Scottish Awards for Business Excellence 2015

Winners – The Wise Group

Industrie 4.0 and what it means for Bosch
Page 4

EICC Award winning sustainability
Page 10

Lean Six Sigma supporting the EFQM Model
Page 28
26 Quality Scotland signs strategic partnership with ACOSVO
Announcement of strategic partnership with the Association of Chief Officers of Scottish Voluntary Organisations.

28 Lean Six Sigma supporting the EFQM Model
“Lean Six Sigma and the EFQM are not mutually exclusive,” argues John Morgan, Director of Catalyst Consulting.

30 Quality Scotland and EFQM Events Calendar

31 Learning, Training & Development Calendar

On the cover:
Scottish Awards for Business Excellence Winners – The Wise Group

Page 3
Welcome
Claire Ford, Chief Executive Officer

Page 4
Industrie 4.0 and what it means for Bosch
Feedback from EFQM Best Practise visit from the first two Quality Scotland members to participate in our European Excellence Programme.

Page 7
Wheatley “W.E.E.” Campaign is anything but small!
Find out how Wheatley are taking their award-winning “Think Yes” culture to the next level with the Wheatley Employees Excel campaign.

Page 8
Being Sustainable means much more than being green
“Good sustainability practise comes from a clear plan with specific objectives to be achieved” says Claire Ford, CEO, Quality Scotland.

Page 10
EICC Award winning sustainability
Interview with Marshall Dallas, CEO, EICC on their industry-leading “green” approach which saw them pick up Quality Scotland’s Sustainability in Excellence Award 2015.

Page 12
Adult health and social care integration
How the EFQM Model can offer a common language and support integration across cultures and different ways of working to manage the smooth integration of health and social care provision.

Page 13
The Scottish Awards for Business Excellence 2015
Awards pull-out with highlights from this year’s awards ceremony and a full list of winners.

Page 21
Jamie Andrew – a hero for these times
Keynote speaker Jamie Andrew captivated the audience at this year’s awards with his harrowing but inspirational story on how he rebuilt his life after the most traumatic of mountaineering accidents.

Page 22
Attracting Funding with the EFQM Excellence Model
“Making links with the EFQM Model in funding applications can help give more confidence to potential funders,” says Fiona Liddle, Account Director, Quality Scotland.

Page 24
Customer Survey Results 2015
Quality Scotland’s annual survey results show 100% overall satisfaction rating.
I am delighted to welcome you to our August edition of Excellence Now and for the first time as Chief Executive.

In this edition we are showcasing our award winners, having just recently celebrated the great success achieved by many of our members at our annual Scottish Awards for Business Excellence on 16th June. We are very proud to have also launched some new awards this year, the Lean Six Sigma Award and the Excellence in Sustainability Award. You can read more about both of this year’s winners and how you can get involved next year in the Awards pull-out section.

As our 25th Anniversary approaches I am delighted to announce that Wheatley will be our platinum sponsor for our 25th Anniversary Awards, to be held in the Edinburgh International Conference Centre on 23rd June 2016. Keep an eye out for details of all the exciting events that will be taking place in the run up to this on our website and social media. I look forward to seeing many of you there and preparations are already underway to ensure our 25th Anniversary is a real showcase of Excellence in Scotland.

We have launched our European Excellence Programme and are delighted to share with you in this edition the experiences of our members who joined a trip to Bosch, which was hosted by Quality Scotland. We look forward to engaging a greater number of our members with European Excellence over the coming year and also bringing those experiences to Scotland. As my recent Scotsman article outlined Excellence has no borders.

Sustainability is another key issue we are looking at in this issue. The EFQM Excellence Model has always considered and assessed an organisation’s “Society results” and although the knowledge and understanding of ‘Corporate Social Responsibility’ and ‘Sustainability’ have progressed significantly over recent years, most organisations still struggle to integrate these activities into “the way they work”. We recently surveyed our membership on whether sustainability is an issue of strategic importance and what type of support and assistance Quality Scotland can provide in meeting sustainability targets.

Thanks to all of you who completed the sustainability survey and also our customer survey. Your feedback is key and we greatly value your input and I am delighted to share with you the results of our customer survey in this edition. We will continue to strive to add greater value and work hard to bring new developments and opportunities to our membership, working in collaboration and partnership to ensure that we are always focussed on our vision.

I feel very privileged to be responsible for leading the team in moving forward with our vision.

Sir Andrew Cubie, Chairman, Quality Scotland presenting Dave Bradley, CEO with his retirement gift.
On 28th April 2015, an EFQM organized, best practice visit took place at Bosch Blaichach, in Immenstadt, Germany focusing on “Global Manufacturing & Industrie 4.0”. As part of our European Excellence Programme we sponsored two of our members Paddy McLaughlin of the Wheatley Group, and Nick Shields of the Scottish Manufacturing Advisory Service (SMAS) to participate in this visit both of whom gave us some feedback on what they learned and what they took away from this good practice event.

“Industrie 4.0” conceived under the German Federal Government’s High-Tech Strategy is a forward-looking project focusing on information and communication technology and its impact on global manufacturing.

The “Industrie 4.0” project already plays a leading role in the field of (software-intensive) embedded systems, particularly in the car industry and engineering. So-called Cyber Physical Systems (CPS) are increasingly important in the context of facilitating the networking of embedded ICT systems both with one another and with the Internet. Along with increased automation in industry, the development of intelligent monitoring and autonomous decision-making processes is particularly important in order to be able to steer and optimise both companies and entire value-adding networks in almost real time. The aim is to develop completely new business models and tap the considerable potential for optimization in the areas of production and logistics. Other factors include new services in important areas of application – such as mobility, health, climate and energy as identified in the High-Tech Strategy.

The Bosch Blaichach plant is the pilot plant of the Bosch Group for the implementation of Industrie 4.0. This initiative sets the Bosch facility in Blaichach, Immenstadt (BHP), for the production of ABS I ESP brake control systems, as the centre of innovation for a global production network. The plant, in the rural region of Allgau in the Alps, has over 3,000 employees and develops internationally leading technologies across different disciplines and production processes thus changing and improving the way Bosch operates through innovation.

BHP has increased its productivity by promoting complete integration and interconnection of production not previously possible, and despite high levels of automation and digitalisation of all processes, people remain at the centre of the Industrie 4.0 implementation. Bosch Blaichach encourages employees to explore a digital work

"Really insightful"
ased productivity, innovation for Bosch

“Bosch at top of game”

environment and fully supports them in this process. By focusing on training and continuing education employees develop allowing them to progress from plant operators to managers. The aim is to make good use of “digitalisation” rather than being driven by it.

Industrie 4.0 was primarily conceived to support the staff in production, planning and equipment maintenance however Bosch Blaichach are also integrating across logistics, energy and resource management. By fully involving employees Bosch sets a positive signal for the further “humanisation” of the modern workplace.

The prolific use of mobile tablet technology enables the employees to instantly analyse and action recommendations from Bosch’s world-wide databases leading to increased productivity and improved efficiency.

The Industrie 4.0 projects embraced by Bosch range from Metal Injection Moulding (MIM) and the Pro-Master System (Manufacturing Execution System) and Traceability in production, to RFID in the Staff Restaurant to improve information flow from restaurant to kitchen to Energy Management which has led to a saving of 6,400,000 kWh over two years through the connection of energy and production data.

Best Practise Shared

Nick and Paddy were part of a 90 strong group from organisations all over Europe including BMW and Ricoh Europe. The one-day good practise event comprised of 12 different sessions on different aspects of Industrie 4.0 implementation and included a plant tour.

Worldwide interconnection of production

11 locations for ABS/ESP
More than 5,000 machines
87 databases
110 server

All connected and accessible
What were the three key highlights or learning points from the visit?

**Paddy**
Professionalism of all staff – all pretty young with average age about 30 – Bosch certainly investing in people at graduate level and impressed by their talent management.

How Bosch use performance figures constantly to improve – they measure everything but have the ability to understand the links with the indicators from each line and how this impacts on their key objectives.

For automotive manufacturing – surprised by how polished and gleaming everything was – although core machinery relatively old, everything else new. Big data meets business process – very data driven and fully integrated.

**Nick**
Bosch is an absolute world class organisation and at the top of their game. Key thing for me was process change. Interestingly, they had to reinvent themselves – after losing a key client two years ago the site had a short term viability issue. Their response to this was investment, they did not consider defeat. Adoption of Lean to re-design processes – and use of EFQM to up their KPIs.

Talent management and empowerment of staff – attitude is “as a manager, it is not up to me to tell you (employee) what to do but for you to tell me what you need.”

What are Bosch doing differently?

**Paddy**
Integrating and cascading the EFQM model seamlessly – not separate to what they do. Staff engagement first class – didn’t tell staff about the model – just adopt it and seamlessly implement it. It is the role of the senior management team to utilise the model to develop their strategic ambition.

**Nick**
Bosch in Blaichach, Immenstadt want to be world leaders and not restricted by their remote location. Data driven, Industrie 4.0 implementation allows workforce innovation to inform strategic thinking.

What key learning do you intend to implement in your current role/organisation?

**Paddy**
Key performance management – make sure we are measuring the right things and defining relevant key performance indicators (KPIs).

Use EFQM framework for specific people and as appropriate in the organisation i.e. Assessment at Executive Team level, deployment and how it works with Area Directors and validation through Operational Managers.

