

AGENDA MANAGEMENT SHEET

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

Date of Committee 20th July 2006

Report Title Social Services EFQM Assessment Report 2005

Summary The paper provides an overview of the feedback received following Social Services' assessment against the EFQM Excellence Model, together with information about how areas for improvement will be pursued.

For further information please contact: Karen Smith
Customer Relations Manager – Adult, Health and Community Services Directorate
Tel: 01926 414103
karensmith@warwickshire.gov.uk

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 Colin Hayfield
- Other Cabinet Members consulted For information:
Cllr Izzi Seccombe
Cllr Peter Fowler
- Chief Executive
- Legal Victoria Gould – comments made
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**

Social Services EFQM Assessment Report 2005

**Joint Report of the Strategic Directors of Adult,
Health & Community Services and Children, Young
People & Families**

Recommendation:

That the Committee comment on the feedback received following the Social Services' assessment against the EFQM Excellence Model and the way areas for improvement are being taken forwards in the new directorate structure.

1. Social Services was assessed against the EFQM Excellence Model by Midlands Excellence towards the end of 2005 and received a feedback report in January 2006. The assessors gave the department a score of 351/400 points, a drop in banding since 2003, but nevertheless a strong performance putting the organisation towards the top of regional performers. The criterion which showed improvement was People enablers; criterion which slipped included Policy and Strategy, and our Results Criterion.
2. This was a somewhat disappointing outcome, but we feel we have been subjected to a very rigorous and strict interpretation of the criteria, which will help us to focus on how to maintain our high performance and push for improvement in the future.
3. The priorities for improvement are being agreed as part of the two new Directorates' service planning cycles. We are identifying common themes across the new Directorate configurations based on the feedback reports, as well as issues specific to particular service areas.
4. The key documents attached to this report are:
 - **Appendix A:** Overview of the Feedback Report
 - **Appendix B:** Scoring Profile
 - **Appendix C:** Key Themes and Issues.

5. A full copy of the Midlands Excellence feedback report on the Social Services Department is available on request.

GRAME BETTS
Strategic Director of Adult, Health
and Community Services

Shire Hall
Warwick

MARION DAVIS
Strategic Director for Children,
Young People and Families

22 Northgate Street
Warwick

6th July 2006

Overview of the Whole Application by Midlands Excellence Assessors

KEY THEMES

The Social Services Department is well led and has clear aims, objectives and plans in place to support the delivery of high quality social care.

Leaders are accessible, actively listen to people and provide help and support for people to achieve their objectives. Leaders are actively involved in business improvement activities.

The Department is committed to continuous improvement and makes effective use of a number of approaches including EFQM self-assessment to achieve its aims.

People throughout the Department are professional, committed and well cared for. They value the flexibility and autonomy they are given to carry out their day to day roles, respect their colleagues and enjoy coming to work.

The Department recognizes the importance of partnering to achieving its objectives; however the approaches to introducing, maintaining and ending partnering arrangements as appropriate are not clearly identified. The mutual value of specific partnerships is not periodically reviewed.

Overall there is limited evidence of the assessment and review of the approaches adopted.

The distinction between what the Department provides as a service to its customers and what the Department is achieving in relation to Society and the reputation it enjoys is not identified.

Although a large number of measures are presented they appear to be collected as a result of external demands from other agencies. The measures that are key to the operation of the Department are not clearly identified.

In general the results presented are difficult to interpret, do not have realistic targets and demonstrate few meaningful comparisons.

LINKAGES

Assessment and review of both improvement activities and approaches to identify improvement needs is not systematically conducted and little explanation is given of the reasons behind the results attained.

Although sound approaches are identified throughout the submission they are not generally reflected in the results presented.

PRESENTATION OF INFORMATION

The overall format of the information in the submission document is clear and professionally presented. However, in general, members of the assessment team do not feel that the evidence presented reflects the performance of the Department. Approaches described often appear anecdotal and the results presented unstructured and unrelated to approaches.

Overall the assessment was significantly improved as a result of the site visit and the assessment team recognizes the limitations associated with gaining an understanding of a large multi-service Department during a one day visit.

THANK YOU

Members of the Assessor Team would like to thank the Social Services Department for the opportunity to carry out this assessment. The Department's help, openness and hospitality during the site visit and preparatory meetings made the process worthwhile and enjoyable for the team members. The people met by the assessment team were impressive, good ambassadors of the Department and excellent role models of the Department's purpose. We wish all the people of the Department every success for the future.

Criterion Scores

Scoring Summary

The table below shows the score awarded for each criterion and compares them with the scoring profile for 2003. The comparison shows that whilst the banding for Results Criterion has dropped, the overall profile remains very similar, and indeed many of the comments made by the assessors this time are similar to those made in 2003. Whilst it appears that some of the criticism relates to how the information was presented, and therefore provides us with valuable information about how to present future submissions, there are clearly critical lessons which can be learnt, given the consistency of the feedback and scoring profiles over time.

