

THE BRIEFING

For members of the Public Sector Management Network
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Public Sector Management Network

Performance Management For Local Government

Dear Networkers,

As usual the PSMN has been keeping busy working on the development of the new Network. We offer our congratulations to Wyre BC Food Safety Section who won Top Team 2004, there is more on the outcome of this exciting final in this month's edition of The Briefing.

We have now completed phase one development of our new website which is now hosted by Norman Broadbent Executive Search, this website can be found at www.psmn.org.uk

Please feel free to look at the new site and we would welcome any suggestions, we are also willing to put information onto the website of information on events, etc relating to the public sector. Also note that the website also contains a **Talent Register** which we would encourage you to complete if you are interested in evaluating your next possible career move.

We will also be meeting with representative of The Times early in June to discuss a number of developmental opportunities. They have also asked for feedback on their publication 'Public Agenda' which goes out each Tuesday, if you read this publication and have any thoughts then please let Warren know by either phoning him 07709 049551 or e-mail warrentonks@hotmail.com

19-20 July 2005

Thistle Marble Arch, London

The IQPC are organising a two day conference looking at effective performance management to drive efficiency and performance improvement within local government, healthcare and emergency services.

The Confirmed speakers include:

- **David Pottruff, Research Manager, Audit Commission**
- Pietro Micheli, Research Associate, **Cranfield School of Management**
- Lorraine O'Donnell, Head of Policy, **Darlington Borough Council**
- **Dr Timothy Brain, Chief Constable, Gloucestershire Constabulary**
- Jim Wallace, Assistant Chief Officer, **Hertfordshire Fire and Rescue**
- **Ingrid Koehler, PMMI Project, Improvement and Development Agency**
- **Mark Suddaby, Strategic Risk Manager, Lincolnshire County Council**
- **Martin Reeves, Head of Performance Review, Westminster City Council**

For more details contact Johanna Issako at IQRC on (0207) 368 9468.

POLICY NETS

DELIVERING REAL PERFORMANCE IMPROVEMENT

The Public Services Management Network is pleased to announce the latest Policy Net which will be facilitated by Steve Loraine.

The Aim of Policy Net – Delivering Real Performance Improvement

Improvement of public services is at the heart of the government's modernisation agenda and managers from across the public sector are engaged in improving services for users. Public service providers have to balance the achievement of national targets alongside local needs and priorities. There is much to be learned from the experience in different sectors about how to initiate and sustain improvement and achieve targets.

In local government the CPA has provided a performance baseline for councils and authorities have been doing improvement planning to focus their efforts to meet challenging targets. In Health, bodies like the Modernisation Agency have been experimenting with local health providers to find the best ways of achieving service improvement in the context of a centrally prescribed system of targets and performance reporting. Crime and Disorder Partnerships have been learning how to use targets to drive improvements in community safety in localities. Local Strategic partnerships (LSPs) have been set up to bring organisations together to agree shared objectives and targets to achieve greater impact in a locality.

This is an opportunity for managers from different sectors to learn from each other

about setting and achieving targets to deliver real performance improvement.

The content and direction of the Policy Net will be determined largely by the participants and the facilitator, but may include:

- What can be learned from different sectors about how to achieve service improvement.
- Sharing knowledge about what works on the ground and what are the organisational barriers to delivering targets and improvements
- Looking at how targets can help or hinder organisations to join up to deliver better outcomes for users
- The kinds of targets which are needed at different levels within an organisation and how these can be used to motivate (or demotivate) staff
- The potential to bring together and use national and local targets to drive improvement for example through local public service agreements (LPSAs)
- How targets can help LSPs drive change and achieve improvement in localities
- What opportunities there are to influence government thinking on targets given signs of some willingness to re-think

For further details of how to join either of these Policy Nets then contact **Warren Tonks on 07709 049551 or e-mail warrentonks@hotmail.com**

TOP TEAM 2004

“congratulations to Wyre BC Food Safety Team”

A borough council from the north west has been singled out for demonstrating the best of public sector management and team working in 2004.

Wyre Borough Council's Food Safety Team has been voted winner of the Top Team 2004 competition, and their status was announced at a prestigious awards ceremony in Kensington Town Hall on 30 November.

The competition recognises innovation and excellence in the public sector and Wyre Borough Council was given the accolade for its efforts to teach children about preventing food poisoning.

The competition is in its ninth year and annually attracts nominations from all parts of the UK. It is organised jointly by the Public Services Management Network in conjunction with the IDeA, Norman Broadbent business consultants, the GMB and Deloitte and Touche.

In order to gain the title, Wyre had to present their case alongside six other public sector teams to a panel of judges. On the day these were:

Martin Horton, Director, IDeA; Krista Walochik and Karamjit Singh, Norman Broadbent; Chris Sullivan, Deloitte and Touche; Helen Bailey, London Borough of Islington and Tony Shaw, independent consultant.

The six other nominated authorities were:

Hertfordshire Partnership NHS Trust

Shropshire County Council

Birmingham City Council

London Borough of Southwark

Tameside MBC

Leeds Teaching Hospital

Noorzaman Rashid is Chair of the Public Services Management Network, founders of the Top Team Competition. He commented: "The Top Team event is a great competition that focuses on two very important issues, achievement in delivery and learning for the individual and team."

TOP TEAM 2004 Winners Wyre BC Food Safety A summary

‘Mission: Possible!’ - 007 would have been proud of them! This cool, slick and fairly witty, delivery gave a new perspective to the work of the Food Safety Section. The Project was launched in June 2003 in response to the death of a child from E-coli food poisoning, and it aims to teach children in the 9-11 age group about food safety. The Team quickly realised that parents were in turn being educated by their children and that through homework activities and education 74% of parents have been encouraged to change food practices and, in some cases their appliances.

With over 1,200 children in 22 schools now engaged in the Project and support from partner agencies and organisations, satisfaction ratings are high – over 90% of children rating the Project “pretty cool” or “wicked” and 94% of teachers involved in ‘Agent Days’ held throughout schools also rating it ‘very good’ or ‘excellent’ .As a result the Project is being adopted in other authorities including Blackpool and Lancaster.

An interesting and informative presentation which reinforced the effectiveness of something with which we can perhaps all empathise – children’s pester power.

Process Mapping and Quantification

Recently there has been increasing use throughout private and public sectors of Process Management techniques to review and improve processes and service delivery. With integrated software now being available, in addition to the traditional 'process mapping' approaches, there is now significant use being made of quantification as part of the process. This is largely being achieved through the use of CWD, a system originally devised to quantify administrative and clerical work.

While a number of Public Authorities have made use of the CWD system over the years, the desire for an integrated approach to Process Management has considerably increased interest in its potential. Among recent developments in adopting this approach in the Public Sector are the use of CWD in a large-scale NHS Project that will eventually impact on all locations throughout the country as well as the introduction of process quantification as one of the major tools for a new unit within a City Council charged with the review of all Human Resource and Financial processes.

It is clear that one of the reasons for using CWD is its ease of use. As in the case of the two organisations mentioned above this means that a short training course can be undertaken by existing staff to enable them to undertake the required analysis. There is no requirement to spend on external resources or employ 'quantification specialists' and the use of 'in-house' knowledge and skills in this way can produce significant advantages. This is certainly the view of the major users of the system in the Banking and Retail sectors as well as other users in both public and private sectors

In order to combine the data from a system such as CWD, with the activities identified on a process map it is necessary to use dedicated process mapping tools. These tools must be

capable of fully integrated communication that enable the user to generate all the necessary data at the level required. The CWD system provides predetermined values as 'building-blocks' for all clerical and administrative tasks, based on the appropriate standards and a high volume of samples taken over a number of years. The use of these values, combined with accurate process analysis, can easily be used to generate process times.

CWD Management Systems Ltd is, in itself, an interesting organisation as it is owned by all CWD users. It is a 'not for profit' organisation formed in 1986 to buy the system from its original developers. Numbered among its major users are household names in the Banking and Retail Sectors as well as Government and Public organisations.

If you are interested in finding out more then please contact CWD Management Systems through their web site: - www.cwdmanagement.co.uk. They are planning to organise a number of Seminars on Process Mapping and Quantification throughout the UK during 2005 and you can register to obtain details by e-mail to info@imtrain.co.uk or phoning 01476 405222.

CONTRIBUTIONS TO THE BRIEFING

If you would like to forward any articles, diary dates or requests for information, then please forward to:
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You can also access the Networks website at www.psmn.org.uk