

**VSN Meeting
25 February 2010**

**The Wise Group
Implementing Excellence**



wise group

Overview

- Who we are and what we do
- Our C2E experience
- Our journey towards R4E
- Your experience





w i s e g r o u p

inspiring social enterprise

**Improving people's lives through employment,
enhancing our communities and the
environment.**



w i s e g r o u p

The Wise Group

- Established in 1983, company limited by guarantee with charitable status
- We work with national, regional and local partners and deliver services in Scotland and NE England
- Self sustaining, revenue generating social enterprise
- In 2009:
 - Delivered around 60 services / contracts
 - Turnover £20.7m
 - 490 staff



Our Services



wisegroup

employment



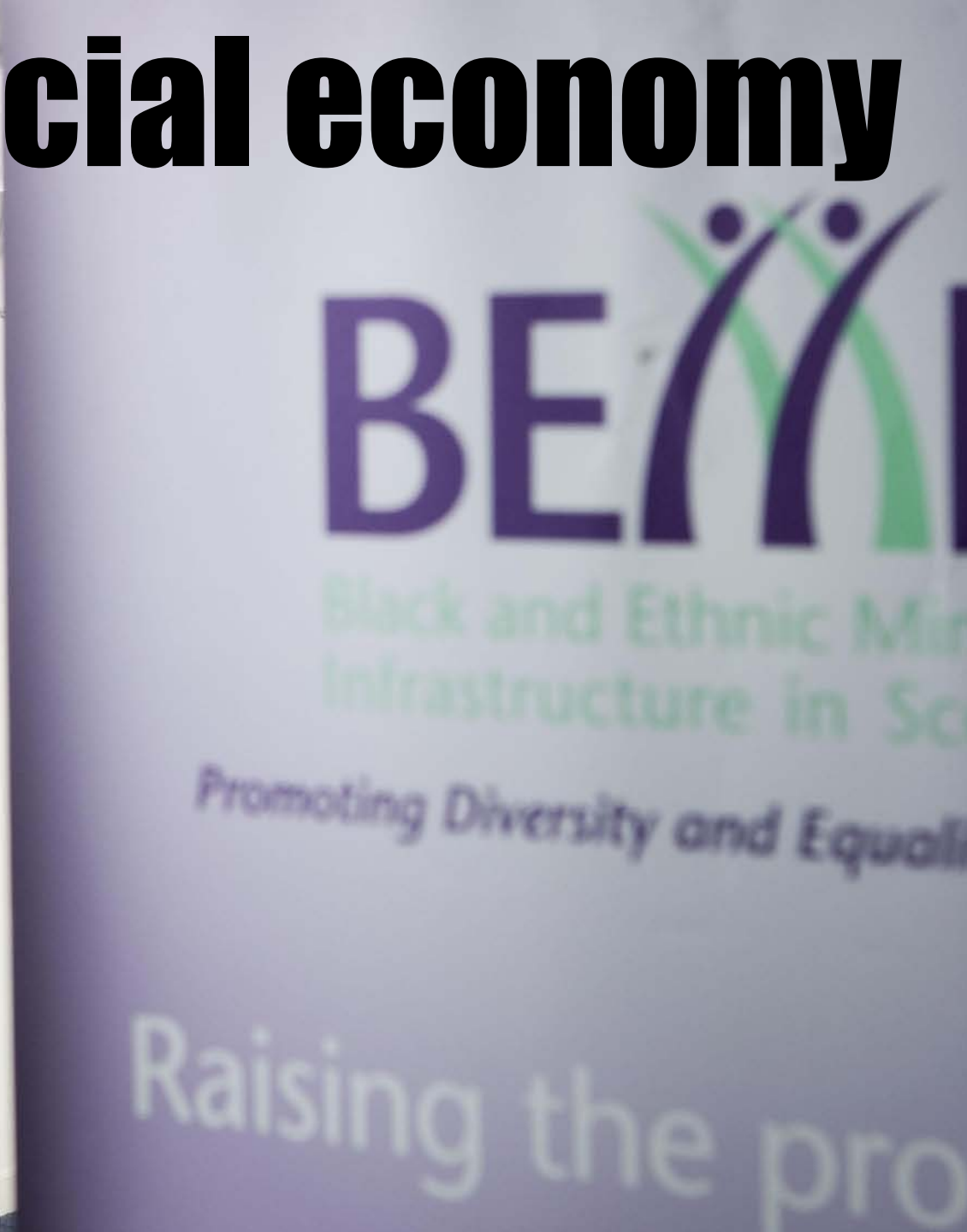
regeneration



sustainability



social economy



Where we deliver



Our goals

- Sustainable Growth
- Quality and excellence
- Performance
- Employer, partner, service provider of choice
- Equality and diversity



