



PUBLIC SERVICE IMPROVEMENT FRAMEWORK – C2(a)4 OUTCOME REPORT

Report by Chief Executive

PURPOSE OF REPORT

To inform the Comhairle of the progress with self-assessment and seek approval of the recommendations of the PSIF self-assessment exercise C2(a)4: 'Strategy and Plans'.

COMPETENCE

- 1.1 There are no legal, financial, equalities or other constraints to the recommendations being implemented.

SUMMARY

- 2.1 Service Business Plans (SBPs) are currently aligned to the Comhairle's Corporate Strategy 2012-17, which was approved by the Comhairle in 2012. The Outer Hebrides Single Outcome Agreement 2013-23 provides the basis for the structure of the Corporate Strategy 2012-17. The Comhairle reviewed the Corporate Strategy in 2017 in the light of the new Local Outcomes Improvement Plan and the election of a new council. Wider public consultation on the proposed Corporate Strategy 2017-21 took place during October and November 2017. The SBPs will be updated after the finalised Strategy is approved by the Comhairle as per the new strategic priorities.
- 2.2 Four Public Service Improvement Framework (PSIF) self-assessments have been undertaken to date, the progress of which is at appendix 1 to the report. The next phase of PSIF self-assessments include three PSIF criteria from section two (C2), Service Planning, to guide the consultation for the new Corporate Strategy and subsequent SBPs and measures. The second of the three self-assessments approved is C2(a)4: 'Strategy and Plans'. The PSIF review explored how the service identifies the internal and external factors that may impact upon the delivery of outcomes and priorities and, where used, their strategies to mitigate and adapt to these impacts. The key findings are summarised in the main body of the report.
- 2.3 The PSIF review clearly identified how services have considered, developed and implemented both strategic and operational plans with consideration to current and future environmental factors, both internal and external. It also evidenced that information from key stakeholders, partners and communities is considered to ensure that these plans are appropriate and relevant to their needs. A key area of work highlighted to be undertaken once the new Corporate Strategy 2017-21 is approved is Service Prioritisation. As the Comhairle's Corporate Strategy sets the strategic direction of the Comhairle in each council term and the current strategy ends in December 2017, it is important that due consideration is given to each key objective within the new Strategy and how each one will be achieved within the term of this council, 2017-2021. To demonstrate the link between planned activities and proposed outcomes the draft metadata form at appendix 2 to the report has been designed to capture the relevant information to measure and report annually the progress of the Corporate Strategy 2017-21.

RECOMMENDATIONS

3.1 It is recommended that the Comhairle:

- (a) **note the outcome of the 'Strategy and Plans' self-assessment exercise, ref: C2(a)4; and**
(b) **considers the use of the Corporate Strategy 2017-21 Measuring and Reporting Outcomes Metadata Form to support evaluation and reporting on the strategic objectives pertaining to Comhairle services.**

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Appendix: 1 PSIF self-assessment progress report
2 Corporate Strategy 2017-21 Measuring and Reporting Outcomes Metadata Form
Background Papers: PSIF Framework (2013)
The Publication of Information (Standards of Performance) Direction 2015 - Accounts Commission

BACKGROUND

- 4.1 Having a plan to achieve the priority outcomes of the new Corporate Strategy 2017-21 is critical. Reporting outcomes is a key theme within the Accounts Commissions latest Direction (2015). The Public Service Improvement Framework (PSIF) provides a structure to evaluate how strategies and plans are formed and the context in which they are created. This includes whether the service has established and embedded a comprehensive planning process that is inclusive, focused on customer needs, challenged and measurable. Service planning will challenge services to explain how they identify outcomes and improvements and how they plan for the future using management information. One of the 3 sub-criterion parts in the PSIF service planning section is 2a – Strategy and Plans.

