



# **Corporate Management Team Public Service Improvement Framework Self Assessment and Improvement Plan**



## Criterion 1 Leadership

PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer responsible	Desired Outcome	Measure of Success
The CMT have developed clear mission, vision and values for the organisation	Corporate vision statement defined, consulted elected members	Corporate plan vision statement agreed at Council	Prepare a report for Council Elected Members outlining a proposal to review the vision to inform the 2012/13 strategic planning process, include details of the consultation plan and a draft programme of consultation and communication events where members and the CMT can work together to share and spread the vision for the future	January 2012- June 2012	Head of Audit, Performance and Strategic Planning	Staff have ownership and understand their role in the delivery of the vision	Annual staff surveys shows increase in staff understanding and they support the vision and values (Set target)
	Community Planning Partnership vision defined in consultation with partners	8 key priorities agreed by Council					
	Organisational values published	Corporate Plan Community Plan SOA Departmental Service plans all agreed by committees	Develop a Consultation plan to involve all elected members, staff and stakeholders in a review of the mission, vision and values, (keep simple)	January 2011- June 2011	Head of Audit, Performance and Strategic Planning	Partners share our vision and work together to implement	Annual partnership consultation shows ownership of the vision (Establish baseline)
New Strategic priorities defined by Strategic Leadership Group	SMN presentation	Design a process to be adopted across the Council which informs how staff and partners can contribute to implementing the vision via priority objective and target setting in the SOA, Corporate and Community Plans linking through the various levels of the planning process down to Personal Development	August 2010- December 2010	Head of Audit, Performance and Strategic Planning			
	Building blocks' of WDC identified and cascaded to SMN						
	Corporate departmental plans include						

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	vision & values included on website and various publications		Planning				
The CMT have effective working relationship with Elected Members (BV)	System for Member Briefings	Member Briefing papers	Formalise approach to peer support from other local authorities for the Chief Executive and the Leader by sending initial request letters and developing a schedule of face to face meetings with pre agreed agenda items.	August 2010-September 2010	Chief Executive Executive Directors	Better working relationships with elected members, shared understanding of priorities	Improved outcomes for service users  Improved performance against Council CPP priorities and targets
	Regular one to one meetings between CMT and EM on particular strategic issues	Department meetings with Convenors every 2 weeks  Pre agenda meetings in every Department	Work with the Improvement Service to commence the Development Sessions for Elected Members focussing on the financial issues	June 2010 then Quarterly	Chief Executive and Leader of the Council	Schedule of meetings attended in place	
	CMT Meetings with political groups	Minutes and papers of Improvement and Efficiency Executive and four work streams Committee Paper 2007/8 confirming approval	Provide guidance and learning opportunities to enable Elected Members to focus attention on priority <b>strategic</b> issues	June 2010 then Quarterly	Head of Human Resources and Organisational Development and Manager of Organisational Development		
	Improvement and Efficiency structure consists of EM and CMT  Joint responsibility and working to consult and prepare WDC budget, schools regeneration etc	Business Day schedule and minutes and papers	Secure arrangements for Strategic Leadership Development Day for the CMT and the Administration focusing on key leadership challenges and roles and responsibilities	August 2010 – September 2010	Manager of Organisational Development		

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	Business days every quarter with Elected Members  Leader and Deputy Leader attend the beginning of every CMT  Strategic Finance Working group every month with Elected Members	CMT Minutes  Strategic Finance Working group minutes And papers	Engage with members to review options for cross party working  Engage with members to validate the improvement programme at the Council in August 2010	August 2010-December 2010  August 2010-September 2010	Head of Audit, Performance and Strategic Planning and members from Audit & Performance Review Committee  Manager of Quality	More informed decision making	
The CMT support and develop a culture of continuous improvement in the organisation	Best Value Improvement Plan  Revised improvement structure & introduction of key roles and posts  Reviews of departmental structures  PSIF Introduction at SMN with Quality Scotland  Roll out of strategic and service based	Best Value Improvement Plan and agreement at committee report  Organisational structure  SMN Slides QS slides  CMT reports  PSIF training pack and slides  SWIA & INEA reports Service BV	Strategic leadership group to provide a <b>Challenge and Support</b> role to improvement workstreams. This will consist of developing <b>Challenge and Support</b> Panels and clear terms of reference for the group  To increase the pace of change and take a holistic view of performance each Lead Officer to prepare a monthly progress update to the CMT on their respective workstreams.  Monthly progress monitoring of BV improvement plan and strategic priorities will allow early intervention when it is likely that the pace of change	July 2010 – September 2010  August 2010 – September 2010 then monthly  August 2010 – September 2010 then monthly	Executive Directors  Lead Officers  Head of Audit, Performance and Strategic Planning Lead Officers	Staff feel confident and empowered to question and improve performance and have ownership of improvement plans  New ideas generated via support framework	Improved staff survey results  CMT, EM and staff participation in improvement programme  Areas for improvement suggested by Critical friends

