

PERFORM

Performance, **E**valuation, **R**evue
diagnostic workbook for

**Social Economy
Enterprises**
based on the
Excellence Model



for a competitive
confident and credible
social economy



EUROPEAN UNION
European Social Fund

www.c3partnership.org

C3 is a pro-active new partnership that has been formed to promote and support the thriving and vibrant social economy sector across the West of England area. The partnership is made up of statutory, voluntary, community, social enterprise and co-operative sector organisations.

C3 will support social economy enterprises by promoting continuous improvement and quality standards in the social economy, thus enabling organisations to:

- meet their goals and achieve their values
- offer better products and services
- attract new investment and develop trading income
- compete for public and private sector contracts; and
- empower more people to participate in the sector

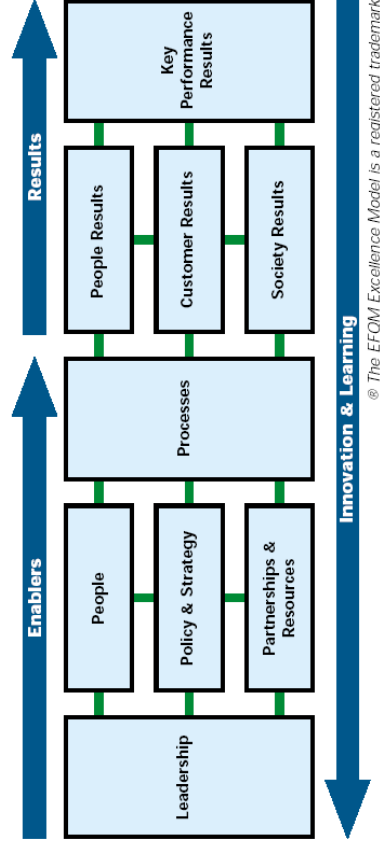
The C3 partners are:

- Co-operative Development Agency (BRAVE) Ltd
- Black Development Agency (CVS)
- Social Enterprise Works
- Voscur (CVS)
- Bristol City Council
- Bath and North East Somerset Council
- North Somerset Council
- South Gloucestershire Council
- Business West
- Community Action
- RISE

INTRODUCTION

When looking to the future, developing strategies and aligning the organisation to deliver those strategies, it is vital for the organisation to understand its present strengths and its weaknesses, or areas for improvement. To have this picture produced by the organisation itself, a process usually called self-assessment, provides an enormous insight.

Using the EFQM Excellence Model as a framework for providing this picture gives not just the large-scale view of the territory for a management team, it also gives a detailed map for the people in an organisation to follow and help them identify their contribution in progressing towards the destination.



The Model (pictured above) provides a generic framework of criteria that can be applied widely to any organisation or part of an organisation and consists of nine criteria. Excellent results are achieved through leadership driving policy and strategy, people, partnership and resources and processes.

PERform uses the Excellence Model as its reference point for good management practice and long-term sustainability. Each organisation is unique but because the Model provides a non-prescriptive, generic framework of criteria it can be applied to any organisation. The Model consists of the following nine criteria:

Leadership: excellent organisations have a clear direction and the capacity to develop and facilitate the organisation's objectives

Policy and Strategy: excellent organisations manage their activities with clear values, aims and accountability

People: excellent organisations enable people to participate, develop and fulfil their potential

Partnerships and Resources: excellent organisations develop partnerships and manage resources to maximum effectiveness

Processes: excellent organisations develop, manage and improve processes to support its priorities

Customer Results: excellent organisations constantly exceed customers' expectations

People Results: excellent organisations have totally satisfied and fulfilled people

Society Results: excellent organisations perform as responsible members of the community and society

Key Performance Results: excellent organisations maintain a systematic approach to assessing and measuring performance.

HOW TO USE THIS WORKBOOK

PERform aims to start you off on a journey of continuous performance improvement. PERform allows you to:

- Evaluate your performance against a set of tried and tested criteria (based on the EFQM model),
- Identify where you think your performance should be in 12 months time,
- Write a plan of action to set out the improvements you want to make,
- Review the extent of your progress (performance improvement) at regular intervals.

Evaluation

PERform consists of 46 positive statements that describe excellent performance. They are divided into nine sections, which correspond to the criteria of the EFQM Excellence Model.

Evaluate your organisation's performance against each of the 45 statements by recording something you do well and an idea for improvement.

At the end of each of the nine sections, give yourself a score according to where you think your organisation sits on its journey towards continuous performance improvement.

Once you have given yourself a score for your current performance, identify a second score for where you want to be in 12 months time. You can record your scores in the boxes on the 'key actions' page 15.