**Nick**
World class deployment of Industrie 4.0 model to achieve world class manufacturing. Scotland needs to drive its performance in areas such as; innovation, process excellence and employee engagement.

All manufacturing sectors could learn from this model. The defence industry works well but the Oil and Gas sector has been found wanting, too reliant on the high price of oil that does not encourage innovation or process excellence. Businesses need to embrace technology and automation, think holistically, collaborate with suppliers and rethink their culture and values using SC21/EFQM within manufacturing.

How beneficial was visit for you on a personal level / organisational level?

**Paddy**
On a personal level, as an Assessor I was interested in the seamless integration of EFQM and struck by the overall German professionalism. At an organisational level also made me think how do we engage better with customers and stakeholders?

**Nick**
Occurred to me that rural location in Alps – could be Crianlarich! So if can do it there can do it anywhere! Impressed by Bosch’s spirit of enterprise and belief.

Can learn a lot from Germanic approach and economic model – exposure to these types of visits is very beneficial.
There are two cutting-edge points that differentiate and define Wheatley at the next stage of its development as one of the UK’s leading housing, care and property-management groups.

The first is the evolution of its highly-successful partnership model. It is a model that enables partner organisations to retain their own identity, brand and governance, with an unrelenting local commitment to the people and communities they serve. At the same time, there is also – under the Wheatley banner – the opportunity to share and draw on the Group’s combined expertise and experience as a high-performing customer-focused organisation, along with its considerable financial and operational resources and capacity.

The latter was exemplified earlier this year when Wheatley returned to the capital markets to draw down – at a then record-low coupon for a UK housing association – the £50 million originally retained from its debut £300 million bond issued last November.

The second defining point is a commitment to develop a new range of person-centred, tailored services. These are being designed around the findings of highly-developed market research and sector-leading customer-segmentation analysis. The aim is to encourage and empower Wheatley’s customers to tailor the services they, their families and communities need. It is a concept based on Chief Executive Martin Armstrong’s strong belief there is no such thing as a “universal customer”.

“Large organisations like Wheatley need to be nimble and responsive to each individual customer’s expectations and needs,” he explained.

“In yesterday’s world, housing, care and property management providers dictated to their customers what they believed to be right for them. What we actually need to do is to engage individually with our tenants, factored homeowners and the people who need our support to enable them to choose what, when and how we serve them.”

“To do that, and remembering many of those customers are vulnerable, we need not only to harness the very latest technology and to employ best practice from both private and public sectors, but to find new ways to develop their confidence and ability to help us design, select and draw down those services.”

At Wheatley, 2500 staff are setting about this ambitious vision by taking their award-winning “ThinkYes” attitude and culture to the next level by delivering great customer outcomes through the Group’s new “Wheatley Employees Excel” campaign.

It is just two years since Wheatley was created, with the aim of “Making Homes and Lives Better” for people across Scotland. Today, that partnership includes five RSLs: Glasgow, Cube and Loretto housing associations, West Lothian Housing Partnership and now another one of the country’s most respected social landlords, Dunedin Canmore. It also comprises Scotland’s leading support organisation, Loretto Care, and two successful commercial subsidiaries, YourPlace Property Management and Lowther Homes.

Operating across 15 local authority areas, owning and managing 78,000 homes and providing specialist care and support to thousands of vulnerable people, Wheatley remains totally committed to raising the bar in providing its range of excellent, personalised services to over 120,000 customers.
Being a ‘sustainable’ organisation means much more than simply being

Claire Ford, Chief Executive Officer, Quality Scotland

Today, being a sustainable organisation accounts for much more than a few piecemeal ‘environmental impact’ statements at the foot of a website. Today’s ‘excellent’ organisations take sustainability to the heart of its operations and will passionately evangelise about the fundamental concepts of having robust Corporate Social Responsibility strategies in place with tangible ‘outcomes’ of the work it has carried out to prove the delivery on its promises.

Indeed, Corporate Social Responsibility concerns actions by companies over and above their legal obligations towards society and the environment. Certain regulatory measures create an environment more conducive to enterprises voluntarily meeting their social responsibility.

The European Foundation of Quality Management (EFQM) Excellence Model is based on a set of European values, first expressed in the European Convention on Human Rights (1953) and the European Social Charter (revised in 1996). This treaty is ratified by the 47 member states of the Council of Europe and the principles are incorporated into national legislation.

The European Commission defines Corporate Social Responsibility (CSR) as “a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis”.

Recognising the role business can play in supporting the broader goals of the United Nations, the UN Global Compact (2000) was established. The initiative encourages organisations to actively apply these values, set out as 10 Principles for sustainable and socially responsible business, across their global operations. Whilst a number of these principles are explicitly covered in the EFQM Excellence Model, a number are implicit, including those relating to human rights, corruption, bribery and forced labour, as these are already a legal requirement within Europe.

The EFQM Excellence Model assumes that an excellent organisation will respect and comply with these 10 principles of the UN Global Compact, regardless of whether legally obliged to do so.

This sustainability agenda is becoming increasingly relevant to more of us. Businesses are now considering the current and future impact of all of their CSR and sustainability activities. They are motivated by the challenge as by the opportunities sustainability offers for enhancing the work experience.

Businesses and organisations see this as part of a long term, strategic approach to align sustainability with other key agendas of employability, business development and local engagement and the ones who embrace the concept are continually striving towards a process of continuous improvement in sustainability excellence.

Incorporating sustainability into your business is an important step. But it is equally important to communicate your commitment internally among your team, and externally to business partners, suppliers, customers and other stakeholders.

The process of good sustainability practice will come from a clear plan and specific objectives being executed.

Some of these key points include setting out a sustainable strategy with a compelling vision, mission and values; understanding any stakeholder needs by balancing the different needs and expectations of your key stakeholders and develop your sustainability strategy in line with these requirements. Furthermore, it is also important to engage with your people by providing a safe environment and a healthy work/life balance.

You may also wish to help personal and organisational development by identifying competences and training needs. This can be achieved by encouraging and promoting employee diversity, equal opportunities and non-discriminatory practices.

Areas such as broad environmental management practices to minimise the impact of your operations on the environment should be a cornerstone to any sustainability policy. Using core competencies to generate shared value to the benefit of wider society and looking at ways where protecting, promoting and encouraging biodiversity within areas of your operation should be key tasks as well.

Their effectiveness needs to be fully measured and this can be achieved by setting performance targets for your sustainability strategy in line with any stakeholder expectations.
Continual review and internal monitoring against key objectives will gauge how you perform against your set goals and a continual fine-tuning of the strategy should be the longer term achievement.

We are all accountable for our future and have a special role and responsibility in confronting a plethora of sustainability challenges. This is not for governments to legislate on. This is about our own environments and what we can do to achieve a better sustainable way of ‘can do’ thinking through our daily lives to make the environment around us a much better place to operate within.

Quality Scotland’s approach to supporting the “Sustainability” agenda

We at Quality Scotland recently surveyed our members on whether sustainability is an issue of strategic importance to your organisations and what type of support and assistance Quality Scotland can provide in meeting those sustainability targets.

Reassuringly, 92% of you believe that sustainability is an important factor in business success with 79% of you having it as a key strategic aim, although only 64% have a clear approach in place.

Committed to Sustainability

Recognising the increasing importance of the sustainability agenda EFQM have recently launched a level of recognition called Committed to Sustainability which assesses an organisations green credentials. Since its introduction the EFQM Excellence Model has always considered and assessed an organisation’s “Society results” and the knowledge and understanding of topics like ‘Corporate Social Responsibility’ and ‘Sustainability’ have progressed significantly however most organisations although they may have some sort of sustainability activities still struggle to integrate these activities into “the way they work”. And after more than 20 years, this is still the area where the vast majority of organisations assessed have most opportunities for improvement.

EFQM Committed to Sustainability has been designed to provide a one day assessment of an organisation’s sustainability strategy. The assessment has been built around the 4Ps – People, Planet, Profit and Products.

Questions asked and responses given:

- Do you believe that sustainability is important for business success?
  - % YES: 92%
  - % NO: 8%

- Is sustainability a key strategic aim of your organisation?
  - % YES: 79%
  - % NO: 21%

- Does your organisation have a clear policy or approach in place?
  - % YES: 64%
  - % NO: 36%

- Would your organisation be interested in a level of European Recognition on sustainability?
  - % YES: 71%
  - % NO: 29%

- Would you like Quality Scotland to assist your organisation in focussing on this area?
  - % YES: 78%
  - % NO: 22%

Quality Scotland’s Sustainability Award

We also, for the first time introduced the Quality Scotland Sustainability Award at this year’s Scottish Awards for Business Excellence which was presented to the Edinburgh International Conference Centre (EICC) for their award-winning “Plan-It Green” and other initiatives. See interview (Page 10) with Marshall Dallas, CEO of the EICC for more details on their integrated approach to sustainability.
So Marshall, how have the first few months been as Chief Executive of the Edinburgh International Conference Centre (EICC)?

It’s been a fantastic first few months and I’ve been bowled over by the work ethic of our team at the EICC, not least by the commitment to sustainability that’s evident across the venue and the business.

Can you explain how the sustainability function operates at the EICC?

It’s very much a top to bottom approach to sustainability, embedded in every process of what we call the client pipeline – so pre-event, during events and post-event – and starts at the very beginning when clients make contact with our sales & marketing and event design teams. We email each client with our ‘Plan-it green – Think Green!’ guidance note which provides pointers on how to make events even greener.

