Good Practice Guide for the Provision of Community Equipment Services

Self Evaluation Toolkit

Section One: How to use the self-evaluation tool

1. Introduction

The creation of a self-evaluation tool has been in direct response to requests from both local authority and NHS services, highlighted in the consultation process for the *Good Practice Guide for the provision of Community equipment services.*

This tool has been developed with reference to the evaluation model utilised in the SWIA (Social Work Inspection Agency) Performance Improvement Model (PIM). It is hoped that by drawing on an evaluation mechanism already in use, this will support the mainstreaming of the overall evaluation of equipment services within wider service provision. Appendix 2 maps the relationship between the elements of Good practice Guide and the PIM to show how evidence gathered from the use of the tool can be utilised for reporting against the PIM, and vice versa. [*]

It is intended that this tool can be applied to the key themes developed in each section of the *Good Practice Guide for community Equipment provision*, and used universally by any agencies/services involved in that provision. Indeed, by the very nature of the Guide it is fully expected that any self-evaluation will bring together all relevant partners in the provision of community equipment across local authorities and the NHS, and provide a focus and impetus for future service improvement.

2. The approach to self-evaluation

"Self-evaluation has a part to play in identifying and disseminating good practice across individual agencies, and nationally. It is important to celebrate success and build up a practice based catalogue of effective practice. It is not limited to finding weaknesses and fixing deficiencies"
SWIA Guide to Supported Self-Evaluation 2008 page 3

The above statement is highlighted because it emphasises the importance of learning from one another across the 'equipment community' in Scotland, not just improving and resolving difficulties with service provision within our immediate respective agencies. Self-evaluation and benchmarking are excellent ways of services taking control, having ownership, and developing positive approaches to performance. This fits well with the ethos of the Good Practice Guide.

In commencing the self-evaluation process, there are some key points which should be addressed:
- Agree why the review is being undertaken, what added value it will provide, and what national/local and strategic outcomes, it will help to

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[*] The SWIA self-evaluation guide provides further illustrations for social work services
http://www.swia.gov.uk/swia/files/Guide_to_Supported_Self_Evaluation.pdf

support. This first step is crucial so that all those involved have a clear focus for the self-evaluation process.

- Agree who will be responsible for evaluating the service
    - it is recommended that an evaluation team be established with 4-6 members, led by a senior manager. This should include managers from different levels and with different expertise across the range of agencies providing the equipment service.

- Agree how sensitive findings will be handled and how any issues which require immediate action should be highlighted
- A range of evidence will be required, to support the conclusions from the self-evaluation process
- Part of the process should include the opportunity to benchmark service provision against equivalent organisations/services.

3. Using the tool

Each Section of the *Good Practice Guide (1-10)* outlines the essential features of an effective community equipment service, and breaks these down into a variety of key themes. The points made and questions asked in each section will prompt you in the analysis of your current practice. The steps below explain how the process should be implemented:

   (i) Use **Form 1** to record a short summary of current practice under each theme, for each of the 10 Sections of the Guide[†];

  (ii) Use the information and key questions in each Section to direct evidence gathering and analyse performance;

 (iii) The self-evaluation will only be as effective as the information supporting it and therefore a range of evidence should be used to support conclusions. This may include some of the following:

- evidence of robust leadership across the community equipment service including how the vision for the service has been communicated;
- strategy and policy documents;
- Surveys which evidence outcomes for service users and also staff/stakeholders;
- Performance management data;
- Interagency protocols;
- Communication strategy;
- Stakeholder events;
- Joint training;
- Service leaflets;
- Financial monitoring and accountability arrangements;
- Procurement and tendering processes.

[†] Copies of forms for each of the 10 Key Themes can be downloaded from:
www.scotland.gov.uk/Topics/Health/care/EandA/SelfEvalTool

(iv) Use the 6 Point Scale (SWIA rating Guide) Appendix 1, to rate your performance in each theme, and then provide an overall rating for the Section. It will be important to refer to the 'illustrations of evidence' in Section 5. as examples to assist in making decisions about where your performance sits in relation to the evaluation scale;

(v) The individual themes in each Section will have different significance and weight and will therefore contribute differently to the overall Section rating. Judgement should be used by the evaluating team and their reasoning explained in the 'rationale for rating' box, in **Form 1**;

(vi) Provide an explanation for the overall rating and record the evidence that has been used the support the evaluation (also acknowledging if there have been gaps in evidence);

(vii) Highlight priorities for Action(strengths to be shared as well as weaknesses to be addressed)

(viii) Use **Form 2‡** to summarise the outcomes of the evaluation, for each Section of the Guide.

