AGENDA MANAGEMENT SHEET

Name of Committee	**Resources, Performance And Development Overview And Scrutiny Committee**
Date of Committee	**20 July 2006**
Report Title	**Chief Executive's Department EFQM assessment 2005**
Summary	This report provides information on the outcome of the Chief Executive's Department EFQM assessment undertaken in 2005
For further information please contact:	Hilary Preedy Improvement and Support Services Manager Tel: 01926 736100 hilarypreedy@warwickshire.gov.uk
Would the recommended decision be contrary to the Budget and Policy Framework?	No.
Background papers	None

CONSULTATION ALREADY UNDERTAKEN:- Details to be specified

Other Committees	☐	....
Local Member(s)	☒	Not applicable
Other Elected Members	☒	Cllrs David Booth, George Atkinson and Bob Hicks
Cabinet Member	☒	Councillor Peter Fowler
Chief Executive	☐	....
Legal	☒	Strategic Director of Performance and Development
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 and Development Overview and Scrutiny Committee - 20 July 2006.

Chief Executive's Department EFQM assessment 2005

Report of the Strategic Director of Performance and Development

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Recommendation

The O&S Committee is asked to:
 a) Consider the outcome of the Chief Executive's department's assessment.
 b) Endorse the improvement actions identified.
 c) Request any additional information required

Introduction

1   The EFQM assessment of the Chief Executive's department was undertaken in 2005 by a team of internal assessors, led by external consultants from Excellence in Business. The team followed a structured process in order to carry out the assessment, which involved:

- A desk-based review of the Chief Executive's submission documentation;
- A planning meeting to establish people to be interviewed and documents to be reviewed;
- A targeted site visit to establish key strengths, areas for development and recommendations for improvement;
- A consensus meeting;
- A feedback session to the Departmental Management Team.

2   The overall score for the department was 401-500, which was the same score as the 2003 assessment. A copy of the executive summary, together with a visual comparison of the scores between the 2003 and 2005 assessments is included at Appendix 1 to this report. A copy of the full feedback report is available on request.

3   In addition to detailed comments in relation to the nine criteria of the EFQM model, the feedback report identified best practice in relation to the department and development issues as follows:

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Identified best practice

- The department's investment in its leadership capacity, including its Managers' Conference, 360 degree appraisal and management development programme;
- *'Steps to Excellence'*, the department's organisational development strategy, provides the framework for reinforcing a culture of excellence. It focuses on five key areas and has identified a number of actions for the period of the strategy;
- The department has used its performance management information and external challenge to improve;
- Area committees and area offices have real potential to enhance community leadership and deliver real results locally;
- The robust approach to process mapping and the change control procedure has enabled the department to identify its improvement priorities and demonstrate continuous improvement in processes.

Identified development issues

- Strengthening the department's long-term strategic view of the management of its finances, people, buildings or equipment to deliver future plans;
- Greater clarity about the department's approach to partnership working and the impact of key partnerships properly evaluated;
- Review the impact and effectiveness of internal and external consultation approaches more systematically.
- Review performance indicators, targets and benchmarking;
- Strengthen performance management at divisional, team and individual levels

4   As a result of the assessment, the department has reviewed and developed its organisational development strategy in order to build on the strengths identified and to address the development issues. In doing so, it has also taken account of the findings of the corporate staff survey undertaken in June 2005. The strategy is intended to develop the culture and identity of the department and is built around four key areas, people, performance, knowledge and information, and processes, resources and structures. The strategy, and its implementation, is a key focus for taking forward the new Performance and Development Directorate.

5   Challenging targets have been set in each of the areas of the strategy and these will be measured through the staff survey and the next EFQM assessment.

6   A detailed action plan is in place to deliver the four action areas of the strategy. Further detail of each area is set out below:

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People
- Development of leadership and management qualities
- Effective workforce planning
- Skilled, competent and flexible staff

Performance
- Clear accountabilities and responsibilities
- Robust performance management framework
- Scheme of delegation

Knowledge and Information
- Document and records management
- Knowledge management
- Customer engagement

Processes, resources and structures
- Process re-engineering
- Business continuity
- Provision of up-to-date management information
- Maximisation of our resources to deliver efficiency and effectiveness

DAVID CARTER
Strategic Director of
Performance and
Development

Shire Hall
Warwick

29 June 2006

Warwickshire
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KEY THEMES

The Chief Executive's department plays a key role in developing the corporate vision and has aligned its business plan objectives with this strategic framework. It is ensuring leadership capacity by identifying management competencies, investing in a management development programme and ensuring appropriate levels of delegation.

It has the structures and review mechanisms in place to ensure develop and improve its approach to management and has mechanisms in place to interact with internal and external customers. The Department's organisational development strategy, *'Steps to Excellence'*, provides the framework for reinforcing a culture of excellence. It also has clear processes to ensure that its current workforce has the capacity to achieve its aims.

The department has enhanced the Council's capacity by taking a lead on external partnership working. It has clear annual budget-setting processes and manages its resources, such as buildings and ICT effectively.
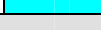
It has a clearly mapped out and robust approach to identifying and improving its key processes. It is able to demonstrate process improvements over time. It has a clearly defined performance management framework that includes an overall assessment of improvement against key indicators. Where it has established clear indicators, targets and comparisons, it is able to show performance results over time.

However, there remain unresolved tensions around the corporate and departmental roles that the department exercises. Service level agreements (where in place) and chief officer 1-2-1 meetings are the main forum for discussion of improvements with internal customers, but these are not always perceived as being truly collaborative.

It has not yet ensured consistency and clarity in the way that its leaders consult. As a result, some partners perceive the department is failing to respond to their views. Nor has it ensured a consistent and effective approach to appraisals and some staff are unclear about their contribution to the strategic aims.

There is presently a lack of SMART outcome-focussed targets and effective performance management arrangements in many key partnerships, such as the local strategic partnerships. As a result, many partnerships have yet to demonstrate a real impact. It also has yet to take a longer-term strategic approach to the management of resources, buildings or equipment.

The absence of clear targets and apparent base lining of performance against benchmarks in a number of areas means that it is not possible to contextualise the levels of performance or the rate of improvement. It also makes it difficult to demonstrate the real impact of much of the improvement activity related to the enabler criteria. Performance management tends to be focused at the Departmental level, but is less effective at the Divisional and team levels. Departmentally, it is not clear that the boundary between performance monitoring and performance management has been truly crossed. At the Divisional and team level, it is not clear that the approach to performance monitoring is fully or consistently embedded.

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CX Dept 2005 EFQM scores

Legend	
Green	Improved since 2003
Orange	Same as 2003
Red	Declined since 2003
Cyan	New criterion part

Leadership	1-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
1a							green			
1b					green					
1c					red					
1d						green				
1e				cyan						

Policy and Strategy	1-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
2a							green			
2b						green				
2c					red					
2d							green			
2e						green				

People	1-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
3a				red						
3b					green					
3c				orange						
3d				orange						
3e					green					

Partnerships and Resources	1-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
4a					orange					
4b					orange					
4c					orange					
4d				orange						
4e					green					

Processes	1-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
5a							green			
5b						orange				
5c							green			
5d							green			
5e							green			

Customer Results	1-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
6a			red							
6b		red								

People Results	1-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
7a					green					
7b					green					

Society Results	1-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
8a	orange									
8b	green									

Key Performance Results	1-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
9a					red					
9b			red							

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