Scoring

The scoring has three functions:

1. It promotes dialogue between staff.
2. It helps prioritise areas for improvement.
3. It provides a means to measure progress over time.

Remember that performance improvement is a continuous process and there is always more that can be done. Most organisations achieve modest scores.

Score your current position along the path to continuous performance improvement using the following criteria:

- 1 or 2 not started
- 3 or 4 some progress
- 5 or 6 getting there
- 7 or 8 doing well
- 9 or 10 fully achieved

Tips

You can evaluate each statement in two ways

1. How sound and effective your approach is.
2. How well it is being implemented.

For example, you might have a well-written equal opportunities policy, but if it is hidden away in a filing cabinet and not referred to, it is of little value.

Action Planning

You can use the template on page 14 to record your key actions for improvement that you want to work on during the year. Try to identify at least one area for improvement for each of the nine sections of the Model.

Who should be involved?

PERform can be completed by an individual, but it is more effective when completed with others from your organisation. The C3 programme also offers support (see contact details on the last page).

LEADERSHIP - how the organisation is steered by its decision makers and vision

things we do well

(1) Our decision makers understand, communicate and act on results and feedback.

Committee, gets reports from projects regularly. Project workers encouraged to use Key Performance Indicators in relation to the work.

ideas for improvement

Identify what the targets are. Explore how this is communicated – esp. with regard to feedback from MC to staff team.

Linking trustees with projects.

This could be communicated better to the people in the community and other stakeholders.

Results fed back to board in terms of activity outcomes, not just in 'financial terms'.

(2) We have clear, well-communicated vision, mission and values, which are periodically reviewed.

Mission statement recently reviewed with input from a variety of stakeholders. Used, primarily, for fundraising purposes and staff recruitment.

Internal communication – something that the projects internalised.

Communicate with wider stakeholders and conduct analysis.

(3) We have an effective organisational structure that responds to changing aims and objectives.

Aware of deficiencies. It's served its purpose up to this point. Now it's up review.

Fundamental review the structure so that the expertise can be shared. Rather than project isolation. More integrated approach.

(4) Our decision makers engage with, learn from and influence stakeholders.

Significant Influence over funders.

Refer to stakeholder analysis work - young people on the MC.

(5) Our decision makers motivate and support staff and volunteers and encourage a culture of learning.

Staff feel supported and consider to be working within a culture of learning. Eg: Staff members being ex service users. Appraisal process in place which supports this. Happens informally at this stage.

This could be communicated better to stakeholders. MC becoming more involved in the project. Training and consultancy programme extended for delivery to other groups – (financial consideration too)

In house training from MC.

(6) Our decision makers are committed and active in promoting equality and diversity inside and outside the organisation.

Work around diversity at project level.

Training need within staff team around equalities issues.

Have identified the need for more accessible premises.

Update knowledge re legislation. Equal opps policy update.

Develop the work which has started on key performance indicators around this.

Where we are today...

1	2	3	4	5	6	7	8	9	10
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Where we want to be in 12 months...

1	2	3	4	5	6	7	8	9	10
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POLICY & STRATEGY - how you develop, implement & communicate plans and policies

	<i>things we do well</i>	<i>ideas for improvement</i>	
(7)	<p>We have appropriate plans and strategies in place, which are aligned to the vision and mission.</p> <p>We review and update our plans based on our results and feedback from all stakeholders.</p> <p>Our plans and strategies are informed by knowledge of our market and external influences.</p>	<p>Business plan is being developed. Plans and vision – but lacking in strategy.</p> <p>The work and plans on a day to day basis are aligned with vision.</p> <p>The Perform work fits into this.</p> <p>Use feedback from the community, young people, other colleagues – albeit on an ad hoc basis.</p> <p>Good at acting on feedback when it comes our way, but could be more pro active.</p> <p>Currently, research and stats have been explored. The trends are becoming better understood. Better understanding of our environment. Also, looking at national changes – e.g. Every Child Matters.</p>	<p>Strategic plan needs to be shared with the whole staff team. So staff understand where they fit into the bigger picture.</p> <p>To develop an evaluation method to seek feedback. Stakeholder analysis to be conducted.</p> <p>This process could be better managed.</p> <p>Sharing responsibility for this and have reporting mechanisms for feedback.</p>
(8)			
(9)			

(10) Plans are communicated to all staff and stakeholders and inform all key decisions.

Key decisions in line with the intentions of the project.
Both the core team and youth workers feel that plans are communicated.
Funders get the reports required.

Communicate plans as regular item on meetings.
New website will enable more effective communication of plans.

(11) We have relevant policies in place, which are communicated, deployed and periodically reviewed.

