

EAST AYRSHIRE COUNCIL

GOVERNANCE AND SCRUTINY COMMITTEE - 15 JANUARY 2010

REVIEW OF EFQM PATHWAY

Report by the Executive Head of Finance and Asset Management

1. PURPOSE OF THE REPORT

- 1.1** To advise the Governance and Scrutiny Committee of progress made against the Council's annual programme and timetable of EFQM Assessments, using Quality Scotland's EFQM Pathway software.

2. BACKGROUND

- 2.1** The Policy and Resources Committee on 19 February 2004 approved the use of the Pathway software to facilitate EFQM Assessments within the Council and agreed an annual programme of assessments for Service Units across the Council. Since then, the use of Pathway has been reviewed by Committee on an annual basis to ensure the effectiveness of our self-assessment arrangements.

- 2.2** Last year, in recognition of the conclusions of the Crerar report and the then emerging principles of Best Value 2, both of which advocated a greater emphasis on the importance of self-assessment, a range of actions were proposed to further strengthen our commitment to EFQM and ensure that our self-assessment arrangements remained robust, effective and fit for purpose.

- 2.3** As a result of recommended policy changes to the scoring arrangements, the outcome of last year's annual review was considered and approved by Cabinet at its meeting on 19 November 2008, when among other things, a programme and timetable for the completion of annual EFQM Assessments was agreed.

- 2.4** This report seeks to provide the Governance and Scrutiny Committee with an update on progress against the agreed programme and timetable for annual EFQM Assessments.

3. UPDATE ON PROGRESS AGAINST ANNUAL PROGRAMME OF EFQM ASSESSMENTS

- 3.1** Executive Directors agreed a programme for 2008/09 for all EFQM self-assessments. Service units have confirmed that all self-assessments, with the exception of the Social Work Service, (a further explanation of which is expanded upon below) have now been completed. A table showing progress is attached at Appendix 1.

- 3.2** This is a significant achievement for the Council, and all aspects of the services provided to our communities continue to be assessed against the rigours of the EFQM Model to ensure continuous improvement. The implementation of improvement action plans that are generated through this process, are monitored and reviewed by the appropriate Service Managers.
- 3.3** In respect of the Social Work Service, members will recall that the Social Work Service, as part of the SWIA Performance Inspection of Social Work in 2009, was required to undertake a rigorous Self evaluation exercise to inform this inspection process. As a consequence, it was agreed that this self-assessment exercise would replace the Social Work Service's annual EFQM Assessment in 2009.
- 3.4** Around the same time, in early 2009, SWIA launched a new Self Assessment tool designed specifically for Social Work Services. Derived from SWIA's Performance Inspection Tool, the new Performance Improvement Model (PIM) is fully aligned with the EFQM Model and is considered by the Chief Social Work Officer to be a more appropriate and focused way of undertaking self-assessment within the Social Work Service.
- 3.5** An e-tool, similar to Pathway, is currently being developed by SWIA to assist in the self-assessment process and in view of the close alignment between SWIA's PIM and EFQM, it is proposed that from 2010, the PIM be used to undertake the annual self-assessment of the Social Work Service. As with self-assessment arrangements for Education (QMIE2), it is proposed that the outcome of this annual review is reported separately to the Governance and Scrutiny Committee.

4 FUTURE ARRANGEMENTS

- 4.1** As outlined within the background section, last year's review of EFQM arrangements proposed a change to the scoring used during the assessment process. Significant progress has been made during this year and, working in partnership with Quality Scotland, the existing Pathway Software has been upgraded to reflect the RADAR (Results, Approach, Deployment, Assessment and Review) scoring requirements of the EFQM Model. A bespoke software package has now been developed and this will be used to facilitate all future assessments.
- 4.2** It is considered that the new scoring system will improve the consistency and reliability of EFQM assessment scores across all services and following the training of key staff within all departments arrangements are currently being developed to:-
- cascade training to all participants in EFQM assessments;
 - improve the methodology of annual assessments;
 - improve and challenge EFQM scores and action planning;

- ensure closer links between EFQM, Service Planning and the Council's new Electronic Performance Management System; and
- consider options for external recognition.

4.3 Once finalised, a revised timetable will be developed for future EFQM Assessments and this will form the basis of a further report to the appropriate decision making forum.

5. CONCLUSIONS

5.1 Implementation of the actions outlined within this report will further improve the Council's self-assessment arrangements and, as part of the Council's approach to Best Value, will ensure that services are well placed to demonstrate continuous improvement and respond to future audit and inspections requirements.

6. POLICY IMPLICATIONS

6.1 None.

7. LEGAL AND FINANCIAL AND RISK IMPLICATIONS

7.1 None

8. RECOMMENDATIONS

8.1 It is recommended that the Governance and Scrutiny Committee:-

- (i) note the good progress made in implementing the recommendations of the 2008 Review of Pathway and that the upgraded software is now available for use;
- (ii) note the good progress made in relation to the 2008/09 programme of EFQM Service Self-assessments as outlined in Appendix 1; and
- (iii) otherwise note the content of this report.

Alex McPhee
Executive Head of Finance and Asset Management
21 December 2009

List of Background Papers

None

IMPLEMENTATION OFFICER: Jim Farrell, Performance, Development & Projects Manager

Appendix 1

Update on 2008/09 EFQM Assessments

Department / Service	Scheduled date for completion of 2008/09 EFQM self-assessment	Actual date of last EFQM self-assessment completed
Corporate Support		
Human Resources	December 2008	December 2008
Information Technology	October 2008	November 2008
Democratic Services	March 2009	November 2009
Legal, Procurement & Regulatory Services	October 2009	Brought forward to February 2009 to inform BVSr.
Planning & Economic Development	February 2009 (will be completed as part of BVSr)	Completed May 2009 to inform BVSr.
Community Planning and Partnership Unit	September 2009	September 2009
Neighbourhood Services		
Building & Works	August 2009	Joint assessment carried out April 2009 in preparation for new single business unit
Housing, Community Safety and Waste Management	January 2009	
Leisure	January 2009.	January 2009
Roads & Transportation	May 2009	June 2009
Educational and Social Services		
Social Work	March 2009	Superseded by Self evaluation exercise to inform SWIA Inspection.
Education		
<p>An evaluation of the external inspection criteria within the Education Service has been undertaken to compare it with the EFQM model. Due to the similarities it has been decided that there is no requirement for a separate EFQM self-assessment to be undertaken. The Education Service report to the Governance and Scrutiny Committee on an annual basis to advise of the outcome of the annual review of Education Services using the Evaluation Framework Quality Management in Education (QMIE2). This demonstrates the Services commitment to continuous improvement and satisfies best value legislative requirements. A full self-assessment will still be undertaken for Onsite Services.</p>		
Onsite Services	September 2008	November 2008
Chief Executive's Office		
Finance & Asset Management	January 2009	April 2009
Internal Audit	November 2008	November 2008