

NORTH LANARKSHIRE COUNCIL

REPORT

To: ENVIRONMENTAL SERVICES COMMITTEE		Subject: PUBLIC SERVICE IMPROVEMENT FRAMEWORK [PSIF] – FACILITY SUPPORT SERVICES
From: HEAD OF FACILITY SUPPORT SERVICES		
Date: 26 JULY 2011	Ref: GP/AH	

1. Introduction

1.1. The purpose of this report is to inform Members of the outcome of the Facility Support Services, Public Service Improvement Framework [PSIF] self-evaluation exercise, which took place during November 2010 to June 2011.

2. Background

- 2.1. Members will be aware of the council's commitment to self assessment as a key element of our business planning process and a requirement of the BV2 arrangements announced by Audit Scotland.
- 2.2. In April, 2008 the council joined a number of other Scottish local authorities and public sector organisations in adopting PSIF as the preferred self assessment model to be used across council services where no statutory self assessment model was in place (e.g. VSE for Learning and Leisure and SWIA for Social Work). The PSIF self assessment framework is endorsed by Audit Scotland and, by demonstrating commitment to self assessment through this framework, it is anticipated that authorities will face less scrutiny in future Best Value audits. Costs associated with these audits will be reduced as a result.
- 2.3. PSIF is a self-evaluation framework which encourages organisations to conduct a comprehensive review of their services by looking closely at activities around Leadership, Service Planning, People Resources, Partners and Other Resources and Service Processes.
- 2.4. Engagement with Customers, People and the Community are measured via results, together with Key Performance information.
- 2.5. In May 2009 a two year rolling programme at Head of Service level was agreed for PSIF. The programme has progressed on target with year two assessments currently taking place.
- 2.6. Monitoring and scrutiny arrangements for all PSIF action plans were recently agreed by the council's Transformation Board with the first step being a review at service committees. Further developments during 2011 will introduce Peer Reviews to the arrangements through the PSIF network.

3. Self Evaluation Plan

3.1. An assessment team is created with a range of officers from various roles within the service which is tasked with evaluating how well the service is performing against each of the criterion parts mentioned in point 2 above. The structure of the assessment team is critical to ensuring a true self evaluation is conducted on the reality of practices within the service.

- 3.2. Each assessment is facilitated by a member of the Corporate Service Improvement Team; full details of the assessment team for Facility Support Services are attached at Appendix 1.

4. Action Plan

- 4.1. As a result of each PSIF self-evaluation the service assessment team compiles an action plan to prioritise and progress specific areas of improvement highlighted during the process. The action plan is attached at Appendix 2.

- 4.2. In summary, the key findings from the PSIF exercise include:-

Key Strengths

Leadership

- Leaders in Facility Support Services are actively involved in setting the services' long term strategies.
- Promotion of continuous improvement is visible in the service, through effective structured working groups with involvement at all levels.
- Structured team briefing system is in place and information is cascaded throughout the service.
- Communication with customers, stakeholders and partners is evident through various mechanisms.

Service Planning

- A robust service planning process is in place and clear links are made between Operational Plans and Service Plans to Corporate and Community Plans and the Single Outcome Agreement.
- The Service has a wide range of internal and external customers, partners and stakeholders. Communication and consultation is undertaken in various ways to meet their needs.
- The service has a clear set of procedures for communicating the plans to staff and stakeholders.

People Resources

- The service is committed to the principles of IIP. The PRD process is well established and is the main mechanism for managing and developing staff.
- The service holds staff focus groups to take forward service improvements and there are processes in place to ensure all staff are offered an opportunity to participate.

Partners and Other Resources

- Strong evidence suggests that effective and efficient service delivery is the key driver in all of the service's partnership arrangements.
- The service has in place a range of productivity measures which it monitors regularly and uses to inform service improvements.

Service Processes

- There is a systematic approach to planning and managing service delivery.
- Validation of service processes is undertaken by internal and external ISO assessment.
- The service can demonstrate a clear understanding of its customer base and uses reliable methods to gather customer views.

Customer Results

- There is a good range of indicators in place, demonstrating positive trends.

People Results

- A consistently high level of staff within the service participate in the PRD process.

Community Results

- There were found to be a range of measures in place.

Key Performance Results

- It was noted that the service undertake a range of key measures and benchmark effectively year on year performance.

Key Areas for Improvement

- Improve staff awareness in diversity and equality.
- Review consultation methodology with customer groups proportionate to business size.
- Expand Service Level Agreements with customers, proportionate to business size
- Improve staff attendance levels.
- Review effectiveness of Training Calendar and Induction Training.
- Improve recognition of staff achievements.
- Improve access to information technology to help improve communication to frontline staff.

4.3. The outcomes from the PSIF self-evaluation will provide further improvement direction within the service and inform the strategic improvement agenda.

5. Recommendation

5.1. It is recommended that Members note the content of this report.



GRAHAM PATRICK
HEAD OF FACILITY SUPPORT SERVICES

Local Government Access to Information Act: For further information please contact Graham Patrick, Head of Facility Support Services on 01236 616485.

Appendix 1

PSIF Process for Facility Support Services

The Head of Facility Support Services identified officers to form an Assessment Team, which carried out the self assessment. The assessment team consists of a selection of roles, responsibilities and functions across Facility Support Services.

