

- Legal
- Finance Helen Murphy
- Other Chief Officers
- 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

Community Protection Overview and Scrutiny Committee

5th September 2006

EFQM Assessment Results and Action Plan

Report of the Strategic Director of Community Protection and County Fire Officer

Recommendation

For Members note the report and approve the prioritised key themes for improvement.

1.0 Introduction

- 1.1 In accordance with Warwickshire County Council policy, the Service utilises the EFQM Excellence Model as a tool for continuous improvement. In 2005/06 the Service prepared a summary EFQM submission document for assessment by Excellence in Business, which accompanied the CPA self-assessment. The rationale for this approach was that a large proportion of the EFQM criterion had been assessed via the CPA process and therefore, a link document was produced covering elements of the EFQM model not assessed.
- 1.2 Given that the Service had undertaken a three day peer review and five day Audit Commission CPA assessments during March and April 2005 respectively, a one day EFQM site visit programme was agreed. In addition, the Service utilised the services of Excellence in Business to undertake process mapping and important activity for key Human Resources (HR) processes. This involved members of staff from HR and others as internal customers.

2.0 Assessment Results

- 2.1 In demonstration of the progress made by the Service in recent years (including a 'Good' CPA rating) the overall score for the Service improved from score band 350-400 to 400-450 points. This compares with exemplar companies such as TNT, that on average achieve scores in the region of 700 – 750 points.
- 2.2 The feedback report has identified a number of areas of best practice, these include:
 - Improving approach to consultation and engagement.
 - Close co-operative work with the Police, including shared targets.

- Staff are perceived as being free at all levels to air their views and there are a variety of means to achieve this. Senior officers visit staff on site and meaningful and frank discussions take place.
- Staff are clear about what is expected of them (83% of respondents of the annual staff survey 2005).
- Effective dialogue with partners in the changing of priorities.
- Community leadership is strong and there are some excellent examples of partnering and working within the community which is well received by partners and the wider community. The Authority is held in very high regard by key/influential partners and other emergency service providers.
- Above average performance in many indicators underpinned by the introduction of the area risk managers.
- Improved performance in at least 50% of incident response indicators and a number of indicators in the upper quartile.

2.3 The Service has agreed and prioritised three key improvement themes over the next 2-3 years, which are listed below. The key improvement themes are consistent with the development areas identified within the CPA Improvement Plan.

Key improvement themes	Action Taken or Planned
<p>Business and Operational Planning: Following the move to the area risk based structure there is an opportunity to formalise the approach to the business planning process which in turn will enable the Service to further imbed its approach to performance management and address the need to improve the alignment of business and operational planning.</p>	<p>A medium term approach to the development of the 2006/07 Service Plan is being implemented and includes involvement of all operational managers and staff.</p> <p>The performance management arrangements from 2006/07 will be extended to include reports on Finance and HR aspects. This will provide an overall picture of performance when analysing operational activity.</p>
<p>Communication: There is an opportunity to utilise the changes in structure to address the ongoing issue in relation to communication and feedback. Staff have, in the last year, had a much greater opportunity to share their views and feedback on what is working well and where there is room for further improvement. On this basis the Service may wish to consider establishing a cross representative group of staff to identify some bespoke improvement projects.</p>	<p>Following the results of the 2005 staff survey the Service has set up a number of staff focus groups facilitated by an independent consultant. The feedback report is awaited and the outcomes will be considered and a prioritised action plan produced.</p> <p>A programme of Policy Board visits for 2006/07 has been agreed and launched.</p> <p>With the formation of the Community Protection Directorate, a Business Change Group has been established. Communication is an aspect that is being considered by the Group, which includes the production of a modernisation bulletin.</p>

Key improvement themes	Action Taken or Planned
<p>Financial Planning: There is a need to improve the linkages between business and operational planning and the financial planning cycle within the County Council. Whilst linked to the business and operational planning there is an opportunity here to establish a specific improvement team to develop an improved model that enables the service to link its approach to assessing risk, resource planning and planning and budgeting.</p>	<p>A medium term approach to the development of the 2006/07 Service Plan is being implemented and includes involvement of all operational managers and staff. The outcome will be a Service Plan that is fully costed in accordance with the requirements for CPA.</p> <p>The development of a Service specific medium term financial plan, that links to the County medium term financial plan.</p> <p>The risk management arrangements are being reviewed to align with the County Council model and will be implemented during 2006/07.</p>

3.0 Conclusion

- 3.1 The improvement activity outlined above will form part of a prioritised set of projects that will be incorporated in the 2006/07 Service Plan. The Service Plan will aim to contribute to the delivery of two larger programmes of change, Warwickshire County Council and Fire and Rescue Service modernisation.

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June 2006