

# EAST AYRSHIRE COUNCIL

## SOCIAL WORK COMMITTEE : 19 MAY 2005

### EUROPEAN FOUNDATION FOR QUALITY MANAGEMENT (EFQM) ASSESSMENT

#### Report by Executive Director of Educational and Social Services

#### 1. PURPOSE

- 1.1 To inform Members of the results of a self evaluation exercise using the European Foundation for Quality Management (EFQM) model.
- 1.2 To seek endorsement of an Improvement Action Plan arising from the evaluation.

#### 2. BACKGROUND

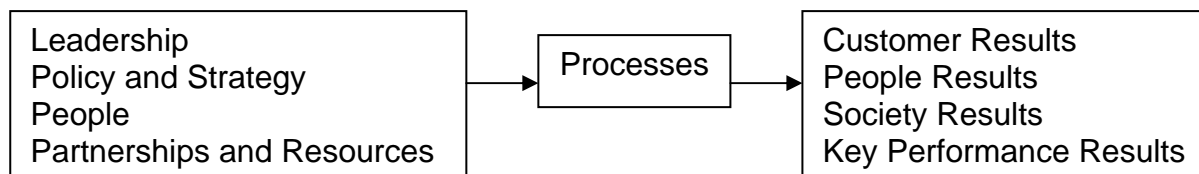
- 2.1 As part of the Council's arrangements to secure Best Value, all service units should complete annually a self-evaluation using the EFQM model. This is a model that is widely recognised and applied throughout the private and public sectors. In the past, the completion of the evaluation using EFQM has been time consuming. However, the council's provision of an on-line toolkit has greatly eased the process, which can now be completed with a minimum of bureaucracy.
- 2.2 Within the Department of Educational and Social Services there are 4 service units each of which will complete its own EFQM assessment:
  - Education (including pre-school services)
  - Social Work
  - Onsite services
  - Community Learning and Development

This report covers the Social Work function.

- 2.3 EFQM will be used to support and underpin the Social Work approach to Best Value as evidenced in its 3 year programme of Best Value Service Review which was approved by Social Work Committee in September 2004.

#### 3. THE EFQM ASSESSMENT

- 3.1 The EFQM model covers the following areas of activity within the organisation:



Essentially the first 4 headings are concerned with “inputs” that through intervention of the service “processes” deliver the last 4 headings “outcomes”.

- 3.2 The assessment model involved completion by participants of a computer software package, with relevant information from both frontline social work and support services. The results were aggregated to produce a final score.
- 3.3 These have been consolidated into an Improvement Action Plan a copy of which is attached as Appendix 1 for endorsement by Committee.
- 3.4 The evaluations identified a number of areas of significant strength including:
- Staff supervision policy in conjunction with EAGER
  - Approach to Health and Safety
  - Partnership approach to Policy and Strategy
  - Performance in relation to national standards and performance indicators
  - Terms and conditions of employment
- 3.5 A number of areas where performance could be improved were also identified including:
- Communication up and down and across the service
  - Access to IT
  - Performance management
  - Obtaining service user feedback

#### **4. NEXT STEPS**

- 4.1 The results will be used to support and underpin Best Value Review activity.
- 4.2 The Department is already however taking action on some of the more pressing and important outcomes. Results have been extensively analysed and discussed by senior staff.

#### **5. PERSONNEL/POLICY/LEGAL IMPLICATIONS**

- 5.1 Nil.

#### **6. COMMUNITY PLANNING IMPLICATIONS**

- 6.1 Nil.

#### **7. FINANCIAL IMPLICATIONS**

- 7.1 Nil.

#### **8. RECOMMENDATIONS**

- 8.1 It is recommended that Members:
- (i) endorse the action plan; and
  - (ii) otherwise note the contents of this report.