Process has recently been improved. The vulnerable adults policy has triggered a reorganisation of the review.
Finance policies and procedures are being updated.

Policies and procedures to be a regular item on MC.
Training for staff around policy issues – e.g. health and safety / first aid.

Where we are today...

1	2	3	4	5	6	7	8	9	10
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Where we want to be in 12 months...

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PEOPLE - how staff and volunteers are supported and rewarded

things we do well

(12) We have effective systems in place to manage recruitment, induction, training and development of our people to meet the organisation's needs, support people and ensure equality and diversity.

These are in place for the paid staff.
Work has been done on recruitment.

ideas for improvement

Induction needs some attention.
Lacking for the MC members and volunteers / student placements.
Pull together existing documents / information.
Internal training around roles and responsibilities for trustees.

(13)	We review the objectives and appraise the performance of our people to encourage their development and contribution to the organisation.	In place for paid staff. Action plans developed.	Appraisal / training needs / system in place for trustees.
(14)	We encourage and support our people to get involved in helping the organisation to improve, either individually or through teamwork.	Individually, staff feel involved in the development of the organisation. Away days annually.	Use the AGM to promote and enhance involvement.
(15)	We have an internal communication strategy, which encourages effective dialogue.	Regular meetings in place.	Trustees to receive team meeting minutes. Trustees to feedback to MC re their projects of interest. Staff feedback at MC meetings. Timetable MC and staff meetings to maximise communication.
(16)	We ensure that our reward and recognition processes are fair, equitable and transparent.	JNC and NJC scales used. Have agreed youth achievement awards. Pensions in place, but not taken up.	Recognition at AGM to celebrate work. Certificates Raise profile of pension opportunity.

Where we are today...

Where we want to be in 12 months...

1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10

PARTNERSHIPS & RESOURCES - how you develop partnerships and manage resources

	<i>things we do well</i>	<i>ideas for improvement</i>
(17)	<p>We have identified our partners and work together to achieve our objectives more effectively.</p> <p>Youth workers: this is starting to happen. Partners can be project specific.</p> <p>Partnerships can be difficult to maintain.</p>	<p>More partners to be identified – looking at partners who are doing similar work – both locally / nationally.</p> <p>More contact with partners on a regular basis. Ask partners how they view us.</p> <p>Service level agreements to be used to increase effectiveness of partnership working.</p>
(18)	<p>We have sound financial processes, controls and reporting mechanisms.</p> <p>Sound, swift, hot and accurate reporting mechanisms.</p> <p>Financial controls and are more than adequately tight.</p>	<p>More can be done with reporting. Looking at month to month, not just year to year. Phased budget – effectively flow delivery.</p> <p>Link non financial performance into the financial reporting documents.</p>

(19) We know what resources we need and we have planned how to secure them.

Recently secured funding. However 2 projects need to have secured future funding. Options being explored.
We are aware of the developmental needs of the organisation.
Fundraising report updates communicated by Jo.

Room for income generation. Explore the option of consultancy / training.
Advertise the resources to sell locally, regionally and nationally. Update the 'essence' game with a view to selling it. Update the equaliser.

Look at the need for Communications officer with view to possible recruitment

Cross fertilisation of projects, so that young people are held even if funding cliffs occur.

(20) We develop our ICT to help us to deliver our objectives.

Website is being developed and updated. Sally is going to coordinate the content and design of this ICT work. Finished within 2 months.
Lisa in conversation regarding update ICT.
ICT helps us evaluate our work.
Emailing a significant part of the work.

ICT health check via C3.

(21) We manage our capital and intellectual resources such as buildings, equipment, materials, information and knowledge.

Fixed assets small, but well managed and looked after.

Space could be managed better.
 Equipment could be used better.
 Filing to be better managed
 Document instructions for some resources (e.g. Games)
 Consider ways of promoting, cataloguing and sharing resources.
 Centralise admin tasks.
 Add risk of losing staff specialist knowledge to the risk register.

Where we are today...

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Where we want to be in 12 months...

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PROCESSES - how appropriate and effective are your products, services and processes

things we do well

(22) We design, develop and improve our products and services based on customer needs and expectations and our commitment to diversity.

We deliver well designed, developed services.
 Are improving services for young people with learning difficulties.

Young people becoming involved in decision making.

ideas for improvement

Need to adapt services for the Somali and minority communities.
 Training around issues relating to minority groups.
 Free Vocsur training and access to Ruth Pitter – equalities worker.

