

## ITEM No ...4...

**REPORT TO:** SCRUTINY COMMITTEE - 26 SEPTEMBER 2018

**REPORT ON:** NEIGHBOURHOOD SERVICES PUBLIC SERVICE IMPROVEMENT FRAMEWORK (PSIF) ASSESSMENT

**REPORT BY:** EXECUTIVE DIRECTOR OF NEIGHBOURHOOD SERVICES

**REPORT NO:** 265-2018

### **1.0 PURPOSE OF REPORT**

1.1 To summarise the process and outcome of a PSIF Assessment, undertaken between October 2017 and February 2018.

### **2.0 RECOMMENDATIONS**

**It is recommended the Scrutiny Committee**

- 2.1 endorse the attached PSIF Report and the Improvement Action Plan, which includes specific actions, responsible officers and target completion dates.
- 2.2 note that the next PSIF Assessment will be on the Children and Families Service

### **3.0 FINANCIAL IMPLICATIONS**

3.1 There are no financial implications in this report. The cost of any changes to process and/or service delivery will be met within existing revenue budgets.

### **4.0 BACKGROUND**

- 4.1 A revised PSIF framework was launched by The Improvement Service in January 2017. Revisions were as a result of changing legislation and policy around Health & Social Care Integration, Community Empowerment and digital transformation.
- 4.2 The Council Plan (2017-22) commits to a programme of PSIF Assessments being undertaken on an annual basis. A Corporate self-assessment was the first undertaken in 2017, which contributed to the process of developing the Council Plan and Neighbourhood Services is the second, this will be followed by a Children & Families Service assessment.
- 4.3 The Public Service Improvement framework (PSIF) is a performance improvement model using a self-assessment approach which is mapped to a range of recognised tools, including the European Foundation of Quality Management (EFQM) Excellence Model and the new Customer Service Excellence Standard. Best Value principles are also embedded in each of model's 6 themes which are:
- Leadership
  - Service Planning
  - People (staff)
  - Partnerships & Resources
  - Processes & Services
  - Results

- 4.4 Participants were asked to complete a structured questionnaire, framed around the above key themes. Responses provided the necessary data to identify organisational strengths and potential areas for improvement.
- 4.5 The self-assessment process was facilitated by Chief Executive's Services Transformation and Performance Team and the Neighbourhood Services Quality & Performance Monitoring Team.
- 4.6 The assessment sought participation from a selection of staff at all grades as well as a focus group with key external stakeholders.
- 4.7 The key stages in the process were (full details in attached report):
- an initial awareness raising session for all participants
  - the issue and return of the questionnaire
  - analysis of results
  - a focus group with external stakeholders
  - consensus session with a selection of participants
  - improvement planning session with a selection of participants
- 4.8 To provide further evidence to support the self-assessment process, the Transformation and Performance Team facilitated a focus group session with external stakeholders and community representatives. The findings from these sessions were part of the evidence presented to participants in advance of the Consensus Session.
- 4.9 The Transformation and Performance Team drew upon available statistical evidence to consider results and to raise issues around key priorities facing the Council. Data was drawn from the Local Government Benchmarking Framework and "Dundee Performs" to highlight areas where the Council is looking to improve performance.
- 4.10 The PSIF approach followed a process to allow participants to consider current strengths in corporate performance and to highlight areas where improvements can be made. Throughout the process, information and evidence was gathered from a number of sources to support participants to have a clear understanding of the Councils' performance and its priorities across a number of areas. Participants were encouraged to discuss and evaluate this evidence across the 6 themes within the framework over a number of interactive sessions. Participants were then tasked with reaching agreement in relation to the six key actions the Service should take forward into an Improvement Action Plan.
- 4.11 A full report of the process and its findings is attached (Appendix 1). Appendix 1 also contains the following appendices: Appendix 1a Strengths & Areas for Improvement, Appendix 1b Draft Improvement Plan.
- 4.12 The findings from this process clearly demonstrate many key strengths. The full PSIF Report attached (Appendix 1) provides more detail on all of the strengths identified. In summary the assessment concluded that:
- 4.13 Leadership is the strongest theme with not one respondent registering "strong disagreement" with any of the Leadership statements. Leaders are perceived to act with integrity and "from the front". There is good collaboration with partners and an increasing focus on the priorities of communities.
- 4.14 There is strong service planning processes embedded within some areas of the service including: Strategic Planning Groups (SPGs), Scrutiny Committee, Community Development Strategy, Consultation Strategy, Local Community Planning Partnerships.
- 4.15 The service recognises and values people's contribution. Staff feel well supported and stakeholders value relationships with committed, positive and responsive staff.

- 4.16 The service works well with other organisations and the third sector both formally and informally with many effective joint working arrangements and projects in place. Community stakeholders evidenced that where the Council is engaging with and involving communities, this is strengthening partnerships and improving effectiveness of resource allocation and helping to meet the needs and improve outcomes in local communities.
- 4.17 Partnerships are working well with local communities and community groups, particularly in regeneration areas. External Housing Association colleagues regard Dundee as “the best Local authority for working together with partners”.
- 4.18 The service has a set of indicators and related outcomes that measure the efficiency of the service. LGBF Indicators (15/16) evidence that 100% of Council Homes are energy efficient, placing Dundee 1st within its family group. Dundee also recorded the cleanest streets within its family group during the same year. 85% of learners reported increased confidence following engagement with Community Learning and Development.
- 4.19 These strengths put Neighbourhood Services in a strong position to work with communities and partners to focus upon the priorities for the City, particularly in relation to reducing inequalities and closing the attainment gap.
- 4.20 The improvement planning stage of the assessment process resulted in six key priorities being identified. Further details of all of the areas for improvement considered during the assessment are contained in the attached PSIF Report (Appendix 1). The six key improvement actions agreed by participants are:
- Devise and implement a Neighbourhood Services communication strategy on challenges and ambitions which ensures consistent messages are delivered and understood across all Neighbourhood Services Teams.
  - Further develop performance management processes (including benchmarking) to drive service improvement. Explore the benefits of smart solutions and lean processes to improve service delivery and outcomes. Ensure more effective monitoring of service delivery and performance and embed performance targets into operational processes.
  - Develop a workforce plan designed to achieve the best service outcomes by aligning the skills and competencies of the workforce with the skills mix required for the delivery of future services. Ensure equal access to and evaluation of training and development for all staff.
  - Adopt a commissioning approach to service delivery to ensure collaborative working is effective and efficient and removes unnecessary duplication. Ensure transparency with stakeholders around financial frameworks when planning service investments.
  - Communicate service standards including engagement with elected members. Learn from what is working well to achieve service improvements across Neighbourhood Services. Provide feedback to staff and customers and evidence how customer feedback has contributed to service improvements. Ensure all staff understand how their efforts contribute to strategic priorities and the wider service outcomes. Adopt a consistent approach to responding to, recording and analysing complaints.
  - Introduce a set of indicators that are used across the service to measure the efficiency of all of the services being delivered.

4.21 Neighbourhood Services Management Team will take the necessary action to meet the agreed targets and milestones and deliver the outcomes as outlined in Appendix 1b.