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	Service inspection outcomes and improvement plans	reviews Covalent reporting	is slowing down.				
	Commitment to address organisational culture change	Culture change programme	Produce a quarterly performance report for the CMT and Council detailing progress of BVIP and strategic priorities	September 2010 then quarterly	Head of Audit, Performance and Strategic Planning Lead Officers		
	'Pockets of good practice' and innovation Committee / Council structures for decision making	Leadership Development Programme	A proforma will be developed to provide <ul style="list-style-type: none"> <li>an update of work stream performance to alert the CMT to possible unmet targets or resource issues</li> <li>identify efficient solutions</li> <li>to any implementation problems</li> </ul>	July 2010 – September 2010	Manager of Quality		
	Performance management framework	SMN programme					
	Kaizen Blitz project	Outcomes of Kaizen Blitz	Develop forward plan for the Senior Managers Network which is linked to corporate priorities	July 2010 – September 2010	Manager of Organisational Development		
	Investors in People and Customer Service Excellence Award targets met	Diagnostic pathway outcomes					
	Draft Continuous Improvement strategy	Committee structure – scrutiny of performance	Identify resources to ensure learning and development needs can be met (Learning and Development strategy)	December 2010- March 2011	Manager of Organisational Development		
		COSLA/MJU submissions & awards	Implement a development programme to support implementation of the PDP framework	July 2010 – December 2012	Manager of Organisational Development		
		Draft Continuous Improvement Strategy					
		Investors in People and	Agree and implement the Continuous Improvement	July 2010- December 2010	Manager of Quality		

PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
	Management Development programme	Customer Service Excellence Programme	strategy incl. programmes for PSIF and 4C reviews (Phase 1 and 2)				
			Review the effectiveness of how we communicate with staff about improvement priorities and progress	December 2010 – March 2011	Manager of Organisational Development		
The CMT regularly review their performance	Individual performance objectives for CMT	Personal objectives and PDP's set annually and reviewed quarterly	Develop PULSE survey to gauge employee perceptions of the performance of the CMT and wider leadership	August / then every 4-6 months	Manager of Organisational Development	Well trained CMT with the capability to fulfil their responsibilities	External scrutiny becomes less resource intensive  Participation rates in PSIF programme
	Review of competency through leadership competency framework	The competency 'co-operative working' relates to the team working element; also personal objectives do include reference as to how each individual will support and work with the wider CMT	Augment CMT appraisal system to include a review of team work, develop team competencies and to agree collective team priorities	January 2011 – April 2012	Head of Human Resources and Organisational Development		
	Development need identified 2009 Regular 1-2-1 cycle		Review level of progress of CMT Personal Development Plans including use of Peer support	October 2010 – February 2011	Chief Executive		
	Group development activities undertaken						
	Covalent performance mgt framework	Report & presentation to					

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		AP&R Committee 2009  Development sessions 2009 Minutes of meetings  Recruitment and Performance Committee					
The CMT are open and engage with:  - People - Customers and potential customers - Partners - Stakeholders	All service plans cascaded through management teams	Departmental service plan sessions	Review level and effectiveness of engagement and involvement with stakeholders, Design strategy to ensure effective engagement	December 2010 – February 2011	Manager of Community Planning	Well informed stakeholders and agreement about the way forward for the Council	Annual stakeholder surveys
	Commitment, visibility, and lead role within SMN	On-line availability of service plans	Develop annual evaluation questionnaire to assess the quality and impact of engagement. Build results into strategic planning, appraisal and development	May 2011 – August 2011	Manager of Community Planning		
	Implementation of communication strategy	Reports on performance	All Departments to prepare a format and schedule for Development sessions with stakeholders which is in line with strategic planning	December 2010 – February 2011	Executive Directors	Development opportunities are targeted throughout the year to address priority areas	
	Commitment and follow-up to employee survey	SMN Programme					
	Implementation of PDP with SMT's	Cascade of Core Brief via CMT					
	Public forums e.g	Employee Survey action plan					
		Pre-agenda					

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	Budget Planning/Options Schools regeneration Involvement/representation on partnership committees/boards	meetings Member attendance at CMT meetings PDP's	Engage with staff and the public to ensure people are kept up to date with the financial challenges facing the Council and encourage participation in developing the 2011/12 Budget.	August 2010 - September 2010	Chief Executive	Wider participation in the budget setting process	Balanced budget set for 2011/12
The CMT motivate and support staff	Development and engagement with SMT's	PDP's SMT discussion outcomes	Integrate development of leadership behaviours through leadership development programme	November 2010-March 2011	Manager of Organisational Development	Staff who are productive and accept ownership of core tasks and are content at their work	Improved levels of morale and motivation in staff survey
	Implementation of PDP process	Core brief SMN programme	Evaluate impact of management development on management practice and leadership dev programme. The programmes are rolling-out till the end of the year therefore review wouldn't be appropriate at this stage	January 2011 – April 2011	Manager of Organisational Development		
	Implementation of core briefing framework	Leadership Competency framework for senior management					
	Agreement of STAR recognition scheme						
	Encouragement through SMN	STAR award event	Implement a culture change programme	June 2010 – December 2012	Manager of Organisational Development		
	Implementation of management development programme	Management development evaluation	Develop communication plan to support staff engagement in culture change programme	January 2011-April 2011	Manager of Organisational Development		
	Westlife participation & support	Leadership Dev programme evaluation	Implement revised PDP and competency framework for all staff	September 2010-March 2011	Manager of Organisational Development		
	Engaging with staff through						



