

Implementing excellence - the journey towards Committed to Excellence

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About Barnardo's Scotland

- One of the 'big 5' children's charities in Scotland
- 70 services across Scotland
- We worked with more than 10,000 children and young people last year
- Services include:
 - Family support
 - Fostering and adoption
 - Disability
 - Employability
 - Education
 - Amongst others

About Barnardo's Scotland

- A real commitment to providing quality services
 - External inspection of services positive
 - Recognition that we needed to improve internal quality management in some areas and achieve consistency across all departments
- Quality was a regular agenda item on management team meetings but we needed a formal system to develop our approach
 - Commitment to using the EFQM framework as a basis for doing this

Starting out on our excellence journey...

- A couple of false starts...
- July 2008 onwards building momentum
- Two high profile programmes of activity
 - Building a Stronger Barnardo's Scotland
 - July 2008 – January 2009
 - Your Barnardo's Scotland
 - January 2009 onwards

Guiding principles

EFQM model underpins all of our quality work and informs the guiding principles:

- Continually improving practice in support of improved outcomes for children, young people and families
- Making our work more effective and enabling growth
- Enhancing our leadership and management capacity
- Improving the effectiveness of our support structures and systems

Building a Stronger Barnardo's Scotland

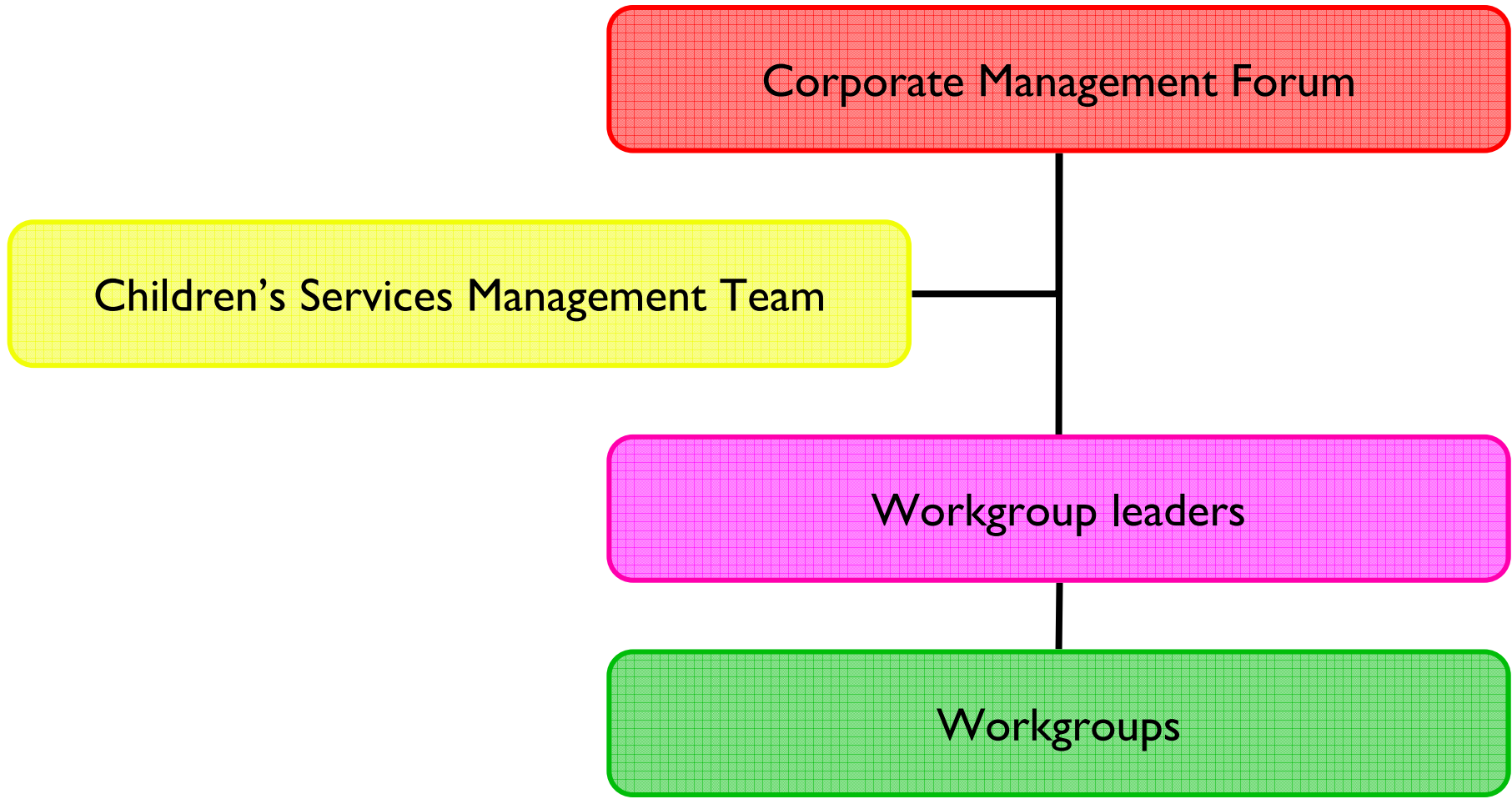
4 areas of improvement activity linked with the guiding principles:

- Support to regions
 - Reviewing support services efficiency and fitness for purpose
- Voluntary funds
 - Ensuring effective and efficient use
- Management Information
 - Achieving clarity and consistency of requirements and use
- The role of the service manager
 - Clarity and consistency in how the role is delivered

Building a stronger Barnardo's Scotland - approach

- Early attempt to get staff on board and 'thinking quality'
- Formal project management approach with clear governance and reporting arrangements
- Communication strategy was vital
- Approach replicated and refined for the next phase of work

Quality improvement governance arrangements



Moving on to the next phase

- 1st phase workgroups concluded January 2009
- A real commitment to maintaining momentum
- Self assessment with Corporate Management Forum
- Key objectives
 - Building on the previous work
 - Improving the reach of the continuous improvement work
 - Embedding quality improvement

Improvement Actions

Strengths: resources, processes and leadership

AFI: people, strategy and results

- Leadership improvement programme
- Customer feedback
- Children's Rights strategy
- Staff survey
- Competitor analysis

Leadership improvement

- Objectives:
 - Identify and articulate what is expected of leaders within Barnardo's Scotland
 - Deliver a programme of training and follow on activity to enable managers to improve leadership capacity
 - Develop measures of success
- Developed a two day leadership improvement programme
- Will be delivered to all managers in Scotland over 2010/11

Leadership programme

- Leadership framework developed:
 - Clearly identified and made available to staff key personal and professional attributes expected of Barnardo's leaders.
 - Placed in context of organisational culture.
- Key programme objectives:
 - Staff understand the difference between leaders and managers
 - What the strengths and AFI for each member of the team is
 - Staff develop a measurable personal leadership plan

Customer feedback

- Objectives
 - Establish and communicate a shared understanding and commitment to customer feedback across all departments
 - Identify and analyse existing methods used
 - Develop mechanisms to enable recording and analysis corporately to support business planning and strategy
- Analysis of what different departments were already doing and how this could be used/developed
- Key considerations: Why, who, what, when and how

Customer feedback (2)

- Developed a clear corporate statement branding
- Link with the complaints policy and lead officer to provide a fuller picture
- Establish a clear reporting mechanism and baseline data
- Most importantly – change how we think about feedback and when we invite it!

Children's Rights Strategy

- Objectives:
 - Identify areas for practice development
 - Establish an organisation wide children's rights strategy
 - Ensuring increased awareness of children's rights internally and externally
- Developed a self audit tool for services
- Introductory training for all staff – e-learning and classroom based

Children's Rights Strategy

- Developed guidelines and materials to support staff to work with children and young people on goal setting and measuring
- Children's Rights newsletter
- Ongoing 'champions' group

Staff Survey

- People and results were both identified as AFI as part of our self assessment
- Aim to establish baseline staff perception measures building on the previous UK survey
- Links with customer feedback and leadership improvement
- Delivered via survey monkey

Staff Survey

- 65% response rate and mostly positive results!
- Some key AFI's identified and being taken forward by an action planning group
- Will be repeated annually but some modifications to the design going forward based on responses

Competitor Analysis

- Explored approaches to benchmarking results
 - Learning from colleagues in retail and fundraising
- Issues around how we capture and share this information in the voluntary sector
- Key questions:
 - At what level is it useful to benchmark?
 - How should we segment service provision?
 - What should we be willing to share?

What next?

- Maintaining momentum
 - Embedding the work from previous phases
 - Developing the quality agenda
 - Working towards Recognised for Excellence
- Our biggest challenge:
 - Ensuring that staff ‘think EFQM’
 - Routinising quality management