

REPORT TO: SCRUTINY COMMITTEE – 11 FEBRUARY 2015

REPORT ON: ECONOMIC DEVELOPMENT PSIF ASSESSMENT

REPORT BY: DIRECTOR OF CITY DEVELOPMENT

REPORT NO: 55-2015

1.0 PURPOSE OF REPORT

1.1 To report on the results, key strengths and areas for improvement identified following a self assessment utilising the Public Service Improvement Framework model.

2.0 RECOMMENDATIONS

2.1 It is recommended that the Scrutiny Committee notes the Areas for Improvement and Improvement Plan.

3.0 FINANCIAL IMPLICATIONS

3.1 None.

4.0 MAIN TEXT

4.1 The Council has adopted an approach to assessing a department's capability to continuously improve services using the Public Service Improvement Framework. As part of this programme the Economic Development Division carried out an assessment between August and October 2014. A summary of the key findings is included in this report.

4.2 The Economic Development Division consists of 4 teams – Economic Projects, Employability Support, Policy & Funding and City Centre Management. Key service areas include enterprise start-up / growth; sector development; city branding; city centre management; events management; employability support and securing external funding.

4.3 Results

A major part of the assessment is reviewing the service's performance over the past three to five years for evidence of continuous improvement. The table below highlights a sample of the most key performance measures for the services and shows their trends over this period.

**Economic Development
Key Results for the service**

Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration							
Definition	10/11	11/12	12/13	13/14	Current Target	Benchmark	Long term Improvement Status
Number of clients aged 16-24 registered on Dundee Employability Pipeline		1,469	1,239	1,175	1,250		▼
Number of Employability Pipeline clients aged 16-24 achieving a job		508	433	564	400		▲
Number of clients registered on Dundee Employability Pipeline		3,430	3,029	2,774	2,500		▼
Number of Employability Pipeline clients achieving a job		1,302	1,147	1,228	1,200		▼
Number of businesses assisted to trade outwith Scotland		5	7	8	6		▲
Number of jobs created by Investment Projects		534	607		600		►

Number of new social enterprise businesses		2		10		2		▲
Number of production days secured by Tayscreen		151	230			155		▲
Number of business tourism events secured		24	32	24		39		▼
Number of companies fed into growth pipeline		16	20	35		24		▲
FTE jobs created in existing SMEs through Business Gateway support		425	461	516		425		▲
City centre retail units vacancy rate (%)		15.2	13.6	16.8		13		▼

4.4 As can be seen from the above tables the service is showing evidence of continuous improvement in some areas. The number of Employability clients achieving a job outcome and the number of registrations on the Dundee Employability Pipeline have declined over time. This is a result of reduced funding. The Employability Partnership secured City Strategy funding to support employability projects. However, this funding was terminated by the UK Government and, as a result, the employability programme was not able to support as many people. The actions outlined below aim to address areas for improvement identified through the self assessment process.

4.5 Strengths

The assessment highlighted areas where the service has key strengths in its existing approach to continuous improvement. These are listed in the table below.

KEY STRENGTHS AND IMPROVEMENTS DELIVERED

Approaches that are delivering results
Leaders ensure that staff receive appropriate learning and development and they strongly support staff to attend events where they can learn about and also share their own best practice.
The division has many appropriate methods of communicating and consulting with its partners and customers, e.g. specific websites, one stop shops for employability, workshops and one to one sessions.
The division ensures that strategic planning is undertaken collectively with partners to support delivery of the Single Outcome Agreement.
The division has improved benchmarking activities through adoption of the SLAED performance framework.

4.6 In June 2014, the division's Policy and Funding Team was awarded a Dundee City Council Outstanding Service and Commitment Award (OSCA) in recognition of success in securing and deploying external funding to support delivery of key infrastructure projects (e.g. Railway Station, V&A) and to address priority issues (e.g. employability, welfare reform implications).