4. Producing an Improvement Action Plan

The priorities for Action identified in **Form 2** should be reviewed to provide a clear conclusion on the strengths and weaknesses, and an overall picture of the effectiveness of the different aspects of service provided by all the partners involved in the provision of the community equipment service.

Priorities for Action should be determined by the following issues:
- where risks have been identified for people receiving the equipment service;
- where risks have been identified for staff working within the equipment service;
- major gaps in the range and quality of services;
- expected or planned outcomes not being achieved;
- the service is not achieving Good value and/or costs are much higher than was planned or can be afforded;

In prioritising improvement actions, consideration will require to be given to the time and resources required to implement. Ideally the aim will be to address weaknesses quickly, sending a positive message and motivating people who both receive and deliver the service.
Key considerations:
- clear targets, timescales, and realistic costings, will be essential for all actions which have been agreed to be implemented;
- The Action Plan will require to be reviewed at agreed intervals with lead officers allocated to ensure targets are met, and effective communication is maintained on progress;

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‡ A copy of the summary form can be downloaded from:
www.scotland.gov.uk/Topics/Health/care/EandA/SelfEvalTool

- Senior managers across the relevant organisations involved in the provision of the equipment service, will be responsible for agreeing the finalised Improvement Plan, and this then should be integrated with internal agency service improvement plans.

5. Self-evaluation - illustrations of evidence

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'
Part 1 Service model		
Outcomes focus	The service has defined key outcomes for service users receiving equipment, and has mechanisms in place which are actively measuring these with service users, to show how these are being met.	The service lacks focus on improving outcomes for service users and carers.
Rehabilitation perspective	The role of equipment in supporting rehabilitation and enablement is clearly understood by stakeholders, and there is evidence of equipment provision supporting rehab goals.	There is little evidence of linkages between equipment service provision and rehabilitation agendas.
Strategic goals	There is a statement of strategic goals which reflect the context of equipment provision within wider service pressures and demands, and this is communicated and understood by all stakeholders.	There is a lack of clarity in terms of what the service is trying to achieve strategically and how it fits within wider service provision across health and social care.
Service pathways	The equipment service has streamlined service pathways with a wide range of front-line staff, in community and hospital based settings, able to directly assess and order equipment for a range of needs across care groups e.g. Children, sensory impairment, mental health, learning disability…..as well as Older people and physical disability services.	Services are fragmented with agencies/different professions referring between each other before equipment can be provided.
Direct Access	There are systems in place to provide direct access to service users for them to access equipment without assessment	There are no arrangements for service users to access simple equipment needs without formal assessment.

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'

Part 2 Governance

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'
Strategic framework	The equipment service has mapped out the governance arrangements in a format which clarifies responsibilities and decision making relationships across all services responsible and contracted for all aspects of community equipment provision e.g. Children's services, Sensory Impairment, Telecare…	Staff and managers are unclear about the governance arrangements across the community equipment service and there are fragmented approaches to different types of equipment provision.
Workplan	The service has a Workplan in place which communicates the agreed tasks required ,timescales and who is responsible to deliver service objectives across the equipment service	There is no documentation to clarify ongoing work and forward planning
Operational & strategic roles	Operational and strategic managers understand their roles and responsibilities in delivering an effectively managed service across the service settings (community and hospital based) responsible for the provision of the community equipment service.	There is limited ownership and accountability for delivery of the equipment service with responsibilities lying with few managers.

Part 3 Partnership arrangements

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'
Partnership arrangements	There will be a Partnership Agreement in place which confirms the range of individual Partners and the collective roles and responsibilities of the Partnership to deliver an effective service. These arrangements are regularly reviewed	Staff and managers have limited understanding of the roles and responsibilities of the Partners and there are few examples of meaningful joint work.

