
Report To:	Policy and Resources Committee	Date:	26 May 2009
Report By:	Corporate Director Improvement and Performance	Report No:	POL/21/09/PW/KMC
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Subject:	Public Service Improvement Framework (PSIF) - Progress Report		

1.0 PURPOSE

- 1.1 The purpose of this report is to update Committee on progress with the implementation of the Public Service Improvement Framework (PSIF).

2.0 SUMMARY

- 2.1 As Members are aware, the Council is committed to implementing the PSIF throughout the organisation over a two year period. To begin this programme, each Directorate nominated a service, or part of a service, to participate in the first phase of PSIF Service Assessments:

Education and Social Care – Criminal Justice
Environment and Community Protection – Environmental Services
Improvement and Performance – Performance Management and Procurement
Regeneration and Resources – Property Resources and Facilities Management

- 2.2 To manage the assessment process, an Implementation Plan for the delivery of Phase 1 was developed. The scheduling of assessments was agreed with managers in the context of other service priorities including the financial year end.
- 2.3 Since the last progress report considered by Committee on 3 February, good progress has been made in taking forward the first phase of PSIF assessments. Progress to date includes:
- The Performance Management and Procurement PSIF assessment has been completed. The assessment took place during March 2009 and an Improvement Plan for the service will be integrated within a new Performance Management and Procurement Service Plan.
 - The Criminal Justice and Property Resources and Facilities Management assessments are underway, having started on 23 and 30 April respectively.
 - The Environmental Services assessment is due to begin on 6 May 2009.
- 2.4 All assessments will be completed by the end of May 2009, although there may continue to be some refinement of Improvement Plans after this date. A review of Phase 1 is planned which will inform whether any changes are required for the next phase of the implementation of PSIF.
- 2.5 Governance of the PSIF is provided by the Strategic Planning and Performance Management Board (SPPMB) which guides the assessment process and confirms that the final outputs meet the requirements of the Council. The Board meets on a monthly basis and receives progress reports at each meeting.
- 2.6 The Council's progress in implementing the PSIF is also subject to regular and detailed monitoring by the Improvement Service. The Improvement Service also expects the Council to have a structured, planned programme for the future roll out of PSIF in place.
- 2.7 The Council is currently in discussions with the Improvement Service to secure the involvement of

PSIF colleagues from peer organisations to provide quality assurance to the Phase 1 Improvement Plans.

- 2.8 The good progress made in implementing PSIF has been recognised nationally and the Council has recently been invited by the PSIF Operational Board to sit on the PSIF Implementation Group for this financial year. The invite has been extended to the Council because the Board is impressed with the progress that has been made in relation to the implementation of the PSIF within the organisation and in particular, how we used the PSIF to inform the OIP. The Board has indicated that it feels that the Council has a significant contribution to make to the future development of the PSIF nationally.
- 2.9 In view of the above and to ensure that the momentum of the PSIF roll out within the Council is maintained, Directorate Management Teams have agreed the future programme of service assessments for the next eighteen months. The programme of assessments is outlined below:
- 2.10 **Phase 2 July – December 09** **Phase 3 January – June 2010** **Phase 4 July – December 2010**
- | | | |
|---|--|--------------------------------|
| Corporate Communications & Public Affairs | ICT & Business Transformation | Finance |
| Legal & Administration | Organisational Development & Human resources | Economic & Social Regeneration |
| | Planning & Housing | Safer Communities |
- 2.11 As it currently stands, two assessments are confirmed to take place in the latter half of this year, with further six confirmed for next year. The programme has been developed taking into account particular commitments and pressures that face Directorates over this period e.g. the implementation of new back office systems within Environment and Community Protection later this year and the INEA2 inspection of Education that is scheduled for September / October 2009.
- 2.12 In addition, discussions are ongoing regarding the continued roll out of the PSIF within Social Care in view of the work that is currently being progressed by the PSIF Partnership nationally to more closely map the PSIF to the SWIA Performance Improvement Model. The further roll out of the PSIF model within Social Care will be informed by the work of the PSIF Partnership. Once these discussions and the INEA2 inspection of Education are complete, a programme of PSIF assessments for Education and Social Care will be developed and incorporated within the above timetable.
- 2.13 The Council's commitment to roll out the PSIF across the organisation over a two year period remains on track. This will place the Council in a position of confidence regarding its capability to meet the requirements of BV2, which place a considerable emphasis on corporate and self assessment. A separate report on the BV2 proposals is included on the agenda of this Committee and these proposals need to be considered in this regard.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note:
- a) The good progress that has been made in relation to the first phase of the PSIF roll out which will be concluded by the end of May 2009.
 - b) The future programme of PSIF Service Assessments outlined above, which have been agreed by Directorate Management Teams.
 - c) That the Council's progress in relation to PSIF implementation has impressed the PSIF Operational Board and in recognition of this, Inverclyde Council is one of four public sector organisations invited to sit on the national PSIF Implementation Group for this financial year.