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	<p>informal forums e.g long service awards, new starts</p> <p>Core competencies for the CMT, HOS and managers in terms of behaviours, attitudes required to motivate others have been established</p>						
The CMT have well developed decision making processes	<p>Discussion of key issues &amp; business priorities through CMT meetings</p> <p>Collaborative working with Members</p> <p>Committee/Council decision making structure review completed</p> <p>CPP Executive Review and Amendment to standing orders</p>	<p>Committee reports target to be with members 11 days in advance of meetings</p> <p>Committee reports consider risks to equalities, risk, and financial issues</p> <p>Council/Committee decision outcomes and review report 2010</p> <p>Community</p>	<p>Review the effectiveness of the APR committee with Members including:</p> <ul style="list-style-type: none"> <li>Levels of scrutiny and independence</li> <li>Scope of the role</li> <li>Responsibilities the committee</li> </ul>	November 2011 – February 2012	Head of Audit, Performance and Strategic Planning	EM and staff are knowledgeable about service and Council decisions	<p>Staff surveys show improving trends of awareness</p> <p>EM surveys show improving trends of awareness</p>
			<p>Develop Commissioning/ Long term planning strategies for services to provide Elected Members with options to make decisions about priorities</p>	August 2010- December 2012	Manager of Quality		
			<p>Conduct a review of Decision Making annually including outcomes achieved and build results into the annual corporate planning process</p>	November 2011 – February 2012	Head of Audit, Performance and Strategic Planning and members from Audit &		

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		Participation committee and Open Forum at Council CPP minutes and review reports Strategic Finance Working Group Review of decision making processes 2010 Member Officer Protocol Budget priorities Paper	Consult with stakeholders about the efficiency and effectiveness of public performance reporting research the use of a variety of methods to get our message across Review the use of transformational (ICT) methods to paint a balanced picture of Council performance Develop questionnaire to assess EM awareness of about Council issues and services	March 2011- August 2011 January 2011 – April 2011 January 2011 – April 2011	Performance Review Committee Manager of Performance and Risk and Manager of Quality Manager of ICT and Manager of Performance and Risk Manager of Communications and Marketing		
The CMT have secured the capacity required to deliver best value	Implementation of recommendations from Brodies report New Manager of Quality appointed Current Council restructures will release staff to	Committee reports confirm Brodies appointments 2008 Committee report secure appointment of Quality team 2009 Restructure	Agree resource option and structure to enable the Chief Executives performance and improvement function to support and implement the Continuous improvement programme (PSIF) Develop a Quality and Performance Virtual team consisting of specialists from each Department to drive	July 2010- October 2010 October 2010 – December 2010	Head of Audit, Performance and Strategic Planning Manager of Quality Manager of Risk and Performance	Best Value Improvement Plan, Continuous Improvement strategy and programme of reviews fully implemented	Performance against targets

PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
	work directly on improvement agenda  HOS managing improvement work streams	option papers for centralisation of policy function and Departmental restructures  Various minutes from work streams	improvement managed by the CED				

## Criterion 2: Service Planning

The CMT manage an integrated strategic planning framework to deliver agreed outcomes	Long Term Planning and Budgeting Guidance all follow same approach Financial strategy	Planning and Budgeting Guidance SOA guidance and Development sessions Corporate plan	Review alignment and linkages of Community Plan, SOA, Corporate Plan, integrated children's service plan, Departmental Service Plans and Operational Plans in 2012.	November 2011 - February 2012	Manager of Performance and Risk	Planned outcomes achieved	Consultation results Performance outcome measures
		Key corporate performance outcomes agreed in 2009/10	Ensure equitable balance between national and local priorities	November 2011 - February 2012	Manager of Performance and Risk		
			Develop a systematic approach to integrate planning and prioritisation by the CMT of key performance outcomes	November 2010 – December 2010	Manager of Quality		
The CMT ensure corporate strategies and plans are systematically	Performance reporting Framework with quarterly and biannual reporting cycles	Performance management guidance SOA/ Council/Corporate AND	CMT to review measurable outcomes in strategic and integrated plans including the Community Plan, SOA and Corporate Plan via the quarterly CMT Performance	August 2010 – November 2010 then Quarterly	Manager of Performance and Risk	Targets are reviewed and improvements achieved	Meeting of targets

PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
reviewed	incl. Service Plan Briefing Sessions	Departmental Service Plans performance reports reported at Committee	meetings and annual reviews, using the dashboard of high level measures and targets				
	Audit and Performance review committee scrutinise performance reports		Extend golden thread to integrated planning by ensuring alignment of objectives targets and outcomes	August 2010 – November 2010	Manager of Performance and Risk		
	Covalent Golden Thread applied review carried out by SOLACE		Review effectiveness of CPP performance reporting to partner organisations	November 2011 – February 2012	Manager of Performance and Risk		
Clear, measurable standards have been set for the Council, that are meaningful to customers	Customer First service standards	Customer First service standards document	Consult stakeholders annually about standards to determine if we are measuring what is important to them	January 2011- March 2011	Manager of Information and Communication Technology	Improved customer service and customer satisfaction	Survey results and analysis, improved levels of customer satisfaction  Performance reports
	External review of standards	External review report of findings from Consultant	Extend scope of Customer First strategy to set standards that measure quality, reliability and responsiveness which should be used by services as the overall approach	April 2011-July 2011	Manager of Communications and Marketing		
		Pilot of corporate complaints process in Housing	Develop system to measure if standards are met annually	July 2011 – August 2011	Manager of Quality		
		Customer First (Council Service standards)	Report on Council performance against service standards in Council quarterly performance reports (committee and CMT) and Public Performance Report	December 2011 – March 2011	Manager of Performance and Risk		

PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
			Review Public Information Strategies and public performance reporting. Information we generate, prioritise the information we produce, review most effective mediums of communication both for Council and with partners.	March 2011-August 2011	Manager of Communications and Marketing and Manager of Performance and Risk		
The CMT have developed a systematic approach to communicate engage and consult with the community, customers, partners and other stakeholders	Citizens Panel WDC Consultation strategy	Citizens Panel results	Review of WDC Consultation and Communication strategy to ensure it addresses CMT/EM engagement with customers, partners, external auditors, inspectors and community planning partners	September 2010-December 2010	Head of Audit, Performance and Strategic Planning	Well informed stakeholders whose views are represented in service priorities and decision making	Stakeholder surveys
			Develop WDC external Communications and Consultation Strategy including annual programme to consult with customers about priorities and outcomes	September 2010-December 2010	Head of Audit, Performance and Strategic Planning		
			Develop a more strategic approach to community engagement to minimise risk of duplication in consultation activity (AIP)				
SMART targets are set for performance indicators and monitored for teams and	SMART targets in SOA	SOA targets	Develop guidance to improve and standardise the target setting process across WDC.	December 2010-April 2010	Manager of Performance and Risk	Improved performance	SMART Targets established to measure performance of core areas
	SMART Corporate Plan targets	Corporate Plan targets	Develop process to establish team and individual target	September 2010-December 2010	Manager of Organisational		

PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
individuals to improve performance	<p>Golden Thread review by SOLACE incl. target setting</p> <p>Monitor Performance at cycle of review meetings</p> <p>Individual PDP'S establish objectives in line with corporate</p> <p>Key Performance indicator established to measure completion of PDP's</p>	<p>SOLACE review report</p> <p>Performance review reports</p> <p>Develop a method of setting individual targets in the PDP process</p> <p>Aligned to corporate priorities and objectives</p>	setting as part of the PDP process		Development		
Benchmarking is used to evaluate performance set targets and review competitiveness	Competitiveness work stream and action plan	Progress reports at Improvement and Efficiency Executive	Report Phase 1 Programme (2009/10) of competitiveness reviews of selected services and implement agreed actions	March 2009-Oct 2010	Executive Director of Housing, Environmental & Economic Development	Services which are competitive and deliver best value	Benchmarking, comparator results
	Competitiveness strategy document submitted to committee	Competitiveness workstream BV action plan	Develop Phase 2 programme (2010/11) of competitiveness reviews of selected services	Oct 2010-March 2011	Executive Director of Housing, Environmental & Economic Development		
	Programme of 21 services use competitive benchmarking as part of 4C review	Competitiveness Strategy document	Standardise approach using the benchmarking toolkit Launch WDC Benchmarking learning Outcome and Toolkit	October 2010 - December 2010 October 2010-December 2010	Manager of Quality Manager of Quality		

PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
	Benchmarking toolkit and learning outcome adopted nationally  Some corporate SPI's and SOA target benchmarking as part of performance management  KPMG report about the benchmarking toolkit and approach to competitiveness	committees on competitiveness of 21 services  APSE benchmarking group  Benchmarking toolkit  Covalent performance reports	at the SMN  Develop a programme and training objectives for in-house learning and development opportunities  Extend scope of benchmarking as part of performance management system for all core measures and targets  Compare Council and CPP performance annually via the performance management framework	  October 2010 – December 2010  December 2010- December 2012  December 2010 – December 2012	  Manager of Quality  Manager of Performance and Risk  Manager of Community Planning Partnership		
There is an effective performance management system to monitor and scrutinise performance across the Council	Performance reporting framework Covalent system fully accessible to members. EM Covalent training  Strategic plans are monitored including Best Value Improvement Plan  Covalent training  Covalent	Covalent Performance management framework  Covalent reports to CMT and committee  Covalent training programmes for staff  Covalent guidance	Conduct review to determine if performance information covers the scope of Council services and demonstrates outcomes and impact  Develop a dashboard of measures and targets that paint a picture of CPP performance using outcomes and impact measures.  Develop performance outcomes which measure success and impact in the strategic planning process	January 2012 – April 2012  August 2010 – September 2010  December 2010 – February 2011	Manager of Performance and Risk  Manager of Performance and Risk  Manager of Performance and Risk	Improvements in performance from both internal and external sources	Council performance report

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	<p>guidance</p> <p>Dashboard of corporate measures agreed at March 2010 committee</p> <p>Corporate indicators mapped against PSIF results criteria</p>	<p>PI Committee reports March/April 2010</p> <p>All committee actions are monitored via Covalent</p>					

### Criterion 3: People Resources

There is a systematic approach to planning, managing and developing people	Workforce Planning pilot completed in SW&H	Workforce Planning Pilot documentation and committee report	Develop a WDC Human Resource Strategy	January 2011 – December 2012	Head of Human Resources and Organisational Development	Workforce Plan aligned to Council objectives and priorities	Workforce Plans in place corporately and in each Department		
	Leadership Development work is well developed	Progressive Leadership Development Programme	Further develop a WDC workforce plan to meet the future needs of the Council	January 2011 – December 2012	Head of Human Resources and Organisational Development			Leaders/Staff are developed to meet the needs of the Council	Leaders say they have opportunities to develop
	Policies & Procedures are clear and some have undergone recent review	Various Policy documents/ Employee Handbook	Develop a WDC Learning & Development Strategy	January 2011 – December 2012	Manager of Organisational Development			Managers and staff say they have appropriate opportunities to develop	Staff survey shows that Managers and staff are satisfied with the opportunities they have to develop
	Organisational change policy	Organisational change policy	Develop PDP/Appraisal and competency framework	July 2010 – September 2010					
Management	Management								



PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
	Development programme	Development programme					
There is a performance appraisal process for people in place that is linked to the organisation's objectives	A framework for PDP/competency for Chief officers and Manager level	PDP Policy Framework Key Competencies	Review and design a new PDP process which is linked to performance appraisal for all staff	September 2010-March 2011	Head of Human Resources and Organisational Development	High performing staff can fulfil Council priorities and objectives  All staff have regular planned PDP	Improved customer feedback  Training matches skills gaps  Staff survey shows satisfaction with regular PDP process
	Objectives have been established for CMT	PDPs for CMT 2009/10	Develop and roll out appraisal and competency framework for Managers and staff	September 2010-March 2011	Head of Human Resources and Organisational Development		
	Process for assessing performance ref these objectives has been established.	Recruitment Committee June 2009	Agree resources for roll out – including training for “managers” at all levels aligned with a wider communication of organisational objectives	September 2010-March 2011	Head of Human Resources and Organisational Development		
There is a range of appropriate learning and development opportunities available for everyone	Annual PDP training Plans for staff	HR Training Planner	Develop a WDC Learning & Development Strategy aligned to PDP/Appraisal and competency frameworks, and learning requirements identified from improvement plans and corporate priorities of the Council	March 2011-December 2012	Manager of Organisational Development	Well trained staff  Leaders/Staff are developed to meet the needs of the Council	Percentage of PDP needs met  Staff survey shows leaders and staff have opportunities to develop
	Leadership development programme	Leadership programme					
	Training activity focussed on statutory responsibilities	Specific initiative training activity e.g Covalent, Dignity at Work, Mediation etc...					
	IT, Covalent, PSIF Training cross section of staff	Corporate H&S information and audit evidence					

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	HE/FE Opportunities  SMN Development Leadership hub Established in WDC  Carried out an options appraisal of accommodation and catering for the delivery of learning an development opportunities  Questionnaire developed to evaluate all learning opportunities incl. Management Development Programme and results fed into individual PDP and supplier evaluations	Programme of SMN development sessions  Performance management training  Option Appraisal of accommodation and catering for learning and development  Evaluation questionnaire and results questionnaire	resources.  Rollout progressive leadership programme across the Council  Continue ILM Management Development programme	  April 2010-April 2012  February 2011-March 2011	  Manager of Organisational Development  Manager of Organisational Development		
The CMT ensures that	Pilot PSIF Improvement	PSIF improvement	Implement programme of PSIF self assessments and	July 2010 – December 2012	Manager of Quality	Staff ownership of	PSIF self assessments

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people are involved in reviewing and improving services	Plan for 5 pilot services	Plans for CED, SW&H, HEEDS and Chief Executives Departments	reviews of the 4 C's for the CMT, Community Planning Partners and Services			improvements, successful implementation of improvement plans	completed and number of staff involved  Staff survey shows that staff are involved in improving services
	PSIF strategic reviews	Programme of strategic PSIF reviews	Develop sessions to ensure Service Planning involves a broad range of staff	September 2010 –December 2010 then Quarterly	Manager of Performance and Risk		
	Programme for roll out of PSIF in all service areas	Programme for service based PSIF reviews					
	KAIZEN approach being considered for roll out	Programme for service based PSIF					
	SWIA and HMIE improvement Plans	HMIE and SWIA inspections and Improvement Plans					
	Partnership agreement with trade unions to review and improve services developed	KAIZEN project sold property report and action plan					
		Trade Union Partnership Agreement					
The CMT oversees a systematic approach to communicating with its people	Internal communications strategy developed Internal Communications strategy review  Monthly Core	Internal communications strategy  Internal communications review report	Review the impact and effectiveness of the systems used to communicate with staff: <ul style="list-style-type: none"><li>- Core Briefing System</li><li>- Intranet</li><li>- Newsletter</li></ul>	August 2010-December 2010	Manager of Communications and Marketing	Well informed staff	Staff survey results

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	Brief supported by local issues  SMN/Team Briefing	Core Briefs from 2009  SMN programmes	- Team meeting system  Consult staff now as part of the review of communication and then conduct annually as part of the Staff Survey. (Could use Administrator system to consult)				
			Implement regular programme of PULSE surveys targeted on key topics	September 2011 then every 2 years	Manager of Organisational Development		
Peoples contribution to the Council is recognised and valued and leaders, managers and staff demonstrate these behaviours	Formal recognition through the STAR Awards  Employee survey  25 year long service awards  EM recognition of good work via committee and Education and SW&H send letters to staff  Strategy to harmonise approaches, including motivation, praise	Star Awards 2008, 2009,  Programme of awards	Review existing processes to reward and recognise staff	January 2011 – April 2011	Manager of Organisational Development	Staff feel valued	Staff survey results

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	and encouragement been developed as key competencies required by Managers						

#### Criterion 4: Partners and Resources

There is a systematic approach to partnership which supports strategies and plans	50 shared service arrangements in place at local level Partnership agreements finalised	Annual Efficiency Statement March 2009  Strategy for Shared Services WDC – C&EG Committee – October 2008	Develop a Partnership strategy detailing, partnership analysis; shared objectives and resources, areas of responsibility, performance management and joint planning Review governance and management arrangements for partnership working and develop partnership agreements	January 2011- December 2012  January 2011 – March 2011	Manager of Community Planning Partnership  Manager of Community Planning Partnership	Partnership working can prove its effective via systematic review	Develop outcomes to measure success of partnership working
	Key player in the Clyde Valley Shared Service developments  Key player in National Shared Service initiatives e.g. Scotland Excel, e Planning, SEEMIS and Recruitment Portal  Proactive in developing integrated	Covalent KPI's; comparators to national measures  Road testing work by FD's  Portal; 94% of recruitment activity  Council papers on NHS	Develop SLA for all joint working and service provision incl. between Departments	December 2010- June 2011	Manager of Quality		