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'

Part 4 (A) Finance

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'
Funding arrangements and Budgets	The service has transparent budget and financial arrangements, which are equitable and representative of demands and pressures, and jointly agreed across the partners which make up the equipment service.	There is little or no joint planning around budget provision for the equipment service, and budgets do not reflect demands.
Monitoring	There is a systematic framework in place for the monitoring of financial arrangements jointly across the equipment service. Clear policies are in place to manage over and under spends	Service areas monitor their own spend but have no joint arrangements to consider impact across the whole service.
Reporting	There is the provision of regular and clear reports to a wide range of strategic and operational managers responsible for any staff assessing for equipment, across all services.	Reports are limited in their format and frequency, and only provided to a small number of managers.
Accountability against Care group/service areas	Finance reports breakdown spend across care group/service areas, with line managers actively accountable for staff ordering.	Reports do not provide deeper analysis of spend pressures against care group/service areas.

Part 4 (B) Resources

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'
	Resources are in place, and clearly defined, to support the effective management and delivery of all aspects of the equipment service (Store service and Partnership arrangements), across all partners. Decision making responsibilities are clearly set out and agreed by all partners	There is little clarity in terms of those having a lead role in co-ordinating the overall management of the equipment service. Managers may be struggling to deliver this role as part of their 'main job'.

Part 5 Communication

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'
Stakeholders	Stakeholders are clearly identified and feel that they are formally and otherwise consulted in the delivery and development of the service.	There is lack of clarity of who the key stakeholders are the range of stakeholders
Key mechanisms & lead responsibilities	A range of mechanisms are in place to support effective communication e.g. evidence of two-way communication, and effective public reporting.	There are no systematic arrangements for communicating with stakeholders

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'

Part 6 Service User and Carer involvement

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'
Key mechanisms	There are examples of systematic mechanisms in place to represent service users and carers' views in the development and delivery of the service across <u>all care groups</u> (e.g. including Children's services, Sensory Impairment, Learning Disability, Mental Health….). e.g. regular surveys are in place and responses from these are acted upon and communicated.	There is no evidence of a comprehensive approach to involving service users and carers in service planning and delivery.

Part 7 Assessment and provision of equipment

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'
Protocols	Jointly agreed protocols are in place and actively monitored which clarify and support: - the ethos of a person-centred and outcomes focused approach for service users, encouraging 'minimum intervention, and maximum independence'; - the processes, and roles and responsibilities across the services for equipment provision; - policies and criteria for provision across the services e.g. charging, non-provision etc...	There is little evidence of up to date, agreed, formal protocols which apply across the whole equipment service partnership.
Roles and responsibilities	The equipment service has clearly defined roles and responsibilities for all staff involved in the assessment, ordering, follow-up, and demonstration of equipment provision, which support and evidence: - reduced needs for other professional/service intervention; - the balancing of risk with the need to maximise functional potential.	Staff feel unclear about their/and others, roles and responsibilities in the provision of equipment across the services.

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'
Standard and specialist provision	The equipment service has opened up access to all types of community equipment to a wide range of staff irrespective of professional and organisational background, with the aim of standardising provision across front-line services.	The service provides limited access to equipment to staff working out with specific professional and/or organisational boundaries.
Professional support	There are clear guidelines for staff about who to approach for professional support and advice in relation to the provision of equipment.	Staff are vague about who they contact for advice on the assessment, provision and demonstration of all types of community equipment.

Part 8 Store Service

Service level agreement	There is a Service Level agreement in place between the Store service provider and the partners who access the service, which is actively monitored against agreed service requirements.	The service has out of date Service level Agreement and/or inadequate policies and service standards.
Role and core functions	The Store service is recognised as a service in its own right and has detailed standards and guidelines which clarify its roles and responsibilities for the delivery of the store service.	The role and core functions are not clearly agreed and understood by all stakeholders.
Store staff	Staff like their jobs, get good training and effectively deliver against their core responsibilities. There is clear induction process , training plan and PDR process in place for store staff.	Staff are unclear about their role and have job descriptions/functions that fail to contribute to the delivery of an effective Store service.
Retrieval, decontamination, and recycling	A range of arrangements are in place to maximise the retrieval and recycling of equipment, and monitor these against set targets and benchmark against similar services.	There are little or no evidence of systematic arrangements in place for the effective retrieval and recycling of equipment
Repairs, servicing, and maintenance	The store service has unified procedures in place which maximise efficiencies in the repairs, servicing and maintenance of equipment across the service for all partners. There are target timescales for equipment to be back in service.	Repairs and maintenance arrangements are ad-hoc/fragmented across the service/partners

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'
IT-ordering system	Maximum use is made of new technology to provide effective management of the store service.	Systems are mainly paper based and lacking in connectivity across the service/partners
Stock control and storage	Stock control arrangements should be responsive to demand with timescales set for the provision of equipment. Equipment is stored in fit for purpose facilities	Stock control is haphazard with shortages of equipment and problems of storage

