
Report To:	Policy and Resources Committee	Date:	21 March 2017
Report By:	Grant McGovern Head of Inclusive Education, Culture and Corporate Policy	Report No:	PR/06/17/GM/KMcC
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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 within the Council that are not governed by a formal self-evaluation framework (e.g. Care Inspectorate, How Good is our Public Library Service, Validated Self-Evaluation etc.) participate in a rolling programme of self-evaluation using the Public Service Improvement Framework. The Council's latest PSIF programme finished in November 2016. All relevant services have carried out an assessment and improvement plans have been developed. It is the responsibility of each Head of Service to ensure that the Improvement Plan for their service is implemented.
- 2.2 The Improvement Service carried out a review of the PSIF model in late summer 2016 and as a result of this a number of changes were made to the framework. The framework has been streamlined further and now includes statements that reflect changes to the local government landscape e.g. the Community Empowerment Act 2015. The new framework was published on 27 January 2017.
- 2.3 The publication of the new framework is timely as the Council is ready to begin a new programme of assessments. In general, each Service of the Council undertakes an assessment every two years. The first phase of assessments, which will be completed this year, has been drawn up and is attached in Appendix 1. A further report on the PSIF, with a timetable for the second phase of assessments, will be presented to Policy & Resources Committee in January 2018.
- 2.4 Attached at Appendix 2 is a list of examples of the kind of actions set out in the PSIF Improvement Plans for each service who undertook a PSIF assessment.
- 2.5 Appropriate training for officers who will facilitate the new PSIF programme has been approved by the CMT.

3.0 RECOMMENDATIONS

- 3.1 It is recommended that the Committee note:
- That the Council's 2014/16 PSIF programme is now complete and that each service has produced an Improvement Plan;

- That a new programme of PSIF assessments, as set out in Appendix 1, will begin in March 2017 and will be completed by December 2017. The assessments will be carried out using the refreshed PSIF model;
- A further report on the next phase of the PSIF programme will be presented to the Policy and Resources Committee in January 2018.

Grant McGovern

Head of Inclusive Education, Culture and Corporate Policy

4.0 BACKGROUND

- 4.1 Self-assessment 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-assessment is a cornerstone of Best Value and the level of scrutiny that the Council faces will be influenced by its self-assessment processes.
- 4.2 The Public Service Improvement Framework (PSIF) has been the Council's preferred self-assessment framework since 2008. 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. PSIF is the leading performance management/self-assessment framework in Scottish local government and has been widely adopted across the public and third sector. 34 organisations have implemented the framework in some form.
- 4.3 PSIF is based on the EFQM Excellence Model and the self-evaluation questions have been mapped to Customer Service Excellence, Investors in People, EFQM, Best Value and the Education Scotland Improvement Framework. The main difference between the two Excellence Models is that the PSIF reflects the language and culture of public sector organisations whereas EFQM has a largely private sector focus/language.

5.0 PSIF DEVELOPMENTS 2016

- 5.1 The Council's current PSIF programme was completed in November 2016. All services have carried out an assessment and improvement plans have been developed. It is the responsibility of each Head of Service to ensure that the Improvement Plan for their service is implemented.
- 5.2 The Improvement Service carried out a review of the PSIF model in late summer 2016 and as a result of this a number of changes were made to the framework. The framework has been streamlined further and now includes statements that reflect changes to the local government landscape e.g. the Community Empowerment Act 2015. The new framework was published on 27 January 2017.
- 5.3 The publication of the new framework is timely as the Council is ready to begin a new programme of assessments. In general, each Service of the Council undertakes an assessment every two years. The first phase of assessments, which will be completed this year, has been drawn up and is attached in Appendix 1. A further report on the PSIF, with a timetable for the second phase of assessments, will be presented to the Policy & Resources Committee in January 2018.
- 5.4 The Improvement Service recommends that a PSIF assessment is facilitated by an officer who has passed the European Foundation for Quality Management (EFQM) Accredited Assessor training course. Accreditation lasts for a period of 2 years. Previously, a number of officers from across the Council participated in this training however formal EFQM accreditation for all the Council's PSIF assessors has lapsed. The CMT has identified funding from existing budgets to allow two officers to take part in this training.
- 5.5 In addition to this, 12 officers from across the Council participated in a one day EFQM course, facilitated by Quality Scotland on 13 March 2016. The workshop has helped to develop officers' understanding of the characteristics of an excellent organisation as well as the Fundamental Concepts of Excellence, which sets out the foundation for achieving sustainable excellence in an organisation.
- 5.6 Responsibility for monitoring the PSIF programme will lie with the Corporate Quality Improvement Group (CQIG). Reports will also be presented to the CMT as appropriate.