## **5.0 POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainable Development, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

## **6.0 CONSULTATIONS**

The Council Management Team were consulted in the preparation of this report.

## **7.0 BACKGROUND PAPERS**

None

Elaine Zwirlein  
Executive Director, Neighbourhood Services

Date: 22 June 2018

## **APPENDIX 1**



# **Neighbourhood Services**

## **PSIF Report**

**February 2018**



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## Introduction

### **1.1 Neighbourhood Services PSIF Self-Assessment**

The following Report provides a summary of the PSIF Self-Assessment undertaken by Neighbourhood Services during the last quarter of 2017. The findings from this process clearly demonstrate many strengths within Neighbourhood Services (NS), particularly in relation to leadership, community engagement and partnership working. In addition high customer satisfaction levels are apparent in many service areas. These strengths put the service in a good position to assist in delivering the City's key priorities.

The key priority for Neighbourhood Services is to deliver best value, fairness and sustainability by creating inclusive communities and neighbourhoods. Within the current Council Plan (2017-22), the service aims to deliver the following key priorities:

- Reducing levels of anti-social behaviour.
- Improving the life chances for people of all ages through learning, personal development and active citizenship
- Keeping people safe and protected from health hazards
- Providing a fair trading environment for consumers and businesses
- Improving the housing quality of private sector tenants especially the elderly and those vulnerable to adverse living conditions
- Leading the city in safeguarding the environment and enhancing health for current and future generations
- Recycling waste to meet Scotland's zero waste ambitions
- Providing sustainable waste management systems which comply with national policy and legislation and achieve Scottish government targets
- Implementing air quality strategies supporting cleaner air for Scotland
- Developing and managing greenspace which is attractive and used by local people as part of a healthy active lifestyle and creates a green environment which is biodiverse and mitigates against climate change.

The self –assessment identified significant challenges facing Neighbourhood Services. A wide range of needs and service delivery requirements have to be addressed every day across the whole city. Those relying on these services include hard to reach groups. The risks associated with isolation and how services can overcome these was given much consideration throughout the assessment.

Issues were also raised about staff lone working or being relatively isolated from colleagues and in particular the impact of this on communication. The opportunities to embed a new culture following the organisational re-structure was also frequently raised.

The significance of these issues are reflected in the priorities identified in the Improvement Action Plan (appendix 1(b)).

There are varied experiences across the service and amongst stakeholders in relation to the effectiveness of communication, consultation and the sharing of information. Similarly, knowledge within staff and stakeholders about the existence of performance indicators, targets and results is also varied. The results theme had the highest recording of “don’t know” responses.

Feedback from stakeholders confirmed that whilst engagement and involvement is improving, it was felt that consultation can, at times, be tokenistic. Consultations on Council house rents and the Growing Strategy were suggested as evidence where the service could improve the level of meaningful engagement.

The launch of the new Council Plan and the introduction of service area scorecards provides a timeous opportunity for the service to ensure that all staff understand linkages between their respective and collective roles and the wider and higher level strategic priorities and ambitions the service has for the citizens of Dundee. Many opportunities to build on key strengths and learn from good practice have been identified as part of this self-assessment process.

This Report considers the strengths and areas for improvement identified by those who participated in the self-assessment process. Senior Managers across the service, a representative group of staff at all levels and from all sectors within the service, external stakeholders and community representatives. The self –assessment outcome is the development of an Improvement Action Plan. This focuses on six key areas for improving outcomes across Neighbourhood Services (appendix 1(b)).

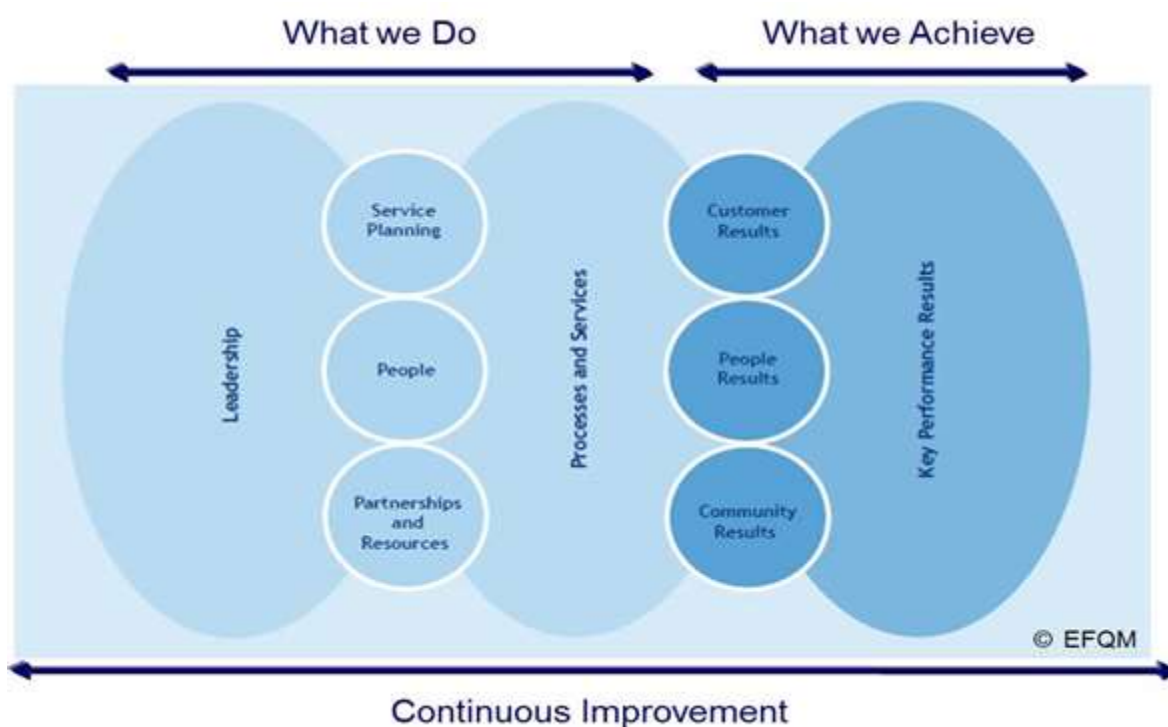
## **1.2 The PSIF Model**

The Public Service Improvement Framework (PSIF) is a performance improvement model using a self-assessment approach which encourages organisations to conduct a comprehensive review of their own activities and results. It promotes a holistic approach to continuous improvement, and is mapped to a number of established organisational improvement tools:

- The EFQM Excellence Model;
- The New Customer Service Excellence Standard;
- Best Value principles;
- Education Scotland;
- Care Inspectorate and Healthcare Improvement Scotland.

The PSIF provides a framework of questions across a set of criteria (see below), to challenge and stimulate performance through a structured process, developed to suit organisational needs and key policy and legislative drivers. The model is based around a set of enablers (“what we do”) and results (“what we achieve”) across the organisation. The six criteria examined during the process were:

- Leadership
- Service Planning
- People
- Partnerships & Resources
- Processes & Services
- Results



The PSIF model, designed for Public and Third Sector organisations across Scotland is regularly reviewed to ensure that it remains relevant and reflects the context in which public services are operating. The most recent review of PSIF has responded to the expectations of the Community Empowerment (Scotland) Act 2015, with an increased focus on community engagement and improving outcomes for the most disadvantaged individuals and communities, as well as reflecting the growing importance of how digital approaches can provide efficiencies and support change and improvement.

