

**AGENDA MANAGEMENT SHEET**

**Name of Committee** Resources, Performance & Development Overview & Scrutiny Committee

**Date of Committee** 25<sup>th</sup> July 2006

**Report Title** Using the EFQM Excellence Model to Assess Departments

**Summary** This paper gives background on how the County Council uses the EFQM Excellence Model to assess departments. It serves as an introduction to the reports on assessments from individual departments.

**For further information please contact:**

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**Would the recommended decision be contrary to the Budget and Policy Framework?** No.

**Background papers** Departmental EFQM submission and feedback reports

**CONSULTATION ALREADY UNDERTAKEN:-** Details to be specified

- Other Committees  .....
- Local Member(s)  N/A
- Other Elected Members  .....
- Cabinet Member  .....
- Chief Executive  .....
- Legal  David Carter
- Finance  .....
- 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  .....

## Agenda No

### Resources, Performance & Development Overview & Scrutiny Committee – 25<sup>th</sup> July 2006.

## Using the EFQM Excellence Model to Assess Departments

### Report of the Strategic Director of Performance & Development

#### Recommendation

That the Resources, Performance & Development Overview and Scrutiny Committee note:

- The background information on the Council's EFQM process as context for considering the assessment feedback reports on this agenda
- That the process is currently under review

#### 1. Background

The European Foundation for Quality Management (EFQM) Excellence model is used widely in the public and private sectors, both in the UK and Europe. It gives a picture of what an excellent organisation looks like; against which we can rigorously compare ourselves. It is used to tell us how good we are at the moment, and identify where improvements are needed.

A number of principles underlie the model, including a focus on what results are actually achieved, customers' perceptions, and how they are served, and the importance of continuously improving. A brochure from the British Quality Foundation is attached to give you more information about the EFQM model.

In Warwickshire County Council we have used assessment against the EFQM Excellence model as a key part of our performance management process, since 1998. This ensures that every department is systematically assessed on a regular basis to help measure continuous improvement and to highlight areas for concern.

Full EFQM assessments use external assessors and are carried out every two years, the previous one being in 2003. In intermediate years, e.g. 2004, departments carried out self-assessments.

## **2. The Departmental Assessment Process 2005**

In 2005, full EFQM departmental assessments took place, based on external assessors. Departments were given the freedom to choose which organisation to use as part of their assessment.

The external assessors, which were used, were:

- Midlands Excellence – Regional EFQM awards
- British Quality Foundation (BQF) – National EFQM awards
- Consultants appointed through tender – Excellence in Business, who were supported by WCC internal assessors

The assessment took place between July and December. For the Excellence in Business processes, internal assessors were used to assess four departments, giving an opportunity to use some WCC assessors with previous experience and others who had been through training courses.

The assessment results have now been received and departments have considered their feedback reports, discussed and prioritised the areas identified for improvement, to take forward into their 2006/07 service planning.

## **3. Reporting Assessment Feedback**

### **3.1. Reports**

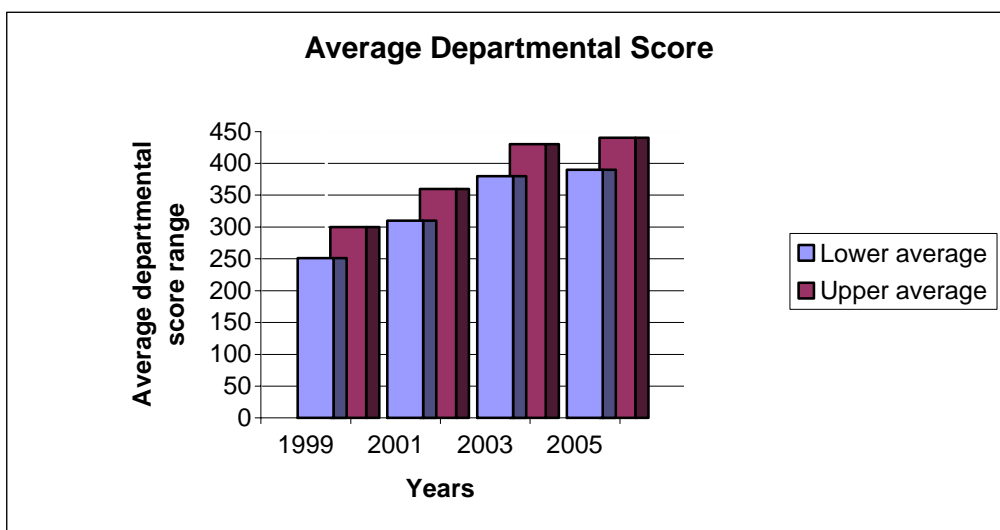
Each department is producing a report on the results of their assessment, and the key improvement actions that they are putting in place. Comparing assessment results over time will demonstrate to Members what improvement is being achieved.

### **3.2. Scores**

The scoring system used as part of the assessment process is a means of rating the organisation being assessed; this allows a measure of the amount of improvement from one assessment to the next. It also allows us to compare ourselves with the 'best in class' from both public and private sectors, in the form of winners of regional, national and European awards. As a guide, overall winners of regional awards tend to be in the 500-550 score range, with winners within classes typically 400-450, and 600-650 for national. Note that scores are not precise but generally awarded as a 50-point range.

Scores are also broken down against each of the 9 criteria of the model (e.g. leadership, policy & strategy, customer satisfaction etc). So you can see where departments' strengths lie, and where there is most room for improvement.

The average of the departmental scores is a Corporate Headline Indicator (CHI) for the County Council. This has risen over the last few years, as shown in the graph. However, as an organisation gets better, it becomes more difficult to show measurable improvement against the model.



#### 4. Next Steps

Resources, Performance & Development Overview & Scrutiny Committee is asked to note this report giving the background information to the feedback reports on this agenda, relating to EFQM assessments of the CAMS, Treasurers, Property Services and Chief Executive’s departments.

We are currently looking at how the EFQM assessment process will be used in the future and the advantages and disadvantages of applying it across the whole organisation rather than individually to directorates.

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