

THE UK EXCELLENCE AWARDS 2015

How did the big winners
and finalists make their mark?

ACHIEVEMENT AWARDS

Which organisation
scooped a
double victory?



British Quality
FOUNDATION

UK Excellence

BQF MEMBERSHIP MAGAZINE AWARDS 2015

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AND THE WINNERS ARE...



As Ricoh UK reinvents itself as a service-based business, UK Excellence discovers how the EFQM Excellence Model is supporting the journey

UP TO SPEED

RICOH UK

Document solutions and IT services are the core of Ricoh UK's work, forming an important part of the global Ricoh Family Group. It has more than 2,800 employees in the UK, including 1,200 service engineers and support staff, and a UK-based call centre.

This time last year, Ricoh UK had earned the nickname 'agile giant' in recognition of its ability to meet change with innovation. Part of global technology firm Ricoh Family Group, Ricoh UK had taken major expansion, brand consolidation, workplace transformation and service diversification in its stride. One year on, the company once again finds itself a finalist for the UK Excellence Award, but this time it's upped the ante.

"Last year, the EFQM Excellence Model helped us through some major business transformations,"

recalls Mike Baddeley, Head of Business Excellence. "We were delighted and proud to achieve 600+ points from BQF Assessors, viewing it as an indication that we were doing the right things. From that point on, the Model became a tool to help us reassess what we want to do next."

DOUBLE THE SERVICE

The answer came in the form of a challenge: to drive towards a service-based business by doubling the number of service lines available to customers. Mike explains: "We're given our strategic direction by our parent company in Japan, which sets

a medium-term plan every three years. Our target for 2014-17 is to support the increase in our service lines from four to eight. Increasingly, our customers have complex challenges relating to people, working culture, business and processes."

EARLIER INTERVENTION

"For example, in the past, a customer might identify an issue with the way in which paperwork is filed in their business. They would investigate the problem and define a solution, then Ricoh UK or a competitor would provide a suitable product, such as a scanning and archiving solution.



and Outsourcing. Under the new model, IT Services will expand to include Infrastructure Services, Application Services and Communication Services.

OFFICE INNOVATION

Building on its own experiences devising highly innovative offices under its New Ways of Working project, Ricoh UK will also now offer Workplace Services, delivering everything from initial audit to design and installation of technology. Further service additions include Sustainability Managed Services and an expanded outsourcing operation, entitled Business Process Services.

At the heart of all this is the recognition that customers need a trusted partner with a breadth of knowledge and a proactive approach to solving their business needs. Yet what sets Ricoh UK apart from its competitors is its ability to ‘walk the walk’ as well as ‘talk the talk’.

“Our New Ways of Working programme started off as a pilot project to renovate our new head office, and became a highly successful ‘smart office’ concept, combining open plan, flexible workspaces with state-of-the-art Ricoh technologies,” says Mike. “The smart office was about embracing changes to working patterns, for example by having the infrastructure in place to support mobile working. We learned that technology doesn’t make change; it’s just an enabler. What creates change is the adoption of the solution. Ultimately people’s behaviour drives the biggest impact.”

PROJECT MERCURY

Building on New Ways of Working, Project Mercury challenged the business to look at business travel from a sustainability point of view, and resulted in a 5-8% reduction in business travel.

Of course this shift in the business relationship does not happen overnight, and it’s only achievable if the right foundations are in place – particularly, the people. “Employee engagement is critical in moving to



ABOVE: Ricoh’s head office uses a ‘smart office’ concept, combining open plan, flexible workspaces with state-of-the-art Ricoh technologies

a service business,” says Mike. “The Model helped us to identify a number of areas for improvement. In the past year we have enhanced our Employee Engagement Index and taken a whole new approach to leadership based on a four-tier structure. We’ve also taken part in benchmarking exercises to maintain and improve on our business agility.”

ONE CUSTOMER VOICE

To support its people in delivering the new service lines, Ricoh UK launched One Customer Voice, a 12-month development programme that will deliver an important shift of perspective.

“Historically we had specialist account managers working with customers, for example experts in print services,” explains Mike. “Now we need sales people who can engage with the customer and understand the depth and richness of their business. Once they have a full picture of their business challenges they can use the eight service lines as a menu card to deliver a bespoke solution.”