The assessment team also agreed that the **One City, Many Discoveries** Branding Campaign is a further example of best practice that can be featured in awards and be of interest to others in this sector. One City, Many Discoveries is the name of the city wide marketing activity which is funded and led currently by Dundee City Council with a local support group including stakeholders from key organisations in Dundee guiding activity and helping define and implement activity. The city's marketing activity is also part of a European wide project called Citylogo funded through the URBACT programme. Dundee's branding strategy has been examined by 10 other European cities including Oslo, Aarhus, Genoa and Warsaw to name only a few. The project has identified the best practice within our activity and shared this with the other cities. Future activity includes engaging more with local industry and a focus on the visitor market.

4.7 Areas for Improvement

The PSIF assessment looks at all the critical factors in having an improvement culture in the service. These can be segmented into 'quick wins', and actions that will take longer to achieve.

Quick Wins

During the assessment, the following items were identified that could be addressed very quickly and some of which are already being resolved:

Area for Improvement	Action taken or in progress
The Work and Enterprise Community Planning Partnership Group has met infrequently.	Regular meetings of The Work and Enterprise Community Planning Partnership Group were re-established in September 2014, the group's remit was reviewed and a twice yearly meeting schedule agreed.
Some teams have found it difficult to find the time to meet regularly	Team Leaders have reinforced the importance of team meetings across their sections and they are now in place across all sections.
Some team meetings are rushed and give little opportunity for staff to communicate with each other through this medium.	Team Leaders to review their team meeting process in consultation with staff.
There are few cross team meetings and since moving to Dundee House staff feel less connected to the overall picture of the division.	An away morning for all divisional staff was organised in October 2014. Team Leaders to facilitate more regular cross team meetings within the division.
There is a lack of awareness of the corporate complaints policy within the division and some staff are not aware of their responsibility in relation to handling complaints.	Request briefing sessions from the Corporate Planning Officer in the Chief Executive's department for all staff.
There is no time set aside for staff to undertake learning and development activities such as e-learning modules.	Through EPDR process agree training and learning plan with staff members and ensure that time is allocated to complete this.
There is a lack of dissemination of information on employee benefits, support and updates, e.g. availability of physiotherapy, counselling and eye tests, stress and employee survey results, Healthy Working Lives, SOA, Service Plan	Managers and Team Leaders to ensure that staff are made aware of the location of information, e.g. servers, OneDundee, employee handbook, etc. and are reminded of this periodically. .

The following table summarises the key areas for improvement identified and the actions to be taken to improve them.

AREAS FOR IMPROVEMENT

Theme	Area for Improvement	Action Required
Managing performance	There is no set of customer standards for some areas of the service.	Team Leaders to review service areas and ensure that customer standards and performance/satisfaction measures are in place where appropriate.
Managing performance	There is no system in place to track, record and manage engagement with business customers and generate performance information	Establish a system to track, record and manage engagement with businesses. Use performance data to monitor service delivery, populate relevant performance frameworks and share this with relevant stakeholders.

Information Management	The Division's intranet site is out of date.	Assess the requirement of having an intranet site for staff and internal customers. If still required, update according to staff and customer need and ensure regular updates are made.
Information management	The division has not established a structure for implementation of CeRDMS	Identify a person to liaise with teams and find out records management requirements, liaise with departmental CeRDMS rep to establish appropriate structure for the division and train divisional staff in its use.
Reward and Recognition	There is a lack of consistent systems or processes in place to ensure that staff are rewarded and recognised for success and good conduct.	Team leaders and managers to consistently use team meetings to recognise team and individuals successes, consider OSCA nominations where appropriate and utilise other appropriate approaches to recognise and celebrate success.
Staff Development	Gaps in staff development have been identified, e.g. financial management training, absence management training, recruitment and selection training	Team leaders and managers to ensure that EPDRs are used to identify gaps in staff learning and development compared to job roles, develop a training plan for each member of staff and ensure training is received.
Managing key processes	Some areas of work do not have 'how to' guides or standard operating procedures	Team leaders to identify areas that require standard operating procedures, establish these and ensure that staff can access them.

