

NORTH LANARKSHIRE COUNCIL

REPORT

To: ENVIRONMENTAL SERVICES COMMITTEE		Subject: PUBLIC SERVICE IMPROVEMENT FRAMEWORK [PSIF] 2011/2013 UPDATE – LAND SERVICES
From: HEAD OF LAND SERVICES		
Date: 30 OCTOBER 2012	Ref: KW/LON	

1 Introduction

The purpose of this report is to inform Members on the progress of the Land Services Public Service Improvement Framework [PSIF] improvement plan, previously reported to committee 30 October 2010.

2. Background

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.

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).

In May 2009 a two year rolling programme at Head of Service level was agreed for PSIF. The programme is now complete with progress on improvement action plans currently being reviewed.

3. Progress and Impact

All services have put in place staff briefings in respect of key service and operational issues, giving the opportunity for feedback, to ensure all staff are included in the development of service and operational plans. This has improved awareness of staff, at all levels, of service planning and development.

Customer consultation has been reviewed and a gap analysis has been completed for all services. Consultation plans are in place for Countryside and Landscape, Land Management and Waste Management. Fleet Operations are in the process of finalising their consultation plan. The surveys will incorporate 6 key measures from the Customer Services Management Tool to enable further benchmarking across Services. This ensures a consistent approach and allows us to obtain direct feedback, from a range of customers, with which actions are developed and implemented.

In order to improve feedback to staff in respect of internal/external audit /evaluation outcomes, staff briefings have been reviewed to include this as appropriate. Additionally outcomes, including any actions, are now discussed at team meetings and Toolbox Talks. This has improved staff awareness of issues arising and evidence of good practice.

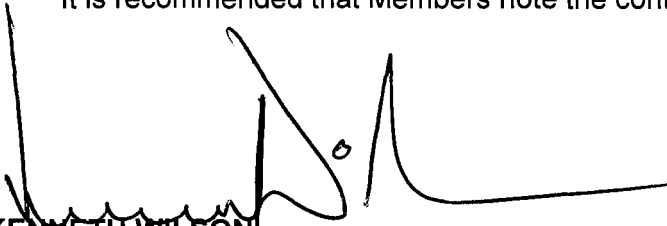
A comprehensive review of key measures has been undertaken as part of the annual review of Performance Portfolios. Additionally, Environmental Services is in the process of further utilising Perform NL as a Management Tool for Land Services. This will improve services' ability to extract information readily and allow appropriate comparisons to be made between services.

A review has been undertaken of the PRD process across Land Services. A number of mechanisms have been put in place to record PRD activity. This will ensure improved monitoring and a more effective PRD process enhancing both service output and employee satisfaction. Land Services will continue to evaluate these mechanisms.

Ongoing and new actions are detailed in Appendix 1.

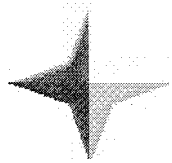
4. Recommendation

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

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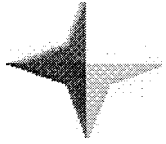
KENNETH WILSON
HEAD OF LAND SERVICES

Local Government Access to Information Act: for further information about this report please contact
Kenneth Wilson Head of Land Services (01236 632655)



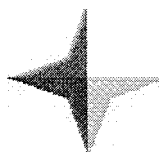
LAND SERVICES
PSIF Improvement Action Plan – Update 2011 - 2013
October 2011

Action	Expected Timescale	Progress to date	Complete	Ongoing	Not Progressed	New
<p>Include staff at all levels in the development of service /operational plans (including Key Service Measures)</p>	<p>March 2013</p>	<p>All services have staff briefings in place in respect of key service and operational issues, which also provide the opportunity for feedback. Notice boards are also utilised. Additionally, the Corporate Communications Network is developing a corporate communications strategy.</p> <p>A more focussed approach will be introduced next year within services once 3 year planning in place and restructures have been implemented particularly in relation to supervisors and managers to develop their understanding and ability to cascade the relevant information to staff.</p> <p>Additionally, the PRD process is used to highlight actions from service/operational plans and staff contribution to achieving these.</p>		<p>√</p>		
<p>Develop customer consultation across Land Services</p>	<p>March 2013</p>	<p>The Business Intelligence Unit has completed a gap analysis for Land Services.</p>		<p>√</p>		



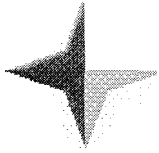
Appendix 1

Action	Expected Timescale	Progress to date	Complete	Ongoing	Not Progressed	New
		<p>Consultation plans are in place for Countryside & Landscape, Land Management and Waste Management. Plan has been drafted for Fleet Operations.</p> <p>It should also be noted that we are incorporating 6 key indicators in line with the Customer Services Management Tool to enable benchmarking across services.</p>				
Continue to develop findings reports, incorporating action to be taken and detailing how this information is fed back to customers.	March 2013					√
Improve feedback to appropriate staff in respect of identified internal / external audit/assessment outcomes	March 2011	<p>Staff are notified of outcome of internal / external audits via staff briefings and notice boards. These are also discussed at managers meetings.</p> <p>Action plans are developed and implemented to ensure any issues are addressed. The Business Intelligence Unit has updated the Audit database to monitor action taken and ensure compliance with agreed timescales.</p>	√			
Introduce more formal monitoring of Key Service measures, including target	March 2013	A comprehensive review of key measures has been undertaken as part of the annual review of Performance Portfolios.		√		



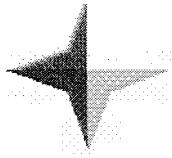
Appendix 1

Action	Expected Timescale	Progress to date	Complete	Ongoing	Not Progressed	New
setting and include those identified as part of the PSIF exercise. Further utilise Perform NL as a management Tool for Land Services		Additionally, Environmental Services is in the process of developing Land Services strategy Maps in Perform NL. This will improve services' ability to extract information readily and allow appropriate comparisons to be made between services.				
Complete further analysis of staff survey to gauge people's perceptions	March 2012	<p>Core People Measures are now part of every Performance Portfolio and therefore part of the ongoing review process with regard to targets.</p> <p>Next staff survey expected to be undertaken March 2012, subsequently new results will be available for review by Land Services Senior Management Team.</p>	√			
Introduce more robust monitoring of PRD's which have been completed	December 2010	<p>Managers in Countryside & Landscape, Fleet Operations and Waste Management Services have introduced varied mechanisms to record PRD activity.</p> <p>Land Management are in the process of reviewing the deployment of PRD process, with more focussed PRD's for managers and supervisors, and possibly group PRD's for front line staff. This will also include monitoring of supervisors carrying out reviews to ensure a consistent approach. Once new approach is agreed, a recording</p>	√			



Appendix 1

Action	Expected Timescale	Progress to date	Complete	Ongoing	Not Progressed	New
		mechanism will be introduced.				
Carry out evaluation of newly introduced mechanisms to record PRD activity.	March 2013					√
Improve knowledge of Contact Centre staff regarding Land Services remit	March 2011	This action in the main refers to Land Management who now have regular meetings with contact centre staff in respect of changes to service provision where appropriate, to ensure they are aware of the changes and can communicate this to customers. Other services liaise with contact centre, as appropriate, to advise of change to services and provision of new guidance or procedures.	√			
Implement actions within Environmental Services Employee Survey Action Plan	March 2013	An Employee Survey Action Plan has been developed and progress is currently reported to the Head of Land Services on a six monthly basis. Progress is also discussed at Team Meetings. A number of initiatives have been put in place to address the actions detailed in the plan. Some of which will be formalised through the Corporate Communications Strategy which is currently being developed and full implementation and evaluation of the PRD process. Land Services plan to monitor future progress via Operational Plans which will be		√		



Appendix 1

Action	Expected Timescale	Progress to date	Complete	Ongoing	Not Progressed	New
		on Perform NL during 2012/13.				
Development of Operational Plans across Land Services	April 2012					√
Monitor actions specific to sections within Operational Plans	March 2013	Operational plans are currently being developed and will be in place for 2012/13. Once in place they will be monitored through Perform NL.		√		