

REPORT TO: SCRUTINY COMMITTEE - 15 JUNE 2011

REPORT ON: PUBLIC SERVICE IMPROVEMENT FRAMEWORK (PSIF)

REPORT BY: PERFORMANCE AND IMPROVEMENT MANAGER

REPORT NO: 305-2011

1. PURPOSE OF REPORT

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 August 2009 and March 2011.

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 At the moment, some departments already carry out self assessment, as a requirement for inspection agencies as well as a model for service improvement e.g. Social Work Inspection Agency (SWIA) Performance Inspection Model (PIM) and the HMIE Quality Management in Education (QMIE) frameworks. These agencies are aware of PSIF and they have worked with the Improvement Service to compare the model to each of their own assessment frameworks. Where possible questions have been 'mapped' to show where answering a question in PSIF will satisfy a question in the inspection agency's framework. In time, it is intended that Dundee City Council will be able to reduce the 'burden' of external scrutiny by these various agencies through undertaking a thorough PSIF assessment that will satisfy all their criteria.
- 4.3 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.
- 4.4 To date 11 out of a planned 39 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 11 services' PSIF assessment.

5. MAIN TEXT

5.1 Finance Revenues - Debt Management, August 2009

The Revenues Division is a customer facing part of the Finance Department providing important services to thousands of people and families in the Dundee City area as follows:

- It decides based on rules set down by the UK and Scottish Parliaments who has to pay Council Tax and/or Non Domestic rates and how much people have to pay.
- It pays Housing and Council Tax benefits based on a person's or family's circumstances
- It collects and recovers any unpaid sums in respect of bills issued for Council Tax, Non Domestic rates, Housing Benefit overpayments and Community Charge (Poll Tax).

Their key performance indicators are as follows:

Finance Revenues Debt Management key service process performance results							
Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration							
Definition	05/06	06/07	07/08	08/09	Current Target	Benchmark	Long term Improvement Status
% of Non Domestic Rates collected in current year for current year	96.2%	95.4%	96.5%	95.4%	96%	96.9%	► target not met
% of Council Tax collected in current year for current year	90.7%	90.7%	92.1%	91.3%	92%	94.4%	► target not met
Cost of collecting Non Domestic Rates	£31.79	£47.43	£49.47	£39.51	£35	£35.52	▲ target not met

The main strengths and areas for improvement resulting from the self-assessment were as follows:

Main Strengths	Main Areas for Improvement	Actions Taken
<p>Management understand and lead in developing and improving the service to meet customers needs</p> <p>Clearly defined roles and responsibilities for all staff within service</p> <p>Well developed induction, training, procedures and guidance for staff</p> <p>Strong links and good working partnerships, especially IT</p> <p>Good use of PIs and performance management to monitor and improve service</p>	<p>There is a lack of direct customer consultation</p> <p>There is a lack of awareness among staff of corporate and service documents such as the Corporate Plan, Service Plan etc.</p> <p>While there are performance indicators and performance management measures in place, it was not always possible to link them directly to decision making and service planning.</p>	<p>Measure customer satisfaction</p> <p>Engaging customers in service improvement</p> <p>Better communication within service regarding corporate and department matters</p> <p>Set up staff workgroups to implement improvement plan</p> <p>Ensure all results are analysed and used to aid decision making and service planning</p>

5.2 City Development - Roads Maintenance Partnership, September 2009

The Roads Maintenance Partnership is a formal partnership between Dundee City Council and Tayside Contracts to deliver Roads Maintenance and Minor Works Services. It was set up in March 2009 for a three year period to March 2012.

The Roads Maintenance Partnership Manager reports to an Executive Board comprising of two Senior Officers from Dundee City Council and two Senior Officers from Tayside Contracts.