KEY FINDINGS

- 5.1 The PSIF review was undertaken to evidence how Comhairle services identify the internal and external factors that may impact upon the delivery of outcomes and priorities and, where used, their strategies to mitigate and adapt to these impacts. In doing so it explored what current and future internal and external factors the service identified to deliver future services and achieve its current corporate objectives. It was evident that Comhairle services are aware of the internal and external environments that are impacting on the delivery of their services and consider these when planning their business plans. A key finding identified that all services undertake an Environmental Analysis at the beginning of the business planning process to assist in developing a clear sense of reality. This SWOT structured planning method is used throughout the Comhairle to evaluate each service's strengths, weaknesses, opportunities and threats. It was found that key issues relating to individual services are then considered with associated solutions and controls. The Comhairle's online performance management system, Interplan is then used to link these to Actions within SBPs, if appropriate. The following are some of the internal and external factors identified by services that impact on service delivery:

- Changing political and financial climate
- Grant funding from Scottish Government
- Environmental Compliance
- Statutory Compliance
- Recommendations of Cole Report (Edinburgh Schools) outcomes
- Scottish Government strategic objectives
- Changes in the Construction (Design and Management) Regulations 2015
- The Community Empowerment (Scotland) Act 2015.
- European Structural and Investment Funds programmes 2014-2020
- Service level agreements with Departments and Partners
- Staff resilience and skills
- Apprenticeship Levy
- Private Sector future skills requirements
- National pay, conditions and employment law
- Legislative change
- Review of Planning and New Planning Bill.
- Islands Bill & Our Island Our Future
- Welfare Reform
- eService Delivery agenda (connectivity)
- Budgetary Pressures
- Declining Population
- The National Self-directed Support Strategy 2010-2020
- The Carers (Scotland) Act 2016
- Lewis Residential Care Review
- Community Justice (Scotland) Act 2016

- 5.2 Based on the current and future internal and external factors, the evidence clearly identified numerous strategies that services developed to deal with the issues and gaps, some but not all of which have been made available to the public on the Comhairle's new website within the [Policies and Strategies](#) webpage.

- 5.3 The PSIF review also asked services to identify what changes they anticipate in the internal and external environment during the next 3-5 years. The main changes identified include political, financial, legislative and technical issues, with the major change being Brexit - the prospective withdrawal of the United Kingdom (UK) from the European Union (EU). Services expressed their uncertainty regarding the legislative and funding changes following Brexit, which it is predicted will have significant legislative, policy and funding impacts on local authorities. On a more localised note, the Community Empowerment (Scotland) Act 2015 placed a duty on Community Planning Partners to demonstrate that they are making a significant impact on the achievement of outcomes as a result of partnership working. Challenges of complying with the 2015 Act particularly joint resourcing at a time when all partners are experiencing diminishing financial resources is anticipated. Services also advised that there may be an impact on service implementation due to the Comhairle's Budget Strategy and, due to pressures on in-house resources, some services anticipate increasing levels of engagement with external consultants. An increased demand for management information and continuous improvement work to drive efficiency is also anticipated, as is good outcome measures to determine progress of the new Corporate Strategy 2017-21 that may also help to identify any barriers to effective locally focused partnership working.

