

WEST DUNBARTONSHIRE COUNCIL

Report by the Executive Director of Housing, Environment and Economic Development Services

Housing, Environment and Economic Development Committee: 4 August 2010

Subject: Public Service Improvement Framework (PSIF) Improvement Plan

1. Purpose

- 1.1** The purpose of this report is to inform members of the HEEDS Public Service Improvement Framework (PSIF) self assessment and the Departmental Improvement Plan.

2. Background

- 2.1** In line with the recommendations of the Crerar review in 2007 and the new Audit Scotland BV2 process the Council are now rolling out PSIF self assessment as the core tool of self assessment and improvement.
- 2.2** The Council agreed to use PSIF as the umbrella corporate framework for self assessment and improvement. A hierarchical approach to improvement is being implemented, which includes the Corporate Management Team, Departmental and service based reviews.
- 2.3** Whilst it was acknowledged that the Best Value Improvement Plan is the Councils top priority. It was also considered very important that the HEEDS Departments strategic leadership should provide visible strategic direction and show commitment to employees by participating in the process of self assessment and improvement
- 2.4** The PSIF improvement plan will be used as key evidence to be submitted to Audit Scotland and the Housing regulator.

3. Main Issues

- 3.1** The self assessment team consisted of the Director, Heads of Service, Managers, and the Directors Personal Assistant.
- 3.2** Introductory training on PSIF was provided in house by a qualified European Foundation Quality Model (EFQM) Assessor prior to self assessment, which provided an appreciation of the self assessment process and the knowledge required to actively participate.
- 3.3** The self assessment process involved allocating specific areas of the PSIF framework to members of the team to assess; they reviewed evidence and identified areas where improvements were required

- 3.4** The team then participated in a fully facilitated PSIF self assessment of their performance, which was led by A.Bryslan, EFQM internal and external assessor and Manager of Quality at West Dunbartonshire Council.
- 3.5** As a result of the self assessment a HEEDS Department PSIF Improvement Plan (See Appendix 1) was designed to address areas of improvement that were identified during the assessment process. The plan is broken down into nine sections to reflect the nine areas in the framework against which the Department were assessed, which are as follows:
1. Leadership
 2. Strategic planning
 3. People management
 4. Partners and resources
 5. Processes
 6. Customer results
 7. People results
 8. Community results
 9. Key performance results
- 3.6** Improvements were identified across the spectrum of the framework with a number of the actions very similar to the areas of responsibility in the Best Value Improvement Plan.
- 3.7** To ensure alignment and streamlining of improvement activity, the PSIF Improvement Plan has been embedded in the strategic planning and performance management system.
- 3.8** Six core areas of improvement from the Departmental PSIF Improvement Plan have been included in the 2010/11 Departmental Service Plan which was approved by Committee in June 2010, with a completion date of March 2011:
1. Complete, Implement and Evaluate the Workforce Plan
 2. Consult re setting the vision and strategic priorities of the Department
 3. Develop a Financial strategy for the Department
 4. Develop a systematic approach to handling all complaints
 5. Develop an annual PDP programme and consider collective PDP
 6. Develop an approach to risk management
- 3.9** Further improvement initiatives from the PSIF Improvement Plan will feature in future service and operational plans over the next three years and performance will be reported as part of the Departments normal schedule of quarterly performance reporting.

4. Personnel Issues

- 4.1** A number of relevant PSIF Improvement actions are also in the 2009/10 and 2010/11 Best Value Improvement Plans so Departmental staffing resources have already been identified. However it is expected that resources to implement actions from the PSIF Improvement Plan should be found from within existing resources.

5. Financial Implications

- 5.1** A number of relevant PSIF Improvement actions are also in the 2009/10 and 2010/11 Best Value Improvement Plans so financial resources have already been identified. However it is expected that resources to implement actions from the PSIF Improvement Plan should be found from within existing resources

6. Risk Analysis

- 6.1** The level of risk and priority attached to this plan is high. This is primarily, because issues raised in the improvement plan require to be progressed. Lack of progress of the Department PSIF Improvement Plan would result in a higher level of scrutiny by Audit Scotland and the Housing Regulator and may undermine progress to date in developing a culture of continuous improvement.

7. Equalities Impact

- 7.1** The PSIF assessment process recognises the role of impact assessment and some individual elements of the Improvement Plan will entail impact assessment

8. Conclusions and Recommendations

- 8.1** Although the Department are already committed to implementing relevant elements of the Council Best Value Improvement Plan, taking part in the PSIF self evaluation and improvement has provided a framework to facilitate continuous improvement and a very useful insight into the cultural behaviours required to drive continuous improvement across the Department and services.

- 8.2** It is recommended that the Committee note:

- (i) the HEED Department's (CED) PSIF improvement plan and the fact that continuous improvement is now embedded in the Departments service planning and performance management system; and
- (ii) the progress on Year 1 Priorities will be monitored through existing performance management frameworks.

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Date: 19 July 2010

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Appendix: Appendix 1 PSIF Improvement Plan

Background Papers: HEED's Self assessment in WDC E'Tool
Best Value Improvement plan
BV2 Characteristics Audit Scotland

Wards Affected: All