Roads maintenance key service process performance results								
Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration								
Definition	05/06	06/07	07/08	08/09	09/10	Current Target	Bench mark	Long term Improvement Status
Pot hole repair Cat 1 (3hrs) Number identified & compared in target time	-	-	-	90%	100%	95%	-	▲
Pot hole repair Cat 2 (3 days) Number identified & compared in target time	-	-	-	85%	86%	85%	-	▲
Cat 3 (28 days) Number identified & compared in target time	-	-	-	80%	95%	85%	-	▲
Definition	05/06	06/07	07/08	08/09	09/10	Current Target	Bench mark	Long term Improvement Status
Average unit cost of pothole repair (temporary)	-	-	£26.27	£23.27	Not yet available	£23.63	-	-
Average unit cost of patch repair (permanent Rapidrhino)	-	-	£50.89	£37.93	Not yet available	£55.47	-	-
Cost per square metre of carriageway resurfacing	-	-	£17.49 m ²	£16.84 m ²	Not yet available	£19.06 m ²	-	-
Use of recycled material - material returned for recycling	-	-	6663T	7577T	Not yet available	Upwards	-	-
Recycled Sub Base used	-	-	2909T	3145T	Not yet available	Upwards	-	-

The main strengths and areas for improvement resulting from the self-assessment were as follows:

Main Strengths	Main Areas for Improvement	Actions Taken
<p>There are robust Service Planning and Performance Management systems and Management actively seek and encourage continuous improvement.</p> <p>There is a systematic approach to two way communication with staff and staff understand their role in the service.</p> <p>Consultative Improvement Working Groups are well established drawn from staff at all levels of the service.</p> <p>These Groups have identified key service improvements which are being implemented and are assessed and reviewed with reports to Committee</p> <p>Budgetary control and monitoring is both sound and transparent.</p> <p>The Partnership is delivering efficiencies through the two parent organisations now working together.</p>	<p>DCC & TC service plans not linked to formal partnership service plan.</p> <p>There is not enough focus on partnership objectives in Staff Development Reviews.</p> <p>Staff Development Reviews are not frequent and are not conducted in line with the set timescales or procedures.</p> <p>Training plans not linked through partnership</p> <p>Response times for Councillor enquires can be a bit tight.</p> <p>No reliable methods of measuring customer and stakeholder satisfaction are used by the RMP. No feedback sought from customers on the quality of information supplied</p> <p>KPIs/Benchmarking: Review process not comprehensive enough</p>	<p>No scope to merge Service Plans but clear reference to the RMP will be incorporated in the 2010/12 Plans.</p> <p>Include RMP objectives in the Staff Development reviews.</p> <p>Check and ensure 100% coverage, within set timescales for appraisals and training plans.</p> <p>Ensure all appraisals are agreed and signed off by Appraised, Appraiser and Manager.</p> <p>Incorporate links through appraisal process</p> <p>Ensure holding response process is in place for those Councillor enquiries which require more time to resolve.</p> <p>Review current consultations. Promote completion surveys on Structural Projects and possible surveys of Councillors.</p> <p>Performance indicators being reviewed as part of the Service Plan 2010/12 preparation. Review scope of targets in the Service Plan 2010/12 review. Review Benchmarking Results in Service Plan 2010/12</p>

5.3 Waste Management - Waste Disposal, October 2009

The Waste Disposal service encourages the citizens of Dundee to reduce, reuse and recycle their waste.

Their key performance indicators are as follows:

Waste Management Waste Disposal key service process performance results								
Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration								
Definition	05/06	06/07	07/08	08/09	09/10 *	Current Target	Bench mark	Long term Improvement Status
% of waste recycled at Baldovie Waste Transfer Station	20%	40%	33.4%	35.5%	41.34%	45%		▲ target not met
% of waste landfilled		28.4%	22.2%	21.36%	8.17%	25%		▲
% of organic waste composted	3.8%	5.7%	5.7%	6.3%	10.73%	7.5%		▲
Refuse collection - cost per property of refuse disposal.		£78.27	£82.1	£82.48	£80.16	£78.3	£74.8 (Ave of other cities)	► target not met unfavourable comparison
Reduction in petrol usage in vans (litres)	18,623	14,122	11,270	N/A	N/A	N/A		▲
Fuel produced at Baldovie Plant (tonnes)	12,196	14,638	14,587	N/A	N/A	N/A		▲

* Projection

The main strengths and areas for improvement resulting from the self-assessment were as follows:

Main Strengths	Main Areas for Improvement	Actions Taken
<p>Significant reduction in the amount of waste going to landfill</p> <p>Increased amount of waste recycled at Baldovie</p> <p>The department retained its Investors in People award in 2008.</p> <p>The department achieved the silver award for Healthy Working Lives.</p> <p>The Energy-from-Waste plant and the council are committed to an environmental charter which meets regularly with the public and community groups to discuss any issues related to the operation of the plant</p>	<p>Staff feedback on feeling valued, team working and communication was 25% lower than the Council average</p> <p>The Waste Disposal function has no direct customer satisfaction measurement</p>	<p>Introduce timely and appropriate employee and customer questionnaires</p> <p>Review current methods of public consultation and customer communication and make necessary changes to suit.</p> <p>Introduce timely and appropriate consultation documents/exercises where appropriate.</p> <p>Use information/results gathered from consultation exercises/documents where appropriate.</p>

5.4 City Development - Property, November 2009

City Development's Property Service effectively and efficiently manages the Council's property portfolio to ensure Best Value. It manages the Council's commercial property portfolio to promote economic development opportunities within the City and maximise income.

City Development, Property Services key service process performance results								
Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration								
Definition	05/06	06/07	07/08	08/09	09/10	Current Target	Benchmark	Long term Improvement Status
Asset management - % of GIA that is in satisfactory condition	-		72.9 %	77.9%	78.3%	90%	Scottish Group	▲
Asset management - % of operational buildings that are suitable for current use	-		84.4 %	80.9%	84.3%	100%	Scottish Group	►
% utilisation of assets (assessed every two years)	-	41.5%	-	47.3%	-	41.5%	Scottish Group	▲
Cost per square metre of utilisation of property (£)	-	£34.40	£35.40	£35.40	£34.30	£34.40	Scottish Group	►
Meet the Council's annual capital receipts target (£million)	-	-	£6.5m	£0.625m	£0.463m	£3.7m	-	▼
Meet the Council's annual rental income target (£million)	-		£4.85m	£4.88m	£5.08m	£4.3m	-	▲

The main strengths and areas for improvement resulting from the self-assessment were as follows:

Main Strengths	Main Areas for Improvement	Actions Taken
An Asset Management strategy is in place.	There is a lack of customer consultation across the service.	Customer charter which sets out how we will engage, communicate and respond to our customer needs. This will be deployed and monitored.
A Carbon Management Plan is in place.	There are no customer satisfaction measures in place.	Service level agreements for internal customers currently being finalised. Each internal customer will be consulted individually in order to ensure their agreement with the SLA.
There is an Energy Recycling Strategy.	There is little opportunity for staff to exchange information and ideas across teams.	Customer satisfaction survey was undertaken using a scoring method across a range of topics and the outcomes were analysed to seek improvements where required.
There is a Business Continuity plan.		This is being dealt with using the team meeting structure to cascade and flow information across teams e.g. team leaders will share information from their team leaders meetings at the Divisional Management Team meeting at which all team leaders attend with their manager.
Benchmarking is in place in some areas.	The full potential of the Property database has not yet been realised.	GVA is currently being developed in order to realise its potential. Officers are being assigned to this task and regularly provide updates and progress report. A GVA user group has also been established to help develop the database.

There are some good approaches to promoting and encouraging health and sustaining the environment	Processes for rent reviews and sustainability have not been through an improvement process.	This item is to be reviewed by the Head of Property and the Estates Management Team once the staff restructure is completed.
---	---	--

5.5 Leisure & Communities - Library & Information Services, December 2009

The Library and Information Service section of Leisure and Communities covers Central library and the thirteen branch libraries.

Their key performance indicators are as follows:

Leisure & Communities, Library & Information Service key service process performance results								
Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration								
Definition	05/06	06/07	07/08	08/09	09/10	Current Target	Benchmark	Long term Improvement Status
Number of hits to Library and Information Services pages on website	-	-	-	69,485	73,068	101,000	-	▲
Number of individual library borrower profiles	-	-	-	25	95	30	-	▲
Online transactions using new library management system	-	-	-	5,063	12,828	6,580	-	▲
Number of babies who are registered as members of the library	-	258	258	240	256	300	-	▲
Number of Rhyme-time sessions	-	523	648	584	612	593	-	▲
Number of prescriptions for self-help books issued by libraries	-	35	94	148	67	65	-	▼
Number of agencies in contact with libraries	-	5	15	18	22	18	-	▲
Number of books available for loan in Eastern European languages	-	1,100	1,100	1,200	1,000	1,760	-	▼ because of falling demand
Number of group sessions delivered by libraries	-	30	93	96	720	60	-	▲