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'
Core stock and non-stock orders	Procedures are in place, and monitored, to maximise the use of core stock and standardise practitioner assessment practice in the selection of equipment	Multiple ranges of the same type of equipment are available and non-stock orders are not managed closely to minimise inefficiencies
Equipment review	There are clear and measurable processes in place for the review of equipment which evidence both improvements for service users, as well as delivering business efficiencies by supporting the use of a core, standard stock line.	There are no systematic processes in place across the service/partners to review equipment on an ongoing basis and there are a large variety of different makes of the same types of equipment held in stock.
Procurement	Procurement arrangements evidence the maximisation of efficiencies across all the equipment partners. The suppliers are regularly reviewed to ensure best value.	Agencies/service areas have separate procurement arrangements
Delivery and transportation	Delivery and transportation services are up to date and responsive to the needs and preferences of service users and unified across the services/partners, including: - modern vans with supporting technology to ensure efficient equipment delivery and uplift of equipment; - flexibility in delivery dates and ability to respond to emergency requirements;	Delivery and transportation arrangements are unsuitable and fragmented, and struggle to meet service demands.

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'
Health & Safety	Procedures are in place which fully meet and evidence the legislative health and safety requirements for the maintenance of all relevant equipment.	H&S arrangements are not fully compliant with the legal requirements for all equipment e.g. PAT and LOLLER testing.
Demonstration and training facilities	The store service provides appropriate facilities for the demonstration and training of staff in the use of equipment.	There are no facilities formally identified for the regular provision of equipment training/demonstration

Part 9 Performance

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'
service objectives	Service objectives are widely understood and agreed by all stakeholders across the service/partnership and are regularly reviewed within service documentation.	There is little knowledge of the service objectives amongst staff and management
Service standards	A range of service standards are in place and actively monitored and reviewed.	Service standards are outdated and are not monitored
Performance indicators	A concise range of jointly agreed performance indicators are used to monitor performance across the service/partnership and used to report to wider stakeholders including the public.	Performance indicators are used only within individual services/ partners and are not specific to the objectives of the equipment service.

Part 10 Training and development

Service feature and key themes	Illustrations – 'Very Good'	Illustrations – 'weak'
Training programme	An annually reviewed training programme is in place which is available jointly to all staff who assess for any equipment, working across the service/partners.	Training courses are run occasionally, and/or only available to staff within individual services/agencies.
Training modules	A range of modules are in place which emphasise effective assessment practice and support competency across all types of equipment provision including assessing for Children's needs, specialist seating, sensory impairment….	There is lack of training opportunities to support competency in equipment provision for staff at all levels/ professions, across all service settings.
Trainers	A pool of trainers is jointly provided,	There are no designated

	from a range of professional backgrounds, across the equipment service partnership.	staff across the service partners with a equipment training provision role.
Service users and carers involvement	Service users and carers are integral to the delivery and content of the training modules e.g. use of digital stories, development of case studies, direct delivery….	There is no evidence of service users/carers experiences being reflected in the training modules.

Self Assessment Forms

Part 1 – Self Assessment Record

Section 1: Service Model

Outcomes Focus	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*

How do you rate your performance in this area?					
Level 6 excellent	**Level 5 very good**	**Level 4 good**	**Level 3 adequate**	**Level 2 weak**	**Level 1 unsatisfactory**
☐	☐	☐	☐	☐	☐

Rehabilitation perspective	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*

How do you rate your performance in this area?					
Level 6 excellent	**Level 5 very good**	**Level 4 good**	**Level 3 adequate**	**Level 2 weak**	**Level 1 unsatisfactory**
☐	☐	☐	☐	☐	☐

Strategic goals	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*

How do you rate your performance in this area?					
Level 6 excellent	**Level 5 very good**	**Level 4 good**	**Level 3 adequate**	**Level 2 weak**	**Level 1 unsatisfactory**
☐	☐	☐	☐	☐	☐

Service pathways	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*

How do you rate your performance in this area?					
Level 6 excellent	**Level 5 very good**	**Level 4 good**	**Level 3 adequate**	**Level 2 weak**	**Level 1 unsatisfactory**
☐	☐	☐	☐	☐	☐

