



**PUBLIC SERVICE IMPROVEMENT FRAMEWORK (PSIF)
PROCESSES AND SERVICES**

Report by Chief Executive

PURPOSE OF REPORT To update the Comhairle on the progress of the programme of self-assessment using PSIF and seek approval of the recommendations following the completion of the self-assessment of Processes and Services.

COMPETENCE

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

SUMMARY

2.1 The Service Change and Improvement Sub Committee approved the 2018/19 programme of self-assessment using the Public Services Improvement Framework (PSIF) in April 2018. The self-assessment on Processes and Services has now been completed.

2.2 The Processes and Services self-assessment looked at how services review customer needs and if services are able to demonstrate that the services and processes in place are meeting the needs of customers and stakeholders.

2.3 Evidence demonstrates that that a range of activities and exercises aimed at reviewing how customers, both internal and external, access services are undertaken. A level of analysis appears to be undertaken but can be difficult to evidence. There is a diverse range of examples of improvements made across the organisation aimed at enhancing access and choice for customers across several services.

2.4 Based on the information received through this self-assessment exercise the recommendations being made aim to strengthen available evidence base and continue to promote traceability and transparency by sharing result and outcomes following service level surveys and consultations.

RECOMMENDATION

3.1 It is recommended that the Comhairle note the completion of the PSIF Self-assessment of Processes and Services and approve the outcomes detailed in Paragraph 6.3 of the Report.

Contact Officer: Carmen Macdonald, OD Officer
Appendix: PSIF Self-Assessment Progress Report
Background Papers: Nil

BACKGROUND

- 4.1 The Processes and Services self-assessment focused on the extent to which services analyses and meets customer needs and expectations in addition to establishing the extent to which customer feedback results in realised benefits to service provision.
- 4.2 Services and processes are the activities through which the needs of customers and/or statutory obligations are met. Ideally services and processes should be delivered to meet individual needs and preferences, providing choice and ease of access for customers.
- 4.3 The Comhairle is faced with economic challenges and reducing budgets resulting in the need to change services and how they are delivered. In recognition of the need to find nearly £10m of savings over the next four years the Comhairle agreed a service redesign programme. As part of this process, and in recognition of the importance of developing services around customer needs Comhairle nan Eilean Siar hosted Community Engagement Events across the Western Isles. This demonstrates a corporate commitment to balancing financial pressures and developing services with customer needs at their core.
- 4.4 The Community Engagement Events and the responses gained were reported through the Comhairles consultation pages using the “We Asked, You Said, We Did” format.
- 4.5 As the Comhairle continues to embed a performance management culture, all services are encouraged to monitor their respective Service Business Plans on Interplan. Services update their progress periodically ensuring that meaningful and reliable performance information is available. Data is inclusive of Key Performance Indicators (KPIs) several of which relate directly to customers accessing services and customer feedback. On this occasion there is a good level of quantitative data available corporately.

KEY FINDINGS

- Reviewing the way customers access services
- 5.1 Corporately there are several examples of services engaging with customers, both internally and externally, and reviewing how they access services. Examples include the employee survey, training usage analysis, customer satisfaction surveys across sections including Planning and Revenues and Benefits, library and heritage KPI's including number of visits and usage of web services.
- 5.2 Services have different approaches to gathering information, some record information at first point of contact whilst others undertake regular electronic surveys or request feedback periodically from service users or customers.
- 5.3 There are evidenced pockets of good practice across the organisation. Information is more readily available across service areas which have statutory reporting requirements.
- Analysing usage and access levels to inform decisions and improvements
- 5.4 All services are encouraged to monitor their respective Service Business Plans on Interplan. Interplan is the corporate performance monitoring system and holds a suite of corporate performance information which is used to inform decisions and improvements.
- 5.5 In addition to Interplan, services will often, as part of the process of change or continuous improvement, undertake to analyse aspects of their service including usage and access levels, this work would normally be reported back through CMT or the relevant Service Committee.

5.6 There is limited evidence of actual analysis of information. Improvement plans or individual action plans can be standard outcomes following the collection and analysis of information. Alternatively actions and outcomes may be fed directly in to business plans. The committee system minutes and management meetings provide an evidence base and information is available on the intranet and internet.

