

REPORT TO: SCRUTINY COMMITTEE - 13 JUNE 2012

REPORT ON: PUBLIC SERVICE IMPROVEMENT FRAMEWORK (PSIF)

REPORT BY: PERFORMANCE AND IMPROVEMENT MANAGER

REPORT NO: 233-20012

1. PURPOSE OF REPORT

- 1.1 To report to committee a summary of the strengths, areas for improvement and high level performance indicators of each of the services that have completed a PSIF assessment between June 2011 and March 2012.

2. RECOMMENDATIONS

It is recommended that:-

- 2.1 The Committee notes the findings of the PSIF assessments completed to date.

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 continuing to 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 during 2011 have been added and are being monitored.
- 4.3 To date, 17 assessments out of a total 38 services identified across the Council have been completed. Since the last report, 4 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 4 services' PSIF assessment.

5. MAIN TEXT

5.1 Dundee City Council - Corporate assessment, June 2011

The body corporate carried out an assessment between July and December 2011. The assessment was carried out by a team of nine staff comprising the Director of Finance, Head of Personnel, Corporate Improvement Manager, Performance & Improvement Manager, Head of Education (Secondary and SFL), Quality & Performance Manager, Legal Manager and the Performance & Improvement Team. Evidence was also gathered through focus groups with staff, managers and a survey of the Council's main partners.

Results

A major part of the assessment is reviewing the 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 Council as a corporate body and shows the trends over this period.

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

Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration							
Definition	07/08	08/09	09/10	10/11	Current Target	Benchmark	Long term Improvement Status
Total per annum growth in number of jobs	83,833	83,541	80,193	78,110	80,200		▼
% of housing stock passing the Scottish Housing Quality Standard	15%	23%	29.80%	35.7%	36%	36%	▲
Number of crimes/offences committed by children (3 year rolling average)		1540	1820	1236			▲
% of 15 year olds taking drugs in the last year			20	16	17		▲
Average SQA tariff score at end of S4	146	149	159	161	182		▲
% of young people gaining both English and Maths at SCQF Level 3 or above by end of S4	86	87	91	91	90	93	►
'Business as Usual' projected Carbon footprint of the City Council	51,081	51,439	51,799	52,161	51,081		►
Variance between budget and annual projected spend	-1.0	-0.4	-1.1	0.1	0		▲
Cost per m2 of utilisation of property (£)	£35	£35	£34	£36	£34		►
Total cost of consumables - basket of routine supplies (£m)			£21.00	£20.90	£20.16		►
Average number of days lost through sickness - total employees		12.1	13.7	10.43	11.6	5.7	►
% of employees that agree or strongly agree their job is satisfying	68%		68%				►
Council's image index from annual consumer survey (average of last 3 years)	62%	66%	64%	66%	65%		▲

CUSTOMER SATISFACTION KEY FACTORS ON SERVICE QUALITY

Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration							
Definition	07/08	08/09	09/10	10/11	Current Target	Benchmark	Long term Improvement Status
% customer satisfaction with telephone contacts	88%	89%	87%	89%			►
% satisfied with website in annual survey	88%	86%	84%	87%			►
% customer satisfaction with office visits	90%	86%	87%	88%			►
% formal complaints responded to within target time (5 days)		66%	56%	61%	95%		▼
Online service requests (non financial)			34,727	38,327	>20%		▲
Volume of online financial transactions		6726	6949	8754	7,000		▲

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

Theme	Approach that is delivering results	Lead Officer
Leadership	The leadership conference, Chief Executive's monthly bulletin and Changing for the Future programme are making the vision and values clear.	Chief Executive
Corporate Governance and Financial Management	The Council has an excellent track record of balancing its budget and scores highly on the CIPFA Code of Corporate Governance which is annually assessed and improved upon.	Head of Finance
Community and Partner Engagement	Partnership and community involvement and engagement and linked with major programmes and activities through the Dundee Partnership and Local Community Planning.	Chief Executive
Understanding key issues in Strategy and Planning	The key issues for the council of Jobs, Quality of Life and Social Inclusion are backed up with good evidence, Partnership and community involvement and linked with major programmes and activities.	Chief Executive
The Council cares for its people.	Staff satisfaction with their job's purpose and terms and conditions is a good, they are supported by many policies that treat employees fairly.	Director of Corporate Services /Head of Personnel

