

# Excellence now

Making excellence a national  
characteristic of Scotland

## Scottish Awards for Business Excellence

*GHA announced as winner!*  
Page 10

SCOTLAND  
Awards 2011

Making excellence a national characteristic of



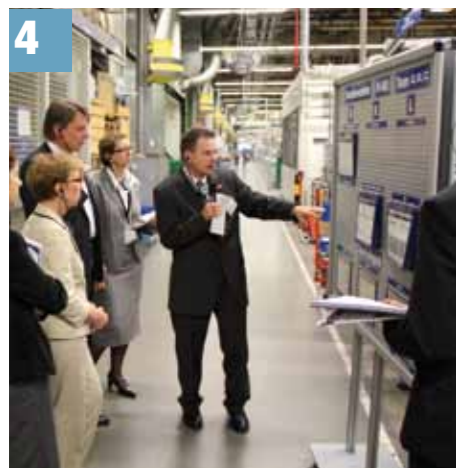
### Quality Scotland the middle years

*From Quality to Excellence  
and beyond! Page 6*

### Process Improvement

*Diageo's quest to make  
"simpler, faster, better"  
a reality. Page 14*

# Inside this issue



## On the cover

GHA – Scottish Award for Business Excellence Winner 2011.

## Page 3

### Welcome

Dave Bradley, Chief Executive, Quality Scotland

## Page 4

### An Assessor's View

Alaine Sommerville

Alaine describes the rigours of a European Assessment from an assessor's perspective.

## Page 6

### From Quality, to Excellence and Beyond

The middle years – the second instalment on the history of Quality Scotland and the move to understanding excellence.

## Page 9

### The Scottish Awards for Business Excellence 2011

Celebration of Quality Scotland's Annual Awards – pull out section.



## Page 13

### GHA – In Profile

How GHA have transformed their operations and continue to improve performance.

## Page 14

### Process Improvement – Diageo

Diageo's Governance Team's quest for improvement to make their mantra – "Simpler, Faster, Better" a reality.

## Page 16

### EICC takes on corporate giants and wins through...

EICC pick up EFQM Sustainability Good Practise Award for their Plan-it Green initiative.

## Page 17

### Public Service Improvement Framework - PSIF Update

Updated information on PSIF e-tool development, new courses and recent award winners.

## Page 18

### Learning, Training and Development Diary

Training course calendar for 2011.



**Editorial** Excellence Now is the magazine of Quality Scotland, published three times a year to promote business excellence in Scotland.

**Quality Scotland** is a membership-based charity that promotes Business Excellence across Scotland in the private, public and voluntary sectors with the aim of making excellence a national characteristic of Scotland. Quality Scotland is the National Partner Organisation for EFQM (European Foundation of Quality Management) in Scotland. EFQM is the most widely used business improvement framework in Europe.

#### Published by:

Quality Scotland  
11 Abercromby Place  
Edinburgh EH3 6LB  
t: 0131 556 2333 f: 0131 556 7111,  
info@qualityscotland.co.uk,  
qualityscotland.co.uk

#### Editorial Team:

Elaine Sneddon  
elaine.sneddon@qualityscotland.co.uk  
Anne Sutherland  
anne.sutherland@qualityscotland.co.uk

**Designed by:** Marketing Matters  
www.marketing-matters.org.uk

**Printed by:** Minuteman Press  
www.myminuteman.co.uk

Excellence Now is the copyright of Quality Scotland. All rights reserved. Reproduction in whole or in part by any means without written permission of Quality Scotland is not permitted. The publisher accepts no responsibility for errors or omissions and the editor's decision is final.  
©2011 Quality Scotland  
Images ©Thinkstock

We'd love to hear from you

Would you like to be included in our next issue of Excellence Now? Perhaps you could provide us with a case study for our next issue? Whatever you have to say we'd like to hear from you.

We have trained over 5,000 individuals on self-assessment over twenty years. These 5,000 continuous improvement exponents spread their expertise to many organisations, other employees and contacts

# Welcome

This edition of "Excellence Now" highlights Quality Scotland's Scottish Awards for Business Excellence in our 20th Anniversary year. Reflecting on Quality Scotland's past was very important to us. However, we have had to answer comments from business leaders who ask: **So what? Who cares?**



I am also frequently told that there is no point in a business looking to its past, it's only the future that matters. Yes, this is partially true...

#### However, take organisational change!

A new Chief Executive takes over and the organisation needs change. Does the Board not question why the organisation needs so much change? Don't they ask themselves what the Strategy of the previous Chief Executive was that makes the need for more dramatic change? But...it feels like progress to Management and Shareholders.

Honest organisational change will primarily reflect the market and not the destruction of the infrastructure and beliefs of the organisation, and the demotivation of staff.

#### Now, take cost savings through releasing staff!

Colleagues repeatedly remind me why NASA is unable to put a man on the moon in 2011. Apparently, the expertise has been released and is playing golf in Florida. This may not be entirely true, but certainly the skills have left the organisation and make it the poorer for their leaving. I see this throughout business in Scotland. So how

are we going to make excellence a national characteristic of Scotland if we continue to lose knowledge from our businesses?

I would argue that there is a lot to learn from an organisation's past. This learning coupled with employee stability prevents making the mistakes of the past, it saves wasted activity and re-inventing wheels. We can call it efficiency savings.

I would totally agree that reflection should not deflect management from future strategy, continuous improvement or the recruitment of new, enthusiastic and suitably skilled employees. I would, however, argue that leaders in Scottish organisations need to know where their organisations have been in order to identify where they need to go. A self-assessment of your business helps you do this.

#### Looking at Self-Assessment

At Quality Scotland the last twenty years have provided successes and learning. I feel that we have had a substantial impact across Scottish businesses – possibly more than we get credit for. One example is the ripple effect. We have trained over 5,000 individuals on self-assessment over twenty years. These 5,000 continuous improvement

exponents spread their expertise to many organisations, colleagues and contacts. Their assessments, benchmarking and networking provides the spread of learning and good practice throughout Scotland.

#### Can Quality Scotland do better? Of course we can.

Our Quality Scotland self-assessment shows that our members require more sophisticated products and services.