Yes, I had heard of the Plan-it green initiative, can you tell us a bit more about that?

Plan-it green is the EICC’s sustainable events initiative, embodying our commitment to sustainability across all our activities. It is prominently featured on the landing page of our website – it’s probably one of the first things you see when you visit the site and I think that tells a story in itself of the importance that we put on the environmental side of things.

Generally, how does the events industry stack up when it comes to the treatment of environmental issues?

I think what we’re seeing is that event organisers are increasingly concerned with environmental issues associated with the events industry, so it’s important that we reflect those concerns in our own practices at the EICC. We are very pleased that some of the main environmental conferences have chosen our venue primarily around what they see as our industry-leading green credentials.

What is the structure of the EICC’s sustainability team?

We have a dedicated ‘green team’ at the EICC that comprises senior managers and executives from each of our main functions – sales & marketing, event design, operations, catering, security and front of house. The team meets at regular intervals, including for a quarterly reporting meeting that is chaired by our business excellence manager, Reynaldo Guino-o.

What kind of changes has the EICC team made to get the company into a position where it is regarded so highly in terms of environmental practices?

We would divide those changes into ones that we have brought about within the business and improvements that have been made in partnership with various organisations that we do business with.
Internally, for example, we have quite dramatically brought down our energy consumption of electricity and gas and are ahead of our target to decrease overall energy costs by over 20 per cent by 2020. A good example of changes made in partnership with suppliers is demonstrated by the fact that we now get almost 70 per cent of our fruit and veg and meat deliveries by reusable plastic containers rather than cardboard.

One of your team was telling me about the rather novel way you’ve addressed the recycling of delegate bags?
Yes, that was a problem for our team in that we are often left with a surplus of these delegate bags after conferences. Our solution has been to relay these bags, which can often be used as school bags – many containing stationery and t-shirts and so on – to Mary’s Meals. It’s been a fantastic arrangement and the Mary’s Meals team has great stories about kids in Africa wearing t-shirts with conference events emblazoned on them or using pens, pencils and writing paper in classrooms.

And the sum of all these efforts is being rewarded with a newly-created award from Quality Scotland – the first ever Sustainable Excellence Award – which must make you really pleased?
It really does make us feel incredibly proud that we’ve been singled out for an award like this from such a respected body as Quality Scotland. It’s a cliché, but also true to say that while we’re not in this for the awards – we would be doing what we’re doing whether or not we were winning awards – this kind of endorsement will drive our team to do even better things and in an increasingly green-friendly industry, it will be another selling point for the EICC.
Many Third Sector organisations are taking steps towards the Integration of Adult Health and Social Care and see ‘effective partnering’ as a way of providing the necessary skill sets to provide the seamless integration that pairs both Health and Social Care bodies in Scotland.

We are now on this path of health and social care integration where care partnerships across the country – community health, primary care and social care – are brought together under one umbrella. Unquestionably, there are challenges to overcome. There have been mixed views as to how effective this integration step might be.

On the plus side, this should lead to better care, more efficient care and more seamless care, but like any new working partnership or cohabitation, there will be the need for strong management and leadership to catalyse and oversee this integration so that this new working partnership embarks on a path that is underpinned by business excellence and continuous improvement, and the European (EFQM) Foundation for Quality Management’s ‘Excellence Model’ – will help mould and shape this new integration as an ideal, common sense prescription for effective partnership working.

‘Sharing what works’ is at the heart of the EFQM Excellence Model. We at Quality Scotland support many of our members to manage change as a result of the Integration of Adult Health and Social Care by using the principles of the EFQM Excellence Model to provide a framework to manage that change effectively.

Integration should not be looked on as money saving, but a chance to improve patient care – rather than a remedy for the deficits in the finances. What is required to manage the smooth integration between Health and Social Care provision is a holistic management framework as provided by the EFQM Excellence Model which offers a common language and is ready to support integration across cultures and different ways of working.

Adapting to the changes in care provision is one of the challenges facing Lothians-based charity, ELCAP which works with adults afflicted by lifelong disabilities and people with life-limiting conditions. Its mission is to provide services for people who require care and support in the activities of daily living, together with advice and assistance to others involved in their care.

ELCAP want to provide consistently excellent services and realise that developing the best partnerships is a key part of achieving excellence in its service provision.

It believes that the systematic review and improvement of its working practices, particularly when its operating environment is changing, helps it to improve existing provision and quickly adapt to new opportunities.

Danny Harvie, Director of ELCAP comments; “Obviously, adapting to the Integration of Health and Social Care and continuing to be a key local provider are amongst the most significant challenges for us in the next few years. We intend to use every opportunity for change as an opportunity to achieve excellence in our work. We are also happy to share our experiences and plans with like-minded people.”

Penumbra, the mental health voluntary organisation, is similarly keen to see an ‘excellence’ model helping to provide support to its integration agenda. Penumbra has been using the EFQM Excellence Model since 2009, and considers the model to be a practical tool to help develop its strategy as part of its business planning approach and as a basis for operational and service review.

Graham Henderson, Director of Penumbra added; “Within the context of Health and Social Care Integration the model helps us to define our approach with a particular focus on; recovery outcomes which influence all of our stakeholders; partnership development which adds value; and innovation which uses learning and development to stimulate transformation in mental health and wellbeing.”

Working with Quality Scotland and using the EFQM Excellence Model demonstrates an organisation’s ‘commitment to excellence’. This also gives potential funders a greater confidence to invest in an organisation. As part of using the EFQM Excellence Model, organisations will have aligned any funding application to their strategy and will have effective leadership in place.

This gives potential funders confidence in knowing that they can expect engagement with the organisation’s leaders.

In terms of attracting funding, organisations using the EFQM Excellence Model will be capturing relevant results. This also gives potential funders confidence in knowing that the organisation measures its performance in terms of Customer, People, Society and Business Results.

12

Excellence now
The Scottish Awards for Business Excellence are presented to organisations that are recognised for significant achievement on their journey towards excellence.

Quality Scotland is very proud to recognise those organisations that embrace the spirit and vision of excellence, making a difference in Scotland as well as helping to achieve our mission of ‘Making Excellence a National Characteristic of Scotland’.

Quality Scotland was delighted to host yet another fantastic Scottish Awards for Business Excellence Awards Ceremony on Tuesday 16th June, 2015 at the Radisson Blu, Glasgow.
The Awards, first launched in 1994, are now established as one of the most prestigious Awards ceremonies in the Scottish calendar.

This year we recognised organisations from across all sectors that demonstrated the principles of excellence assessed against the European Foundation of Quality Management’s (EFQM) objective measures of world class performance. We are proud of all our winners and were delighted to announce The Wise Group as our 2015 Scottish Award for Business Excellence winner.

Sir Andrew Cubie, Chairman of Quality Scotland opened proceedings welcoming everyone and sharing a welcome message from First Minister Nicola Sturgeon, who he hopes will join us next year for our 25th Anniversary celebrations. He then handed over to his daughter, Cat Cubie, TV presenter and writer, who for the second year running hosted the Awards.

The Scottish Awards for Business Excellence are the measure of strength that Scotland has in Business Excellence as measured against the EFQM Excellence Model and the recognition that as a country we desire to be the best we can be. In recognition of this, we were privileged to welcome EFQM’s CEO, Marc Amblard, who outlined EFQM’s vision and presented each of the Committed to Excellence (C2E) winners with their awards.

Claire Ford, Quality Scotland’s new CEO and Ann Pike, Head of Business Development then took to the stage to summarise 2014/15 achievements and outline plans for our forthcoming 25th Anniversary year in 2016.

Following lunch, keynote speaker, Jamie Andrew wowed our 250 strong audience with an inspiring, yet humbling account of his near death experience while mountaineering in the French Alps. He survived against the odds and his approach to rehabilitation is a great example of true grit and determination. Despite losing both hands and feet in this accident he has overcome his disabilities learning to walk, run, ski and resume his mountaineering. In his approach to rehabilitation and indeed how he lives his life he mentioned the importance of setting goals, having a plan, taking small steps and team work – approaches we can all adopt in our private and professional lives.

Andrew said modestly “It’s my hope that my experiences and achievements may in some way inspire you to tackle the obstacles you face in life and to achieve your full potential. It seems to me that our greatest limitations are the ones we impose on ourselves. I want to encourage you to throw out these misconceptions and to be all you can be.” He finished by saying his greatest challenge to date is raising his three children – that he does find scary!!

In addition to the regular Committed to Excellence and Recognised for Excellence awards and partner sponsored awards there were a few new award categories introduced this year, namely, the Lean Six Sigma Award, sponsored by Catalyst and awarded to North Ayrshire Council; the Quality Scotland Sustainability Award presented to the EICC and a special “Committed to Retirement” Award presented to recently retired Quality Scotland CEO, Dave Bradley.

The ceremony culminated with the presentation of the Scottish Award for Business Excellence 2015 to the 5 star winner, The Wise Group.

To add to the celebrations on the day, we were especially thankful to our sponsors; the Wheatley Group (Gold); and Catalyst (Bronze) as well as our other respected sponsors namely, Radisson Blu, Mark Bryce and Diageo.

If you would like to see some of our feedback from the Awards, please follow us on Twitter @qualityscotland using #SABE2015.
Committed to Excellence Winners

This year our Committed to Excellence winners come from a broad range of organisations which demonstrates the flexibility of both the EFQM Excellence Model and the C2E process. All of these organisations reached the level of C2E through different routes using different methods of self-assessment, but all were able to demonstrate to the validation team that continuous improvement was happening in line with the principles of the EFQM Excellence Model. Through their improvement projects these organisations have made great achievements in areas such as improved customer engagement, marketing, internal communications and consultation processes.

