
Report To:	Policy and Resources Committee	Date:	6 February 2018
Report By:	Grant McGovern Head of Inclusive Education, Culture and Corporate Policy	Report No:	PR/03/18/KM
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Subject:	Update on the Public Service Improvement Framework (PSIF)		

1.0 PURPOSE

1.1 The purpose of this report is to provide the Policy and Resources Committee with an update on the Council's Public Service Improvement Framework (PSIF) programme.

2.0 SUMMARY

2.1 All services of the Council that are not governed by a formal self-evaluation framework participate in a rolling programme of self-evaluation using the Public Service Improvement Framework. The aim of this is to support a continuous cycle of improvement in service provision.

2.2 At its meeting on 21 March 2017, the Policy and Resources Committee approved a new schedule of PSIF assessments to take place over the course of the year. The Committee also agreed to receive a further report on 6 February 2018, setting out a timetable for the second year of the self-evaluation programme.

2.3 The following services carried out a self-evaluation using the PSIF model during 2017:

- Human Resources and Organisational Development;
- Environmental and Commercial Services;
- Corporate Policy (part of Inclusive Education, Culture and Corporate Policy); and
- Finance and ICT.

Each service has identified a number of improvement actions which have been developed into an improvement plan. Some examples of the improvement actions are provided in Appendix 1. Where appropriate, the improvement actions will be incorporated into the respective Corporate Directorate Improvement Plans at the next refresh, due in Spring 2018. It is the responsibility of each Head of Service to oversee the implementation of the improvement plan for their service.

2.4 Common themes that have emerged from the self-evaluation programme include:

- Ongoing development of succession planning;
- Improving communication across the service; and
- Ongoing development of customer satisfaction measures.

2.5 Services involved in the PSIF programme are required to participate in a self-evaluation exercise approximately every two years. This is a rolling programme of assessments and a new schedule of

assessments for 2018 is set out for the information of Members in paragraph 6.2.

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee note:

- That the Council's 2017 PSIF programme is now complete and that each service has produced an improvement plan;
- The new programme of PSIF assessments that are scheduled to take place in 2018.

Grant McGovern

Head of Inclusive Education, Culture and Corporate Policy

4.0 BACKGROUND

- 4.1 Self-evaluation is integral to any continuous improvement process as it enables an organisation to understand its current level of performance and to implement improvement actions that will drive the organisation forward. As such, self-evaluation is a cornerstone of Best Value and the level of scrutiny that the Council faces will be influenced by its self-evaluation processes.
- 4.2 The Public Service Improvement Framework (PSIF) has been the Council's preferred self-evaluation framework since 2008. All services within the Council that are not governed by a formal self-evaluation framework (e.g. Joint inspection of services for Children and Young People; How Good is the Learning and Development in our Community? Validated Self-Evaluation etc.) participate in a rolling programme of PSIF self-evaluation. The aim of this is to support a continuous cycle of improvement in service provision.
- 4.3 PSIF is the leading performance management/self-assessment framework in Scottish local government and has been widely adopted across the public and third sector. The framework is an evidence-based tool that helps public services assess performance, identify examples of best practice, areas for service improvement and external benchmarking opportunities. 34 organisations have implemented the framework in some form. Inverclyde Council has adopted a reduced version of the PSIF, which comprises 26 questions compared to the full framework, which has 60 questions.
- 4.4 The Audit Scotland Best Value Assurance Report (BVAR) on Inverclyde Council published on 1 June 2017 reported that Inverclyde Council has used self-evaluation consistently, with clear links to improvement plans. The BVAR did not contain any recommendations for the Council relating to self-evaluation.

5.0 THE PSIF PROGRAMME 2017

- 5.1 At its meeting on 21 March 2017, the Policy and Resources Committee approved a timetable of PSIF assessments for the year. This programme has been completed on schedule. Four services carried out assessments over the course of the year:
 - Human Resources and Organisational Development;
 - Environmental and Commercial Services;
 - Corporate Policy (part of Inclusive Education, Culture and Corporate Policy); and
 - Finance and ICT.