We need to support the business challenges to come and adapt to the needs of organisations in all sectors, helping them to build on making business excellence a national characteristic of Scotland.

In order to do this, and become the envy of Europe, we require leaders within organisations to embrace an excellence culture. Not one Scottish Chief Executive I have spoken to wants anything other than their company to be recognised as an excellent organisation.

All we ask is for you to work with us and tell us what is required to make your organisation excellent. In collaboration we can make Scotland recognised for business excellence across Europe and beyond.

Dave Bradley | CEO Quality Scotland

# An Assessor's View

by **Alaine Sommerville**

I've just returned from my second European Excellence Award site visit. Because of the confidentiality rules that apply I cannot tell you who we were assessing. I can tell you that I was in Germany with five other assessors: one from Germany, one from Qatar (who is also German), a Turkish woman and an American woman who works in Brussels, so an eclectic mix. Embarrassingly for us English speakers who don't make the effort to speak another language, all communication on some very complex issues was in English!

The first step in the assessment process was receipt of a 75-page application describing what the organisation was doing in relation to the nine criteria of the EFQM Excellence Model. Each member of the Assessment Team individually spent time making sense of the organisation using the categories of:

- Key facts and figures
- History of the organisation and past achievements
- Challenges and strategy of the organisation
- Markets, offerings and customers
- Operations, partners and suppliers
- Management structure and activities

This enabled us to understand better an organisation with which we were all unfamiliar and thus we were able to make better sense of the information with which we had been provided to undertake an appropriate assessment.

Then, we met as an Assessment Team in Brussels for three days. During this time we looked at our respective team roles to identify particular strengths and proclivities. We also started to prepare for the site visit. The applicant had sent a representative to Brussels to provide us with additional

input to facilitate our understanding. At the same time we wanted to let them know something about us as members of their Assessment Team.

Our final activity before leaving Brussels was to start to prepare a site visit plan. This event took place in the middle of March and the site visit was in the middle of May. Between these two points in time three main exercises were undertaken:

- Completion of identification of the strengths and areas for improvement based on the 75 page application and the additional information gleaned from the applicant's visit to Brussels
- Completion of site visit subjects and questions
- Completion of the site visit plan on who we were going to see when and why.

Then, we were 'good to go' and met on the Sunday before the start of the site visit to complete our preparations.

The day of the site visit dawned bright and warm. Our first task on getting to the site was to present ourselves to about fifty managers to explain who we were, our purpose and how we planned to work over the next few days. Next, we had a tour of the Plant which was really

useful in understanding in more detail the manufacturing process of the organisation.

Our site visit was conducted through a mixture of individual interviews and focus groups. In total, over the three days of the site visit itself we met 144 people! I loved this part of the process as it appealed to the investigator in me. Also, I really enjoyed hearing and learning from those we spoke to. My team worked in three groups of two and my colleague and I were focusing on people management and development and results, leaders managing change and strategic management, so there was quite a lot to find out about in a relatively short period of time.

Reaching a consensual view of the organisation is essential to the assessment and scoring processes. During the week we had attempted to keep one another abreast of information being gathered so that we had a complete picture of the organisation on which to base our assessment.

On the Wednesday evening, after our three days of data gathering, we met together to revise and refine our lists of strengths and areas for improvement which would constitute the feedback to the organisation and on which we would derive a score. Some of us worked until 2.00 am to



ensure that we had a robust list of strengths and areas for improvement to present to the other members of the team the next day!

We worked on that exercise from 9.30am the next morning. Taking 20 minutes per criterion part and time for breaks we figured we would be finished by 11.00pm. However, one member of the group suggested a pragmatic approach to keeping to the time allocated and we took it! This involved each member of the groups presenting his/her criterion parts and explaining why they saw those as strengths and/or areas for improvement. Other members of the groups

were only 'allowed' to contribute if they had evidence to the contrary or additional evidence that had not been included by the criterion part owner. Keeping to this process meant that we finished our consensus meeting at 7.30pm and even had some time for a meal!

The next morning we wrote out our executive summary, using the Fundamental Concepts of Excellence as a structure, and fed that back to the same fifty managers and leaders we had met on our first day. In this way they received the edited highlights of our assessment.

## Lessons Learnt

So, what did I learn? I was reminded of how exhilarating and exhausting such a process can be. We worked well into the evenings on each of the days we were there (Sunday to Thursday). Personally, I found this exhausting. However, at the same time, it was exhilarating to find out more about another organisation and particularly one that is not part of my own work experience. I enjoyed speaking to the staff who worked there and hearing their stories. I also enjoyed seeking out information that would help with a thorough assessment.

As far as the company is concerned I learnt a great deal about German culture and ways of doing things. I saw a lot of excellent practice which I can bring back to my work at Quality Scotland. Last but not least the assessment opportunity gave me practical experience of the assessment process which I trust will make a positive contribution to my facilitation and teaching on European Assessor training courses.

Reaching a **consensual view** of the organisation is essential to the assessment and scoring processes.

**2000**  
VSN Established

**2001**  
Gateway (electronic self-assessment tool) is launched

**2002**  
Mike Marron becomes second QS Chief Executive

**2003**  
West Lothian Assessment Model conceived

**2004**  
The Annual Voluntary Sector Network (VSN) Conference is born  
Internet self-assessment takes off

**2005**  
QS Graduate initiative

# From Quality, to Excellence and Beyond

## The move to understanding Excellence



**2002-2003**  
Quality Scotland identity rebranded



**2003**  
Mike Marron at Young Quality Scot Awards 2003 hosted in Inverclyde



**2003**  
Jim Wallace MSP presenting Hans Rissman EICC with Scottish Awards for Business Excellence 2003

On the 31st December 1999 / 1st January 2000 aeroplanes did not fall out of the sky and lifts did not trap people in them. The millennium bug. One of the biggest damp squibs in business history. It certainly provided IT experts and companies massive lucrative work for something that did not happen.

The financial landscape was changing and it had to be recognised that in the future many programmes funded in England were now not coming to Scotland.

Change was inevitable. The markets were changing. More and more private sector organisations were moving head offices to England and abroad, thus limiting the scope of big corporate organisations supporting an excellence agenda in Scotland. The public sector had recognised the need for continuous improvement, and the voluntary sector was at the beginning of what Quality Scotland saw as an amazing journey of embracing quality in the first decade of the 21st century. These changes in the market were being reflected in the Governing Membership of Quality Scotland, not only in 2000, but over the next eleven years.

One development in Quality Scotland at the Millennium was an initiative to create a network of voluntary sector members. With their determination, these third sector members built up a network to develop excellence in member organisations that is not replicated anywhere in Europe. The Voluntary Sector Network (VSN) members were recognised as the first Quality Scotland Ambassadors of Excellence in 2009.

The VSN members' aim is to spread the excellence message to smaller organisations and support the sector through sharing, benchmarking and the Annual VSN Conference.

From a small beginning of six members in 2000 the VSN was born and has developed into a strong force for excellence in the sector. Over the next 10 years the network grew to 34 influential

organisations and was supported by the sustained partnership between the Scottish Council for Voluntary Organisations and Quality Scotland. The development of a tailored Voluntary Sector Excellence Model was a major achievement as was the birth of an Annual VSN Conference that is now, in 2011, in its 7th year.

The single most exciting product that Quality Scotland has developed was electronic self-assessment. The first iteration called Gateway was launched in 2001 with the more robust version, Pathway, released the following year in CD format. Pathway was tested by 140 SME's with support from Kilmarnock College and Adapt. Although the concept had been endorsed by the test group of SME's through the medium of CD, it was only when the internet version was launched

in 2004 that it began to take off and be accepted as a sustainable way of carrying out self-assessment.

Over the next seven years Pathway expanded from these humble beginnings, with numerous bespoke versions of self-assessment tailored to the specific needs of various members.

As a partner organisation with the European Foundation of Quality Management (EFQM), the Millennium gave an opportunity to create a closer affiliation between the two organisations and a strong representation of other European partners. With this closer relationship the following years allowed the expansion of benchmarking, networking and sharing that is a feature of our relationship in 2011. As the official partner of EFQM in Scotland this gave us rights to the Excellence Model to support business excellence in the Scottish geography.

After 10 years of business in 2001 the "Quality Scotland Assessment and Review" by governing members concluded that much progress had been made.

The key indicators were:

- The emphasis had changed from Founder to Governing members
- Partnerships had been formed and were making a difference e.g. with Convention of Local Authorities (COSLA) and large organisations like Scottish Homes
- Work had expanded within the Education and Community sectors
- Training had been developed on the use of self-assessment and
- The Scottish Awards for Business Excellence had been established.

However in line with continuous improvement more could be done. It was vital to gain national recognition of the mission and vision of Quality Scotland, and to persuade organisations of the link between quality and competitiveness.

At the review in 2001, Sir John Ward commented that over the last few years the number of members of Quality Scotland had reached a plateau, and was not covering the whole country. Most companies wanted

a quick fix, which was not what Quality Scotland was offering. The Quality Scotland Chair, Sir Andrew Cubie added that he identified there were clear threats to Quality Scotland, but there were also many opportunities and the mission remained sustainable for the next 10 years. He continued by saying that constant change in business made the use of the EFQM Excellence model and other best practice toolkits ever more relevant. How right he was.

Quality Scotland's involvement with COSLA had started in 1996 with their Quality Network. After a number of years virtually all councils had become members, and in 1999 a partnership began between COSLA and Quality Scotland that was to bring Best Value principles to the relationship. These principles were reviewed by a Best Value Review Group in 2001, and recommended that local authorities should have the right to choose whether to be a member of QS or not.

This partnership continued for several more years as Quality Scotland helped local

2

2003

2004

2005



**2005**  
Second win for Govan Initiative of Scottish Awards for Business Excellence 2005



**2005**  
One of our first graduates Helene Chanu with Fred MacAulay 2005

In 2001 Andrew Cubie Chairman of Quality Scotland said constant change in business made the use of the EFQM Excellence model and other best practice toolkits ever more relevant.

authorities in their individual continuous improvement programmes and supported the COSLA Improvement Network. It was in 2003 that West Lothian Council asked a team of people to create a model that would alter the landscape of excellence in Local Authorities. No single model covered every aspect of the range of what authorities do, or takes account of how they work. The West Lothian Assessment Model (WLAM) has the EFQM Excellence Model as its base and integrates the EFQM Excellence Model, Investors in People, Customer Service Excellence and Best Value Audits.

Some said it was not possible to incorporate all these quality models into one framework. The determination of a number of individuals and support from the respective organisations under the facilitation of West Lothian Council delivered a framework that became a 'best practice' standard. It later evolved into the Public Service Improvement Framework (PSIF) used by a majority of councils throughout Scotland.

A meeting (and dinner in Dunblane) in 2002 of National Health Service Trusts concluded with an agreement that they would join Quality Scotland under a group scheme. This was expected to be a strategic alliance and open up new

directions for QS and provide a wider spread of continuous improvement in Scotland. Alas there is some way to go. The first Quality Scotland Leadership Award was presented in 2001. The recipient was Hans Rissman, Chief Executive of the Edinburgh International Conference Centre (EICC).

EICC went on to be the first Scottish Winner of the European Quality Awards presented in Helsinki in 2003. The EICC have established a reputation for professionalism, excellence and quality on a global scale and are a role model in how focussing on excellence impacts on the bottom line.

In August 2002 there was a new face at the helm of QS when Mike Marron (previously Scottish Power) became the second Chief Executive. He outlined plans for the short, medium and medium plus terms, focussing on establishing of Quality Scotland as a Centre for Excellence. This new strategy was launched on the 25th September at the Awards lunch and the new brand logo (the same one we use today) was displayed for the first time.

Govan Initiative have had a long history in the quality movement, winning the Quality Scotland Award in 1997 and being a finalist in the European Award for Excellence in 1999. At the Awards ceremony in

2005, Govan Initiative became a "two time winner" of the Scottish Awards for Business Excellence. This organisation was established in 1986 as a partnership of local authorities, the national enterprise agency and the private sector, in order to address the problems associated with the demise of the shipyards on the south bank of the River Clyde in Glasgow.

Another milestone was set in early 2005 with the appointment of two graduates to work in the knowledge management area (Eliana McInnes and James Watt) and another to work as an Account Manager (Helene Chanu) to the expanding Voluntary Sector Network. These new appointments took the average age of the staff from 55 to 42 overnight and provided a new exciting and modern feel to Quality Scotland.

When Mike Marron retired in 2005, Bill Brown moved in as Chief Executive.

Quality Scotland moved onwards to 2006 facing many challenges to be overcome by learning from the legacy of the previous 14 years.

The final instalment of "From Quality, to Excellence and Beyond" will be published in our winter edition of Excellence Now.



20th ANNIVERSARY 1991-2011  
**QUALITY SCOTLAND**

# Scottish Awards for Business Excellence 2011



Keynote speaker – former MSP  
Jim Mather

On Tuesday 7th June, Quality Scotland celebrated our annual Scottish Awards for Business Excellence in the fantastic Edinburgh International Conference Centre, one of Scotland's most honoured venues and notably, winner of the ultimate Business Excellence Award in 2003.

# Scottish Awards for Business Excellence 2011

What made this year extra special was the excitement amongst all of the Quality Scotland team who worked hard to make our 20th anniversary year celebrations extra special and who have more importantly strived to carry on the mission of Making Excellence a National Characteristic of Scotland. The day went exceptionally well and featured both old and new QS members, winners and staff from over the last 20 years who all equally made it one of our most memorable events yet. The ceremony also featured presentations from Matt Fisher, Chief Operating Officer of EFQM in Europe, former MSP Jim Mather, our CVS network representative and winners of the Young Quality Scot Awards 2011.

On the day, various organisations across the voluntary, public and private sector were recognised for their hard work and dedication to excellence, and were presented with their various accolades to celebrate their achievements – in particular, Committed to Excellence, Recognised for Excellence, Special Category winners and the overall Scottish Award for Business Excellence winner.

When organisations are committed to Business Excellence, they often find it invaluable to recognise milestones along the way. For this reason Quality Scotland promotes a series of Europe-wide recognition schemes designed not only to celebrate success but that give detailed feedback that can then be incorporated into a business improvement plan.

The opportunity to enter such a prestigious ceremony allows many organisations to gain valuable feedback and to win an award that is recognised across the UK and Europe as a mark of outstanding Business Excellence.



Scottish Award for Business Excellence Winner **GHA**

## Recognised for Excellence



SELEX Galileo



City Of Edinburgh Council



Cornerstone Community Care



Clackmannanshire Council

Just some of the winners on the day



## Committed to Excellence Winners 2011 were:

Aberdeen Council of Voluntary Organisations  
 Angus Association of Voluntary Organisations  
 Berwickshire Association For Voluntary Service  
 East Ayrshire Council For Voluntary Organisations  
 CVS Fife  
 CVS Inverclyde  
 Glasgow Council for the Voluntary Sector  
 Islay and Jura Council for Voluntary Organisations  
 Motherwell & Wishaw CAB  
 Scottish Council for Voluntary Organisations – Networks Division  
 The Bridge  
 Third Sector Hebrides  
 Voluntary Action East Renfrewshire  
 Voluntary Action Orkney  
 Voluntary Action Perthshire  
 Voluntary Action Shetland  
 Volunteer Centre Dundee  
 Dundee Voluntary Action  
 Volunteer Centre Moray  
 Volunteer Centre Western Isles  
 Voluntary Action North Lanarkshire  
 Renfrewshire Council for Voluntary Service  
 Awaz FM  
 MECOPP  
 Multi-Ethnic Aberdeen Ltd  
 Nari Kallyan Shangho  
 Skillnet Edinburgh  
 West of Scotland Regional Equality Council  
 CHAS  
 Coatbridge College  
 NHS Health Scotland  
 NHS Highland Occupational Health Dept  
 Options For Independence - Highlands  
 Quarriers - Creative Facilitators Network  
 Quarriers - What If Female Project  
 Scottish Children's Reporters Administration  
 Epilepsy Scotland  
 The Richmond Fellowship Scotland

## Leadership Award



Peter Page – Devro (collected by Neil Savage)

## Ambassador Award



Robin Bulmer – Scottish Enterprise

Special Awards



**WOW! Award for Outstanding Customer Service**  
 Tom Ralph of City of Glasgow College (collected by Jim Burns)



**Scottish Business in the Community – Corporate Citizenship Award For Most Promising Newcomer**  
 Mactaggart And Mickel



**Scottish Business in the Community – Corporate Citizenship Award For Sustainability**  
 Kingdom Shopping Centre



**Investors In People – People Development Award**  
 Wood Mackenzie

## Winner's Comments

### The City of Edinburgh Council

Sue Bruce, Chief Executive, said: "We are delighted with this award which demonstrates our commitment to continuous improvement which is well deserved."

### CHAS

Ros Scott Director of Organisational Development commented; "This award has been deservedly won thanks to the sterling effort shown by our staff and volunteers across Scotland. Together they do so much great work to provide vital services for families who have children with life-shortening conditions. This 'Committed to Excellence' Award gives them recognition of just how important a role they play amongst the children, young people and families they help."

### Voluntary Action Scotland

Gaynor Jones, VAO chief executive officer, said: "This award has been deservedly won thanks to the VAO staff and volunteers across Orkney. They do so much great work in the community. They enrich the lives of others and much of what they do often goes unheralded."

### Cornerstone

Edel Harris, Chief Executive commented, "I am absolutely delighted that Cornerstone is the first voluntary organisation to achieve Recognised for Excellence level. This award is evidence of our dedication to ensuring we provide the best possible service to all our customers, particularly the people we support. I would like to thank our team of dedicated staff who work hard each and every day to make our business a success and achieve our aim of 'enabling the people we support to enjoy a valued life'. We look forward to continuing our work with Quality Scotland in the future so we can build on this achievement."

### Third Sector Hebrides

Alasdair Nicholson from Third Sector Hebrides commented: "We are delighted with this award. In the past year, we have seen not just some extraordinary work and outstanding achievement carried out by Third Sector Hebrides, but a major shift in how the importance of the wider impact of what we do is appreciated by community groups across the Hebrides."



Get ready for the  
2012 Awards!

### Who can apply?

Any organisation, regardless of size or sector can participate and benefit from entering the Scottish Awards for Business Excellence 2012. Organisational units or branches within organisations may also apply. For more information on this, please contact Ann Pike on 0131 556 2333.

### What's involved?

The Scottish awards for Business Excellence provides an opportunity for your organisation to assess its current level of performance against a European benchmark. There are now two ways in which your organisation can apply.

Traditionally, applicants have entered Quality Scotland's Annual Award Cycle. This involves writing a detailed submission document and following the required time frames set by Quality Scotland.

To give your organisation as much choice as possible, Quality Scotland will now also accept applications using the Recognised for Excellence process. So if your organisation applies for the Recognised for Excellence scheme and attains a score high enough to become commended in the Scottish Awards for Business Excellence – you will automatically be put forward and considered for an award.

For more information please visit [qualityscotland.co.uk](http://qualityscotland.co.uk) and download the Levels of Excellence information brochures on Committed to Excellence, Recognised for Excellence and Scottish Awards for Business Excellence. Please note the deadline for applications using the traditional Annual Awards Cycle is 3rd December 2011.

### Dates for the Diary

To ensure you don't miss out on your chance to take part in the 2012 Scottish Awards for Business Excellence, please take note of the following key dates:

Submission Writers Workshop  
16 August 2011, Edinburgh

R4E Applicants confirm participation  
4 November 2011

Deadline for Awards & Classical Applications  
3 December 2011

Deadline for R4E Flexible Applications  
March 2012

Annual Awards Site visits  
1 February to 6 April 2012

Awards Judging Panel  
27 April 2012

Awards Ceremony  
19 June 2012, SAS Radisson, Glasgow

### Sponsorship Opportunities 2012

#### Would you like to be recognised as a supporter in Making Excellence a National Characteristic of Scotland?

At Quality Scotland, we want to showcase your organisation as a representative of excellence at our annual Awards Ceremony, through your sponsorship at the event. Any organisation, any size, any sector are welcome to participate whether you are a member or a non-member of Quality Scotland.

If you have any questions on Sponsorship, please contact **Anne Sutherland on 0131 556 2333** or alternatively visit [qualityscotland.co.uk](http://qualityscotland.co.uk)

# Glasgow Housing Association (GHA) – In Profile



Scottish Award for Business Excellence Winner 2011

A major transformation at Glasgow Housing Association (GHA) – one of the UK's biggest social landlords – has radically improved services for the organisation's 45,000 tenants and 26,500 factored homeowners.

Frontline housing services have been strengthened and expanded thanks to a review and restructure carried out in the last year. The result is more staff in the right place, with the right skills, working to deliver excellent services to customers.

Three quarters of GHA's 1,725 employees are now directly involved in providing housing and community services to tenants and homeowners, while head office has been slimmed down and layers of management stripped out.

GHA's vision is 'better homes, better lives, a better Glasgow' and staff at every level are focused on playing their part in

**Better homes,  
better lives, a  
better Glasgow.**

realising the vision by living and breathing GHA's values – ambitious, passionate and inspirational.

An internal campaign, One GHA, was launched to roll out the GHA strategy to staff, making sure everyone was united behind the organisation's aims.

The vision and 'make-it-happen' culture is now embedded across the organisation, with staff feeling empowered to make a difference for customers.

GHA's journey to excellence is underpinned by a systematic approach to quality assurance, using internal and external mechanisms to drive improvements.

Every two years staff carry out self-assessment using the Excellence Model, bolstered with additional external assessments using Recognised For Excellence with Quality Scotland and both Customer Service Excellence and Investors in People.

GHA Chief Executive Martin Armstrong said: "Our passion is to deliver modern, customer-focused services that meet the needs of current and future customers.

As we continue our journey to excellence in all our core business activities, we are keen to demonstrate our

value to Glasgow and Scotland and to work with our stakeholders and partners to ensure communities benefit from an efficient and innovative approach to service delivery."

One of the biggest successes has been GHA's investment programme to modernise and upgrade homes across the city, making them warmer, drier and better in every way.

So far £1 BILLION has been spent over the past eight years on more than 68,000 former council homes and a further £250 million will be spent on refurbishment work over the next two years. The programme, the biggest of its kind in Europe, has been delivered on time and on budget.

Performance in other areas has continued to improve, with GHA now one of the top performers in the country across a range of measures, including days to let, rent arrears and tenancy sustainment.

Stronger, more effective relationships have also been forged with key stakeholders, including Glasgow City Council, the Scottish Government, Strathclyde Police, the health service and Strathclyde Fire and Rescue.

# Simpler Faster Better

## Diageo's Governance team's quest for improvement

We often glibly quote the mantra **“Simpler Faster Better”** in relation to our Diageo activities, but how often do we take the time to proactively improve our everyday activities?

The Europe Supply governance team at Diageo decided to set the “Simpler Faster Better” as an improvement strategy for financial year 2011. Having previously process mapped and standardised key governance activities, the team took a day out to attend a workshop on process improvement, organised in conjunction with Quality Scotland.

Over the course of the day the team learned some of the key skills and “lean” methodologies that underpin process improvement. The opportunity to apply these tools was given when, working in small teams, they undertook a prepared case study. The study provided data on a restaurant which was progressively failing due to poor customer satisfaction. The teams mapped out the business model by creating a swimlane diagram of the “as-is” situation. As more detail and measurements were added it soon became clear where the problems existed and the improvement opportunities lay.

During the lunch break the local restaurant welcomed a group of diners who seemed to be observing their operation with almost forensic scrutiny.

Back in the workshop the team synergies and energy were resolute on creating the new “to-be” model, focusing on the customer, streamlining the model and dispensing with any activities that were non-value adding. As the new model took shape performance evaluation measurements revealed staggering improvements. Teams reported upwards 50% improvement in cycle time reduction, 35% improvement on value adding activities along with a wealth of improvement ideas generated.

As the teams presented their results the power of systematic process improvement became apparent to all. At the conclusion of the workshop all members of the governance team were challenged to use the tools and techniques to measurably improve at least one of their current processes.

For the governance team “Simpler Faster Better” has moved from being an aspiration, to an everyday part of business life.



Teams create the “As-is” model to reveal the improvement opportunities.



Rebecca Ann Herd presents her team's new streamlined “To-be” business model.

**For further information contact:** [forbes.dowling@diageo.com](mailto:forbes.dowling@diageo.com)

**For further information on Process Improvement training courses contact:**

Quality Scotland on 0131 556 2333, visit [www.qualityscotland.co.uk](http://www.qualityscotland.co.uk) or email [info@qualityscotland.co.uk](mailto:info@qualityscotland.co.uk)

The Process Improvement training day run by Quality Scotland and undertaken by the Diageo Europe Supply Governance team is a key enabler to move the team forward into a continuous improvement culture where all Governance activities are constantly reviewed, improved and rendered measurably **“Simpler, Faster & Better”**. The team are now equipped with, and proficient in the application of, key quality improvement tools and are currently identifying improvement opportunities with a view to becoming recognised throughout the business for this ability.

Dr Janet Thornton, Quality Manager  
Diageo Europe Supply

# EICC takes on corporate giants and wins through...



Reynaldo Guino-o of EICC receives award from Mr Pierre Cachet, CEO, EFQM



## Plan-it green™

On 8<sup>th</sup> July 2011 Edinburgh International Conference Centre (EICC) picked up one of the top prizes in the European Foundation for Quality Management (EFQM) Sustainability Good Practice Competition. The company, owned by City of Edinburgh Council, was Highly Commended in

Europe's most demanding test of sustainability at work, coming joint second with Belgian chemical and plastics company, Solvay.

EICC was highly commended for its Plan-it Green™ Sustainable Events Programme that helps the business and its clients to minimise emissions across a range of greenhouse gasses. A further sequestration option is available employing a carbon sink of native Scottish woodland.

Overall winner in the competition was document and information management company, Ricoh Europe for its Sustainability Optimisation Programme that helps customers visualise and reduce their impact on the environment.

Six companies made it through to the final including Fiat Group for the introduction of its TwinAir low CO<sub>2</sub> powertrain, winner of the International Engine of the Year Award, 2011. Finalists presented their sustainability good practice initiatives to an EFQM judging panel in Brussels.

Commenting on winning one of the top prizes EICC's CEO, Hans H. Rissmann OBE said:

"Caring for the environment must become an embedded business process in all companies, irrespective of size, as customers everywhere increasingly demand positive 'People, Planet, Profit' outcomes."

In the same month EICC won the Venue Sustainability Award of the Year for Plan-it green™ from the Association of Event Organisers.

## Quality Scotland Plan-it Green – doing our bit for the environment

The EICC provided a Plan-it Green service for the Scottish Awards for Business Excellence Ceremony held there on 7<sup>th</sup> June this year and Quality Scotland's carbon footprint for the venue was estimated at 2164 CO<sub>2</sub> kgs – apparently a very good rating for an event of this kind.

All food was sourced from local Scottish suppliers e.g. smoked salmon from Loch Duart, haggis from West Lothian, vegetables from Perthshire and raspberries from Tayside as well as Fairtrade tea and coffee as standard.

In the planning stage of any event the EICC will recommend their "Plan-it Green" checklist to help organisers to "think green." Every effort is made to reduce the carbon footprint and unnecessary wastage from a one supplier, one drop policy – cutting the number of delivery vehicles, to reusable plastic containers and vacuum packing to reduce the use of cardboard.

A summary of the report for Quality Scotland's Awards is detailed opposite.

### Quality Scotland Event Waste Performance

• Food coming into the Kitchen in kilograms excluding packaging	300Kg
• Food waste in preparation	15Kg
• Actual food sent out	285Kg
• Catering Packaging waste in kilograms	6Kg
• Amount of packaging waste returned to suppliers (for re-use)	3Kg
• Amount of catering packaging waste went to recycling	3Kg
• Amount of recycled waste per delegate	1g
• Amount of waste going to compost per delegate	50g

