

REPORT TO: SCRUTINY COMMITTEE – 25 JUNE 2013

REPORT ON: PUBLIC SERVICE IMPROVEMENT FRAMEWORK (PSIF) ASSESSMENTS

REPORT BY: CHIEF EXECUTIVE

REPORT NO: 278-2013

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 October and May 2013: Corporate Division and Housing Investment Unit.

2. RECOMMENDATIONS

It is recommended that:

- 2.1 The Committee notes the findings of the PSIF assessments for Corporate Division and the Housing Investment Unit.

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 Chief Executive's Department, Corporate Division, November 2012

The Corporate Division carried out an assessment between 26 November 2012 and 11 February 2013. An assessment team made up of nine staff from the Division received training on the PSIF model and assessment method and carried out the assessment. The Corporate Division employs 37 staff. It is part of the Chief Executive's Department and as such delivers services to support the leadership and co-ordination of the council. These can be summarised in the following table.

Corporate Division Key Services

The Chief Executive's Department has overall responsibility for the leadership and co-ordination of achieving the 'Vision for Dundee' and 'Changing for the Future' as set out in the Council Plan 2012 – 2017.

Purpose	Function	Specific Approach
Change	Programme Management	Changing For the Future review programme
	Organisational Development	Leadership Conference Business Breakfasts STEP - Systems Thinking Empowers People Employee Survey
Partnership	Community Planning	Dundee Partnership Governance Dundee Partnership Theme Group support Single Outcome Agreement Partnership Policy development (e.g. FI & HI)
	Research & Information	Statistical publication Area Profile SOA Outcome Indicators Annual Consumer & Social Survey Strategic Management Information Group
	Grants Administration	Partnership grants Community Regeneration Forum grants
Customer First	Modernise and Join Up Website leadership Corporate Leadership	National Entitlement Card Steering Group Customer Service Review
Performance	Corporate Planning	Council Plan Service Planning
	Self Assessment Customer Feedback	Public Service Improvement Framework Complaints system Govmetric electronic exit survey
	Performance Monitoring	Online Plan and Performance Monitoring Database
	Awards & Recognition	Corporate Support for priority national awards
Members Support	Secretarial	Majority Group and Opposition office secretaries New electronic case management system
	Training	National online member development programme

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

Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration							
Definition	07/08	09/10	10/11	11/12	Current Target	Benchmark	Long term Improvement Status
Annual total efficiency Savings – (corporate savings attributable to programmes as a percentage of total expenditure)		1.95	5.45	5.3	2	3	►
Proportion of council plan actions behind or at risk of not delivering		6	5.26	0	<5		▲
Basket of council plan key performance indicators showing maintained or improved performance		79	81	87	80	77 Comparison study by Glasgow	▲
% of Dundee citizens that have a National Entitlement Card.		32	36	49	40	32 (figure for Scotland)	▲
Number of credit union members.		2842	2654	3364	3450		▲
Local WEMWBS score (well-being)			54.11	52.16	Increase		►

CUSTOMER SATISFACTION
KEY FACTORS ON SERVICE QUALITY

Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration							
Definition	07/08	09/10	10/11	11/12	Current Target	Benchmark	Long term Improvement Status
Percentage of NEC customers satisfied with contact with the council			87	89	85		►
Percentage of members delighted or very satisfied with the service (sheet available breaks this down in to level of delighted versus just very satisfied for the range secretarial support services)	100	98	100		100		►
Percentage of elected members satisfied with the training and personal development opportunities offered by the council help their effectiveness.		96	96		100		►
Percentage of users satisfied with website (annual consumer survey)	86	84	87	89			▲
Council Image index (index based on answers to ten areas of council effectiveness)	66	64	66	67			►
Average transaction time from receipt of customer application for an NEC to card in hand. (Days)		15	6	6	10		▲
Percentage of formal complaints responded to within target time (five days).		56	61	62	95		▲ (significantly below target)