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

Theme	Area for Improvement	Action
People management	The key Corporate Processes that should be consistently deployed by all managers and reviewed to achieve the aim of Best Council is not set as clearly as it could i.e. EPDR, Staff Survey, Team Briefings, absence management etc.	There are a range of improvements proposed to ensure a more consistent and better deployment of the core people management approaches in the council that align staff development and performance management to the council's priority outcomes.
Service Standards	There are few Corporate approaches to Customer and Internal Service Standards.	A new corporate approach to service standards requires will be established
Performance Measurement and Improvement	It is not clear that the indicators meet the key priorities of the Strategic Management Team's goal of being 'the most improved Council in Scotland' linked to the Changing For The Future agenda.	The performance indicators and targets are being reviewed and aligned with the stated aim of making the council the most improved council. Updated employee survey questions to align with the Changing for the Future programme and improvements to the online performance monitoring database are proposed.
Efficiency	There is inconsistent deployment in the use of iNotes e-mail and calendar as an example of not maximising assets.	There are a range of actions that focus on the need to make better use of existing corporate systems to deliver efficiency including Resourcelink, iNotes, authority financials and CERDMS.
Service Processes review and improvement.	There is no clear corporate approach to service improvement on an integrated and systematic basis.	A corporate approach to continuous improvement is in the process of being rolled-out.

5.2 City Development - City Engineer's Service, August 2011

The City Engineer's consultancy service consists of 3 teams: Infrastructure, Bridges & Structures and Central Waterfront & Support. All staff work to procedures incorporated into a quality management system, established and externally audited to ISO9001 since the service was formed at re-organisation in 1996. The system is based on the adoption of a process approach to enhancing customer satisfaction by meeting customer requirements. It incorporates the plan, do, check, act cycle which aims for continual improvement and regularly seeks customer feedback on performance.

The Infrastructure Team is responsible for delivering the drainage and road access for projects such as the Whitfield Life Services, new NE Cemetery and extension to Birkhill Cemetery, as well as Lochee Regeneration, flooding and coastal protection and preparing for new duties under the Flood Risk Management (Scotland) Act 2009.

The Bridges & Structures Team provides a structural engineering service to the Council for projects such as the replacement Olympia swimming pool, new school programme and the demolition of surplus property.

The Central Waterfront & Support Team is delivering the new infrastructure associated with the redevelopment of the Waterfront and manages the overall programme to ensure it is completed on time and within budget.

Results

City Development City Engineer's Service

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

Definition	2007/ 2008	2008/ 2009	2009/ 2010	2010/ 2011	Improving Trend Y/N	Target
Timely delivery of service	80	79	83	80	▶	85%
Value for money	74	75	74	78	▲	80%
Service quality	82	81	84	82	▶	85%
Health and safety	87	88	89	86	▶	90%
Overall performance	80	84	83	83	▶	TBC

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

Theme	Approach that is delivering results	Lead Officer
Leadership	Governance - there is a clear structure with the Director in charge of Heads of Service who in turn are in charge of Team Leaders.	City Engineer
Service Planning	Firmly established quality management system externally assessed to ISO9001 Annual Service review and benchmarking results.	Central Waterfront Team Leader
People Resources	Committed to developing staff and having an approved and professionally accredited training scheme at technician and incorporated/chartered engineer level. Annual appraisals used to establish training needs. Target of all staff achieving 5 days CPD per annum. Team Meetings are regular, minuted and information is accessible to staff and cascaded through the Division allowing knowledge and information to be shared.	City Engineer

Theme	Approach that is delivering results	Lead Officer
Partners and Other Resources	<p>Long established experience of partnership working with external funders and internal Departments.</p> <p>Close monitoring of capital and revenue funded projects.</p> <p>Performance feedback is sought on all projects so that lessons may be learnt.</p> <p>IT systems for carrying out design and storage of data.</p>	Central Waterfront Team Leader

The main areas for improvement identified by the self assessment were as follows:

Theme	Area for Improvement	Action
Resources	A shortage of permanent core staff and this has prevented the Division from having time to spend on development, improvement requests, developing ISO14001 etc.	Vacant posts to be reviewed.
Performance	Not all results from the annual client satisfaction survey are in the online performance monitor.	Set target for overall performance and monitor results. Include environmental impact in service key results indicators.
Appraisal	<p>Not all staff appraisals were completed on time. There can be a perception that the process is protracted and that a meeting room needs to be booked. This can cause delays as there is a finite number of rooms available.</p> <p>All staff need to develop their professional knowledge, skills and competence on a continuing basis. A small number of staff believe that this has not happened.</p>	<p>Ensure annual appraisals are carried out and completed timeously.</p> <p>Ensure staff develop their professional knowledge, skills and competence on a continuing basis.</p>
Communication	There is a general lack of awareness among staff of some strategic documents such as the SOA, Department Service Plan etc and of departmental performance results and benchmarking	Improve staff communication through greater cross team working, performance feedback and sharing of good practice.

5.3 Housing Repairs Partnership - Responsive Repairs, September 2011

The repairs service is delivered through the Housing Repairs Partnership Agreement. The Partnership Agreement provides a framework within which the parties implement a repairs service covering day to day maintenance. As a result, the self assessment was carried out by a team of staff from the two main parties within the Partnership i.e. the

Housing Department and the Environment Department, Construction Division. The staff group represented a range of levels within the organisations from front line staff to managers. A summary of the key findings is included in this report.

Their key performance indicators are as follows:

Housing Repairs Partnership

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

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

<u>Response Repairs Performance by Repair Category</u>	<u>05/06</u>	<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>Current Target</u>	<u>Benchmark</u>	<u>Long term Improvement Status</u>
Emergency (24 Hours)	95%	95%	94%	95%	96%	94%	95%	95%	►
Quick-Fix (5 days)	84%	82%	79%	84%	86%	83%	85%	94%	►
Routine (15 days)	89%	90%	86%	90%	91%	83%	85%	93%	▼
Miscellaneous (15 days)	86%	87%	85%	87%	88%	74%	85%		▼
All Categories	91%	91%	87%	91%	92%	88%	90%	94%	►

CUSTOMER SATISFACTION

KEY FACTORS ON SERVICE QUALITY

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

<u>Response Repairs C.S.S. (DCS/Env Dept - Tele Survey)</u>	<u>05/06</u>	<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>Current Target</u>	<u>Benchmark</u>	<u>Long term Improvement Status</u>
Ease of access to the service	68.92%	69.66%	80.21%	92.18%	97.38%	98.91%			▲
Effectiveness of communication	78.60%	85.88%	93.28%	96.67%	97.26%	98.67%			▲
Staff Politeness	98.56%	99.14%	100%	100%	100%	100%			►
Staff ability to handle request	76.33%	96.83%	97.90%	99.26%	99.02%	99.47%			▲
Time from request for service to service delivery	86.75%	97.37%	98.38%	97.20%	99.34%	98.81%			▲
Overall Satisfaction with service	77.31%	86.55%	92.33%	96.51%	98.06%	99.08%			▲

Status Survey - Repairs Questions	10/11 Very/Fairly satisfied	Current Target	Benchmark	Long term Improvement Status
Generally, how satisfied or dissatisfied are you with the way your landlord deals with repairs & maintenance	79%		71%	
Have you had any repairs completed in the last 12 months	72%		65%	
Thinking about your last completed repair, how would you rate it in terms of....?				
a) Being told when workers would call	76%		77%	
b) Time taken before work started	74%		72%	
c) Speed with which work was started	85%		80%	
d) Attitude of workers	89%		86%	
e) Overall quality of repair work	84%		81%	
f) Keeping dirt and mess to a minimum	86%		83%	

The Status Survey is a comprehensive survey covering a wide range of services delivered to council tenants by the Housing Department. This survey will be sent to every council tenant every two years and was first circulated in 2011. As the above results are the first gathered from this type of survey, there is no trend information available.