Facilitator

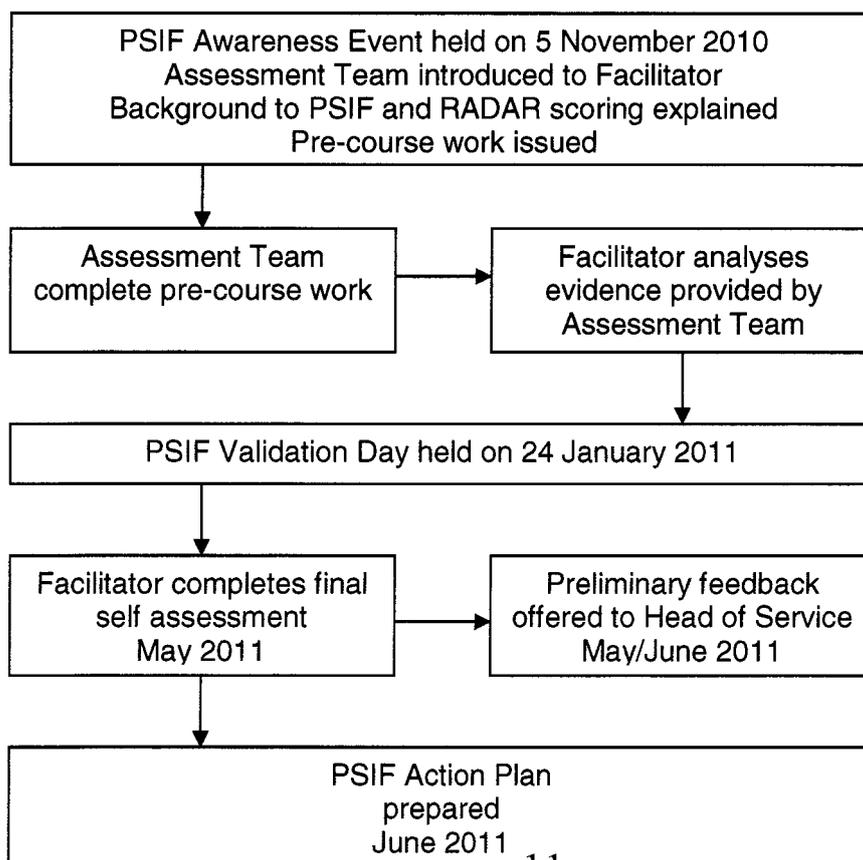
Graeme Cowan, Corporate Service Improvement Team

Assessment Team

Anne Hanlon, Business Manager
Ian White, Business Manager
Jim Brown, Assistant Business Manager
Margaret Murphy, Area Manager
Lorraine Jackson, Training Officer
Jill Bryans, Assistant Business Manager (Support)
Judith Myers, Nutritionist
Laura Stuart, Customer Services Manager
David Campbell, Breakfast Club Co-ordinator
Caroline Buick, Customer Services Officer
Ron Morrison, Business Intelligence Officer

Validation Team

Linda Millar, Senior Janitor
Michael McKenna, Janitor
Michelle Donnachie, Caretaker/Cleaner
Nicola Ferguson, Catering Manager
Yvonne Doyle, Administrative Manager – Payroll
Diana Reilly, Cleaning Supervisor



**Facility Support Services
PSIF Improvement Action Plan**

<p>Improve staff awareness in Diversity and Equality.</p>	<p>Staff who work within a customer led environment will be more aware of issues surrounding diversity and equality</p>	<ul style="list-style-type: none"> • Identify post types to undertake refresher training in diversity and equality training • Ensure refresher is included in the training calendar • Review induction training to ensure diversity and equality training is included. 	<p>3 years</p>	<p>Dec 2011</p>	<p>Assistant Business Manager Support</p>	<p>Operational Plan</p>
<p>Review consultation methodology with customer groups proportionate to business size.</p>	<p>Facility Support Services will be better informed of all customers' opinions across the services it provides.</p>	<ul style="list-style-type: none"> • Review stakeholder map and current customer consultation mechanisms. • Identify gaps proportionate to business size • Develop where appropriate further suitable means of consultation • Review Communications Matrix to reflect additional customer consultation 	<p>To be confirmed on completion of exercise.</p>	<p>June 2012</p>	<p>Business Managers</p>	<p>Operational Plan</p>

Expand Service Level Agreements (SLA) with customers, proportionate to business size.	Improved shared knowledge between customer and service.	<ul style="list-style-type: none"> Review stakeholder map and Identify further areas of business where Service Level Agreements would benefit both Facility Support Services and customers. 	Review as specified in SLA	December 2012	Business Managers	Operational Plan
Improve staff attendance levels.	Work towards achieving 2011/12 attendance target of 5%.	<ul style="list-style-type: none"> Continue to progress absence pilot Continue to monitor and review attendance levels Implement appropriate corrective actions. 	Monthly	March 2012	Business Managers	Operational Plan
Review effectiveness of Training Calendar and Induction Training.	Ensure workforce have the knowledge and skills to ensure a high level of service delivery.	<ul style="list-style-type: none"> Review training calendars for both Catering and Building Cleaning Review of induction training for all post types. 	Annual	March 2012	Assistant Business Manager Support	Operational Plan

<p>Improve recognition of staff achievements.</p>	<p>To ensure positive feedback is delivered to staff to improve staff morale and enhance service delivery.</p>	<ul style="list-style-type: none"> • Review how feedback is cascaded across the service and implement corrective actions identified. • Update Communications Matrix 	<p>As required</p>	<p>March 2012</p>	<p>Business Managers / Assistant Business Manager Support</p>	<p>Operational Plan</p>
<p>Improve access to information technology to help improve communication to frontline staff.</p>	<p>Improve communication with a wide range of staff who are able to access IT systems.</p>	<ul style="list-style-type: none"> • Utilise First Class system within schools and roll out training to janitors. • Ensure all janitorial staff receive a copy of NLC Telecommunications Policy. • Explore and develop other means of telecommunication with employees with access to IT. 	<p>As required</p>	<p>September 2011</p>	<p>Business Managers / Assistant Business Manager Support</p>	<p>Operational Plan</p>