An improvement action plan has been prepared following the assessment and will be monitored over the next three years on the council's online plan monitoring database when a repeat of the assessment will be carried out. This is attached in Appendix one.

5.0 POLICY IMPLICATIONS

5.1 This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

6.0 CONSULTATIONS

6.1 The Director of Corporate Services, Head of Democratic and Legal Services and Director of City Development have been consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

7.1 City Development Service Plan 2012 to 2017.

7.2 City Development employee survey results 1999 to 2013.

Mike Galloway
Director of City Development

03/02/2015

Appendix 1
Improvement Action Plan

Department: Economic Development

Action number	Theme	Related Council Plan Outcome (e.g. DO1)	Improvement Required	Action	Measure of success	Responsible Officer (Owner on online plan monitor)	Lead Officer (for online plan monitor)	Start Date	Review Date (first time system will ask for an update from you)	Action End date	Online Plan update frequency
1	Managing performance	C01	There is no set of customer standards for some areas of the service. Where customer satisfaction is gathered, the information is not always shared with customers and performance is not always discussed in teams.	Team Leaders to review service areas and ensure that customer standards and performance/satisfaction measures are in place where appropriate (and reviewed regularly), that information is disseminated to customers / staff, improvements made where required and changes communicated to customers.	Customer standards in all appropriate areas Customer satisfaction measures in place Staff aware of performance and engaged with making improvements.	Mike Galloway	Team leaders	April 2015	April 2016	April 2017	Annual

2	Managing performance	C01; D01	There is no system in place to track, record and manage engagement with business customers and generate performance information.	Establish a system to track, record and manage engagement with business customers. Use performance data to monitor service delivery, populate relevant performance frameworks and share this with relevant stakeholders.	Management information system in place Performance information produced and used to populate relevant performance frameworks Information analysed and disseminated to staff and stakeholders	Mike Galloway	Jennifer Caswell; Rory Young	April 2015	April 2016	April 2017	Annual
3	Information Management	C03	The Division's intranet site is out of date.	Assess the requirement of having an intranet site for staff and internal customers. If still required, update according to staff and customer need and ensure regular updates are made.	Improved staff and internal customer information Fewer telephone calls from staff seeking information.	Mike Galloway	Rory Young	April 2015	April 2015	April 2016	Annual
4	Information management	C03	The division has not established a structure for implementation of CeRDMS	Identify a person to liaise with teams and find out records management requirements, liaise with departmental CeRDMS rep to	Improved access to appropriate information across division, department and council	Mike Galloway	Rory Young	April 2015	April 2016	April 2016	Annual

				establish appropriate structure for the division and train divisional staff in its use.							
5	Reward and Recognition	C02	There is a lack of consistent systems or processes in place to ensure that staff are rewarded and recognised for success and good conduct.	Team leaders and managers to consistently use team meetings to recognise team and individuals successes, consider OSCA nominations where appropriate and utilise other appropriate approaches to recognise and celebrate success.	Successes highlighted at team meetings and record of this in team minute OSCA nominations made Improved staff morale	Mike Galloway	Team Leaders; Divisional Manager	April 2015	April 2016	Ongoing	Annual
6	Staff development	C02	Gaps in staff development have been identified, e.g. financial management training, absence management training, recruitment and selection training	Team leaders and managers to ensure that EPDRs are used to identify gaps in staff learning and development compared to job roles, develop a training plan for each member of staff and ensure training is received.	Appropriate training received by staff Staff better equipped to meet job requirements	Mike Galloway	Team Leaders; Divisional Manager	April 2015	April 2016	Ongoing	Annual
7	Managing key processes		Some areas of work do not have 'how to' guides or standard operating procedures.	Team leaders to identify areas that require standard operating procedures, establish these and ensure that staff can access them.	Operating Procedures in place Consistent and transparent service delivery	Mike Galloway	Team Leaders	April 2015	April 2016	April 2017	Annual