The main strengths and areas for improvement resulting from the self-assessment were as follows:

Main Strengths	Main Areas for Improvement	Actions Taken
<p>The department has a People and Performance strategy for all staff.</p> <p>The service conducts focus groups with customers and potential customers, e.g. Children's Stock Survey.</p> <p>The service has recently joined Tayside Procurement Consortium: a partnership agreement between Angus, Aberdeen City, Perth and Kinross and Dundee City Council to purchase library stock from one</p>	<p>There is no proper policy for recycling withdrawn books - left to initiative of individuals.</p> <p>Annual staff development review are not consistent across all areas.</p>	<p>A new strategy for recycling withdrawn stock will be implemented. A national charitable organisation has been identified which will ensure that material which is no longer required will be disposed of through ethical means.</p> <p>Management will ensure that annual staff development reviews take place consistently throughout the service.</p>

Main Strengths	Main Areas for Improvement	Actions Taken
supplier to minimise cost and duplication of effort.	<p>Secret Shoppers exercise was only completed once, and was very small in scope.</p> <p>Customer consultation has been done on an ad hoc basis to evaluate certain projects. No evaluation of overall service provision, including accuracy of information.</p> <p>Growth of vulnerable groups project has resulted in staff having difficulty in coping with demand.</p> <p>Stock Selection Policy needs to be updated.</p>	<p>In partnership with a neighbouring local authority, a mystery shopper exercise will be conducted regularly and the results shared with all staff. Areas for improvement which are identified through this process will be actioned.</p> <p>A major customer consultation exercise will be undertaken to measure customer satisfaction</p> <p>Further promotion of the self issue terminals within libraries will be undertaken in order to increase their usage, thereby allowing staff to work more closely with customers and undertake developmental work.</p> <p>A new stock management policy will be produced to reflect changes in the book supply process and developments in technology</p>

5.6 Housing - Private Sector Services Unit (PSSU), January 2010

The PSSU are responsible for delivering the Scheme of Assistance which targets the improvement and repair of private sector properties as well as for the regulation of the Private Rented Sector by means of mandatory HMO Licensing and Landlord Registration as well as through Dundee Landlord Accreditation, a voluntary scheme and partnership between Dundee City Council and Private Sector Landlords aimed at improving the quality and management of private rented property.

This service does not report any key performance indicators. The main strengths and areas for improvement resulting from the self-assessment were as follows:

Main Strengths	Main Areas for Improvement	Actions Taken
<p>Staff Induction Scheme Employee Performance and Development Review Scheme.</p> <p>360 degree appraisal.</p> <p>Annual Staff Conference.</p> <p>Motivated Staff team.</p> <p>Representation in Dept Communication Group.</p> <p>Single, accessible point of contact</p>	<p>There is a lack of awareness among staff of the links between their job function, the Unit Action Plan, Housing Service Plan, Local Housing Strategy and the Council Plan</p> <p>Some information, including leaflets, on PSSU services are not available at all Council Information Points and on-line</p> <p>Ensuring effective customer consultation across all private</p>	<p>The introduction of a revised Housing Employee Performance and Development Reviews, links personal development to services, Unit Action Plans, the Housing Service Plan and the Council Plan.</p> <p>Increase dissemination of information on services</p> <p>Capitalise on existing contact and surveys to ensure that the feedback gained informs service delivery.</p>

<p>for the Private Sector - recognised good practice.</p> <p>Published and web based Information and guidance readily available .</p> <p>Private Sector House Condition Survey completed.</p> <p>Effective working relationship with customers.</p> <p>eNewsletter DLA Seminars and annual Fayre.</p> <p>Strong partnership working.</p> <p>Range of consultation methods.</p>	<p>sector services Wider publication of results</p> <p>There is a need to ensure long term consistency of service between agencies and other council departments</p> <p>It is not clear that performance results are informing service improvement. Service Standards have not been reviewed recently Some customer groups have not been consulted</p>	<p>Develop Service Level Agreements and partnership working arrangements</p> <p>Greater analysis and reporting of performance information Review of customer surveys to incorporate revised Service Standards Use of customer surveys across full range of services and customers</p>
--	--	---

5.7 City Development - Support Services, May 2010

The Support Services Division has responsibility for the provision of administrative support, financial management, personnel and staffing, health and safety co-ordination, electronic document management systems, IS/IT support, development of the Department's E-Government agenda, performance management and information systems and compilation/co-ordination of the Department's Service Planning. Co-ordination of staff training, development and appraisal linked to the Department's business aims also rests with this function.