### 1.3 Neighbourhood Services Assessment - Background

In November 2016, Dundee City Council Management Team agreed a programme of self-assessment to be undertaken within each of the main service areas across the Council with the aim of aligning a

recognised process of self-assessment to the new Council structure and establishing strong links with the development of strategic priorities for the City.

This report outlines the process undertaken through the self-assessment stages, clarifying the strengths and areas for improvement raised which led to the development of an Improvement Action Plan.

## Methodology

### 2.1 Overview of PSIF Process

The PSIF approach follows a number of key stages designed to allow participants to consider current strengths in relation to performance and to highlight areas where improvements can be made. Throughout the process, information and evidence is gathered from a number of sources to support participants to have a clear understanding of the performance within the service and its priorities across a number of areas. Participants are encouraged to discuss and evaluate this evidence across a number of interactive sessions and then asked to reach agreement on key actions for improvement moving forward.

The following timeline demonstrates the delivery of the programme and its defined stages:

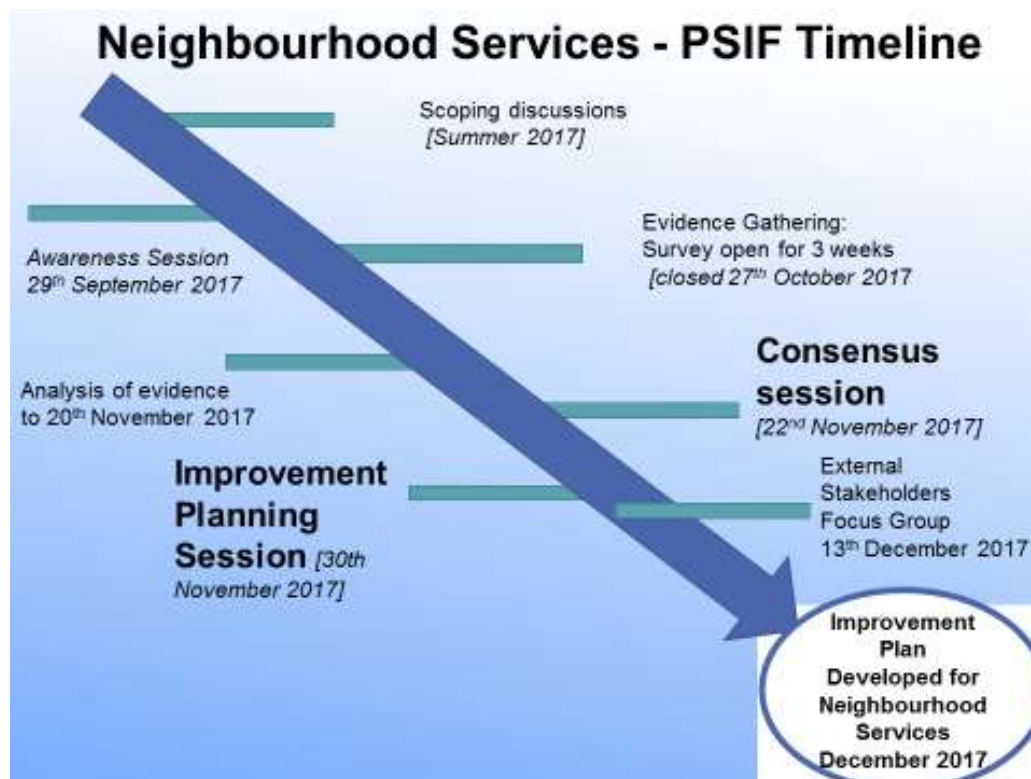


Figure 1.

## 2.2 Awareness Session

The initial involvement of participants in the self-assessment process was the Awareness Session. The Executive Director provided an overview of the main issues facing the service in the context of the City's strategic ambitions and the role managers and staff within Neighbourhood Services play in addressing these. The Senior Officer, Performance briefed participants on the benefits of self-assessment and what would be expected from them as they embarked on the process.

At the close of this session, participants were informed that the Checklist would be distributed via email and that they were expected to complete this as part of the assessment process.

## 2.3 Gathering Evidence

An important part of the PSIF process is the gathering of evidence to support participants in their efforts to identify strengths and areas for improvement. The following are the areas from which evidence has been gathered as part of this PSIF self-assessment.

- **The Checklist:** The quantitative and qualitative responses to this electronic survey were gathered, collated and analysed by the Senior Officer, Performance.
- The responses to the Checklist are completely anonymous and the response rate to this Checklist was 58%. The Checklist itself consists of 60 statements in six sections: **leadership; service planning; people (staff); partnerships and resources; processes and service; and results**. At the end of each section participants are asked to provide details of where they believe the service performs well and also provide details of where the service may be able to improve its approach and/or performance. This data was aggregated and along with a high-level analysis of feedback, formed part of the documentation provided to participants in advance of the Consensus Session.
- **Focus Groups:** To provide further evidence to support the self-assessment the Senior Officer, Performance and the Quality & Performance Manager, Neighbourhood Services, undertook a focus group with a broad range of external stakeholders and community representatives. The findings from this session provide valuable evidence of strengths and examples of good practice as well as areas for improvement. Findings from the stakeholder's session have informed the development of the improvement action plan and form part of the evidence presented in this final report.
- **Results:** The Senior Officer, Performance drew upon available statistical evidence to highlight performance in relation to key elements of service delivery. Data was drawn from the Local Government Benchmarking Framework, from Dundee Performs and from recent audit

and inspection reports to highlight strengths as well as areas where the service is seeking to improve.

## Summary of Main Findings for Neighbourhood Services

### 3.1 Strengths

Feedback from this assessment has been very positive in a number of key areas. In particular, leadership and the increasing focus on communities and efforts to improve engagement and involvement with wider stakeholders. Customer satisfaction levels are high in particular areas of the service and improved outcomes for individuals are evidenced through customer and stakeholder feedback and from formal audit and inspection processes for Housing and Community Learning & Development respectively.

These strengths put Neighbourhood Services in a strong position to work with communities, partners and staff across the service to focus upon “**delivering Best Value, Fairness and Sustainability by creating stronger, more resilient, influential and inclusive communities and neighbourhoods (Dundee City Council Plan 2017-2022).**”

This section highlights the main strengths emerging from the process, where Officers and those participating in the focus group identified what is working well.

Officers and external stakeholders were also encouraged to suggest areas for improvement and these are considered in Section 4.

Examination of the data from the Checklist and the focus group activity provides clarity that a number of key strengths are evident in the service. In all the EFQM criteria areas within the Checklist, the service performed well. When the statements from the Checklist were collated and analysed, the strongest theme emerging was leadership which scored an average of 86% in terms of positive responses across the theme. Scores ranged from 86% (leadership) to 73% (results). This is highly commendable given the diverse working environments for participants. In many instances the checklist strengths are corroborated by the feedback from the focus group participants.

