

WEST DUNBARTONSHIRE COUNCIL

Report by the Chief Executive

Council: 25 August 2010

Subject: CMT Public Service Improvement Framework (PSIF)

1. Purpose

- 1.1** The purpose of this report is to inform members about the Corporate Management Team (CMT) Public Service Improvement Framework (PSIF) self assessment and seek approval to implement the West Dunbartonshire Council (WDC) 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 self assessment as the core tool of evaluation and improvement.
- 2.2** In 2007, 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** Strategic and service based reviews will ensure that every area of business is subject to challenge and improvement and leaders and staff are demonstrating the behaviours which are required to promote openness, transparency and accountability.
- 2.4** Whilst it was acknowledged that the Best Value Improvement Plan is the Council's top priority, it was also considered very important that the CMT provide visible strategic direction and show commitment to employees by participating in the corporate process of self assessment and improvement.
- 2.5** Strategic and service based PSIF improvement plans will be used as key evidence to be submitted to Audit Scotland for the shared risk assessment Assurance and Improvement Plan.

3. Main Issues

- 3.1** Quality Scotland provided introductory training on PSIF to the CMT prior to self assessment, which provided an appreciation of the self assessment process and the knowledge required to actively participate.

- 3.2** The self assessment process involved allocating specific areas of the PSIF framework to members of the CMT to assess; they reviewed evidence and identified areas where improvements were required.
- 3.3** The CMT then participated in a fully facilitated PSIF self assessment of their performance, this was led by Gordon McCallum the Director of EFQM at Quality Scotland and Alexandria Brysland, EFQM internal and external assessor and Manager of Quality at West Dunbartonshire Council.
- 3.4** A tailored version of PSIF was used which was specifically developed by the Improvement service for corporate assessments. The seven characteristics of the new BV2 were used in conjunction with PSIF to ensure best value was being addressed in the self evaluation.
- 3.5** As a result of the self assessment a CMT 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 CMT 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 Best Value Improvement Plan. The assessment covered all the core elements of business, whereas the Best Value Improvement Plan was designed to address the four priority recommendations from Audit Scotland
- 3.7** The areas for improvement identified in the Improvement Plan originated from the CMT assessment and by comparing them against the Best Value checklists designed by Audit Scotland.

4. People Implications

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

5. Financial Implications

- 5.1** A number of the PSIF Improvement actions are also in the 2010/11 Best Value Improvement Plan so financial resources have already been identified. However it is expected that resources to implement actions arising specifically 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 as they are very similar to objectives in the Corporate Plan. Lack of progress of the PSIF Improvement Plan would also affect the Best Value Improvement Plan as a number of the actions are similar which would result in a higher level of scrutiny and would ensure continued criticism from Audit Scotland and others.
- 6.2** Improvement plans generated from PSIF self assessment can be used as evidence for BV2 and the Shared Risk Assessment (SRA) activity. The quality and reliability of self evaluation documentation will inform decisions on the level of risk and scrutiny to be conducted by Audit Scotland and the various inspection bodies.

7. Equalities Impact

- 7.1** The PSIF assessment process recognises the role of impact assessment and some individual elements of the Improvement Plan may be subject to impact assessment

8. Conclusions and Recommendations

- 8.1** Although the Council already have a substantial Best Value Improvement Plan, taking part in the PSIF self evaluation and improvement of the CMT, facilitated by Quality Scotland has provided a very useful insight into the cultural behaviours required to drive continuous improvement across the Council. It has also provided the CMT with first hand experience of the process that all Council services will be implementing in the latter part of 2010.
- 8.2** The CMT PSIF Improvement plan will be the key piece of evidence submitted to Audit Scotland to prove an awareness of performance, show SMART plans on how to improve and identify resources required to ensure capacity to drive the pace of change.

Members are asked to agree:

- a) CMT PSIF improvement plan
- b) Resources will be allocated from existing capacity

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Date: 11 August 2010

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Appendices: Appendix 1 PSIF Improvement Plan

Background Papers: None

Wards Affected: All