- 5.4 Based on the changes anticipated the PSIF review found that services have put plans in place to mitigate these factors, where possible. As such, the Comhairle will continue to monitor various Reports about the impact of Brexit and also the status of government negotiations with the 27 EU countries at various points in time. Evidence clearly identifies how services have implemented both strategic and operational service plans throughout the Comhairle, and that information from key stakeholders, partners and communities is used to ensure that these plans are appropriate and relevant to their needs. Services have also used innovative methods, such as participatory budgeting to improve service outcomes, some of which have been published on the [Scottish Local Government Innovation Exchange](#) website to share good practice and improve service delivery. Where it is found that strategies and plans are no longer fit for purpose, they have or are currently being reviewed. For example, the Communications Strategy 2012-17 which helps the Comhairle to achieve its strategic, corporate and service objectives in line with the Corporate Strategy, Business Plans and the Single Outcome Agreement is currently being reviewed to ensure it aligns to the new Corporate Strategy and continues to promote better understanding of the Comhairle's role in the community and its contribution to the life of those who live in the Outer Hebrides and other stakeholders. The new Communications Strategy will also support the Comhairle to effectively communicate with its workforce with a particular focus on ensuring staff are informed, motivated and understand the anticipated changes that may affect them.
- 5.5 Another key area of work recently undertaken to mitigate possible changes to the local environment is the investigation of the shortage of skills in the community, which will in turn give the information required to put in place accreditation and training to fill the skills gaps. Self-evaluation will also continue to be used to systematically examine services, achievements, and processes to assess whether the Comhairle is meeting its stated aims, objectives and outcomes efficiently and effectively.
- 5.6 Finally, the review asked services if they had undertaken a Service Prioritisation exercise and, if so, what are the outcomes. Whilst some services said no, except for statutory functions, it was predominantly highlighted that this exercise would follow the approval and implementation of the Local Outcomes Improvement Plan (LOIP) 2017-27, the new Corporate Strategy 2017-21 and other Comhairle strategies and plans that support these, such as the Local Housing Strategy 2017-2022, Local Development Plan, Gaelic Language Plan 2018-2022 and the new Communications Strategy.

CONCLUSION

- 6.1 The PSIF review clearly identified how services have considered, developed and implemented both strategic and operational plans with consideration to current and future environmental factors, both internal and external. It also evidenced that information from key stakeholders, partners and communities is considered to ensure that these plans are appropriate and relevant to their needs. A key area of work highlighted to be undertaken once the new Corporate Strategy 2017-21 is approved is Service Prioritisation. As the Comhairle's Corporate Strategy sets the strategic direction of the Comhairle in each council term and the current strategy ends in December 2017, it is important that due consideration is given to each key objective within the new Strategy and how they will be achieved within the term of this council, 2017-2021. To demonstrate the link between planned activities and proposed outcomes the metadata form (draft) at appendix two has been designed to capture the relevant information to measure and report annually the progress of the Corporate Strategy 2017-21.

PSIF SELF-ASSESSMENT PROGRESS REPORT

Assessment	Reporting Year	Section	Criterion (sub) Theme	Progress	Next Report Due
1	2015/16	Customer Results	6(a) Customer Perceptions 6(b) Internal Measures	<p>The first self-assessment using PSIF addressed the cross cutting theme of 'customer services' and concluded with a recommendation to the Continuous Improvement Sub Committee 24 February 2016 to approve that departments use the Scottish Government's consultation approach of "We Asked, You Said, We Did" to inform the business planning processes and evidence improvement planning. To ensure corporate improvement, at its meeting on 29 March 2016 the Audit and Scrutiny Committee recommended that the Comhairle agree to adopt this approach. Approved 30 March 2016.</p> <p>Nine consultations were identified in 2016/17, the outcomes of which will be uploaded to the Comhairle's new website, prior to its launch to the public. Thereafter, services will be responsible for ensuring that the outcomes of their respective consultations are uploaded to the Comhairle's new website to inform the community accordingly.</p>	Complete
2	2016/17	Partnerships & Resources	4(b)2 Managing Financial Resources	<p>The second self-assessment addressed the cross cutting theme of 'managing financial resources' and concluded with a recommendation to approve the development of Interplan's risk management module to incorporate departmental operational risk registers for improved monitoring and reporting. To ensure corporate improvement, at its meeting on 26 September 2016 the Audit and Scrutiny Committee agreed to recommend that the Comhairle note this recommendation. Approved 5 October 2016.</p> <p>An Interplan Risk Manager Working Group was established to deliver this recommendation and consider the most efficient and effective way to get IRM fully functional. The Group concluded that in order to embed continuous improvement with regards to risk, the reporting on of operational risk and actions will be merged with the published quarterly progress reports on service business plans; a process that will also establish links with the Performance Monitoring Group.</p>	Complete

