

**AGENDA MANAGEMENT SHEET**

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

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

**Report Title** 2005 EFQM Assessment of the CAMS, Property Services and Treasurer's Departments

**Summary** This report outlines the strengths and areas for consideration identified during the most recent EFQM assessments of CAMS, Property Services and Treasurer's. Development activities will be consolidated into a combined plan for the Resources Directorate.

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

**Background papers** EFQM Submission Documents and Feedback Reports

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

- Other Committees  .....
- Local Member(s)  .....
- Other Elected Members  .....
- Cabinet Member  Cllr. Cockburn
- Chief Executive  Monica Fogarty, Head of Change Management
- Legal  .....
- 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 And Scrutiny Committee - 25<sup>th</sup> July 2006.

#### 2005 EFQM Assessment of the CAMS, Property Services and Treasurer's Departments

#### Report of the Strategic Director of Resources

##### **Recommendation**

That the Committee notes the progress made in the use of the EFQM model by the CAMS, Property Services and Treasurer's Departments, and the consolidated development activities that the Resources Directorate have incorporated into the 2006/07 Business Plan.

### 1. Introduction

- 1.1 The European Foundation for Quality Management (EFQM) model is an internationally recognised model used by organisations in all market sectors to structure, and assess the effectiveness of, their business processes.
- 1.2 The EFQM model has been used within departments of the Council for a number of years. Most departments have followed the informal policy of making a submission to an external assessment body every two years.
- 1.3 This report outlines the strengths and areas for consideration identified during the most recent EFQM assessments of CAMS, Property Services and Treasurer's.
- 1.4 We have put in place a process to ensure that any items of good practice currently employed by one or more areas of the organisation are captured and made use of, rather than lost, as a consequence of the implementation of 'New Ways of Working'.
- 1.5 Similarly, any areas for consideration and weaknesses will be acted upon and factored into the design and delivery of services under the new structure. Improvement activities identified will be consolidated into a combined plan for the Resources Directorate.

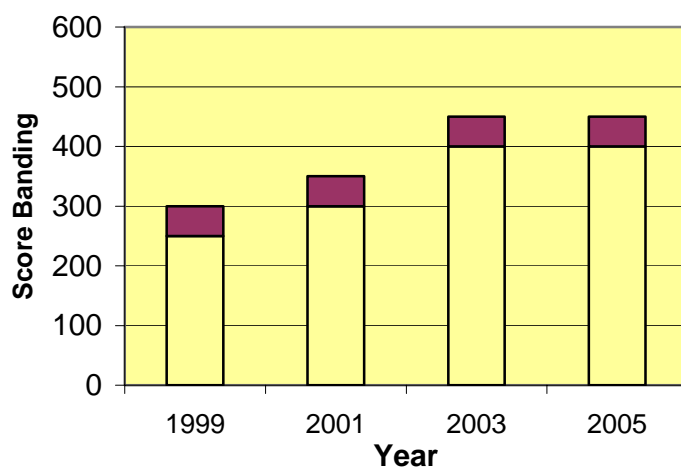
## 2 Achievements Using the EFQM Model

- 2.1 In recent years, all three departments have enjoyed a high level of success at both regional and national awards.
- 2.2 CAMS – Have used assessment teams comprising external EFQM experts and peers from other departments for their 2001 and 2005 assessments. This has proved highly effective in terms of drawing on good practice from both within the Council and other class-leading organisations. They also entered the 2003 Midlands Excellence Awards.
- 2.3 Property Services – Having previously been a ‘Prize Winner’ in the Midlands Excellence Awards, entered the British Quality Foundation UK Excellence Awards in 2001. They were short-listed as ‘Finalists’ in the 2003 Midlands Excellence Awards and built on this success in 2005 by again becoming a ‘Prize Winner’. They were highly commended in their category, and also awarded ‘Investor in Excellence’ status in recognition of their achievements.
- 2.4 Treasurer’s – Having previously been ‘Finalist’ and then three times ‘Prize Winners’, were overall ‘Award Winners’ at the 2001 Midlands Excellence Awards, and have subsequently been ‘Recognised for Excellence in Europe’ at the 2003 and 2005 British Quality Foundation UK Excellence Awards.