This overarching vision is critical to Ricoh UK’s success as a service business, and it’s also what makes the Model a perfect companion for the road ahead. “It’s about having a holistic picture of the business and using that to move forward with confidence,” says Mike. **UKE**



“Employee engagement is critical in moving to a service business”

MIKE BADDELEY
Head of Business Excellence, Ricoh UK

In today’s market our customers have more complex needs and require an earlier intervention from us to help to find the solution. Strategically, this is recognition of a growing trend at B2B level to move from the customer/supplier model to a trusted partner.”

Prior to 2014, Ricoh UK operated four service lines, namely: Production Print, Managed Document Solutions, IT Services

→ Working for you

Ricoh UK offers a range of products and services to streamline and invigorate the modern office



MULTIFUNCTION PRINTER (MFP)

Scan documents and send them to yourself by email, password-protect your printouts and more



PRINTER

Smaller offices often need simpler printing solutions – Ricoh UK can help you assess the merits of its varied range



INTERACTIVE WHITEBOARD

Bring your presentation to life and annotate your slides on the fly – this will keep your audience attentive

The Achievement Awards recognise exceptional achievement in five key areas of organisational performance. We are very grateful to our sponsors for their generous support.



The Five Awards

CUSTOMER SATISFACTION

For exceptional levels of customer satisfaction and evidence that the levels of customer satisfaction achieved have increased customer loyalty.

EMPLOYEE ENGAGEMENT

For substantial increase in levels of employee engagement throughout an organisation, or in a part of it, and novel approaches to increasing employee engagement.

INNOVATION

For innovative change to a product, service, process or way of working and for demonstrating customer and business benefit.

LEADERSHIP

For leadership by example that inspires people to the highest standard of performance (anybody responsible for a team of people is a leader) and for exceptional leadership that achieves exceptional results.

SUSTAINABLE FUTURE

For outstanding environmental or social contribution to achieving a more sustainable world, for example by energy savings, waste reduction, lower carbon emissions, community involvement or supply chain involvement.

Entrants provided a written submission of 1,500 words describing why they deserve to win.

A judging panel for each Award comprised a subject expert, an executive from the organisation sponsoring the award and a BQF executive. The panel produced a shortlist based on the submission, and each shortlisted entrant was invited to present to the judges, to demonstrate and verify that claims made in the submission were supported by evidence.

The judges were particularly looking for activities and approaches that are unusual and innovative, an impact that was long rather than short term, and noticeable employee involvement.



Phoenix Futures

WINNER

In 2014, Phoenix Futures helped 26,941 people on their journey to recovery from drug and alcohol issues. This was achieved through a number of unusual and innovative approaches that demonstrate the organisation's dedication to its service users and their wellbeing.

Going well beyond Phoenix Futures' core remit, additional activities and services for clients include animals therapy, allotments, reading groups and circuit training. Support and guidance are also given to families and loved ones, which increases the chance of treatment being successful in the long term.

Projects such as the Creative Education on Drugs and Alcohol and B-Chilled involve Phoenix Futures working in the community, in schools and in nightlife settings to try to prevent people ever needing its treatment support. Its engagement approach also helps break down the stigma of substance

misuse, helping recovering service users to feel more accepted.

The organisation has participated in the European Companionship in Education, which gave 50 members of staff the opportunity as part of an exchange programme to spend two weeks at a drugs and alcohol service in another country. This is just one of many initiatives in which staff have participated, and is brilliantly reflected in a motivated and enthusiastic workforce.

The numbers speak loudly and clearly of Phoenix Futures' increased effectiveness over the past few years. Its average user satisfaction has climbed in six years from 7.4 to 8.4 out of 10. Figures for completed treatment and positive transfers have experienced a steady rise in recent years too. Engaging volunteers has been a key focus, with 187 people volunteering in 2014 compared with just 15 in 2010.

FINALISTS



CATALYST CONSULTING

Catalyst revamped its Open Training Lean Six Sigma Foundation Green Belt course to better suit participants, by exploring how its tools were being used

in practice. Its NPS results put the training provider up there with some of the best.

McFARLANE TELFER

Catering and refrigeration equipment maintenance company



McFarlane Telfer has undertaken a number of approaches to improve customer satisfaction, including training engineers to manage customers and empowering them to resolve issues.

ROYAL MAIL GROUP

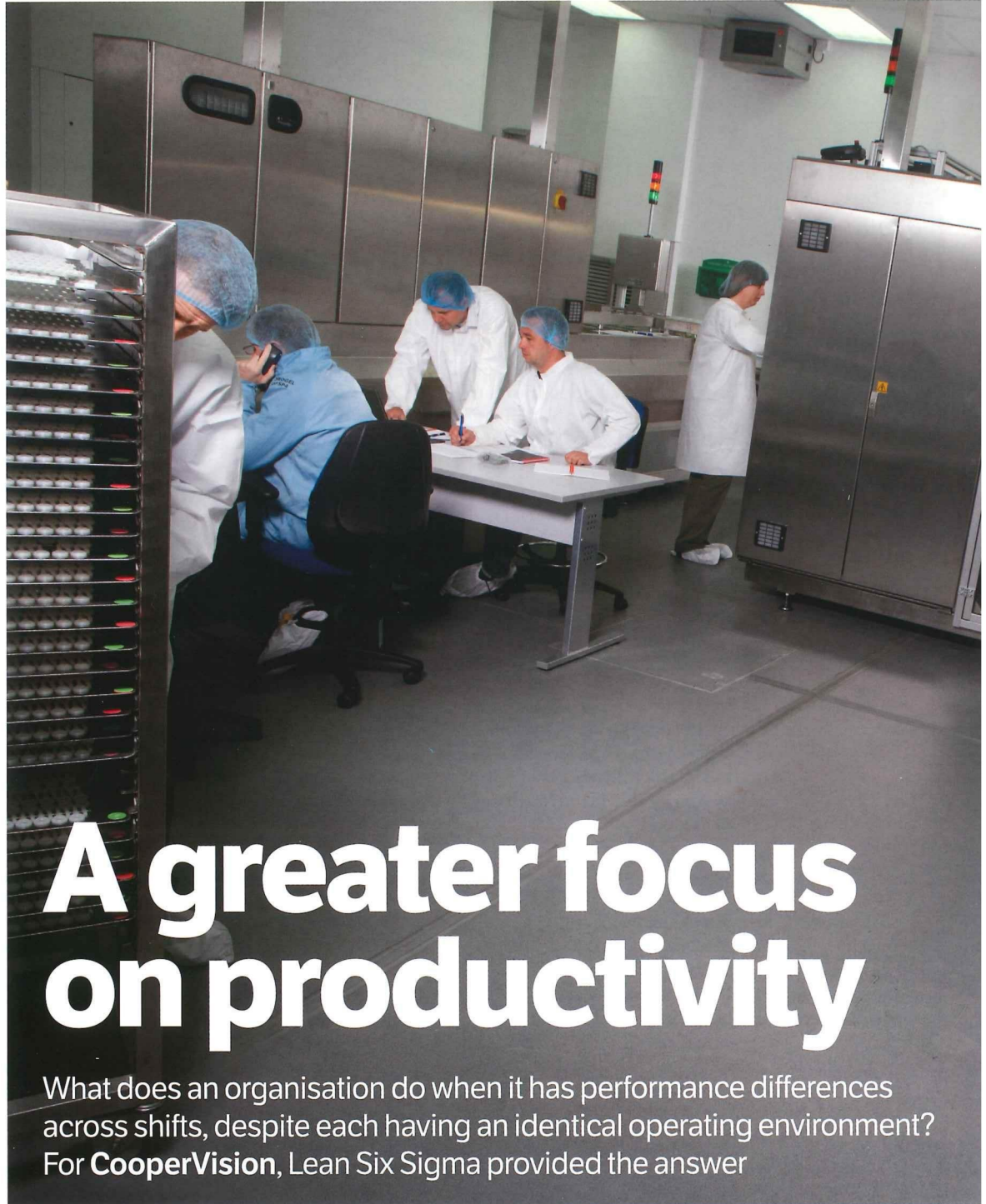
Front-line employees at an enquiry office designed an embryonic technical prototype to speed



up their processes at peak times. The system reduced waiting times and customer complaints, and was quickly deployed in other enquiry offices around the country.