Committed to Excellence Assessment (2-star)

This recognition level, launched in 2014, is designed to be a bridge between traditional Committed to Excellence: Project Validation and Recognised for Excellence. Similar to Recognised for Excellence, Committed to Excellence Assessment assesses your entire organisation against the EFQM Model.

As part of this recognition scheme organisations complete a short submission document which includes basic information about the organisation and an Enabler Map describing some of the key approaches within the organisation. Following this, a team of Quality Scotland EFQM Assessors conduct a one day assessment visit, comprising of interviews on 6 key themes.

The organisation’s performance is then scored using the RADAR methodology and depending on the organisation’s performance they are either awarded C2E 1star or C2E 2 star. Organisations receive a detailed feedback report which analyses their performance against the 9 criteria of the EFQM Excellence Model. This process gives organisations a holistic assessment of their approach to continuous improvement and can be used to inform future activities in their Excellence Journey.

Scottish Awards for Business Excellence 2015 Winners

Committed to Excellence
1 Star Winners
1. The GRAB Trust
2. TalMoray
3. The Richmond Fellowship
4. Aberdeen Council of Voluntary Actions
5. Mull & Iona
6. Annan CAN Refurnish
7. Dumbarton Road Corridor Environment Trust
8. City Building (Glasgow) LLP
9. Stranraer Furniture Project
10. Kidz Eco
11. Recycling First
12. Caledonia Housing Association
13. CEIS
14. College Development Network
15. C-Change
16. Citizens Advice Scotland

Committed to Excellence
2 Star Winners
17. The William Quarrier Scottish Epilepsy Centre
Scottish Awards for Business Excellence 2015 Winners

Special Awards
18. The WOW! Award – Inverclyde Leisure
19. SBC Corporate Citizenship Award – Network Rail
20. Future Farmer Award – Highly Commended Award – Charley and Andrea Walker
21. Ambassador Award – Tom Nisbet, SELEX ES
22. Leadership in Excellence – Liz McGinniss, Craigdale Housing Association
23. Lean Six Sigma Award – North Ayrshire Council
24. Sustainability in Excellence Award – Edinburgh International Conference Centre

3 Star Winners
25. North Ayrshire Council
26. Scottish Autism

Recognised for Excellence
4 Star Winners
27. Cornerstone

Scottish Award for Business Excellence Winner 2015
5 Star Winner
28. The Wise Group

“What a fantastic event! Well done to all the Quality Scotland team! A big “Thank You” from the EICC Team.”
Reynaldo Guino-o, EICC

Our host
Cat Cubie @catQB
Cat Cubie is a Scottish TV presenter, broadcaster and Writer; best known for presenting the weather on BBC Scotland.
Cat is bright, witty and insightful. She loves a challenge and is compassionate about a wide number of subjects. She has presented across several different TV shows and networks, from making people’s dreams come true on BBC1’s National Lottery to film specials for Channel 4 MTV news.
Cat writes a weekly column for the Evening Times and the Evening Express, as well as guest writing for a number of other well-known publications. She had her own show on Real Radio and is in demand as an experienced event host and compere.
When she’s not in the studio or on the stage, Cat loves to be in the Scottish Highlands and the great outdoors. She was delighted to host the Scottish Awards for Business Excellence 2015 for the second year in a row.
Recognised for Excellence

Recognised for Excellence (R4E) is a level of excellence designed largely for organisations that are “on the way” to excellence. It is a recognition scheme acknowledged all over Europe for organisations that demonstrate high levels of performance against the nine criteria of the model. The main benefit of the process for the organisation making an application is that it allows them to identify areas of strength but also pinpoint where there is room for improvement based on the feedback from a group of experienced and trained EFQM Assessors.

Recognised for Excellence is the natural progression for organisations who are well on their journey to excellence. Organisations can apply for it directly or may wish to follow the Levels of Excellence process, starting off at Committed to Excellence Validation before moving on to our new Committed to Excellence Assessment before going for Recognised for Excellence.

Organisations can apply for Recognised for Excellence using the R4E Erabler Map Approach. The organisation is then assessed and scored by an Assessment team against the EFQM Excellence Model. If the organisation achieves over 300 points it is awarded either 3-star, 4-star or 5-star based on its performance. The organisation who receives the highest points is recognised as the Winner of the Scottish Award for Business Excellence.

Special Category Awards

In conjunction with other partners we also support a number of special category awards as follows:

- Ambassador Award
- Leadership in Excellence Award
- Lean Six Sigma Award sponsored by Catalyst * New *
- Future Farmer Award sponsored by Elizabeth Murray Trust
- Corporate Citizenship Award sponsored by Scottish Business in the Community
- The WOW! Awards

Vote of Thanks Assessor 2015

Quality Scotland would like to extend a big Thank You to all Assessors and Lead Assessors who participated in the 2015 Assessment Teams. We are particularly appreciative of the amount of time, effort and expertise that each Assessor dedicated to this year’s assessment process and the level of professionalism shown.

Lead Assessors
- Paddy McLaughlin
- Janet Robertson
- Irene Johnstone
- Liam Spence

Assessors
- Dinah Bourne
- Lesley Aitkin
- Ross Fraser
- Jenny Shepherd
- Barry Mullan
- Julie Rutherford
- Jim Gorman
- Nicola Graham
- Elaine Fleming
- Sheila Fraser
- Rose Hetman
- Janice Shields
- Fin Smith
- Avril Dickie
- Michelle McCormick
- Ian Temke
- Alana Atkinson
- Heather Carnochan
- Rhiona Arthur
- Thomas Monaghan
- Nicola Thomson

“Thank you very much for the invite to the ceremony, it was great to talk to the companies involved and listen to their stories.” – Jane Bond, SEPA
Sponsor Profiles

Gold Sponsor: Wheatley Group

Comprising a range of organisations previously known as “the GHA family” Wheatley Group – named after Glasgow MP John Wheatley, the father of social housing – was formed in 2012 with the aim of “Making Homes and Lives Better” for people across Scotland. Today, that partnership includes five RSLs: Glasgow, Cube and Loretto housing associations, West Lothian Housing Partnership and now another one of the country’s most respected social landlords, Dunedin Canmore. It also comprises Scotland’s leading support organisation, Loretto Care, and two successful commercial subsidiaries, YourPlace Property Management and Lowther Homes. Operating across 15 local authority areas, owning and managing 78,000 homes and providing specialist care and support to thousands of vulnerable people, Wheatley remains totally committed to raising the bar in providing its range of excellent, personalised services to over 120,000 customers.

Bronze Sponsor: Catalyst Consulting

Catalyst Consulting is a training and consulting company committed to enabling Continuous Improvement and Breakthrough Performance results for clients. They specialise in helping their customers improve business process performance through Lean Six Sigma, Process Management, Culture Change, and Business Transformation, offering a wide range of products and services, which can be tailored to meet customer requirements. They always seek to work in partnership with customers with an overriding aim of transferring skills and expertise.

Their success is built on reputation, and at the heart of their service is a strong, capable and talented team of people with practical, real world experience.

They pride themselves on providing learning solutions to help develop the right skills and deploy best business practice throughout organisations, saving their clients valuable time and money, improving service, and enhancing both customer and employee satisfaction.

SCOTTISH AWARDS FOR BUSINESS EXCELLENCE 2016

KEY DATES

Please note:
Submission Writers’ Workshop (September and March)
10am until 2.30pm, Quality Scotland, Edinburgh

Lead & Assessor Briefing Day
10am until 3pm, Quality Scotland, Edinburgh

Awards introductory meeting between Assessors and Organisation
Half to 1-full day

Annual Awards Site Visits
5 days
Together, we’re ‘Making Homes and Lives Better’

At Wheatley, we deliver housing, care and property-management services – with an unrelenting commitment to excellence and our local communities.

Wheatley’s eight partner organisations are using our scale and shared expertise across Scotland in ‘Making Homes and Lives Better’ for over 120,000 customers.
If so, why don't you apply for Quality Scotland's Lean Six Sigma Award!
The Lean Six Sigma Award, now in its second year, is a fantastic opportunity for organisations to achieve recognition for the work that their Lean Six Sigma and business excellence professionals are delivering to customers, shareholders and other key stakeholders. This award is open to any individual or project team from any organisation of any size across the private, public and voluntary sectors.

Entry
Those wishing to apply should complete an application form using no more than 1,500 words to describe your project. This can also be accompanied by a PowerPoint presentation of no more than 10 slides.

The deadline for notes of interest is Friday 1st April 2016.

2016 costs
Members: £600.00 + VAT
Non-Members: £950.00 + VAT

Awards Timetable
Applicants note their interest Friday 1st April, 2016
Application deadline Friday 6th May, 2016
Applicant presentations Week of 16th May (date tbc)
Judges deadline Friday 3rd June, 2016

Judging Process
Quality Scotland’s judging panel will look at the methodology used and the results achieved, rather than organisational transformation or the scale of the project. The panel will carry out an initial assessment of each entry and use the following to assess them:

- Understanding and clear description of the problem
- Methodology used
- Application of the correct lean and/or Six Sigma tools
- Results

The judging panel will then select finalists for the Award who will be invited to make a more detailed presentation on their project. Following this a winner will be selected and presented with the Lean Six Sigma Award at the Scottish Awards for Business Excellence on Thursday, 23rd June 2016, at the EICC, Edinburgh.

For more information and an application form contact
info@qualityscotland.co.uk 0131 225 5765 www.qualityscotland.co.uk

2016 Sponsorship Packages include:

Platinum 10,000
Gold 8,000
Silver 4,000
Bronze 2,000

There are also a number of individual sponsorship packages available. Contact us for more information.

Any organisation, from any sector, whether a Quality Scotland member or non-member is welcome to participate in sponsorship for the 2016 Awards.
Every year, the Quality Scotland team responsible for organising the Scottish Awards for Business Excellence spend time looking for an inspirational ‘keynote’ speaker. Someone with gravitas, not necessarily a household ‘name’, but an achiever – someone who we can look up to with admiration for pushing the boundaries of what verges on the impossible.

Take the 2014 keynote speaker, Olympic Rower, Katherine Grainger, for example. People who attended last year were still talking about her remarkable speech, as they entered the splendour of the Radisson Blu Hotel in Glasgow for this year’s event, such was its outstanding inspirational qualities.

So, how could we top that?

When mountaineering enthusiast Jamie Andrew – a name only known to a few of our guests across the 250 strong lunch event – took to the podium as this year’s guest speaker, he had only spoken for a matter of minutes before we realised that we had someone in our midst who really shouldn’t have been here at all and that his instinct for survival against all the odds had triumphed in the most challenging of circumstances.

We were witnessing a talk by someone who lived to tell the most harrowing of tales, but one with the very best of outcomes.

His rescue in 1999 after five nights trapped on the tiniest of ledges by a ferocious storm on The Cosmiques Arete, Aiguille du Midi in the French Alps has passed into Alpine legend.

We now know it was a miracle that he survived; but Jamie had to come to terms not only with the death of his close friend and climbing companion Jamie Fisher, who died beside him during the fierce storm – but also with the loss of all his limbs to frostbite. Since the accident, Jamie has struggled painfully and successfully to overcome his disabilities; not only has he learnt to walk (and run) on his prosthetic legs, but also to ski, snowboard, paraglide – and even take up his beloved mountaineering again.

This was one of the most, inspirationally brilliant, brave and touching stories we have witnessed at the Scottish Awards for Business Excellence.

How a man who not only witnessed the death of his climbing companion, but suffered the loss of his forearms and feet and had to completely change the path of his life, could be energised to take positives from his traumatic experience defies logic, but in Jamie’s case he worked hard at piecing his life together again.

His rescue and coming to terms with what had happened meant that he would spend many months in rehabilitation, but true to form with his indomitable spirit, Jamie had learned to walk on prosthetic legs within three and a half months of having lost his lower limbs to frostbite and he had also re-learnt everyday tasks such as washing, dressing and feeding himself before he managed to leave hospital.

Following his lengthy spell of rehabilitation, Jamie returned to full time work as a manager for the same rope access company he had worked for before and was soon considered a valuable and fully productive member of the management team.

But that spirit remains undimmed. He continues to defy the odds in sporting endeavour and achievement. For example, he has since climbed Mont Blanc and taken part in the London Marathon.

Having super-human qualities is often the stuff of legend or ‘Big Screen’. Few possess the inner fight and strength to make the most out of their seemingly hopeless situation, but Jamie Andrew is a truly exceptional human being and to hear his captivating story was a humbling experience, as everyone in the room would testify.

Top marks to our organising team for finding this remarkable person as our keynote speaker in this year’s Scottish Awards for Business Excellence.
Attracting Funding with the EFQM Excellence Model

Fiona Liddle, Account Director, Quality Scotland

Making links with the EFQM Excellence Model in funding applications can help to give potential funders more confidence in your organisation. Using the Excellence Model as part of ‘thinking like a funder’ can have benefits not just in terms of quality but also in terms of funding opportunities.

An Established model based on a set of European values

The EFQM Excellence Model is also used and recognised in several European countries. Showing that by using such a framework could strengthen a funding application in other countries.

Making links with the Fundamental Concepts of Excellence
Showing that your organisation uses a recognised set of fundamental concepts will highlight a culture of continuous improvement. In turn this will help to strengthen a funding application.

Take the opportunity to refer to the language of the Fundamental Concepts in your funding applications. In particular ‘Adding value for customers’ and ‘Creating a sustainable future’ will resonate with potential funders.

Making links with the Criteria
Together, the five EFQM Enablers describe what your organisation does and how it does it. You can refer to the Enablers in funding applications to highlight good practice. For example:

- Having effective leadership in place means that potential funders can expect engagement with your organisation’s leaders
- Funding applications aligned to your organisation’s strategy demonstrates an understanding of the needs of your stakeholders
- People trained in using EMQM provides evidence of your organisation’s commitment to knowledge and skills
- Managing partnerships and resources effectively demonstrates that joint working is planned and reviewed
- Working to improve processes, products and services demonstrates that your organisation provides increasing value for customers and other stakeholders (including funders)
Similarly you can refer to all four Results to highlight to potential funders that you measure your organisation’s performance in terms of Customer, People, Society and Business Results. It is also useful to highlight that your results are based on both perceptions and performance indicators.

In particular use of ‘Society Results’ to demonstrate that your organisation considers and captures the wider impact of your activities. ‘Society Results’ captured through external image and reputation can also give confidence to potential funders.

Using EFQM results provides your organisation and colleagues with a pool of information to ‘dip into’, to populate various funding applications.

**Making links with RADAR**
Showing that you use RADAR as part of the EFQM Excellence Model will demonstrate to potential funders that you:

- **Define results**
- **Develop the approaches** that will deliver these results
- **Systematically deploy** the approaches
- **Assess the impact and refine** based on analysis and learning

**Confidence for potential funders**
Overall by referring in funding applications to links with various parts of the EFQM Excellence Model, you can highlight to potential funders that they are investing in an organisation that measures performance and shares what works. This will increase confidence for potential funders in your funding application.

“External independent recognition of our commitment to continuous improvement has proven to be a useful tool when seeking funding for new projects or when tendering for new business. We have used our EFQM submission document to demonstrate to funders and investors how we meet both our business and social outcomes and the accreditation and feedback report provides evidence of our quality standards, which funders are always keen to see.”

Edel Harris, CEO Cornerstone  www.cornerstone.org.uk
Quality Scotland Customer Survey Results 2015

In February and March 2015, a survey was conducted among our members to discover how we are meeting your membership needs and where we need to make improvements.

The survey was conducted by means of an online questionnaire looking at member benefits, offerings, communications and satisfaction levels.

We are always looking to improve our products, services, communication and how we meet members’ expectations. We were pleased that we continued to score highly in most areas and that the areas where issues were highlighted had already been recognised internally and started to be addressed. (As a comparison 2013 figures are shown in brackets.)

The most significant findings were:

- Stated main benefit as Access to Advice & Guidance on Continuous Improvement Approaches: 73% (76%)
- Feel we respond to information requests in a prompt manner: 97% (88%)
- Are happy that their Account Manager is knowledgeable about EFQM, continuous improvement and quality issues: 100% (99%)
- Agree we provide the necessary products and services to meet their organisation’s needs: 94% (88%)
- Agree or strongly agree Quality Scotland membership provides value for money, a rise of 17% on 2013: 97% (100%)
- Of those who answered would recommend Quality Scotland to other organisations: 100%

Looking at each section in more detail below, shows how the results compare with our last survey in 2013 (figures in brackets):

### Responsiveness
- Agree or strongly agree that we’re helpful, professional and polite: 91% (93%)
- Believe we’re interested in the comments and suggestions of members: 97% (97%)
- Feel we respond to information requests in a prompt manner: 97% (88%)
- Feel we deal with complaints promptly and professionally: 96%

### Account Management
- Satisfied with contact and support provided: 94% (91%)
- Happy that their Account Manager is knowledgeable about EFQM, continuous improvement and quality issues: 100% (98%)
- Feel that Account Manager keeps them informed and provides appropriate advice: 97%

### Conclusion and recommendations

In conclusion, whilst the overall satisfaction rating and percentage of members who would recommend Quality Scotland both sit at 100%, it is clear that some other areas were highlighted as requiring improvement, namely, availability of information online and our booking system, both of which have since been updated with the introduction of our new website and online booking system.

To identify further areas to develop, we will hold focus groups later this year with a sample of the survey respondents to look behind the figures for more qualitative feedback.

Thank you to all who participated in our customer survey your feedback is vital to how we can improve and deliver better products and services to our membership.

www.qualityscotland.co.uk
Main Sponsorship Packages

<table>
<thead>
<tr>
<th></th>
<th>PLATINUM</th>
<th>GOLD</th>
<th>SILVER</th>
<th>BRONZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of packages available</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>‘In association with’ branding on promotional materials and website</td>
<td>✪</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sponsorship accreditation at Quality Scotland’s 25th Anniversary lead-up events</td>
<td>✪</td>
<td>✪</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opportunity to host and speak at Quality Scotland’s lead-up events</td>
<td>✪</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of free places at lead-up events</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Sponsorship accreditation on all media releases</td>
<td>✪</td>
<td>✪</td>
<td>✪</td>
<td>✪</td>
</tr>
</tbody>
</table>

At Awards

<table>
<thead>
<tr>
<th></th>
<th>PLATINUM</th>
<th>GOLD</th>
<th>SILVER</th>
<th>BRONZE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Present the Winner of the Scottish Award for Business Excellence</td>
<td>✪</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guest Speaker at your table</td>
<td>✪</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Photos with VIPs and Guest Speaker</td>
<td>✪</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exhibition space at the Reception</td>
<td>✪</td>
<td>✪</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of free seats at Awards (10 seats per table)</td>
<td>20 (2 tables)</td>
<td>10 (1 table)</td>
<td>5 (increase to a table for only £250)</td>
<td>2</td>
</tr>
<tr>
<td>Additional seat bookings</td>
<td>50% off</td>
<td>50% off</td>
<td>25% off</td>
<td>25% off</td>
</tr>
<tr>
<td>Free advert in the Awards Programme and Excellence Now Magazine.</td>
<td>Full page (plus editorial profile)</td>
<td>Full page</td>
<td>½ page</td>
<td>½ page</td>
</tr>
<tr>
<td>Inclusion on Quality Scotland’s website and social media platforms</td>
<td>✪</td>
<td>✪</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Networking opportunities</td>
<td>✪</td>
<td>✪</td>
<td>✪</td>
<td>✪</td>
</tr>
<tr>
<td>Cost</td>
<td>£10,000</td>
<td>£8,000</td>
<td>£4,000</td>
<td>£2,000</td>
</tr>
</tbody>
</table>

ADDITIONAL SPONSORSHIP OPPORTUNITIES

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>25th Anniversary Gift Bag</td>
<td>£2000</td>
<td></td>
</tr>
<tr>
<td>Drinks Reception</td>
<td>£2000</td>
<td></td>
</tr>
<tr>
<td>Exhibition Space</td>
<td>£500</td>
<td></td>
</tr>
<tr>
<td>Awards Brochure adverts</td>
<td>Back cover full-page</td>
<td>£500</td>
</tr>
<tr>
<td>Inside full-page</td>
<td>£300</td>
<td></td>
</tr>
<tr>
<td>Inside half-page</td>
<td>£150</td>
<td></td>
</tr>
</tbody>
</table>

Would you like to play a part in Quality Scotland’s 25th Anniversary celebrations in 2016? If so become a sponsor of Scotland’s leading business awards The Scottish Awards for Business Excellence 2016.

Any organisation, from any sector, whether a Quality Scotland member or non-member is welcome to participate in sponsorship for the 2016 Awards.

For more information or to discuss sponsorship opportunities for 2016’s Awards contact: Catriona McDougall email: catriona.mcdougall@qualityscotland.co.uk phone: 0131 225 5765 web: www.qualityscotland.co.uk/awards/sponsorship
Quality Scotland signs strategic partnership with ACOSVO

Quality Scotland is delighted to be a strategic partner with the Association of Chief Officers of Scottish Voluntary Organisations (ACOSVO).

Established in 2000, ACOSVO promotes excellence in leadership and management across the third sector in Scotland. ACOSVO provides development opportunities for members through a range of services and activities, including events, leadership exchanges and regional networks.

Through working in partnership with ACOSVO, Quality Scotland looks forward to developing mutual benefits and helping respective members to ‘share what works’.

If you would like more information or to discuss opportunities through this strategic partnership please contact:

Ann Pike
ann.pike@qualityscotland.co.uk

Young Enterprise Scotland Company Programme Awards

Young Enterprise Scotland’s Company Programme has been running for over 40 years. The programme is open to S5 and S6 pupils across Scotland. The young people who are interested set up their own company for an academic year.

With support from local business volunteers the young people are given training on a range of entrepreneurial skills including sales techniques, idea generation, presentation skills, report writing skills and many more. The local volunteers also offer selling opportunities and in some areas the opportunity to pitch the business idea to potential local investors for money to help get their ideas off the ground.

Having run their company for most of the academic year all the local teams come together to compete for the chance to represent their region at the Scottish finals in Glasgow. The 2015 Scottish Finals were held on Wednesday 17th June at the Thistle Hotel in Glasgow.

The Company Programme experience teaches young people such a variety of skills and Quality Scotland was delighted to sponsor and present a best practice, Organisational Excellence Award to Red Thistle, from Mearns Castle High School, who were awarded this accolade for their lambswool tartan scarves. The team had created a tartan using their school colours and made and sold scarves that were added to the school uniform. They sold their scarves to pupils at feeder primary schools and sold the concept to other schools in the area. They were delighted to accept the award from Janet Robertson, Account Director Quality Scotland.

“We wanted to give something back to the school community in our final year, the tartan scarves are now part of our school uniform,” Sam Rafique, Managing Director, Red Thistle.

www.yes.org.uk

Quality Scotland’s Kiltwalkers’ spirits not dampened by the weather!

Despite the howling wind and rain the Quality Scotland Kiltwalk team pictured left to right, Ciara Sutherland, Elaine Sneddon, Ann Pike, Fiona Liddle and Catriona McDougall managed to complete the 13 mile course and raised in excess of their £1000 target for the Kiltwalk Children’s Charities.
West Lothian Council kindly hosted our second Public Sector Network meeting on the 28th May 2015. There were various key note speakers at the network meeting, including West Lothian Council and the Scottish Government who presented on continuous improvement and Catalyst who spoke about Lean Six Sigma and how you can implement lean in your organisation. The meeting was very well attended with great networking after the event.

Our third network meeting will be on the 3rd September at Quality Scotland’s Office at Drumsheugh Gardens, where the focus will be on agenda items that the group would like to learn and share. Already suggested are:

- Putting together and getting ready for a Recognised for Excellence site visit – North Ayrshire Council
- Customer experience mapping and the customer profiling – South Lanarkshire Council
- Self-assessment approaches used internally and on building a culture of self-improvement/continuous improvement as well as how self-assessment was introduced – Skills Development Scotland

We look forward to seeing you in September!

For further information on the Public Sector Network please contact

Lauren Irvine
0131 225 5765
lauren.irvine@qualityscotland.co.uk

Introducing EQUIP for Committed to Excellence, the Quality Scotland business improvement toolkit to help you achieve Committed to Excellence (C2E) success. EQUIP for C2E is a package of support to take you from online self-assessment through facilitated prioritisation of improvement projects to achieve Committed to Excellence recognition.

The package includes:
- Use of the EQUIP online self-assessment tool.
- A full day facilitation to consolidate areas for improvement and identify 3 improvement projects.
- Committed to Excellence recognition including submission support, validation day and feedback report. The Committed to Excellence European recognition is valid for 2 years and is presented at our annual Scottish Awards for Business Excellence each June.

EQUIP helps you to:
Fully understand your organisation’s current level of performance against the Excellence framework, prioritise and implement improvement activities and gain meaningful recognition.

Save time and resources when completing your Committed to Excellence submission.

Achieve tangible results from your improvement activities.

For more information on EQUIP for Committed to Excellence, please go to our website: www.qualityscotland.co.uk
Lean Six Sigma and the EFQM Model are not mutually exclusive argues John Morgan, Director of Catalyst Consulting.

In much the same way as Lean and Six Sigma synergise into Lean Six Sigma to form a perfect partnership, so, too does Lean Six Sigma and the EFQM Model and its fundamental concepts – this forms the basic premise of an in depth article by John Morgan of Catalyst Consulting.

John starts off by looking at the relationship between Lean and Six Sigma and the formulation of Lean Six Sigma. He outlines the five key principles of Lean Thinking and the five key principles of Six Sigma, showing the similarity and synergy between both, and outlines the resultant set of Lean Six Sigma key principles that reflect the best of these two approaches as summarised below.

- Focus on the customer – you need to understand their perception of value, and their CTQs (Critical to Quality Requirements). The CTQs provide the basis for your measurement set which will help you understand how well you are performing against these critical requirements.
- Identify and understand how the work gets done – by identifying and understanding how the work gets done – the value stream, you can highlight the Non-Value steps and waste. In doing so, you can ensure the process is focused on meeting the CTQs and adding value. To do this properly, go to the workplace to see the real process being carried out, and collect data to make it easier for you to analyse the problem using the DMAIC method, (Define, Measure, Analyse, Improve, Control) to help you determine a more effective solution.
- Manage, improve, and smooth the process flow – this provides another example of different thinking, something that is equally applicable to both service and manufacturing organisations.
- Removing Non-Value-Add steps and waste – is another vital element in improving performance. One way to improve flow and performance, generally, is to identify, remove, and prevent waste.
- Managing by fact, using accurate data – this will help you avoid jumping to conclusions and solutions. You need the facts! And that means measuring the right things in the right way.
- Involve and equip the people in the process – if everyday operational excellence is to become a reality, it’s essential that people feel engaged. Managers and team leaders need to understand that their role is to work on their processes with the people in the processes to find ways of continuously improving performance.
- Undertake improvement activity in a systematic way – means not jumping to conclusions or solutions. There are two frameworks for this, DMAIC and DMADV. DMAIC addresses problems with existing process, product and service; DMADV is used to design new processes, products and services.

John ascertains, “So, Lean Six Sigma provides a rigorous and structured approach to help manage and improve performance. It helps you use the right tools, in the right place, and in the right way, not just in improvement and design projects, but also in your day-to-day activities. It really is about getting the key principles and concepts of Lean Six Sigma into the DNA and lifeblood of the organisation, so that it becomes a natural part of how you do things.

But is this also a natural part of the EFQM Model and its Fundamental Concepts?” He then proceeds to show the synergies of LSS and the Fundamental Concepts of the EFQM Model.

Adding Value for Customers
Excellent organisations consistently add value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities. Seeking to add value is an integral part of Lean Six Sigma that links to the importance of establishing and meeting the critical to quality requirements of the customer, the CTQs.

Creating a Sustainable Future
Excellent organisations have a positive impact on the world around them by enhancing their performance whilst simultaneously advancing the economic, environmental and social conditions within the communities they touch. Lean Six Sigma drives improving performance through its comprehensive toolkit and the DMAIC and DMADV frameworks.
Developing Organisational Capability
Excellent organisations enhance their capabilities by effectively managing change within and beyond the organisational boundaries. The importance of managing change in engaging people and stakeholders, generally, cannot be overstated. An integral part of Catalyst’s Lean Six Sigma relates to managing change and the work of John Kotter and George Eckes’ E = Q x A formula for instance support effective change management.

Harnessing Creativity & Innovation
Excellent organisations generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their stakeholders. Creativity and innovation are at the heart of the DMADV framework which is sometimes referred to as ‘Design for Six Sigma Performance’. Harnessing the creativity of people, generally, is a natural element in continuous improvement and therefore in DMAIC projects, too.

Leading with Vision, Inspiration & Integrity
Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics. Lean Six Sigma supports strategy deployment and Catalyst has developed the DRIVE framework (Define, Review, Improve, Verify, Establish) to help facilitate and manage an organisation’s journey to its true north.

DRIVE Framework
• In the Define phase, you’ve recognised where you want the organisation to be – its ‘True North’;
• The Review phase provides a reality check assessing the organisation’s capability to achieve the change needed;
• There are three parts to the Improve phase that look to prepare for the journey, shape and scope what needs to be done, and then implement the agreed actions and projects;
• In Verify you are monitoring progress and performance against plan ensuring that you are on track; and
• In Establish you ensure the gains made are held as you seek to embed the new ways of working into the organisation’s DNA.

Managing with Agility
Excellent organisations are widely recognised for their ability to identify and respond effectively and efficiently to opportunities and threats. Lean Six Sigma provides a rigorous means to help support the organisation implement the actions needed to respond appropriately.

Succeeding through the Talent of People
Excellent organisations value their people and create a culture of empowerment for the achievement of both organisational and personal goals. Lean Six Sigma looks to equip the people in the process enabling them to feel that they’re able to challenge and improve their processes and the way they work. Organisations cannot afford to waste the potential of their people, nor should they fail to recognise the strong statistical correlation between employee and customer satisfaction.

Sustaining Outstanding Results
Excellent organisations achieve sustained outstanding results that meet both the short and long term needs of all their stakeholders, within the context of their operating environment. This is what Lean Six Sigma is striving to do. What’s more the ‘control phase’ of DMAIC, the ‘verify phase’ of DMADV and the ‘establish phase’ of DRIVE aim to help organisations ensure their improvement gains are maintained – it’s all too easy for performance to slip.

The EFQM Fundamental Concepts of Excellence outline the essential foundations for achieving sustainable excellence and the link to Lean Six Sigma seems clear.

John gives an example of one client’s experience of using the EFQM Model to assist in defining its improvement plan and then introducing LSS as its improvement method who said that: “the EFQM provided a comprehensive and rigorous approach to identifying the “what” to focus on and LSS provided the “how” to make the necessary improvements in a systematic and sustainable manner.”

There seem to be so many organisations that are able to identify their ‘areas for improvement’ but who are unsure about how to address them. This is where Lean Six Sigma comes into play, and can complement and support the achievement of EFQM and business excellence.

This is a synopsis of a fuller article by John Morgan, Catalyst Consulting – if you would like a copy of the full article please contact info@qualityscotland.co.uk.

Excellent organisations achieve sustained outstanding results that meet both the short and long term needs of all their stakeholders, within the context of their operating environment. This is what Lean Six Sigma is striving to do. What’s more the ‘control phase’ of DMAIC, the ‘verify phase’ of DMADV and the ‘establish phase’ of DRIVE aim to help organisations ensure their improvement gains are maintained – it’s all too easy for performance to slip.

The EFQM Fundamental Concepts of Excellence outline the essential foundations for achieving sustainable excellence and the link to Lean Six Sigma seems clear.

John gives an example of one client’s experience of using the EFQM Model to assist in defining its improvement plan and then introducing LSS as its improvement method who said that: “the EFQM provided a comprehensive and rigorous approach to identifying the “what” to focus on and LSS provided the “how” to make the necessary improvements in a systematic and sustainable manner.”

There seem to be so many organisations that are able to identify their ‘areas for improvement’ but who are unsure about how to address them. This is where Lean Six Sigma comes into play, and can complement and support the achievement of EFQM and business excellence.

This is a synopsis of a fuller article by John Morgan, Catalyst Consulting – if you would like a copy of the full article please contact info@qualityscotland.co.uk.

John has been a Director of Catalyst since 1995. He is the author of The Lean Six Sigma Improvement Journey and Go Lean, and the co-author of Lean Six Sigma for Dummies, SPC in the Office and Lean Six Sigma Business Transformation For Dummies. John is also the author of several ‘in-house’ books that have been tailored for organisations including General Electric, BT, O2, Saint-Gobain Glass, London Underground and BAA.

John also jointly heads The Lean Six Sigma Academy on behalf of The British Quality Foundation.

Catalyst is a training and consulting company enabling results for our clients by helping improve efficiency, service and overall performance. They provide training and consultancy solutions that develop the right skills to help create and deploy a culture of continuous improvement. This results in saving valuable time and money, improving service and enhancing both customer and employee satisfaction. They focus on Lean Six Sigma, Lean Thinking, Process Management, Culture Change and Business Transformation, offering a wide range of products and services which can be tailored to individual requirements.

Web: www.catalystconsulting.co.uk
Email: info@catalystconsulting.co.uk

Catalyst are also sponsors of the Quality Scotland Lean Six Sigma Award, introduced in 2015 and awarded to North Ayrshire Council. See page 20 for details of how to enter for next year’s Lean Six Sigma Award.
## Meetings

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>27th August 10am-12noon</td>
<td></td>
<td><strong>Voluntary Sector Network Meeting</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>The next meeting will focus on ‘sharing what works’. Organisations awarded at this year’s awards ceremony have kindly offered to update the group. We are very grateful to Kibble Education and Care Centre for hosting the meeting. This will be held at “The Experience” in Hillington. <a href="http://www.theexperience.org.uk">www.theexperience.org.uk</a> The Experience, Lothian Street, Hillington Park, G52 4JR. There will be the opportunity to catch up with VSN colleagues before and after the meeting. If you would like to attend, please advise Fiona Liddle <a href="mailto:fiona.liddle@qualityscotland.co.uk">fiona.liddle@qualityscotland.co.uk</a></td>
</tr>
<tr>
<td>2nd September</td>
<td></td>
<td><strong>Submission Writer’s Workshop</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Designed for members and non-members looking to take part in Quality Scotland’s Recognised for Excellence Programme with the view to participating in the Scottish Awards for Business Excellence.</td>
</tr>
<tr>
<td>3rd September 10am – 12 noon</td>
<td></td>
<td><strong>Public Sector Network Meeting – at Quality Scotland, Edinburgh</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Proposed agenda items:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Putting together and getting ready for a Recognised for Excellence site visit – North Ayrshire Council</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Customer experience mapping and customer profiling – South Lanarkshire Council</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Self-assessment approaches used internally, building a culture of self-improvement/continuous improvement and introducing self-assessment – Skills Development Scotland</td>
</tr>
</tbody>
</table>

## Learning Journeys

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>9th September 10am – 1.30pm</td>
<td></td>
<td><strong>Scottish Autism Learning Journey</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Scottish Autism, the largest provider of autism-specific services in Scotland and a leading authority and advocate for good autism practice, learning journey will share their experience at this Learning Journey event to be hosted at the Quality Scotland’s Offices in Edinburgh. Scottish Autism became members of Quality Scotland in 2011 and quickly embarked on their own Journey to Excellence. Initially being awarded Committed to Excellence Project Validation in 2013, they made the leap to achieving Recognised for Excellence 3 Star at the Scottish Awards for Business Excellence 2015.</td>
</tr>
<tr>
<td>22 &amp; 23 October</td>
<td></td>
<td><strong>EFQM Forum: Achieving Sustainable Excellence</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Brussels, Belgium</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The EFQM Forum is a great opportunity for you to learn from experts and expand your professional network. This year’s programme features exciting keynote speakers and good practices examples from organisations nominated at the EFQM Award 2015. The focus this year is on four of the eight Fundamental Concepts:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Sustaining Outstanding Results</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Leading with Vision, Inspiration and Integrity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Managing with Agility</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Developing Organisational Capabilities</td>
</tr>
</tbody>
</table>

## EFQM Events

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>21st September</td>
<td></td>
<td><strong>Good Practice Visit – Siemens Inverters (UK)</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Journey towards manufacturing excellence</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Siemens Inverters in Congleton (Cheshire) employs approximately 500 staff with the site responsible for the R&amp;D, Customer Service and Manufacture of Inverters. The business exports 98% of its production to 78 countries, worldwide. The agenda will detail the journey towards manufacturing excellence highlighting the key ingredients which have contributed to Siemens success including the role of leadership, business strategy and continuous improvement.</td>
</tr>
<tr>
<td>24th November</td>
<td>10:30am – 12:30pm</td>
<td><strong>The Wise Group Learning Journey</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Wise Group, winner of Recognised for Excellence 5 Star and the overall winner of the Scottish Award for Business Excellence 2015, will host their Learning Journey on the 24th November at their premises in Glasgow. The Learning Journey event will be an invaluable opportunity for organisations at various stages of their journey to excellence to hear how The Wise Group started and continued their improvement journey over the past few years. The Wise Group started and continued their journey to excellence at a brisk pace and first completing Committed to Excellence Project Validation in 2009, followed by 3 Star Recognised for Excellence, and then topping their achievements in 2015 with Recognised for Excellence 5 Star and overall winner of the Scottish Award for Business Excellence.</td>
</tr>
</tbody>
</table>

## Quality Scotland Events & Webinar Calendar

### Quality Scotland Events

- **20th August**
  - **Webinar: The Benefits of Being an Assessor**
  - Quality Scotland Member Only Webinar
  - Find out what being an assessor involves and how you could benefit professionally from taking on this role
- **11th September**
  - **Webinar: An Introduction to Lean Six Sigma**
  - Quality Scotland Member Only Webinar
  - Moore Allison, a director of Catalyst Consulting, has supported many organisations in the private and public sector on their Continuous Improvement journey. In this webinar he will outline Lean Six Sigma and how it could improve efficiencies within your organisation.