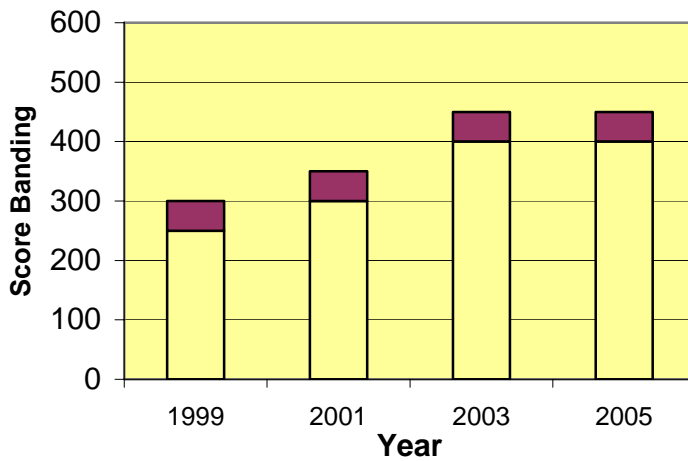
## 3 Scoring Profile

- 3.1 Although the emphasis of EFQM is on continuous improvement, the scoring profile of each of the three departments give a clear indication of the effort put into improving and sustaining performance over recent years.
- 3.2 Scores are allocated in bandings of 50 points (e.g. 401-450)

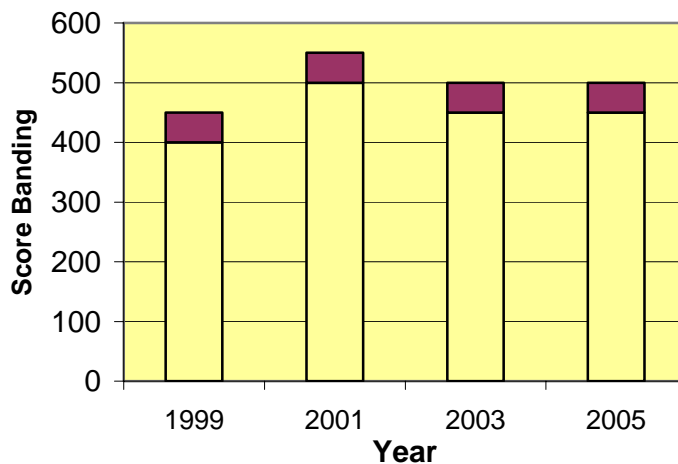
**CAMS EFQM Scoring Profile**



### Property Services EFQM Scoring Profile



### Treasurer's EFQM Scoring Profile



## 4 Strengths and Areas for Consideration

4.1 During the 2005 round of assessment, the following were identified as the main strengths and areas for consideration for each of the three departments.

### 4.2 CAMS

#### Strengths:

- There is clear evidence that all leaders and managers were involved in a fundamental review of the Department's future aims leading to a revised Vision, Mission and a statement of Values.
- Personal leadership skills are reviewed and improved by several methods including Upwards Appraisal, staff survey, and the Competency Framework. There is evidence of improved leadership across the Department resulting from these reviews.

- The Managers Forum provides an excellent platform to enable collaboration and sharing of ideas/good practice amongst the Department's 50 leaders.
- The Director personally communicates the Vision, Mission, Values and key policies & strategies to all new starters at the Shire Hall. Managers at other locations follow this
- Risk management is an integral part of the business planning process for all services e.g. risks are identified and analysed for both service risks and for those associated with change initiatives.
- All Shire Hall based staff receive an annual appraisal to review performance, set targets and agree training & development for the following 12 months.

#### **Areas for consideration:**

- Although there is evidence that leaders recognise and subscribe to the Values, the expectations of leaders have not been explicitly articulated through the management structure which may be inhibiting their ability to fully act as role models, behaving in a manner consistent with the Department's Values.
- There is some evidence that leaders do not always communicate or explain the reasons for change to site based staff (or the method used does not always ensure the change is understood/comprehended by staff).
- There is limited evidence that the evaluation of stakeholder awareness is being used to improve the communication of policy and strategy as many of the measures referred to show a significantly declining trend.
- There is limited evidence to demonstrate that the Department uses the annual Appraisal or other mechanisms to capture the information and knowledge accumulated by staff in order to share it with others.
- Many of the partnerships identified by CAMS appear to operate as customer/supplier or informal relationships and there is no clear approach to the management and development of these partnerships to ensure they add value for the customer or directly benefit the organisation.

### **4.3 Property Services**

#### **Strengths:**

- The department makes good use of ICT to improve its services to stakeholders and the performance of staff.
- A very strong commitment to training and professional development.
- A commitment to quality through the Quality Management System, accredited to ISO 9000:2000.
- Managers have regular meetings with customers and there is a strong partnering philosophy.

- One third of the department has been involved in EFQM Excellence Workshops over the past seven years.

#### **Areas for consideration:**

- The scoring on the enablers would be improved by more comprehensive evidence of assessment and review.
- Targets and benchmarks need to be expanded and the rationale for them explained.
- There does not appear to be a process to ensure that the outputs from learning activities and benchmarking are fed into policy and strategy.
- More clarity required over business continuity and risk management
- More evidence required of measurement, assessment and review of all approaches described.

#### **4.4 Treasurer's**

##### **Strengths:**

- A rolling 3-year business plan that defines the medium term strategic direction (incorporating clear vision, mission, objectives and values) is reviewed via the performance management system. The business plan and management meetings are structured using the EFQM criteria.
- There is evidence of the organization understanding customer needs and working with major customers to meet their expectations and to ensure consistency in the delivery of policies and strategies.
- Performance against a wide range of indicators within the department business plans and group service plans is regularly reviewed and use via the business planning process to support the review and development of policy and strategy.
- There is a strong focus on care, development and recognition of staff. All staff are given the opportunity to be involved in the development of plans and to assess and review policies. They are given a number of opportunities to become involved in working groups outside their normal working arena.
- The department had identified three categories of partnerships each with its own management arrangements. They were handled differently according to the nature of the partnerships to ensure that their needs were met and added value could be gained where appropriate.

##### **Areas for consideration:**

- Given the wide range of stakeholder needs and improvement activities that are identified by the management team, it may be beneficial to implement a structured process for prioritising them.
- As part of a more consistent and integrated approach to career development, the department could consider a more structured and

consistent top-down approach to the planning and of training and development and succession planning.

- The department could consider how the impact of new technologies on its design and development of services can be better understood or anticipated so that its services can better anticipate customer requirements.
- There seems to be little or no benchmarking for a number of areas. The department may wish to consider seeking benchmarking opportunities, both within the Council and with public and private sectors.
- Whilst the results presented are generally positive, explanations are not provided as to why some targets have not been met and what is being done to improve performance.

## **5 Development Activities 2006/07**

- 5.1 The Resources Directorate Management Team are in the process of agreeing planned improvement activities, taking into account the areas for consideration that have been identified. These activities have been incorporated into the 2006/07 Business Plan with key targets and measurable outcomes identified.
- 5.2 One of the first planned activities taking place during 2006/07 is the consolidation of departmental practices from the three merging departments. We are doing this using the EFQM model, and the Organisational and Service Development Group have constructed a model of where the directorate currently is and where it aspires to be. This gives a clear indication of the main areas of development required and will enable the Directorate Management Team to prioritise actions.
- 5.3 The most recent EFQM submissions and feedback reports, and the collective knowledge of officers involved in making those submissions, have been used as the primary input to this activity, enabling all areas for consideration to be addressed as part of the process, as well as ensuring that all existing strengths and good practice have been captured and factored into the process.

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