The Lean Six Sigma Award recognises organisations that have used Lean and Six Sigma to deliver excellent results to customers.

This year, two organisations have been crowned joint winners: **COOPERVISION** and **FORENSIC SCIENCE NORTHERN IRELAND**, whose story you can read on page 26.



A greater focus on productivity

What does an organisation do when it has performance differences across shifts, despite each having an identical operating environment? For **CooperVision**, Lean Six Sigma provided the answer



CooperVision is a global manufacturer of contact lenses, operating in more than 100 countries from Asia to Europe, Africa to America. Its UK operation is based in Hamble, near Southampton, where it has six business units producing different types of lens. Elaine Marszall, CI Project Leader, is tasked with driving business productivity across the product lines – no small task for a production base with upwards of 2,000 employees.

“Productivity is something

that’s carefully measured in our manufacturing centres but it’s crucial to have a sound methodology in place so you’re not just working on guesswork and assumptions,” says Elaine. “We started working with Lean Six Sigma in 2010 and it has been an invaluable tool in identifying, analysing, measuring and resolving any issues.”

One such issue cropped up in 2013, following the introduction of a new Overall Equipment Effectiveness (OEE) system into one of its business units. Six months in, the company was concerned that

while the OEE seemed to have embedded well in some areas, there was significant variation in performance from shift to shift. “There were no mechanical reasons for the difference,” says Elaine. “The shifts were working with the same systems, using the same procedures, and the same machinery. On visiting the shifts I noticed distinct differences in culture and decided to investigate this further.”

Elaine used the Lean Six Sigma DMAIC approach (Define, Measure, Analyse, Improve, Control) to map performance data alongside



A CooperVision lab at its UK base in Hamble, near Southampton



ABOVE:
A lens is examined

behavioural factors. A survey was issued to team leaders, operators and engineers across the shifts, and the responses were used to score the teams, in relation to Leadership, People, Partnership and Resources, Processes, Customers and Results and Flexibility, Routines and Rituals. Elaine then used a radar diagram to create a cultural web, which revealed a number of differences in approach between the shifts concerned.

Working together, Elaine and the shift team identified several practical improvements. Action plans were created to standardise responses to reported faults, creating clarity on both sides. Several members of the team adopted their own improvement strategies as White Belt or Yellow Belt projects. Motivation-related issues were addressed through a series of away days and in-house workshops.

“We got everyone involved in brainstorming new ideas and then taking them forward,” says Elaine. “Key to our success was empowering the team to improve their own performance.”

The results speak for themselves: a productivity gap of just 1.62% between shifts, and colleagues working through Yellow and White Belts to boost performance and further their own professional development. The strategic importance of the project has not gone unnoticed by senior management, says Elaine.

“I’ve now been asked to work with shift leaders across production, using Lean Six Sigma as a tool to provide sound data. There’s greater understanding of the ways in which operating culture can impact on production, and we feel we’re working in a more enlightened and methodical way.” **UKE**



↓ FINALISTS



AES UK & IRELAND
Part of AES Corporation, which provides affordable, sustainable energy to 18 countries, the Ballylumford Gas Power Station in Northern Ireland used Lean Six Sigma to reduce the costs of producing process water for electricity generation. This resulted in an increase in supply, with cost savings averaging US \$128,000 per year.



RICOH UK
Document and IT solutions provider Ricoh UK launched Project Blackbird to improve the efficiency of its travel booking process. The project aimed to increase the percentage of travel requests that are booked within 120 working minutes from 36% to 80%, and eliminate paper in the process. Both these aims were exceeded.



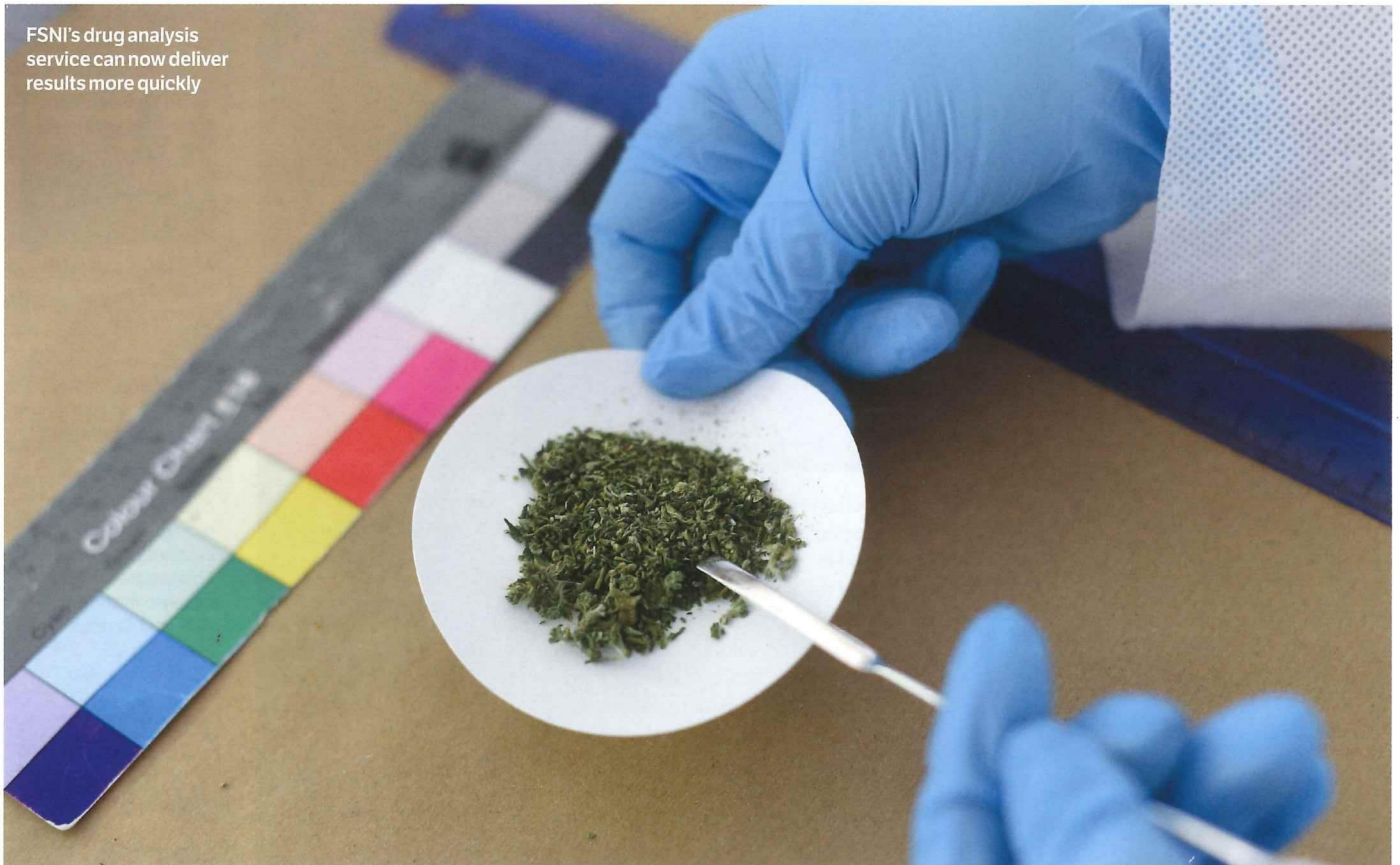
VIRGIN MEDIA
Virgin Media is the UK’s first provider to make broadband, TV, mobile phone and home phone services available in a single package. A Key Performance Indicator for its business division is the percentage of customer calls answered within 20 seconds (PCA20). A Lean project improved PCA20 by several percentage points while boosting customer satisfaction.



“Key to our success was empowering the team to improve their own performance”

ELAINE MARSZALL
CI Project Leader,
CooperVision

FSNI's drug analysis service can now deliver results more quickly



Faster, fairer justice

How Forensic Science Northern Ireland has not only met requirements for a quicker service, but improved staff morale to boot

Forensic Science Northern Ireland (FSNI) has a pivotal role to play in the country's justice service. Its integrated forensic science services deliver the evidence base for hundreds of criminal prosecutions every year.

As with any science, accuracy is crucial, but FSNI is also tasked with delivering cost savings and greater efficiency in keeping with the Department of Justice's mission to deliver 'faster, fairer justice'.

One of the most important and high-profile demands placed on FSNI is the fast turnaround of drugs casework, and this became the basis of a highly effective Lean Six Sigma project led by Karen Smyth, under the direction of Service Improvement Project Manager Lynette McHendry. "We started our Lean Six Sigma journey a few years ago," says Lynette. "We're one part of the chain of events that leads from crime scene analysis to court case, and there was demand to speed up our drug analysis service. We set



ourselves the task of delivering 90% of drug cases submitted to Laboratory Services within 50 days from receipt of instructions."

FSNI recruited Catalyst Consulting to deliver Green Belt training, and the drug team examined the process using DMAIC (Define, Measure, Analyse, Improve, Control) methodology to identify bottlenecks, measure delays and design improvements.

Key changes included the introduction of a triage model which ensured that drug classes which were divided into separate workstreams

and prioritised accordingly. The 5S methodology – Sort, Straighten, Scrub, Standardise, Sustain – was also applied to streamline lab processes and ensure everything had a place.

"The great thing is that the team felt so invested in the process," says Lynette. "We now have 14 Green Belts and 54 Yellow Belts in a staff of 220. I think the methodology of Lean Six Sigma is perfect for scientists because it's data driven – there are no assumptions, just clear facts. It's been a really invigorating process and has had a great impact on staff morale."

The project also looks set to have a ripple effect across the public sector, as FSNI is the only Northern Ireland Civil Service agency to successfully implement a Lean Six Sigma project of this kind. "We've been asked to deliver a masterclass to share the lessons we've learned," says Lynette. "These are tough economic times, particularly in Northern Ireland, and we're pleased to be able to offer a streamlined service that benefits the public purse." **UKE**

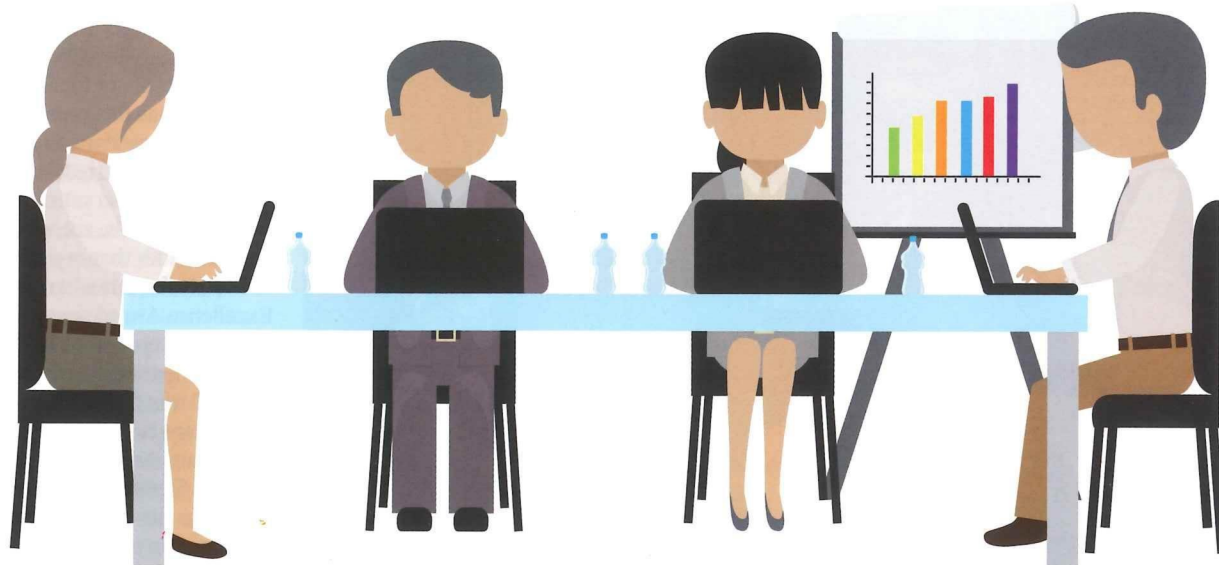


"We're one part of the chain of events that leads from crime scene analysis to court case"

LYNETTE MCHENDRY
Service Improvement
Project Manager, FSNI

UK EXCELLENCE AWARD 2015 AWARD ASSESSORS

MEET THE VOLUNTEERS WHO PLAY A CRUCIAL ROLE IN DETERMINING THE WINNERS



A learning experience

GSK's Andy Scott explains how being an Award Assessor has given him the chance to take a fresh look at his own work

I trained as an Award Assessor in 2012, and have since assessed a large industrial company, an academic organisation and a public sector organisation. I'm used to working in project teams to tight deadlines but the awards process is different; it provides many personal development opportunities because from the start of each assessment cycle the only thing I've had in common with my assessing teammates has been the EFQM Model and assessor training.

To date, all my team members have come from different industries and roles to me. It's been really fantastic to meet a team for the first time, develop working relationships with people who have different outlooks, collectively agree our understanding of the organisation we're going to assess and then complete the assessment together. It's quite intense but the learning opportunities have been many.

I bring back numerous perspectives to GSK. People

develop strategies and work in different ways, and there's plenty of innovation in terms of how the applicants work. I find myself doing a lot of mental benchmarking during assessments. It's a very humbling process in many ways too.

Many assessment organisations operate in difficult sectors, with real challenges that are a world away from the corporate infrastructure I'm used to – how they succeed has been inspirational.



"It's quite intense but the learning opportunities have been many"

ANDY SCOTT
Director of Advanced Manufacturing Technologies, GSK

2015 UK EXCELLENCE AWARD ASSESSORS

The BQF wishes to acknowledge the generosity of the following organisations and their volunteer assessors

Aviation Training International Ltd
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Bradstow School
David Clegg

Catalyst Consulting
Robert Row

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DDC
Diane Dibley

GlaxoSmithKline
Deborah Clayton

Govia Thameslink Railway
Paul Tarrant

GSK
Andy Scott

International Nuclear Services
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LEAN SIX SIGMA – FOUNDATION GREEN BELT

London

Tuesday 3 November to Friday 6 November

Edinburgh

Tuesday 17 November to Friday 20 November

LEAN SIX SIGMA – ADVANCED BLACK BELT TOOLS

Stratford-upon-Avon

Tuesday 10 November to Thursday 12 November

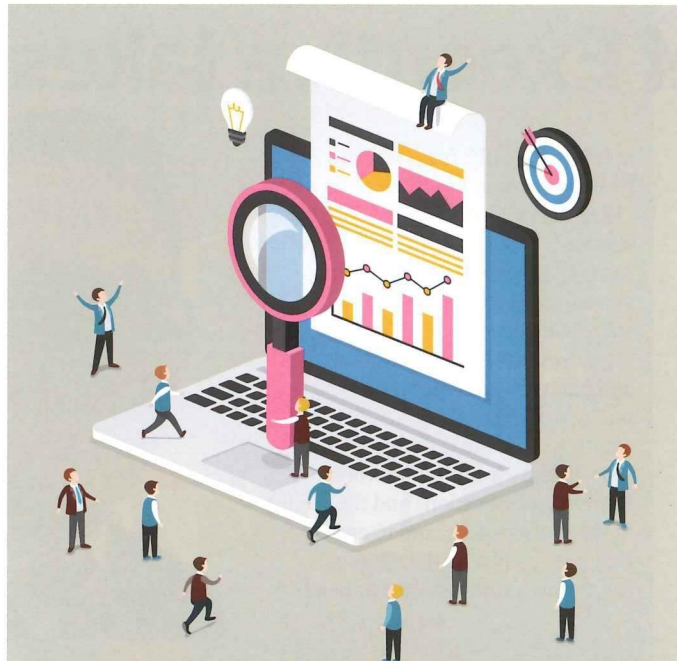
London

Tuesday 5 January to Thursday 7 January

LEAN SIX SIGMA – MANAGING CHANGE

London

Tuesday 17 November to Thursday 19 November



Lean Six Sigma Data Analysis

The Lean Six Sigma Academy's Advanced Green Belt programme builds on Foundation Green Belt. It consists of two further three-day modules, Process Measurement and Control and Data Analysis Techniques, which use Minitab™ software to

add a comprehensive data toolset to the DMAIC (Define, Measure, Analyse, Improve, Control) framework covered on Foundation Green Belt.