Direct Access	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*

How do you rate your performance in this area?					
Level 6 excellent	**Level 5 very good**	**Level 4 good**	**Level 3 adequate**	**Level 2 weak**	**Level 1 unsatisfactory**
☐	☐	☐	☐	☐	☐

Overall rating for Section 1					
Level 6 excellent	**Level 5 very good**	**Level 4 good**	**Level 3 adequate**	**Level 2 weak**	**Level 1 unsatisfactory**
☐	☐	☐	☐	☐	☐

Rationale for rating (include comments on how you have weighted strengths and weaknesses in reaching your conclusions)

Note of evidence used to support your evaluation and any evidence gaps you need to fill at later stage

Priorities for Action (include areas of strong performance to be recognised and shared as well as action needed to improve performance)

Section 2: Governance

Strategic framework	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*		
How do you rate your performance in this area?					
Level 6 excellent	**Level 5 very good**	**Level 4 good**	**Level 3 adequate**	**Level 2 weak**	**Level 1 unsatisfactory**
☐	☐	☐	☐	☐	☐
Workplan	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*		
How do you rate your performance in this area?					
Level 6 excellent	**Level 5 very good**	**Level 4 good**	**Level 3 adequate**	**Level 2 weak**	**Level 1 unsatisfactory**
☐	☐	☐	☐	☐	☐
Operational & strategic roles	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*		
How do you rate your performance in this area?					
Level 6 excellent	**Level 5 very good**	**Level 4 good**	**Level 3 adequate**	**Level 2 weak**	**Level 1 unsatisfactory**
☐	☐	☐	☐	☐	☐
Overall rating for Section 2					
Level 6 excellent	**Level 5 very good**	**Level 4 good**	**Level 3 adequate**	**Level 2 weak**	**Level 1 unsatisfactory**
☐	☐	☐	☐	☐	☐

Rationale for rating (include comments on how you have weighted strengths and weaknesses in reaching your conclusions)

Note of evidence used to support your evaluation and any evidence gaps you need to fill at later stage	
Priorities for Action *(include areas of strong performance to be recognised and shared as well as action needed to improve performance)*	

Section 3: Partnership Arrangements

Partnership arrangements	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*		
How do you rate your performance in this area?					
Level 6 excellent	**Level 5 very good**	**Level 4 good**	**Level 3 adequate**	**Level 2 weak**	**Level 1 unsatisfactory**
☐	☐	☐	☐	☐	☐
Overall rating for Section 3					
Level 6 excellent	**Level 5 very good**	**Level 4 good**	**Level 3 adequate**	**Level 2 weak**	**Level 1 unsatisfactory**
☐	☐	☐	☐	☐	☐
Rationale for rating *(include comments on how you have weighted strengths and weaknesses in reaching your conclusions)*					
Note of evidence used to support your evaluation and any evidence gaps you need to fill at later stage					
Priorities for Action *(include areas of strong performance to be recognised and shared as well as action needed to improve performance)*					

Section 4: Finance

Funding arrangements and budgets for equipment provision	Brief description of current practice	Summary of strengths	Areas for improvement

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Monitoring	Brief description of current practice	Summary of strengths	Areas for improvement

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Reporting	Brief description of current practice	Summary of strengths	Areas for improvement

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Accountability against care groups/service areas	Brief description of current practice	Summary of strengths	Areas for improvement

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Business Plan	Brief description of current practice	Summary of strengths	Areas for improvement

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Overall rating for Section 4					
Level 6 **excellent**	**Level 5** **very good**	**Level 4** **good**	**Level 3** **adequate**	**Level 2** **weak**	**Level 1** **unsatisfactory**
☐	☐	☐	☐	☐	☐

Rationale for rating (include comments on how you have weighted strengths and weaknesses in reaching your conclusions)

Note of evidence used to support your evaluation and any evidence gaps you need to fill at later stage

Priorities for Action (include areas of strong performance to be recognised and shared as well as action needed to improve performance)

Section 5: Communication

Stakeholders	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*

How do you rate your performance in this area?					
Level 6 **excellent**	**Level 5** **very good**	**Level 4** **good**	**Level 3** **adequate**	**Level 2** **weak**	**Level 1** **unsatisfactory**
☐	☐	☐	☐	☐	☐

Key mechanisms & lead responsibilities	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*

How do you rate your performance in this area?					
Level 6 **excellent**	**Level 5** **very good**	**Level 4** **good**	**Level 3** **adequate**	**Level 2** **weak**	**Level 1** **unsatisfactory**
☐	☐	☐	☐	☐	☐

Overall rating for Section 5					
Level 6 **excellent**	**Level 5** **very good**	**Level 4** **good**	**Level 3** **adequate**	**Level 2** **weak**	**Level 1** **unsatisfactory**
☐	☐	☐	☐	☐	☐

Rationale for rating (include comments on how you have weighted strengths and weaknesses in reaching your conclusions)

Note of evidence used to support your evaluation and any evidence gaps you need to fill at later stage

Priorities for Action (include areas of strong performance to be recognised and shared as well as action needed to improve performance)

Section 6: Service user and carer involvement

Key mechanisms	Brief description of current practice	Summary of strengths	Areas for improvement

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Overall rating for Section 6

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Rationale for rating *(include comments on how you have weighted strengths and weaknesses in reaching your conclusions)*

Note of evidence used to support your evaluation and any evidence gaps you need to fill at later stage

Priorities for Action *(include areas of strong performance to be recognised and shared as well as action needed to improve performance)*

Section 7: Assessment and Provision of Equipment

Protocols	Brief description of current practice	Summary of strengths	Areas for improvement

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Roles & responsibilities	Brief description of current practice	Summary of strengths	Areas for improvement

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Standard & specialist provision	Brief description of current practice	Summary of strengths	Areas for improvement

How do you rate your performance in this area?					
Level 6 **excellent**	**Level 5** **very good**	**Level 4** **good**	**Level 3** **adequate**	**Level 2** **weak**	**Level 1** **unsatisfactory**
☐	☐	☐	☐	☐	☐

Professional support	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*	

How do you rate your performance in this area?					
Level 6 **excellent**	**Level 5** **very good**	**Level 4** **good**	**Level 3** **adequate**	**Level 2** **weak**	**Level 1** **unsatisfactory**
☐	☐	☐	☐	☐	☐

Overall rating for Section 7					
Level 6 **excellent**	**Level 5** **very good**	**Level 4** **good**	**Level 3** **adequate**	**Level 2** **weak**	**Level 1** **unsatisfactory**
☐	☐	☐	☐	☐	☐

Rationale for rating *(include comments on how you have weighted strengths and weaknesses in reaching your conclusions)*

Note of evidence used to support your evaluation and any evidence gaps you need to fill at later stage

Priorities for Action *(include areas of strong performance to be recognised and shared as well as action needed to improve performance)*

Section 8: Store Service

Service level agreement	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*	

How do you rate your performance in this area?					
Level 6 **excellent**	**Level 5** **very good**	**Level 4** **good**	**Level 3** **adequate**	**Level 2** **weak**	**Level 1** **unsatisfactory**
☐	☐	☐	☐	☐	☐

Roles & core functions	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*	

How do you rate your performance in this area?					
Level 6 **excellent**	**Level 5** **very good**	**Level 4** **good**	**Level 3** **adequate**	**Level 2** **weak**	**Level 1** **unsatisfactory**
☐	☐	☐	☐	☐	☐

Store staff	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*	

How do you rate your performance in this area?					

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Retrieval, decontamination & recycling	*Brief description of current practice*	*Summary of strengths*	Areas for improvement		

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Repairs, servicing & maintenance	*Brief description of current practice*	*Summary of strengths*	Areas for improvement		

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

IT ordering system	*Brief description of current practice*	*Summary of strengths*	Areas for improvement		

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Stock control & storage	*Brief description of current practice*	*Summary of strengths*	Areas for improvement		

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Core stock & non-stock orders	*Brief description of current practice*	*Summary of strengths*	Areas for improvement		

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Equipment review	*Brief description of current practice*	*Summary of strengths*	Areas for improvement		

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Procurement	*Brief description of current practice*	*Summary of strengths*	Areas for improvement		

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Delivery & transportation	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*		

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Health & Safety	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*		

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Demonstration & training facilities	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*		

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Overall rating for Section 8

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Rationale for rating *(include comments on how you have weighted strengths and weaknesses in reaching your conclusions)*

Note of evidence used to support your evaluation and any evidence gaps you need to fill at later stage

Priorities for Action *(include areas of strong performance to be recognised and shared as well as action needed to improve performance)*

Section 9: Performance

Service objectives	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*		

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory

	☐	☐	☐	☐	☐	☐

Service standards	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Performance indicators	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Overall rating for Section 9

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Rationale for rating *(include comments on how you have weighted strengths and weaknesses in reaching your conclusions)*

Note of evidence used to support your evaluation and any evidence gaps you need to fill at later stage

Priorities for Action *(include areas of strong performance to be recognised and shared as well as action needed to improve performance)*

Section 10: Training and Development

Training programme	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Training modules	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Trainers	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Service user & carer involvement	*Brief description of current practice*	*Summary of strengths*	*Areas for improvement*

How do you rate your performance in this area?

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Overall rating for Section 10

Level 6 excellent	Level 5 very good	Level 4 good	Level 3 adequate	Level 2 weak	Level 1 unsatisfactory
☐	☐	☐	☐	☐	☐

Rationale for rating *(include comments on how you have weighted strengths and weaknesses in reaching your conclusions)*

Note of evidence used to support your evaluation and any evidence gaps you need to fill at later stage

Priorities for Action *(include areas of strong performance to be recognised and shared as well as action needed to improve performance)*

Part 2 - Summary of self-evaluation and Action required

Overall rating Section 1: Service Model

Level 6 Excellent	Level 5 Very Good	Level 4 Good	Level 3 Adequate	Level 2 Weak	Level 1 Unsatisfactory
☐	☐	☐	☐	☐	☐

Summary of strengths and weaknesses

Key Action required (including timescales)

Overall rating Section 2: Governance

Level 6 Excellent	Level 5 Very Good	Level 4 Good	Level 3 Adequate	Level 2 Weak	Level 1 Unsatisfactory
☐	☐	☐	☐	☐	☐

Summary of strengths and weaknesses

Key Action required (including timescales)

Overall rating Section 3: Partnership Arrangements

Level 6 Excellent	Level 5 Very Good	Level 4 Good	Level 3 Adequate	Level 2 Weak	Level 1 Unsatisfactory
☐	☐	☐	☐	☐	☐

Summary of strengths and weaknesses

Key Action required (including timescales)

Overall rating Section 4: *Finance*

Level 6 Excellent	Level 5 Very Good	Level 4 Good	Level 3 Adequate	Level 2 Weak	Level 1 Unsatisfactory
☐	☐	☐	☐	☐	☐

Summary of strengths and weaknesses

Key Action required *(including timescales)*

Overall rating Section 5: *Communication*

Level 6 Excellent	Level 5 Very Good	Level 4 Good	Level 3 Adequate	Level 2 Weak	Level 1 Unsatisfactory
☐	☐	☐	☐	☐	☐

Summary of strengths and weaknesses

Key Action required *(including timescales)*

Overall rating Section 6: *Service User and Carer Involvement*

Level 6 Excellent	Level 5 Very Good	Level 4 Good	Level 3 Adequate	Level 2 Weak	Level 1 Unsatisfactory
☐	☐	☐	☐	☐	☐

Summary of strengths and weaknesses

Key Action required *(including timescales)*

Overall rating Section 7: *Assessment and Provision of Equipment*

Level 6 Excellent	Level 5 Very Good	Level 4 Good	Level 3 Adequate	Level 2 Weak	Level 1 Unsatisfactory
☐	☐	☐	☐	☐	☐

Summary of strengths and weaknesses

Key Action required (including timescales)

Overall rating Section 8: *Store Service*

Level 6 Excellent	Level 5 Very Good	Level 4 Good	Level 3 Adequate	Level 2 Weak	Level 1 Unsatisfactory
☐	☐	☐	☐	☐	☐

Summary of strengths and weaknesses

Key Action required (including timescales)

Overall rating Section 9: *Performance*

Level 6 Excellent	Level 5 Very Good	Level 4 Good	Level 3 Adequate	Level 2 Weak	Level 1 Unsatisfactory
☐	☐	☐	☐	☐	☐

Summary of strengths and weaknesses

Key Action required (including timescales)

Overall rating Section 10: Training and Development					
Level 6 Excellent	**Level 5 Very Good**	**Level 4 Good**	**Level 3 Adequate**	**Level 2 Weak**	**Level 1 Unsatisfactory**
☐	☐	☐	☐	☐	☐
Summary of strengths and weaknesses					
Key Action required (including timescales)					

THE SIX- POINT EVALUATION SCALE

LEVEL	DEFINITION	DESCRIPTION
Level 6	Excellent	Excellent or outstanding
Level 5	Very Good	Major strengths
Level 4	Good	Important strengths with some areas for improvement
Level 3	Adequate	Strengths just outweigh weaknesses
Level 2	Weak	Important Weaknesses
Level 1	Unsatisfactory	Major weaknesses

Taken together with the illustrations in Section 5, the definitions below for each point on the six point scale will assist users of the guide in arriving at reliable gradings for the services they are evaluating.