Challenges of Current Environment

POLITICAL

- **Financial constraints on government (we need to demonstrate best value/ offer innovative solutions)**
- **New Policy Direction and potential impact of change in government (need to be agile and responsive to change)**

FUNDING

- **Less Funding (need to compete on quality and price and bring added value)**

ECONOMIC

- **Contract payment by results (income achieved as a result of performance means need to continue to be a high performing organisation even in difficult economic climate)**
- **Less jobs and more people looking for work (impact of recession will be on poorest communities & people, need to ensure we are providing the right support for customers and employers)**



Why EFQM

- We aim to improve quality and effectiveness of our services and user experience of our customers – make everything even better!
- We aim to be recognised as an employer, partner and service provider of choice
- We aim to meet / exceed expectations of funders and stakeholders – make every penny count!
- We aim to strengthen our market position - quality and excellence key for competitive tendering
- We aim to make every action count!



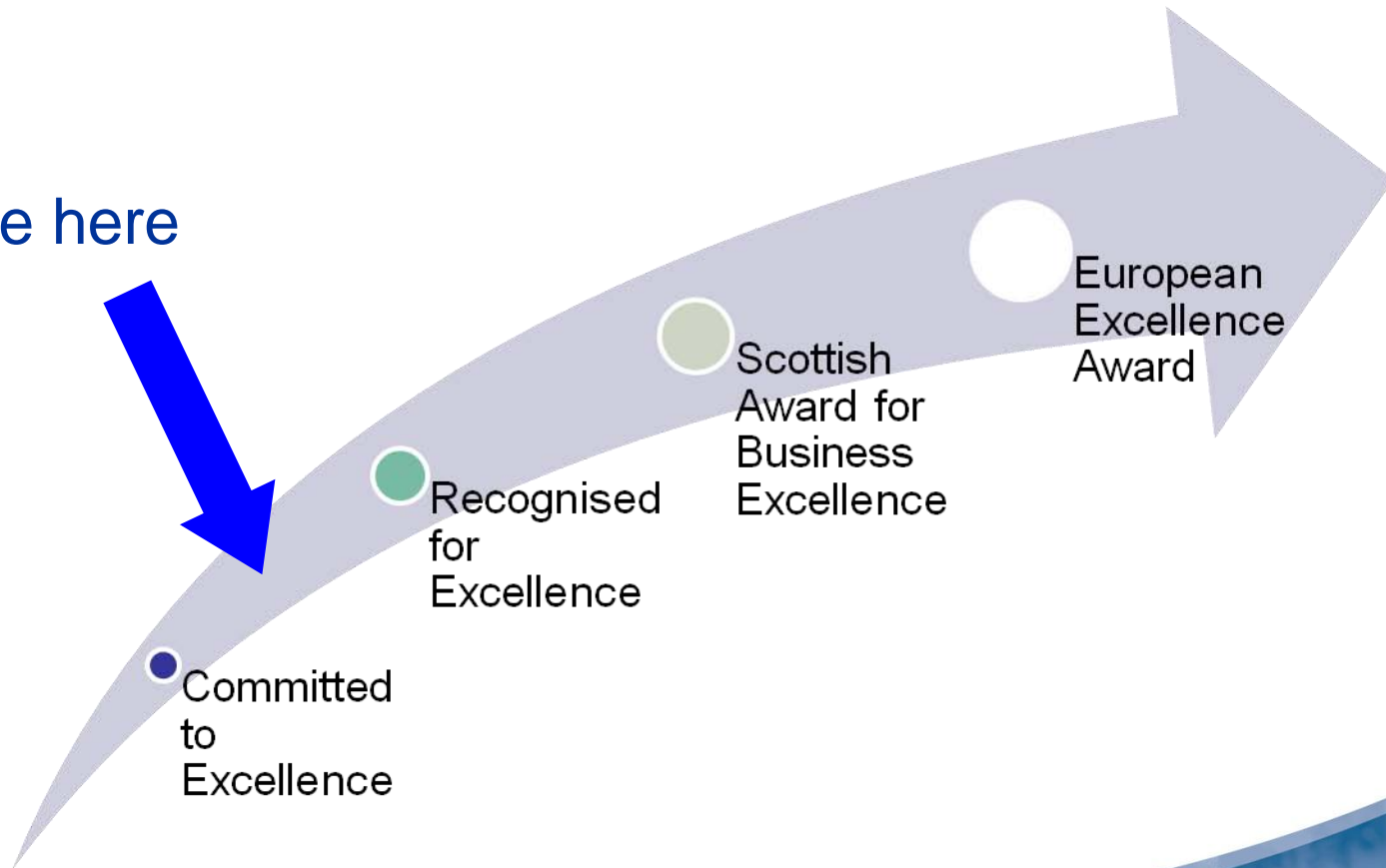
Benefits

- Provides a framework and common language to assess work we are already doing
- Strong emphasis on results / evidence
- Provides wealth of information and guidance and enables us to assess what we should be aspiring to – helps develop goals
- Shared experience and learning from other organisations
- Well developed assessment and analysis tools to support the process
- Quality Scotland support
- Ability to benchmark against others
- Accreditation



Where are we?

We are here



Our C2E Journey

- QS visit in July 09
- Already implementing process of self assessment and action planning
- 2008-2009
 - Developed 5 year strategy – Board and staff engagement
 - Conducted SA review and action planning – range of improvement actions – corporate and service level
 - 2009 Operational Plan – priority actions aligned to strategic goals and objectives
 - Range of improvement actions identified and implemented
 - 3 key improvement projects selected for C2E submission
- Already at C2E stage so submitted application September 09 and accreditation in October 09



C2E Improvement Projects