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

KEY STRENGTHS AND IMPROVEMENTS DELIVERED

Theme	Approach that is delivering results
Customer Results	Measurement of elected member satisfaction, website and NEC customer satisfaction. This is significantly enhanced by the GovMetric approach to external customers and the annual consumer and social survey.
Staff involvement and empowerment	The new STEP approach is designed to empower staff as is PSIF self assessment and evidence from the employee survey highlights in general 94% of staff in the department have been encouraged to contribute ideas for improvement.
Leadership involvement with partners and stakeholders.	The leadership approach of the division emphasises a high degree of planning and involvement with partners, customers and stakeholders and can be seen in a clear approach to community planning partnership development (the Dundee Partnership) including local community planning, development of the Changing for the Future programme and organisational development through the leadership conferences and development of the NEC with stakeholder conferences and reviews. This concern for stakeholders can be seen in the range of follow up surveys with some stakeholders (elected members, managers attending leadership conferences, website users) on the satisfaction with the delivery of key services.
Performance Management	The Online Plan and Performance Monitoring Database is fully utilised for the Department's own plans and corporate plans it provides leadership and co-ordination for across the council. It is a straightforward measurement and traffic light approach which is subject to improvement and is deployed across the whole council and provides evidence in the department's key results on the high percentage of actions in key council plans that are on schedule or completed and the rate of performance improvement across the council.

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

Theme	Area for Improvement	Improvement Action
Service Planning	There is no clear vision of Corporate Division as a Service, partly caused by the ad-hoc formation of the Corporate Division.	Form a clear vision of role and function of the Corporate Division within Chief Executive's Department, consistent with future needs of the City Council that will influence the structure, management and communication of the Service/Division.
Communication and Consultation	There is no clear approach to customer/stakeholder involvement/consultation in service planning and design.	For each service the corporate division delivers ensure there is a clear approach to engage with users / customers of that service to get feedback that develops the service.

Workforce Planning and staff development	There is no Workforce Plan for Corporate Division and therefore training and development is not currently informed by departmental objectives and staff are unclear on the selection process for development opportunities.	Develop and communicate a Workforce Plan and Training Plan for Corporate Division ensuring clear definition of how the Workforce Plan links with Division Training Plan.
Information Management	There is inconsistent use of internal systems e.g. INotes, annual leave system, electronic document filing.	Set standards for consistent use of internal systems such as iNotes, annual leave etc. and implement them across the Corporate Division.
Corporate Social responsibility	The division does not have an approach to implementing corporate social responsibility initiatives, e.g. there are no plans or measures for: work experience placement, student placements, collecting for charity, recycling/reducing our waste, travel planning to reduce carbon emissions, donating blood etc.	Decide Corporate Division's corporate social responsibility initiatives and create a corporate social responsibility plan for the division and put targets or actions against these for each office/section (For example , employability work placements, carbon reduction, travel planning, recycling, donating blood, supporting charity and community activities not directly related to core business).

5.5 Housing Department, Housing Investment Unit, December 2012

The Housing Investment Unit (HIU) carried out an assessment between December 2012 and January 2013. The Housing Investment Unit is responsible for the Housing Capital programme and ensuring that all Council Housing stock meets the Scottish Housing Quality Standard (SHQS) by 2015. The Unit is also responsible for the Dundee Energy Efficiency Advice Project (DEEAP), delivering services to ex-council house owner occupiers, processing Right To Buy sales and estate regeneration activities in the City. HIU works closely with other Departments within the City Council including City Development, Corporate Services, and Social Work. There are also close links with outside agencies concerned with the eradication of fuel poverty and increasing energy efficiency. Staff work in partnership with Fuel Utilities, the Scottish Government, and local contractors in delivering these aims.

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.

Housing Investment Unit

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	11/12	Current Target	Benchmark	Long term Improvement Status
STOCK:								
Free from serious disrepair	n/a	9.0%	11.7%	61.0%	95.7%	100%by 2015	92.4%	▲
Energy Efficient	n/a	20.3%	26.8%	63.2%	76.7%	100%by 2015	81.1%	▲
Modern facilities and services	n/a	20.7%	34.0%	51.8%	67.6%	100%by 2015	89.4%	▲
Healthy, safe & secure	n/a	17.9%	21.2%	34.1%	58.2%	100%by 2015	90.5%	▲
Total Dwellings Meeting SHQS	n/a	23%	25.6%	35.7%	55.7%	100%by 2015	66.1%	▲
Total council house sales	216	114	58	49	53			▲
Percentage of house sales completed within 26 weeks	80.6%	95.6%	98.2%	93.9%	96.2%	80% within 26 weeks		►
Average time to sell houses (weeks)	22	18	16	18.7	17.6			▲
CAPITAL:								
% Budget Spent	107.9%	121.1%	105.3%	97.5%	95.8%			►
DISABLED ADAPTATIONS:								
No. of Properties Adapted this Year (Cumulative)	578	657	574	570	593			►
% Budget Spent	105.3%	129.1%	134.3%	80%	105.5%			▲
DEMOLITIONS:								
Demolitions achieved (units)	304	73	198	819	22	697 for 12/13		n/a
% Budget Spent	100%	30.7%	43.1%	38.1%	73.5%			▲