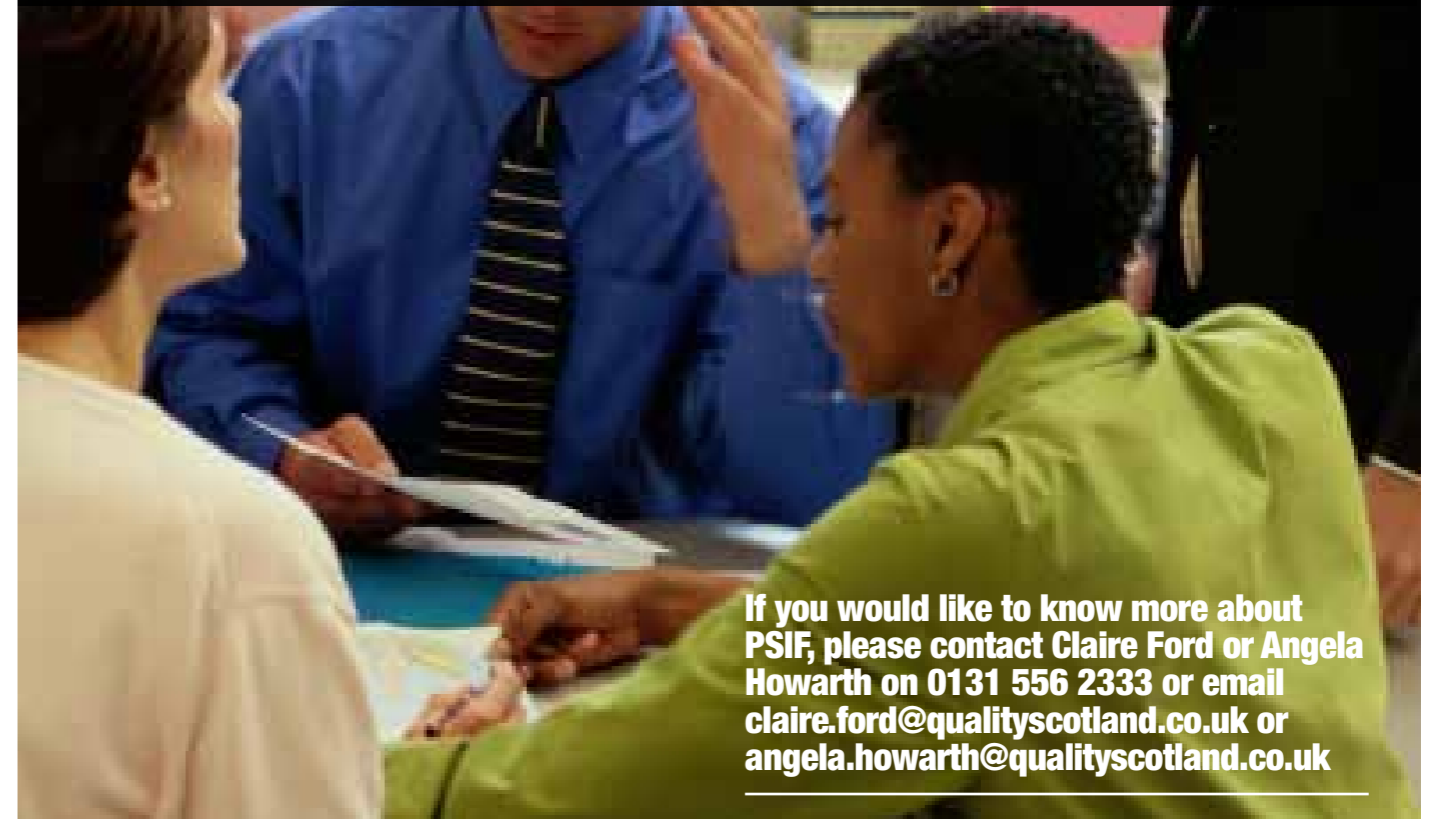
### Quality Scotland Event Carbon Footprint

Summary of estimated CO<sub>2</sub> emissions (emissions source):

1. Electricity	999	kg CO <sub>2</sub>
2. Gas	832	kg CO <sub>2</sub>
3. Waste	298	kg CO <sub>2</sub>
4. Water	36	kg CO <sub>2</sub>
<b>Total</b>	<b>2,164</b>	<b>kgs CO<sub>2</sub></b>

# PSIF Update

## e-tool development, new courses and PSIF award winners



If you would like to know more about PSIF, please contact Claire Ford or Angela Howarth on 0131 556 2333 or email [claire.ford@qualityscotland.co.uk](mailto:claire.ford@qualityscotland.co.uk) or [angela.howarth@qualityscotland.co.uk](mailto:angela.howarth@qualityscotland.co.uk)

Since the last issue of Excellence Now, the Public Service Improvement Framework (PSIF) has gone from strength to strength, with developments in the e-tool, greater training opportunities and recognition for PSIF organisations.

At Quality Scotland's annual Award's ceremony in June, Glasgow Housing Association won the overall Scottish Award for Business Excellence whilst Clackmannanshire Council and The City of Edinburgh Council both achieved Recognised for Excellence 3 star level. The Richmond Fellowship achieved Committed to Excellence.

A significant development for the PSIF has been the development of Board and Thematic assessments for Community Planning Partnerships (CPPs) using the PSIF. These have been piloted with 5 CPPs and in order to support the roll-out to other Partnerships, Quality Scotland has developed an electronic assessment tool. The tool will enable Partnerships to record their assessment and to produce reports based on the findings.

The e-tool is also being enhanced to provide greater reporting functionality and the grouping of Areas for Improvement into both EFQM and Best Value 2 criteria.

In response to feedback from the PSIF community, Quality Scotland is in the process of developing a PSIF version of the EFQM Accredited Assessor training course. The PSIF Accredited

Assessor course will feature a tailored PSIF case study and will give PSIF organisations greater choice and flexibility in their chosen approach to training. The case study will be complete by the end of the Summer with the course being offered thereafter.

Quality Scotland has also added a PSIF Facilitation course to the range of support available to PSIF organisations. The first of these courses took place on 28<sup>th</sup> June 2011 and was well attended by a number of PSIF organisations. One delegate, Jayne Murphy from Argyll & Bute Council said:

“I found the PSIF Facilitation course to be very beneficial: the course content was relevant and engaging, the group exercises were based on live experience and examples, which made the learning on the day much more practical and enjoyable than I had anticipated. I am looking forward to putting what I have learned into practice by leading my own PSIF Facilitation sessions in the coming weeks.”

# Learning, Training and Development Diary

## Course Dates 2011

\*Prices include course materials where applicable. All prices quoted exclude VAT