Criterion	Percentile Ranges									
	0 - 10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
Leadership					■					
Policy and Strategy				■	■					
People					■	■				
Partnerships and Resources					■					
Processes					■					
Customer Result			■	■						
People Results		■	■							
Society Results		■	■							
Key Performance Results				■	■					

■ 2005
■ 2003

Comparison Scores

The table on the following page shows the score for each criterion part and how it compares with the score received in 2003 (see key).

Social Services EFQM Scores 2005

G Improved since 2003

Y Same as 2003

R Declined since 2003

B New/changed criterion part

Leadership	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
1a						Y				
1b					Y					
1c				R						
1d				Y						
1e					B					

Policy & Strategy	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
2a				R						
2b					Y					
2c				R						
2d				B						

People	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
3a						G				
3b						G				
3c					G					
3d					Y					
3e					G					

Partnerships & Resources	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
4a					Y					
4b						Y				
4c					Y					
4d				R						
4e			R							

Processes	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
5a				R						
5b				R						
5c				R						
5d					Y					
5e						G				

Customer Results	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
6a			R							
6b		R								

People Results	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
7a		R								
7b		R								

Society Results	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
8a		Y								
8b		R								

Key Performance Results	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
9a				R						
9b				R						

The EFQM Excellence Model

1. Leadership	
1a	Leaders develop the mission, vision, values and ethics and are role models of a culture of excellence.
1b	Leaders are personally involved in ensuring the organisation's management system is developed, implemented, and continuously improved.
1c	Leaders interact with customers, partners and representatives of society.
1d	Leaders reinforce a culture of excellence with the organisation's people.
1e	Leaders identify and champion organisational change.
2. Policy & Strategy	
2a	Policy and strategy are based on the present and future needs and expectations of stakeholders.
2b	Policy and strategy are based on information from performance measurement, research, learning and external related activities.
2c	Policy and strategy are developed, reviewed and updated.
2d	Policy and strategy are communicated and deployed through a framework of key processes.
3. People	
3a	People resources are planned, managed and improved.
3b	People's knowledge and competencies are identified, developed and sustained.
3c	People are involved and empowered.
3d	People and the organisation have a dialogue.
3e	People are rewarded, recognized and cared for.
4. Partnerships and Resources	
4a	External partnerships are managed.
4b	Finances are managed
4c	Building, equipment and materials are managed
4d	Technology is managed
4e	Information and knowledge are managed
5. Processes	
5a	Processes are systematically designed and managed.
5b	Processes are improved, as needed, using innovation in order to fully satisfy and generate increasing value for customers and other stakeholders.
5c	Products and services are designed and developed based on customer needs and expectations.
5d	Products and services are produced, delivered and serviced
5e	Customer relationships are managed and enhanced
6. Customer Results	
6a	Customer results – perception measures
6b	Customer results - performance indicators
7. People Results	
7a	People results - perception measures
7b	People results - performance indicators
8. Society Results	
8a	Society results – perception measures
8b	Society results - performance indicators
9. Key Performance Results	
9a	Key performance outcomes
9b	Key performance indicators

Key Themes and Issues Identified in the Full Feedback Document and Feedback Workshops

1. Whilst the general approach to leadership was felt to be good, a gap was identified in the lack of checks made on how effective the leadership approach was considered by staff, customers and partners.
2. Policy and strategy, whilst communicated well to staff, was not as well communicated to other stakeholders, such as customers and partners.
3. The assessors, whilst generally favourably impressed by our People enabling approaches, felt that there needed to be clearer and more systematic review of our approaches to managing and improving our people resources.
4. Whilst we were applauded for recognising the critical importance of partnering to achieve our aims and objectives, there was felt to be insufficient evidence of how we identified key partnerships, and ensured their subsequent development, management and review.
5. The assessors felt that there was a pressing need for an effective over-arching knowledge management strategy.
6. A clearer linkage was needed between process improvements and anticipated subsequent performance improvements.
7. Overall, whilst we were felt to have a good range of sound enabling approaches, we were unable to demonstrate systematic assessment and review of our approaches, and clarity about the extent of their deployment.
8. The assessors felt that our key performance results were primarily driven by statistical requirements imposed by key stakeholders, and were therefore reactive. They urged a more proactive approach to identifying and understanding our own local critical performance measures, ensuring we have our own rationale for how we measure our own success.
9. Part of this process would be to ensure that the “cause and effect” relationship between an enabling approach and its impact on performance would be clearly monitored.
10. They felt this would enable us then to develop a clearer framework for setting targets and benchmarking performance.
11. The assessors also felt that the linkage between results and impact on service development and delivery needed to be made clearer.
12. There was a need for a clear approach and strategy to meet the Corporate Social Responsibility theme which runs across all the Criteria. In particular, there needed to be an explicit recognition of the need to develop reputation within the local community, prioritisation of actions most likely to achieve this, and systematic measurement of results and subsequent impact.