The main strengths identified are listed below:

#### **Leadership**

In this section, PSIF asks those participating in the self-assessment to consider the effectiveness of those responsible for identifying a clear direction and who shape the future of the service. Given the importance of this critical role, it is commendable to note that this leadership role provided the strongest positive responses from the Checklist evidence. Across all of the leadership statements, there was an average of 86% positive response rate, with not one respondent recording “strong

disagreement” with any of the leadership statements. The following are some of the key strengths identified by participants in the Checklist and from the focus group in relation to Leadership:

Our leaders act with integrity and “from the front” when communicating organisational values. There is evidence of good collaboration across the management team, who value the local authority and are committed to doing the best for the communities they serve.

There is an increasing focus on the priorities of communities and evidence that local partners are working more effectively together for the benefit of Dundee. “Engage Dundee” provides evidence of the Council’s commitment to the engagement and involvement of individuals and communities in the planning and delivery of services and tenant participation initiatives evidence good engagement with individual citizens/tenants and external stakeholders.

External stakeholders agree there is effective involvement and partnership working at a strategic level. The Common Housing Register, strategy development in relation to tackling homelessness and the local partnership approach to tackling the significant challenges of Welfare Reform were all identified as examples of good practice. External Housing Association colleagues regard Dundee as “the best Local Authority for working together with partners” (Stakeholder focus group, December 2017).

Housing is regarded as being ahead of many other Local Authorities in relation to tenant participation and involvement.

Feedback from the focus group noted that at a strategic level, joint working and strategy development is good. Partnership engagement in relation to Welfare Reform Homelessness and the Common Housing Register were viewed positively by stakeholders.

The positivity, commitment and responsiveness of Neighbourhood Services staff is clearly valued by customers and stakeholders. The anti-social behaviour team, communities officers and dog wardens were commended for their approach to customer service.

## **Service Planning**

In this section, PSIF seeks to explore how the service operates in relation to service planning and performance management. The efforts to maximise consultation and involvement in Engage Dundee was also viewed positively with the level of publicity recognised as an attempt at meaningful engagement with individuals and communities. Community Planning Partnerships are an effective means of service planning and the role of the Communities Officers is valued. However, it was highlighted that there could be better engagement with partner agencies in this process and that more could be done to engage with hard to reach groups.

Participants from the Checklist commented on the existence of well-established policies, strategies and plans covering all aspects of service delivery. These are communicated to staff and tenant's/service users through a variety of communication channels. Performance information is routinely and regularly gathered to evidence achievement against targets. There is varied response in relation to this area. Clear strengths are in evidence within some areas of the service and there are opportunities for the service to improve on the deployment of a clear set of policies, strategies and plans and embed these into operational practice across the spectrum of the service area.

There is a clear view from participants that the service is increasing its focus on the priorities of communities and listening to their views. The needs of communities are reflected in service plans.

## **People**

This section asks those participating in the self-assessment process to consider issues around staff working within Neighbourhood Services, focussing upon how policies, strategies, skills and competencies are managed to ensure staff are supported to deliver the service priorities. A number of positive issues were raised from the Checklist and from the stakeholder focus group to evidence both the commitment and competence of staff within the service.

The service has begun the process of developing an action plan to respond to the issues emerging from the council wide employee survey: evidence the service is responding appropriately to feedback from its people.

Strengths around EPDR and staff being encouraged to contribute to setting the strategic direction of the service are in evidence. Managers are approachable and staff feel well supported. The challenge for the service is to ensure the consistent deployment of policies and strategies aimed at supporting staff across the service. There are opportunities for the service to learn from good practice within some areas of the service and this is highlighted as an important action within the Improvement Action Plan which includes the task of ensuring that the skills and competencies of staff are developed and better aligned to the strategic priorities and the future service delivery requirements.

Stakeholders view Neighbourhood Services staff very positively and a number of services were commended for their responsiveness and level of customer service. In addition to those teams already identified, Waste Management and is the Community Allotment Officer in the Environment Department were praised for their efforts.

## **Partnerships and Resources**

For this section, PSIF looks at how the service works in partnership to support the delivery of outcomes and how it manages its resources in the most efficient, effective and sustainable way. The service performs strongly in this area. The highest rated response from this section being that the



service ensures customer information is protected and made available securely to appropriate and relevant organisations (93% of participants either agreed or strongly agreed with this statement).

“Working in partnership with external agencies enhances the service delivered to individuals. Working towards the same goals improves the opportunities for people to have a better life by providing more choices and options”.

The service works well with other organisations and the third sector, both formally and informally with many effective joint working arrangements and projects in place. Over 86% of participants agreed that the service has partnerships that support the delivery of outcomes and ensure resources are used and shared in an efficient and sustainable way, with demonstrable benefits for communities.

The service is environmentally aware and the use of resources in relation to sustainability is in evidence with the fleet of electric cars and wider energy management initiatives.

Partnerships with the third sector are strong. The arrangements for Employability and working in partnership with external agencies to seek external funding to enhance areas within communities are evidenced as strengths.

The imminent participatory budget process is welcomed by stakeholders and viewed as the Council’s commitment to providing a real opportunity for communities to take ownership and responsibility for community resources.

Focus Group participants also commended the service in terms of the level of engagement and involvement with one stakeholder commenting that Dundee is “probably the best local authority for working together with partners”.

### **Processes and Services**

In processes and services, PSIF challenges services to assess how they manage customer needs and expectations and the extent to which they are involved in reviewing and improving services.

The use of customer feedback is positive in relation to processes and services. There are neighbourhood meetings which listen to tenants and residents. There is evidence of improvement actions coming from these processes.

The service makes use of customer satisfaction survey information to help understand current service user demands and future expectations. Feedback from each of the services surveyed is collated, with action plans produced aimed at improving the service.

Customer complaints procedure and the customer charter are policies and processes which provide good opportunity for customers to engage with the service in relation to the standards of service delivery.

## 3.2 Summary of Results

Within PSIF, the use of results is an important part of gathering information about what the services achieve across areas such as customers, people (staff), community and key performance results. In addition, the use of key indicators by the service is also a key part of the process to highlight priority areas for those participating in the self-assessment. The following are some of the strengths identified through feedback and analysis of results:

Previously, Local Government Benchmarking Framework (LGBF) data has been used to highlight areas where our expenditure was high. This led to reviewing our street cleaning and open space maintenance resulting in significant financial savings being achieved over the last 3-4 years. At the same time the LEAMS score has dropped from 96% in 2015/16 to 92% in 16/17. From being the highest performing LA, Dundee is now on the Scottish average

The Scrutiny Panel approach adopted by Housing ensures robust monitoring of performance against the Scottish Social Housing Charter. Council tenants are at the heart of this process thus ensuring tenant's views are represented.

Mystery shoppers and Tenant Inspectors coming into the council making sure we adhere to our complaint procedures etc. demonstrate customer participation in quality management

Measuring the community's perception and satisfaction is demonstrated by the regular meetings with local community council's tenants' associations and local community planning partnerships and the outcomes of these.

The community surveys carried out by the local community workers seem to approach real people and feedback issues that affect people most in their communities e.g., drug use, transport, and feeling safe.