Paul Wallace
Corporate Director
Improvement and Performance

4.0 BACKGROUND

- 4.1 At its meeting on 27 May 2008, Policy and Resources Committee agreed that the Council should adopt the Public Service Improvement Framework (PSIF) to assist in the next phase of the Council's organisational development and improvement. It was further agreed that the Council would implement PSIF across the organisation over 2009/10.
- 4.2 The Public Service Improvement Framework is a unique quality framework designed to drive quality and deliver excellence in the public sector. It is an evidence-based self assessment tool that helps public services gauge performance, identify examples of best practice, areas for service improvement and future external benchmarking opportunities.
- 4.3 The first stage in the Council's implementation of the PSIF was the Corporate Assessment, which took place in October 2008. This assessment was conducted by the Strategic Leadership Forum and the Extended Corporate Management Team.
- 4.4 The assessment identified a number of priorities for the Council over the coming years which have been reflected in the Council's Organisational Improvement Plan 2009/12.
- 4.5 Self assessment at a corporate and service level features prominently in the Accounts Commissions recent BV2 proposals, which are currently out for consultation. A report outlining the proposals in full is included on the agenda of this Committee. The implementation of the PSIF across the organisation will place the Council in a position of certainty and confidence in terms of meeting the requirements of BV2.

5.0 PROGRESS TO DATE

- 5.1 As Members are aware, the Council is committed to implementing the PSIF throughout the organisation over a two year period. To begin the programme, each Directorate nominated a service, or part of a service to participate in the first phase of PSIF Service Assessments:

Education and Social Care – Criminal Justice

Environment and Community Protection – Environmental Services

Improvement and Performance – Performance Management and Procurement

Regeneration and Resources – Property Resources and Facilities Management

- 5.2 To manage the assessment process, an Implementation Plan for the delivery of Phase 1 was developed. The scheduling of assessments was agreed with managers in the context of other service priorities including the financial year end.
- 5.3 Since the last progress report considered by Committee on 3 February, good progress has been made in taking forward the first phase of PSIF assessments.
- 5.4 The first PSIF assessment, Performance Management and Procurement, was carried out during March, with the Assessment Day being held on 26 March 2009. The assessment itself was very successful with all members of the team demonstrating a high level of commitment to the process. A great deal of positive feedback on the benefits of PSIF was also received from the team.
- 5.5 The PSIF assessment has resulted in the identification of a number of areas for improvement for the service. These are currently being refined and will be integrated within a new Performance Management and Procurement Service Plan. Areas for development for the following year include project planning and management, workforce development and enhanced internal communication.
- 5.6 Both the Criminal Justice and the Property Resources and Facilities Management PSIF assessments are underway with the training of the assessment teams taking place on 23 and 30 April respectively. Each assessment team will have three weeks in which to complete the assessment, culminating in their respective Assessment Days on 18 May and 28 May.
- 5.7 The Environmental Services assessment will begin on 6 May 2009, with the Assessment Day being held on 29 May 2009.
- 5.8 All Phase 1 assessments will therefore be concluded by the end of May 2009, although there is likely

to be some refinement of the Improvement Plans after this date. A review of Phase 1 is planned which will inform whether any changes are required for the next phase of the implementation of PSIF.