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	<p>solutions</p> <p>Key player in Community Cluster Groups</p> <p>Community Engagement</p>	<p>integration; January 2005; October 2009 CHP Council January 2005; Nov 2007, Community Participation Committee</p> <p>Continuous Improvement Work following BV Review on Community Engagement SOA &amp; Corporate Plan Strategic partners (CEG Paper)</p>					
Partnership arrangements are efficient and effective	Joint objectives  Joint planning & finance	Community Planning Process  Reports to Committee & Council	Develop a programme to systematically review the effectiveness and appropriateness of existing and potential partnerships throughout the Council and joint working arrangements (Part of CI Strategy 4C's)	July 2010 – December 2012	Manager of Community Planning Partnership	Partnerships deliver value for money and best value	Results of partnership reviews
			Develop outcomes and indicators to measure the efficiency and effectiveness of partnership working using the planning process	July 2010 – November 2010	Manager of Performance and Risk		
Partnerships have	Joint SW & NHS Working	Budget Consultation	Systematically review the customer satisfaction of	March 2012 – April 2012	Manager of Community	Customer satisfaction	Review quality of information via

PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
demonstrable benefits for customers	50 Local shared service arrangements  Strong culture of consultation  Recognition at national level  Identified as player in pilot projects	Surveys  Auditing files  Reporting to Committees & Council	services delivered in partnership by carrying out consultation with customers  Systematically measure the impact partnerships are making by developing joint performance measurement, including targets and indicators and report using the WDC system of performance management	  December 2010 – February 2011	Planning Partnership  Manager of Community Planning Partnership		consultation results
There is a systematic approach to the allocation, monitoring and controlling of finances	Regular reporting to CMT, Committee & Council  Corrective Action Plans  10 Year Financial Strategy  SFWG  Audit & PR Committee  Stakeholder engagement  Structured approach to planning and	Budget Control Reports  Minutes from ELG, CMT & other Committees and Council  10 year plan to C&EG Committee  Financial Regulations & Delegations  Develop an investment appraisal process for Council	Develop Commissioning/ Long Term Planning Strategies which are aligned to the financial strategy and take into account the changing economic climate  Develop process/system for business cases and project management of core WDC projects and conduct post evaluation of major project spend  Develop and review WDC Financial Strategy	September 2010 – December 2010  October 2010 – December 2010  July 2010 – December 2010	Head of Strategy, Resources and Modernisation and Manager of Quality  Head of Finance, Information and Communication Technology  Head of Finance, Information and Communication Technology	Sound financial management Financial capacity secured to drive the pace of change	Services delivered within budget with sufficient reserves

PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
	monitoring Strong Governance	investments in major projects and capital investment					
There is a systematic approach to the promotion of equalities in the organisation: As an employer As a service provider	Policy & procedures in place Employees and managers trained	Policies and procedures Minutes from meetings Equality Impact Assessments e.g. £7 minimum wage	Conduct WDC strategic equalities audit to measure success in meeting the legislation and develop action plan to implement improvements	July / August 2012 – October 2012	Head of Audit, Performance and Strategic Planning	Provide equal opportunities for all	Compliance against legislation  Outcomes of audits reported
	Access on Intranet Whistle Blowing Policy Equalities Impact Assessments carried out JCF used to agree new/change policies All committee reports subject to equalities impact assessment Risk Assessments carried out Regular equalities information and literature	H&S Reports Regular reports to various groups A-Z equalities literature etc	Equalities being built into PSIF as part of national work Performance against legislation will be assessed via programme of PSIF reviews	October 2010-December 2012	Head of Audit, Performance and Strategic Planning		



PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
	produced for staff						
Strategic Risk Assessment is based on a robust system that measures the success of outcomes in strategies and improvement plans	Strategic Risk Register – reviewed by CMT  Risks prioritised  External support and guidance on Strategic Risk Assessment - Marsh  Risk Assessment Audit recommendations	Strategic Risk Register  Covalent Reports  Marsh report  Risk Assessment  Audit recommendations report	Review the WDC approach to risk management particularly strategic and partnership risks, incorporate recent auditor recommendations into improvement plan	September 2010 – December 2010	Head of Audit, Performance and Strategic Planning	Risk Registers up to date and reviewed as part of performance management cycle	Risk Registers reported as part of performance management cycle
The CMT have developed 3 year efficiency targets for WDC	Annual Efficiency statement shows efficiencies achieved in the past year	Annual Efficiency statements 2009 Approved at Strategic Finance Working Group 2009	Develop 3 year plan and targets to meet Government efficiency targets (Both cashable and non cashable) Include efficiency Savings for the programme of service review and improvement, transformational customer first work and structural reviews	July 2010 – November 2010	Head of Finance, Information and Communication Technology	Efficiency targets identified and reviewed regularly	Level of Efficiency savings against targets
			Monitor efficiency targets, input and output costs via the performance management system	January 2011- March 2011	Head of Finance, Information and Communication Technology	Efficiency savings which can be redirected to improve frontline services	
There is a systematic approach to	WDC Procurement strategy	Report to SFWG Oct 2009	Review the scope of the WDC Procurement function	December 2010 – February 2011	Head of Finance, Information and Communication	Mix of Council services that is competitive and	Savings generated via supply chain

PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
procurement that is in line with Council policy	Training for procurement staff	Procurement strategy approved at Strategic Finance Working Group			Technology	delivers best value	Purchasing costs decrease
	Information Technology centralised		Develop a Council Procurement Strategy and action plan	December 2010 – February 2011	Head of Finance, Information and Communication Technology	Efficient and effective purchasing	
	Sharing best practice with Scottish Government Procurement unit first meeting April 2010	Training schedule Options report to centralise	Develop clear and measurable outcomes to prove the economy, efficiency and effectiveness of the strategy through the core areas of the value supply chain	December 2010 – February 2011	Head of Finance, Information and Communication Technology		
	Clyde Valley Social Care procurement		Review the value and usage of Scotland Excel	December 2010 – February 2011	Head of Finance, Information and Communication Technology		
The CMT makes best use of its resources and strategies exist to ensure they are sustainable	New integrated Workforce Management System	Workforce Management System	Develop and implement WDC Human Resource Management Strategy and Workforce Plan	January 2011- December 2012	Head of Human Resources and Organisational Development	Prudent financial management	Staff survey shows improved morale, sufficient staffing to meet Council priorities and objectives  Services delivered within budget  Performance measures on use of assets show improving performance
	Investigation with other services	Corporate Plan & Service Plans	Review performance of asset management strategy and plan link to accommodation needs identified post workforce planning and option appraisal	August 2010 – December 2012	Head of Regeneration and Economic Development	Workforce plans in place	
	Service Plans exist for all areas	Financial strategy Asset Management Strategy				Comprehensive Asset Management Plans are in place and reviewed regularly	
	Structured planning reviews	ICT Strategy	Use property surveys to produce a planned maintenance programme for WDC which meets the requirements of the Scottish Housing Standards	August 2010 – December 2012	Head of Regeneration and Economic Development	Comprehensive Maintenance	
	10 year Financial strategy						
	Asset						

PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
	Management Strategy Programme of reviews		Review resources available for planned maintenance and identify any budget gaps	August 2010 – December 2012	Head of Regeneration and Economic Development	Programme All capital projects are evaluated	
			Develop an approach to ensure all capital projects are evaluated based on whole life costing, and are project managed, monitored and measured over £100,000	August 2010 – December 2012	Head of Finance, Information and Communication Technology		
There is a systematic approach to appraising the options for service delivery	Options appraisals in all Council reports	Council reports	Develop programme of Option Appraisal of service areas following competitiveness testing	January 2011 – April 2011	Manager of Quality	Service configuration that represents best value	Costs consistently within budget and appraisal of the service delivery option which represents best value
	Option appraisal of some service areas	Service based committee reports	Develop a toolkit to systematically review service delivery options Provide learning and development opportunities for Managers via the Management Development programme	March 2011-July 2011	Manager of Quality		
	Finance option appraisal programme, training and guidance	Finance option appraisal programme, training and guidance documentation	Provide emphasis on partnership working and shared services in option appraisal toolkit	August 2010 – October 2010	Manager of Quality and Manager of Performance and Risk		

### Criterion 5: Service Processes

PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
The CMT ensures there is a systematic approach to planning and managing delivery of all Council services	Planning and Budgeting Guidance	Planning and Budgeting Guidance	Review level of involvement of a cross section of staff in strategic planning	January 2011 – June 2011	Manager of Performance and Risk	Value for money, excellent customer service	Level of involvement of core staff and stakeholders in the planning process
	Improving planning framework	SOA Corporate Plan	Build customer/stakeholder needs into planning processes both annually and every 4 years and develop strategic planning dairy for WDC	January 2011 – February 2011	Manager of Performance and Risk		
	Earlier involvement of elected members in strategic planning	Service Plans Covalent reports S&Q Reports	Develop Elected Members Business Days to fully involve in the planning process	August 2010 – September 2010	Head of Audit, Performance and Strategic Planning		
	Increased use of Covalent as management tool	QPRs Council/Committee reports & minutes	Review if hard to reach groups are included in the strategic planning processes	November 2011 – February 2012	Manager of Performance and Risk		
	Encouragement of scrutiny of performance by Council/Committees	WDC Consultation strategy	As previously stipulated develop Consultation Plan to include core stakeholders	January 2011 – June 2011	Manager of Community Planning Partnership		
	Consultation strategy						
The CMT is aware of the Councils corporate core processes	Increased emphasis on corporate priorities and processes among CMT	CMT minutes BV Work stream minutes	Identify Councils core processes	April 2011- August 2011	Manager of Quality	Improved outcomes for stakeholders	Reduction in number of complaints  Improved performance against service standards
	Leadership of BV work streams	Reflection of corporate processes in departmental service plans	Review complaints mgt system including an analysis links with continuous improvement and use to inform planning	April 2011 – August 2011	Manager of Information and Communication Technology ad Manager of Quality		
	CMT corporate awareness and		Include service standards in	October 2010 –			

PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
	<p>reports</p> <p>Complaints process and pilot approach to complaints management in Housing</p> <p>Equal Opportunities process and policy</p> <p>Performance Management</p> <p>Customer service standards</p>		performance management system and cycle of reporting to stakeholders and members	December 2010	Manager of Information and Communication Technology		
There is a systematic approach for reviewing and improving corporate/service processes	<p>Covalent performance management system</p> <p>BV work streams – increased focus</p> <p>Improvement &amp; Efficiency Executive</p> <p>Use of Covalent triggers</p> <p>Kaizen in one service area progressing</p>	<p>BV Work stream minutes</p> <p>IEE minutes</p> <p>Covalent reports</p> <p>Kaizen report and action plan</p>	<p>Implement programme of PSIF self evaluation for CMT 4C's programme includes a review of corporate and service processes which should be finalised</p> <p>Develop a WDC Process Management system to manage, monitor, review and improve core processes, include</p> <ul style="list-style-type: none"> <li>- mapping current processes</li> <li>- streamlining and elimination of waste,</li> <li>- identification of</li> </ul>	<p>January 2011 – April 2011 for all actions</p> <p>July 2011 – Dec 2012</p>	<p>Manager of Quality</p> <p>Manager of Quality</p>	<p>Services can demonstrate that they are improving</p>	<p>Levels of satisfaction with service provision</p> <p>Lean Process maps</p>

PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
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	<p>action plan non cashable savings identified</p> <p>WDC Customer service standards Programme of reviews against 4C's</p>		<p>opportunities to share services</p> <ul style="list-style-type: none"> <li>- measurement to review performance</li> <li>- efficiency savings</li> <li>- benchmarking</li> </ul>				
			Develop learning and development opportunities in approaches to used to measure efficiency of processes including process mapping and Kaizen	January 2012- April 2012	Manager of Quality		
			Agree programme for 2010/11 process reviews as part of CI strategy	August 2010- October 2010	Manager of Quality		

### Criterion 6: Customer Results

The CMT uses indicators to measure customer satisfaction	Customer survey results are improving	Customer survey report	Develop internal performance indicators to measure customer perceptions and set targets, incl, ease of access, information provided by services, customer satisfaction, cost of service, range and choice of service Measure annually	July 2010 – September 2010	Manager of Performance and Risk and Manager of Quality	Improved customer service	Results from comments cards used for comparison quarterly
The CMT uses internal measures to understand Customers perceptions	Customer service standards only extend to telephone and written correspondence.	Complaints Committee reports	Develop internal performance indicators to measure annually customer results and set targets incl. number and type of complaints and compliments, time taken to	July 2010 – September 2010	Manager of Performance and Risk and Manager of Quality	Improved customer service	Improved customer perceptions via surveys

PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
	However all calls answered within 6 rings  3 year complaints results		deal with customer enquiries, waiting times, response rates, customer awards and accolades, press coverage and performance against service standards  Measure annually				

### Criterion 7: People Results

The CMT use indicators to measure the effectiveness of its people strategies and policies	Regular Employee Surveys covering 2 year trends	Employee survey results report 2008 and 2009	Develop internal performance indicators to measure annually people perceptions and set targets, incl, motivation, learning and development, recognition, equal opportunities, communication, career development, terms and conditions, facilities and health and safety at work	July 2010 – September 2010	Manager of Performance and Risk and Head of Human Resources and Organisational Development	Best value services for the community	Improved people results
	However employee survey results generally negative over the 2 year period, particularly regarding Dignity at Work issues  3 year absence trends  3 year Recruitment trends	Absence statistics committee reports  Recruitment reports		July 2010 – September 2010			

### Criterion 8: Community Results

PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
<p>There are indicators to measure impact on our communities (local and professional)</p>	<p>Percentage of Citizens Panel members who think that the Council is good at listening to the needs of its residents</p> <p>Strengths: 09-10 This has increased by 3% from last year, but not as much as the target of 6%</p> <p>Percentage of Citizens Panel members who think that the Council communicates well with its residents</p> <p>This has gone down by 8% for 09-10</p> <p>This year for the first time, PR have added another PI</p> <p>Percentage of Citizens Panel</p>	<p>Citizens Panel survey results and committee reports</p>	<p>Develop internal performance indicators to measure annually community perceptions and set targets, incl, response to the community, effect of service on the community and the environment and community involvement</p>	<p>September 2010 – December 2010</p>	<p>Manager of Community Planning</p>	<p>Improved services to the community</p>	<p>Improved performance against community results</p>
			<p>Develop internal performance indicators to measure annually community results and set targets incl., publicity, awards and achievements, service involvement in the community recognition from professional bodies</p>	<p>September 2010 – December 2010</p>	<p>Manager of Community Planning</p>		



PSIF Question	Strengths	Evidence	Improvement Initiatives	Start Finish Dates	Senior Officer Responsible	Desired Outcome	Measure of Success
	members who think that the Council's external image is positive Only 13% agree, with 43% disagreeing						

### Criterion 9: Key Performance Results

There are indicators to measure performance in all key/core activities including financial and performance against the outcomes of core processes	PI to measure percentage movement between actual and budgeted income (ACTUAL RESULTS)  Corporate Plan Statutory and key performance indicators and targets covering core areas (ACTUAL RESULTS)  Budget monitoring shows within budget for past number of years	QPR  Budget reports	Develop approach to benchmark financial modelling against other councils.	September 2010- March 2011	Head of Finance, Information and Communication Technology	Delivery of best value services	Improvements in key performance results
			Develop indicators and set targets to measure and improve efficiency competitiveness and equalities	December 2010 – March 2011	Manager of Performance and Risk		
			Develop indicators and set targets to measure and improve effectiveness and efficiency of financial management	September 2010 – January 2011	Head of Finance, Information and Communication Technology		
			Conduct trend analysis in three year cyclical periods	September 2010 – February 2011	Head of Finance, Information and Communication Technology		