

openscotland

Promoting  
**Excellence**  
in Scotland

a guide to quality schemes and  
the delivery of public services  
2005



SCOTTISH EXECUTIVE

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*OpenScotland - Promoting Excellence in Scotland 2005: a guide to quality schemes and the delivery of public services*

## Background

The Scottish Executive remains committed to improving the quality of all public services in Scotland. The Public Service Reform agenda includes a number of initiatives all geared towards delivering efficient and effective public services.

This guide focuses on how quality schemes and tools can help the public sector in the delivery of the Public Service Reform agenda to the benefit of the people of Scotland.

## Purpose of the guide

To support the continuous improvement agenda, this guide outlines a wider range of quality schemes/tools and demonstrates the advantages to be gained in their application through practical and relevant case studies.

It firstly profiles, then details the following schemes and tools in use:

- EFQM Excellence Model
- Charter Mark
- Investors in People
- ISO 9000:2000
- Balanced Scorecard
- The Big Picture
- Kaizen Blitz
- Six Sigma

The many different quality schemes available and how these relate to each other can cause confusion. This guide illustrates the links

between the schemes, how they can complement each other, and what needs to be done to benefit from them.

The guide is intended to set out clear advice on the schemes and tools and to provide the reader with the knowledge and information to make an informed decision on the best quality tool or scheme for their organisation. While the guide is an excellent starting point, the quality network should be used as a means of consultation to learn more about the tools and schemes advertised.

Achieving a quality standard or using a self-assessment framework is not an end in itself. That is why quality standards generally apply on a time-limited basis and self-assessment should be conducted at regular intervals to encourage organisations to carry on their journey from initial recognition and self-assessment towards continuous improvement.

## Case studies

The case studies in this guide illustrate how the processes and conditions for using quality schemes and tools can help you aim for, and achieve, improved and consistently high standards that lead to high quality service provision.

Public services need workable processes and fully trained and skilled people to generate the changes required to achieve continuous improvement and high quality.

The Scottish Executive believes that quality schemes and tools play a key part in the continuous improvement by helping the public sector to achieve these aims. The Executive is, therefore, keen to encourage public sector organisations to consider using one or more of the quality schemes and tools described in this guide.

## Vision for the Public Service Reform agenda

The Scottish Executive's vision is of a Scotland where the delivery of public services and public information are characterised by:

- Putting customer needs first
- Commitment to a customer service culture
- Getting it right first time for the customer
- A choice of ways to access services and information
- Accessibility of services to all groups, including the disadvantaged
- Challenging barriers to better service delivery
- Data sharing and convergence in technical standards
- Sharing and celebrating best practice
- Joint delivery and joint procurement
- Use of new technology where it delivers improved services.

## Public Service Reform and Efficiency Division

The Public Service Reform and Efficiency Division supports the Scottish Public Sector in meeting these challenges through a range of initiatives including:

- Co-ordination of the Scottish Executive Quality Network
- Promotion of Quality Schemes such as Charter Mark
- Promoting delivery of customer-focused public services
- Promoting Plain English as a means of providing more accessible information for the people of Scotland.

The team can provide advice or information about these initiatives. Please contact us at:

[c21g@scotland.gsi.gov.uk](mailto:c21g@scotland.gsi.gov.uk)

General enquiry line: 0131 244 7458

Or write to:

Public Service Reform and Efficiency Division,  
Area 3G-80,  
Victoria Quay,  
Edinburgh,  
EH6 6QQ.

**The 2005 edition of this guide includes:**

- New introductions to excellence initiatives in three public services – the introduction of the Local Government Improvement Service, the work of the Scottish Executive Health Department Centre for Change and Innovation, and Changing to Deliver in the Scottish Executive
- Updated text on all the quality tools, including new material on the Big Picture and Charter Mark
- 14 case studies — 7 new and 7 updated from the earlier edition
- A number of other quality schemes and tools are outlined in Section 5 “Other Current Schemes.”

**Improvement Service for Local Authorities**

The emergence of the Improvement Service will help local authorities share best practice and increase joint working to deliver service improvement. The improvement services will focus on:

- Promoting a learning culture across local government and supporting opportunities for collaborative working within the local government and wider public sector communities to support change management and business redesign
- Building capacity within local government for both officers and elected members
- Gathering, identifying, understanding and offering methods to promote good practice across local authorities and partnerships in Scotland, as appropriate
- Promoting the use of knowledge management within local authorities to be part of their business strategies and support necessary change agendas
- Access the opportunities that exist beyond Scotland and share the learning from further afield.

The improvement service will draw on the expertise already available in local authorities, in the wider public sector – professional groups, Audit Scotland and the public body inspectorates – as well as the voluntary and private sectors. The Improvement Service will work together with the Scottish Executive's Quality Network to share knowledge, learning and good practice stories to the benefit of all.

**Public Service Reform and Efficiency Division**

This new Division was formed in early January 2005 with the merging of the 21st Century Government Unit and elements of the Efficient Government Division. The vision is to better share knowledge and experience across the Modernising Government and Efficient Government agendas in support of public service reform.

**Scottish Executive Quality Network**

The network demonstrates the Scottish Executive's commitment and support to the promotion of quality schemes and tools. Membership of the network is encouraged from throughout the public services in Scotland, with new members involved in the continuous improvement of public services welcomed.

Further information on Public Service Reform and the Quality Network is available at [www.openscotland.gov.uk](http://www.openscotland.gov.uk)

# Quality Schemes and Tools in Profile

***Charter Mark is unique among quality schemes in the way it concentrates on results – the service the customer actually receives. If you reach the Charter Mark standard, it shows your organisation puts its customers first.***

## EFQM Excellence Model

The Excellence Model was developed by the European Foundation for Quality Management (EFQM). It is widely used as a framework for continuous improvement activity by private, public and voluntary sector organisations, as well as for judging prestigious quality awards.

Using the EFQM model helps an organisation to work out for itself how it is performing in crucial business areas, and where it needs to improve. This provides a framework for developing a culture of continuous improvement.

## Charter Mark

Charter Mark is the government's national standard for customer service in the public sector and is central to public services reform and delivery. It is a powerful quality improvement tool focusing on customer service and service delivery. The Charter Mark criteria have been revised and updated to make sure they reflect Government priorities for public services, reduce bureaucracy and make it easier for applicants to apply.

Charter Mark is unique among quality schemes in the way it concentrates on results – the service the customer actually receives. If you reach the Charter Mark standard, it shows your organisation puts its customers first.

## Investors in People (IiP)

Investors in People is a national standard, which sets a level of good practice for improving an organisation's performance through its people. It provides a framework for the management and development of people.

Investors in People is open to any organisation of any size from any sector. Individual units of, for example, a large government department or local authority may pilot the standard as part of an overall strategy for achievement, or may go for the standard in their own right if they have the authority to do so from their parent department.

## ISO 9000

ISO 9000 originated in the UK as BS 5750, the British Standard for quality management systems, and is the established global standard for quality management systems that support organisation and customer relationships.

The generic nature and much reduced documentation requirements of the latest edition of the standard, ISO 9001:2000 (published in December 2000) have significantly increased its applicability to the public sector. The standard now looks at organisations in terms of their interacting processes and is based upon the Plan-Do-Check-Act continual improvement cycle, a universally recognised quality cycle, which has been around since the mid-20th century.

## Balanced Scorecard

Balanced scorecard is a framework for implementing and managing strategy at all levels in an organisation by linking objectives, initiatives and measures of performance. It concentrates on the progress made on a set of key performance measures in terms of four dimensions, normally:

- Finance
- Customer
- Process
- People.

Simply put, it is used as a flexible framework for regular monitoring and setting of strategic key performance measures and can be adapted to meet the strategic need.

## The Big Picture

The Big Picture is an organisational development framework that recognises the unique qualities of voluntary organisations. People who work in and understand the voluntary sector have developed the framework.

It is designed to help you think about every aspect of your organisation and its work and to take action to improve it. At the same time it draws on good practice from other sectors.

The Big Picture can also be adapted for use in a wide variety of small organisations or teams.



## **Kaizen Blitz**

A Kaizen Blitz is a business improvement tool, which achieves 'impossible' results quickly, normally within a week. It is designed to identify and strip out anything that does not add value to the critical process under examination.

It is also about creating the right physical environment by removing obstacles that hinder the process. The key to the success of Kaizen is that it is the people who have hands-on knowledge of the existing process who explore and develop the new process, creating stronger ownership and sustainability.

## **Six Sigma**

Six Sigma is a methodology for improvement and deploys a very wide set of tools. Many of these use data and information in very clever ways to identify paths to improvement.

Six Sigma helps organisations manage and improve processes, both service and technical, in smarter ways. It is aimed at three main areas:

- Customer Satisfaction
- Reducing Errors and Defects
- Reducing Cycle Time.

The results of applying Six Sigma are measurable in hard financial and/or customer satisfaction terms and it is targeted to areas where 'breakthrough' performance is required.

## ***You Decide***

It is for each organisation to decide how each of these schemes is used. This guide will help you focus on your organisation's particular requirements and, if appropriate, help you to select a scheme, or a combination of schemes, that best meets your needs.

A number of other quality schemes and tools are outlined in section five under 'other current schemes.'



# Quality Schemes and Tools in Detail

*The Excellence Model has been designed over 10 years with the active involvement and contributions of hundreds of organisations. Although the origins of this process lie in the private sector, the public and voluntary sector experience with the Excellence Model is significant."*

## EFQM Excellence Model

### What is it?

The Excellence Model is a comprehensive framework for assessing the strengths and areas for improvement of an organisation across all its activities. It is based on the practical experience of public, private and voluntary sector organisations across Europe including more than half of all public sector organisations in the UK.

It has been designed over 12 years with the active involvement and contributions of hundreds of organisations. Although the origins of this process lie in the private sector, the public and voluntary sector experience with the Excellence Model is significant.

The Excellence Model is promoted in Europe by the European Foundation for Quality Management (EFQM) and in Scotland by their national partner organisation, Quality Scotland.

Essentially, the Excellence Model tells us that excellent Customer Results, People Results and Society Results are achieved through Leadership driving Policy and Strategy, Management of People, Partnership and Resources, and Processes, leading ultimately to excellence in Key Performance Results (see Figure 1).

The Excellence Model consists of nine criteria, divided into Enablers (the hows) and

Results (the whats). The Enabler criteria are concerned with how the organisation conducts itself, how it manages its staff and resources, how it plans its strategy and how it reviews and monitors key processes.

The organisation's Results are what it achieves. These encompass the level of satisfaction among the organisation's employees and customers, its impact on the wider community and key performance indicators.

### What does it involve?

The starting point for most organisations is to gather evidence relevant to the nine criteria of the Excellence Model. This can range from a quick, rough guide to an externally validated evidence-based report. Self-assessment leads to a profile of the organisation's strengths and areas for improvement. These are valuable in developing a prioritised improvement action plan involving the use of other quality tools as necessary.

It is possible to 'score' performance against the Excellence Model criteria, the main value of this being a summary measure of improvement over a period of time, or as part of an award application. Most organisations using the Excellence Model concentrate on areas for improvement, rather than routinely scoring their performance.

The EFQM Excellence Model has been designed to be a generic model and is as applicable to 'non business' orientated

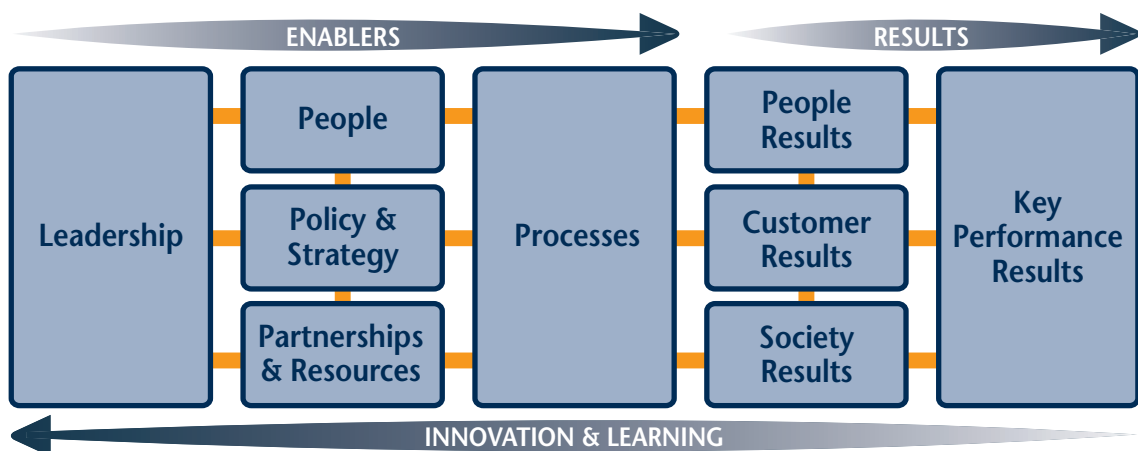


Figure 1 – The EFQM Excellence Model (©EFQM Model is a registered trademark of the EFQM).

organisations etc, as to private sector organisations. However, a separate version is available for the public and voluntary sectors, recognising some distinctions, e.g. in terminology.

One example of a distinction between the private and public/voluntary sectors, is how self-assessment and improvement are treated in the context of political decisions. The EFQM Excellence Model does not seek to assess the 'quality' or 'excellence' of political policies, but rather the management of excellence within organisations in delivering those policies.

## How much does it cost?

The resources required for self-assessment vary enormously. Simplified materials for very basic assessments are available for free. More rigorous assessment requires a modest investment in materials, training and, possibly, consultancy support: a recent survey shows that the majority of organisations spend less than £5,000.

## How long does it take?

Self-assessment against the Model can be completed very quickly – within days for a very basic assessment. However, as a diagnostic tool it highlights areas for action and the time needed to address those action points will vary between organisations.

Part of the logic behind the Excellence Model is regular assessment and review. The most successful users conduct annual assessments as part of their business planning process.

## Benefits

Self-assessment against the Excellence Model:

- Identifies strengths and areas for improvement
- Identifies priority areas to address
- Provides year-on-year assessment of performance against a widely recognised model
- Provides a framework, which makes sense of all quality and improvement activities
- Generates fresh motivation for improvement

- Gives an insight into world class practice
- Enables comparison with a wide range of other organisations.

## European Quality Award

Run by EFQM, this prestigious award is based on assessment against the Excellence Model. An increasing number of public sector organisations are entering this award – with notable success – as part of their improvement activity.

## EFQM based recognition schemes

Recognition schemes are about celebrating achievement and encouraging greater commitment to systematic improvement in the future, providing a focus for learning and innovation. These offer a staged route to Excellence, based upon the Excellence Model, for organisations to follow and to be recognised at various stages along the journey to excellence. The stages range from "Investors in Excellence" (IIE) for organisations at the start of the journey, to the annual Awards for Business Excellence – recognising Scotland's best organisations – and onwards into the European Quality awards. (Further information on IIE can be found in Section Five under other current schemes).

## Where can I find out more?

Further advice on the Model, the tools and electronic tools available for self-assessment, and the recognition schemes can be sought from Quality Scotland at:

Quality Scotland,  
11 Abercromby Place,  
Edinburgh,  
EH3 6LB.  
Tel: 0131 556 2333  
Email: [info@qualityscotland.co.uk](mailto:info@qualityscotland.co.uk)  
Website: [www.qualityscotland.co.uk](http://www.qualityscotland.co.uk)

# Charter Mark

## What is it?

**Charter Mark is the Government's quality improvement scheme for customer service. It is both a standard and a quality improvement tool to assist organisations in service delivery to customers.**

The 12 year old scheme is now more relevant than ever to the new agenda for public service reform and service delivery. The Charter Mark criteria have been revised to reflect the main principles for improving the delivery of public services that have been developed by the Prime Minister's Office of Public Service Reform. The new scheme was piloted during 2003 and became fully operational from the beginning of 2004.

Charter Mark continues to be unique in that it focuses on the experience of the customers and the service they receive. It provides applicants with a framework and toolkit that can be used to drive customer-focused quality improvement programmes and a culture of continuous quality improvement, irrespective of the size or type of the service being provided.

There is no quota for the number of organisations that can achieve the standard; all those who meet the criteria will achieve Charter Mark status. To date more than 9,000 organisations have applied for Charter Mark and there are currently more than 2,400 holders of the standard.

The scheme was revised to make sure it reflects Government priorities for public services, to reduce bureaucracy and make it easier for applicants to apply. This has been achieved by cutting out overlaps and duplication within the original criteria without diluting them in any way.

You can check the Charter Mark website at [www.chartermark.gov.uk](http://www.chartermark.gov.uk) for news and information.

## Who can apply for Charter Mark?

- All public sector organisations that deal directly or indirectly with the public
- Voluntary organisations providing a service to the public who receive at least 10 per cent of their income from public funds
- Sub-contractors of public sector organisations who provide a specific service to the public, which would otherwise be provided elsewhere by another public sector organisation
- Organisations providing services on behalf of a public sector organisation
- Partnerships between two or more public services.

If you are not sure whether your organisation is eligible to apply for a Charter Mark you should contact the Cabinet Office at [chartermark@cabinet-office.x.gsi.gov.uk](mailto:chartermark@cabinet-office.x.gsi.gov.uk)

## What does the Charter Mark involve?

Charter Mark applicants are assessed against six criteria. These are:

- Setting standards and performing well
- Actively engaging with your customers, partners and staff
- Being fair and accessible to everyone and promoting choice
- Continuously developing and improving
- Using your resources effectively and imaginatively
- Contributing to improving opportunities and quality of life in the communities you serve

The full set of criteria is available at [www.chartermark.gov.uk/apply/criteria/index/htm](http://www.chartermark.gov.uk/apply/criteria/index/htm). Once you have achieved the Charter Mark standard you will hold it for three years before you need to re-apply for the re-certification review process. This ensures that your organisation is meeting the requirements of continuous improvement throughout this period.

## Charter Mark on-line self-assessment tool

Potential applicants can test themselves against the criteria by using the web-based on-line self-assessment tool that is available at [www.chartermark.gov.uk/apply/selfassess.htm](http://www.chartermark.gov.uk/apply/selfassess.htm).

The self-assessment toolkit is free to use and is a valuable way of helping your organisation measure its strengths and weaknesses against the criteria and focusing your improvement programme to reach the Charter Mark standard. The toolkit is useful to both organisations that are familiar with Charter Mark and those that are absolute beginners. It is divided into two parts:

- Part 1 – **Charter Mark the essence** is an ideal introduction for those new to the scheme.
- Part 2 – **The Full Criteria** gives applicants the chance to carry out their own self-assessment before submitting their formal application. Written feedback is given and applicants can revisit their assessments to record improvements made as a result of that information.

## New Assessment Bodies

Four private sector organisations have been selected to assess applicants and certify successful organisations against the Charter Mark standard. To make sure the assessment process continues to be rigorous, the United Kingdom Accreditation Service (UKAS) has accredited the new assessment bodies, giving customers' assurance that the service they receive is competent and meets the requirements of the standard. The Cabinet Office remains in overall control of the scheme.

The assessment bodies all have a background in the certification of quality schemes and were selected on the basis that they would offer good customer service for Charter Mark applicants, a personal service tailored to organisations' needs, real choice and flexibility. They offer a variety of assessment approaches to applicants, allowing them to select the methodology that best suits their business needs.

The four assessment bodies are:

- Centre for Assessment Ltd
- CMAS (GSL Managed Services)
- East Midlands Quality Centre
- SGS UK Ltd

Information about the four assessment bodies, including their contact details, can be found at <http://www.chartermark.gov.uk/apply/index.htm>.

## How much will it cost?

Costs for the application will vary. Each organisation applying for the Charter Mark standard can negotiate with the assessment bodies to get the best deal possible. Joint applications between several organisations may also be considered.

## How long will it take?

There is no set timescale for achieving Charter Mark as it depends on how much work your organisation will have to do to meet the criteria. The on-line self-assessment tool will help you to decide this and identify areas where there is a need for further development and improvement to meet the criteria.