Assessment	Reporting Year	Section	Criterion (sub) Theme	Progress	Next Report Due
3	2016/17	People	3(b)2 Developing People	<p>The cross cutting theme of 'developing people' was approved as the second self-assessment to be undertaken in 2016/17. It is closely related to the themes explored by the Accounts Commission and the Scottish Government's the 3-Step Improvement Framework for Scotland's Public Services. The assessment concluded with a recommendation to approve a review of the Comhairle's Exit Interview Policy that was issued in 2009 to enhance the gathering of management information and subsequent use in strategic planning. To ensure corporate improvement, at its meeting on 7 March 2017 the Audit and Scrutiny Committee agreed to recommend that there be a review of the Comhairle's Exit Interview Policy. Approved 8 March 2017.</p> <p>The Comhairle approved a revised procedure for Exit Interviews in September 2017 which requires to be implemented. The Comhairle will prepare and implement the revised procedure and will monitor and report feedback to the relevant Comhairle Committee. However, the emphasis will be on 'feedback received' and employee participation will be voluntary.</p>	Complete
4	2017/18	Service Planning	2(b)2 Engagement and Consultation with Stakeholders	<p>At its meeting of 8 March 2017, the Comhairle approved the next phase of PSIF self-assessments. The first of the three self-assessments approved is C2(b)2: 'Engagement and Consultation with Stakeholders'. The assessment recommended two key areas of improvement, as follows: (1) to include an equalities monitoring form with all consultations to monitor participation rates, including those across the protected characteristics; and (2) that all consultations to be hyperlinked from one Corporate Consultations web page that includes a "We Asked, You Said, We Did" Consultations Outcomes section to communicate back to participants and the wider community. Approved 21 June 2017</p> <p>(1) An <i>Equalities Monitoring Form for Consultations and Surveys</i> was developed and made available to Departments for use within their consultations and surveys. The form is also available to include in consultations for completion online, at: http://www.surveymoz.com/s/57MZJ/ and is embed in the Comhairle's new website within the new consultations page as each consultation is published. The information gathered will be used to inform the Comhairle's equality outcomes.</p> <p>(2) Progress update as per Assessment 1.</p>	Complete

Corporate Strategy 2017-21 Measuring and Reporting Outcomes Metadata Form (DRAFT)		
Key Priority: CS Objective	(Select from list below)	
Contact for Enquiries	(Name), (email address)	
IE Theme	(Select from list below)	
Introduction (Purpose / Planned Activity)		
Joint Service / Agency / Partnership / N/A	(who aids the achievement of this outcome)	
Baseline year 2017/18	Actual result:	The following section is to be used to annually report on progress
2018/19	Target:	
2019/20	Target:	
2020/21	Target:	
2021/22	Target:	
Additional Information	Insert links to other published Reports or websites that may support the above information.	
Performance measures / Indicators	(List PIs that will help measure progress towards intended outcomes) 1. . 2. .	
The following section is to be used to annually report on progress		
Key Activities	•	
Outcomes (Benefits, Impacts and / or changes)	•	
Learning	•	
Benchmarking	NB: in addition to a narrative it is recommended to input a graph to benchmark data e.g. LGBF Family Group, OIOF (Shetland & Orkney), Scotland or other similar service.	

CORPORATE STRATEGY 2017-21

KEY PRIORITIES			
Economy and Jobs	Communities and Housing	Education, Skills and Training	Quality of Life, Health and Wellbeing
KEY OBJECTIVES			
TBC	TBC	TBC	TBC

SCOTTISH LOCAL GOVERNMENT INNOVATION EXCHANGE THEMES

<<http://www.innovationexchange.scot/>>

Children and Education	Digital	Service Transformation
Community Planning and Empowerment	Employability	Workforce Planning and Management
Community Safety	Health and Social Care	
Customer Service	Housing and Regeneration	
	Partnership and Collaboration	