

EAST AYRSHIRE COUNCIL : SOCIAL WORK DEPARTMENT

Criminal Justice Service Unit

Best Value Service Review and EFQM Excellence Assessment

Improvement Action Plan

The undernote sets out the areas for improvement resulting from the Best Value Service Review of Criminal Justice Social Work Services. Priorities include

- Staff involvement and ownership ;
- Benchmarking
- Routine review of partnership arrangements

CRITERIA	AREAS FOR IMPROVEMENT	ACTION	PROGRESS ON ACTION AT JANUARY 2000
Leadership	It is not evident that the new structure has yet improved accessibility for staff at all levels in the organisation	Action Point 1 Develop and sustain better accessibility between managers and staff that has the capacity to listen and respond to the views and concerns of staff. This will be achieved by: <ul style="list-style-type: none">• regular attendance of managers at team meetings – minimum of two with each team annually;	<ul style="list-style-type: none">• Service Unit Manager has attended 3 out of 6 planned meetings.

CRITERIA	AREAS FOR IMPROVEMENT	ACTION	PROGRESS ON ACTION AT JANUARY 2000
<p>Leadership (cont)</p>	<p>No evidence presented to show how leaders appreciate people's efforts and achievements</p>	<ul style="list-style-type: none"> • management involvement in the practice exchange meetings • monitoring the effectiveness of the departmental communication loop recently established to facilitate the dissemination of information up and down the organisation <p>Action Point 2 Acknowledge in a more tangible and visible manner appreciation of people's efforts and achievements This will be achieved by:</p>	<ul style="list-style-type: none"> • Team Leaders lead on local practice exchange meetings. Service Unit Manager assists in planning of wider practice exchange with other authorities. <p>IMPLEMENTED</p> <ul style="list-style-type: none"> • Service Unit has initiated action to improve communication and facilitate the dissemination of information. Its impact at different levels of the organisation will be assessed. <p>Target: 2000/01</p>

CRITERIA	AREAS FOR IMPROVEMENT	ACTION	PROGRESS ON ACTION AT JANUARY 2000
Leadership (cont)		<ul style="list-style-type: none"> Formally recording individual effort and achievement through supervision arrangements 	<ul style="list-style-type: none"> Not fully implemented <p>Timescale 2000/01</p>
Policy and Strategy	<p>It is unclear how benchmarking information is used to develop policy and strategy</p>	<p>Action Point3 Integrate benchmarking activity more closely with policy strategy, by:</p> <ul style="list-style-type: none"> conclude benchmarking arrangements with neighbouring authorities Compare results from Key Performance Indicators and review within Service Unit Internally benchmark in relation to training absence and turnover 	<ul style="list-style-type: none"> Revised benchmarking arrangements with neighbouring authorities Implemented Where possible comparisons have been made and results used to further highlight those areas where improvements are necessary. Information is now available across all Service Units for training and absence

CRITERIA	AREAS FOR IMPROVEMENT	ACTION	PROGRESS ON ACTION AT NOVEMBER 1999
<p>Policy and Strategy (cont)</p>	<p>There is little evidence that Service Units divests ownership of policy and strategy in all of its staff</p> <p>There is little evidence of the effectiveness of the communication channels.</p>	<p>Action Point 4 Integrate contribution of staff to policy and strategy development as a routine process. This will be achieved through:</p> <ul style="list-style-type: none"> • team meetings and practice exchange meetings; • routine participation in service development planning <p>Action Point 5 Review communication channels across the Service Unit, to ensure their alignment with revised arrangements across the department</p>	<ul style="list-style-type: none"> • Implemented • Implemented <p>Improvements made in the circulation of a range of minutes and the dissemination of information. Staff are included in service development and policy discussions</p> <ul style="list-style-type: none"> • Implemented

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<p>People Management</p>	<p>There is no evidence of innovative work practices</p> <p>There is little evidence of the review of effectiveness of supervision</p> <p>There is no evidence of the setting of team objectives</p> <p>There is little evidence of team participation in improvement activities</p>	<p>Action Point 6 Introduce practice exchange meetings within the Service Unit, and with other authorities.</p> <p>Action Point 7 Monitor and review the impact of the new departmental policy on supervision as implemented within the Service Unit</p> <p>Action Point 8 Set team objectives which are consistent with the Strategic Plan and monitor outcome</p> <p>Action Point 9 Introduce a standing item at team meetings and link to review of key processes</p>	<p>Implemented (x reference leadership)</p> <p>Review will take place early in 2000/01</p> <p>Operational plans for sub-units implemented and subject to review.</p> <ul style="list-style-type: none"> • Implemented <p>Teams are closely involved in improvement activity. The outcome of this involvement will be evidenced through future improvements.</p>