Develop and resource user involvement group

<p>(23) We design and improve our processes to best meet the needs of the organisation and its stakeholders.</p>	<p>Developing new recording mechanisms, from session plans to bimonthly reports.</p> <p>Lisa has had significant impact on day to day processes.</p> <p>Good feedback regarding the planning of sessions</p>	<p>Need to test and evaluate these new processes.</p>
<p>(24) We have processes in place to develop, manage and improve customer relationships.</p>	<p>There are processes in place that manage these relationships.</p> <p>Complaints process has been recently tested.</p> <p>Communicate with parents regarding session plans for example.</p>	<p>Complaints policy to be developed.</p> <p>More leaflets to be produced.</p> <p>ACI to have steering group.</p> <p>Open nights for young people to showcase the work of the young people.</p>
<p>(25) Products and services are clearly identified, understood by staff and promoted to customers (existing and potential).</p>	<p>Products and services are clearly understood.</p> <p>Good information sharing regarding all the projects.</p>	<p>We could provide inter project house training.</p> <p>MC induction to get a taste of workshops.</p> <p>Business cards / ID cards.</p>

(26) We minimise the negative environmental impact of our processes, products and services.

Recycling has been recently introduced.
Ordering recycled paper.
Recycling cartridges.
Ecover washing liquid.

Double sided printing arranged.
Promote Bread as green and fair trade aware.

Where we are today...

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Where we want to be in 12 months...

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CUSTOMER RESULTS – how you know what you are achieving for your customers

things we do well

(27) We ask our customers for feedback on what they think of us, our products and services and how we work.

We ask young people after each session via evaluation sheets.
Ask for feedback from each other
Feedback has been filtering down to the project.

ideas for improvement

Regularly get the feedback from peer educators. Develop user involvement group.
Debrief after sessions.
Get feedback from other organisations (e.g. Schools)
Seek feedback from LW project.
Identify expectations to measure progress.
Set up steering groups for ACI and Shpep

<p>(28) We have internal systems to measure customer satisfaction and ensure good customer service.</p>	<p>The evaluation sheets / comments feed into the bi monthly reports. Complaints system in place which demonstrates good work.</p>	<p>Customer Satisfaction to be seen in context of project as a whole</p>
<p>(29) We have identified indicators and set targets in order to analyse results and inform future activity.</p>	<p>Indicators within action plans but need to be more explicit. Being asked to come back is an indicator of this. Recommendation.</p>	<p>Bring the workplans alive. Training around project management. Organisational training.</p>
<p>(30) We use the information we collect to identify trends and demonstrate that the results achieved are caused by the actions we have taken.</p>	<p>Happening informally</p>	<p>See above</p>
<p>(31) We continuously seek to improve our customer service by comparing ourselves with others and developing best practices.</p>	<p>Looking at other sexual health projects for example to look at best practice. Similarly, ACI is the only black specific youth project in Bristol. Looking at how other projects record / evaluate their work.</p>	<p>Share best practice with other groups. Develop links with other specific projects with similar aims.</p>

Where we are today...

1	2	3	4	5	6	7	8	9	10
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Where we want to be in 12 months...

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PEOPLE RESULTS – how you know what you are achieving for your staff and volunteers

	<i>things we do well</i>	<i>ideas for improvement</i>
(32)	We invite feedback from our people concerning job satisfaction and their perception of the organisation.	Supervising training for those with these responsibilities. Propose 6 monthly review.
(33)	We utilise internal systems to measure effective people management and job satisfaction of our people.	Re run questionnaire again. Have events which invite feedback.
(34)	We measure how inclusive we are in terms of equality and diversity inside the organisation.	Equalities work via C3 will support this.
(35)	We have identified indicators and set targets in order to analyse results and inform future activity.	Identify training around this.
(36)	We use the information we collect to identify trends and demonstrate that the results achieved are caused by the actions we have taken.	See above

Where we are today...

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SOCIETY RESULTS – how you know your impact on your community and environment

things we do well *ideas for improvement*

(37) We utilise systems to measure our impact on the environment.

We dispose of PC equip etc. Have reduced paper, but don't have systems as such to measure.

Not sure of the relevance of measuring this.

Have a system of paying expenses for cycling.

(38) We utilise systems to measure what we contribute to society over and above our core activities.

No systems in place

(39) We can demonstrate that we contribute to promoting equality in the wider community.

Involve other stakeholders in events / recognising young people being integral to the wider community.

Empowering young people with learning difficulties / promoting equality.

(40) We have identified indicators and set targets in order to analyse results and inform future activity.

No.

(41) We use the information we collect to identify trends and demonstrate that the results achieved are caused by the actions we have taken.

No.

Where we are today...

1	2	3	4	5	6	7	8	9	10
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Where we want to be in 12 months...

