

To: CORPORATE SERVICES COMMITTEE		Subject: Public Service Improvement Framework [PSIF] 2011/2013 Update – Central Services
From: HEAD OF CENTRAL SERVICES		
Date: 10 January 2011	Ref: JAF/BN	

1 Introduction

The purpose of this report is to inform Members on the progress of the Central Services Public Service Improvement Framework [PSIF] improvement plan, previously reported to Corporate Services Committee in March/April 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. Validated Self Evaluation for Learning and Leisure and Social Work Inspection Agency 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. The updated action plan for Central Services is attached as an Appendix to this report.

3. Progress and Impact

Completed Actions

Leadership

- The structure and frequency of meetings were reviewed. Standing agenda items have been introduced including Chief Executive's Updates, Core Brief, Corporate Services 3rd and 4th tier management team meetings, PRD discussions and Corporate Services Committee reports.

Service Planning

- Improved performance reporting arrangements, performance indicators reviewed, targets set, results reported and raised awareness of service plan items

People Resources

- Implemented a consistent approach to the performance review and development process in all sections. Arrangements for production of Central Services training plan and pre/post evaluation were reviewed and improved
- Induction process reviewed, now recorded centrally and evaluation followed up
- Improved the consistency of communication by providing the opportunity in team meetings for two way feedback on recurring agenda items such as Updates from Chief Executive, Core Brief, Corporate Services Management Team, Corporate Connections newsletter items, PRD discussions. Awareness of work roles in Central Services teams was raised by including the main activities of Central Services in the Service Plan, publishing the service plan on the website and publishing news items in the Corporate Services staff newsletter 'Corporate Connections'.

Partners and other resources

- consultation arrangements were reviewed and Central Services consultations in 2010/11 focused on
 - Elected Members for the 2010/11 Members Training Programme – the agreed programme was delivered
 - the public, community councils and elected members regarding the implementation of a new scheme for community councils. A new scheme for Community Councils was implemented
 - users of the Area/Registration Service to obtain customer satisfaction results – 99% satisfaction achieved
 - stakeholders regarding arrangements for Remembrance Sunday, North/South Lanarkshire Council Joint Golden Wedding Celebrations and School Openings
- Arrangements were made to provide Elected members and officers with access to an electronic version of the Council diary

Service processes

- Processes were reviewed and improvements made to achieve savings and streamline activities including
 - IT inventories – process improved with data now held in spreadsheets
 - Mail Processing – Savings of £10,000 achieved and additional mail
 - Security – A new shift pattern was introduced which retained 24 hour 7 day a week cover, improved work life balance of security officers and saved £24,000
 - Administration for Citizenship Ceremonies was streamlined, by improving the database
 - Increased use of PerformNL the Council's information management system removes double keying and lowers risk of keying errors

Ongoing Actions

Partners and other resources

- Central Services Consultation Plan to be published

Key Performance Results

- Identify further benchmarking opportunities. In 2011/12 the Area/Registration Service participated in a Registration networking group benchmarking exercise that focused on fees and range of services provided. This information will be used to inform future service provision and a review of fees for 2012/13.

4. Recommendation

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

John Fleming

Head of Central Services

Members seeking further information on the contents of this report are asked to contact John Fleming, Head of Central Services on Extension 2226