CRITERIA	AREAS FOR IMPROVEMENT	ACTION	PROGRESS ON ACTION AT JANUARY 2000
<p>Resources</p>	<p>There is little evidence of a systematic approach to management of technology and intellectual property</p> <p>There is little evidence of maximising added value from suppliers.</p>	<p>Action Point 10 Review impact of new management information system</p> <p>Action Point 11 Maximise the skills and experiences of staff in service development</p> <p>Action Point 12 Consistent with the Strategic Plan maintain a partnership approach to service development and delivery with neighbouring authorities and the voluntary section.</p>	<p>New management information system not yet in place. This is part of a wider departmental development Target: 2000/01</p> <p>Staff are now more routinely involved (x ref policy and strategy) Implemented</p> <p>Partnership with neighbouring authorities in the development of an addiction service, and in training initiatives, agreed and currently being implemented. Ongoing</p>

CRITERIA	AREAS FOR IMPROVEMENT	ACTION	PROGRESS ON ACTION AT JANUARY 2000
Resources (continued)		<p>Action Point 13 Develop a mechanism for evaluating and reviewing the effectiveness of partnership arrangements.</p> <p>Action Point 14 Review Service Level Agreement with APEX and South Ayrshire Council.</p>	<p>Work is ongoing across the 3 Ayrshire Local Authorities led by the Director of Social Work</p> <p>Reviews will take place during the period between December 1999 and March 2000.</p>
Processes	<p>There is little evidence of corrective action taking place as a result of the evaluation of the impact of key processes.</p> <p>There is little evidence of the ownership of processes across all staff within the Service Unit.</p> <p>There is no evidence that the unit systematically communicates reasons for change.</p>	<p>Action Point 15 Introduce a timetable for reviewing the impact of key processes on service delivery as part of overall performance management.</p> <p>Action Point 16 Staff will identify timetable for reviews and be part of review teams.</p> <p>Action Point 17 Staff will be involved through team meetings in routinely hearing about and being involved in changes</p>	<p>Delayed pending the implementation of changes in service delivery being introduced as part of 'Getting Best Results' initiative.</p> <p>As Above</p> <p>Implemented</p>

CRITERIA	AREAS FOR IMPROVEMENT	ACTION	PROGRESS ON ACTION AT JANUARY 2000
Customer Satisfaction	There is no evidence of the use of customer feedback surveys using formal market research techniques.	Action Point 18 Review and extend current methods of discerning customers views on service provision through departmental Quality and Planning Unit.	Review currently underway and some progress made in extending current application. Target : April 2000
People Satisfaction	There is no evidence that systematic approach has been taken on the collection and measurement of how the organisation's people perceive the organisation.	Action Point 19 Introduce measures to routinely collect, analyse and feedback people's perceptions of the Service Unit. Timetable to be determined across the department.	100% staff survey to be completed by April 2000 Target: April 2000
Business Results (now Performance Results)	There is no evidence that unit cost measures are used to measure business results.	Action Point 20 Review the potential for activity based costing as a tool to improve the efficiency of the service. Action Point 21 Set targets for performance measurement	Initial discussion with B. Templeton, Executive Officer February 2000 Targets set for Key Performance Indicators Targets for other performance measures – October – December 1999

**PROPOSED ACTIONS FROM REVIEW
APPRAISAL**

	ACTION	RESPONSIBLE OFFICER	DATE
1	The Council's guidelines are to be used for future service reviews.	Director of Social Work	As programme
2	The Service is to implement the corporately led staff development scheme (EAGER)	Director of Social Work- Director of Corporate Services	Implementation on a phased basis
3	The Service is to introduce quarterly performance management reports and develop a public performance reporting framework.	Director of Social Work	December 2000
4	The Service is to seek to enter into joint working relationships where appropriate and develop a mechanism for evaluating and reviewing the effectiveness of partnership arrangements	Director of Social Work	December 2000
5	The Strategic Plan is to include details of local performance indicators.	Director of Social Work	September 2000
6	The Service, in conjunction with other Social Work Directors and CoSLA is to consult with the Scottish Executive to agree its grant for a three year period.	Director of Social Work	April 2000
7	The forma of financial monitoring reports is to be reviewed as part of the process of introducing the new financial management system.	Director of Finance- Director of Social Work	31 March 2001
8	A monitoring statement is to be prepared annually to describe progress made on the PMP list of improvement actions.	Director of Social Work	December 2000 each year

AGENDA