### Quality Scotland Webinars

- **How EQFM trainings can work for you?**
  - 21 August 2015, 2:00 PM – 3:00 PM CET
- **Why Benchmark?**
  - 3 September 2015, 2:00 PM – 3:00 PM CET
- **What is in the Knowledge Base?**
  - 17 September 2015, 2:00 PM – 3:00 PM CET
- **Assessment & Recognition, all you need to know**
  - 23 September 2015, 2:00 PM – 3:00 PM CET
- **Which Self-Assessment Tool will work for you?**
  - 24 September 2015, 2:00 PM – 3:00 PM CET
- **Fix your areas for improvement**
  - 14 October 2015, 2:00 PM – 3:00 PM CET
- **How EQFM trainings can work for you?**
  - 27 October 2015, 2:00 PM – 3:00 PM CET
- **Introductory Webinar – Get the Flavour!**
  - 29 October 2015, 2:00 PM – 3:00 PM CET
- **What goes in criterion 8?**
  - 6 November 2015, 2:00 PM – 3:00 PM CET
- **Using the EFQM Self-Assessment Matrices**
  - 9 November 2015, 2:00 PM – 3:00 PM CET
- **Create a Management Document**
  - 12 November 2015, 2:00 PM – 3:00 PM CET
- **RADAR as a Management Tool**
  - 19 November 2015, 2:00 PM – 3:00 PM CET
- **Assessment & Recognition, all you need to know**
  - 25 November 2015, 2:00 PM – 3:00 PM CET

Details for all events available on EFQM’s website: www.efqm.org
# Learning, Training and Development Diary September 2015 – November 2015

<table>
<thead>
<tr>
<th>September</th>
<th>Course/Event</th>
<th>Designed For/To</th>
<th>Location</th>
<th>Price*</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st – 3rd Tuesday – Thursday</td>
<td>EFQM Assessor Training</td>
<td>For those who wish to become an accredited EFQM Assessor and apply to be an external assessor for the Scottish Awards for Business Excellence. To provide detailed knowledge and understanding of the EFQM Excellence Model and the RADAR logic.</td>
<td>Edinburgh</td>
<td>Members £1,130 Non Members £2,260</td>
</tr>
<tr>
<td>8th Tuesday</td>
<td>Basic Assessor Training</td>
<td>For those who wish to go on to the EFQM Assessor Training. To deliver more information about the EFQM Fundamental Concepts, the EFQM Excellence Model and the assessment methodology RADAR.</td>
<td>Edinburgh</td>
<td>Members £305 Non Members £610</td>
</tr>
<tr>
<td>22nd – 25th Tuesday – Thursday</td>
<td>EFQM Assessor Training</td>
<td>For those who wish to become an accredited EFQM Assessor and apply to be an external assessor for the Scottish Awards for Business Excellence. To provide detailed knowledge and understanding of the EFQM Excellence Model and the RADAR logic.</td>
<td>Edinburgh</td>
<td>Members £1,130 Non Members £2,260</td>
</tr>
<tr>
<td>October</td>
<td>Course/Event</td>
<td>Designed For/To</td>
<td>Location</td>
<td>Price*</td>
</tr>
<tr>
<td>6th Tuesday</td>
<td>Basic Assessor Training</td>
<td>For those who wish to go on to the EFQM Assessor Training. To deliver more information about the EFQM Fundamental Concepts, the EFQM Excellence Model and the assessment methodology RADAR.</td>
<td>Edinburgh</td>
<td>Members £305 Non Members £610</td>
</tr>
<tr>
<td>20th – 23rd Tuesday – Thursday</td>
<td>EFQM Assessor Training</td>
<td>For those who wish to become an accredited EFQM Assessor and apply to be an external assessor for the Scottish Awards for Business Excellence. To provide detailed knowledge and understanding of the EFQM Excellence Model and the RADAR logic.</td>
<td>Edinburgh</td>
<td>Members £1,130 Non Members £2,260</td>
</tr>
<tr>
<td>26th Monday</td>
<td>Process Mapping &amp; Improvement</td>
<td>For individuals who want to improve efficiency and customer satisfaction. To help delegates understand what a process is, how to map processes, how to create a process flow diagram and how to identify areas for improvement based on quality, cost or time.</td>
<td>Edinburgh</td>
<td>Members £305 Non Members £610</td>
</tr>
<tr>
<td>November</td>
<td>Course/Event</td>
<td>Designed For/To</td>
<td>Location</td>
<td>Price*</td>
</tr>
<tr>
<td>3rd – 5th Tuesday – Thursday</td>
<td>EFQM Assessor Training</td>
<td>For those who wish to become an accredited EFQM Assessor and apply to be an external assessor for the Scottish Awards for Business Excellence. To provide detailed knowledge and understanding of the EFQM Excellence Model and the RADAR logic.</td>
<td>Edinburgh</td>
<td>Members £1,130 Non Members £2,260</td>
</tr>
<tr>
<td>9th – 13th Monday – Friday</td>
<td>QMS Lead Auditor</td>
<td>For those who have prior knowledge of the ISO 9001:2008 and wish to have a globally recognised IRCA accredited auditing qualification. To provide a very thorough grounding in the disciplines required by competent and progressive quality auditors.</td>
<td>Edinburgh</td>
<td>Members £1,079 Non Members £1,199</td>
</tr>
<tr>
<td>11th Tuesday</td>
<td>Basic Assessor Training</td>
<td>For those who wish to go on to the EFQM Assessor Training. To deliver more information about the EFQM Fundamental Concepts, the EFQM Excellence Model and the assessment methodology RADAR.</td>
<td>Glasgow</td>
<td>Members £305 Non Members £610</td>
</tr>
<tr>
<td>17th – 20th Tuesday – Friday</td>
<td>Lean Six Sigma Foundation Greenbelt</td>
<td>For anyone who needs a thorough understanding of what Lean Six Sigma is. To introduce Lean Six Sigma and how it works in practice without yet requiring the more advanced statistical tools.</td>
<td>Edinburgh</td>
<td>Members £1,485 Non Members £1,650</td>
</tr>
<tr>
<td>24th – 27th Tuesday – Thursday</td>
<td>EFQM Assessor Training</td>
<td>For those who wish to become an accredited EFQM Assessor and apply to be an external assessor for the Scottish Awards for Business Excellence. To provide detailed knowledge and understanding of the EFQM Excellence Model and the RADAR logic.</td>
<td>Edinburgh</td>
<td>Members £1,130 Non Members £2,260</td>
</tr>
</tbody>
</table>

For more information on any of our courses please visit qualityscotland.co.uk or call 0131 225 5765.

*Prices include course materials where applicable. All prices quoted exclude VAT.
Chief Executive
Claire Ford
Eileen McGregor
PA to CEO

Membership Services
Angela Howarth
Head of Membership Services and
Account Director (PSIF / Public Sector)
Robert Farrelly
Account Director (Private Sector)
Fiona Liddle
Account Director (Third Sector)
Janet Robertson
Account Director (Education)
Lauren Irvine
Account Manager

Business Development
Ann Pike
Head of Business Development
Gail Nicolson
Business Development Manager

Shared Services
Ciara Sutherland
Office Manager
Len Grannum
Financial Controller
Shona Angus
Learning, Training and Development Manager

Products and Services
Alan Clarke
Online Products Consultant
Melanie Thomson
Online Products Developer
Janet Robertson
Director of Learning, Training & Development

Marketing and Events
Elaine Sneddon
Marketing Director
Joanna Kemp
Marketing Manager

Awards
Catriona McDougall
Awards Manager

Partners in Excellence
SQMC
Carol George
Perform Consulting and Development
Moore Allison
Catalyst Consulting Ltd
Harvey MacMillan
Future Farmers

Networks
VSN
Fiona Liddle
Fiona.liddle@qualityscotland.co.uk

Private Sector Network
Robert Farrelly
Robert.farrelly@qualityscotland.co.uk

Public Sector Network
Angela Howarth
angela.howarth@qualityscotland.co.uk

Young Quality Scot Awards
Ann Pike

Young Enterprise Quality Award
Janet Robertson