

AGENDA MANAGEMENT SHEET

Name of Committee Children, Young People and Families Overview and Scrutiny Committee

Date of Committee 20th July 2006

Report Title European Foundation for Quality Management Assessment of the Education Department 2005

Summary This report outlines the strengths and areas for consideration identified during the most recent EFQM assessment of the Education Department together with actions either already taken or planned.

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Would the recommended decision be contrary to the Budget and Policy Framework? [please identify relevant plan/budget provision] No

Background papers EFQM Submission Document 2005 and feedback report

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

Other Committees Overview & Scrutiny Co-ordinating Group, 3.5.06

Local Member(s)

Other Elected Members Cllr Helen McCarthy
Cllr Richard Grant – “agree for consideration by O&S Committee”
Cllr Jill Dill-Russell

- Cabinet Member For information:
Cllr Izzi Seccombe
- Other Cabinet Members consulted For information:
Cllr Peter Fowler
- Chief Executive
- Legal Richard Freeth – *“fine”*
- Finance
- Other Strategic Directors
- District Councils
- Health Authority
- Police
- Other Bodies/Individuals

FINAL DECISION **YES**

SUGGESTED NEXT STEPS:

Details to be specified

- Further consideration by this Committee
- To Council
- To Cabinet
- To an O & S Committee
- To an Area Committee
- Further Consultation

Children, Young People and Families Overview and Scrutiny Committee – 20th July 2006

European Foundation for Quality Management Assessment of the Education Department 2005

Report of the Strategic Director for Children, Young People and Families

Recommendation:

That the Committee comment on the progress made in the use of the European Foundation for Quality Management model by the Education Department, and the actions undertaken and/or planned that the Children, Young People and Families Directorate will incorporate into the 2006/07 Improvement Plan.

1. Introduction

- 1.1 This report outlines the strengths and areas for consideration identified during the most recent European Foundation for Quality Management (EFQM) assessment of the Education Department.
- 1.2 With the transfer of the Children's Services' sections of the Social Services Department to the new Children, Young People and Families Directorate we are in the process of introducing systems to ensure that any areas of good practice currently undertaken in one of the 'old' departments is shared, rather than lost, as a consequence of the implementation of 'New Ways of Working'.
- 1.3 Similarly, actions to address any areas for improvement will be introduced into the design and delivery of services within the new Directorate and incorporated into an Improvement Plan for 2006/07.
- 1.4 A full copy of the Midlands Excellence feedback report on the Education Department is available on request.

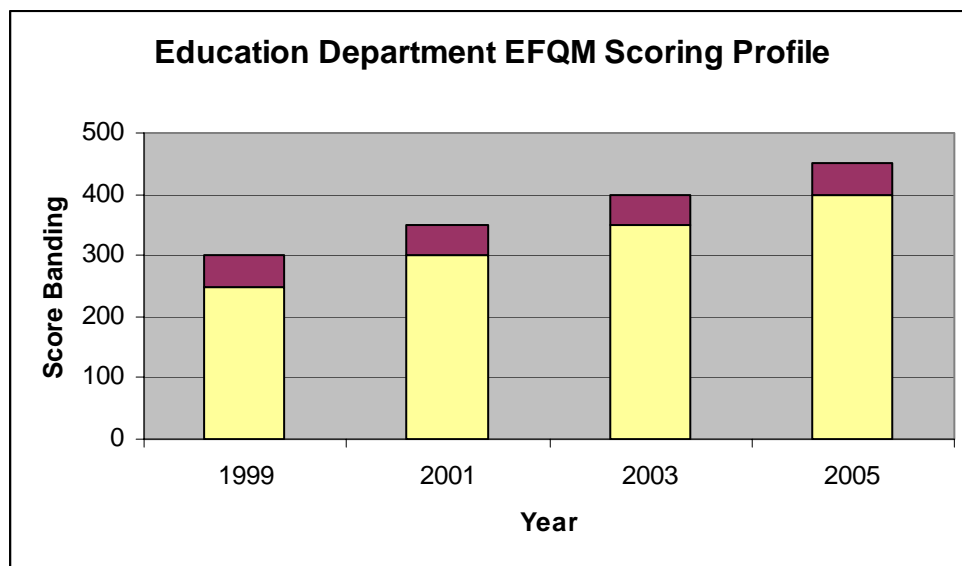
2. Achievements using the EFQM model

- 2.1 In recent years, the department has enjoyed a high level of success at regional award level.