CUSTOMER SATISFACTION

KEY FACTORS ON SERVICE QUALITY

Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration								
Definition	07/08	08/09	09/10	10/11	11/12	Current Target	Benchmark	Long term Improvement Status
Capital Contracts (Overall Satisfaction)	80%	82%	89%	94%	98.6%			▲
5 Drivers for Customer Satisfaction:								
1. Service Delivery	77.2%	77.9%	86.2%	93.9%	95.3%			►
2. Timeliness	60.1%	68.3%	83.6%	90.2%	94.8%			▲
3. Information	83.1%	83.7%	58.2%	76.0%	85.6%			▲
4. Professionalism	89.2%	92%	92%	98.2%	98.8%			►
5. Staff Attitude	83.5%	85.6%	85.5%	87%	97.7%			▲

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
Leadership	Unit Plans are regularly reviewed with Service Managers each quarter. Staff are involved in developing plans and the review process allows for flexibility.	Eileen Christie/Roger Seaman
Leadership	Staff and team achievements are discussed on a weekly basis and priorities for coming week are agreed. Staff's efforts are recognised	Eileen Christie/Roger Seaman
Partnership working	HIU have developed closer working relationships with the contractors through service level agreements and protocols ensuring value for money is a central element of all projects.	Eileen Christie/ Roger Seaman
Partnership working	The SHQS Project Board is made up of Chief officers from Housing, Corporate Services, City Development and Environment. A risk management framework and matrix is in place and is monitored.	Eileen Christie/Roger Seaman
Customer Service	Standards that customers can expect from stakeholders and partners are set out in the Contractors' Code of Conduct, Tenant Participation Policy and Owners' Charter. These are publically available and are embedded in the service standards.	Kelly Macey /Nancy Farquharson
Customer service	The service, and staff contribution, has been nationally recognised through Chartered Institute of Housing and COSLA excellence awards in 2013.	David Conway
Customer Service	Customer Satisfaction Surveys show high levels of satisfaction with staff attitude and professionalism.	Eileen Christie/Roger Seaman
Performance Monitoring	Performance monitoring allows for remedial action and early intervention. It also minimises risk. The service is self aware and learns from good practice which secures safe governance. Information is analysed and has led to lean reviews that have had a significant impact on the delivery of the service, e.g. Council House Sales.	Eileen Christie/Roger Seaman

Performance Monitoring	Targets are being met in line with the requirements to meet the Scottish Housing Quality Standard.	Edith Bruce
Service Planning	Service Improvement working groups or teams meet to implement improved processes. Teams have a remit that is agreed by the members of the team itself and HDMT, SMART objectives are set along with an agreed mechanism for monitoring and reporting.	Eileen Christie/Roger Seaman

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

Theme	Area for Improvement	Action Required
Owner Participation	Ensure the requirements of the Owners Charter are fully met.	Review Charter to build engagement with stakeholders, Establish Customer Satisfaction Survey, and examine better ways to communicate with Owners and communicate awareness of DACHO to Staff.
IT Systems/Software	The 'ready reckoner' (information on programme of forward works) requires to be updated regularly.	Bring Ready reckoner up to date and develop systems to keep up to date. Develop a method of IT to communicate to customers
Partnership working	Ensure all Partners/Stakeholders comply with the Code of conduct and Service standards to ensure consistent service to customers.	Review Code of Conduct and develop new Codes for all areas of service delivery and communicate these to stakeholders and partners
Partnership working	The Preferred supplier agreement with energy providers should be reviewed.	Review Agreement
Partnership working	Ensure regular Post Contract Evaluation Meetings take place.	Review and establish a mechanism for continuous improvement
Finance	Ensure continuing improvement in mechanisms to demonstrate value for money from our Contractors.	Establish a menu of Benchmarking techniques to demonstrate Value for money

Finance	The emphasis for investment to 2015 is on ensuring SHQS is met for the Council's housing stock. We need to develop a programme of Environmental Improvement Projects as resources become available.	Establish a list of priority projects and research and investigate possible funding mechanisms. Keep abreast of Dundee roads and utilities and large scale projects that impact on estates infrastructure.
HR	Continue to develop process guidance for job roles so that staff have clear and consistent guidance.	Develop and Maintain good practise guidance and communicate to staff

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.

7. CONSULTATION

- 7.1 The Chief Executive, Director of Corporate Services and Head of Democratic and Legal Services.

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.

David K Dorward
Chief Executive

Date 06/06/2013