**John Mulgrew**  
**Executive Director of Educational and Social Services**  
**26 April 2005**  
**Enc (1)**

**LIST OF BACKGROUND PAPERS**

Nil

For further information please contact:  
Eddie Fraser, Community Care Manager, telephone: 01563 554825

**IMPLEMENTATION OFFICER: JACKIE DONNELLY**

**DEPARTMENT OF EDUCATIONAL AND SOCIAL SERVICES**

**EFQM ASSESSMENT ACTION PLAN**

**SOCIAL WORK: OPERATIONS**

**(COMPLETED MARCH 2005)**

**MAY 2005 (DRAFT)**

## LEADERSHIP

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Eager 2 Policies around supervision, Team meetings formal and informal gatherings.	1 Supervision records 2 Eager 3 Records of meetings	1. More training for Managers 2. Development of framework and strategy for communication and information exchange 3. Engaging staff with the Departmental 'vision'

## ACTION PLAN

ACTION	OWNER	BY WHEN	REVIEW
Action: Renewed focus on implementation of supervision policy including a focus on training and CPD needs	Whom: All line managers	When: March 2006	Review: March 2007
Action: Strengthen Communications between management and staff	Whom: Service Manager/ Team Managers	When: March 2006	Review: March 2007
Action: Continued roll out of Eager	Whom: All line managers	When: March 2006	Review: March 2007
Action:	Whom:	When:	Review:

## PEOPLE

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Eager 2 Training plan 3 Induction programme 4 Involvement of staff in service in Service reviews 5 Supervision policy 6 Individual contracts of employment	1. Personnel procedures and records. 2. Training plans 3. Induction 4. Service review reports 5. Supervision records	1 Measuring the impact and effectiveness of staff supervision, training and Eager on performance. 2 Communication 3 Alignment of training and business needs

### ACTION PLAN:

ACTION	OWNER	BY WHEN	REVIEW
Action: Roll out of Eager	Whom: Management Team	When: Mar 05	Review: March 2006
Action: Development and implementation of Departmental Communication strategy	Whom: Management Team	When: Mar 05	Review: March 2006
Action:	Whom:	When:	Review:
Action:	Whom:	When:	Review:

## POLICY AND STRATEGY

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Plans are ready available to all staff 2 Partnership work - development of joint plans and strategies with partners within and external to the Council	1 Plans 2 Minutes of meetings and strategy documents evidence multi agency involvement	1 Overall vision for staff within Social Work? 2 Improving Communication Strategies and Information sharing to ensure all staff aware of the strategic and policy context within which they operate.

### ACTION PLAN:

ACTION	OWNER	BY WHEN	REVIEW
Action: Promotion and dissemination of information relating to policy, strategy and planning processes within the Council in accessible formats	Whom: Management team	When: Mar 2006	Review: Annually
Action: Development of overarching Social Work framework of policy and strategy	Whom: Management team	When: Mar 2006	Review: Mar 2007
Action:	Whom:	When:	Review:
Action:	Whom:	When:	Review:

## PARTNERSHIPS AND RESOURCES

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Scheme of delegation 2 Corporate Finance Team 3 Approach to policy and strategy 4 Annual Reports 5 Service planning 6 Access to Intranet and internet 7 Social Work Website	1 approved scheme of delegation. 2. Job descriptions 3. Policy and strategy documents 4. Service plans	1 Widen access to IT resource 2 Communication 3 Building Asset management

### ACTION PLAN:

ACTION	OWNER	BY WHEN	REVIEW
Action: Continued widening of access to IT resources	Whom: management team	When: continuous	Review: Mar 2006
Action: Strengthen Communications between management and staff – communication strategy	Whom: management team	When: October 2005	Review: Mar 2006
Action: Review Social Work accommodation and building management needs	Whom: management team	When: October 2005	Review: Mar 2006
Action:	Whom:	When:	Review:

## PROCESSES

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Performance in relation to National Standards and performance indicators 2 Assessment & review Process 3 Customer satisfaction surveys 4 East Ayrshire Website	1. Local Partnership Agreement 2. JPIAF feedback 3. ISD delayed discharge census 4. IOSH 5. PI returns 6. Inspection reports	1 Improve methods of obtaining customer feedback 2 Publish service eligibility criteria 2. General communication with and provision of information to service users

### ACTION PLAN:

ACTION	OWNER	BY WHEN	REVIEW
Action: Develop service user feedback mechanisms	Whom: management team/Performance & Development Team	When: March 2006	Review: March 2007
Action: Develop public information strategy	Whom: management team	When: March 2006	Review: March 2007
Action:	Whom:	When:	Review:
Action:	Whom:	When:	Review:

## PEOPLE RESULTS

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Supervision system 2. Eager	1 supervision Survey 2 Some staff forums	1. Communication with staff 2. Staff morale

### ACTION PLAN:

ACTION	OWNER	BY WHEN	REVIEW
Action: Establish staff forums/meeting structures	Whom: management team/staff reps	When: March 2006	Review: March 2007
Action: Strengthen Communications between management and staff – communication strategy	Whom: management team/staff feedback	When: March 2006	Review: March 2007
Action:	Whom:	When:	Review:
Action:	Whom:	When:	Review:

## CUSTOMER RESULTS

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Performing to meet national standards in some areas 2 Meet registration requirements of Care Commission 3 Reduction in waiting times for services 4 Realigning service provision to meet local needs	1 Youth Justice and Criminal Justice national Standards 2 Care Commission Inspection Reports 3 Care Commission registration 4 Audit Scotland Reports 5 ISD reports 6 Single shared Assessment 7. JPIAF	1 Gathering customer feedback and measuring performance 2 Internal performance measurements

### ACTION PLAN:

ACTION	OWNER	BY WHEN	REVIEW
Action: Develop improved methods for obtaining service user feedback through improvements to complaints procedure.	Whom: management team/performance and development staff	When: March 2006	Review: March 2007
Action: Develop internal service performance indicators where appropriate and reflect these in service plans.	Whom: management team/frontline staff	When: March 2006	Review: March 2007
Action:	Whom:	When:	Review:
Action:	Whom:	When:	Review:

## **SOCIETY RESULTS**

<b>STRENGTHS</b>	<b>EVIDENCE</b>	<b>AREAS FOR IMPROVEMENT</b>
1 Health & Safety Policy and Procedures 2 Support from dedicated Health and Safety Staff	1 Health and Safety Manual	1 Energy Consciousness 2. Use of cars

### **ACTION PLAN:**

<b>ACTION</b>	<b>OWNER</b>	<b>BY WHEN</b>	<b>REVIEW</b>
Action: Improve asset and building management/utilisation	Whom: management team	When: March 2006	Review: March 2007
Action: Promote car sharing and use of public transport where possible	Whom: management team/frontline staff	When: continuous	Review: March 2007
Action:	Whom:	When:	Review:
Action:	Whom:	When:	Review:

## KEY PERFORMANCE RESULTS

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Robust support from Corporate Finance 2 Social Work Information System allowing access to Business reports 3 Support from Performance and Development staff	1 Regular Financial Reports 2 Inspection reports 3 found within Criminal Justice and Youth Justice Business reports	1. Benchmarking with other authorities 2. IT training around Social Work Information Management System 3. Improve Information sharing

### ACTION PLAN:

ACTION	OWNER	BY WHEN	REVIEW
Action: Develop benchmarking activity	Whom: management team/performance and development staff	When: March 2006	Review: March 2007
Action: Identify SWIMS training needs through EAGER	Whom: line managers	When: March 2006	Review: March 2007
Action: Develop communication strategy	Whom: management team	When: March 2006	Review: March 2007
Action:	Whom:	When:	Review:

**DEPARTMENT OF EDUCATIONAL AND SOCIAL SERVICES**

**EFQM ASSESSMENT ACTION PLAN**

**SOCIAL WORK: PERFORMANCE AND DEVELOPMENT**

**(COMPLETED AS DEPARTMENTAL PILOT DECEMBER 2004)**

**MAY 2005 (DRAFT)**

## LEADERSHIP

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Informal systems 2 Development of Eager system	1 Staff feedback 2 Eager in Place	1 Training opportunities 2 Communication 3 Information exchange

### ACTION PLAN:

ACTION	OWNER	BY WHEN	REVIEW
Action: Consolidation of supervision to maximise training opportunities	Whom: Performance & Development	When: April 2005	Review: December 2005
Action: Strengthen follow of information from Management Team Meetings	Whom: Development	When: January 2005	Review: July 2005
Action: Promotion of information sharing with the wider department via Team Meetings	Whom: Performance & Development	When: January 2005	Review: July 2005
Action:	Whom:	When:	Review:

**PEOPLE**

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Employment terms agreed 2 Concept of Eager	1 Personnel Procedures 2 Eager in Place	1 Alignment of training to business needs 2 Active commitment to career review & development

**ACTION PLAN:**

ACTION	OWNER	BY WHEN	REVIEW
Action: Alignment of training to business needs via supervision	Whom: Training Manager	When: April 2005	Review: December 2005
Action: Eager review for Team Members	Whom: Appropriate Line Manager	When: January 2005	Review: July 2005
Action:	Whom:	When:	Review:
Action:	Whom:	When:	Review:

## POLICY AND STRATEGY

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Understanding & expertise in policy & strategy 2 Understanding of aims & objectives of organisation	1 Existence of policy & strategy documents	1 Better promotion of strategies & plans 2 Focus on performance information gathered from contracted providers

### ACTION PLAN:

ACTION	OWNER	BY WHEN	REVIEW
Action: Compile an index of strategies and plans	Whom: Development	When: April 2005	Review: December 2005
Action: Report on performance information gathered from contracted providers	Whom: Development	When: April 2005	Review: December 2005
Action:	Whom:	When:	Review:
Action:	Whom:	When:	Review:

## PARTNERSHIPS AND RESOURCES

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Access to External Information 2 Organisational Website	1 Central Filing System 2 Socitim Award Received	1 Costing Activities 2 Information Strategy Development

### ACTION PLAN:

ACTION	OWNER	BY WHEN	REVIEW
Action: Consider the feasibility of strengthening costing procedures & processes	Whom: Performance & Development	When: April 2005	Review: December 2005
Action: Revisit draft Public Information and Communication Strategy with a view to implementation	Whom: Performance & Development	When: April 2005	Review: December 2005
Action:	Whom:	When:	Review:
Action:	Whom:	When:	Review:

## PROCESSES

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Strength in managing key processes 2 Evaluation, analysis & recording of statutory Key Performance Indicators	1 Continuity in process Management 2 Scottish Executive returns & the linkage between contract requirement & regulation of care standards	1 Development of effective performance management systems across Social Work 2 Continue to develop alternative methods of obtaining customer feedback

### ACTION PLAN:

ACTION	OWNER	BY WHEN	REVIEW
Action: Development of effective performance management systems across Social Work	Whom: Performance & Development	When: December 2005	Review: December 2006
Action: Review the existing Social Work complaints procedures	Whom: Performance & Development	When: December 2005	Review: December 2006
Action: Develop web-based quick poll	Whom: Performance & Development	When: July 2005	Review: December 2005
Action:	Whom:	When:	Review:

## PEOPLE RESULTS

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Absence Monitoring 2 Absence Management Procedures 3 Good resource support 4 Experience of Performance & Development Team	1 Reports 2 See above 3 Via Corporate Structure 4 History and work experience of Team Members	1 Effective performance management systems across Social Work

### ACTION PLAN:

ACTION	OWNER	BY WHEN	REVIEW
Action: Development of effective performance management systems across Social Work	Whom: Performance & Development	When: December 2005	Review: December 2006
Action:	Whom:	When:	Review:
Action:	Whom:	When:	Review:
Action:	Whom:	When:	Review:

## CUSTOMER RESULTS

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Understanding of performance management for Social Work Services 2 Benchmarking undertaken	1 Reports, contract monitoring processes & relevant correspondence 2 Recorded in review reports	1 Development of effective Performance Management Systems across Social Work 2 Utilising collated information effectively

### ACTION PLAN:

ACTION	OWNER	BY WHEN	REVIEW
Action: Development of effective performance management systems across Social Work	Whom: Performance & Development	When: December 2005	Review: December 2006
Action: Development of effective management information reporting	Whom: Performance & Development	When: December 2005	Review: December 2006
Action: Revisit draft Public Information and Communication Strategy with a view to implementation	Whom: Performance & Development	When: April 2005	Review: December 2005
Action:	Whom:	When:	Review:

**SOCIETY RESULTS**

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Adherence to Personnel, ethical and Health & Safety Policies	1 Procedures & policies in place	1 Actively promote “Good News” stories

**ACTION PLAN:**

ACTION	OWNER	BY WHEN	REVIEW
Action: Promotion of “good news” stories through various mediums	Whom: Performance & Development	When: July 2005	Review: December 2005
Action:	Whom:	When:	Review:
Action:	Whom:	When:	Review:
Action:	Whom:	When:	Review:

## KEY PERFORMANCE RESULTS

STRENGTHS	EVIDENCE	AREAS FOR IMPROVEMENT
1 Implementation of budget management 2 Absence management Procedures	1 Robust budget management procedures 2 Reports	1 Develop effective performance management systems across Social Work

### ACTION PLAN:

ACTION	OWNER	BY WHEN	REVIEW
Action: Development of effective performance Management Systems across Social Work	Whom: Performance & Development	When: December 2005	Review: December 2006
Action:	Whom:	When:	Review:
Action:	Whom:	When:	Review:
Action:	Whom:	When:	Review: