

<b>REPORT REFERENCE NO.</b>	<b>APRC/17/2</b>
<b>MEETING</b>	<b>AUDIT &amp; PERFORMANCE REVIEW COMMITTEE</b>
<b>DATE OF MEETING</b>	<b>18 JANUARY 2017</b>
<b>SUBJECT OF REPORT</b>	<b>EUROPEAN FOUNDATION QUALITY MANAGEMENT (EFQM) – COMMITTED TO EXCELLENCE (C2E) OUTCOMES AND NEXT STEPS</b>
<b>LEAD OFFICER</b>	<b>Area Manager – Organisational Assurance</b>
<b>RECOMMENDATIONS</b>	<i>That the report be noted.</i>
<b>EXECUTIVE SUMMARY</b>	The paper set out the next steps for EFQM progression by incorporating planned activities into relevant departmental plans.
<b>RESOURCE IMPLICATIONS</b>	Contained from within existing resources.
<b>EQUALITY RISKS AND BENEFITS ASSESSMENT (ERBA)</b>	Not applicable.
<b>APPENDICES</b>	A. EFQM Committed to Excellence Feedback Report. B. C2E Areas for Improvement
<b>LIST OF BACKGROUND PAPERS</b>	Nil.

## **1. BACKGROUND**

- 1.1 The Devon & Somerset Fire & Rescue Service (hereinafter referred to as “the Service”) successfully undertook an EFQM Committed to Excellence (C2E) Assessment in November 2016. The C2E assessment was carried out by 2 experienced assessors from the British Quality Foundation (BQF) who awarded the Service with C2E 2\* (the highest award for this level of assessment).
- 1.2 The full feedback report has been included at Appendix A of this report.
- 1.3 The C2E report identified key strengths and areas for improvement against the 9 sections of the EFQM Excellence Model.
- 1.4 The objective of this report is to set out the approach for how the Service is to take forward the areas for improvement in readiness for the Recognised for Excellence (R4E) assessment, currently planned for mid-2017.

## **2. C2E AREAS FOR IMPROVEMENT**

- 2.1 The Service’s Organisational Assurance Team has collated all of the identified C2E areas for improvement in the table presented in Appendix B.
- 2.2 The areas for improvement have been themed, combined (where appropriate) and prioritised based upon the impact on the R4E assessment.
- 2.3 It should be noted that, unless the Service addresses the issues in their entirety, a high R4E rating will be virtually impossible to achieve. It should also be emphasised that the R4E awards are not driving the direction taken but the improvements set out are fundamentally the right things to do to take the Service forward.
- 2.4 Furthermore, it should also be noted that many of the areas for improvement are directly linked or further evidenced in the outcomes of:
  - the last Peer review
  - the findings from the recent Internal Self-Assessment
  - the 2015-16 Annual Statement of Assurance

## **3. NEXT STEPS**

- 3.1 The key areas for improvement have been extracted from the C2E report and themed in the table presented at the end of the report.
- 3.2 The Organisational Assurance Team has proposed that the C2E areas for improvement are taken forward as follows:
  - Agree the service leads for the improvement activity
  - Ensure that the improvement activity is captured in the department/service plans currently being prepared - these plans will then be signed off at director level.
  - Capture the areas for improvement on the Assurance Tracker and include in the quarterly monitoring process - to be completed by the EFQM oversight team.

- 3.3 The Organisational Assurance Team is to work with the British Quality Foundation to identify a realistic timescale for the Service to progress the R4E assessment. Initial indications are that the R4E could be scheduled for mid-2017, which should provide ample time for completion of the work but this can be agreed with the Service Leadership Team.
- 3.4 The progress of the areas for improvement identified in the C2E will be an important factor for the R4E assessment.
- 3.5 The Organisational Assurance Team is currently in the process of producing a communications plan for the C2E results and supporting action plan across the organisation. It is important that the Service celebrates success with its staff and engages with staff when developing improvement actions.

**4. RECOMMENDATION**

- 4.1 That the report be noted.

**NICK MANNING**  
**Area Manager – Organisational Assurance**