This programme will show you how to present data to engage and influence your stakeholders and much more.

LEAN SIX SIGMA – PROCESS MEASUREMENT

London

Tuesday 1 December to Thursday 3 December

Edinburgh

Tuesday 1 December to Thursday 3 December

LEAN SIX SIGMA – DATA ANALYSIS

London

Tuesday 15 December to Thursday 17 December

Edinburgh

Tuesday 15 December to Thursday 17 December

To find out more please email academy@bqf.org.uk

ONE-DAY WORKSHOPS

Our expert-led workshops will equip you with the basic tools you need to set off on your journey to excellence, and will show you how to identify key areas of improvement in your own business. In-house workshops and bespoke training courses are available to members and non-members of the BQF.

ENTERPRISE RISK MANAGEMENT

London

Thursday 5 November

NETWORKING EVENTS

CUSTOMER EXPERIENCE

London

Wednesday 9 December
Customer Experience for Generation Next

This event will consider what customer experience will look like to the next generation, exploring motivations, expectations and trends, and discussing the significance of customer support.

BUSINESS CONTINUITY

London

Tuesday 8 December
Business Continuity Exercise

RAIL INDUSTRY

Huddersfield

Wednesday 21 October
Leadership

MODEL USER GROUP

University of Winchester

Wednesday 4 November

Prioritising Processes at University of Winchester

Giving an insight into their own process improvement journey, the University will expand on their initiatives which resulted in jumping an impressive 27 places in the national student satisfaction survey.

PREMIER MEMBER SEMINAR

Barclays, London

Wednesday 11 November
Performance Measurement

PREMIER MEMBER SEMINAR

Thursday 10 December
Strategic Programme Management



TRAINING AND CONSULTANCY ORGANISATIONS

CONTACT 020 7654 5000 // mail@bqf.org.uk // www.bqf.org.uk



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Catalyst's mission is to 'Enable Results' by accelerating the rate of performance improvements, and extending the deployment of world-class best business practice. We provide training and consultancy solutions covering a range of business improvement activities. Our primary focus is Lean and Six Sigma, Process Management, Culture Change and Business Excellence.
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Oakland Consulting

As products, processes and organisations journey from inception to maturity, costs and risks accumulate. Oakland Consulting, a leading quality improvement consultancy, offers a mix of strategic and operational support. We help clients to manage and avoid risks throughout the change journey, accelerate change, reduce costs, improve quality and protect reputations.
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Renault-Nissan Consulting

Renault-Nissan Consulting provides improvement consultancy and support that draws on over 20 years' experience of helping their parent companies and numerous other organisations. Using such methodologies as Lean and Six Sigma, we work in a diverse range of industries and have delivered over £1bn of validated savings to date. Renault-Nissan Consulting also jointly lead the BQF Lean Six Sigma Academy.
01923 697269 // info@rnconsulting.co.uk // www.rnconsulting.co.uk



TQMI

TQMI focus on delivering immediate benefits for clients. We are recognised as a leading consultancy for the application of the EFQM Excellence Model and all advanced aspects of improvement, such as engagement, customer advocacy and cost effective processes. TQMI's goal is to transfer capability to you to ensure lasting improvement, innovation and success.
01928 734266 // info@tqmi.co.uk // www.tqmi.co.uk

Our registered training and consultancy organisations

The following are BQF registered training and consultancy organisations. Inclusion on the register is an indication of an organisation's ethical stance and commitment. However, it is for a customer to establish the suitability and competence of any of the organisations with which they engage.

- A20 Consultants
- 4GM Consulting
- ATOL Business Services
- Berkshire Consultancy
- BMN Management
- Catalyst Consulting
- Footloose Enterprises
- Global Excellence Consulting
- IQ Management Systems
- Key Performance
- Keypath Group
- Ley Hill Solutions
- Oakland Consulting
- Oakwell Management Services
- Partners in Change
- Perfex
- Process Management International
- Quality Assurance Advisors
- Renault-Nissan Consulting
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