Their key performance indicators are as follows:

City Development, Support Services key service process performance results								
Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration								
Definition	05/06	06/07	07/08	08/09	09/10	Current Target	Bench mark	Long term Improvement Status
Number of transactions - orders, requests and payments delivered online	-	-	16	16	16	16	Other DCC depts	►
% of sickness absence	-	3.3%	3.3%	2.7%	3.74%	5%	Other DCC depts	▼
Number of services delivered by Contact Centre	-	22	23	23	23	22	N/A	►
% of purchase invoices paid to Local Suppliers within corporate target	-	76%	74%	61%	74%	85%	Other DCC depts	▲
% of invoices paid to external suppliers within corporate target	-	96%	96%	97%	90%	100%	Other DCC depts	▼
% completion of purchase order requisition forms	-	50%	50%	100%	95%	75%	Other DCC depts	▼
% input of purchase orders	-	50%	50%	85%	96%	75%	Other DCC depts	▲

The main strengths and areas for improvement resulting from the self-assessment were as follows:

Main Strengths	Main Areas for Improvement	Actions Taken
<p>Arrangements for reporting progress against plans and strategies and scrutiny for them are clearly laid out.</p> <p>Service delivery meetings are used effectively for planning and involvement with partners.</p> <p>The service is committed to delivering services to the customer.</p> <p>The service is good at responding to changing situations, including monitoring, and plans in place to deal with arising situations.</p> <p>The service checks information for quality and ensures that they have met their promises to customers.</p> <p>The Service publishes information and monitors standards.</p> <p>People management processes are sound and well deployed.</p>	<p>There are no customer satisfaction measures.</p> <p>There is a lack of awareness among staff of equalities policies.</p> <p>There is a lack of facilities for sharing good practice across the service.</p> <p>Some people development policies are not being followed consistently across the service, e.g. praise and recognition, coaching.</p> <p>There are no measures for the effectiveness of training.</p> <p>There is no formal continuous improvement process in place.</p>	<p>An internal customer satisfaction survey is to be undertaken following the reorganisation of the Department's structure allowing a period of 6 months for the new structure, processes and protocols to be harmonised.</p> <p>Staff awareness of the Council's equalities policies is being raised through the Team Meetings.</p> <p>Good practice is shared across the service through consultations, briefings, briefing notes. Several improvement groups have been established and the outcomes of these are deployed across the service and department eg new staff development and performance system, CeRDMS (internal), financial system integration, minutes protocol, IDOX amalgamation.</p> <p>(Disagree with this) The appraisal process is comprehensively followed and a checking system has been set up to ensure this.</p> <p>This has been addressed through the revisions to the Staff Development and Appraisal process whereby training is reviewed every 6 months by the Line Manager and staff.</p> <p>Continuous improvement is integral to the Divisional Team briefings and specific improvement groups/teams are established from these.</p>

5.8 City Development - Economic Development, August 2010

The Economic Development service supports key sectors to promote economic growth and development of the knowledge based economy. It provides business and entrepreneurial support to create better job opportunities for Dundee and to improve employment opportunities for, and the employability capacity of, the city's people. In addition, this service engages in Europe to identify and maximise opportunities for the City. It enables improvements in economic outcomes through strategic planning, effective use of information and maximisation of external funding and it aims to promote Dundee as a vibrant and safe regional shopping & visitor centre.

