
Report to Scrutiny Committee

Date: 3 December 2009

Subject: Clacks Improvement Model: Overview of Self Assessment

Report by: Head of Business Improvement & Technology Services

1.0 Purpose

- 1.1. A key component of our change programme (Growing in Excellence), and our objective to ensure Best Value, is the Clacks Improvement Model (CIM, formerly known as the Public Service Improvement Framework, PSIF). Self assessment sits at the heart of CIM, and this year we have moved from a programme of all services undertaking self assessment over the period 2008 to 2011, to all (28 services areas) going through in 2009/10.
- 1.2. This report provides Scrutiny Committee with an overview of the key strengths and areas for improvement that have emerged to date from CIM self assessments and outlines a range of activities that are underway to improve the way we operate.

2.0 Recommendations

- 2.1. It is recommended that Scrutiny Committee consider:
 - the key strengths and areas for improvement that have emerged from CIM self assessments; and
 - the resultant activities being implemented to ensure that the Council is Growing in Excellence.

3.0 Considerations

- 3.1. Clackmannanshire Council has used PSIF self assessment (now known as CIM) since 2006. A three year programme was instigated in 2008 with all services due to undergo an assessment by March 2011.
- 3.2. This year, as part of Growing in Excellence, the programme of self assessments was stepped-up so that 28 service units, covering all services would undertake a CIM self assessment by March 2010.

- 3.3. The CIM is playing a key role on our excellence journey, particularly in continuing to embed a culture of innovation and continuous improvement, and ensuring we achieve our Best Value objectives. It provides a structured framework that ensures consistent deployment of corporate policy approaches, as well as aiding services align their performance indicators with our priority outcomes as set out in the Corporate Plan and SOA. It ensures services develop their partnerships for more efficient resource use, focusing those resources, including our staff, on the delivery of our priorities.
- 3.4. The self assessment element of CIM gives us a structured framework that systematically helps services understand their strengths and priority areas for improvement.
- 3.5. Although only half way through our 2009/10 programme of self assessments, from those that have been completed, a number of key strengths have emerged:
- (i) we have many good corporate policy approaches in place that are consistent with good practice, for example, in relation to sustainability, equalities, asset management, procurement and risk management;
 - (ii) we have robust self assessment arrangements in place;
 - (iii) our performance management arrangements continue to develop and in particular we are making good progress on our journey towards more outcome-focused arrangements;
 - (iv) a number of our services are top performers nationally;
 - (v) we generally have good service processes and make good use of our resources within that context.
- 3.6. Areas where further work is being undertaken include:
- (i) although we have many good policy approaches, in common with most organisations who adopt systematic and rigorous self assessment, we have identified the need to articulate some of these more clearly. We are addressing this by:
 - ⇒ ensuring all service areas undertake self assessment using the CIM by March 2010. Where policy deployment issues are identified, these will be highlighted in improvement plans.
 - ⇒ reviewing existing approaches to ensure that they are fit for purpose and to address any gaps. A number of cross-service delivery teams have been working hard over the summer and autumn months in this respect and several strategies have already been revised, including ICT, People and Customer Service.
 - (ii) whilst good progress has been made with the development of performance indicators, we have identified further areas for improvement. To address these as part of the CIM:
 - ⇒ all service indicators are currently being reviewed and updated.