A range of improvement actions have been identified by all services and these have been developed into an improvement plan.

- 5.2 Common themes that have emerged from the self-evaluation programme include:

- Ongoing development of succession planning

The Council's workforce has decreased in size over a number of years and it was acknowledged by services that in planning for future service delivery, there is scope to improve succession planning to help manage the further reductions in staffing that are anticipated. Succession planning is as an improvement action in the Education, Communities and Organisational Development Corporate Directorate Improvement Plan and updates on progress are provided to every second meeting of the Policy and Resources Committee.

- Improving communication

Whilst there was a feeling that on the whole, communication is good in services, it was acknowledged that there is room for improvement. This includes ensuring effective communication at all levels of the service and also, due to varied remits, across the different service functions.

- Ongoing development of customer satisfaction measures

A key element of the PSIF model is being able to demonstrate that the service has a set of indicators that measure customers' perceptions and satisfaction levels. The use of customer satisfaction measures varies amongst services and in some instances, the service relies on anecdotal customer information. The ongoing development of customer satisfaction measures will provide services with a robust evidence base as to how they are performing.

Some examples of the actions that have been included in the PSIF improvement plans are provided in Appendix 1.

- 5.3 Where appropriate, the improvement actions will be incorporated into the respective Corporate Directorate Improvement Plans at the next refresh, due in Spring 2018. It is the responsibility of each Head of Service to ensure that the improvement plan for their service is implemented.

6.0 THE PSIF PROGRAMME 2018

- 6.1 All services that participate in the Council's PSIF programme are required to carry out a self-assessment approximately every two years. There are 3 remaining services scheduled to carry out an assessment in 2018. These are:

- Legal and Property Services
- Safer and Inclusive Communities
- Regeneration and Planning

- 6.2 A timetable for carrying out the next phase of assessments has been approved by the CMT and is shown below:

SERVICE	Date of assessment
Legal and Property Services	April 2018
Safer and Inclusive Communities	June 2018
Regeneration and Planning	October 2018

- 6.3 Responsibility for monitoring the PSIF programme lies with the Corporate Quality Improvement Group (CQIG). Reports are presented to the CMT and to the Policy and Resources Committee as appropriate.

7.0 IMPLICATIONS

7.1 Finance

The cost of carrying out the PSIF assessments is largely associated with staff time and is contained within existing budgets.

Financial Implications:

One off costs

Cost Centre	Budget Heading	Budget Year	Proposed spend from this report	Virement from	Other Comments
N/A					

Financial implications: Annually recurring costs

Cost Centre	Budget Heading	Budget Year	Proposed spend from this report	Virement from	Other Comments
N/A					

7.2 Legal

There are no known legal implications.

7.3 Human Resources

None

7.4 Equalities

The PSIF model includes a strong focus on equalities.

7.5 Repopulation

The improvement planning process helps to ensure that Inverclyde is a high performing Council. This in turn, will help make Inverclyde a more attractive place in which to work and live.

8.0 CONSULTATION

8.1 None

9.0 LIST OF BACKGROUND PAPERS

9.1 None

Appendix 1: Examples of PSIF improvement actions 2017

Criteria 1: Leadership

- Improve communication across the different elements of the service
- Review potential funding sources to increase training opportunities available to employees

Criteria 2: Service Planning

- Further development of community engagement activity
- Establish customer satisfaction mechanisms and measures
- Ongoing development of online services for customers
- Review service key performance indicators (KPIs)

Criteria 3: People

- Development of succession planning
- Increase the promotion of corporate policies such as Family Friendly and Work Life Balance
- Establish a regular schedule of meetings for employees at all levels in the service

Criteria 4: Partnerships and Resources

- Review Service Level Agreements
- Increase the range of online services

Criteria 5: Processes and Services

- Roll out of customer complaints training
- Improve communication across services

Criteria 6: Results

- Establish customer satisfaction mechanisms and measures