- Pay and Grading Review
- Development Process Workflow
- ICT Strategy Implementation



Pay and Grading Review

- April 2008 – July 2009
- Review of pay and grading structure – historical weaknesses
- Cross dept project group established
- External expertise / consultant appointed
- Staff training on creation of job descriptions
- Creation of new job descriptions for each role
- External evaluation of job descriptions / job roles against market data – benchmarked against charity and public sector
- Creation of new pay and grading structure
- SMT and Board approval and communications to staff
- Appeals assessed, processed and communicated



Pay and Grading Review

Some Benefits:

- Helps to attract and retain high quality staff
- Clarity and understanding across all staff on our grading policy and pay structure
- Staff buy-in to job descriptions for their role
- Created a fairer, competitive and transparent pay structure
- Fewer more generic job descriptions – also supports flexibility and workforce planning
- Robust starting point for reviewing link between pay / reward strategy and performance management



Development Process Workflow

- July 2008 – Dec 2009 and ongoing
- DP review and required improvement identified
- Cross dept project group established
- External expertise / consultant appointed
- External investment support secured
- New process workflow designed
- SMT approval
- ICT company appointed to develop DP prototype
- Testing phase of prototype
- Staff training, guidance and roll out



Development Process Workflow

Some Benefits:

- Improve efficiency and effectiveness of process
- Improve quality of projects / tenders
- Maximise success rate and income generation
- Clarified roles and responsibilities in process
- Right people, right decisions at right stages
- Consistency in decision making
- Identify and reduce risks
- Improve workflow and resource planning
- Time and cost efficiencies
- Improve information management and reporting



ICT Strategy Implementation

- Nov 08 – Nov 09 and ongoing
- External ICT review – failed in all areas
- Head of ICT appointed end 2008
- ICT strategy created
- Investment secured
- Appointed ICT Supplier / Partner
- Migration from Lotus Notes to BPOS
- Creation of new CRM system



Existing Systems

Replacement Systems

Users

CMS

ACT!

S/Sheets,
DB's

Lotus Notes
(e-mail)

Infinium

Chorus EA
(IBM/Domino)

Business Productivity Online Suite 'The Cloud'

Dynamics CRM

People
Places
Partners

Exchange
(e-mail)

Blackberry

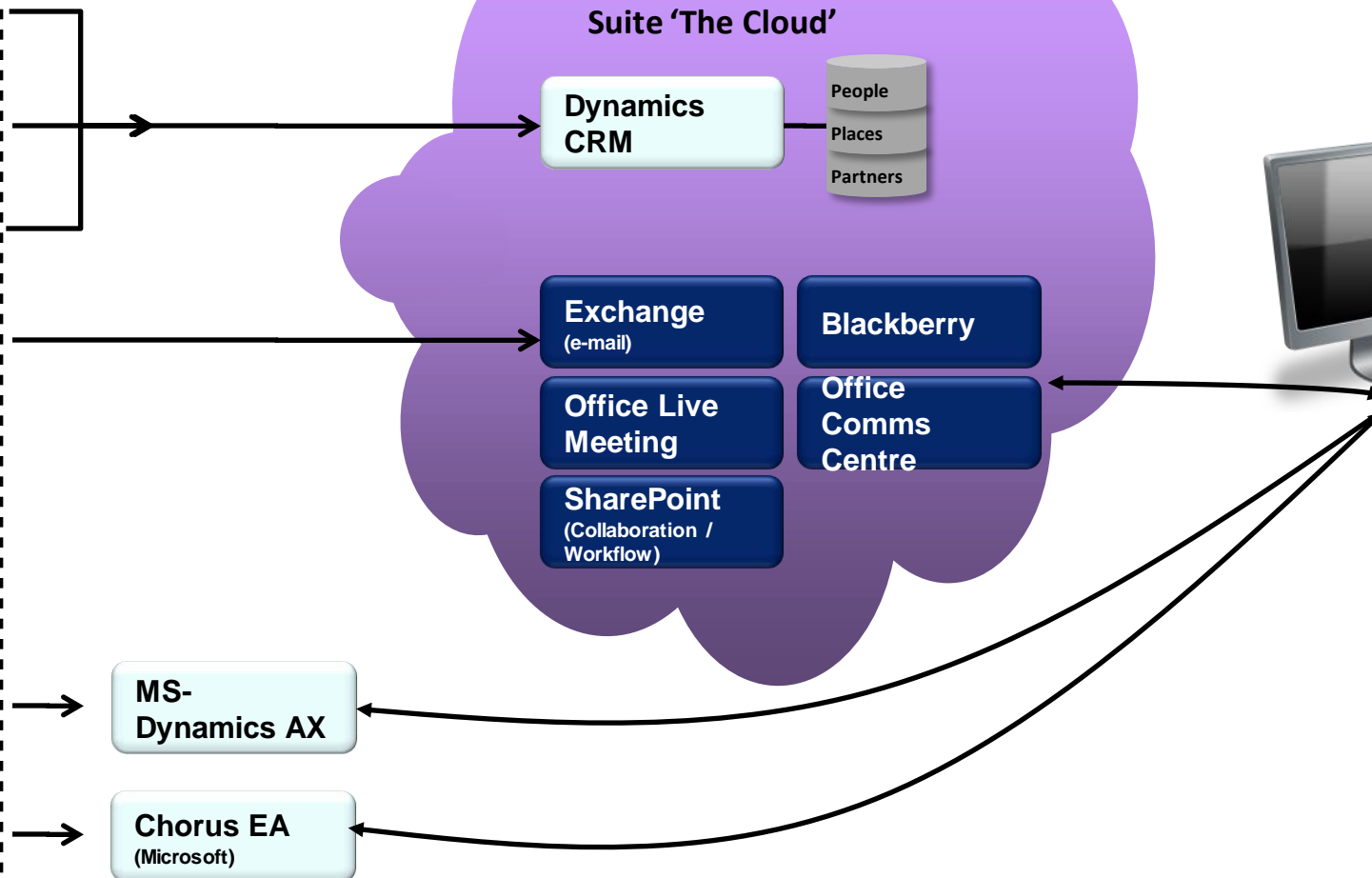
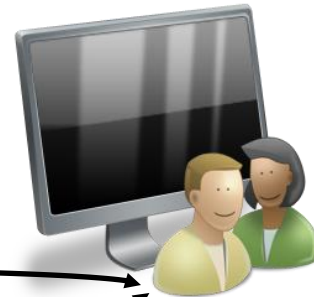
Office Live Meeting

Office Comms Centre

SharePoint
(Collaboration / Workflow)

MS-Dynamics AX

Chorus EA
(Microsoft)



ICT Strategy Implementation

Some Benefits:

- Improvements to business processes and efficiency gains
- High availability of systems and network
- Data integrity and security appropriate to our operations / services
- Compliance with best practice, standards and guidance
- Improved information flows
- Improved management information and reporting
- Right information at right time in right format
- Golden record for three P's