Their main key performance indicators are as follows:

City Development, Economic Development key service process performance results								
Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration								
Definition	05/06	06/07	07/08	08/09	09/10	Current Target	Benchmark	Long term Improvement Status
Total/Growth in number of jobs	82,748 (+1.2%)	83,790 (+1.3%)	83,833 (+0.1%)	83,541 (-0.3%)	80,193 (-4.0%)	80,600 (2011)	+0.5 Scotland 08/09	▼
No. and % share of Knowledge sector jobs	22,598 (27.3%)	23,314 (27.8%)	24,542 (29.3%)	24,279 (29.1%)	23,050 (28.8%)	23,400 (2011)	22.6% Scotland 08/09	▼
Number of unique visitors to BioDundee website	14,582	14,511	12,450	11,597	15,554	Increase	-	▲
Number of accredited pubs and clubs to Best Bar None scheme	15	21	32	34	N/A	Increase	-	▲
Number of micro business start-ups through E-Zone	33	41	50	30	46	Increase	-	▲
Number of employability case starts (registrations) recorded on funded programmes (ESF, FSF, DAF)	N/A	N/A	N/A	5,036	5,164	Increase	-	▲
% of working age population in employment	70.8%	72.4%	73%	69.1%	71.2%	70.2% (2011)	-	►

The main strengths and areas for improvement resulting from the self-assessment were as follows:

Main Strengths	Main Areas for Improvement	Actions Taken
<p>The service works effectively with its customers and partners and there are many policies and plans to support putting the customer at the heart of the service.</p> <p>Many partnerships have been established to assist in delivering socially inclusive policies to the citizens of Dundee.</p> <p>The service has adapted well to the changing external environment and has processes in place that make them prepared for future changes.</p> <p>A full range of core and relevant activities are being measured and are published.</p> <p>The appraisal system is linked to the service plan objectives.</p> <p>Staff review their performance on specific projects and use this information to improve events.</p> <p>The service has many partners and their customer benefit from these relationships.</p> <p>Information is managed well and is shared easily with its partners while retaining confidentiality.</p>	<p>The Service's website has only limited information about the division's activities, some of the navigation is difficult and the language is not Plain English.</p> <p>New technologies are not piloted.</p> <p>Customer standards are not set for Discover Opportunities.</p> <p>Strategic information is not always disseminated to all staff and this can hinder the planning process.</p>	<p>Undertake a review of web based facilities and identify best practice in terms of using new technologies/social media to engage customers.</p> <p>Develop and review customer service standards.</p> <p>Develop a Project Management Handbook</p>

5.9 City Development - Transportation, October 2010

The Transportation Service ensures that the transport network supports the future aspirations of the city and region. It protects the natural and built environment by reducing the impacts of transport and assist in reducing climate change emissions. The service ensures the safety of all users of the transport network within the city and reduces social exclusion by improving accessibility and the transport connections.

Their key performance indicators are as follows:

City Development, Transportation key service process performance results								
Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration								
Definition	05/06	06/07	07/08	08/09	09/10	Current Target	Benchmark	Long term Improvement Status
Average time taken to respond to a request for a skip permit (days)	-	-	5	5	2	5	Previous year trend	▲
Average time taken to respond to a request for a scaffolding permit (days)	-	-	5	5	3	7	Previous year trend	▲
Modal share of people walking to work within the city	-	17%	17%	17%	17%	22% (2011)	-	►

Level of cycling in Dundee	-	-	1%	1%	2%	1%	-	▲
Number of road traffic accidents	-	-	113	76	59	0	Decrease	▲
% of journey to work journeys by train	-	-	-	-	1%	Increase	-	►
Number of major employers that have developed a staff travel plan	-	-	3	3	3	1	-	►
% of traffic signal faults repaired within 48 hours	-	99%	99%	99.8%	99.2%	99%	-	►

The main strengths and areas for improvement resulting from the self-assessment were as follows:

Main Strengths	Main Areas for Improvement	Actions Taken
<p>Staff have been involved in process improvement.</p> <p>Service planning is well integrated and is aligned with the Single Outcome Agreement and the Council's aims and objectives.</p> <p>The service makes use of the internet and publications to inform customers of its full range of services.</p> <p>The staff survey shows that staff feel they are treated equally.</p> <p>The service's appraisal process is linked to the service plan which is linked to the Single Outcome Agreement.</p> <p>The service makes full use of new technology through GIS, traffic management monitoring equipment, GPRS, radios, GPS, digital cameras, Bluetooth, mobile phones, electronic storage methods, etc.</p>	<p>It isn't clear if the website meets customers needs nor if they make use of the facility Web information is out of date and not being used to its full potential in some areas There are services and payments that are not yet available online</p> <p>There are few incentives or opportunities for staff to suggest changes and there is little evidence of any formal process improvement</p>	<p>Establish a website team to examine the online satisfaction data and develop the website accordingly Website team to conduct an audit of the division's website for errors and out of date information Website team to investigate and provide services and payments electronically where appropriate</p> <p>Identify and train three Lean Facilitators</p> <p>Create an ideas/suggestion box/board</p> <p>Conduct lean reviews to examine and improve the service's processes</p>

5.10 Education, December 2010

The Education Department has three broad objectives, which are linked both to their aims and values (see below) and to the broad objective areas of the Council Plan. These broad objectives are:-

- 1 Getting it right for every child
- 2 A working city
- 3 Corporate improvement and change

As part of their PSIF assessment, the Education department conducted focus groups in every school and service.

Their key performance indicators are as follows:

Education key service process performance results								
Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration								
Definition	05/06	06/07	07/08	08/09	09/10	Current Target	Benchmark	Long term Improvement Status
Percentage of pupils attaining English and Maths at SCQF level 3 or above by the end of S4	-	86%	85%	89%	N/A	90%	93%	▲
Average tariff score for pupils by the end of S4	-	146	145	153	156	157	177	▲
Percentage of school leavers entering a positive destination	-	85.4%	82.6%	81.5%	N/A	88%	83.5%	▼

The main strengths and areas for improvement resulting from the self-assessment were as follows:

Main Strengths	Main Areas for Improvement	Actions Taken
<p>The Education department has a strong commitment to self assessment.</p> <p>Staff feel valued, fairly treated and recognised by their department</p> <p>Leaders are trained to recognise good behaviours</p> <p>Staff are consulted widely on issues affecting them</p> <p>There is a commitment to the customer in all schools</p> <p>Feedback from customer surveys is used to inform strategy</p> <p>The department has an effective performance management framework</p>	<p>Revisit and refine the existing IPAA structure to maximise the impact of our approaches to self-evaluation at council, school and departmental level</p> <p>Continue to develop key aspects of communication and consultation with parents including, the format of standards and quality reports, new parental records for curriculum for excellence and consistent use of school web sites</p> <p>Extend the devolved School Management Scheme and in particular:</p> <ul style="list-style-type: none"> ▪ make greater use of financial efficiency indicators 	<p>An evaluation of the school review process and the whole IPAA structure is now underway in light of the departmental and school management restructuring. A group has been set up to take this forward</p> <p>Parents have been consulted to look at the reporting system and how it could be changed. They were also consulted regarding the Parental Response Sheet Section of the school reports. Consultation regarding the School Handbook took place with parents being asked to consider the handbook afresh. Discussion took place regarding communication between school and parents and the use of the Handbook. Parents have provided valuable input into the redesign of the standards and quality report through the city wide parent chairs group. Parents representatives of Dundee for the National Parent Forum are consulted on a regular basis regarding various matters affecting the parents and children's education. The Involved Parents, Inspired Children Parent Forum and meetings with the Director of Education are regularly held where consultation takes place and decisions are made</p> <p>A DSM Group has been set up and tasked to look at the most appropriate areas for greater devolution to schools including the staff process. The group has representative HTs from all sectors</p>

	<ul style="list-style-type: none"> ▪ develop more appropriate methods to set meaningful budget headings in areas such as energy ▪ evaluate the impact of the procurement system <p>Improve induction and CPD arrangements to meet the needs of newly appointed staff and central staff</p> <p>Extend and review partnership working and in particular:</p> <ul style="list-style-type: none"> ▪ evaluate the impact of partnership working to ensure consistency ▪ involve schools and partner agencies in recording wider achievement data ▪ include community group/ partners participation in service review and self evaluation 	<p>Draft strategy for department to be presented Review and Planning day in June together with how this links to corporate strategy. PRD for teaching staff progressing but work required to develop system for DHT/HT review PRD for support staff to be piloted June 2011, induction and hold pending e-learning roll out. Induction programmes for central staff and HTs are currently being reviewed.</p> <p>The department continues to develop along with staff from the Leisure and Communities Department appropriate and feasible approaches to recording individual achievement. Pilots are in place in secondary and primary using the new wider achievement materials in SEEMIS and Learning and Teaching Scotland are funding work within the authority looking at the use of the GLOW and links to SEEMIS. The department continues to review all aspects of partnership working and more definitive plans will be developed after the departmental restructure is finalised</p>
--	--	--

5.11 City Development - Planning Service, February 2011

The Division currently consists of four teams, Policy and Strategy, Partnership and Regeneration, Development Management and Building Standards.