As part of the PSIF process, key performance data linked to the strategic priorities of the service were presented to those participating in the self-assessment. This allows those going through the process to have access to a wide range of evidence to support them in identifying potential areas for improvement. The key performance data is designed to supplement the evidence gathered from the Checklist Report and also from the focus group activity with community representatives and external stakeholders.

Examples of performance data shared with participants was taken from a variety of sources, including Dundee City Council's website, "Dundee Performs" showing LGBF indicator data (figure 2), the (October 2017) Scotland's Housing Network Housing Audit (figure 3) and Community Learning and

Development Annual Report (figure 4). As can be seen from these examples, a broad range of data is presented demonstrating performance in key area.

**NB:** During the assessment process, 2016/17 performance data was not available to participants. Updated performance data (where available) has been noted alongside 15/16 data.



## RESULTS/MEASURES (LGBF 15/16)

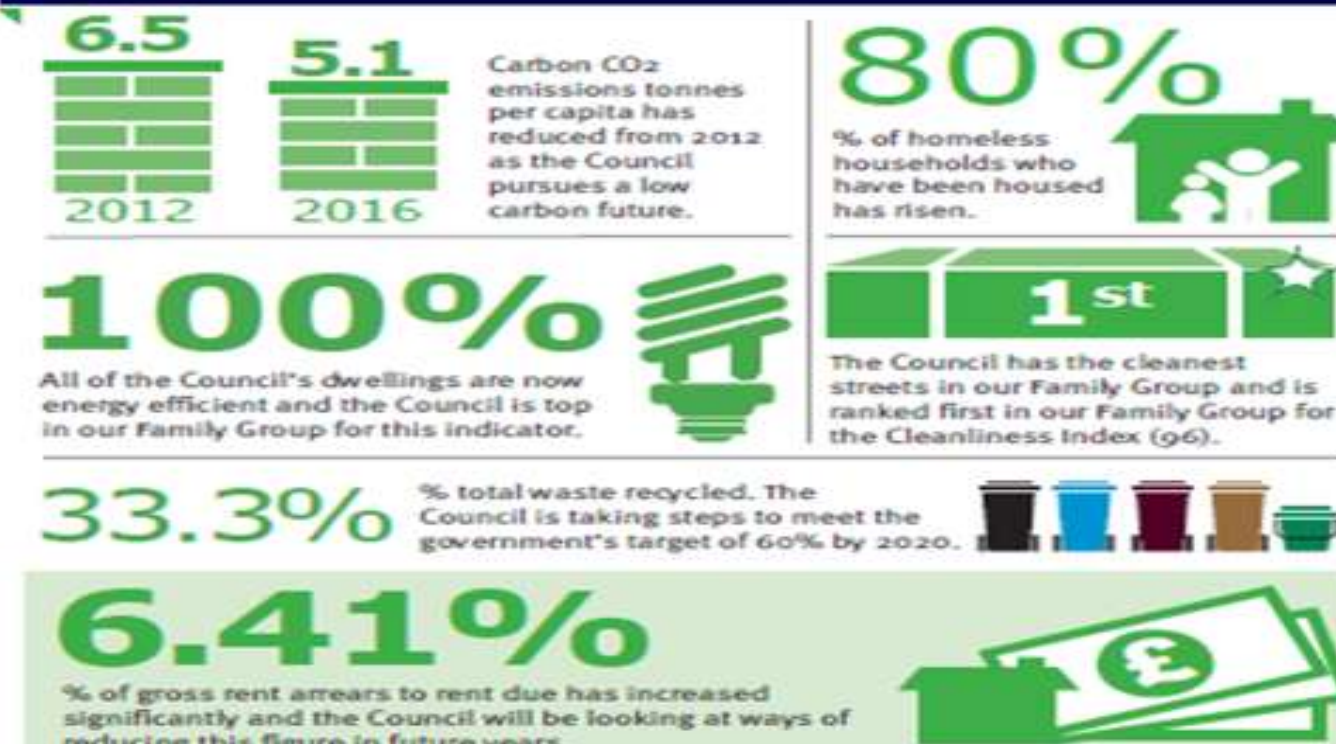


Figure 2

**NB:** 16/17 LGBF indicators report a slight increase in:

% household waste recycled (33.62%)

Gross rent arrears as a % of rent due reduced (6.19%)

## RESULTS/MEASURES (CLD ANNUAL REPORT)

**6842 PEOPLE**

ENGAGED IN CLD PROGRAMME - YOUTH AND ADULT



**3826**

adult learners

**2066** (54%) from Community Regeneration Areas.

**389** adult literacy learners.

**1272** people received adult guidance.

**476** learners in ESOL programme.

**566** parents/carers taking part in family learning,  
341 from Community Regeneration Areas.



**85%**

of learners reported an increase in confidence.



**3016**

young people  
involved in youth  
work programmes

**2042** young people in  
diversionary work.

**816** received a Duke of  
Edinburgh award.



Figure 3

Participants are asked to pay particular attention to key performance data in relation to the strategic priorities of the service. It may be that action plans are already in place to target areas where it is recognised performance can improve. As a result, these performance areas may not form part of the Improvement Plan, however, where action is underway or planned in relation to improving performance, this is scoped in Appendix 1a and progress will be monitored by Neighbourhood Services Management Team.

# Areas for Improvement for Neighbourhood Services

## 4.1 Consensus Session

Having gathered evidence to support the self-assessment process from a range of sources, participants took part in a ½ day session to consider the evidence. The main strengths identified during the process and the data gathered to evidence results were presented to participants.

A total of 30 potential areas for improvement were presented for consideration during focused workshops (see Appendix 1a). At the end of this session, the six key improvement actions identified for the service were as follows:

1. Devise and implement a Neighbourhood Services communication strategy on challenges and ambitions which ensures consistent messages are delivered and understood across all Neighbourhood Services Teams.
2. Further develop performance management processes (including benchmarking) to drive service improvement. Explore the benefits of smart solutions and lean processes to improve service delivery and outcomes. Ensure more effective monitoring of service delivery and performance and embed performance targets into operational processes.
3. Develop a workforce plan designed to achieve the best service outcomes by aligning the skills and competencies of the workforce with the skills mix required for the delivery of future services. Ensure equal access to and evaluation of training and development for all staff.
4. Adopt a commissioning approach to service delivery to ensure collaborative working is effective and efficient and removes unnecessary duplication. Ensure transparency with stakeholders around financial frameworks when planning service investments.
5. Communicate and manage expectations in relation to service standards including engagement with elected members. Learn from what is working well to achieve service improvements across Neighbourhood Services. Provide feedback to staff and customers and evidence how customer feedback has contributed to service improvements. Ensure all staff understand how their efforts contribute to strategic priorities and the wider service outcomes. Adopt a consistent approach to responding to, recording and analysing complaints.
6. Introduce a set of indicators that are used across the service to measure the efficiency of all of the services being delivered.

These key priorities became the focus of the Improvement Planning session which took place the following week.



**NB** It is interesting to note the extent to which the improvement actions identified by those participating in the PSIF Self-Assessment reflect the evidence from the Checklist, the stakeholder focus groups and the results data. The improvement action to adopt a commissioning approach to service delivery to ensure collaborative working is effective and efficient and removes unnecessary duplication, ensures transparency with stakeholders around financial frameworks when planning service improvements reflects the views that stakeholders should be involved in consultation and planning around investments etc.