- 2.2 In 2003 the department was short-listed as 'Finalists' in the Midlands Excellence Awards. In 2005 the department built on this success by becoming a Public Sector 'Prize Winner' and in addition we were awarded 'Investor in Excellence' status in recognition of our achievements.

3. Scoring profile

- 3.1 The emphasis of the EFQM model is on continuous improvement and the scoring profile below gives a clear indication of the efforts made by the department over the last six years.
- 3.2 Scores are allocated in bandings of 50 points (e.g. 401-450)



4. Strengths and areas for consideration

- 4.1 During the 2005 round of assessment, the following verbatim comments formed the "Key Themes" and "Linkages" identified by the Assessors for consideration by the department.

4.2 Key Themes:

- The most significant challenge for the leadership and people will come through the reorganisation of the Education Department which could impact on the positive "can do" culture demonstrated during the site visit.
- The external success and recognition achieved by the department has been built on a close and productive relationship with customers and partners.
- The department has an excellent reputation for financial management.
- There are many examples of how new approaches and innovations have been deployed by maximising the use of ICT.

- There is evidence of strong active leadership with a passion for the mission and vision of the department which is deployed through effective policies and strategies.
- The deployment of well developed and consistent assessment and review processes within the department is a key area for improvement. A key area is the deployment of process improvement at all levels within the department.
- The way in which performance information is recorded and communicated is good practice. Areas for improvement exist in understanding the links between performance information and using the information to establish root causes of problems to lead to process changes and embedded continuous improvement.
- Although there is strong evidence of benchmarking and sharing of learning within the Council and local authority sector, there is little evidence of benchmarking with other sectors.
- Although it is clear that top-down communication works well, the staff survey shows areas for improvement in bottom-up and horizontal communication.
- Staff satisfaction survey results do not show significant improvement over the past couple of years despite the deployment of a variety of new approaches to people management.
- The financial backlog of repairs to buildings managed by the department is a significant issue for future policy and strategy.

4.3 **Linkages:**

- There is a clear focus on the customer established through leadership and policy and strategy.
- The linkage between the department's results, the decisions made and the resulting changes to approaches deployed by the department through the enablers is a key linkage to be improved.
- A clear understanding of the link between people results and the impact of changes to people approaches is a key area for improvement.

5. **Improvement actions**

- 5.1 In December 2005 the Departmental Management Team (DMT) agreed to the commissioning of the departmental HR Forum to build a "People Action Plan" using the feedback from the EFQM Assessment, the Investors in People (IIP) Feedback Report and the results from the 2005 Staff Survey. DMT agreed that the process for the overall Improvement Plan was to be further discussed and agreed at a future DMT.
- 5.2 The process of producing the People Action Plan has been enhanced by the use of the same 'base data' at a recent senior staff conference held at the end

of March. Nearly 200 managers attended the conference and at the time of writing we are still consolidating/analysing the feedback on proposed actions.

- 5.3 Other areas for improvement (both from 'old' Education and Social Services) are to be identified and prioritised during the summer term. The Directorate Management Team expect to make special use of the Directorate Senior Staff Conference on 12th July when over 200 managers will be in attendance. Outputs from this conference will be combined with information from other sources and combined into the overall Directorate action plan within the new Children, Young People and Families Plan.

MARION DAVIS
Strategic Director for Children,
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6th July 2006