

SFJA61

Continuously improve local government structures, systems and services



Overview

The principles of continuous improvement underpin modern local authority activity, including the democratic and decision making structures and systems, and the services provided to elected members and other key stakeholders. Local authority staff with responsibility for these structures, systems and services must ensure that they are as effective and efficient as possible in achieving legislative requirements and the local authority's own aims and objectives.

Target Group

This unit is appropriate to the work of staff in local government working, for example, in Committee Services, Democratic Services or other departments that have an important role in assisting the local authority to achieve the most effective and appropriate democratic and decision making structures and procedures.

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Performance criteria

You must be able to:

- P1 evaluate current structures, systems and services with a clear purpose, scope and timescales
- P2 develop evaluation measures that:
 - P2.1 are consistent with the purpose and scope
 - P2.2 are specific and cost effective
 - P2.3 make best use of existing sources of data and means of collecting data
 - P2.4 can provide the information you need in required timescales
- P3 ensure your evaluation methods are appropriate and effective
- P4 ensure your evaluation plans are:
 - P4.1 realistic,
 - P4.2 achievable and
 - P4.3 agreed with key stakeholders
- P5 thoroughly and accurately analyse data and information
- P6 ensure your conclusions are evidence-based
- P7 make recommendations for improvement consistent with:
 - P7.1 your organisation's aims, objectives and values
 - P7.2 external requirements on your organisation
 - P7.3 resource constraints
- P8 present your report in a way that is likely to gain the support of key decision makers
- P9 negotiate any required changes to your recommendations

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Knowledge and understanding

You need to know and understand:

- K1 the importance of identifying the purpose, scope and timescales of the evaluation in advance of planning
- K2 how to develop measures and criteria that are consistent with the evaluation of structures, systems and services
- K3 the political dimension to reviewing decision making structures and processes
- K4 the range of evaluation methods that are available and appropriate and how to select ones that are 'fit for purpose'
- K5 the principles and methods associated with good practice in project planning
- K6 the importance of consultation and negotiation at the planning stage
- K7 how to collect and collate data and information to aid analysis
- K8 methods of quantitative and qualitative analysis
- K9 how to identify patterns and trends that suggest certain conclusions
- K10 the importance of providing evidence for your conclusions
- K11 the importance of consultation and negotiation
- K12 the importance of confidentiality when carrying out evaluations
- K13 how to develop and present recommendations in a way that is likely to gain the support of decision makers
- K14 house styles and other requirements for reports
- K15 how to negotiate with decision makers

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Additional Information

Scope/range related to performance criteria

This unit covers the following aspects to be improved

- 1 democratic and decision making structures
- 2 democratic and decision making procedures and systems
- 3 services provided to elected members and other stakeholders

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Behaviours

You must show that you work in the following way:

- 1 you reflect regularly on your own and others' experiences and use these to inform future action
- 2 you prioritise objectives and plan work to make the best use of time and resources
- 3 you monitor the quality of work and progress against plans and take appropriate corrective action, where necessary
- 4 you push for concrete information in an ambiguous situation
- 5 you constantly seek to improve performance
- 6 you constructively challenge the status quo and seek better alternatives
- 7 you generate and recognise imaginative and innovative solutions
- 8 you present information clearly, concisely, accurately and in ways that promote
- 9 you take personal responsibility for making things happen
- 10 you focus personal attention on specific details that are critical to achieving successful results
- 11 you analyse and structure information to develop knowledge that can be shared
- 12 you identify clearly the benefits to people of a proposed course of action
- 13 you present ideas and arguments convincingly and in ways that strike a chord with people
- 14 you develop plans to meet the requirements of policy makers
- 15 you reinforce the links between specific objectives, areas of work and strategic goals

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Links to other NOS

- 1 A51 Take effective decisions
- 2 C11 Manage your own resources and professional development
- 3 C22 Maintain and develop effective working relationships in local government
- 4 C32 Facilitate the implementation of local government legislation regulations and procedures

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Developed by Skills for Justice

Version number 2

Date approved January 2012

Indicative review date December 2016

Validity Current

Status Original

Originating organisation Skills for Justice

Original URN SFJA61

Relevant occupations Public Services; Administration; Public Service Professionals; Secretarial and Related Occupations

Suite Democratic Services

Key words Improve; evaluate; review; systems; structures; services; procedures