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KEY PERFORMANCE RESULTS – how you know that you are achieving your plans and aims

things we do well

ideas for improvement

(42) We measure our financial performance in order to be more efficient and effective.

Our finances are well controlled as is our cash flow, recording of transactions, audits and projections.

Closer liaison and ownership between the project managers and the accountant. Also accountant to be more aware of project.

Input of skilled accountant.

Data needs to be presented better in terms of content, style and frequency of delivery.

Develop manager's knowledge around finances.

Possibly explore financial training for managers at induction stage.

(43) We measure against our mission and key strategic aims to understand the outputs outcomes and impact of our activities.

We measure against agreed targets with our funders.

We identify funders based on them matching our mission.

We could print out mission / photos / to ensure our project's activities are aligned with our mission.

Looking at developing a management information system.

Have one system that accommodates both the data which relates to the mission and the targets of the funders.

Explore who does what to assist with this. Also review ICT / MIS.

Voscur Outcomes training

(44) We have identified indicators and set targets in order to analyse results and inform future activity.

We set SMART targets and indicators / have action plans in place have progress reports.

Better at identifying our unplanned targets. Better understand our range of softer outcomes for example / distance travelled.

BE CLEVER: Set targets which reflect the process. Identify incremental targets and incremental outcomes.

Involve young people in the process.

(45) We use the information we collect to identify **'trends'** / patterns and demonstrate that the results achieved are caused by the actions we have taken.

Quantitative data re diversity presents trends.

Raise the profile of data analysis. The M.I.S. system should help with this.

Keep 'Results' on team meeting and MC agenda.

(46) We have results that compare favourably when reviewed against those achieved by other organisations.

Currently benchmarking around sexual health services. Looking at base line standards around quality assurance.

Explore potential Benchmarking Partners.

Also, knowledge within the team which, if formalised, could assist benchmarking, but not a coherent dialogue.

Where we are today...

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Where we want to be in 12 months...

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ACTION PLANNING

The purpose of this section is to assist with the development of an action plan following self-assessment against the Excellence Model. It doesn't lay down rules, but outlines what the process should accomplish and gives ideas how this might be achieved. The precise approach to be followed will depend on the needs of the organisation, the information available and the experiences of those involved.

As the name implies, the key actions is the major output from the self-assessment process. It is the catalyst to embedding the principles of excellence and

the mechanisms for continuous improvement into an organisation.

There are two essential prerequisites for action planning; the output from the self assessment and management buy-in to the outcomes and plans. The self-assessment will have produced ideas for improvement for each of the nine sections of the Excellence Model.

It may be helpful to consider experiences of previous change events – what has gone well in the past and what has gone less well. This helps the organisation

learn from its own experiences and avoid past mistakes. It raises people's awareness of the importance of clearly defining and agreeing:

- clear goals and outcomes
- responsibilities
- plans for achieving these goals – actions, timescales and resources
- how progress will be monitored
- how to involve people and gain ownership

The first step in the prioritisation and selection of the key actions that will be taken forward is to decide the parameters that will be used to assess them. What are the factors governing their relative importance? Here are some ideas:

- contribution to purpose, direction and objectives
- impact on customers and stakeholders
- importance to the organisation
- urgency to the organisation
- frequency of occurrence of problems
- ease of implementation
- consensus scores (if produced)

Having decided on the parameters, select at least one action for each of the nine criteria of the Model and record them on page 14. Your C3 adviser can help you identify what the next steps are and work with you to produce an action plan for each area of improvement.

KEY ACTIONS

Leadership	<input type="checkbox"/>	<input type="checkbox"/>
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Policy and Strategy	<input type="checkbox"/>	<input type="checkbox"/>
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People	<input type="checkbox"/>	<input type="checkbox"/>
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Partnerships and Resources	<input type="checkbox"/>	<input type="checkbox"/>
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Processes	<input type="checkbox"/>	<input type="checkbox"/>
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Customer Results	<input type="checkbox"/>	<input type="checkbox"/>
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People Results	<input type="checkbox"/>	<input type="checkbox"/>
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Society Results	<input type="checkbox"/>	<input type="checkbox"/>
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Key Performance Results	<input type="checkbox"/>	<input type="checkbox"/>
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Next Steps	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
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Want further support?



Please contact:

C3 ADVISERS:

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David Mackenzie (Voscur): 0117-909-9949¹

Katy Harkavy (Avon CDA): 0117-989-2536

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C3 PROJECT MANAGER:

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YOUR ORGANISATION'S DETAILS

Name:

Position:

Organisation:

Address:

Telephone:

E-mail:

Date:

Revisit dates:

Participants:

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