REPORT TO: SCRUTINY COMMITTEE – 25 SEPTEMBER 2013

REPORT ON: PUBLIC SERVICES IMPROVEMENT FRAMEWORK (PSIF)
                  ASSESSMENTS

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 386-2013

ITEM No …8………..

1.   **PURPOSE OF REPORT**

1.1   To report to committee a summary of the strengths, areas for improvement and high
      level performance indicators for the services that have completed a PSIF assessment
      between May and August 2013: Environmental Protection and Information Technology.

2.   **RECOMMENDATIONS**

2.1   It is recommended that the Committee notes the findings of the PSIF assessments for
      Environmental Protection and Information Technology.

3.   **FINANCIAL IMPLICATIONS**

3.1   There are no financial implications as a result of this report.

4.   **BACKGROUND**

4.1   PSIF (Public Service Improvement Framework) is an evidence based self assessment
      model that allows services to identify strengths backed up by fact based evidence and
      highlight areas for improvement in a structured way.   This then enables
      departments/services to review performance and plan how to take things forward.

4.2   Dundee City Council is committed to continuous improvement. By assessing ourselves
      we can determine how well we are performing against a nationally recognised model.
      Where areas for improvement are identified, there is a commitment to make those
      improvements and review performance on a regular basis so that continuous
      improvement becomes embedded in our culture. This is done through the online plan
      database and all assessments completed are added and are being monitored.

4.3   Since the last report, a further 2 services have been assisted by the PSIF Team to carry
      out a self assessment. The following is a summary of the main findings and conclusions
      generated by each of those 2 services' PSIF assessment.

5.   **MAIN TEXT**

5.1   Environment Department, Environmental Protection, March 2013

      The Environmental Protection Division consists of 6 sections with a diverse range of
      specialised functions. The main responsibilities of the division are to improve, protect
      and maintain the quality of the local environment; protect people from health hazards;
      respond to and control environmental health related incidents and outbreaks; tackle
      factors in the physical environment which undermine quality of life; ensure a fair trading
      environment; and provide a wide range of front line environmental services including
      recycling, refuse collection and waste disposal.

5.2   Results

Environmental Protection
Key Results from SOA/Council Plan/Service Plan/Other plan for the service

Long term status: ▲ = >5% improvement, ▶ = maintained, ▼ = >-5% deterioration

Definition	09/10	10/11	11/12	12/13	Current Target	Benchmark	Long term Improvement Status
Percentage of household waste recycled or composted	N/A	N/A	31.8	28.8	50		▶
Net cost of waste collection per premises (£)	54.65	63.17	68.11	68.00	66.00	66.00	▶
Average response time (in hours) between time of complaint and attendance on site dealt with under ASB (S) Act 2004	0.3	0.3	0.3	0.3	0.3		▶
Percentage Consumer complaints completed within 14 days	80.8	76.9	78.4	77.7	82	81.4	▶
Number of Public Health Complaints resolved as a percentage of those investigated	96	96	96.3	97.3	98		▶
Percentage of food premises deemed to be broadly compliant for food hygiene	79.8	80.0	81.3	78.2	83		▶

CUSTOMER SATISFACTION
KEY FACTORS ON SERVICE QUALITY

Long term status: ▲ = >5% improvement, ▶ = maintained, ▼ = >-5% deterioration

Definition	09/10	10/11	11/12	12/13	Current Target	Benchmark	Long term Improvement Status
Percentage of adults satisfied with refuse collection	N/A	99	99		100		▶
Percentage Customers satisfied with the service they receive in terms of clear information and advice, responsive and friendly staff and good outcomes	N/A	N/A	96	95.5	97	96 (own figures)	▶

5.3   The main **strengths** resulting from the self-assessment were as follows:

KEY STRENGTHS AND IMPROVEMENTS DELIVERED

Theme	Approach that is delivering results	Lead Officer
Leadership	There are clear plans in place to deliver outcomes to meet departmental and Council objectives. Managers review performance and take appropriate action to achieve objectives.	Kenny Kerr
Service Planning	The Environmental Department Service Plan details the specific outcomes, matched to targets which are to be achieved. The division has developed tactical implementation plans to ensure the aims of the plan are met.	Kenny Kerr

People Resources	The EPDR process is carried out annually and provides an opportunity to identify appropriate training and development opportunities based on skills & knowledge required to fulfil the objectives of the Service Plan and to ensure individuals are able to do their job more effectively and efficiently. Meetings (JCC, H&S and team) are held on a regular basis to provide up to date information and a forum for discussion covering a range of subject matters.	Kenny Kerr
Partnership & Other Resources	The division is represented on a number of groups and have developed close working relationships with external bodies such as the police, Tayside Fire and Rescue Service, community groups as well as a number of other council departments. Finances are managed by Service Managers and monitored through monthly meetings.	Kenny Kerr
Service Processes	Managers within the division analyse customer experience through various information sources such as complaints, community groups and satisfaction levels. Differing approaches are deployed to develop the services such as STEP and Whole Systems Thinking to meet customer needs and expectations.	Kenny Kerr

5.4   The PSIF assessment looks at all the critical factors in having an improvement culture in the service. The following table summarises the key areas for improvement identified and the actions to be taken to improve them.