Knowledge of which access channels are a success

5.7 Individual services undertake work within their respective areas covering both internal and external customers. A range of public facing services undertake customer satisfaction surveys including Planning, Building services, Reveunes and Benefits and Business Gateway, the result of which are published online.

5.8 Internally employees are invited to complete an employee engagement survey every 3 years. Online surveys are used to gain feedback from employees undertaking internal training and for those who use IT support services. Exit surveys are also in place for employees leaving the Comhairle.

5.9 The website supports a range of interactive services for reporting, requesting and making payments in addition to local offices. Many services are now available electronically but paper systems also remain in place.

Improvements made to enhance access for customers and offer better choice

5.10 There are a range of examples of improvements made across the organisation aimed at enhancing access and choice for customers including:

- the development of the online consultation pages
- the Development Department have altered hours and activities and offer documents in a variety of formats
- ISL have confirmed improvements trialled and undertaken including Motivate sessions, altered opening hours, changes to timetables and later afterschool activities
- IT delivered a new website for external facing customers
- approval of a corporate British Sign Language (BSL) Plan
- move to additional online training courses and online forms for the general public
- Myview offering online access to employees payroll information

CONCLUSIONS

6.1 The information collected throughout this review demonstrates that a range of activities and exercises aimed at reviewing how customers, both internal and external, access services are undertaken. A level of analysis appears to be undertaken and knowledge of access channels exist but it can be difficult to evidence out with service business plans and improvement plans.

6.2 There is a diverse range of examples of improvements made across the organisation aimed at enhancing access and choice for customers across several services. This demonstrates that services are continuing to move forward and react, whether it is proactive or reactive, to changing business needs and the needs of customers.

6.3 In summary the recommendations being proposed following the review of Processes and Services relating to how service analyses the way that customers use and access services and how in turn this information is used to make improvements across services include:

- review updating the Customer Service Strategy to support a corporate approach to engaging with customers and gaining customer feedback. This should be in line with new technologies and take account of the existing consultation reporting format of “We Asked, You Said, We Did”
- services be encouraged to use the consultation format of “We Asked, You Said, We Did” in addition to utilising Interplan to record and monitor all improvement initiatives and service review outcomes
- review governance arrangements surrounding engagement with stakeholders to ensure a corporate approach is consistently applied and full traceability and accountability is achieved

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 were made available to the public on the Comhairle's new website: https://www.cne-siar.gov.uk/have-your-say/consultations/. 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 Equalities Monitoring Form for Consultations and Surveys was developed and made available to Departments within the Comhairle's Equality and Diversity webpage. The form is also available to include in consultations for completion online, at: http://www.surveymoz.com/s/57MZJ/. The information gathered will be used to inform the Comhairle's equality outcomes.</p> <p>(2) Progress update as per Assessment 1.</p>	Complete

Assessment	Reporting Year	Section	Criterion (sub) Theme	Progress	Next Report Due
5	2017/18		2(a)4 Strategy and Plans	<p>At its meeting of 8 March 2017, the Comhairle approved the next phase of PSIF self-assessments. The second of the three self-assessments approved is 2(a)4 'Strategy and Plans'. 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. A key area of work highlighted to be undertaken once the new Corporate Strategy 2017-21 is approved is Service Prioritisation. To demonstrate the link between planned activities and proposed outcomes a metadata form was designed to capture the relevant information to measure and report annually the progress of the Corporate Strategy 2017-21.</p> <p>To ensure corporate improvement, at its meeting on 12 December 2017 the Audit and Scrutiny Committee recommended that the Comhairle consider 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. Approved 13 December 2017.</p>	Complete
6	2017/18		2(c)1 Performance Management	<p>The last of the three self-assessments approved by the Comhairle at its meeting of 8 March 2017 is C2(c)1 Performance Management. The PSIF review evidenced that performance management is effectively developed, scrutinised and challenged within the Comhairle.</p> <p>To ensure corporate improvement, at its meeting on 4 April 2018 the Service Change and Improvement Sub-Committee agreed to note that consideration would be given to a change to the end of year quality assurance of data to include the requirement for services to evidence what action was proposed to address under performance of KPIs reported in the year-end (Q4) report, which the Audit and Scrutiny Committee at its meeting 1 May 2018 recommended to the Comhairle for approval. Approved 2 May 2018.</p>	Complete