- ⇒ a selection of core indicators covering people, customer, sustainability and efficiency are being deployed to all services to monitor on a regular basis to ensure consistency of approach.
- (iii) we have identified the need for more systematic and consistent communication of priorities to staff, and in approaches adopted by managers to ensure we get the best out of staff as our most valuable resource. There are a number of things we are doing to address this, including:
- ⇒ working to a strict timetable for the deployment of revised Performance Review and Development arrangements and the introduction of a competency framework to ensure that staff and managers have effective and productive relationships and dialogue.
 - ⇒ business planning guidance has been revised and will be systematically implemented, to fit more clearly with CIM and the revised PRD process specifically.
 - ⇒ a leadership development programme, based around the competency framework, has been introduced to ensure that managers have the necessary skills and behaviours to enable them to lead and develop staff and services through the many challenges the future will bring.
 - ⇒ a communications plan has been developed and is being systematically implemented. This includes the introduction of cascade briefings, and regular briefing to staff from the Chief Executive in Grapevine and on COIN.
 - ⇒ practical support is being provided to services in these areas as a component of the CIM programme and, by pursuing the Investors in People standard, we aim to deploy best practice across the Council, ensuring we have the right people, in the right place with the right skills to deliver high quality service to our customers.
- (iv) our programme of option appraisals is now aligned with the CIM to better reflect our improvement priorities.
- (v) we have identified the need to better exploit the full potential of information sharing and cross-service working.
- ⇒ as part of our Growing in Excellence change programme, a number of delivery teams have been assembled to help engender a 'one council' approach. One delivery team in particular has been tasked with improving information sharing across services and agencies.
- (vi) we have identified the need to ensure more consistency in customer service and more effective use of evidence-based customer insight to inform policy planning and service delivery.
- ⇒ a delivery team has been tasked with improving Customer Service, and a report will be presented to Council for approval in December 2009.

⇒ practical support is being provided as part of the CIM programme and, by pursuing the Customer Service Excellence standard, we aim to ensure that we are effectively engaging with our community, and that we are providing consistent high quality service to all our customers.

⇒ greater use is being made of the Research and Information team to ensure that services have improved evidenced-based customer data.

(vii) as part of our forward planning, and in order to prepare services for an uncertain future, a number of delivery teams have been tasked with looking at several areas, including culture and leisure services, administrative support, economic development and educational and support models, housing supply, asset management and older people. As their work concludes, the teams will bring forward proposals for consideration.

3.7. The improvements identified through the self assessment process will be reflected in business plans, dovetailing with service risks and performance indicators, providing a clear indication of how progress will be monitored. Monitoring and reporting will be undertaken as per the arrangements considered by Scrutiny Committee on 22 July 2009.

4.0 Sustainability Implications

4.1. Sustainability is an integral component of the Clacks Improvement Model.

5.0 Resource Implications

5.1. *Financial Details*

5.2. The full financial implications of the recommendations are set out in the report. This includes a reference to full life cycle costs where appropriate.

Yes ☒

5.3. *Staffing - no direct implications.*

6.0 Exempt Reports

6.1. Is this report exempt? Yes ☐ (please detail the reasons for exemption below) No ☒

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities 2008 - 2011** (Please tick ☒)

The area has a positive image and attracts people and businesses ☒

Our communities are more cohesive and inclusive ☒

People are better skilled, trained and ready for learning and employment ☒

Our communities are safer	<input checked="" type="checkbox"/>
Vulnerable people and families are supported	<input checked="" type="checkbox"/>
Substance misuse and its effects are reduced	<input checked="" type="checkbox"/>
Health is improving and health inequalities are reducing	<input checked="" type="checkbox"/>
The environment is protected and enhanced for all	<input checked="" type="checkbox"/>
The Council is effective, efficient and recognised for excellence	<input checked="" type="checkbox"/>

(2) Council Policies (Please detail)

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?

Yes ☐ No ☒

9.0 Legality

9.1 In adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes ☒

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

None.

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes ☒ (please list the documents below) No ☐

Report to Scrutiny Committee, 25 June 2009: Performance Reporting & Monitoring Process (together with responsibilities)

Author(s)

NAME	DESIGNATION	TEL NO / EXTENSION
Stuart Crickmar	Business Improvement Manager	2127

Approved by

NAME	DESIGNATION	SIGNATURE
------	-------------	-----------

Barry Dickson	Head of Business Improvement & Technology Services	Barry Dickson (signed)
Angela Leitch	Chief Executive	Angela Leitch (signed)