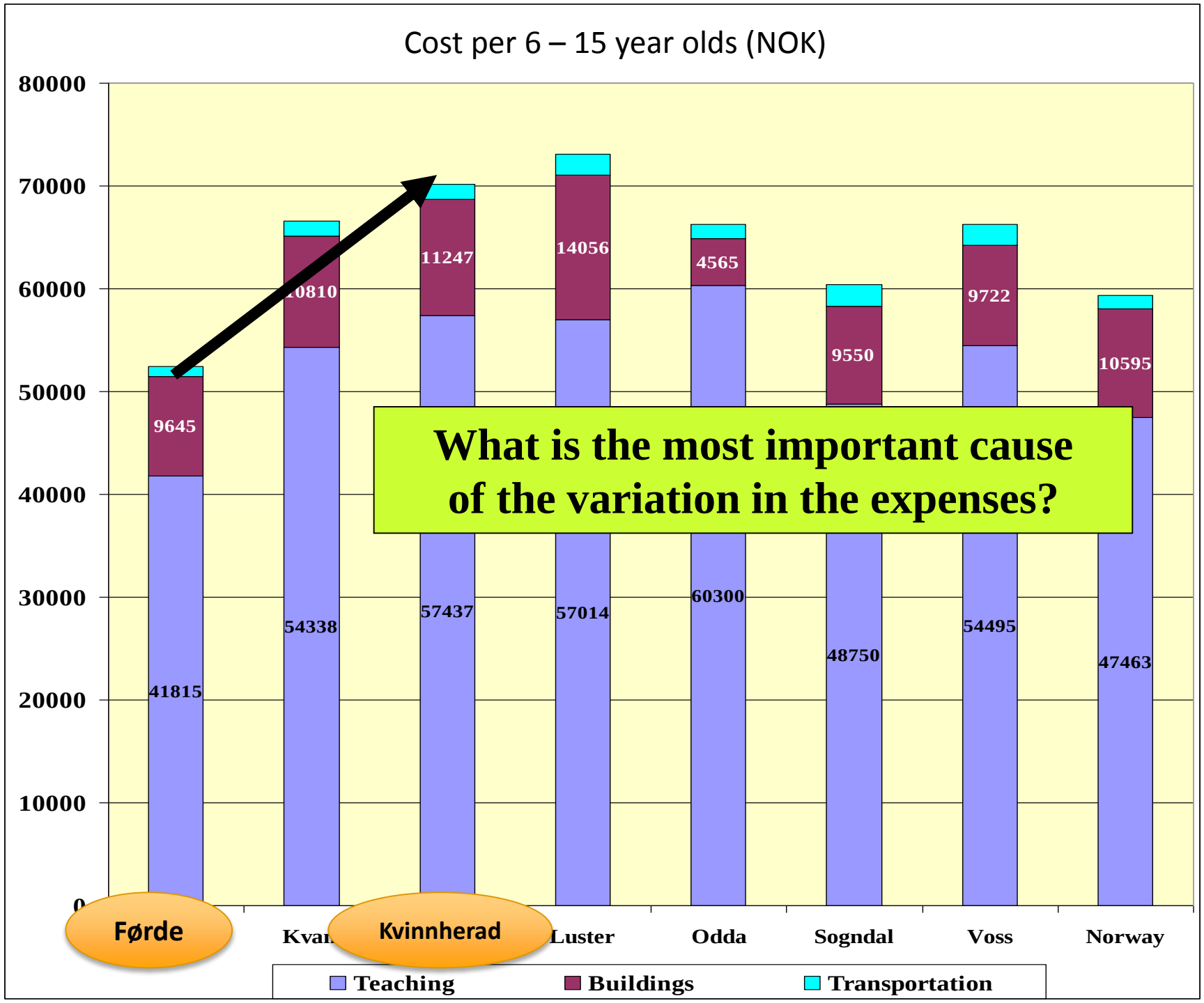
How we work

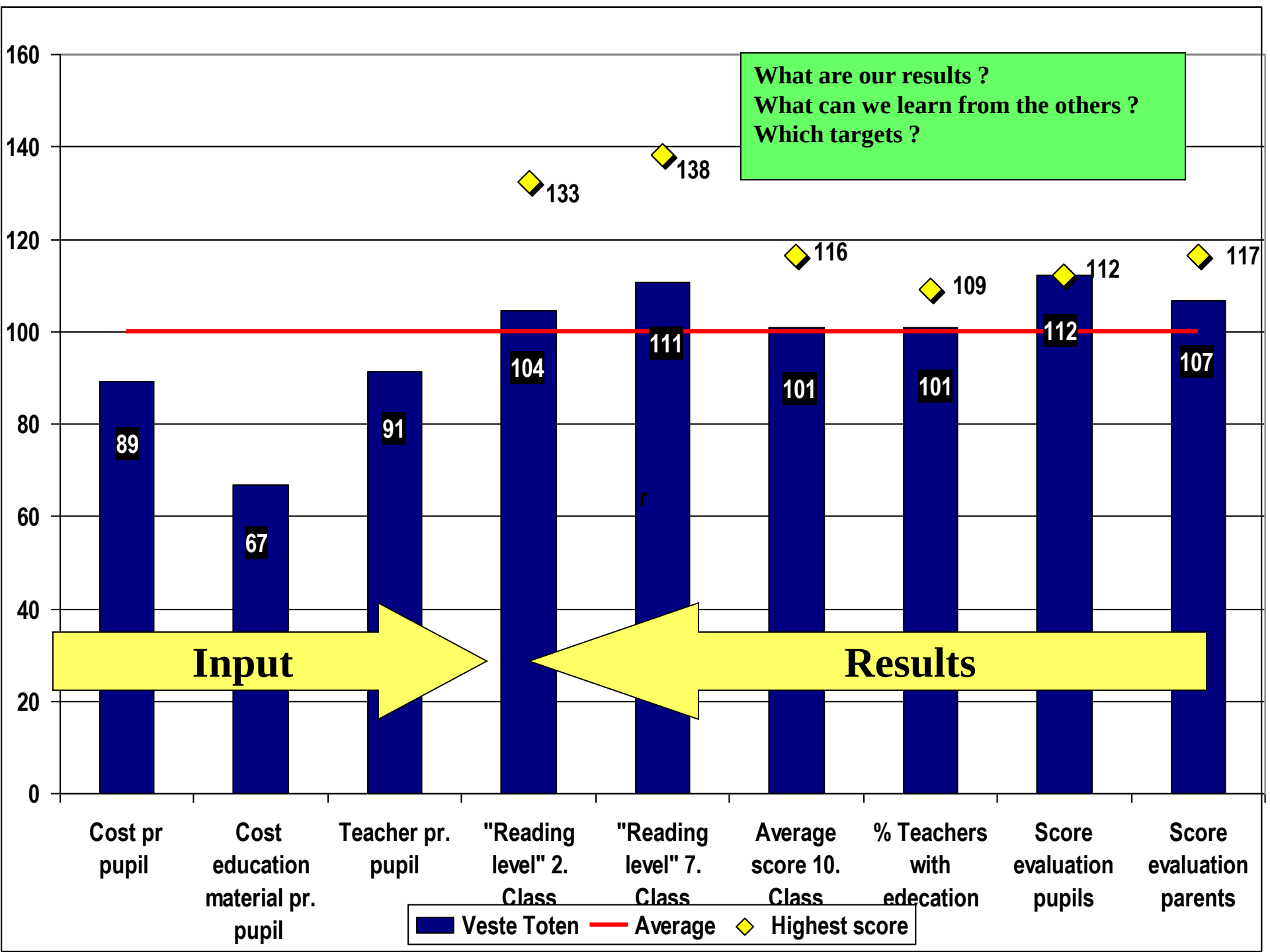
- 5-12 local authorities
- Presentation of comparative information
- Dialogue between participants
  - Evaluate and analyse the information
  - Reflection and comments
  - Identify good practice
- Each local authority concludes
  - Weaknesses and strengths
  - What do we need to change
  - What do we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


Input of resources
Cost per produced service
Measured quality
Amount of time spent doing executive work, user results, etc.
Network
•What are our results ?
•What can we learn from others ?
•Set targets
Availability of services
Experienced quality;
Users' evaluations of the services
Reach targets, implement measures, get better
Targets and improvements in services

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)
80000
70000
60000
50000
40000
30000
20000
10000
0
9645
41815
10810
54338
11247
57437
14056
57014
4565
60300
9550
48750
9722
54495
10595
47463
What is the most important cause of the variation in the expenses?
Førde
Kvinnherad
Luster
Odda
Sogndal
Voss
Norway
Teaching
Buildings
Transportation


What are our results ?
What can we learn from the others ?
Which targets ?
160
140
120
100
80
60
40
20
0
89
67
91
104
111
101
101
112
107
133
138
116
109
112
117
Input
Results
Cost pr pupil
Cost education material pr. pupil
Teacher pr. pupil
"Reading level" 2. Class
"Reading level" 7. Class
Average score 10. Class
% Teachers with edecation
Score evaluation pupils
Score evaluation parents
Veste Toten
Average
Highest score

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?