Theme	Area for Improvement	Action Required
Service Planning	The type, number and allocation/servicing of vehicles do not always meet operational needs. While there is some benchmarking available, it is not all directly comparable.	Introduce a service Level Agreement between Fleet and Service users. Investigate what benchmarking is currently being done. Review the relevance of existing benchmarks and identify any gaps.

		Each section to explore further directly comparable benchmarking opportunities.
Organisational Planning	Whilst STEP reviews are planned or are in place in other areas of the department, Environmental Protection currently do not have any STEP reviews identified.	Put forward a STEP Mentor for Environmental Protection. Identify STEP reviews to be progressed.
Customer Satisfaction	It is unclear what methods of gathering and using customer satisfaction information are used within Environmental Protection.	Identify a responsible officer to lead a review of customer satisfaction information. Establish a focus group to review what is currently being done. Establish if there are best practices and whether existing approaches are most suitable.
Communication	It is not clear if there is a documented formal Team Meeting policy currently in use across the division.	Establish a formal team Meeting policy for the division and ensure all tiers follow it.
Workforce Planning	The lack of availability of suitably qualified staff can delay staff's continual professional development.	Investigate appropriate solutions to ensure that staff can attain continual professional development and remain up to date with changes in the external environment.

5.5   Corporate Services Department, Information Technology, April 2013

The IT Division consists of 3 sections and the sections are responsible for the following areas of service delivery:

- **Software**
  - o Development, procurement and support of software applications to support the Council's core business
  - o Development and support of the Council's website
  - o Development and support of the Council's geographical information systems (GIS) and the Council's corporate electronic document management system (CeRDMS)
- **Projects**
  - o Design, procurement and installation of the Council's IT Infrastructure
  - o Design, procurement, installation and support of the Council's data and telephony network
- **Systems Availability**
  - o Support of the entire Council IT Infrastructure

      ○ Security and Compliance
      ○ Design, procurement, installation and support of the entire schools IT Infrastructure

5.6   Results

A major part of the assessment is reviewing the service's performance over the past three to five years for evidence of continuous improvement. The table below highlights a sample of the most key performance measures for the services and shows their trends over this period.

Key Results from Service Plan for the service

Long term status: ▲ = >5% improvement, ▶ = maintained, ▼ = >-5% deterioration

Definition	09/10	10/11	11/12	12/13	Current Target	Benchmark	Long term Improvement Status
Number of orders, requests and financial transactions available on the Council website	59	64	127	161	200	-	▲
Average annual uptime of Citizen based internet services	99.5%	99.7%	99.9%	99.6%	99.7%	-	▶
Average annual cost per IT workstation (£)	134	132.35	129.91	129.81	Maintain	-	▶

5.7   The main **strengths** resulting from the self-assessment were as follows:

KEY STRENGTHS AND IMPROVEMENTS DELIVERED

Theme	Approach that is delivering results	Lead Officer
Key performance results – Carbon footprint and recycling	The IT Division have been promoting and installing Thin Client network computers (NC's) since 1999 – more that two thirds of the installed corporate base of computers are NC's as opposed to PC's. NC's require less than 50% of electrical power, compared to a PC. They also tend to last for an average of seven years, as opposed to five years for a PC. The Division recycle or re-use 100% of end-of-life computers, through a local accredited recycler	S Boyd
Service Processes – Business Case and Project Agreement Process	All significant requests for new work are accompanied by a Business Case. Before work is undertaken, a Project Agreement is completed. This outlines IT staff and customer responsibilities. This key service process enhancement ensures that work meets corporate priorities, is accurately scheduled and is capable of being delivered. The process is supported by an online portal and communication process	B McCleary

Service Processes – Help Desk, Single point of contact	All requests for support are made through a help-desk phone line, or online recording. This common process across all IT disciplines ensures a coordinated approach to fault-handling and resolution, and the customer has a single point of contact for all issues. This process allows accurate measurement of end-to-end times to facilitate measurement and improvement	T Simpson

5.8   The main **areas for improvement** identified by the self assessment were:

Theme	Area for Improvement	Action Required
Software Development Standardisation	There is a lack of standard workflows for shipping process, development environments and code peer reviews.	Carry out a STEP review of the development process to define the stages from acceptance of a BID through to implementation and creation of a Support Arrangements Agreement.
Software Development Standardisation	There is a lack of knowledge base or documents/repositories for code resource/reuse. Coding standards such as php and where to find software code.	Identify and publish coding standards. Extend the use of the reusable code library. Extend the use of the code repository to encompass all web application code.
Consultation	There is lack of wide-scale deployment of project reviews	Determine the nature and scope of projects to be reviewed. Determine the nature and scope of the consultation, e.g. stakeholders, frequency, method. Determine the objectives of the consultation. Communicate the findings of any consultation carried out.
Consultation	There has been no customer survey done since 2009	Get commitment to doing the survey every two years. Review the questions from the last survey. Set targets for results. Devise an efficient process for distribution and analysis of survey and data.

6.   **POLICY IMPLICATIONS**

6.1   This report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty and Risk Management. There are no issues in this regard to report on.

The PSIF assessment includes questions that relate to the service's approach, deployment; review and assessment of equalities and sustainability.

6.   **CONSULTATIONS**

The Director of Corporate Services and the Head of Democratic and Legal Services have been consulted in the preparation of this report.

7.   **BACKGROUND PAPERS**

The PSIF Assessment reports referred to in this report are prepared individually including an improvement plan and this is a summary document.

David K Dorward
Chief Executive   …………………………………   16/09/2013