There was mixed response from participants in relation to the results achieved by the service. The results section had the highest recorded “don’t know” response rate across all of the themes examined. The diversity and the infancy of neighbourhood Services is relevant in this respect. . The development of a Neighbourhood Services communication strategy is a key task moving forward and should address a number of AFIs arising from this process.

The service felt it was important not to lose sight of any areas for improvement identified during the process, whether or not specific issues were seen to be a priority in terms of the Improvement Plan. Appendix 1a therefore summarises all of the potential areas for improvement considered by the leadership group at the Consensus Session. Where a response or an action is planned or underway, already this has been noted.

#### **4.2 Improvement Planning Session**

Having identified the six key improvement actions in the Consensus Session, participants met a week later to consider these actions in terms of an Improvement Plan. Here, participants are asked consider the key elements associated with progressing these actions, such as: what activities need to be planned for to progress the action; what risks and resources are tied to these activities; what are the timescales for these activities; what group or individual(s) are responsible for progressing these activities; what milestones can be put in place that will demonstrate when activities are completed; what is the outcome that the improvement action is hoped to achieve? The Improvement Plan is attached in Appendix 1b, with participants having identified what needs to be put into place to progress the key actions required as a result of the PSIF Self-Assessment.

#### **4.3 Next Steps**

The Improvement Planning Session concluded the self-assessment process. The next steps Neighbourhood Services are to formally adopt the Improvement Plan and to take the necessary action to achieve the targets and desired outcomes.

The Executive Director, Neighbourhood Services will present this report to Neighbourhood Services Management Team and to Council Management Team. Thereafter a report to Scrutiny Committee on the outcome of this self-assessment process will be prepared and presented.



## Appendix 1a

# STRENGTHS & AREAS FOR IMPROVEMENT (FOR CONSIDERATION AT CONSENSUS SESSION)

## LEADERSHIP

STRENGTHS	AFI	CURRENT/PLANNED ACTION (AFI)
<p>Leaders develop and communicate the vision, values and ethics of the service, establish clear governance arrangements and act as role models (94% agreed with this statement – Rated 1<sup>st</sup> across entire survey)</p> <p>Leadership the strongest theme with not one respondent registering “strong disagreement” with any of the Leadership statements.</p> <p>Leaders perceived to act with integrity and “from the front”.</p> <p>Good collaboration with partners and an increasing focus on the priorities of communities, evidence from survey results reinforced by external stakeholder feedback.</p>	<p>Strengthen engagement with communities, customers, partners and stakeholders when planning investment (or dis-investment) in services and/or communities. Improve awareness of the outcome of these decisions on individuals and/or communities of interest by measuring the difference these changes have made.</p>	<p>Improvement Action Plan:</p> <p>(4) Adopt a commissioning approach to service planning and delivery which will include strengthening engagement with staff, communities, customer and other stakeholders.</p> <p>(2 &amp; 6) Develop comprehensive and consistent public performance reporting across neighbourhood services which reports performance and efficiency</p>
	<p>Strengthen engagement and consultation with staff across the service and ensure they are meaningfully engaged in processes relating to developing and achieving strategic and operational priorities.</p>	<p>Improvement Action Plan:</p> <p>(1) Communications Strategy (3) Workforce Plan (5) Service Standards (1) Service Improvement Teams</p>
	<p>Deploy a consistent approach to supporting staff ensuring equal opportunity and access to leaders and managers, to effective support, personal and professional development opportunities and recognition for their achievements.</p>	<p>Improvement Action Plan:</p> <p>(3) Workforce Plan – EPDR &amp; Training (1) Communications Strategy (1) Open Door Policy</p>

	<p><b>Create a culture of openness and honesty around performance which inspires and encourages staff, particularly those people working in challenging circumstances and ensure there is transparency and honesty with elected members in relation to their expectations around performance. (Reduce complaints which have a negative impact on staff morale).</b></p>	<p><b>Improvement Action Plan:</b></p> <p><b>(1) Communications Strategy</b>  <b>(5) Service Standards</b>  <b>(2 &amp; 6) Performance Indicators</b></p>
	<p><b>Expand the use and further develop skills around digital technology to improve communication and promote equal access to information for all staff.</b></p>	<p><b>Improvement Action Plan:</b></p> <p><b>(1) Communications Strategy</b>  <b>(3) Workforce Plan</b></p>
	<p><b>Strengthen the identity of the service. Improve knowledge and understanding of the service, its challenges and its ambitions across the entire staff team. Leaders to drive improvements and embed a strong organisational culture by communicating strategic priorities and embedding performance targets into operational processes in order to achieve a strong identity and sense of direction for Neighbourhood Services.</b></p>	

## SERVICE PLANNING

STRENGTHS	AFI	CURRENT/PLANNED ACTION
<p>The service has introduced and developed an effective performance management framework. (93% agreed with this statement – Rated 2<sup>nd</sup> equal across entire survey)</p> <p>Examples of strong service planning processes embedded within some areas of the service include:</p> <ul style="list-style-type: none"> <li>• Strategic Planning Groups (SPGs)</li> <li>• Scrutiny Committee</li> <li>• Community development Strategy</li> <li>• Consultation Strategy</li> <li>• Local Community Planning Partnerships</li> </ul>	<p>Improve joint planning with internal and external stakeholders across the service to achieve wider benefits realisation and wider awareness and joint assessment of the likelihood and impact of risk.</p>	<p>Improvement Action Plan:</p> <p>(4) Adopt a commissioning approach to ensure collaborative working</p>
	<p>Undertake benchmarking across all relevant sectors to maximise opportunities to learn, develop thinking and improve service delivery.</p>	<p>Improvement Action Plan:</p> <p>(2) Performance benchmarking</p>
	<p>Ensure performance management processes and what's being measured reflects the new service structure and the agreed strategic priorities and targets within the new Council and/or City Plan. Ensure service provision is based on need and improving outcomes and not driven by availability (or lack of) financial resources.</p>	<p>Improvement Action Plan:</p> <p>(2) Performance Management (3) Workforce Planning (6) Measuring results</p>
	<p>Improve consultation and engagement with communities on all aspects of service delivery, including hard to reach groups. Communicate better with communities and citizens to improve their understanding of the reasons for service delivery changes. Ensure linkages between community priorities raised through recent engagement processes and Council plans and priorities.</p>	<p>Improvement Action Plan:</p> <p>(2) Service User involvement (4) Stakeholder involvement (5) Service Standards</p>
	<p>Explore the benefits of SMART solutions and Lean processes to assist in the delivery of services, including monitoring of service delivery and performance, e.g. digital on-line booking for services/appointments and assistive technology within community and domestic settings.</p>	<p>Improvement Action Plan:</p> <p>(2) Smart solutions &amp; lean processes</p>