## Benefits

- Increased customer focus
- Improved consultation with users
- Improved staff morale
- Development of better internal processes
- Development of more effective service delivery
- Improved complaints handling
- More cost effective service delivery

***Charter Mark continues to be unique in that it focuses on the experience of the customers and the service they receive.***

## Where can I find out more?

The website: [www.chartermark.gov.uk](http://www.chartermark.gov.uk) provides information and news about Charter Mark.

### *Cabinet Office*

[chartermark@cabinet-office.x.gsi.uk](mailto:chartermark@cabinet-office.x.gsi.uk)

General enquiry line: 020 7276 1755

Applicants helpline: 0845 304 0430

Or write to:

The Charter Mark Team Enquiries

4th Floor, Kirkland House

22 Whitehall

London SW1A 2WH

### *The Scottish Executive*

[C21g@scotland.gsi.gov.uk](mailto:C21g@scotland.gsi.gov.uk)

General enquiry line: 0131 244 7458

Or write to:

21st Century Government Unit

Victoria Quay

Edinburgh EH6 6QQ



## Investors in People (IiP)

### What is it?

**Investors in People is a national standard, which sets a level of good practice for improving an organisation's performance through its people.**

The key principles are:

**Developing strategies to improve the performance of the organisation:** An Investor in People develops effective strategies to improve the performance of the organisation through its people.

**Taking action to improve the performance of the organisation:** An Investor in People takes effective action to improve the performance of the organisation through its people.

**Evaluating the impact on the performance of the organisation:** An Investor in People can demonstrate the impact of its investment in people on the performance of the organisation.

### What does it involve?

Becoming an Investor in People involves a number of stages:

- Information gathering – including finding out more about the Standard from others who have used it and talking to Investors in People Scotland and your Local Enterprise Company (LEC)
- Initial diagnostic – to see how your organisation measures up against the national Standard and to identify action to close any gaps
- Develop people and processes as necessary
- Further assessment to ascertain if your organisation meets the Standard. Once it does, your organisation will be formally recognised as an Investor in People and can publicise this through use of the logo

- Re-assessment – organisations will need to decide how often they wish to be reviewed against the Standard. Recognition is for life subject to review at least once every three years. Organisations decide how often the review should take place, but the timing should ensure that continuous improvement becomes an integral part of retaining the standard.

### How much does it cost?

There will be costs associated with the process of initial diagnosis or assessment against the Standard and any subsequent development of both people and processes to close any gaps. These should, however, be viewed against the benefits of continuous improvement that are likely to be gained from working with the standard.

The only direct cost is that of assessment. Assessors charge £550 per day, but the total cost of assessment will depend on the size of the organisation, the number of people and the number of sites involved. As a guide, an organisation with 50-100 people should need between 3 and 4 assessor days, depending on the number of locations etc.

### How long does it take?

The length of time between making a commitment to achieve the standard and being recognised will generally vary from six months to two years, depending on the extent of development needed in the organisation.

*The benefits of Investors in People can be seen both for the organisation and the individuals within it.*

## Benefits

The benefits of Investors in People can be seen both for the organisation and the individuals within it:

*For the employer:*

- Better organisational performance
- Improved employee motivation
- Reduced staff turnover
- More focused training and development for all employees.

*For the individual:*

- More opportunities to develop
- More involvement and understanding of the organisation
- Greater job satisfaction and increased morale
- Improved management.

### *Where can I find out more?*

Organisations' initial access to guidance, support and materials in Scotland is currently available from their Local Enterprise Companies (LECs) (through [www.scottish-enterprise.com](http://www.scottish-enterprise.com) in lowland Scotland or [www.hie.co.uk](http://www.hie.co.uk) in the Highlands and Islands) or information can be obtained through [www.iipscotland.net](http://www.iipscotland.net). General information about the Standard is available from Investors in People UK; more detailed guidance materials are also available for purchase:

Investors in People UK,  
7-10 Chandos Street,  
London,  
W1M 9DE.  
Tel: 020 7467 1900  
Fax: 020 7636 2386  
Website: [www.iipuk.co.uk](http://www.iipuk.co.uk)  
Email: [information@iipuk.co.uk](mailto:information@iipuk.co.uk)

# ISO 9000:2000

## What is it?

The ISO 9000:2000 series are a set of tools to help organisations ensure that their processes are managed to enable them to meet customers' needs and expectations and any related statutory and regulatory requirements. The ISO 9000 family comprises:

- ISO 9000:2000 (Quality management systems – Fundamentals and vocabulary)
- ISO 9001:2000\* (Quality management systems – Requirements)
- ISO 9004:2000 (Quality management systems – Guidelines for performance improvement).

*\*Assessments for certification are carried out against this standard.*

## What does it involve?

To comply with ISO 9000 an organisation needs to review its processes in accordance with the standard's requirements. Organisations must:

- Have top management that are fully committed to the management system
- Identify their processes and how they are applied
- Determine what the sequence of the processes are and how the processes interact, together with how they will be managed
- Ensure that the correct resources are available
- Monitor, measure and analyse the processes
- Ensure that the processes and the effectiveness of the quality management system are continually improved.

When the quality system is in place and established, organisations usually seek an independent assessment by a certification body to check conformity with the requirements of the standard and to ensure that the declared system is working in practice. The certification body may

itself be subject to independent assessment. In the UK, such assessment, known as accreditation, is conducted by the United Kingdom Accreditation Service (UKAS), which is the only UK accreditation body recognised by the Government.

Organisations that seek certification to ISO 9000 are encouraged by the Government to use the services of UKAS-accredited certification bodies. Only organisations certified by a UKAS-accredited body may use the National Accreditation Mark.

The Mark is a clear and public demonstration that an organisation's quality system has been assessed by a competent and independent body and is recognised internationally. It has been adopted by more than 60,000 organisations in the UK and more than 340,000 organisations in 150 countries.

Certified organisations are visited at regular intervals each year by their certification body to ensure that compliance with the standard is being maintained. The accredited certification bodies are themselves assessed regularly by their accreditation body.

ISO 9000:2000 is flexible and can be implemented successfully in any public sector organisation, whether for the whole organisation or for a particular customer-related service.

## How much does it cost?

This depends on the size and complexity of the organisation, but a typical organisation of between 60 and 70 people could expect to pay £2,000-£3,000 (depending on the number of locations involved) for the initial assessment and £1,000-£1,600 each year for the audits.

## How long does it take?

The length of time leading up to assessment depends entirely on the current state of the organisation's management system and the need to develop consistent working practices to comply with the standard's requirements. Frequently, the process of implementation through to assessment can be completed in six to nine months.

All organisations will need to:

- Identify their processes
- Document their quality policy, objectives and quality manual (this may be suitably concise)
- Document\* the few procedures that are a requirement of the standard.

*\*The extent of any additional documentation is left to the organisation to determine, being based on: (i) the size and type of the organisation; (ii) the complexity of the processes and their interaction; and (iii) the competence of the people.*

## Benefits

- Public perception: ISO 9000:2000 certification by a UKAS-accredited body confers an internationally respected status. It affirms the independent approval of a management system designed specifically to deliver high levels of customer satisfaction
- Clear commitment from top management on their approach to a management system
- Job satisfaction and morale: staff are clear about their specific role and how it relates to achieving the organisation's objectives
- Better use of time and resources
- Improved consistency of service performance and, therefore, increased customer satisfaction
- Improved and transparent internal and external communication
- Organisational pride in the achievement of certified status.

## Where can I find out more?

To obtain copies of the standard, contact:

British Standards Institution,  
389 Chiswick High Road,  
London,  
W4 4AL.  
Tel: 020 8996 9001  
Fax: 020 8996 7001  
Website: [www.bsi-global.com](http://www.bsi-global.com)

There is a wide choice of bodies offering certification services – to obtain more details, contact:

United Kingdom Accreditation Service,  
21-47 High Street,  
Feltham,  
Middlesex,  
TW13 4UN.  
Tel: 020 8917 8400  
Fax: 020 8917 8500  
Website: [www.ukas.com](http://www.ukas.com)

To obtain further advice on certification and details of UKAS-accredited certification bodies, contact:

Association of British Certification Bodies (ABCB),  
Sira,  
South Hill,  
Chislehurst,  
Kent,  
BR7 5EH.  
Tel: 020 8295 1128  
Fax: 020 8467 8091  
Email: [tinman@abcb.co.uk](mailto:tinman@abcb.co.uk)  
Website: [www.abcb.demon.co.uk](http://www.abcb.demon.co.uk)

# Balanced Scorecard

## What is it?

Balanced Scorecard is a framework for implementing and managing strategy at all levels of an enterprise by linking objectives, initiatives and measures of performance. The Scorecard provides a view of an organisation's overall performance by integrating financial measures with other key performance indicators around customer perspectives, internal business processes and organisational growth, learning and innovation.

## What does it involve?

Managers determine what is required to deliver and sustain the strategy and how to monitor progress in terms of the four dimensions:

- Finance
- Customer
- Process
- People.

The respective measures within these dimensions are used to communicate the strategy, to allocate responsibilities and time frames and to monitor the progress. The Balanced Scorecard focuses all parts of the enterprise on the critical success factors and shows how each part becomes a determinant of the eventual strategic outcome. (Refer to figure 1)

## How does it relate to the Public and Voluntary Sector?

The Balanced Scorecard was originally designed for the private sector, which places financial results at the head of the strategic hierarchy. Public and Voluntary Sector organisations are more concerned with value for customers. Those customers can be paying customers but not necessarily consumers of the service. In these instances the long-term objectives must be reconciled for both sets of customers and a high level mission made explicit.

The internal processes must then be identified that will deliver the desired value propositions for both groups. The objectives within the scorecard can then be orientated towards the achievement of the high level mission.

## How much does it cost?

The resources required for Balanced Scorecard vary according to each organisation's specific requirements. A brief period of consultancy is advisable in most cases. This consultant engagement should be subject to tender, which will provide a guide to the longer-term costs.

*The objectives within the scorecard can then be orientated towards the achievement of the high level mission*

## How long does it take?

Provided there is sufficient commitment and impetus at the outset, the Balanced Scorecard can be operational within a three-month period.

## Benefits

- Mission and Vision are made explicit
- Strategy and responsibilities are communicated
- Performance is measured and managed.

## Where can I find out more?

Further information can be obtained from:

Quality Scotland,  
11 Abercromby Place,  
Edinburgh,  
EH3 6LB.

Tel: 0131 556 2333

Email: [info@qualityscotland.co.uk](mailto:info@qualityscotland.co.uk)

Website: [www.qualityscotland.co.uk](http://www.qualityscotland.co.uk)

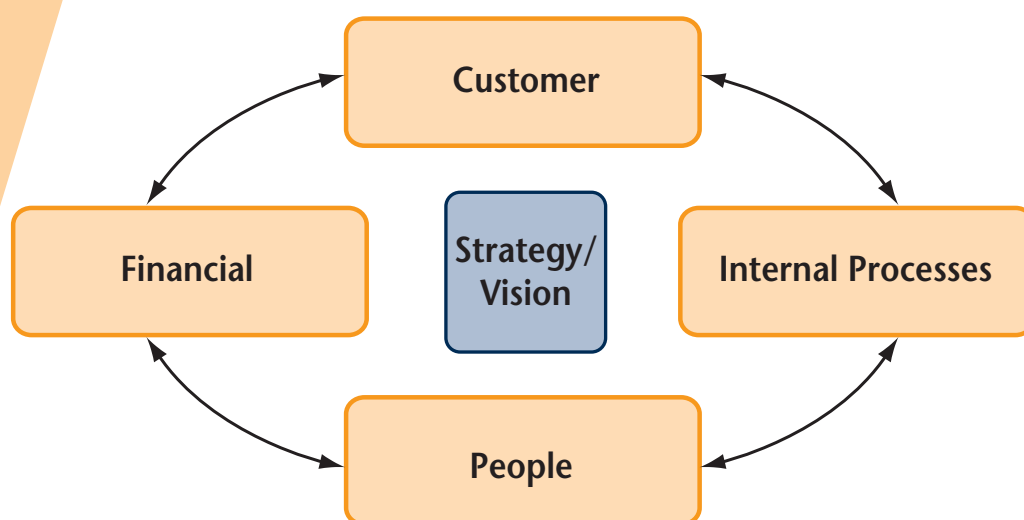


Figure 1 – Representation of the Balanced Scorecard

## The Big Picture

### What is it?

The Big Picture is an organisational development framework with built in practical tools (see figure 2). It is designed to help you think about every aspect of your organisation and its work and to take action to improve it. The framework has been developed by people who work in, and understand, the voluntary sector. It recognises the unique qualities of voluntary organisations. At the same time it draws on good practice from other sectors.

The Big Picture is based on the following principles:

### Enabling results

Processes should lead to results. The Big Picture encourages us to satisfy our stakeholders and achieve positive impact in our work. This is done through effective steering by the board or management committee and effective management processes.

### Continuous Improvement

No matter where we are, we can still get better. There are acceptable standards that we all need to achieve but we should aspire to reach even higher levels. The act of questioning and learning through the use of The Big Picture will lead to a process of continuous improvement.

### Non-prescriptive

Changes should relate to the needs of our organisation, not on an external set of rules laid down by others. The Big Picture allows us to take a guided tour of self-discovery. We devise our own solutions based on our own experiences. This involves identifying our strengths and areas for improvement.

### Questions, not answers

The Big Picture is non-judgemental in its approach. We are helped to identify the right questions, but it is up to us to determine the answers.

### The value of practical tools

The Big Picture is intended to be useful (it meets a recognised need), useable (its format and style will encourage people to take it off the shelf) and acceptable (it will be seen as appropriate for our sector)

### Flexible

The Big Picture has been designed to be used in a variety of different ways, by many different types of organisation (both large and small), at all levels within an organisation.

The Big Picture has also been designed around the development/planning cycle, which is an essential tool for all organisations that want to get better at what they do.

It operates by:

- Identifying the needs to be met
- Devising a plan to meet the needs
- Doing something practical to meet the needs
- Reviewing the extent of our success in meeting these needs and Identifying further needs to be met.

### What does it involve?

The Big Picture can be used in a variety of ways. Most commonly it is used at an away day to assess the need for change and to plan how this will take place. At a subsequent meeting the group can review the impact of this change using the framework. They can then go through the cycle again and identify the need for further changes.

The Big Picture can also be used to assess the whole organisation and as a checklist for reports, plans, training needs analysis and induction sessions.

### How much will it cost?

You will have to allow for staff and/or volunteer time and possibly venue, refreshment and travel expenses. However, travel costs could be minimised if you decide to use some of the on-line facilitation exercises.

The Big Picture itself costs between £45 and £76 depending on whether your organisation is a

member of SCVO and whether you are able to pay in advance. A supporting pack entitled Getting Started in the Big Picture is also available. Prices for this start at £12 if purchased with a copy of the Big Picture through to £25 if purchased separately. Please note however that there is an additional charge if an invoice is required.

## How long does it take?

You will want to put together a plan, make changes and check how you've done. How much time you spend and over what period of time is up to you. Some people spend a few hours over a few weeks: others spend much longer over several months. You know best what time and energy you can give to making changes.

## Benefits

- It's simple and easy to understand
- It's flexible
- It's comprehensive
- It raises awareness about quality issues
- It helps people to share views and build consensus
- It works well with other quality systems
- It makes a difference
- It has practical tools to support its use

*"We were able to submit a good quality funding application to the Community Fund, which secured us £160,000."*

**Action for Sick Children**

*"We deal with crisis management – it was only by stepping back and looking at The Big Picture that we see that our main aim is to deal with domestic violence."*

**North Ayrshire Women's Aid**

## Where can I find out more?

To obtain further information go to [www.thebigpic.org.uk](http://www.thebigpic.org.uk)

To obtain further advice contact:  
The Networks Team  
SCVO (Scottish Council for Voluntary Organisations)  
Mansfield Place  
Edinburgh  
EH3 6BB  
TEL: 0131 556 3882  
Fax: 0131 556 0279

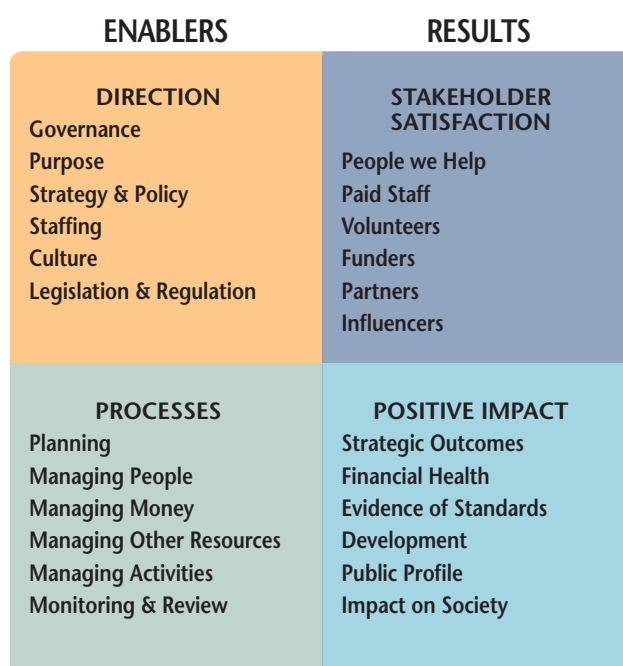


Figure 2 – the Big Picture 2 framework



# Kaizen Blitz

## What is it?

A Kaizen Blitz is a business improvement tool, which achieves 'impossible' results quickly.

It is designed to identify and strip out anything that does not add value to the critical process under examination. It is also about creating the right physical environment by removing obstacles that hinder the process. Facilitation by someone who is well versed in the Kaizen principles is essential to create and maintain the right environment during the week. Their role is to train and guide the team members to develop and rapidly implement solutions to resolve critical business issues. The effect is immediate and the improvements in the process obvious. The key to the success of Kaizen is that it is the people who have hands-on knowledge of the existing process who explore and develop the new process, creating stronger ownership and sustainability.

## What does it involve?

Hard work and long days! A Kaizen Blitz week is held to analyse and identify problems. Solutions are identified and many changes are made immediately. A plan for implementing other solutions is developed.

On day one there is training on the principles of Kaizen. On day two the process is analysed to identify and make visible all the problems with the current process. On day three the team develop and implement the new process. On day four they listen to feedback from the users of the new process and make changes as appropriate. On day five they make a presentation to management on what has been achieved and what still needs to be done to institutionalise the changes. Then the really hard work of bedding in the new process begins.

A Kaizen team is multilevel and multifunctional. It consists of people from the process being Kaizenized, appropriate support people, a supervisor/manager plus a key 'supplier' and 'customer' if possible. An external representative is also invited to provide a fresh view and possibly information on better practice elsewhere.

## How much does it cost?

If the organisation has invested in training a Kaizen facilitator then the cost will be funded like any other internal service.

If an external consultant is required (to get the process started and develop internal skills) then the costs would be in the region of £7,000 to £10,000 per event. However, because of the certainty that significant results will be delivered it is common for a 'no risk' guarantee (the savings will be greater than the fees) to be offered.

Some external consultants offer nationally recognised accreditation to all participants on a Blitz Week and this will incur additional costs.

## How long does it take?

A typical Kaizen Blitz takes two to three months from conception to bedding in of the new process. This allows time for data collection prior to the Blitz, the Blitz week itself and the follow-through, which is the most critical part of the process. There is a formal review after 30 days to ensure that all the actions for sustainability have been completed.

*The benefit of a Kaizen Blitz is that improvements are apparent immediately the week is over as a result of the new, streamlined process, which benefits all stakeholders.*

## Benefits

The benefit of a Kaizen Blitz is that improvements are apparent immediately the week is over as a result of the new, streamlined process, which benefits all stakeholders.