An evaluation of' **'excellent'** will apply to provision that is a model of its type:
- Service user outcomes and experiences will be of a very high level.
- An evaluation of *excellent* will represent an outstanding standard of leadership, management, and service delivery that others will aspire to equal and emulate.
- It will imply these very high levels of performance are sustainable and sustained.

An evaluation of **'very good'** will apply to provision characterised by major strengths:
- There will be very few areas for improvement and any that do exist will not significantly diminish service user outcomes and experiences.
- Evaluations of *'very good'* will represent a high standard of leadership, management, and service delivery.
- Strength will completely outweigh weaknesses, but there will be clear areas where things can get better.
- It is a highly achievable standard that all should attain.
- Services may continue 'as are'. However, there should be an intention to improve further and aim for excellent services.

An evaluation of **'good'** will apply to provision characterised by important strengths which, taken together, clearly outweigh any areas for improvement:
- An evaluation of *good* represents a standard of provision in which the strengths have a significant positive impact. Strength will significantly outweigh weaknesses.
- An evaluation of *'good'* will apply to performance where significant improvement is possible and where there are important strengths to build upon.

An evaluation of *'adequate'* will apply to provision characterised by strengths that just outweigh weaknesses:

- An evaluation of *'adequate'* will indicate that service users have access to a basic level of provision.
- It represents a standard where the strengths have a positive impact on service users' outcomes and experiences.
- Most users will experience a competent and professional service, but obvious weaknesses will constrain the overall quality of outcomes and experiences.
- It will indicate that local authority should take robust action to fix weaknesses while building on its strengths.

An evaluation of *'weak'* will apply to provision that has some strengths, but where there will be important weaknesses:

- In general, an evaluation of *weak* will mean that while there may be some strengths, the important weaknesses will diminish the capacity to deliver good outcomes for users.
- It will indicate the need for structured and planned action on the part of the local authority.

An evaluation of *'unsatisfactory'* will apply when there are major weaknesses in provision in critical aspects:

- This will require urgent investigation of the practices behind this performance and immediate remedial action – particularly where there are clear risks to users or the public arising from the unsatisfactory practice.

In almost all cases, employees responsible for unsatisfactory provision will need support from senior managers in planning and implementing improvement. This may involve working alongside other employees or agencies out with the local authority.

GOOD PRACTICE GUIDE FOR THE PROVISION OF COMMUNITY EQUIPMENT SERVICES and THE PIM

Appendix 2

1.SERVICE MODEL	2.GOVERNANCE	3.PARTNERSHIP ARRANGEMENTS	4.a)FINANCE	5.COMMUNICATION	6.SERVICE USER AND CARER INVOLVEMENT	7.ASSESSMENT AND THE PROVISION OF EQUIPMENT	8.STORE SERVICE	9.PERFORMANCE	10.TRAINING
Outcomes focus Rehab perspective Strategic goals Service pathways Direct Access	Strategic framework Workplan Operational & Strategic goals	Partnership arrangements	Funding arrangements and budgets Monitoring Reporting Accountability Business plan	Stakeholders Key mechanisms and lead responsibilities	Key mechanisms	Protocols Roles and responsibilities Standard and specialist provision Professional support	Service level agreement Role and core functions Store staff Retrieval, decontamination, and recycling Repairs, servicing, and maintenance IT ordering system Stock control and storage Core stock and non-stock orders Equipment review Procurement Delivery and transportation Health & safety Demonstration and training facilities	Service objectives Service standards Performance indicators	Training programme Training modules Trainers Service user and carer involvement

4.b) RESOURCES

Lead personnel

1. Key Outcomes **PIM**

8. Resources and capacity building **PIM**

4. Impact on the community **PIM**

6. Policy and service development, planning and performance management **PIM**

9. Leadership and direction **PIM**

3. Impact on employees **PIM**

6. Policy and service development planning and performance management **PIM**

5. Delivery of key processes **PIM**

1. Key Outcomes **PIM**

7. Management and support of employees **PIM**

2. Impact people who use our services **PIM**

7. Management and support of employees **PIM**

10. Capacity for improvement **PIM**