## PEOPLE (STAFF)

STRENGTHS	AFI	CURRENT/PLANNED ACTION
<p>The service recognises and values people's contribution.</p> <p>(93% agreed with this statement – Rated 2<sup>nd</sup> equal across entire survey.</p> <p>Staff feel well supported</p> <p>Stakeholders value relationships with committed, positive and responsive staff.</p>	<p>Evaluate the effectiveness of investment in staff training and development and its Impact on performance and service delivery</p>	<p>Improvement Action Plan:</p> <p>(3) Workforce Plan (2, 5 &amp; 6) Managing and measuring performance and results</p>
	<p>Ensure the Workforce Plan is designed to support the development of the skills and competencies required for the future delivery of services but also:</p> <ul style="list-style-type: none"> <li>• takes account of available finance and other resource constraints</li> <li>• has clear criteria for accessing personal and professional development to ensure equality and fairness across the service</li> <li>• utilises the skills and abilities of all staff</li> </ul>	<p>Improvement Action Plan:</p> <p>(3) Workforce Plan</p>
	<p>Develop two-way process of communication to better link strategic priorities to day-to-day tasks and to encourage staff feedback</p>	<p>Improvement Action Plan:</p> <p>(1) Communications Strategy (3) Workforce Plan</p>
	<p>Build on current approaches to valuing the contribution of all staff, ensuring their work is recognised. Consult and involve staff in service design initiatives.</p>	<p>Improvement Action Plan:</p> <p>(1) Communications Strategy (2) Performance Management Processes (3) Workforce Plan (5) Service Standards (6) Performance measures</p>
	<p>Develop training to build leadership capacity of middle and first line managers to better support staff and to help embed the culture and identity of the service.</p>	<p>Improvement Action Plan:</p> <p>(1) Communications Strategy (3) Workforce Plan</p>

	<p><b>Improve the consistency of the deployment of systems and process to support staff to ensure fairness and equity across the service area. For example, EPDR, investment in team meetings and one-to-one support from managers.</b></p>	<p><b>Improvement Action Plan:</b> <b>(3) Workforce Plan</b></p>
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## PARTNERSHIPS & RESOURCES

STRENGTHS	AFI	CURRENT/PLANNED ACTION
<p>The service works well with other organisations and the third sector both formally and informally with many effective joint working arrangements and projects in place. There are appropriate governance and budgetary reporting arrangements in place.</p> <p>Community stakeholders evidenced that where the Council is engaging with and involving communities, this is strengthening partnerships and improving effectiveness of resource allocation and helping to meet the needs and improve outcomes in local communities.</p> <p>Good examples of partnerships working well with local communities and community groups, particularly in regeneration areas.</p> <p>External Housing Association colleagues regard Dundee as “the best Local Authority for working together with partners” (Stakeholder focus group, December 2017).</p>		
	<p><b>Better alignment and transparency between financial and strategic planning and service delivery decision-making.</b></p> <p><b>Consistent measurement of the impact of services based changes, including honesty when performance needs to improve within particular services.</b></p> <p><b>Improve communication with appropriate staff, including those at an operational level.</b></p>	<p><b>Improvement Action Plan:</b></p> <p><b>(2) Performance Management</b></p> <p><b>(4) Commissioning Approach</b></p> <p><b>(5) Service Standards</b></p> <p><b>(6) Performance measures</b></p> <p><b>Digital Strategy - Ensuring that all our employees have the digital tools to do their jobs, no matter what their role or work location.</b></p>
	<p><b>Improve digital capability. Speed up the IT change process and maximise use of digital platforms to improve customer service.</b></p>	<p><b>Digital Strategy – Digital workforce – our staff will have a digital focus and the necessary skills to support our digital citizens</b></p>
	<p><b>Adopt a commissioning approach to service decision-making. Develop clear priorities, decision-making processes and identify shared outcomes with partners to ensure collaborative working is effective and efficient and removes unnecessary duplication.</b></p> <p><b>Ensure clarity with all stakeholders around financial frameworks when planning investments.</b></p>	<p><b>Improvement Action Plan:</b></p> <p><b>(4) Adopt a Commissioning Approach</b></p>
	<p><b>Improve environmental sustainability,</b></p>	

	<b>including maintaining resources to extend the lifespan of investments.</b>	
	<b>Look at our own service as a partnership and improve opportunities for developing a strong organisational culture: team building; shared learning experiences; service communications to increase awareness and improve understanding of respective and collective responsibilities. Promote the “one team” ethos</b>	<b>Improvement Action Plan: (1) Communications Strategy (3) Workforce Plan</b>

## PROCESSES & SERVICES

STRENGTHS	AFI	CURRENT/PLANNED ACTION
	<p>Establish processes to manage change and measure the impact of change. Ensure the defined benefits from improvement actions are realised and be clear about corrective action if improvements are not evidenced.</p>	<p>Improvement Action Plan:</p> <p>(2) Further develop performance management processes</p> <p>(4) Adopt a Commissioning Approach</p> <p>(5) Service Standards</p> <p>(6) Performance Measures</p>
	<p>Increase understanding of the way that customers use and access services to make improvements to services and improve the customer journey. Streamline processes and make them more customer friendly, acknowledging that digital is not always the best way of reaching customers.</p>	<p>Improvement Action Plan:</p> <p>(2) Further develop performance management processes</p> <p>(5) Service Standards</p> <p>(6) Performance Measures</p>
	<p>Communicate the service standards customers and other stakeholders can expect from the service. Communicate and learn from what is working well. Provide feedback to staff and customers and evidence how customer feedback has led to positive service improvements.</p>	<p>Improvement Action Plan:</p> <p>(5) Service Standards</p>
	<p>Improve analysis of the root of customer complaints and increase focus on why people complain. Learn more from the customer's journey.</p>	<p>Improvement Action Plan:</p> <p>(5) Service Standards (includes adopting a consistent approach to responding to, recording and</p>

		analysing complaints)
	<p>Further develop learning from other councils and partners around innovative service delivery methods and best practice. Explore opportunities to collaborate within the service to deliver on service priorities and overcome service delivery challenges.</p>	<p>Improvement Action Plan:  (2) Benchmarking  (4) Adopt a commissioning approach</p>
	<p>Speed up and increase the scope for channel shift, tailor processes to meet customer demand and their preferred means of communicating.</p>	<p>Communication Strategy:  3 – internal/external and 4 – Customer service  Digital Strategy – Channel Shift Programme</p>

## RESULTS

STRENGTHS	AFI	CURRENT/PLANNED ACTION
The service has a set of indicators and related outcomes that measure the efficiency of the service (79% agreed with this statement)	Introduce a set of indicators that are used across the service to measure the efficiency of the services being delivered.	Improvement Action Plan: (6) Performance indicators
LGBF Indicators (15/16) evidence that 100% of Council Homes are energy efficient, placing Dundee 1 <sup>st</sup> within its family group. Dundee also recorded the cleanest streets within its family group during the same year.	Improve staff's understanding of how their efforts link to the wider service outcomes. Further develop people measures to improve monitoring of staff perception and satisfaction levels.	Improvement Action Plan: (1) Communication Strategy (2) Performance management processes (3) Workforce Plan (5) Service Standards (6) Performance measures
85% of learners reported increased confidence following engagement with Community Learning and Development. HMle (Education) Scotland's inspection of Community Learning and Development in 2017	Consistent measurement of levels of satisfaction and progress towards the achievement of local and national priorities across the entire service. Clearly communicate how levels of satisfaction and performance will impact on future service planning and delivery.	Improvement Action Plan: (1) Communication strategy (2) Performance Management processes (3) Workforce Plan (4) Commissioning approach (5) Service Standards
	Improve engagement and consultation with all communities of interest in relation to planned investments. Apply consistent measures to assess the impact of investment in relation to improved outcomes for communities.	(6) Performance measures Improvement Action Plan: (4) Adopt a commissioning approach (6) Performance measures



