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**The Institute for Continuous  
Improvement in Public  
Services**

**2023 ICIPS Maturity  
Assessment Insight**



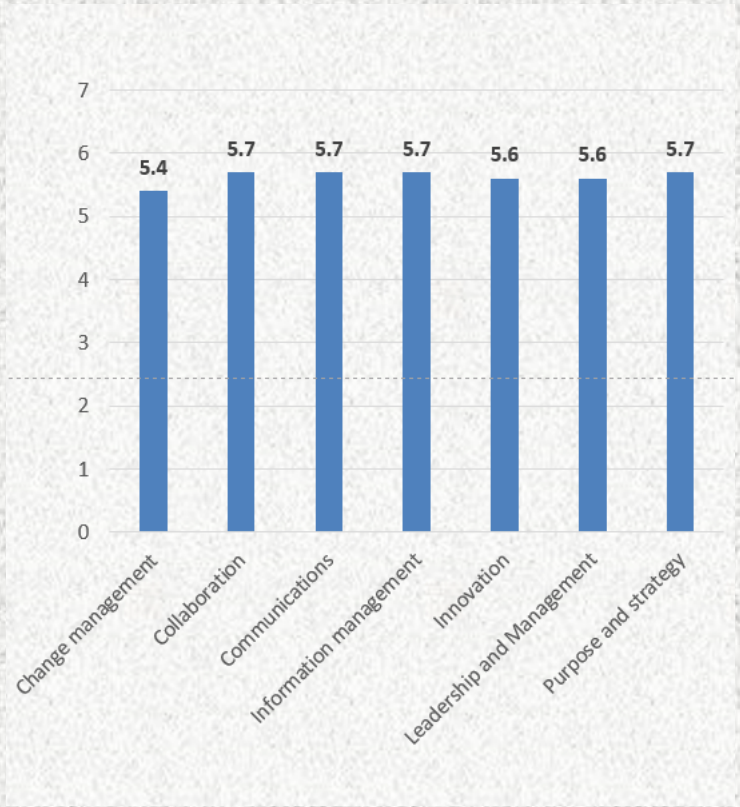
# ICIPS Continuous Improvement (CI) Maturity Assessment

## Average score across all sectors 2023, by enabler

We are delighted to share key findings from our maturity assessment results 2023.

Our unique assessment explores critical enablers of CI, gathering scores and employee comments that build a rich picture and provide insight that enables targeted improvement.

The highest possible score is 7.



## 2023 results by sector

The NHS achieved the highest overall score, closely followed by the private sector and local government. Central government achieve the lowest score.

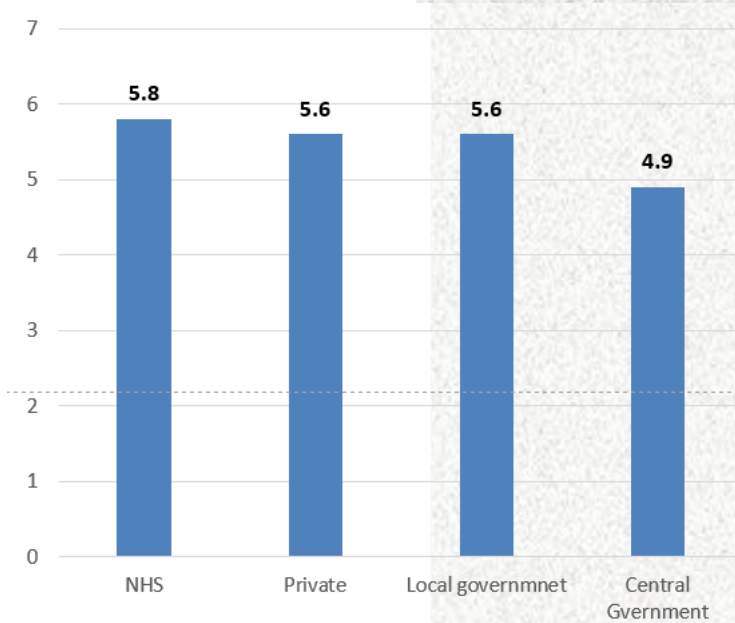
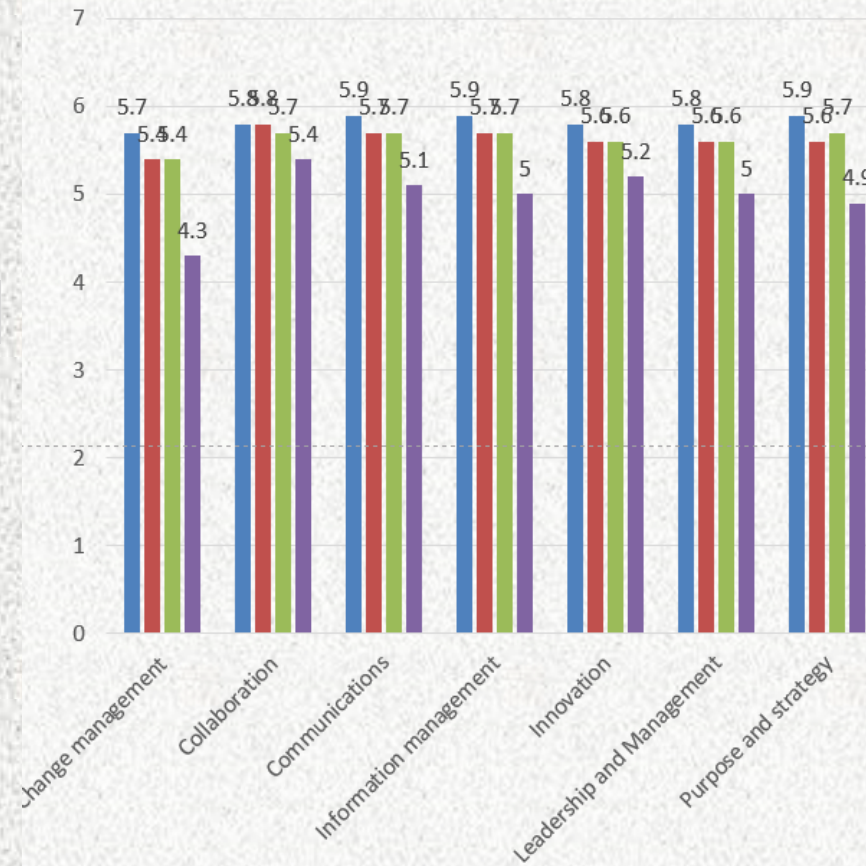