### *For the employer:*

- Improvements in performance (e.g. quality 90 per cent, cost 50 per cent, lead-time 80 per cent)
- Reduction of employee stress in their new, simplified process
- Freeing of resources (through increased productivity) to tackle other issues such as customer satisfaction.

### *For the individual:*

- An opportunity to shape their environment and make it a better place to work
- A chance to use their creativity
- Learning new skills and gaining a nationally recognised vocational qualification
- Empowerment to contribute positively in the continuous improvement agenda.

### *For the customer:*

- A more responsive, better quality, lower cost service
- A continuous improvement attitude from their supplier
- A relationship based on partnership.

## *Where can I find out more?*

The Scottish Executive Business Development Unit has experience of Kaizen in several different processes. They have also produced a short video, which focuses on what it was like for the participants and on the business benefits achieved.

### **Contact:**

Ewhan Barschtschyk,  
Business Consultant  
Changing to Deliver Division  
Scottish Executive,  
3-F Victoria Quay,  
Edinburgh,  
EH6 6QQ.  
Tel: 0131 244 4603  
Email: ewhan.barschtschyk@scotland.gsi.gov.uk

Aberdeenshire Council has used Kaizen in critical processes within Finance and Personnel and is willing to share their experiences.

### **Contact:**

Pat Browne  
Kaizen Champion  
Tel: 01224 665288  
E-mail: pat.browne@aberdeenshire.gov.uk

Quality Scotland has been offering Kaizen awareness training to its membership for many years and this led to Kaizen interest being raised with their membership. QS is now providing experiential training in the cultural aspects of change to ensure that Kaizen interventions are sustained.

### **Contact:**

Quality Scotland,  
11 Abercromby Place,  
Edinburgh,  
EH3 6LB.  
Tel: 0131 556 2333  
Email: info@qualityscotland.co.uk  
Website: www.qualityscotland.co.uk

# Six Sigma

## What is it?

**Six Sigma is a methodology for improvement. Six Sigma helps organisations manage and improve processes, both service and technical, in smarter ways. It is aimed at three main areas:**

- Customer Satisfaction
- Reducing Errors and Defects
- Reducing Cycle Time.

The results of applying Six Sigma are measurable in hard financial and/or customer satisfaction terms. Although incremental change can be gained, Six Sigma is targeted to areas where 'breakthrough' performance is required.

Six Sigma introduces and deploys a very wide set of tools. Many of these use data and information in very clever ways to identify paths to improvement.

The term 'Sigma' comes from the Greek letter, which is used to describe the variation in a process. A process, which is highly variable, will lead to increased cost and poor customer satisfaction. The error rate within such a process will be high. Among other things, Six Sigma is about reducing the variation in a process.

Organisations can measure performance against the 'Sigma Scale', where low sigma values mean poor performance and high sigma values mean excellent performance. A Six Sigma process is virtually error free. Many different types of process can be measured on the same scale.

The basic Six Sigma methodology first emerged in the 1980s. Since then it has developed into a very comprehensive approach to business and organisational improvement.

## What does it involve?

Success with Six Sigma is achieved through involving people in a variety of roles. Central to any such effort are the Six Sigma Practitioners, sometimes called 'Six Sigma Black Belts'. These people are given extensive training in the tools and techniques and as a result are expected to

be as lethal to problems as their martial arts equivalents are lethal in combat.

Black Belts are normally assigned to specific problem areas of the organisation where improvement is required. The title 'Six Sigma Black Belt' is only achieved when significant and demonstrable results are confirmed. Often this achievement is seen as important personal development for the individual. Usually the training and the application of techniques run concurrently.

There are other roles within any Six Sigma programme. Every Black Belt should have a sponsor who is part of the senior management team. The group of sponsors effectively oversees the entire Six Sigma Programme. Sponsors are responsible for ensuring that the chosen Six Sigma projects are areas of key importance to the organisation. They maintain some form of programme review to ensure that the total effort is kept moving forward and remains on track.

Other roles may be defined within Six Sigma. Many organisations support their Black Belts with people who are trained to a slightly lower level – these roles are referred to as Green Belts.

As with all major improvement programmes the involvement and leadership of the senior executive is an important element.

## How much does it cost?

The entry into a Six Sigma programme can be as wide or narrow as the organisation sees fit. Many organisations these days may be put off by 'huge initiatives'. Six Sigma can start in a very focused way and address only a few specific areas within the business.

*The basic Six Sigma methodology first emerged in the 1980s. Since then it has developed into a comprehensive approach to business and organisational improvement.*

Alternatively it can form the core improvement process on an enterprise wide basis. The scope and structure of a Six Sigma programme depends on what the organisation is trying to achieve. Obviously cost will be based on this. Black Belt training is fairly specialised and quite extensive – normally around 20 days.

## How long does it take?

Establishing Black Belt candidates, Sponsors, and Projects can take a month or two. The training duration can be scheduled to suit the organisation. Normally 'first pass' Black Belt projects will take in the order of 3-9 months. The organisation should expect to see a net return on investment within one year. The journey to excellence, however, takes rather longer than that.

## Benefits

- Lower costs
- Mistakes and errors reduced
- Difficult problems solved
- Customers better satisfied.

Reports of the significant customer satisfaction and financial gains achieved through using Six Sigma are widely published.

## *Where can I find out more?*

For further information contact:

Quality Scotland,  
11 Abercromby Place,  
Edinburgh,  
EH3 6LB.

Tel: 0131 556 2333

Email: [info@qualityscotland.co.uk](mailto:info@qualityscotland.co.uk)

Website: [www.qualityscotland.co.uk](http://www.qualityscotland.co.uk)

## *Links between Schemes and Tools*

*Simply viewed, the Excellence Model helps you ask the  
right questions, and the other schemes help you find  
the right answers*

# Links Between Schemes and Tools

The mapping of the links between the different schemes and tools is complex and at times a matter of personal opinion. However, as they have all been developed on the ethos and principles of organisational excellence, the links can be quite visible.

The diagrams and charts in this section provide an overview of where the identified quality schemes and tools fit.

## Linkages in the primary schemes

The links between the EFQM model and the three primary standards can be easily demonstrated. The Excellence Model provides an overall framework for an organisation's activities, while Investors in People, Charter Mark and ISO 9000:2000 look in more detail at ways of improving performance. Simply viewed, the Excellence Model helps users ask questions about how good their organisation is, and how good they want it to be. The other three schemes help with the answers.

Figure 3 demonstrates the critical links

between the Excellence Model and the three primary standards. Some areas of the EFQM model are not addressed by the other quality schemes. But the other schemes concentrate on specific aspects of quality and need not operate in isolation.

Figure 4 demonstrates the strength of the fit between the Excellence Model and the three main standards, using three levels of impact.

The chart in figure 5 shows how each of the elements of the Excellence Model relate to the other schemes.

All the schemes and tools have their own specific characteristics. While the EFQM Excellence Model provides an overall framework for all an organisation's activities, Investors in People, Charter Mark and ISO 9000:2000 look in much more detail at ways of improving performance. How to use which scheme, and in what order, is down to the individual organisation's judgement. The Excellence Model will provide an overview. The other schemes provide the opportunity to start by concentrating on a particular area.

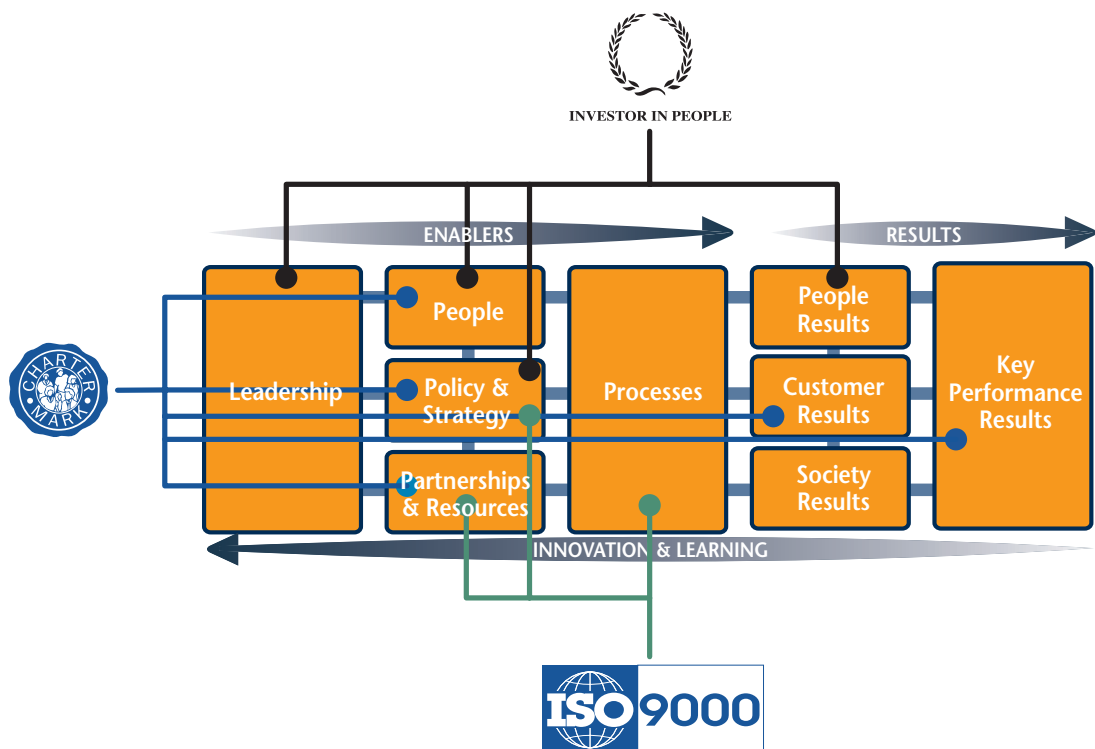


Figure 5 –The links between the EFQM model and the three primary standards.

EFQM	ISO 9000:2000	Investors in People	Charter Mark	ISO 14000
Leadership	★★★	★★★	★★	★★
Policy and Strategy	★★★	★★★	★★	★
People	★★★	★★★	★★★	★★★
Partnership and Resources	★★★	★★★★	★★★	★★
Processes	★★★★	★★	★★	★★★
Customer Results	★★★	★★	★★★★	★★
People Results	★★	★★★★	★★	★
Society Results	★★	★	★	★★★★
Key Performance Results	★★	★★★	★★★★	★★
Key:	★★★★	★★★	★★	★

Figure 3 – Critical links between the EFQM model and the three primary standards.

- **EFQM:** Regular healthcheck
- **Charter Mark:** Strongest fit is with the customer results
- **Investors in People:** Improving delivery of services through people
- **Balanced Scorecard:** Provide regular monitoring of the results identified from the enabler side of EFQM
- **Kaizen, Six Sigma and ISO 9000:2000:** Focus on the improvement of processes

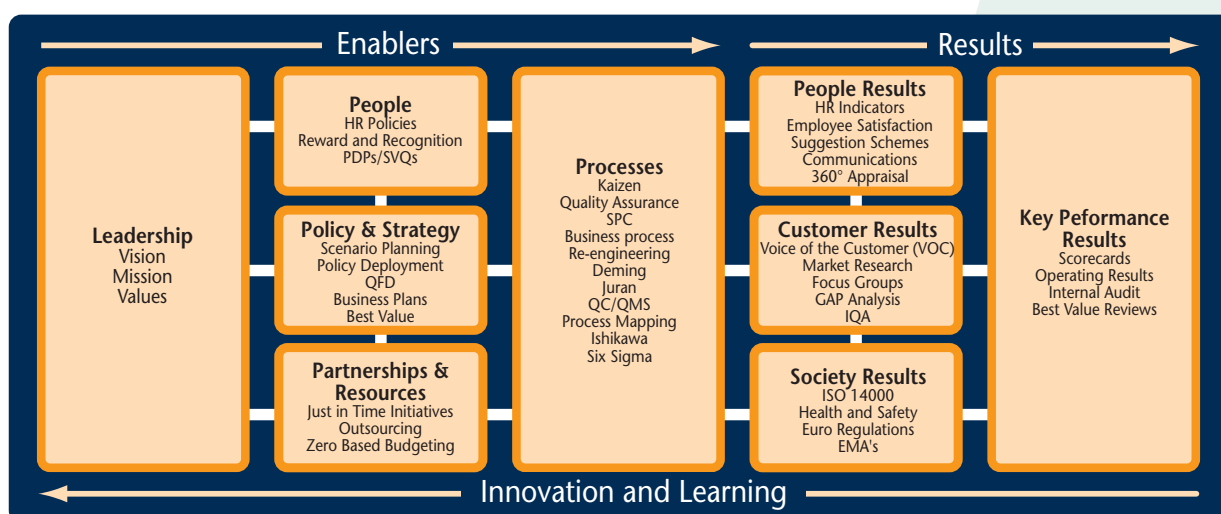


Figure 4 – The relationship between the Excellence Model and other schemes and tools.

## Linkages to the Big Picture

Work carried out by the Scottish Council for Voluntary Organisations has identified the links and benefits from the Big Picture framework (figure 6) to a number of the other schemes.

Using The Big Picture as a framework, figure 7 identifies the areas covered by the main quality schemes and tools used in the voluntary sector when compared against the strands of The Big Picture. It is hoped that this will help identify which quality framework is appropriate for your organisation. The table aims to identify how work that you have completed with The Big Picture can support work for other quality schemes and tools.

ENABLERS	RESULTS
<b>DIRECTION</b> Governance Purpose Strategy & Policy Staffing Culture Legislation & Regulation	<b>STAKEHOLDER SATISFACTION</b> People we Help Paid Staff Volunteers Funders Partners Influencers
<b>PROCESSES</b> Planning Managing People Managing Money Managing Other Resources Managing Activities Monitoring & Review	<b>POSITIVE IMPACT</b> Strategic Outcomes Financial Health Evidence of Standards Development Public Profile Impact on Society

Figure 6 – The Big Picture 2 framework

System	EFQM	IIP	Charter Mark
<b>Stand Direction</b>			
Governance	★★★★★	★★★	★
Purpose	★★★★★	★★★★★	★★★
Strategy & Policy	★★★★★	★★★	★★★
People Resources	★★★★★	★★★★★	★
Culture	★★★★★	★★★	★★★
Legislation	★★★	★	★★★
<b>Processes</b>			
Planning	★★★★★	★★★	★★★
Managing People	★★★★★	★★★★★	★
Managing Money	★★★★★	★★★	★
Managing Other Resources	★★★★★	★★★★★	★★★
Managing Activities	★★★	★	★★★★★
Monitoring & Review	★★★	★	★★★★★
<b>Stakeholder Satisfaction</b>			
People We Help	★★★★★	★	★★★★★
Paid Staff	★★★★★	★★★★★	★★★
Volunteers	★★★	★★★★★	★★★
Funders	★★★	★	★★★
Partners	★★★★★	★	★★★
Influencers	★★★	★	★★★★★
<b>Positive Impact</b>			
Strategic Outcomes	★★★★★	★	★★★★★
Financial Health	★★★	★	★
Evidence of Standards	★★★★★	★	★★★
Development	★★★★★	★	★
Public Profile	★★★★★	★	★★★
Impact on Society	★★★★★	★	★★★

Figure 7 – Comparison of the linkages from the strands within The Big Picture and other quality schemes.



## Finding the right scheme and the right fit

All the different quality schemes and tools have a synergy with each other, either being able to be used on their own or together depending on the required outcome.

Figure 8 shows the different merits of using frameworks like EFQM and Big Picture, compared with the standards of Charter Mark, Investors in People and ISO 9000:2000. For example, Investors in People has a strong fit in the motivation of people and where an organisation would want recognised through a formal quality mark.

Frameworks like the EFQM model and The Big Picture tend to be used across an organisation or department and have an holistic view that encourages questions and actions in key areas, thus providing a strong base for improved performance. Quality tools or schemes can be used to deliver the improvement needs identified by EFQM or the Big Picture.

Organisations or department/units can decide whether to start their quality journey by having an overall look at the business through a framework like the EFQM Excellence Model, The Big Picture or whether it is better to apply for a standard like Investors in People, ISO9000:2000 or Charter Mark first.

Work carried out within an organisation for one of the quality schemes or tools will most certainly have a fit within the others.

	Frameworks		Standard	
	EFQM	The Big Picture 2	IIP	Charter Mark
Overall organisational	★★★★★	★★★★★	★★★	★★★
Improved planning	★★★★★	★★★	★★★	★
Motivation of people	★★★	★★★	★★★★★	★
External audit	★★★	★	★★★★★	★★★★★
Formal recognition	★★★★★	★	★★★★★	★★★★★
Encourages stakeholder involvement	★★★★★	★★★	★	★★★
External Customer	★★★	★★★	★★★	★★★★★
Key: Strong Fit ★★★★★ Weak Fit ★				

Figure 8 – Comparison of linkages between schemes in benefit terms. (Chart courtesy of SCVO).

# Best Value and Quality Schemes

## Best Value

This section discusses how four of the quality schemes – the EFQM model, Charter Mark, Investors in People and ISO9000:2000 – can be used in support of Best Value. The philosophy of Best Value in Scotland is descriptive, rather than prescriptive, allowing each organisation to take its own unique circumstances into account. The quality schemes can support a number of the characteristics of an organisation's commitment to Best Value, as described in the Scottish Executive's Best Value guidance, as well as helping with the practical aspects of Best Value Review.

These quality schemes have been designed precisely to be flexible and usable by almost any kind of organisation. They deliberately avoid emphasis on one aspect of an organisation over another. This is their fundamental strength, but it means that the quality schemes will not deliver Best Value by themselves.

## Best Value and the Excellence Model

The power of the Excellence Model is its comprehensive diagnostic capability, and the role this plays in informing, planning and managing continuous improvement. Its use of self-assessment to identify areas for improvement and its promotion of continuous improvement can be valuable to an organisation setting out to display and build on a commitment to Best Value. Using the Excellence Model can also support the Best Value characteristic of review and options appraisal.

A number of the Excellence Model enablers and results – for example leadership, policy and strategy, partnerships and resources, people, customer results and society results – also relate to the Best Value characteristics of commitment and leadership, responsiveness and consultation, sound governance, the management of resources and sustainable development.

At a practical level of implementing Best Value Reviews, it is also worth considering the Excellence Model alongside the 4 Cs.

## Challenge

The Excellence Model is relevant to challenge in at least two ways:

- Firstly, rigorous analysis through the Excellence Model does tend to raise difficult questions
- Secondly, no challenge, no matter how radical, can be set in ignorance of current performance, strengths and areas for improvement. Here the evidence that the Excellence Model provides can be a useful platform of data for further analysis.

## Consult

Here again there are specific areas where the Excellence Model will be of value to some organisations. The disciplines of the Model require effective consultation in a number of respects, including with customers, staff, partners, stakeholders and society at large. In addition, organisations generally report that they find the Excellence Model particularly effective for engaging staff in change management.

## Compare

Best Value requires comparison with other organisations and providers and the Model provides a robust framework for this. This can be done in at least three ways:

- Comparison of Excellence Model scores. This is a very basic form of benchmarking
- Analysis of Areas for Improvement. By comparing an organisation's specific strengths and areas for improvement, at a more detailed level
- Process Benchmarking. This is in some ways an extension of the above.

## Compete

The value of the Excellence Model will vary depending on the strategic approach taken:

- Where there is in-house provision, it will be particularly important for the providers to be able to both demonstrate competitiveness and manage improvements over time. Here the Excellence Model with its emphasis on robust data can help

- Where services are outsourced, it is more difficult to see how the Excellence Model can play a direct role, unless the providers adopt it on their own initiative
- Where there is real doubt about where to source services, the Excellence Model is not an appropriate tool for helping the decision-making process.

Finally, it is worth giving partnerships a special mention in the context of 'compete'. It is possible to deploy the Excellence Model across organisational boundaries, using the common framework and language the Model provides to help design and manage a partnership.

## Best Value and Charter Mark

Charter Mark is very much focused on user satisfaction and working with others, while taking account of the effective use of resources. It is, therefore, highly supportive of the importance given to responsiveness and consultation in Best Value. It provides a good discipline for reviewing a service from the customer's perspective, whether as part of a Best Value Review or otherwise.

## Consulting and Involving Customers

Charter Mark has been found to be an important means of driving service improvement, customer focus and in motivating staff to be involved in change.

In particular, the involvement of front line staff in consultations with customers has been found to be valuable in delivering improvement.

Charter Mark looks for evidence that organisations have tested a range of views, that the consultation is planned and its effectiveness monitored.

## Working with Other Providers

Charter Mark is also about working with other providers. It is about providing efficient, high-quality services with other providers to give

good value and with users' needs central to the process. It can be about working across boundaries between agencies, between central and local government and between public, private and voluntary sectors.

Charter Mark, therefore, promotes approaches that fit well with Best Value.

## Best Value and Investors in People

There are links between Investors in People and Best Value at a number of levels. Organisations need to develop and communicate a vision of how Best Value will contribute to corporate goals, supported by realistic plans for resource management. This links well with Investors in People indicators that stress the importance of staff awareness of the broad aims and vision of the organisation.

## Continuous Improvement

Under Best Value, organisations need to demonstrate best use of public resources, keeping a considered and appropriate balance between cost, quality and price. Investors in People offers new approaches to quality assurance and management, which put staff first in the quest for continuous improvement.

## Individual and Team Improvement Plans

One way of achieving continuous improvement is to use individual and team improvement plans. Front-line staff have an important role in delivering Best Value. Individuals should, therefore, consider in a team context how they can improve their personal performance to enhance individual and team objectives in a departmental and corporate context. This then feeds into team improvement plans. These plans can be an important feature of a best value approach.

Achieving IiP status has clear benefits to the implementation of Best Value. Investors in People can help organisations manage change and become more customer focused. It assists communication so that employees can understand

and cope with change while maintaining motivation through linking personal development and training to overall business objectives.

## **Best Value and ISO 9000:2000**

An organisation that adopts Best Value principles will be able to demonstrate sound governance at a strategic and operational level. This includes putting in place a framework for planning and budgeting, which integrates service and budget planning processes, and which links other key processes to the planning cycle. Effective performance management systems are also needed, so that the organisation knows the key processes that determine the delivery of a customer-centred, cost-effective approach.

### ***What does it provide?***

ISO 9000:2000 supports Best Value by clearly defining and documenting an organisation's procedures and processes.

These procedures:

- Assist in ensuring that customer needs are clearly identified
- Help reduce the number of errors/customer complaints
- Assist in identifying performance improvement opportunities
- Provide a clear plan for delivering a service to the required standard.

A regime of independent third party assessment against the requirements of the standard highlights deficiencies and aids the development of improvements. It also gives confidence in the processes and in the consistency of performance and allows managers to focus more on outcomes.

## Supporting Tools

### Benchmarking

Benchmarking is defined as a continuous systematic process for evaluating products, services and processes within organisations that are recognised as representing best practices for the purpose of organisational improvement.

In simple terms, benchmarking is a process of measuring and comparing specific performance of one organisation with another. Benchmarking is used to establish processes of improvement to attain improved levels of performance.

### Practical Management Tools

This guide has been about stimulating improvement in organisations, and has set out how you can go about identifying business areas

that would benefit from improvement. A range of strategic and operational tools that you can use have been described.

Improvement activity does not always need, however, to be at a strategic or major level. Many managers will be aware of processes or issues that can be dealt with locally. For this kind of issue, there are other management tools, which can help managers at local level take ownership of change and improvement. (See figure 9)

Most of the tools mentioned below are very straightforward, and guidance on how to use them is likely to be readily available from within your organisation. If you are having difficulty finding guidance, please contact Gary Fairley in the Scottish Executive Changing to Deliver Division on 0131 244 3918 or at [gary.fairley@scotland.gsi.gov.uk](mailto:gary.fairley@scotland.gsi.gov.uk).

TOOLS FOR PROBLEM SOLVING						
TOOLS	CONCEPTS					
	IDENTITY	DESCRIBE	ANALYSE	PLAN	IMPLEMENT	EVALUATE
Brainstorming – how to generate bright ideas	X		X	X		
Cause-and-Effect Diagram – analyse all possible causes of a problem			X			
Checksheet – standardising data collection to aid problem solving			X		X	
Flowcharts – graphically show how a process works		X				
Force-Field Analysis – identify what is helping/hindering change				X		
Histogram – statistical analysis graphic		X				
Mind mapping – combined with brainstorming, helps to organise and stimulate new thinking		X		X		
Pareto Analysis – identify the priority issues for change			X			
PESTE Analysis – analyse the political, environmental, social and technological environment in which you work	X			X		
Prioritisation Matrix	X		X	X		X
SWOT Analysis – what are your strengths, weaknesses, opportunities and threats?				X		

Figure 9 – Set of practical management tools

## Supporting tools in detail

### Brainstorming

Brainstorming is a listing of all the ideas put forward by a group in response to a given question. Structured brainstorming can produce numerous creative ideas in the form of a raw list of ideas from a clear question. Brainstorms can help answer specific questions such as what factors may be constraining performance, further analysis can be carried out by other quality tools such as affinity diagrams.

### Cause and Effect Diagram (aka Fishbone Diagram)

Cause and Effect diagrams are used to analyse all possible causes of a problem. The tool can be used for identifying potential causes of a problem in an orderly way or it can summarise major causes under four categories (e.g. policies, procedures, people and plant).

The diagram is used to examine all the potential or real problems (inputs) that result in a single effect (output). This tool can help you search for root causes, identify areas where there may be problems and compare the relative importance of different causes

Other uses for the Cause and Effect tool are: the organisation diagramming, parts hierarchies, project planning, tree diagrams etc.

### Checksheet

Checksheet involves standardising data collection to aid problem solving. Its purpose is to collect data in the most effective way. Checksheets make sure that all the information that is gathered is relevant and ensures everyone is doing it the same way. The task of analysis is simplified due to the way the data is collected and ordered by adding check marks against predetermined categories of items or measurements.

### Flowcharts

Flowcharts graphically show how a process works. It represents the whole process from beginning to end, depicting inputs, pathways and circuits, action or decision points and ultimately completion. Detailed analysis and optimisation of workflow is allowed due to the entire process being represented. Flowcharts are also used in conjunction with process mapping.

### Force-field Analysis

Force-field analysis is used to analyse what is helping or hindering change. It consists of a two-column form, with driving forces listed in the first column and hindering forces in the other. Change will only occur when driving forces are greater than opposing forces, if the two forces are equal, change will not occur.

Other uses for Force-field analysis are as follows:

1. List pros and cons.
2. List actions and reactions.
3. List strengths and weaknesses.
4. Compare ideal situations and reality.
5. In negotiation, compare the perceptions of opposing parties.
6. List 'what we know' in one column and 'what we don't know' in the other.

### Histogram

A histogram is a statistical analysis graphic used to display data distributed by categories in a bar graph format. The data is ordered so that it is possible to see where the centre lies and how long the tails are in data distribution. It can be used to see the variations in a process as well as helping individuals to make decisions on how to improve a process, procedure or product. The benefit of a histogram is that it allows for an easy to read picture of the location and variation in the data set.

## Mind Mapping

Mind Mapping combined with brainstorming helps to organise and stimulate new thinking. It can help improve learning and clearer thinking, which enhances human performance. A Mind Map will give you an overview of the subject area, while at the same time allowing you to see the detail.

## Pareto Analysis

Pareto Analysis helps to identify the priority issues for change. The Pareto effect can operate in quality improvement, where 80 per cent of problems usually stem from 20 per cent of the causes. The few factors, which are causing the problems, should reveal themselves through the Pareto chart. Improvement efforts will cost less and will have a greater impact compared to undirected efforts.

## PEST Analysis

This is an analysis of the political, economic, social and technological environment in which you work. These external factors can either benefit or threaten a project so an analysis of them will identify any concerns.

## Prioritisation Matrix

The prioritisation matrix helps examine different change processes and allocate priorities, improve the decision making process and be inclusive in recognising the work of different teams and individuals.

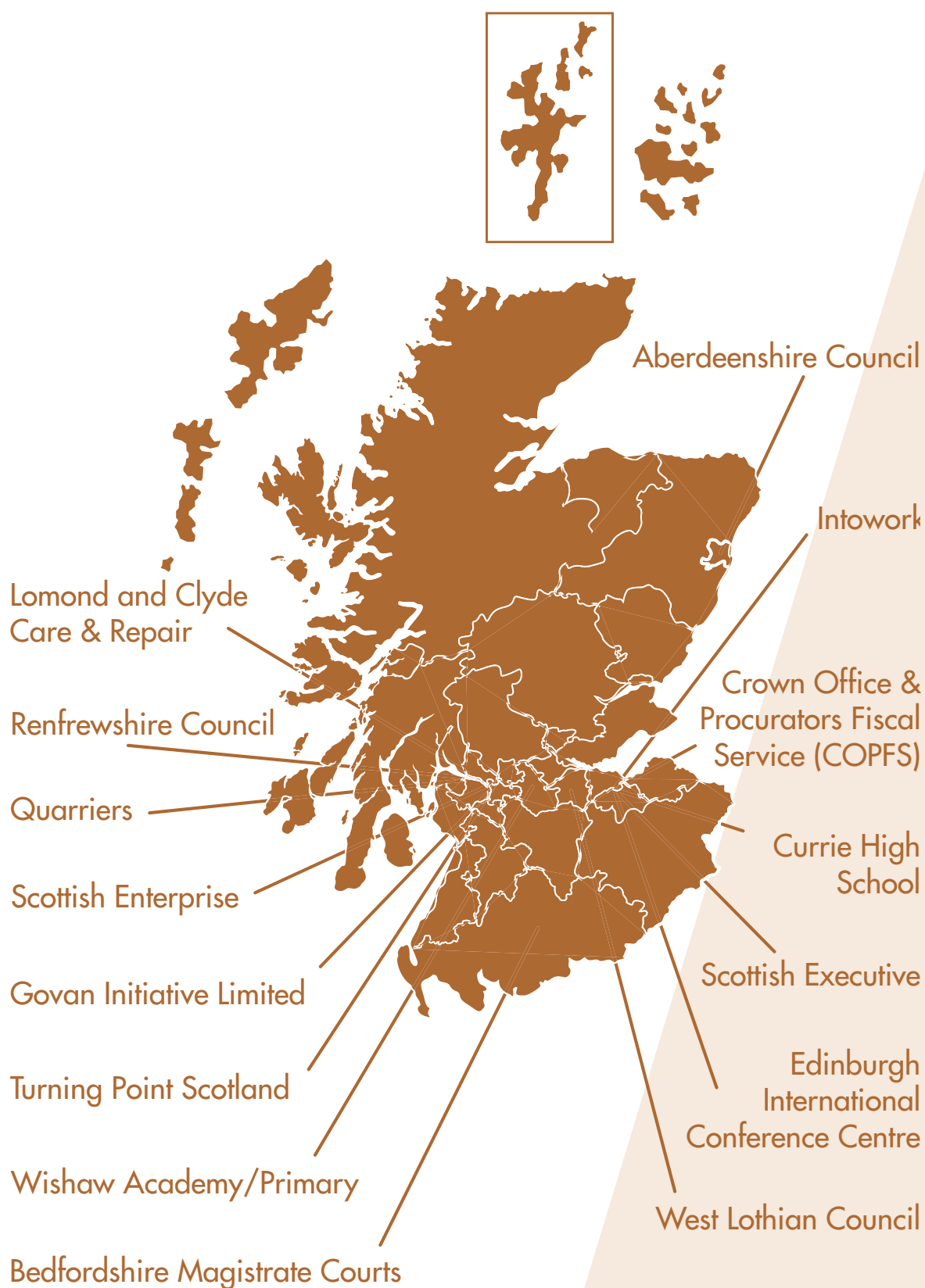
## SWOT Analysis

Identifying your strengths, weaknesses, opportunities and threats can help you to focus your activities into areas where you are strong and can envisage opportunities. It also helps you to be aware of your pitfalls that can then be rectified.

## Case Studies

*The Charter Mark process was a very positive experience, which has provided a useful means of focusing attention at all levels on the services we provide.*





# Edinburgh International Conference Centre

## Background

Edinburgh International Conference Centre (EICC) takes great pride in being regarded as Scotland's foremost conference venue.

Although registered as a Limited Company, EICC was established using public funds; indeed the City of Edinburgh Council remain the main stakeholder. The Conference Centre operates in the service sector and describes itself as an events management service and facility. The staff team of approximately 120 staff is made up of 61 permanent employees, 39 business partners (sub-contractors) and a number of casual employees.

## The Journey

For EICC the quality process started in 1994, when the first operation team members were recruited. Hans Rissmann, the Chief Executive Officer of EICC, first bought into the Excellence Model in 1993. His concept, and the one that all the team buys into, is that EICC will be renowned for quality and excellence throughout the conference sector and beyond. As a result, EICC was the first conference centre worldwide to achieve ISO9001 and the first to be IIP accredited.

As the winner of the Quality Scotland Award in 2001 and 2003, an EFQM European Quality Award finalist three times and winner of the European Quality Award for independent SMEs in 2003, the EICC has underpinned its entire operation, strategy and culture with the philosophy of the Excellence Model.

In 2000, the conference centre was also accredited by its industry standard, Hospitality Assured Meetings, which covers the 12 areas of its operation and is used by more than 1,500 venues.

Four senior Centre managers introduced the Model. It was used in their business planning process; as a result the Centre won the Lothian Business Excellence Award. Excellence is now a standard agenda item for all business meetings and is used to support business planning and team leader assessments. It provides the company with a framework to work to and allows it to benchmark its performance. Training for staff in understanding and using the Model has been crucial and the Centre plans to have four trained assessors by 2006.

The only real barrier experienced has been that new staff had to be brought on board to satisfy the Centre's continuous improvement agenda. This was achieved through coaching and training, which is regularly repeated. Potential new staff are also screened for suitable attitudes.

## Results

The Conference Centre has generated in excess of £150 million in economic benefit since 1995.

Key results achieved:

- Turned £70M grant funding into £100M plus into local economy
- Year on year overachieved against increased targets
- Moved from £1.5M cost to taxpayer to a zero deficit
- Remained within expenditure budget for past five years
- Less than 25 per cent of the industry figures for staff absenteeism and turnover
- Increase in staff morale
- £23.2M economic impact, up 20 per cent from last year.

## Quality Tools and Techniques Applied

The Conference Centre has achieved external recognition for the following standards:

- ISO9001
- ISO14001
- Investors in People
- Excellence Through People
- Hospitality Assured Meeting (HAM)
- Green Tourism Business Scheme.

The Model has provided a holistic framework to hold all the standards together. The Conference Centre found it very easy to implement the Model. Its flexibility helped them develop a customer focus key to the success of its business.

Other key tools used:

- Balanced Scorecard
- Quality Circles
- Green Teams
- Process Management
- 360° Appraisal and cross-functional teams.

The Centre also used FACE: Facilitated Assessment for Chief Executives, which channels the output from one meeting into a twelve-month improvement plan. The output of the FACE session was put into a computer and the scores displayed for all to see. From this they went through consensus, prioritising and produced improvement plans.

## The Future

The Model is now totally integrated into the Centre's business planning process; improving the EFQM score is a key business objective.

For Centre staff, the vision of the EICC is that "By 2005, the EICC will be recognised as a centre of service excellence and will always be one step ahead of client expectations."

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***"The Excellence Model is joined-up-thinking. It's so flexible and very easy to implement if you keep it simple. Do not use jargon and relate it to everything you are doing."***

***Geoff Fenlon – EICC***

## Wishaw Academy Primary

### The Background

**"To Be The Best That I Can Be" is the school motto of all the team – pupils, parents/carers, teaching and non teaching staff at Wishaw Academy Primary.**

The school, which has more than a third of its pupils attending through Placing Requests, has an urban setting and is situated in the town of Wishaw, some 15 miles from Glasgow. It has a total of twelve bustling and industrious classrooms where 320 pupils are taught and cared for by a committed team of 12 teachers, one principal teacher, one deputy head, one head teacher, four classroom assistants, three special needs assistants, three clerical staff and one janitor.

### The Journey

"Promoting Partnership" has always been a major priority of the school. Despite the age of the building – 137 years old – the aim is to offer all users the best possible service through the Quality Assurance measures in place. This was initially endorsed by a North Lanarkshire Council Validation of the school's Standards and Quality Report in October, 2001. The team, comprising an Education Officer, Link Adviser and a Head Teacher, spent two days in the school assessing the quality and range of evidence in four main areas:

- **Curriculum (School level 3)**  
Level upgraded by team to 4
- **Support for Pupils (School level 4/3)**  
Level upgraded by team to 4
- **Ethos (School level 4/3)**  
Level upgraded by team to 4
- **Quality, Management and Leadership (School level 4/3)**  
Level upgraded by team to 4

The report states, "All staff are totally involved in the systematic evaluation and discussion of their work and indeed the work of the school,

taking account of the views of pupils, parents and the community as a normal part of their activities."

Having had the practice and evidence rigorously validated, Senior Management strongly held the belief that to provide continuous improvement and the best possible service for all stakeholders, Quality Assurance had to be 'built in' and not simply 'bolted on'. Through a well structured development planning process using *How Good Is Our School (HGIOS)* quality indicators (school self-evaluation based on a set of 33 quality indicators), the school established various working parties to address the main areas of development needs as highlighted by pupils, parents/carers, teaching, non teaching staff and the community through the school audit.

Wishaw Academy Primary School was inspected in May 2003 as part of a national sample of primary education. H.M. Inspectors analysed responses to questionnaires issued to all staff and to a sample of parents and pupils.

Almost all parents/carers thought that:

- Their children enjoyed school and found the work stimulating and challenging
- Teachers set high standards for pupils' attainment
- Staff made parents feel welcome and kept them well informed about their children's progress, explaining how they could support their learning and become involved.

From its Standards and Quality Report, H.M. Inspectorate of Education identified the school as "having a caring, purposeful and welcoming environment where the teamwork and commitment of all staff led to effective learning and teaching. The school was in a very strong position to make continuous improvement under the dynamic leadership of the head teacher".

The school was later approached by the Quality Implementation Officer for North Lanarkshire Council to pilot the new Charter

Mark in November 2003 and, wishing to seek external verification against the more social and community-focused criteria included in the new Charter Mark, a submission was made to SGS United Kingdom Ltd.

Having previously gathered and submitted written evidence, the team set about preparing for the one day assessment, which involved meetings with all stakeholders including the School Pupil Council, School Board, Parents and Friends Association, School Chaplain, Local Nursing Home Manager and Social Work partners. In January 2004, the school was awarded certification against Charter Mark, the government's award scheme for recognising and encouraging excellence in the public service.

## Results

Charter Mark – observations made during the assessment process:

- All staff whom the Assessor met on the visit demonstrated a clear commitment to their work and an enthusiasm for providing the service to customers, none more so than the Head Teacher
- The levels of consultation engaged in with customers are exemplary. In particular the engagement in this process achieved with the children, through the School Council. This is consultation that's active, meaningful and successful in terms of the impact it has on your development planning and, hence the life of the school.
- The extensive range of activity you are engaged upon with your community, further testifies to the determination of the school to "Be The Best That You Can Be".

Wishaw Academy Primary School's HMIE inspection was of a very high standard, with the majority of the quality indicators being within the very good category.

The Charter Mark standard also highlighted 'Best Practice' with the quality of the range and involvement of customers and partners in the development planning processes alongside the very extensive and effective consultation with all stakeholders. It was recommended that this be notified to the Cabinet Office for possible inclusion in the benchmarking database with reference to Primary Schools.

## The Future

Working in conjunction with each other, both HGIOS Quality Indicators and Charter Mark Criteria have given the team at Wishaw Academy Primary School a framework and quality tool to focus on continuous improvement, supporting our journey in striving: "To Be The Best That We Can Be".