## Appendix 1b

## Neighbourhood Services - PSIF Assessment 2017

### Improvement Plan

Outcomes	Improvement actions	Target Date	Lead	Measure (What are we measuring here? Achievement of the action or achievement of the outcome?)	Implications [Risk, Cost, Resource]
<b>Devise and implement a Neighbourhood Services (NS) Staff Communication Strategy on challenges and ambitions, which ensures consistent messages are delivered and understood across all NS Teams.</b>					
Staff are satisfied that they receive regular information on the business of Neighbourhood Services	Establish a communication focus group to develop the Communication Strategy	February 2018	Finance & Support Services	Establishment of Communication Focus Group	Resourcing sufficiently Staff & IT time  Keeping this as a priority – not letting it slide
	Develop a staff communication strategy which enables two way communication and staff feedback	April 2018	Communication Focus Group	Agreement of a strategy	
	Managers and team leaders will be more visible through regular staff forums, roadshows and by “walking the job”	Immediate	Neighbourhood Services Management Team (Facilitated by F&SS)	Improved staff perception/ satisfaction levels in Neighbourhood Services in Employee Surveys	
	Introduce regular staff bulletins for all staff	Immediate	Neighbourhood Services Management Team (Facilitated by F&SS)	Number and frequency of bulletins issued	

Outcomes	Improvement actions	Target Date	Lead	Measure	Implications [Risk, Cost, Resource]
<b>Further develop performance management processes (including benchmarking) to drive service improvement. Ensure more effective monitoring of service delivery and performance and embed performance targets into operational processes.</b>					
<p>“Be the best City”</p> <p>100% of indicators to be in top half of family group over the life of the current Council Plan</p> <p>A defined, transparent set of indicators exist to measure efficiency and demonstrate service outcomes</p>	<p>Explore the benefits of APSE/SHN and similar improvement networks and Identify additional relevant benchmarking opportunities across all service areas</p>	<p>Commencing April 2018</p>	<p>Neighbourhood Services Management Team/Service Managers</p>	<p>Achieving our overall outcome – evidenced through measurement of performance indicators.</p> <p>Staff satisfaction levels improve.</p>	<p>Challenge of developing a Neighbourhood Services/Staff performance culture</p> <p>Danger of making it too abstract – must be transparent and logical</p> <p>Paralysis by analysis – can lose sight of the objective</p>
	<p>Define and introduce efficiency measurements into service level plans and establish benchmarking where possible</p>	<p>November 2018</p>	<p>Finance &amp; Support Services</p>	<p>Citizen satisfaction levels improve.</p>	
	<p>Investigate the use of additional GIS visual mapping to show results where this is appropriate.</p>	<p>June 2018</p>	<p>Finance &amp; Support Services</p>		



Outcomes	Improvement actions	Target Date	Lead	Measure	Implications [Risk, Cost, Resource]
<b>Explore the benefits of smart solutions and lean processes to improve service delivery and outcomes. Learn from what is working well to achieve service improvements across neighbourhood Services.</b>					
	Implement initiatives across neighbourhood services to share and embed best practice and improvement (e.g. STEP, Service Improvement Teams etc.)	Commencing April 2018 (or launch of new STEP arrangements)	Service Managers/STEP Mentors Service Managers/STEP Mentors Heads of Service /Finance & Support Services	Number of STEP/Service Reviews initiated	Challenge to achieve effective IT solutions (gathering feedback, facilitating online transactions)  Investment in time for training etc. to involve service users in service improvement initiatives
Involve service users in peer reviews & service user evaluations of services provided.	Agree involvement commencing April 2018	Number of Service reviews involving service users			
Create a register and map of resources available to staff across Neighbourhood Services (promotion/extension of the resource map used by CLD)	September 2018	Creation of a register			

Outcomes	Improvement actions	Target Date	Lead	Measure	Implications [Risk, Cost, Resource]
<b>Communicate service standards including engagement with elected members. Provide feedback to staff and customers and evidence how customer feedback had contributed to service improvements. Ensure all staff understand how their efforts contribute to strategic priorities and the wider service outcomes.</b>					
Establish a Neighbourhood Services standard	Maximise the use of social media to communicate with customers (e.g. develop "In your Neighbourhood" Pilot)	By end of December 2018	Service Managers Head of Service Housing & Communities	Customer satisfaction with communication/improved public perception of performance	Social media itself can raise expectations of a response, e.g. Angus Facebook - site closes
	Better use of member briefings	Immediate	NSMT	Delivery of briefings	Service standards are in alignment with members expectations.
Improved understanding through more consistent communication	Define any gaps in service standards through further development of service/ unit plans & report on achievement across neighbourhood services	By end of December 2018	Service Managers	Agreed service standards exist and measurement of performance against these	Data Protection regarding use of social media

Outcomes	Improvement actions	Target Date	Lead	Measure	Implications [Risk, Cost, Resource]
<b>Develop a workforce plan designed to achieve the best service outcomes by aligning the skills and competencies of the workforce with the skills mix required for the delivery of future services. Ensure equal access to and evaluation of training and development for all staff. Ensure linkages between day to day operational tasks and strategic priorities are clearly understood by all staff</b>					
<p>Ensure staff have competencies to deliver the strategic priorities set out in the Council Plan</p>	<p>Review EPDRs and improve staff engagement in this process</p>	<p>November 2018</p>	<p>Learning &amp; Organisational Development/ Finance &amp; Support Services</p>	<p>Employee Survey  EPDRs implemented and being carried out</p>	<p>Financial cost of electronic devices</p> <p>Time requirement - taking people off the job</p> <p>Maintaining commitment - resources must be prioritised to meet statutory requirements</p> <p>Can L&amp;OD provide assistance with this - looking across the service</p> <p>Upskilling people who then (may) leave</p>

Outcomes	Improvement actions	Target Date	Lead	Measure	Implications [Risk, Cost, Resource]
<b>Adopt a commissioning approach to service delivery to ensure collaborative working is effective and efficient and removes unnecessary duplication. Ensure transparency with stakeholders around financial frameworks when planning service investments.</b>					
<p>Improved service outcomes for service users</p> <p>Improved value for money</p> <p>Improved partnership working</p>	<p>Service reviews to contain option appraisal and communication arrangements for affected stakeholders</p>	<p>Through Service Plans/Service Reviews commencing April 2018</p>	<p>Neighbourhood Services Management Team/ Finance &amp; Support Services</p>	<p>Delivery of commissioning guide and training programme</p> <p>Embed commissioning approach within service reviews and service planning</p> <p>Improved outcomes for individuals and communities (citizen survey)</p>	<p>Need to challenge service delivery models</p> <p>Political/service user resistance</p> <p>Unforeseen costs</p> <p>Effective monitoring/quality control</p> <p>Redistribution of resources</p>