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

Theme	Approach that is delivering results
Leadership	<p>There is a clear management structure for the Repairs Partnership</p> <p>There are many sound methods of communicating and engaging with staff</p> <p>The Repairs Partnership Agreement clearly outlines how the repairs service will interact with tenants</p>
Service Planning	<p>In some areas of the repairs service, systems reviews have already led to service improvements and a better service for our customers</p> <p>The repairs service includes it's customers in setting and reviewing standards through the Repairs Partnership Board</p> <p>The repairs service regularly consults it's customers</p> <p>The service uses various systems to monitor performance</p>
People Resources	<p>The repairs service applies and adheres to corporate policies</p>

	<p>Through the use of EPDR, Team meetings, Service improvement Teams and joint training, the repairs service involves and empowers staff</p> <p>The service communicates well with staff using a variety of communication channels, e.g. HDMT Roadshows, Team meetings, Staff Bulletins, "Toolbox Talks"</p> <p>There are methods and practices in place to recognise employees</p>
Partner & Other Resources	<p>The repairs service is aware of who their main partners are and work closely with them to benefit our customers</p> <p>There are robust financial monitoring systems in place</p>
Service Processes	<p>The repairs service has a variety of methods of involving tenants in the design of the service</p> <p>The Repairs Partnership ensures that the service is easily accessible by customers</p>

The areas for improvement identified by the self assessment were as follows:

Theme	Area for Improvement	Action
Leadership	<p>Knowledge is not being effectively shared across the Partnership.</p> <p>The Repairs Partnership Agreement exists in isolation. The actual delivery of the service follows the procedures of the respective departments, rather than the Agreement.</p>	<p>There is a need to promote and further enhance the Repairs Partnership Agreement to all staff within the Housing and Environment Departments. This to include sharing knowledge and improving communication amongst all staff involved in the Partnership through job shadowing, joint training, etc,</p> <p>It is also necessary to clarify roles & responsibilities with other departments in the council who are involved in the repairs process</p>
Service Planning	<p>Each side of the Partnership appears to be dealing with issues according to the respective department's procedures rather than the Partnership Agreement.</p> <p>It is not clear whether tenants forums are picking up areas for improvement to the repairs service, or if they are, what improvements have resulted.</p>	<p>Investigate options around the Repairs Partnership having a unique Service Plan</p> <p>Review current method of tenant involvement and introduce new methods for consultation, feedback and tenant satisfaction relating to the service .</p>
People Resources	<p>There is not enough awareness of repairs system reporting across the partnership with some employees still passing repairs calls to the HRC rather than logging them at first point of contact.</p> <p>There is no induction process specific to the Repairs Partnership, there are still two processes being carried out - one for Housing staff and one for Environment staff.</p>	<p>Provide staff involved in the repairs service with refresher training on key aspects of the service. This training to be delivered jointly by Housing and Environment Dept.</p> <p>Introduce joint repairs induction training for all new staff to the Partnership</p>

Theme	Area for Improvement	Action
	The corporate complaints system is often bypassed, leading to duplication of effort and making it difficult to extract accurate results.	Training to include awareness raising of the Corporate Complaints process.
Partners & Other Resources	<p>Information is not being shared effectively between services and external agencies, e.g. lack of information available about Scottish Water and Hydro Electric works being undertaken, forced entry required for property where tenant was in hospital, Sheltered Housing Wardens do not always know when repairs have been completed.</p> <p>Current financial information does not always facilitate budgetary control and is not available to all relevant staff, e.g. Housing Officers not aware of repairs budget.</p> <p>Owners are not currently charged for their share of responsive repairs.</p> <p>Progress stages are not always being recorded on the Housing Repairs system and this means that it is not always possible to keep customers up to date on the status of their repair.</p>	<p>Review multi agency working to streamline processes and maximise efficiency</p> <p>Consider budget allocation to locality level and enhance financial information available to operational staff</p> <p>Consider introduction of charging mechanism for owners re responsive repairs</p> <p>Maximise and promote the use of the repairs system throughout the Partnership.</p>
Service Processes	<p>The level of abortive calls is too high</p> <p>It is difficult to prove value for money exists</p> <p>Each side of the Partnership appears to be dealing with issues according to the respective department's procedures.</p>	<p>Review existing key processes and develop new process which demonstrate best value and value for money. These to include amongst others:</p> <ul style="list-style-type: none"> - pre/post inspections - abortive calls - unsatisfactory work <p>Develop a comprehensive Policy/Procedures Manual covering all aspects of the responsive repairs service</p>

5.4 Corporate Services department - Finance General, January 2012

Finance General consists of 9 sections, all of which were represented by a member of staff on the assessment team :- Accounting Services, Best Value / Performance Review, Exchequer Services, Insurance & Risk Management, Internal Audit, Payroll, Pensions, Procurement / Purchase Ledger, Sales Ledger.

Results

Finance General

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

Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration							
Definition	07/08	08/09	09/10	10/11	Current Target	Bench mark	Long term Improvement Status
Invoice payment - % of invoices paid within 30 days.			93	94	92	N/A	►
Procurement savings achieved in financial year (£000)		250	387	700	600	N/A	▲
% procurement spend with contracted suppliers				58	30	N/A	►
Payment of creditors in less than 30 days	92	93	94	95	95	N/A	►
Payment of local creditors in less than 14 days	74	80	82	86	90	N/A	►
Monitor the revenue budget (% spend)			98.9	100.1	100	N/A	►
Monitor the capital budget (% spend)			97.9	95.5	100	N/A	►
% of debt outstanding over 90 days	18	30	22	28	28	N/A	▼
% of debt outstanding over 30 days	51	48	78	42	50	N/A	▲
Service delivery preservation - % of continuity plans tested				100	100	N/A	►
Protection against Council liability and material damage exposures - cost of covers (£m)				1.4		N/A	►
- level of self-insured losses (£m)				2.1		N/A	►
Loans Fund Interest Rate (%)	5.75	5.35	4.74	4.83	5	4.75	►
Loans Fund Expenses Rate (%)				0.07	0.07	0.08	►
Efficiency of adherence to internal audit plan.	100	100	100	96	100	N/A	►
Cost of Pension Fund administration per member.	29.1	24.69	25.4	27.68	30	N/A	►
Pension Fund investment performance relative to benchmark (%)	0.1	-1.1	-0.8	-0.5	+1	N/A	►
Funding level of Pension Main fund.	98	98	98	98	100	N/A	►
% of salaries paid correctly and timeously.	99.9	99.9	99.9	99.9	99.9	N/A	►

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

Theme	Approach that is delivering results
Service Planning	Planning and budgets are well integrated in the Service Plan.
Service Standards	The consistently accurate annual accounts are evidence of high standards being maintained in accounting.
Employee Satisfaction	There is generally a low level of staff turnover which provides consistency in staffing.
Financial Management	The department has an effective and efficient approach to purchasing that also extends to the council as a whole.
Financial Monitoring	A robust process of revenue and capital monitoring is in place to control expenditure.
Leadership	Many senior staff are involved with internal and external bodies/groups and as a result are able to contribute to their decision making process.

The main areas for improvement identified by the self assessment were as follows:

Theme	Area for Improvement	Action
Communication with staff	There is a lack of knowledge sharing between teams with some team meetings not being held regularly and insufficient use of resources such as the intranet to disseminate information to all staff.	Set up a working group to create an internal communication strategy and action plan and publish on intranet site.
Staff development	There does not appear to be a consistent approach to learning & development.	Carry out a training needs analysis linked to the Departmental Service Plan to ensure service delivery. Establish a working group to create a Departmental training policy.
Performance Management	There is no evidence that measures are reviewed to ensure they are still important and drive continuous improvement.	Carry out a review of all Departmental measures and targets to identify any missing or obsolete ones.
Customer consultation	Finance General do not currently understand the current level of customer perception and use this information to identify areas for improvement.	Develop a Customer Service Strategy to include standards set for all relevant services.
Staff engagement and empowerment	There is no method of reporting, feeding back and implementing changes recommended by staff, nor of feeding back compliments and praise to staff.	Set up a process of recording recommendations incorporating structured response/feedback in the system.
Communication with external stakeholders	Pension Partnership Agreements that detail the service standards to which both Pensions and the employing authority are to abide by have not been created	Draft partnership agreements that detail the service standards for the Pensions Section.

6. POLICY IMPLICATIONS

6.1 The PSIF assessment includes questions directly that relate to the approach, deployment; review and assessment of equalities and sustainability. An assessment of this will be included in the final document.

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.

An Equality Impact Assessment has been carried out and will be made available on the Council website: <http://www.dundee.gov.uk/equanddiv/equimpact/>.

7. CONSULTATIONS

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

8. BACKGROUND PAPERS

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

Paul Carroll
Performance and Improvement Manager.....

29/05/2012