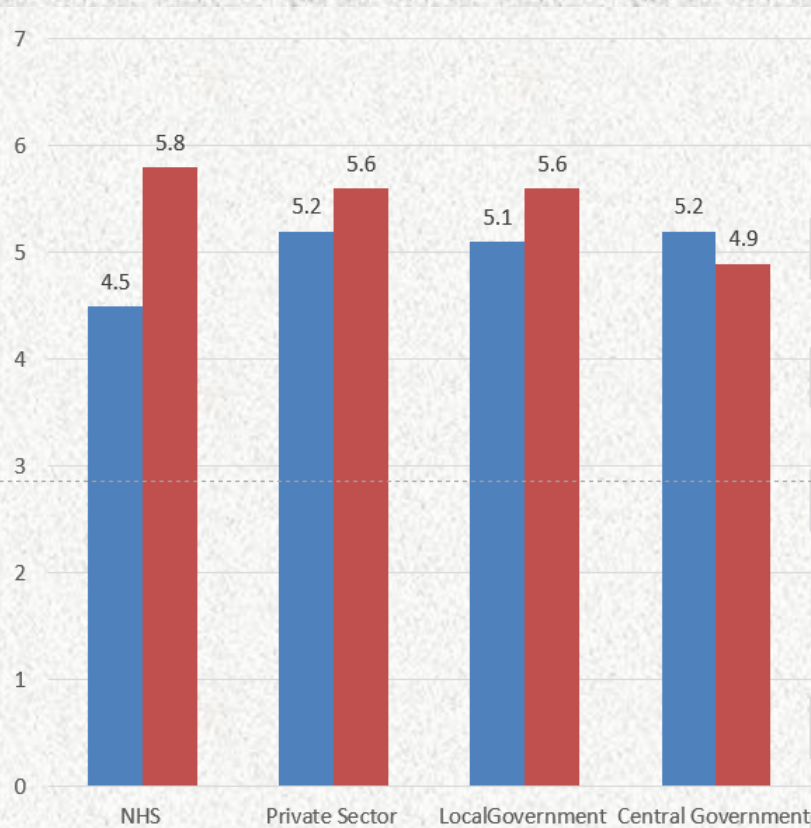
Chart Area

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## 2023 survey scores by key enabler and sector



## Change in total score 2023 'v' 2022



The NHS showed the largest increase in their overall score. The score for government departments reduced

## Changes in key theme scores between 2022 to 2023

**Change Management.** Between 2022 and 2023 the average score rose from 4.6 to 5.4

**Collaboration.** In 2022 the average score was 4.8, in 2023 the score rose to 5.7

**Communication.** In 2022 the average score was 4.8, in 2023 the score rose to 5.7

**Information Management –** In 2022 the average score was 4.5 in 2023 the score rose to 5.7

**Innovation –** In 2022 the average score was 4.9, in 2023 the score rose to 5.6

**Leadership & Management** In 2022 the average score was 4.7, in 2023 the score rose to 5.6

**Purpose & Strategy –** In 2022 the average score was 5, in 2023 the score rose to 5.7

## Common themes from employee comments

There is a strong thread throughout the local and central government results that leaders do not actively champion CI or live the organisation's values.

Across the sectors there is a lot of communication activity, but a common issue is that employees are frustrated that their ideas for change are not listened to.

A lack of understanding about operational issues and performance, seems to hinder employee engagement with improvement across all sectors.

A silo-based approach to CI is more common than cross-cutting improvements



Leaders have sufficient information to inform change, however this depth of insight isn't always available to middle and line managers.

People do not always abide by the organisations principles/values and common across sectors is that employees find it hard to speak out for fear of reprisal or creating a negative environment.

Set standards and ways of working, although followed, do not always result in the best outcome, yet nothing is done to address it.

Staff feel better supported in the private sector than public sector.



# Continuous improvement

A perfect maturity assessment score of 7 is very hard to achieve.

Quick wins are by their nature easy to identify and implement, but CI professionals will know that it is often the final % of improvements that can be the hardest to achieve.

It will be interesting to see if any of the higher performing organisations manage to achieve a perfect '7' next year.

The 2023 survey results will also include some third sector results.



How would your organisation score?

Make 2024 the year you find out.

<https://icips.org/recognising-success>



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