Assessment	Reporting Year	Section	Criterion (sub) Theme	Progress	Next Report Due
7	2018/19	Leadership	<p data-bbox="607 197 880 252"><u>Criterion 1a</u> Planning for the Future</p> <p data-bbox="607 290 931 501"><u>Statement 1a5</u> Leaders drive and support improvement and transformational change, maximising the use of tools and opportunities as part of their approach</p>	<p data-bbox="1003 197 1966 347">At its meeting on 4 April 2018 the Service Change and Improvement Sub-Committee approved the 2018/19 programme of self-assessments. The self-assessment of Leadership is the seventh PSIF assessment to be undertaken and focused on planning for the future and how leaders within the Comhairle can drive and support improvement and change.</p> <p data-bbox="1003 386 1966 501">Evidence showed that self-assessment and improvement activities are undertaken in various forms and to various degrees across the organisation and that formal structure ensure that improvement activities are approved and monitored accordingly so there is an on-going level of accountability.</p> <p data-bbox="1003 539 1966 743">To ensure corporate improvement, at its meeting on 7 May 2019 the Audit and Scrutiny Committee agreed to note the completion and findings of the PSIF self-assessment of Leadership; approve the development of a training programme to equip leaders with additional techniques to support performance management and change management initiatives; and approve the development of an effective internal communications strategy to support the on-going process of change across the organisation.</p>	Complete

Assessment	Reporting Year	Section	Criterion (sub) Theme	Progress	Next Report Due
8	2018/19	People	<p><u>Criterion 3e</u> Recognising and caring for People</p> <p><u>Statement 3e2</u> The service promotes and encourages a work-life balance and provides a safe working environment</p>	<p>At its meeting on 4 April 2018 the Service Change and Improvement Sub-Committee approved the 2018/19 programme of self-assessments. The self-assessment of People was the eighth PSIF assessment to be undertaken and reviewed the effectiveness of people management in relation to the development of individual's work-life balances and the provision of a safe working environment.</p> <p>Evidence demonstrates that a range of policies and practices are in place to enable employees to pursue more balanced life and provide a safe working environment.</p> <p>To ensure corporate improvement, at its meeting on 7 May 2019 the Audit and Scrutiny Committee agreed To note the completion of the PSIF Self-assessment of People and approved the outcomes detailed in Paragraph 7.1 of the Report:</p> <ul style="list-style-type: none"> • Consider introducing an overarching Employee Health and Wellbeing Strategy to allow a more holistic approach to overall employee wellbeing; • Signpost employees to sources of external information including support on caring, childcare and stress management; and • Work towards achieving Carer Positive status in order to further support employees and encourage carers to identify themselves and come forward for support if required. 	Complete

Assessment	Reporting Year	Section	Criterion (sub) Theme	Progress	Next Report Due
9	2018/19	Processes and Services	<p><u>Criterion 5b</u> Developing Services Around Customer Needs</p> <p><u>Statement 5b2</u> The service analyses the way that customers use and access services and uses this information to make improvements</p>	<p>At its meeting on 4 April 2018 the Service Change and Improvement Sub-Committee approved the 2018/19 programme of self-assessments.</p> <p>Members of the PMG group were e-mailed on 14 March 2019 with a request that departmental information be submitted by 8 April 2019.</p> <p>The self-assessment on Processes and Services was the ninth self-assessment to be completed and looked at how services review customer needs and if services are able to demonstrate that the services and processes in place are meeting the needs of customers and stakeholders.</p> <p>Evidence demonstrates that that a range of activities and exercises aimed at reviewing how customers, both internal and external, access services are undertaken. A level of analysis appears to be undertaken but can be difficult to evidence. There is a diverse range of examples of improvements made across the organisation aimed at enhancing access and choice for customers across several services.</p> <p>Based on the information received through this self-assessment exercise the recommendations being made aim to strengthen available evidence base and continue to promote traceability and transparency by sharing result and outcomes following service level surveys and consultations.</p>	Approval Pending