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## *Lomond & Clyde Care & Repair*

### **Background**

Lomond & Clyde Care & Repair was incorporated as a company limited by guarantee on 11 March 2002. The company is recognised as a charity by the Inland Revenue and employs twelve people. There is also a board of directors made up of representatives from organisations and agencies that represent the elderly and disabled.

The primary aim of Care & Repair is to assist elderly and disabled home owners and those in the private rented sector to have repairs and improvements carried out enabling them to live in the comfort and security of their own homes. However, we also operate a small repair service which is available to all elderly and disabled people regardless of tenure. The client is only charged for materials – labour is free. We also carry out home safety security audits to identify hidden danger points in the home in an effort to reduce accidents and hospital admissions.

### **Why Investors in People?**

Prior to incorporation as an independent charitable organisation, Lomond & Clyde Care & Repair was managed by a local housing association. We had developed a good local reputation for the quality of our work in the local community and the organisation was going through a period of growth.

Investors in People was seen as a vehicle to ensure that training given to staff supported the maintenance of our reputation. We also saw an opportunity to get valuable assistance with business development plans; drawing up relevant policies and procedures and managing performance. Furthermore, Investors in People accreditation would make us more attractive to potential funders.

### **What are the benefits of Investors in People?**

The Business Development training given in the lead up to accreditation gave the company a framework to guide its development at a crucial stage. The decision to seek accreditation provided us with the impetus to ensure that appropriate systems were put in place and, more importantly, used.

It sends a signal to potential employees that the organisation is committed to the development of its people. The same applies to potential funding partners who recognise the commitment and professionalism required to gain recognition from Investors in People. It also gives users of the service more confidence and gives us a competitive edge over providers of similar services who do not have accreditation.

Staff moral was boosted through accreditation and their participation in the whole process helped them focus in on the tasks at hand. By the end of the process staff were more aware of their roles in the organisation and, as a result, took more responsibility for ensuring that their individual targets were met.

Our turnover has increased from £148,000 at the time of re-organisation and is currently £380,500.

Two extra members of staff have also been recruited since we received recognition. The organisation is now able to take a more pro-active role and is better placed to provide high quality services in an efficient and professional manner.

### **What would you say to anyone considering Investors in People?**

Go for it. You will find the whole experience worthwhile and of great benefit to your organisation.

The workshops and training sessions are user friendly. The training materials are of a high quality and the information is in a format that makes it easy to use for staff training.

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***“Investors in People was seen as a vehicle to ensure that training given to staff supported the maintenance of our reputation.”***

## Intowork

### Background

Intowork's mission is to secure employment opportunities for people with disabilities by building positive attitudes and developing models of good practice through working in partnership with employers, other agencies and individuals.

### The Journey

In 2003, the management committee and staff met with a peer supporter and decided to focus on the Monitoring and Review strand. The initial purpose of undertaking the Processes – Monitoring and Review strand was for the organisation to re-visit and establish:

- Identifying what the key reasons were for us doing the work
- How information was collected and reported from the activities

At the time, the aim for the organisation was to have a more structured method of reporting progress made towards its business objectives, giving both management and staff a clear and meaningful regular measure on project performance.

The above changes helped generate discussions and actions associated with their commitment to developing their people. The performance feedback provided senior

management with the means to communicate strategic changes and the implications of these changes to the staff. This was particularly poignant due to the fact an Investors in People re-assessment was due later on in the year.

### Developments 2003 – 2005

Two years on and the organisation still follows the framework adopted to deliver the project feedback structure. However, through constant use to ensure maximum effectiveness, the method used has evolved from a routine paper question and answer process to more of a mental process of continuous improvement, by compartmentalising the 'thought' process (mainly by project managers).

### Results

A quarterly reporting system that linked individual projects and progress to the business and operational plans was developed.

Compartmentalised thought process in terms of:

- Ratifying information and the cause and effect of decision making along with other linked activities
- Applying a 'big picture' approach to the whole organisation and how the various projects interlink with each other to cover general practices around Finance, Human Resource Management and Development. This approach also covers functions such as policy and procedural reviews, as well as



individual performance appraisal and training. Other resources including premises, equipment and information technology are also covered

- Using the information and feedback within the planning process and applying it to key strategic decision making e.g. around implementation of new financial systems, setting the technical specification of a new cross organisation ICT operational infrastructure and funding for its procurement
- Spreading the role/task of decision making to all staff and getting them to 'think' in terms of how their actions/decisions affect their project and the wider business.

The last is again closely linked to the revised Investors in People Standard in covering the indicators associated with "Taking action to improve the performance of the organisation."

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## *Govan Initiative Limited*

### **Background**

**Govan Initiative Ltd was set up as a partnership approach to regenerating the Greater Govan area. The company has continued to grow and develop effective partnerships in order to meet the needs of the people and businesses in the area.**

The Company is charged with the responsibility of regenerating the local economy of Greater Govan and does this via four key themes: employability, learning, social economy and enterprise and place. The company now employs more than 100 staff working in 32 discrete projects in order to achieve the company's Mission: "Greater Govan shall become one of the best performing inner areas of any European City." The company's annual turnover has grown from £54,000 to £4.9 million over the last 18 years and has successfully drawn down more than £7 million of European funding for projects across the Greater Govan area.

The most significant partnerships that have been developed over the past 18 years include Cisco Systems, Lloyds TSB Foundation and Diageo.

Govan Initiative has identified five key goals, outlined below, which are supported by a further 11 strategic priorities:

1. Encourage and support an informed community to participate fully in the life of the City.
2. Establish a technology rich and sustainable economy.
3. Create a lifelong learning community.
4. Build an environment that meets the current and future needs of all its communities.
5. To be recognised as an excellent company by our customers.

Services are delivered from five office bases, three nursery units and 15 community outlets located throughout the area.

### **The Journey to Excellence**

In 1994 Govan Initiative adopted the European Foundation for Quality Management (EFQM) Excellence model as its overarching quality framework. This EFQM Excellence model gave the company the ability to dictate the pace of implementation and change and allowed the company to determine its priorities and resource allocation to those priorities. There also seemed to be a natural fit with the Investors in People (IIP) Standard and the Scottish Quality Management System (SQMS) standard, both of which the company secured accreditation to in 1995.

The company submitted an application for the Quality Scotland Award in 1995, 1996 and 1997. Each year the company could gauge, via the feedback report and awarded scores, how far the company had travelled on its journey to excellence and how far it still had to go. The feedback report each year formed the basis of the company's continuous improvement plan for the following 12 months. During this time the company set-up various cross functional teams to help implement the continuous improvement plan led by the Chair of the company's Quality Forum. The company won the Quality Scotland Award in 1997 in the SME Category. Govan Initiative was the first and remains the only Local Economic Development Company in Scotland to win this award.

In 1999, the company applied for the European Quality Award and was short-listed as a Finalist. This was a tremendous achievement for the company. Although the company did not apply for any Quality Awards over the next five years it went on to win a number of other awards and accolades as outlined below. The company also used this time to fully implement a three-year continuous improvement plan, which was based on feedback from assessments against the EFQM Excellence model, IIP, Charter Mark and SQMS standards. This approach has led to the company winning, for the second time, the Quality Scotland Award for Business Excellence in February 2005.

The EFQM Excellence model remains at the heart of the company and continuous improvement is seen as a 'given' not an optional

extra. Although the senior management team continue to drive continuous improvement within the company, staff at all levels feel it is their responsibility to continually review and improve the work they do in order to better service the needs and expectations of their customers. The Pursuit of Excellence is a company value and has been since 1995, this value along with four others sit at the heart of the company recruitment and appraisal processes. Every member of the Senior and Operational Management Team have been trained to EFQM assessor level and this remains part of the company's induction process for all management level staff.

Going back to the time between 1995 and 1997, the company faced and conquered many barriers including the change to a process driven organisation, being customer focused, integrated systems approach and an inclusive and open culture. This was so much to change and manage within a very short period of time and there was a feeling of 'quality fatigue' at the time of writing the 1997 submission. On winning the award in 1997, the company seemed to have turned the corner and there was a genuine feeling of achievement among all staff. From this point on the staff have continued to support the company's continuous improvement plans and are actively involved in the Improvement Action (IMPACT) teams across the company.

## What are the Benefits?

The EFQM Excellence model has provided us with a structured business model from which the company can be measured and compared against the best in class organisations. The model has provided the company with the flexibility to develop its own systems and processes that best suit its needs and the results achieved have been significant.

Key results include:

- Year on year increase in customer satisfaction
- Steady increase in employee satisfaction
- Less than 35 per cent of CIPD benchmark for absenteeism
- Investing 80 per cent more than the CIPD benchmark for staff training and development

- Increased asset base
- Remained within budget for the last 10 years despite annual budget cuts
- Continuing to meet and in some cases exceed top line targets

With each award submission, the company has received a detailed feedback report, which has not only highlighted the company's strengths but also areas for improvement, which have then been prioritised and implemented at a pace that suits the company.

Govan Initiative is recognised as an excellent company by all of its stakeholders and this has paved the way for the company to continue to develop effective and lasting partnerships with large, successful national and multi-national organisations.

Continuous assessment and review and good use of external benchmarking has taken the company across the globe to seek out best practice in a range of sectors and has led to the enhancement of existing projects and the creation of new innovative projects.

## The Future

The company's Journey to Excellence is by no means over and the company hopes to continue to seek out better ways of working and serving the people who live and work in the Greater Govan area. The company will continue to work towards achieving its Mission to ensure the Greater Govan area becomes one of the best performing inner areas of any European City.

The EFQM Excellence Model will continue to play a central role at Govan Initiative and the company hopes to submit an application to the European Quality Award in the near future.

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## *Crown Office and Procurators Fiscal Service (COPFS) Appeals Unit*

### Background

The Appeals Unit is responsible for preparing cases on behalf of the Crown to be heard by the Appeal Court (High Court). Appeals comprise largely of:

- a) Defence appeals against conviction (or conviction and sentence) in both solemn and summary cases
- b) Appeals against sentence alone (including a small number of Crown appeals)
- c) Crown and defence appeals on preliminary matters before trial.

### The Main Issues

The main issues facing the Appeals Unit included the amount of time spent by legal staff on extraneous duties (waste) preventing them spending more time on value added activities such as analysing cases and providing good quality reports to the Advocate Deputes. There were also issues concerning how papers were presented to the Advocate Deputes (as customers), which was heavily dependent on processes carried out by the administrative staff. The Appeals Unit was also dependent on their 'suppliers': legal and admin staff in the Procurator Fiscal offices who supplied material.

### The Approach

In conjunction with the Change to Deliver Team, it was decided to adopt a Kaizen Blitz approach.

The Blitz was facilitated by Ross International, an external company skilled in the concept of 'lean' thinking and eradication of all forms of waste. A multi-disciplinary team was set up comprising staff from the Appeals Unit; representatives from the Procurators Fiscal offices; Judiciary Office and an independent member.

### Key Issues to be tackled

Goals were initially set by the management team and the team took these on board and improved on them.

- Create headroom in order that the Appeals Unit can continue to provide material to the Advocate Deputes seven days before the court hearing and to the required quality
- Minimise the need for additional staff to handle the increased Appeals Unit workload
- Have legal and administrative staff work closely and efficiently as a single cohesive team that ensures that the value added work is concomitant to the role being carried out
- Improve the quality of work life, the working environment and the satisfaction levels for all staff.

### What did they achieve?

As a result of the Blitz, a number of improvements were identified. Individual improvements, not major steps, collectively enhanced team working and helped produce a better and more efficient product for the 'customer' (Advocate Deputes). A number of 'soft' benefits were also realised:

- In consultation with the Advocate Deputes, papers for Court papers were now presented in standard form – this made for more effective consideration and presentation at Court

- The Team identified time releasing savings for legal staff in the region of 40+ hours
- New requirements on 'suppliers' were clarified and revised guidance issued together with new forms for completion – this helped both Procurator Fiscal's offices and the Appeals unit
- Better use was made of existing space – the office was re-organised in the Blitz week with legal and administrative staff forming teams. Working environment was generally improved
- Recognition that there were issues of awareness between 'customers' and 'suppliers' and this needed to be handled differently
- A number of steps in processes were removed
- Different approaches were to be tried in how legal staff could improve personal efficiency in producing material for the 'customer'.
- Better arrangements introduced for supporting ADs in court for 'sentence appeals'.

- It is always possible to make improvements in existing processes and never be surprised how much can be achieved
- Kaizen Blitz is powerful in demonstrating that it is possible to have an improved dialogue with 'customers' and 'suppliers' to achieve mutual benefits
- The working environment must suit the process
- Improvements cannot be made without the staff being involved
- Kaizen Blitz can motivate staff to much higher levels of engagement and interest.

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## Actions taken to make improvements

The Team reported out to senior management the improvements identified at the end of the week long Blitz. Any changes that could not be made that week were carried forward to an action plan. All improvements were made within the 30 days of the action plan.

## How was it?

An intensive process but well worth it. All the goals that were set were met and senior management were happy with the results. Main lessons learnt were:

## Bedfordshire Magistrates' Courts

*Applying Six Sigma principles in the public sector*

### Background

Bedfordshire Magistrates' Courts service covers a small but densely populated county with a population of 560,000. Magistrates' Courts deal with 95 per cent of all cases coming before the criminal courts. Caseload is currently increasing at a rate of 25 per cent per quarter. There are two court centres, employing 124 staff, with 250 lay magistrates and a revenue budget of £4 million.

### The Journey

This case study illustrates the steps involved in applying the Six Sigma principles to the criminal justice system in Bedfordshire and the progress being made in eliminating the causes of delay in the progression of cases. The current phase of the work is focusing on improving the pre-trial process. An adapted Servqual methodology is being used to measure customer satisfaction in the internal supply chain. The application of Six Sigma principles, together with the Servqual methodology, is proving to be a powerful catalyst for change. The value of these methods to the public sector was recently endorsed through the receipt of an international quality award, demonstrating that the public sector can compete with the best in the private sector!

### Establishing an environment suitable for action

Having the right culture in place was to play a significant part in the success of the initiative, which also required rigorous measurement and analysis to make real improvements in processing cases. The courts are heavily dependent on others in the supply chain, including criminal justice agencies such as police, Crown prosecutors, probation service and other key stakeholders, such as solicitors. What was needed was a methodology, which would engage the commitment of these separate organisations to eliminate waste and poor quality i.e. 'loss of value' in the processing of cases.

### Establishing the meaning of loss of value

Approximately 20,000 cases are completed in a year. The opportunity exists, however, to complete 30,000 cases in this period. One third of the cases are adjourned two to three times on average before they are completed.

Loss of value (cost of poor quality) for the Magistrates' Courts was associated with:

- Internal failure (loss of files, incorrect paperwork)
- External failure (lack of witness availability list, parties not ready)
- Appraisal (cost of checking and inspecting work and re-work cycle)
- Prevention (pre-trial hearing ineffective)
- Lost opportunity (resources needlessly deployed).

The purpose of the application of the Six Sigma methodology was to optimise the process so that maximum value is achieved and, thereby, maximum funding attracted.

### Determine customer requirements

This involved the key suppliers in the criminal justice system supply chain – the solicitors (defence advocates), police, Crown Prosecution Service, probation service, witness service, magistrates' court and crown court.

The customers concerned with the outcome of the service include the victim of the case and witnesses, who hitherto had not received the consideration that was so vital to increasing public confidence in the criminal justice system. It was clear that, in order to make the radical improvements, necessary rigorous attention to quality, cost and delivery times was essential. A critical examination took place of each stage in the process, paying particular attention to the interfaces between each organisation or agency involved in the supply chain. The survey findings revealed a number of performance gaps between suppliers, each of which contributed to delays in progressing cases.

### Tracking cases, common defects and loss of value

350 cases were tracked through the 'prosecution process', identifying those that failed to be completed

due to a defect occurring at some stage within the process. Once the most common causes of defect had been found, the underlying problems were explored with a representative group of court users.

Six Sigma allowed the loss of value from defective cases to be expressed in financial terms – around £1m in lost funding opportunity for the Magistrates' Courts. This conveyed a powerful message to all those involved, and was instrumental in gaining commitment to the need for change.

The target was set to reduce the average number of days of completion of a case from 35 to 29. In order to achieve this it was necessary to bring about a 50 per cent reduction in process failures.

The reduction over two years enabled the target to be met by eliminating the errors in the 'Magistrates' Court: adjournment for reports' category, which was the greatest cause of delay. In order to achieve a greater reduction it was necessary to address all stages in the process where delays occur until zero defects is achieved. The challenge is to achieve zero defects at all stages in the process.

## Summarising the power of Six Sigma

Six Sigma was found to be a powerful method of obtaining a common focus among the key players in the supply chain in the criminal justice system and has resulted in the following achievements:

- Alignment of the goals and objectives across the organisations involved in the supply chain, focusing on 'progression of a case'
- A change of culture from separate hierarchical organisations towards a process driven, matrix style organisation structure that emphasises cross functional working with clearly defined roles and responsibilities of each supplier
- An effective move towards the goal of optimising the resources used in the progression of a case by reducing the duplication of activities and causes of delay across 'suppliers'
- A 'results orientation' that was previously missing from these public bodies, with an emphasis on a greater understanding of the link between enablers and results and in determining the value of activities to the end-customer

## Results achieved to date

- Increased productivity by 30 per cent
- 20 per cent savings generated in last two financial years: reinvested in improved service delivery
- Optimised resources – physical and human resources usage increased from 70 per cent to 98 per cent
- One of 'top three' areas for timely provision of reports
- Increased customer (witness) satisfaction – reduced waiting times on the day, and increased overall satisfaction

## Finalist in prestigious quality award

Bedfordshire Criminal Justice System received the accolade of ranking as a finalist amongst world-class organisations in the 2004 IQPC award for innovation in process management

Miranda Turner, IQPC awards chair, said: "this year's summit showcased some of the most innovative projects running and were living testament to the effectiveness of Six Sigma."

Many of the attendees commented on the great cross section of industries and experience there was to benchmark against and many were pleasantly surprised to find out that a lot of challenges they were personally facing were shared by the other industries."

## The Future

A second survey using the supply chain methodology 'Servqual' is underway to identify where the effort needs to be placed next to continue to close the gaps in service delivery. The 'Servqual' model has been adapted by the authors as a result of their experience and the authors are involved in assisting companies in all sectors to use this methodology, as a foundation to Six Sigma.

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## Scottish Enterprise

### Background

Scottish Enterprise (SE) is the economic development agency for lowland Scotland with more than 2,600 staff, in a regional structure of 12 Local Enterprise Companies.

We deliver £500M of services to and investment in:

- national and international companies wishing to set up and grow in Scotland
- the training of Scotland's existing and future workforce
- the development of Scotland as a world class place to invest and live in.

Our strategy – “A Smart, Successful Scotland” – has been developed jointly with our key stakeholder, the Scottish Executive.

### The Journey

The impetus to establish a balanced scorecard in SE came from stakeholders looking for a broader understanding of our contribution to their strategic intent, and also SE's own desire to improve its performance by managing all factors that lead to success, beyond just financial resources. In addition, we needed to better understand and describe the relationship between:

- The services delivered and their benefits to customers
- Customers' satisfaction and the impact of this on stakeholder expectations, especially in relation to the delivery of SE's strategy
- The strategic application of resources (including people) and services delivered.

To implement the Balanced Scorecard, a core team was established in early 2002 who worked with both the organisation's top management team and a couple of business units to pilot

initial thinking. This served to increase in-house capability, build local ownership and identify learning. The cascading of the process to all business units over the following 12 months then involved the establishment and development of a 'community of practice'. By employing 'community development' techniques (such as a dedicated intranet home space, facilitated on-line discussion groups etc.) internal capacity was nurtured and the reliance on external support diminished, as SE developed its own expertise in what is essentially a simple, logical management tool.

In the structure of our Balanced Scorecard, the emphasis on stakeholder expectations meant that we replaced the more usual 'financial' dimension with a 'stakeholder' perspective. The process of establishing the initial strategy map encouraged greater dialogue about the explicit expectations of our primary stakeholder, the Scottish Executive, and others.

We retained the other dimensions of the Balanced Scorecard approach. Under the 'customer' dimension, our Balanced Scorecard enables a customer satisfaction index to capture the key drivers of the network's performance from the perspective of the customer. The 'internal' and 'people and values' perspectives help establish the relationship between what the organisation is aiming to achieve and how it is doing so. This clarity has started to provide a useful framework for the communication of key priorities for future planning and budgeting. The fourth perspective – 'people and infrastructure' reflects the more traditional model.

This model has been used to structure the operating plans of every business unit across the SE Network and for the Network itself. So, we have clear, focused objectives that are well structured and help us implement our strategy.

The perceived 'causality' between the objectives in each perspective is helping gain an understanding of what is most critical to our success.



## Results

It is still too early in the implementation process to assess the full benefits of Balanced Scorecard. But the process itself has enabled SE to start to enable a clear understanding of how our strategy is being put into action and how we can improve performance to achieve this. It relies on two fundamentals:

- The scorecard articulates the priority objectives for the organisation: we are clear about what we are aiming to achieve
- There is a 'cause and effect' relationship between the perspectives of the scorecard.

It is relatively easy to establish both of these at a superficial level, but the discipline of a well executed scorecard approach brings a rigour that contributes to clear thinking. For example, we are now better able to:

- Challenge whether the organisation is meeting stakeholder expectations (based on a more meaningful dialogue)
- Run a more effective and efficient business (based on a complete picture of organisation-wide priorities)
- Support the allocation of resources to derive most value to both customers and stakeholders
- Improve how it communicates to all staff members how they can each contribute to the organisation's success.

There have also been a number of positive lessons learned from implementation so far, such as:

- Getting the message across that Balanced Scorecard is not just another change initiative, but an overarching management framework
- Tailoring Balanced Scorecard to the organisation's own requirements
- Building support in the organisation at many different levels, including senior management and operational level

- Using pilots, as their successes will make it easier to sell the benefits of the scorecard organisation-wide
- The need to emphasise that Balanced Scorecard is not a list of measures for everything the organisation does – but rather a clear and agreed statement of top-priority objectives
- Identifying real issues and taking action as a result of them.

## The Future

The next steps in the continuous development of the scorecard approach include:

- providing a clearer link to strategic human resource planning
- establishing the scorecard as the single framework for managing the business and change within it.

Finally, the approach will be formally evaluated within the next 12 months: a real learning opportunity to improve the adoption further.

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## Quarriers

### *Social Care in the Voluntary Sector*

#### Background

Quarriers is a social care charity, established more than 130 years ago and now one of the largest in Scotland. Its current turnover is £35M. Today, it employs around 1,400 people in more than one hundred locations, mainly in the West of Scotland. Staff provide services for:

- Adults and children with a physical or learning disability
- Children and families facing assessment, poverty, family breakdown, exclusion and disadvantage
- Young people who find it difficult to cope with mainstream school or with growing up
- Homeless young people
- People with epilepsy requiring assessment, diagnosis and support for their condition
- Carers of all ages needing support, advice or just a friend to listen to them.

#### The Journey

In the early 1990s, Quarriers faced serious decline but by the mid 90s it had developed an awareness of the need for continuous learning and improvement. The first steps were to:

- Engage all staff in understanding what it means to be a learning organisation
- Find out more about the EFQM Excellence Model
- Set up a small Quality Department
- Raise awareness of quality issues across the organisation.

In 2001 work was done on a Strategic Plan for 2002-2005. A postal consultation was carried out with staff drawing on material from the Big Picture. This proved to be useful in involving a large, dispersed staff in the formation of the plan. Key themes from the consultation are reflected in the organisation's Key Aims.

## Developments in 2002-2003

Organisation-wide consultation on the direction of the organisation is a triennial event. In the past year there has been a concentration on improving operational development planning by:

- heightening our awareness of the need for sound processes
- introducing a more structured form of self assessment
- providing criteria for prioritising Areas for Improvement.

In addition progress has been made on an initiative to support the use of tools as an approach to improving quality.

## Critical Success Factors and Key Processes

The entire organisation undertook an exercise in which staff identified factors critical for the success (CSF) of their part of the organisation. The subsequent report used the nine EFQM criteria headings and some sub-headings to pull together a broad overview of what was thought to be important for Quarriers success. CSFs tell you WHAT to do not HOW to do it, so the next part of the exercise asked staff to identify which processes had to be done well in order to achieve success. An underpinning EFQM Principle of Excellence informing the exercise was 'Managing by processes and facts'.

## Development Planning

Building on the previous exercise, a self assessment schedule drawn from various EFQM materials including the Quality Scotland Excellence Pathway CD-Rom was constructed to cover four areas:

- improving what we achieve for our customers
- improving what we do for our staff
- improving our ways or working
- improving our work with partners and using our resources to achieve the right results.

The RADAR matrix, minus the scores, contributed a framework for rating responses.

They were also asked to consider the processes they had identified previously when formulating up to five prioritised objectives for their development plan.

## Prioritising

Eight criteria taken from a Quality Standards Task Group publication were provided to assist the prioritisation process. The Group is linked to the National Council for Voluntary Service in England.

## Alignment of Strategic and Operational Plans

Finally staff were asked to indicate on the development plan schedule whether or not each operational priority objective would contribute to the achievement of Quarriers Strategic Aims. If no link could be made they were asked to indicate why it was being made a priority. Again no overt reference was made to the EFQM model but its approach to Policy and Strategy and Processes informed the exercise.

## Outcomes

The schedule emphasised the need for SMART objectives and the achievement of outcomes.

## Quality Tools and Techniques Applied

We have committed ourselves to build on existing training in facilitation skills that also includes the use of a range of tools. As a first step we will increase the number of staff trained in facilitation and, over time, via a support network extend the range of tools. Facilitators will use their skills within their own immediate workplace as well as with other teams of colleagues. Their work will stimulate the talents and creativity of staff in support of 'Getting it right first time' and corrective action. This puts into practice another EFQM Principle of Excellence namely 'People Development and Involvement'

## Results

- Organisation wide discussion and decision making on Critical Success Factors and Key Processes
- An organisation wide framework, based on the EFQM model, used for Development Planning
- A sharper focus for self-assessment
- Bottom up made with the Strategic Plan
- Continued development of an organisation-wide support system for developing and supporting improvement activities

## Future

- Develop the use of tools for thinking and acting on improvement across the organisation
- Promote the involvement of staff in developing performance measures that have meaning for them in their work
- Further develop a results/outcomes orientation across the organisation

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***A postal consultation was carried out with staff drawing on material from the Big Picture. This proved to be useful in involving a large, dispersed staff in the formation of the plan***

## *Renfrewshire Council – Housing Advice & Homeless Services*

### **Background**

**Renfrewshire Council is the unitary authority for the area of Renfrewshire and covers the main towns of Paisley, Renfrew and Johnstone together with a varied rural community.**

Housing Advice & Homeless Services, located in Paisley, offers advice and assistance on a wide range of housing issues and also includes the Council's homelessness function. Our services currently accept homeless applications from 1,000 - 1,100 households per year. We have 128 Council owned furnished flats (variable due to levels of service demand), with a further 17 furnished flats currently being established. Additionally, we have access to a number of supported places for young single people, managed by our partners: YMCA (Glasgow) and Blue Triangle Housing Association.

The team comprises 48 dedicated posts. Sections within the service consist of the Housing Advice Centre (HAC), Accommodations, Rough Sleepers Initiative (RSI) and the Housing Support & Resettlement Team.

### **The Journey**

In 2000, we carried out a Charter Mark self-assessment. Based on the results of the self-assessment, measures were put in place to consult with, and inform, our customers and partners. These measures were developed and enhanced over the next three years until, in 2003, after a further self-assessment, it was decided that a Charter Mark submission should be made.

Staff were involved in the process of self-assessment, as well as being an integral part of the improvements and changes made as a result.

Regular staff meetings allowed feedback and consultation, as well as driving the agenda for staff training. Several members of staff attended training at 'Charter Park', and an in-house training workshop was held, which allowed participation and involvement from all members of the team.

The Cabinet Office asked if we would agree to participate in a pilot of the new Charter Mark application process. There was a significant amount of discussion with the assessor as to the nature of the assessment. The method of assessment was agreed, and a written submission, which included a matrix of supporting material, was made in August 2003. The Charter Mark assessor wanted to focus on the views of our customers and partners. A two day assessment plan was agreed which allowed this to take place.

As no evidence had been seen by the assessor prior to the visit the first day was largely taken up with testing verbal and written evidence against the requirements of the Criteria. The second day of the assessment provided the assessor with the opportunity to meet users, staff and others. The users of the Service were met in a variety of settings including their own homes. Partners from the Voluntary and Public sectors were also interviewed.

Following the completion of the assessment, the assessor was able to provide feedback on our compliance with the Criteria and on his recommendation confirmation was subsequently received that our submission had been successful.

### **Results**

The assessor found that:

- Housing Advice & Homeless Services provides a service that is much appreciated by its users
- The strength of the Service lies in its customer focus and the enthusiasm and flexibility of its staff
- The joint work undertaken with partners is commendable
- There is a clear commitment to build on what has already been achieved and to involve others in the planning of future developments.

The assessor also made recommendations which will allow us to further develop our services, particularly with regard to the information which we provide to our customers. An example of this related to our Service Pledges and performance information. While this information is made available in various Council publications, the assessor recommended that these figures be included in our Users Guide to Housing Advice & Homeless Services.

## January 2005 – Early Re-assessment/Continuous Improvement report

Having achieved Charter Mark in early 2004, we were contacted in early January 2005 by the assessment body (East Midlands Quality Centre – EMQC). EMQC advised that they had recently introduced a Continuous Improvement Programme, which for participating Charter Mark holders would eliminate the need for a full three-yearly re-application. After considering the available options, it was decided that Housing Advice & Homeless Services would opt for the Continuous Improvement Programme (CIP).

The CIP involved a one-to-one meeting with the Charter Mark Assessor, which lasted almost a whole day. The assessor looked at each criterion of the Charter Mark standards, noting any changes and improvements since Charter Mark was awarded. Following this process, the assessor presented a brief report of his findings, as well as points to aid future development and assist the process of continuous improvement.

The assessor was able to indicate on the day of his visit that he would be recommending that Charter Mark was awarded for a further three year period. This was followed within fifteen days by a detailed report on his findings. The report noted that the service had continued to build on its previous strengths and had improved in several areas which had previously been regarded as only partially compliant. These included:

- Consultation is embedded in the ethos of your Service
- There is a clear commitment to further improve the information provided and to ensure that it meets the requirements of all your customers

- You pay commendable attention in providing a flexible and supportive service to your vulnerable customers
- Your Service is committed to continuous improvement and you have improved your performance against your agreed targets
- Your budgetary information is much improved and you exercise sound financial control.

The report also indicated areas where further improvements could be made:

- The information provided on your website is somewhat sparse and further attention needs to be given to its development. This could include feedback on your performance and the results of surveys and consultation
- Further information should be provided on the costs and savings associated with your joint working arrangements
- As yet do not capture and record informal complaints and comments and analyse this information to improve your Service
- Currently you do not complete the user loop in feeding back to your customers details of the number and type of informal complaints and comments received along with the remedial action that you have taken.

The assessor concluded that there were “no actions that require immediate attention” and that Renfrewshire Council, Housing Advice & Homeless Services should, therefore, maintain the Charter Mark Award for a further three year period. The next surveillance visit will be in January 2006.

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## Aberdeenshire Council

### *Personnel Support Team*

#### Background

Aberdeenshire Council employs 15,000 people over the course of a year. The responsibility to ensure that appropriate personnel records are maintained and employees are paid correctly lies with line managers who advise Personnel and Payroll when changes occur. These managers work in many different roles and locations, such as swimming pools, housing benefit offices, libraries and school kitchens. The Information was relayed by the use of four forms.

There appeared to be a serious problem with these forms. A sample dealing with employee details showed that 47 per cent were incorrect or incomplete on arrival at the Personnel service. A sample of Post forms, recently introduced to maintain data about the organisation structure, showed 85 per cent to be defective. Not surprisingly, given the above statistics, line managers rarely missed an opportunity to complain about the forms describing them as both confusing and time consuming.

#### The Journey/Milestones

Once the project had been identified as one appropriate for a Kaizen Blitz, the right team needed to be assembled. The normal make up of a team would involve people closely associated with the area to be 'Kaizenised'. We were to tackle a problem area with a great many stakeholders and could only select a representative group numbering about 1.5 per cent of the users of the forms. Care was taken to invite people representing employee groups who had reported the greatest difficulty. In

addition to a facilitator, external input was provided by a Quality Scotland representative.

A pre meeting took place three weeks before the Blitz week. This gave an opportunity to outline the problem and to answer any questions relating to the Blitz week. Most team members were meeting each other for the first time.

The Kaizen Blitz took place in April 2003. The management goal was to reduce the defects to zero. Day one was spent getting to know the Kaizen thinking and tools. On day two the team set about collecting data to determine more facts about the scale and the nature of the problem. By the end of day two, team members were anxious to get down to the task. But the facilitator wanted to ensure that all the problems were understood before looking for solutions. At the end of day two, the team took ownership for the 100 per cent goal.

During days three and four, the team got down to business. Members found this part of the week most enjoyable. As the new concepts were analysed and the old concepts challenged different stakeholders were brought in to bounce off ideas. This helped to gain acceptance for the final solution.

Management commitment is considered to be very important, as making a new process work will require considerable employee time and encouragement to keep on track. Senior management were involved every day of the Blitz Week. On the morning of the last day a presentation on the outcomes was prepared and presented to management spelling out the support required to finalise the project.

#### Results

The team were able to combine three complicated forms into one and 13 pages of guidance notes into two pictorial guidance sheets. They focused on understanding and removing the root causes of the errors. Adhering to the Kaizen principles of

“accept no defects, make no defects, pass no defects”, they tackled everything that contributed to the problem. For example, we removed the hard to answer questions on the form and changed the process so that essential elements were provided elsewhere in the chain. After the Kaizen team had satisfied themselves that the form was as good as it could be, a further 100 inputs were received from the users and incorporated into the finished products.

Five weeks after the full roll out across the entire council, the 47 per cent error rate had been reduced to 9 per cent and the 85 per cent error rate had shrunk to 13 per cent.

Additionally the number of complaints from users about the forms has dropped to zero. An overwhelming number of users, when surveyed, had only praise for the new system.

More timely completion of the form has increased the number of employees being paid on time. And team members also felt that they benefited from the experience and would be able to apply the learning in other situations.

## Quality Tools/Techniques applied

A teambuilding exercise was carried out prior to the Blitz Week and this included sharing each of the team members’ views about their own team working strengths and expectations (‘Belbin profiles’). During the Blitz various tools were used such as game playing, process mapping, pareto analysis of major problem areas, root cause analysis, mistake proofing, looking for acceptance/input from users and routinely sharing progress with interested parties.

## The Future

Analysis of the remaining defects has shown that infrequent users are the ones still having problems. To address this we are planning better support through a help line. Once the system

has had a chance to bed in properly we will re-measure the performance and attempt to quantify the full benefits the new system has brought to the council.

## Further Developments

A significant continuous improvement programme is being rolled out with Kaizen Blitz being systematically used across the whole council. Twelve Kaizen Blitz programmes are being planned with three already under way in the following areas:

- Improving the processes of planning applications
- Improving stock control in housing depots
- Speeding up the filling of pot holes.

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## Turning Point Scotland

### Background

Turning Point has provided services in Scotland since 1993, when it was invited to create a new form of day services for individuals with severe and enduring mental health problems.

The nature of our growth within Scotland was such that in April 1999, Turning Point Scotland became a separate entity, registered as a charity and a company limited by guarantee within Scotland. We now manage learning disability, homeless, mental health and addiction services across the country. Turning Point Scotland currently employs more than 1,200 people, engages with more than 60 volunteers and had an annual turnover of £25 million in 2003/04.

Turning Point Scotland tackles social exclusion by developing customised community care packages for people with serious problems arising from their mental health, drug or alcohol misuse, or their learning disability. The aim is to help them to turn their lives around and give them a better future.

Turning Point Scotland is not committed to any one model of support or treatment for people, believing that a person-centred approach is likely to be most effective. This means that services differ and are designed around individual service users. We believe that we live up to our claim that we make services fit people.

### The Journey

We decided to apply for IiP because, as services develop and staff numbers grow, it would have been very easy to become complacent about staff support and development. With a fast rate of growth we wanted to know that systems that existed were really being used.

Turning Point Scotland was pursuing IiP recognition at the same time as our funders. We found this particularly helpful, as the funders then knew, from personal experience, the processes we had to follow.

### Results

Turning Point Scotland has been recognised as an Investor in People organisation, which means that we have been able to demonstrate that we are committed to the development of staff at all levels of the organisation. We plan to ensure that this commitment is meaningful, planned actions take place and finally, that we evaluate what has taken place and how effective this has been. In 2004 we had our IiP status awarded for a second three-year period after an assessment by IiP Scotland.

Having the IiP logo on our letterhead advertises to purchasers of services that we adhere to certain standards and we have no doubt that it helped us win new business. New business means new jobs. However this was not always helpful. Some staff believed Turning Point Scotland had a high turnover of staff when they saw advertisements in the press all the time. In fact it was due to continuous growth.

Our Board of Directors saw IiP as an external audit of the company so it was reassuring for them too. We made very tangible differences to our operating procedures; we were more diligent in holding evidence and in developing databases that linked development and training needs. In response to a staff questionnaire we identified the need to review working practices and now aim to have a people plan each year as well as a business plan.

IiP gave Turning Point the opportunity to confirm that what we thought was happening really was happening. Assessment and reports helped to celebrate the things we do well and identify and improve those areas where staff were less happy.

During recent re-assessment staff commented to the assessor:

"This is the best organisation I have ever worked in for support. They put into practice what they preach. The policies, practices and ethos that they have put into place are living and breathing and are not just paper policies."

"I am involving my team in devolved decision making. This helps them to take ownership and develops their skills and understanding. For



example, I have two lads looking after all the Health and Safety issues and one chap who is responsible for forward planning in all the diaries. We believe in being opportunity ready and then using these opportunities to develop ourselves. This is a philosophy that is encouraged throughout Turning Point Scotland."

## The future

Turning Point Scotland's saying is that we 'Make services fit people', this sits well with the 'excellence model', which identifies service users as the ultimate judge of service quality. We have chosen the European Foundation for Quality Management (EFQM) as the model for managing our organisational quality process, and in April 2004 we started our journey towards excellence by appointing Graeme Henderson as our Head of Quality.

Since April 2004 we have:

- Recruited a Quality Action Group from staff and service users, who participated in our organisational self assessment in November 2004
- Created and published an Organisational Action Plan for 2005/2006
- Developed a Quality Policy and presented it to the Senior Management Team in May 2004
- Launched the EFQM model at our annual staff conference in June 2004
- Carried out a communication survey for the Quality Department
- Carried out an national employee survey
- Carried out a supervision survey across the organisation
- Carried out a perception based self assessment among our Senior and Scotland Office staff
- Carried out thre day self assessment training with the Quality Action Group in August 2004
- Designing a service quality assurance tool with our sister organisation Turning Point based in England

- Participated in the Quality Scotland Voluntary Sector Network
- Piloted work on the measurement of the Quality of Life of our service users

The Quality Department will continue to look for ways to involve staff and service users to identify ways to express their excellence. The department will continue to be guided by the maxim: "...that we can get bigger as long as we are still getting better." (Turning Point Scotland Business Plan 2003-2008)

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## *Transsol Limited*

*Engineering, Safety and Risk Management in the Railway Environment*

### Background

Transsol Limited is a specialist engineering and project management consultancy providing engineering solutions to real technical problems. The company has a thorough understanding of UK and European rail networks and their rolling stock and infrastructure approvals processes. They have more than 10 years experience in the rail industry specialising in railway safety cases, RAMS analyses and EMC assessments backed by a further 10 years experience with high integrity control and instrumentation systems in the nuclear power industry.