- 5.9 The good progress made in implementing PSIF has been recognised nationally and the Council has recently been invited by the PSIF Operational Board to sit on the PSIF Implementation Group for this financial year. The invite has been extended to the Council because the Board is impressed with the progress that has been made in relation to the implementation of the PSIF within the organisation and in particular, how we used the PSIF to inform the OIP. The Board has indicated that it feels that the Council has a significant contribution to make to the future development of the PSIF nationally.
- 5.10 Inverclyde Council is one of four organisations invited to sit on the Implementation Group. The other three organisations are:
- Glasgow City Council
 - Clackmannanshire Council
 - Includem

6.0 PSIF MONITORING AND REPORTING ARRANGEMENTS

- 6.1 Governance of the PSIF process is provided by the Strategic Planning and Performance Management Board (SPPMB) which guides the assessment process and confirms that the final outputs meet the requirements of the Council. The Board meets on a monthly basis and receives progress reports at each meeting.
- 6.2 In addition, as a member of the national programme of PSIF Phase 2 organisations, the Council's progress in implementing the PSIF is subject to regular, detailed monitoring by the Improvement Service. The Council is required to provide the Improvement Service with a written report on:
- The status of staff training - planned and completed
 - The status of PSIF assessments - planned and completed
 - The status of improvement plans - planned and completed and the percentage of improvement actions completed by target date.
- 6.3 The Improvement Service also requests information from the Council with regard to our experience of the PSIF, including strengths and benefits of the process, suggestions of possible case studies, information on the challenges faced and an overall status report.
- 6.4 The Council is currently in discussions with the Improvement Service to secure the involvement of PSIF colleagues from peer organisations to provide quality assurance to the Phase 1 Improvement Plans.

7.0 NEXT STEPS - FUTURE ROLL OUT OF THE PISF

- 7.1 In view of the above and to ensure that the momentum of the PSIF roll out within the Council is maintained, members of the SPPMB in discussion with their respective Directorate Management Teams have agreed a programme of service assessments for the next eighteen months. This programme is outlined below:

7.2 Phase 2 July – December 09	Phase 3 January – June 2010	Phase 4 July – December 2010
Corporate Communications & Public Affairs	ICT & Business Transformation	Finance
Legal & Administration	Organisational Development	Economic & Social Regeneration

- 7.3 As it currently stands, two assessments are confirmed to take place in the latter half of this year, with further six confirmed for next year. The programme has been developed taking into account particular commitments and pressures that face Directorates over this period e.g. the implementation of new back office systems within Environment and Community Protection later this year and the INEA2 inspection of Education that is scheduled for September / October 2009.
- 7.4 In addition, discussions are ongoing regarding the continued roll out of the PSIF within Social Care in view of the work that is currently being progressed by the PSIF Partnership nationally to map more closely the PSIF to the SWIA Performance Improvement Model. The further roll out of the PSIF model within Social Care will be informed by the work of the PSIF Partnership. Once these discussions and the INEA2 inspection of Education are complete, a programme of PSIF assessments for Education and Social Care will be developed and incorporated within the above timetable.
- 7.5 Discussions are planned between the Council's Assessor Team and Service Managers to establish a more detailed timetable for the above programme of assessments and to ensure that this timetable reflects service capability and capacity. Once these discussions are concluded, the schedule of assessments will be formalised in an Implementation Plan and presented to the SPPMB for approval.
- 7.6 In addition, further reports on how the Council is progressing with the roll out of the PSIF across the organisation will continue to be presented to this Committee as appropriate.

8.0 IMPLICATIONS

8.1 Finance

There are no known direct financial costs associated with the carrying out PSIF Service Assessments. If a need for further assessors to support the PSIF programme is identified, this will incur one off financial costs of £1,160 per person.

8.2 Human Resources

Service assessment teams comprise of 6-12 employees, depending on the service size. The PSIF process is resource intensive in terms of the commitment required from employees. The assessment period itself is spread over a 2-3 week period.

8.3 Legal

There are no known legal implications.

8.4 Equality / Diversity

The PSIF self assessments will assist the Council in achieving its equality agenda.

9.0 CONSULTATION

- 9.1 The programme for the next phases of PSIF assessments has been agreed in consultation with all Directorates and the Strategic Planning and Performance Management Board.

10.0 BACKGROUND PAPERS

- 10.1 None.