6.0 IMPLICATIONS

6.1 Finance

There are cost implications associated with employees undertaking Quality Scotland training for PSIF. The CMT has agreed that the cost of this will be contained within existing budgets.

Financial Implications:

One off costs

Cost Centre	Budget Heading	Budget Year	Proposed spend from this report	Virement from	Other Comments
00408-000-60226	Core budget	2016/17	£1170	N/A	EFQM in house training for 12 officers
00408-000-60226	Core budget	2016/17	£1,900	N/A	EFQM Accredited Assessor training

Financial implications: Annually recurring costs

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

6.2 Legal

There are no known legal implications.

6.3 Human Resources

None

6.4 Equalities

The PSIF model includes a strong focus on equalities.

6.5 Repopulation

Through the improvement planning process, Services will be delivering improved services which will help to ensure that we are a high performing Council. This in turn, will help make Inverclyde a more attractive place in which to work and live.

7.0 CONSULTATION

7.1 This report has been considered by the CMT and the Corporate Quality Improvement Group (CQIG)

8.0 LIST OF BACKGROUND PAPERS

8.1 None

PSIF Programme 2017

SERVICE	DATE
2017	
Environmental & Commercial Services	March 2017
Human Resources & Organisational Development	April 2017
Corporate Policy	August 2017
Finance & ICT	December 2017

Appendix Two

Examples of the key actions from PSIF assessments 2014-16 across services include:

Area 1A: LEADERSHIP - Planning for the Future

- Better communication across service areas
- Cascade of information from management teams across all teams.
- Raise awareness of corporate documents e.g. the Corporate Statement, SOA and CDIP across the service.
- Improve communication of discussions that take place at CMT, DMT and SMT levels, where this is appropriate. Dissemination of information to employees.

Area 1B: LEADERSHIP Creating a Positive Culture

- Raise awareness of HR policies, e.g. Family Friendly policy, so that all employees are aware of eligibility criteria and what the terms and conditions of the policy are.
- Increase awareness across the service of the Equalities duties as set out in the Equality Act 2010.

Area 1C: LEADERSHIP - Engaging Customers, Partners and Other Stakeholders

- Improve Customer Satisfaction through an increase investment in particular service areas
- Develop SLAs where required for the service
- Employees to receive general media training.

Area 2B: SERVICE PLANNING - Communicating and consulting with customers, partners and other stakeholders

- Conduct wider stakeholder engagement
- Improved access to social media e.g. Twitter and text messaging to all the service to be provided more quickly
- Greater access to additional ICT systems such as dropboxes, SharePoint, clouds etc. where this is required for work purposes.

Area 2C: SERVICE PLANNING - Performance Management

- Establish better, consistent and more regular performance reporting across services

Area 3A: PEOPLE - Planning and Managing People

- Develop succession planning within the service

Area 3B: PEOPLE - Developing People

- Improve uptake of the Council's e-learning courses across the service

Area 3C: PEOPLE - Involving People

- Hold meetings of the full service to bring all employees together to set direction of the service and achieve employee engagement.

Area 3E: PEOPLE - Recognising and Caring for People

- Identify ways in which the service can recognise the achievements and dedication of staff.
- Regular team meetings required across all the service. Information to be communicated from SMT meetings.
- Increase awareness within the community regarding service delivery.
- Feedback to employees on how their work impacts on benefits for the wider community
- Carry out a review of personal protective equipment
- Improve the service image and address unwarranted negative press attention.

Area 4B: PARTNERSHIPS AND RESOURCES - Managing Financial Resources

- Training on financial and budgetary management identified as a key element for team leaders and staff responsible for budget spend.
- More awareness of financial risks and pressures at SMT level.

Area 5A: PROCESSES AND SERVICES Managing Customer Needs and Expectations

- Develop SLAs where required for the service

Area 6A: CUSTOMER RESULTS: Customer perceptions

- Gather more customer feedback to ascertain customer views of the service

Area 9B: KEY PERFORMANCE RESULTS: Effectiveness

- Establish how effective customers regard the service to be through customer feedback