<p>3. People resources Implement consistent approach to Performance Review and Development process in all sections. <i>Consistent approach to PRD process in all sections.</i></p> <p>Review arrangements for production of:</p> <ul style="list-style-type: none"> ▪ training plan ▪ pre/post training evaluation ▪ <i>Improved evaluation.</i> ▪ monitor and report results 	2010/11	<ul style="list-style-type: none"> • Consistent approach established across all sections in Central Services to the PRD process and appointments made in diaries for initial meetings and follow ups. • Arrangements for production of Central Services Training Plan reviewed and an improved process implemented during 2010/11. A designated officer is now responsible for co-ordination of the training plan. • The production of pre and post training evaluations were improved following discussions at team meetings. Training outcomes are discussed at team meetings and at one to one PRD discussions, identifying learning gained and subsequent improvements required to ways of working to facilitate the continuous improvement process. This mechanism also helps to share and spread the learning experience and ensure value for money eg e-counting training. 	√		
<p>4. People resources Review induction process. <i>Improved induction for new employees and job changers.</i></p> <ul style="list-style-type: none"> • record induction centrally 	2010/11	<ul style="list-style-type: none"> • Induction mechanism was reviewed during 2010/11. • All induction for Central Services is now recorded centrally by the Administrative Services Team. • Whilst there were no job changers in 2010/11 in 2011/12 to date there have been 6 job changers in Central Services and they are completing the Stage 2 induction for job changers. 	√		
<p>5. People resources Raise awareness of main activities of Central Services.</p> <p>Discuss/feedback:</p> <ul style="list-style-type: none"> • Chief Executive's updates • Core brief • Corporate Services Management Team • Corporate Connections • PRD discussions • Team meetings <p><i>Improved consistency of communication. Raised awareness of work/roles in Central Services' teams.</i></p>	2010/11	<ul style="list-style-type: none"> • Main activities of Central Services included within the Service Plan and published on the website. • The Service Plan and Corporate Services Committee reports are discussed at team meetings. • In team meetings there is discussion and an opportunity for two way feedback on the standing/recurring agenda items (listed in action 1 above). • The Corporate Connections newsletter produced quarterly is maintained on the Intranet and available to all Corporate Services employees. This includes both council wide and service specific information as well as a focus on topical issues impacting on staff (such as restructuring and the elections) and a focus on the work of teams to enhance knowledge and appreciation of other sections and recognise individual achievements. 	√		

			Completed	Not Completed
<p>6. Partners and other resources Review consultation arrangements</p> <ul style="list-style-type: none"> • Create consultation plan <p><i>Consistent approach to communication and consultation</i></p>	2010/11	<p>No formal plan was developed although consultation arrangements were reviewed and priorities identified for the year ahead. As a result consultations during 2010/11 focused on</p> <ul style="list-style-type: none"> • Consultation with Elected Members for the 2010/11 Members Training and Development programme. Report outlining consultation output, training programme progress/uptake and user evaluation results, elected member satisfaction rates with the training provided were submitted to the Corporate Services Committee [May 2011]. • Consultation with the public, Community Councils and Elected Members regarding the implementation of a new scheme for community councils (see action 7 below). • Consultation with users of the Area/Registration Service to obtain customer satisfaction results on the service received. Annual report submitted to Corporate Services Committee [October 2011] provides demographic information as well as information to quantify the volume of registration at each office, service achievements, customer satisfaction rates, information on complaints and compliments and improvements actions implemented following customer feedback. • Consultation with stakeholders regarding arrangements for Remembrance Sunday, North/South Lanarkshire Council Joint Golden Wedding Celebrations and School Openings. 	√	√ Note : Sorry, Central Services did not publish consultation plan
<p>7. Partners and other resources Review North Lanarkshire scheme for community councils.</p> <ul style="list-style-type: none"> • Consultation with Elected Members and public • Conduct community council elections • Establishment of community councils <p><i>Implementation of new scheme for community councils</i></p>	2010/12	<ul style="list-style-type: none"> • A review of the scheme for community councils was undertaken in 2010/11. This included a consultation run from October to December 2010 which sought comments from the public, community councils, elected members and other parties on the proposed changes. • This resulted in significant changes to the Scheme covering issues such as membership, code of conduct, model constitution and standing orders. These include arrangements for the undertaking of Quadrennial Elections to establish Community Councils in North Lanarkshire in terms of the new Scheme [now complete] • Two new councils to be established in Overtown and Wishaw and Seafar and Ravenswood. • Report submitted to Corporate Services Committee [January 2011] outlining the consultation exercise and summarising the results and publishing the new documents for approval – the Scheme for Community Councils, a code of consult for Community councils, the model constitution and model standing orders for community councils. 	√	
<p>8. Partners and other resources Raise awareness and encourage use of Committee diary which is available on Outlook.</p> <ul style="list-style-type: none"> • Create a folder in Outlook • Create electronic version of council diary in Outlook which Elected Members and officers can access • Issue e-mail to all Elected Members and Services 	October 2010	<ul style="list-style-type: none"> • An Outlook folder has been created to give access to elected members and officers of the Council to an electronic version of council diary. Elected Members and Officers can elect to copy the relevant Council meetings into their own outlook diaries enabling more efficient diary management. • A number of officers across the Council agreed to roll out/raise further awareness of the availability of the Council diary being available electronically. 	√	