Course	Designed for	2011 Dates	Location	No's	Price*
<b>Basic Assessor Training (BAT) (EFQM)</b>	<ul style="list-style-type: none"> <li>for those who wish to find out more about the EFQM Fundamental Concepts, the EFQM Excellence Model and the assessment methodology (RADAR).</li> <li>a prerequisite for the European Assessor course.</li> </ul>	11 Aug	Edinburgh	12	<b>Members</b> £270*
		4 Oct	Glasgow	12	<b>Non Members</b> £520*
		6 Dec	Edinburgh	12	
<b>European Assessor Training (EAT) (EFQM)</b>	<ul style="list-style-type: none"> <li>for those who intend to work as internal or external assessors on team-based assessments</li> <li>provides participants with in-depth understanding of the characteristics of excellent organisations including the EFQM Fundamental Concepts, the Excellence Model and RADAR the assessment methodology.</li> </ul>	23 – 25 Aug	Edinburgh	6	<b>Members</b> £995*
		27 – 29 Sept	Edinburgh	6	<b>Non Members</b> £1795*
		25 – 27 Oct	Glasgow	6	
		29 Nov – 1 Dec	Edinburgh	6	
		29 Nov – 1 Dec	Edinburgh	6	
<b>Assessor Masterclass (QS)</b>	<ul style="list-style-type: none"> <li>for those assessors who have been through a European Assessor Training course twice and who will benefit from working with an experienced tutor and other participants to share perspectives and ideas to find solutions.</li> <li>the course is issue based and will focus on the matters that are significant for the participants.</li> </ul>	4 Oct	Edinburgh	12	<b>Members</b> £550* <b>Non Members</b> £1,100*
<b>Journey to Excellence (JZE) (EFQM course)</b>	<ul style="list-style-type: none"> <li>for those starting out on their excellence journey</li> <li>provides an insight into how to plan that journey to make it as effective as possible.</li> </ul>	9 & 10 Aug	Edinburgh	12	<b>Members</b> £395* <b>Non Members</b> £790*
<b>Continuous Improvement Through Self-Assessment (QS)</b>	<ul style="list-style-type: none"> <li>for those who have a responsibility for project managing a self-assessment project</li> <li>those who wish to understand in detail the critical success factors that need to be built in to their thinking and planning</li> <li>those who wish an in-depth understanding of the range of self-assessment methods and their suitability based on particular circumstances</li> </ul>	6 & 7 Sep	Edinburgh	12	<b>Members</b> £360*
		16 & 17 Nov	Glasgow	12	<b>Non Members</b> £720*
<b>Managing Efficiencies (QS Course)</b>	<ul style="list-style-type: none"> <li>for those needing to consider efficiency savings against a background of increasing pressure to cut costs whilst retaining and improving services in the public sector</li> <li>set in the context or organisational self evaluation will provide participants with an opportunity to reach conclusions on the "Critical Success Factors" for achieving and maintaining efficiencies as well as the risks and pitfalls.</li> </ul>	Contact Frances Farrelly on 0131 556 2333			<b>Members</b> £250* <b>Non Members</b> £495*
<b>Process Mapping &amp; Improvement</b> <small>New Course offering</small>	<ul style="list-style-type: none"> <li>For those who want to understand, develop and improve their current processes.</li> <li>Create process flow diagrams</li> <li>Identify areas for improvement based on quality cost or time.</li> <li>Learn by using skills, behaviours and techniques on how process mapping can improve your efficiency and customer satisfaction.</li> </ul>	14 September	Edinburgh		<b>Members</b> £270*
		16 November	Edinburgh		<b>Non Members</b> £540*
<b>Implementing a Balanced Scorecard (To achieve Balanced Results)</b> <small>New Course offering</small>	<ul style="list-style-type: none"> <li>For those who want to develop an understanding of the usage of the Balanced Scorecard as a strategy management system.</li> <li>Understand how a balanced scorecard can be of use to all sectors and help their organisation along the road to organisational excellence</li> <li>Understand how a Balanced Scorecard can assist in the monitoring and measurement of performance.</li> </ul>	17 August	Edinburgh		<b>Members</b> £250* <b>Non Members</b> £495*

For more information on any of our courses please visit [qualityscotland.co.uk](http://qualityscotland.co.uk) or call 0131 556 2333.

# Make excellence a national characteristic of Scotland!

## Levels of Excellence



Is your organisation committed to continuous improvement, quality and achieving excellence?

Well why not get the recognition you deserve!!

Show your staff, your customers and your competitors that you are committed to organisational excellence and making excellence a national characteristic of Scotland. Get ready now for the Scottish Awards for Business Excellence 2012.

### Dates to note

**Submission Writers Workshop**  
16 August 2011, Edinburgh

**R4E Applicants confirm participation**  
4 November 2011

**Deadline for Awards & Classical Applications**  
3 December 2011

**Deadline for R4E Flexible Applications**  
March 2012

**Annual Awards Site visits**  
1 February to 6 April 2012

**Awards Judging Panel**  
27 April 2012

**Awards Ceremony**  
19 June 2012, SAS Radisson, Glasgow

Celebrating 20 years of Excellence



**QUALITY SCOTLAND**

Contact us now and find out more

[www.qualityscotland.co.uk](http://www.qualityscotland.co.uk) [info@qualityscotland.co.uk](mailto:info@qualityscotland.co.uk) 0131 556 2333



# QUALITY SCOTLAND

## QS Directory

info@qualityscotland.co.uk  
qualityscotland.co.uk  
Tel: 0131 556 2333  
Fax: 0131 556 7111

Quality Scotland is a registered Scottish Charity, No SC040316

### Chief Executive

Dave Bradley

### Member Services

Robert Farrelly  
Account Director (Private Sector)

Orla McDonald  
Account Manager (Voluntary Sector)

Claire Ford  
Account Manager (PSIF / Public Sector)

Angela Howarth  
Account Manager (PSIF / Public Sector)

Dr. Alaine Sommerville  
Director of Education & Trainer

### Awards / Levels of Excellence

Ann Pike  
Award and Project Manager

### Finance

Shona Angus

### Shared Services

Eileen McGregor  
Office Manager and PA to CEO

Frances Farrelly  
Training and Events Coordinator

Lauren Corbett  
HR Assistant

### Products and Services

Alan Clarke  
Pathway Director

Melanie Thomson  
Pathway Manager

Rob Pickering  
Online Learning Developer

Gordon McCallum  
Director of Operations

### Marketing and Events

Elaine Sneddon  
Marketing Director

Anne Sutherland  
Marketing and Events Manager

### Educational Trust / Young Quality Scot Awards

Claire Ford  
Angela Howarth

### Partners in Excellence

QMI

Graham Wyllie  
G2 Business Services

Carol George  
Perform Consulting and Development

Moore Allison  
Catalyst Consulting Ltd

### Networks

#### VSN

Orla McDonald  
Orla.mcdonald@qualityscotland.co.uk

#### Housing Association Network (HAME)

Robert Farrelly  
Robert.farrelly@qualityscotland.co.uk

#### Education Network

Dr. Alaine Sommerville  
Alaine.sommerville@qualityscotland.co.uk

#### Public Service Improvement Framework (PSIF)

Claire Ford  
claire.ford@qualityscotland.co.uk

Angela Howarth  
angela.howarth@qualityscotland.co.uk