Data Cleansing

Our Three Data Pillars



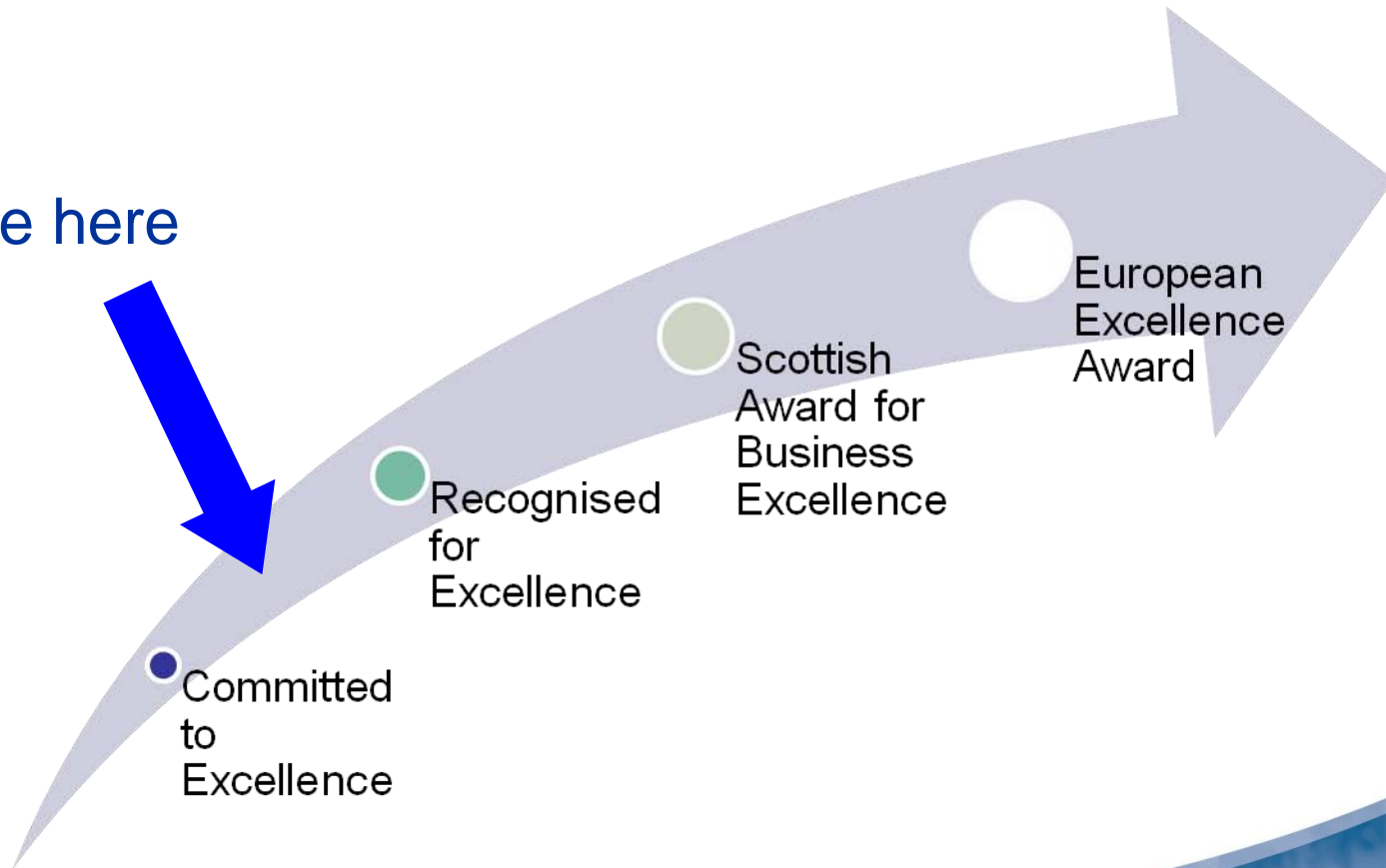
People

Places

Partners

Where are we?

We are here



What have we done?

- Staff buy-in
- Pathway tool
- Improvements already started



What next?

- Training
- Get advice on best practice with other organisations
- Implementing pathway tool
- Action planning



Areas we would like your thoughts and ideas

- How did you engage with staff?
- What sample size was selected?
- Realistic timescales
- Key challenges