The Policy & Strategy Team is directly responsible for the preparation of the Council's Statutory Development Plan including assistance to TAYPlan in the preparation of a Strategic Development Plan for Dundee City Region, preparation of a new Local Development Plan for Dundee City, preparation of Supplementary Guidance, provision of consultation responses to the Scottish Government as well as general advice on land use planning policy matters to developers, stakeholders and the general public.

The Partnership and Regeneration Team is responsible for preparing strategies and implementing works to secure the regeneration of priority neighbourhoods. It also works with other partners to secure improvements to Dundee City Centre including the Cultural Quarter and the implementation of the Central Waterfront Masterplan to enhance Dundee's role as the regional centre.

The Development Management Team in general deals with applications for Planning Permission. It undertakes to maintain a development management service which is reliable, consistent, efficient and effective. It also implements the provisions of the Planning (Etc) (Scotland) Act 2006 and related legislation in relation to the Council's development management functions as well as using the full range of statutory powers available to enforce Planning Control.

The Building Standards Team in general deals with applications for Building Warrants under the Building (Scotland) Act 2003. Other duties include: To ensure that the aspirations and needs of disable people are addressed through Building Regulations. To improve the environment and address sustainability issues through the conservation of fuel and power. To control pollution by ensuring buildings meet the Building Standards. Inspect and report on relevant Houses in Multiple Occupation. Administer the certification of Sports Ground Safety. Inspect and report on applications for licensed properties. Administer the Council's responsibility for Public Safety Dangerous and Defective Buildings. Inspect and provide Letters of Comfort/Building Standard Assessments.

Their key performance indicators are as follows:

City Development, Planning Division key service process performance results								
Long term status: ▲ = >5% improvement, ► = maintained, ▼ = >-5% deterioration								
Definition	05/06	06/07	07/08	08/09	09/10	Current Target	Benchmark	Long term Improvement Status
Processing time - percentage of all applications dealt with within 2 months.	-	-	55.6%	62.3%	59.2%	60%	61.4% Scottish Ave	▲
Processing Time - percentage of all Householder applications dealt with in 2 months.	-	-	74.4%	83.2%	77.00%	80%	79.8% Scottish Ave	▼
The percentage of requests for a Building Warrant responded to within 15 working days.	-	-	83.3%	75.02%	81.1%	80%	N/A	▼
The percentage of Building Warrants issued (or otherwise determined) within 6 days from receipt of competent plans.	-	-	91.6%	88.7%	91.3%	80%	N/A	▲
Percentage of population covered by LP approved or finalised in last 5 years.	-	-	100%	100%	100%	100%	N/A	►

The main strengths and areas for improvement resulting from the self-assessment were as follows:

Main Strengths	Main Areas for Improvement	Actions Taken
<p>Governance - there is a clear structure with the Director in charge of Heads of Service who in turn are in charge of Team Leaders.</p> <p>There is a clear performance framework because KPIs match the Service Plan objectives and projects and relate to the customer charter, e.g. end to end time is measured and benchmarked.</p> <p>Both In-House and External training events are good quality and focussed on the needs of the Department.</p> <p>Team Meetings are regular, minuted and information is accessible to staff and cascaded through the Division allowing knowledge and information to be shared.</p>	<p>Improve customer, partner and stakeholder engagement and satisfaction.</p> <p>Ensure that staff have the skills required to critically examine processes and measures and make improvements</p> <p>Ensure that all performance measures drive improved service delivery</p> <p>Ensure that information systems are fit for purpose</p>	<p>Establish a team to identify customer and partner requirements and make changes as appropriate.</p> <p>Identify Training needs and provide necessary training and development for staff.</p> <p>Establish a team to critically examine current performance measures and link in with the process improvement team to establish measures that assist the service to improve service delivery.</p> <p>Audit information systems and publications to ensure none are obsolete</p>

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, 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/equipact/>.

6. CONSULTATIONS

The Chief Executive, Depute Chief Executive (Support Services) and Director of Finance.

7. BACKGROUND PAPERS

Chris Ward
Assistant Chief Executive

.....

08/06/2011