They are a small company consisting of one director and a number of trusted associates. It's a tribute to the management of the company's resources and skill set that they have been instrumental in developing sector leading assessment methodologies and have assisted several UK and international clients with high profile projects.

### Why ISO9001?

The company received an invitation to tender for a project with the ROTEM Company of South Korea. ROTEM are a train manufacturers and have recently won a contract to supply 120 Diesel Multiple Units (DMU) to the Irish Rail operator, Iarnród Éireann (IE).

Transsol believed that it had put together the best proposal both technically and commercially, however a requirement of the IE specifications was that all suppliers and sub-suppliers must be

certified to ISO 9001. To put Transsol on a level playing field with several larger consultancies vying for the business they decided to implement a quality management system and obtain ISO9001 certification.

### The Process

To be of value to the tender bid, the ISO9001 certification had to be achieved in less than two months. The size of the company also meant that the resource to implement the quality management system in such a short period would be difficult to find. The burden of implementation and maintaining the management system looked as though they would be insurmountable hurdles for the company.

However, Transsol found that it had a very real opportunity to implement and obtain a fully UKAS accredited ISO9001 certificate through its membership of the Professional Contractors Group [www.pcg.org.uk](http://www.pcg.org.uk). Transsol found that not only was the total cost a factor of ten less than presented from some other sources but a substantial proportion of the effort for implementation and maintenance would be managed for Transsol through an electronic quality management system. All this is possible through the PCG QS ISO9001 scheme. What's more the quality management system would be audited by one of the world's largest and most respected certification bodies BVQI.

To accelerate the process, two days of specialist consultancy was engaged, and Transsol joined the PCG QS scheme. With the scheme membership came one day introductory training, an electronic quality management system (EQMS), a small number of mandatory templates, and an internal audit module. With the help of the consultant, the

templates were completed within two days, the supporting company records and evidences uploaded to the EQMS and the quality management system allowed to mature through one learning cycle.

The PCG QS scheme provides an internal audit that functions through a module contained within the EQMS. The audit is performed remotely over a web link and, following two internal audits, Transsol was ready for the external certification audit.

## Results

On 25 February 2005, Transsol passed its certification audit with zero findings and was recommended for certification, just a matter of weeks after deciding to implement a quality management system.

During the process of implementation Transsol was able to identify a number of improvements and manage these using the continuous improvement methods included in the scheme.

Stuart Mealing, Director of Transsol, commented: "The structure is logical, efficient and above all intuitive. I had thought that my file structure was logical but I often found myself trying to remember where I had filed certain documents. Not with the EQMS structure, it is so intuitive that you are guided to what you are looking for rather than searching for it." Furthermore: "Transsol's pursuit of ISO 9001 has been well received by its clients and I am convinced that it will mark a major change in the company's fortunes. It has been one of the best business decisions I have ever made and PCG QS has saved me thousands of pounds, not to mention the costs in terms of my time since I have not had to prepare the main QMS documentation."

## The Future

Transsol has decided to expand the scope of the certification to cover its evolving design and development activities.

Another 128 PCG member companies of less than three employees have joined the PCG QS scheme.

### Contact:

Colin Sansome,

Tel: 07977 194229

Email: PCG\_QR@bqiconsulting.com

***"As a result of achieving ISO 9000 registration, Transsol Limited has enhanced its competitive edge when tendering for contracts in the fiercely competitive rail industry."***

## West Lothian Council

### Background

West Lothian is located within central Scotland midway between Glasgow and Edinburgh. The county has an even geographical spread of rural and urban areas with small community villages and larger towns such as Bathgate and Livingston. West Lothian has the fastest growing population in Scotland and as such has been the site of extensive development and expansion over the past decade. It is also the only area in Scotland to have the exception to the trend of the elderly population exceeding the young. The administration has been organised into ten service areas where the Council strives to meet the increasing demand on a diverse range of services in the most effective way.

### The Journey

West Lothian Council has adopted numerous and varying improvement standards to ensure their commitment to Best Value and continuous improvement. While certain quality systems focused on specific requirements such as customer service standards or people development, it was found that no individual assessment model available demanded the standards desired for the wide range of services the Council provides. The bespoke West Lothian Assessment Model (WLAM) was painstakingly developed using vital criteria and principles of established quality systems and then put into a

West Lothian context in order to meet the specific requirements of a local government organisation and, in particular, the needs of the individual service areas. The model incorporates internationally recognised business improvement standards and the most demanding criteria of qualitative models and standards including the Investors in People standard, EFQM, Charter Mark, Best Value Audit and ISO 9001:2000.

WLAM is an evidence based self assessment model, allowing staff from each service to gauge the quality of their own service against set criteria. The model is used as a framework to identify areas for improvement within services, in a structured and consistent way. It identifies where services are doing well and encourages continuous improvement. In addition, it also enables the sharing of good practice and encourages joint solutions to improvements. Involving staff in identifying areas for improvement ensures that changes to the service are made by the people with the most expertise of the daily activities of the service and also that these changes are accepted with the support of the workforce. The model is the foundation of the Council's duty to Best Value and encourages a culture of continuous improvement in the long-term strategies of the service areas and in the employees. A robust scoring system has been adopted to ensure that the approach to the WLAM is universal and also to substantiate the credibility of the model.

A cross section of staff participate in the self assessment with some smaller services choosing to include all of their staff in the process. The self assessment teams are given a short training session on the model explaining the theory of self assessment and the WLAM. This sets out the

requirements of the process in terms of fulfilling the nine criteria, evidence gathering and scoring. The self assessment of the service is undertaken as a team and it is important that all levels of the workforce are represented in the team to help maintain the robustness of the model and implementation of any resulting changes to the service.

Throughout the self assessment process, the service areas have unlimited access to a dedicated support team. From training to improvement plans, the Quality Development Team take the services through the assessment, facilitating the process and providing assistance and advice throughout – with each of the Quality Development Officers assigned to specific service areas. The reason for this is two-fold, firstly it allows the officers to gain an indepth knowledge of the service in terms of its assessment and their progress and the initiatives and activities it delivers. Secondly, it helps to strengthen the links between the team and the services and allow the staff to become familiar with their link officer.

## Results

Implementation of the model has been the catalyst for a series of changes within West Lothian Council and the staff. The services have undertaken a number of new initiatives and improvements with an increasing consciousness of quality management in all areas of their activities. Furthermore, staff are given a forum to voice their opinion of their service and suggest changes and improvements. Overall, WLAM has been established as an integral part of the Council's commitment to Best Value and striving for excellence in all their activities.

### Contact:

Angela Colvin  
Quality Development Manager  
West Lothian House  
Almondvale Boulevard  
Livingstone  
EH54 6QG  
Tel: 01506 777000  
Fax: 01506 775 102  
E-mail: [angela.colvin@westlothian.gov.uk](mailto:angela.colvin@westlothian.gov.uk)

## *Other Useful Information*

*This section contains a brief description of other relevant organisations, other quality schemes and a list of useful websites*

## Relevant Organisations

### ABCB (The Association of British Certification Bodies)

The Association of British Certification Bodies was founded in 1984 in response to a Department of Trade and Industry proposal that certification bodies should associate together to provide a collective input to Government and other interested parties.

It is recognised by UK, European and International certification bodies as the sole UK trade association with membership open to all third party certification bodies either actively pursuing or holding a United Kingdom Accreditation Service or other recognised accreditation.

#### Contact:

ABCB Secretariat, Sira, South Hill, Chislehurst, Kent BR7 5EH.

Tel: 020 8295 1128

Fax: 020 8467 8091

Email: [tinman@abcb.demon.co.uk](mailto:tinman@abcb.demon.co.uk)

Website: [www.abcb.demon.co.uk](http://www.abcb.demon.co.uk)

### British Standards Institute (BSI)

British Standards Institute (BSI) is one of the world's leading standards and quality services organisations. Formed in 1901 and incorporated under Royal Charter in 1929, BSI is the oldest national standards-making body in the world.

BSI Group provides independent certification of management systems and products; commodity inspection; product testing; the development of private, national and international standards; management systems training; and information on standards and international trade.

#### Contact:

BSI, 389 Chiswick High Road, London W4 4AL.

Tel: 020 8996 9000

Fax: 020 8996 7001

Website: [www.bsi-global.com](http://www.bsi-global.com)

### The Carbon Trust

The Carbon Trust was formed in 2001 with the remit of taking the lead on low carbon technology and innovation, and putting Britain in the lead internationally. Its key objectives include ensuring that UK business and the public sector contribute fully to meeting ongoing targets for greenhouse gas emissions. The Action Energy programme, promoted and delivered in Scotland in partnership with the Scottish Executive's Energy Efficiency Office, helps Scotland save millions of pounds through energy efficiency. It has information and advice for all businesses and the public sector, regardless of size, energy intensity or existing knowledge of energy efficiency.

#### Contact:

The Carbon Trust, Brunel Building, James Watt Avenue, Scottish Enterprise Technology Park, East Kilbride G75 0QD

Tel: 01355 813400

Email: [scotlandoffice@thecarbontrust.co.uk](mailto:scotlandoffice@thecarbontrust.co.uk)

Website: [www.thecarbontrust.co.uk](http://www.thecarbontrust.co.uk)

Action Energy Email: [help@actionenergy.org.uk](mailto:help@actionenergy.org.uk)

Action Energy Website:

[www.actionenergy.org.uk](http://www.actionenergy.org.uk)

### Convention of Scottish Local Authorities (COSLA)

COSLA is the representative voice of Scotland's unitary local authorities. Its main objectives are to:

- Develop and maintain effective working relationships with the Scottish Parliament, Scottish Executive, UK Government, European Institutions and partner organisations, with a view to promoting the role of councils and ensuring that local government has greater control over its own affairs
- Support councils in providing leadership for the communities they represent, strengthening local democracy and increasing the public's awareness of and support for local government
- Support councils in the continuous improvement of service delivery and in providing the best possible value for money

- Improvement is a key area of COSLA's work and covers policy development areas such as community planning, Best Value, 21st Century Government and political leadership.

### ***Excellence Awards***

Excellence in Scottish Councils is recognised in COSLA's Excellence Awards, which recognise outstanding quality in service to the public by councils across Scotland, at an annual showcase event.

Applicants for the COSLA Awards are welcome from employees in local authorities in Scotland including Fire and Police, Joint Boards and other bodies participating in the COSLA Improvement Network.

**Contact:**

COSLA, Rosebery House, 9 Haymarket Terrace, Edinburgh, EH12 5XZ

Tel: 0131 474 9200

Fax: 0131 474 9292

Website: [www.cosla.gov.uk](http://www.cosla.gov.uk)

### **European Foundation for Quality Management (EFQM)**

The EFQM's mission is:

- to stimulate and assist organisations throughout Europe to participate in improvement activities leading ultimately to excellence in customer satisfaction, employee satisfaction, impact on society and business results
- to support the managers of European organisations in accelerating the process of making Total Quality Management a decisive factor for achieving global competitive advantage.

**Contact:**

European Foundation for Quality Management, Representative Office, Avenue des Pleiades 15, 1200 Brussels, Belgium.

Tel: +32-2 775 35 11

Fax: +32-2 775 35 35

Email: [info@efqm.org](mailto:info@efqm.org)

Website: [www.efqm.org](http://www.efqm.org)

### **Highlands and Islands Enterprise**

The Highlands and Islands of Scotland is a vast and diverse area with many distinct communities. There are 19,000 businesses, more than 433,000 individuals with skills and potential of their own and more than 8,000 voluntary and community groups. The task of the Highlands and Islands Enterprise (HIE) network is to unlock that potential and help create a strong, diverse and sustainable economy where quality of life is matched by quality of opportunity.

HIE's activities include: provision of business support services, delivery of training and learning programmes, assistance for community and cultural projects and measures for environmental renewal.

They support businesses, provide factories and offices, train people in new skills, assist community and cultural projects and carry out environmental renewal work.

They deliver assistance mainly through their ten local enterprise companies (LECs). The HIE core body, based in Inverness, provides strategic leadership and central support services and is responsible for other Highlands and Islands programmes and major projects.

**Contact:**

Highland and Island Enterprise, Cowan House, Inverness Retail and Business Park, Inverness IV2 7GF

Tel: 01463 234171

Fax: 01463 244469

Email: [hie.general@hient.co.uk](mailto:hie.general@hient.co.uk)

Website: [www.hie.co.uk](http://www.hie.co.uk)

### **The Improvement and Development Agency (IdeA)**

The Improvement and Development Agency was established by and for local government in April 1999. Their mission is to support self-sustaining improvement from within local government.

The IdeA is a not for profit organisation ensuring that their capital – both resource and financial – are ploughed back into local government.

As an advocate of the best in local government, the IdeA aims to:



- Deliver practical solutions to improve local government performance
- Develop innovative approaches to ensure the transfer of knowledge throughout local government
- Act on behalf of local government as a whole, building new permanent joined-up, locally delivered services
- Employ first rate staff to meet the needs and priorities of our customers
- Work with customers in a way that respects diversity and equality.

**Contact:**

Improvement and Development Agency, Layden House, 76-86 Turnmill Street, London, EC1M 5LG  
Tel: 020 7296 6600  
Fax: 020 7296 6666  
Website: [www.idea.gov.uk](http://www.idea.gov.uk)

## **Institute of Quality Assurance (IQA)**

The Institute of Quality Assurance, the UK's leading institute for the advancement of quality practices, is a respected contributor to policy issues at a national and international level and gives its qualified members the opportunity to help shape the future of business.

**Contact:**

IQA, 12 Grosvenor Crescent, London SW1X 7EE.  
Tel: 020 7245 6722  
Fax: 020 7245 6788  
Email: [iqa@iqa.org](mailto:iqa@iqa.org)  
Website: [www.iqa.org](http://www.iqa.org)

## **Investors in People**

Investors in People UK was established in 1993 to provide national ownership of the Investors in People National Standard and is responsible for its promotion, quality assurance and development. This role now encompasses establishing the standard internationally.

**Contact:**

June Williams, 7-10 Chandos Street, London W1M 9DE.  
Tel: 020 7467 1900  
Fax: 020 7636 2386  
Email: [information@iipuk.co.uk](mailto:information@iipuk.co.uk)  
Website: [www.iipuk.co.uk](http://www.iipuk.co.uk)

## **Investors in People Scotland**

Owned by Scottish Enterprise and Highlands and Islands Enterprise, Investors in People Scotland operates independently from the Local Enterprise Network to provide assessment and recognition services against the Investors in People national Standard and Models. Investors in People Scotland is also the licensed centre in Scotland for registration and development of Investors in People practitioners.

**Contact:**

Website: [www.iipscotland.net](http://www.iipscotland.net)

## **NHS Quality Improvement Scotland (NHS QIS)**

NHS QIS was set up to take the lead in improving the quality of care and treatment delivered by NHSScotland. The organisation is responsible for all the aspects of the services provided by the NHS and they provide an independent check on how these services are performing. They support NHS staff by issuing clear, authoritative advice on effective clinical practice and service improvements. They also help NHS Boards and staff to make the changes that are needed, and they monitor the situation to make sure services to patients improve.

The role of NHS Quality Improvement Scotland is to improve the quality of healthcare in Scotland. They:

- set standards
- monitor performance
- provide advice, guidance and support to NHSScotland on effective clinical practice and service improvements

By 'quality improvement' we mean improving patients' outcomes and experiences. It relies on understanding the scientific evidence, the needs and preferences of patients, and the experience of health professionals.

We will achieve our aims by developing and implementing, in partnership with healthcare professionals and the public, a national framework to:

- Determine, share and promote consistent high quality care across Scotland through:

- clinical audit
- collecting and publishing clinical performance data
- learning lessons from adverse events and near misses
- assessing the clinical and cost effectiveness of health interventions
- clinical guidelines
- best practice statements
- set clinical and non-clinical standards
- reviewing and monitoring performance through self-assessment and external peer review, and investigating serious service failures
- supporting implementation of clinical governance.

**Contact:**

Elliot House  
8 – 10 Hillhouse Crescent,  
Edinburgh,  
EH7 5EA  
Tel: 0131 623 4300

**The Leadership Trust**

The Leadership Trust seeks to support the development of effective leadership throughout all levels of an organisation. Established in 1975, the Trust operates across every sector of society, both in the UK and internationally – from FTSE 100 companies, through to SMEs, family-owned businesses, education, public and the voluntary sectors. Established with the objective of enhancing the personal leadership skills of directors and senior to middle managers, the focus has broadened to encompass team and organisational leadership development.

For further information on leadership programmes (open or bespoke) and the Trust's MBA partnership with Strathclyde Graduate School of Business (with a specialism in leadership), please **contact:**  
George Telfer, International Manager  
Tel: (01989) 767667  
Email: georgetelfer@leadership.co.uk

**Public Sector Benchmarking Service (PSBS)**

The aims of the PSBS are to:

- promote effective benchmarking and sharing good practices across the public sector
- support public sector organisations undertaking benchmarking projects
- encourage learning through sharing knowledge and good practices in support of government reform
- provide practical information on benchmarking
- signpost sources of good practices identified by other quality and improvement initiatives.

The PSBS provides:

- a range of web-based facilities, including a best practice website
- a helpdesk that puts people in touch with those who have made improvements in public services and research for specific projects
- guidance material, knowledge bank reports and a quarterly magazine, *PSBS News*
- networking events on topics relating to public sector reform.

The member's only website provides a wide range of extra information and online facilities for those who have registered as members. Registration is free and open to all those who work in public service.

**Contact:**

The PSBS, 8th Floor East, Dorset House, 27-45  
Stamford Street, London, SE1 9PY  
Tel: 020 8929 6887  
Fax: 020 8929 6572  
Email: psbshelp@hmce.gsi.gov.uk  
Website: [www.benchmarking.gov.uk](http://www.benchmarking.gov.uk)

**Quality Scotland**

An independent, non-profit making and non-political organisation, Quality Scotland is a member-based organisation with board members drawn from senior executives across

the private and public sectors.

The vision of Quality Scotland is to make excellence a recognised national characteristic of Scotland. Quality Scotland offers members a 'Centre for Business Excellence'. We provide tools, techniques and knowledge, which enable organisations to maximise potential through self-assessment, and which also provide them with a framework for bottom line business improvement. Members also gain access to the most up-to-date international management best practices through benchmarking, experience exchange, training and networking events.

As a National partner organisation in Scotland for the European Foundation for Quality Management, Quality Scotland is the accredited body for the EFQM model and has its own annual Scottish Awards for Business Excellence.

**Contact:**

Quality Scotland, 11 Abercromby Place,  
Edinburgh EH3 6LB  
Tel: 0131 556 2333  
Fax: 0131 556 7111  
Email: [info@qualityscotland.co.uk](mailto:info@qualityscotland.co.uk)  
Website: [www.qualityscotland.co.uk](http://www.qualityscotland.co.uk)

## Scottish Business in the Community

Scottish Business in the Community (SBC) is a not-for-profit company with charitable status, and is led by its member companies, who are committed to the promotion of responsible business practice in Scotland. In today's global economy, companies are increasingly expected to be transparent in their activities and to demonstrate responsible business practice – or, in current jargon, Corporate Social Responsibility (CSR).

SBC supports, brokers and challenges organisations to have a positive impact on society through their activities in four main areas, the workplace, the marketplace, the environment and the community. The way in which companies treat their employees, their commitment to the environment, and how they invest in the community – all these factors have a direct impact on sales, reputation, brand recognition and staff performance and retention.

CSR is business driven but requires co-operation from the public and voluntary sectors if the impact on Scotland's society and economy is to be maximised.

**Contact:**

SBC, PO Box 408, Bankhead Avenue,  
Edinburgh EH11 4HE  
Tel: 0131 442 2020  
Fax: 0131 442 3555  
E-mail: [info@sbcscot.com](mailto:info@sbcscot.com)  
Website: [www.sbcscot.com](http://www.sbcscot.com)

## The Scottish Council for Voluntary Organisations (SCVO)

The Scottish Council for Voluntary Organisations is the umbrella body for voluntary organisations in Scotland.

For more than 50 years SCVO has worked through its membership, their elected representatives and its staff to pursue a twofold strategic mission:

- To promote and advocate the independence, interests and values of the voluntary sector among the major players in Scottish life and in the wider community
- To encourage voluntary organisations to realise their full potential by improving their effectiveness and capacity through providing access to training, information, analysis, funding opportunities and services.

**Contact:**

SCVO, Mansfield Traquair Centre, 15 Mansfield Place, Edinburgh EH3 6BB.  
Tel. No. 0131 556 3882  
Website: [www.scvo.org](http://www.scvo.org)

## Scottish Enterprise

Scottish Enterprise is Scotland's main economic development agency, funded by the Scottish Executive.

Their mission is to help the people and businesses of Scotland succeed. In doing so, they aim to build a world-class economy.

Key priorities are to provide a range of high-quality services to:

- Help new businesses get underway
- Support and develop existing businesses
- Help people gain the knowledge and skills they will need for tomorrow's jobs
- Help Scottish businesses develop a strong presence in the global economy – building on Scotland's reputation as a great place to live, work and do business.

As well as companies and individuals, they also work with universities, colleges, local authorities and other public sector bodies to achieve these goals.

**Contact:**

For general enquiries please call the SE Network Helpline on 0845 607 8787 or 0141 228 2000  
 Scottish Enterprise, Atlantic Quay, 150  
 Broomielaw, Glasgow G2 8LU  
 Tel: 0141 248 2700  
 Fax: 0141 221 3217  
 Email: [network.helpline@scotent.co.uk](mailto:network.helpline@scotent.co.uk)

### **Scottish Leadership Foundation**

The Scottish Leadership Foundation is a membership based, not-for-profit company. Membership is open to all public sector organisations working in Scotland.

The Foundation's focus is on developing and promoting leadership. Its aim is to create:

- Higher quality public services with direct benefits to the public
- More effective multi-agency working
- More inclusive and responsive policy making and implementation
- More positive public profile
- Greater linkage with European and International public service organisations.

**Contact:**

Scottish Leadership Foundation, The e-Centre,  
 Cooperage Way, Business Village, Alloa, FK10  
 3LP  
 Tel: 01259 272063  
 Fax: 01259 272064  
 Website: [www.slfscotland.com](http://www.slfscotland.com)

## Other Current Schemes

### Communities Scotland “How to.....Guide to Partnerships”

Communities Scotland, the Scottish Executive's housing and regeneration agency, aims to work with others to improve the quality of life for people in Scotland. The “How to...Guide to Partnerships” web portal is a new initiative aimed at enhancing the way partnerships work, and how they involve local people in shaping the future of their communities. There are 17 toolkits for local authorities, registered social landlords, Community Planning Partnerships and others. They provide a broad range of useful information and guidance to help them work more effectively, from frameworks for planning, prioritising and measuring performance, to assessing the “added value” of partnerships, and the extent to which services are engaged with local communities.

#### Contact:

Scottish Centre for Regeneration, Communities Scotland, Festival Business Centre, 150 Brand Street, Glasgow  
G51 1DH  
Tel: 0141 314 0021  
Fax: 0141 314 0026  
Website: [www.communitiesscotland.gov.uk](http://www.communitiesscotland.gov.uk)

### PQASSO – Practical Quality Assurance System for Small Organisations

This is a standard designed specifically for the voluntary sector. Managed by the Charities Evaluation Services, the model is used extensively in England but is less common in Scotland. PQASSO is built on twelve topics or quality areas, which cover the main areas you need to address in order to run an organisation well and achieve results for your customers. For each of these areas, standards are set at three levels, with organisations being expected to meet level one in all twelve quality areas.

PQASSO is designed particularly for small to

medium sized organisations – those with up to 20 workers – or project teams in larger organisations. Level three has been designed to meet the needs of larger organisations that want to meet standards linking to other quality systems. Based on self-assessment, you can take as long or as little time as you want.

#### Contact:

Charities Evaluation services, 4 Coldbath Square, London EC1R 5HL  
Tel: 020 7713 5722  
Fax: 020 7713 5692  
Email: [enquiries@ces-vol.org.uk](mailto:enquiries@ces-vol.org.uk)  
Website:  
[www.ces-vol.org.uk/html/about\\_pqasso.htm](http://www.ces-vol.org.uk/html/about_pqasso.htm)

### Investors in Excellence/ Recognition Schemes (IIE)

#### What is Investors in Excellence?

IIE is a new programme launched throughout the UK and is designed to help all types of organisations assess their current ability and, at the same time, encourage continuous improvement across the whole organisation including leadership, processes, people and customer results. IIE standard is closely aligned to the EFQM Excellence Model.

To achieve IIE, organisations must demonstrate high levels of performance through evidence against the excellence model indicators.

#### What are the benefits?

Successful involvement in Investors in Excellence programme provides:

- Accreditation to a national standard that will be recognised by customers
- Competitive advantage and new business opportunities
- A driver for improvement in all key areas and activities
- Feedback to aid learning and help achieve continuous and sustainable improvement
- Public acknowledgement as a high performing organisation and association with other reputable bodies
- Pride and recognition for employees and management.

### *How do you become an Investor in Excellence?*

There are four key steps to achieving the standard:

**Step 1: Commitment** – Register your commitment to the programme on-line or complete a registration form. A Quality Scotland advisor will then contact you to agree your improvement programme.

**Step 2: Diagnosis** – Your Quality Scotland advisor will work with each of the organisational units agreed in the plan to identify the areas in which they need to improve (targets) in order to achieve IIE.

**Step 3: Implementation** – If you need help in meeting your agreed targets, your Quality Scotland advisor can provide assistance.

**Step 4: Assessment and Recognition** – When you are satisfied that your organisation has made the agreed improvements, you should submit your application for recognition. A Quality Scotland qualified assessor will appraise it against the Investors in Excellence requirements and visit each relevant site. The assessor will then recommend to Quality Scotland whether or not you have met the required standards. Once successful, you will receive Investors in Excellence recognition.

### *How much will it cost?*

The total cost of achieving IIE will depend on the size of your organisation and how much support is required.

### *How long will it take?*

The amount of time required to achieve the standard will depend on how many targets are set at the diagnostic stage and how much support is necessary. However, it is estimated to take between six to 24 months to achieve the standard.

#### **Contact:**

Quality Scotland, 11 Abercromby Place,  
Edinburgh EH3 6LB

Tel: 0131 556 2333

Fax: 0131 556 7111

Email: [info@qualityscotland.co.uk](mailto:info@qualityscotland.co.uk)

Website: [www.qualityscotland.co.uk](http://www.qualityscotland.co.uk)

## **Investing in Volunteers Standard Scotland**

Investing in Volunteers is the new UK quality standard for volunteer management. If your organisation involves volunteers, achieving the Investing in Volunteers standard will enable your organisation to make the best use of this valuable people resource.

### *Reasons for Getting Involved*

- To improve the effectiveness of their work with volunteers in a structured way (and hence maintain or improve the service to their users and/or supporters)
- To compare their volunteer practices against a recognised standard
- To increase support from people within the organisation for the volunteer programme
- To encourage more people to volunteer – people will feel more encouraged to volunteer for an organisation that strives towards managing volunteers well.
- To sustain their existing volunteers' motivation and enhance their experience of volunteering
- To enhance their organisation's reputation in the local community
- To reassure funders that the organisation is professional and that their money is being well spent
- To draw to the attention of the organisation's decision-makers the need for more effective volunteer management
- To minimise any potential risks arising from the involvement of volunteers – either to volunteers themselves, and/or to the organisation and its users/supporters
- To achieve the Investing in Volunteers Standard, which allows an organisation to publicly demonstrate its commitment to volunteering.

Further information can be found at:

[www.investinginvolunteers.org.uk](http://www.investinginvolunteers.org.uk)

## Volunteering Impact Assessment Toolkit: A practical guide for measuring the impact of volunteering

This new toolkit will enable organisations to assess the impact of volunteering on all key stakeholders – the volunteers, the organisation, the beneficiaries, and the broader community. Organisations will be able to use it to assess a wide range of impacts, from the skills development of volunteers to the economic value of volunteering organisations.

The toolkit was developed with a grant from the Global Services Institute, Center for Social Development, Washington University St. Louis. Organisations in the UK and Sweden helped to pilot a range of tools such as pre-designed questionnaires, which help organisations that involve volunteers measure the impacts of volunteering on volunteers, the organisation that involves volunteers, the people or things the volunteering aims to assist and the wider community.

The toolkit is easy to use and also includes a CD-ROM so users can adapt the questionnaires. Further information can be found at: [www.volunteering.org.uk](http://www.volunteering.org.uk)

## ISO 14001 (BSI)

A company's environmental performance can have a significant impact on its success. ISO 14001 is the internationally recognised standard for Environmental Management Systems (EMS). The implementation of an EMS is key to any organisation managing its impact on the environment and is a critical part of a risk management strategy. However, much more than this, an EMS can reduce costs and improve efficiency.

To obtain copies of the standard **contact:** British Standards Institute, 389 Chiswick High Road, London W4 4AL.  
Tel: 020 8996 9001  
Fax: 020 8996 7001  
Website: [www.bsi-global.com](http://www.bsi-global.com)

There is a wide choice of bodies offering certification services – to obtain more details

### **contact:**

United Kingdom Accreditation Service, 21-47 High Street, Feltham, Middlesex TW13 4UN.

Tel: 020 8917 8400

Fax: 020 8917 8500

Email: [mailto:info@ukas.com](mailto:mailto:info@ukas.com)

Website: [www.ukas.com](http://www.ukas.com)

To obtain advice on certification and details of UKAS-accredited certification bodies **contact:**

Association of British Certification Bodies (ABCB), Sira, South Hill, Chislehurst, Kent BR7 5EH.

Tel: 020 8295 1128

Fax: 020 8467 8091

Email: [tinman@abcb.demon.co.uk](mailto:tinman@abcb.demon.co.uk)

Website: [www.abcb.demon.co.uk](http://www.abcb.demon.co.uk)

## Scottish Quality Management System (SQMS)

SQMS is a comprehensive system, which can be used to measure and improve quality. Although SQMS was designed for the Scottish Education and training market, it is now being used in many countries such as England, Poland, Ireland and Australia and by a wide range of organisations.

SQMS harmonises the quality requirements of a number of key national agencies: Scottish Enterprise, Highlands and Islands Enterprise, and the Scottish Qualifications Authority.

SQMS provides practical guidelines for measuring and improving the quality of training provision and associated activities. The system is designed to be used in a range of ways, such as:

- A guide to the quality elements, requirements and perspectives of agencies and systems
- A tool for organisational self development and development of quality in education and training provision through structured self-assessment
- A way for organisations to marshal evidence for purposes such as accountability, marketing and promotion, and contracting with clients.



Training organisations that use SQMS and organisations who train and develop their employees have seen the benefits – stronger staff and learner motivation, better monitoring of training programmes and increased staff and learner satisfaction.

### *The SQMS Standards*

Although SQMS is set out in the manual as ten separate standards, they are all inter-related with quality at the heart of the process. SQMS allows you to consider your education and training facilities in a structured way and give each set of criteria individual attention. It will help you expose any flaws in your procedures and can also help you develop and improve all aspects of the education and training you offer.

#### **STRATEGIC MANAGEMENT**

The organisation has a clear sense of purpose and direction.

#### **QUALITY MANAGEMENT**

The quality system ensures that clients', learners' and staff needs are met.

#### **MARKETING AND CUSTOMER CARE**

The needs of the organisation's clients and learners are identified, its education and training services are effectively promoted and the needs of clients and learners satisfied.

#### **HUMAN RESOURCES AND DEVELOPMENT**

The structure, level and type of staffing appropriate for the education and training services provided. Staff development provision meets the needs of both the organisation and the individual.

#### **EQUAL OPPORTUNITIES**

Equal opportunities are ensured for all clients, learners, and staff

#### **HEALTH AND SAFETY**

There is a safe and healthy environment for all learners, staff and visitors.

#### **COMMUNICATION AND ADMINISTRATION**

Communications and administration arrangements meet the needs of the organisation, external bodies, clients, learners and staff.

#### **GUIDANCE SERVICES**

The needs of individual learners are identified, formulated, progress reviewed and support provided when needed.

#### **PROGRAMME DESIGN AND DELIVERY**

Programme design is effective when the programme's content and outcomes are relevant and encourage access. Programme delivery is effective when delivery methods are appropriate and varied, emphasise activity and responsibility and are responsive to the needs of the learner.

#### **ASSESSMENT FOR CERTIFICATION**

Assessment for certification confirms that the learner has achieved the standards required by the awarding body for the award.

#### **Contact:**

Scottish Quality Management System, Rosyth Dockyard, Rosyth, Fife KY11 2YD

Tel: 01383 424944

Fax: 01383 422339

Email: SQMSScotland@SQMS.co.uk

Website: [www.sqms.co.uk](http://www.sqms.co.uk)

### **Value Management**

Value Management provides the framework for balanced decision making, which optimises performance and value for money in meeting stakeholder requirements. Typically Value Management aims to secure and sustain best value in terms of relevance to the user, quality and cost. The framework often includes a series of team workshops to conduct a programmed review by organisations of processes, products, services and functions. This team approach, working together to address mutual objectives, is very effective in dealing with cross cutting issues. Value Management is, therefore, a good



framework to adopt for projects wherever improvement is sought across organisations and within partnering arrangements. Top management commitment is vital so that value is recognised in policy and in the corporate culture.

Value Management takes account of environmental factors – laws and regulations, market conditions, resources and the ecological environment. It can be deployed with the assistance of external facilitators and by the direct efforts of the operational workforce. Depending on the scale of business, some organisations build internal ‘facilitation’ expertise through structured training programmes, whereas others tend to rely on external consultancy support.

The Value Management standard cites the following benefits of value management:

- better business decisions by providing decision makers a sound basis for their choice
- increased effectiveness by using limited time and resources to best effect
- improved products and services to external customers by clearly understanding and giving due priority to their needs
- enhanced competitiveness by facilitating technical and organisational innovation
- a common value culture, thus enhancing every member’s understanding of the organisation’s goals
- improved internal communication and common knowledge of the main success factors for the organisation
- simultaneously enhancing communication and efficiency by developing multi disciplinary and multi task teamwork
- decisions that can be supported by all stakeholders.

Further information about Value Management and service improvement in local authorities (including a case study from West Dunbartonshire Council) is available on the website of the Employers’ Organisation for local government, at [www.lg-employers.gov.uk/publications/fullpublications/value.html](http://www.lg-employers.gov.uk/publications/fullpublications/value.html)

## **Contact:**

Secretary, Institute of Value Management, 1 - 3 Birdcage Walk, London, SW1H 9JJ  
Tel: 0870 902 0905

Secretary for IVM Scottish Branch, Michael Graham, 21 Bobbin Wynd, Cambusbarron, Stirling FK7 9LZ  
Tel: 01786 463165  
Website: [www.ivm.org.uk](http://www.ivm.org.uk)

## Best Practice Website

Developed and maintained by the Public Sector Benchmarking Service, it contains a database of information on hundreds of ideas that have been introduced in different parts of the public sector to improve service delivery, and guides and links to other related sites. Website registration is free and open to all those who work in public service.

### Contact:

The PSBS, 8th Floor East, Dorset House, 27-45 Stamford Street, London, SE1 9PJY

Tel: 020 8929 6887

Fax: 020 8929 6572

Email: psbshelp@hmce.gsi.gov.uk

Website: [www.benchmarking.gov.uk](http://www.benchmarking.gov.uk)

## BPIR (Benchmarking and Performance Improvement Resource)

BPIR.com delivers a website resource that can help your business immediately improve its performance. BPIR.com provides world-wide best practice information on all key areas that need to be optimised if your organisation wants to become successful, no matter what the size, the industry, or role it plays in the community. BPIR.com provides users with:

- Self assessment tools and techniques
- Measures for, and commentaries on, performance improvement
- Benchmarks, Strategies, Tools and Techniques for all aspects of business improvement
- Expert opinion/case studies and Award winners' case studies
- A research request facility and monthly in-depth research briefings.

The key benefits of BPIR.com are:

- Based on holistic performance improvement cycle
- Referenced by a broad range of business excellence models
- Case Studies from around the world, using robust performance measures

- Competitive analysis of different approaches
- Broad-ranging and in-depth research facilities.

### Contact:

E-mail: [info@qualityscotland.co.uk](mailto:info@qualityscotland.co.uk) for details of membership rates for organisations in Scotland.

Website: [www.bpir.com](http://www.bpir.com)

## Centre for Change and Innovation (CCI)

The CCI works with the health service to drive forward change and innovation to improve services for patients. Their aim is to help health care systems and the people who work in them to be more creative and to learn from best practice. Implementing good practice is not always easy, and the CCI wants to work with caring staff, to improve the health care services for the people of Scotland. Their website sets out more details of national and local change and innovation programmes, and contains a number of useful case studies. There are also links to the NHS Education for Scotland e-library. Website: [www.cci.scot.nhs.uk](http://www.cci.scot.nhs.uk).

## Excellence One

Excellence One is an interactive, online learning platform for Performance Excellence, structured around the EFQM Excellence Model. It gives access to Learning Sets, News and other networking opportunities to Members and Customers of EFQM. The website is founded on the value of individual and collective ability to transform knowledge into insights, action and results. Excellence One has been developed to allow individuals and organisations to access Approaches to Excellence and be exposed to the latest management practices. It contains contributions from many organisations across Europe.

### Contact:

E-mail: [info@qualityscotland.co.uk](mailto:info@qualityscotland.co.uk) for details of membership rates for organisations in Scotland

Website: [www.efqm.org](http://www.efqm.org)

## Openscotland

Openscotland is a distinctive brand identifying Scottish Executive activities which aim to:

- Provide the people of Scotland with better access to public services and help improve the delivery of these services
- Ensure the people of Scotland have the access, skills and awareness to enable them to make beneficial use of computers and the web in their day to day lives.

Openscotland aims to put individuals and communities at the forefront of public service delivery, and to deliver on the Executive's commitment to open up access to government and public services.

Openscotland aims to achieve universal access to the web – making web access affordable and pervasive right across Scotland.  
Website: [www.openscotland.gov.uk](http://www.openscotland.gov.uk)

## CMPS Website

The UK Government's Centre for Management and Policy Studies is Europe's leading provider of training and development for public sector managers.

CMPS products and services are designed to help public servants acquire the skills and knowledge that public servants need to meet the challenges of improving delivery in the 21st century. These products and services are provided by two of the directorates within the Cabinet Office's Corporate Development Group (CDG):

- Development Directorate
- Civil Service College Directorate.

This site provides free access to the public sector and, among other items, includes a good section on Excellence that covers the application of the EFQM model using the Dolphin self assessment tool.

### Contact:

CMPS, Larch Avenue, Ascot, Berkshire, SL5 0QE  
Tel: 01344 634000  
Fax: 01344 634233  
Website: [www.cmps.gov.uk](http://www.cmps.gov.uk)

## Policy Hub

Policy Hub is a web-site developed by the Cabinet Office Strategy Unit, which aims to improve the way public policy is shaped and delivered. It provides:

- tailored access to initiatives, projects and tools that support better policy making and delivery
- extensive guidance on the use of research and evidence in the evaluation of policy
- links to a wide range of research resources and tools from the UK and around the world.

Website: [www.policyhub.gov.uk](http://www.policyhub.gov.uk)

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