

## 2010 Award Applicant Brochure

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Accompanying this Brochure are copies of :

- **2010 Award Registration Form**
- **Note on Required Graphic Materials**

**North of England Excellence is a not for profit company focused on enhancing the business performance and competitiveness of organisations by inspiring, supporting and recognising Excellence.**

**The North of England Excellence Awards are supported by the British Quality Foundation and the Chartered Quality Institute.**

**Business Link Yorkshire is the Principal Sponsor of the 2010 Awards.**

*The North of England Excellence Awards are administered by North of England Excellence, a not for profit company limited by guarantee. (Registered in England & Wales No: 5879525)*

# 2010 Award Applicant Brochure

## Introduction

This Brochure provides information for organisations considering making a Submission for the **2010 North of England Excellence Awards**. Formerly known as the North West Business Excellence Awards, and established in 1995, these prestigious “Business Oscars” are now in their sixteenth year. Renamed in 2006 to acknowledge the extension of their benefits to the wider north of England region they are also the successor to the esteemed Yorkshire Excellence Awards. Administered by Excellence Yorkshire, and covering the Yorkshire and Humber area, these were run for the fourth and last time in 2005.

## Invitation to Apply for an Award

The North of England Excellence Awards provide recognition and feedback for organisations which demonstrate a high level of commitment to the Concepts of Excellence. The Awards process is based on rigorous assessments against the EFQM Excellence Model 2010<sup>®</sup> carried out by teams of specially trained and experienced Assessors. Whilst it is not necessary for an Applicant to be explicitly using the EFQM Model in its pursuit of Excellence, what is looked for during the assessment is a clear indication that :

- a structured and comprehensive approach to performance improvement is being pursued by the Applicant;
- progress is being systematically monitored and measured;
- any pertinent issues are being identified and acted on.

Awards are available in a range of categories based on organisation size and business sector (see page 6). To receive an Award, Applicants must demonstrate that their approach to Excellence has contributed significantly towards satisfying the expectations of all their stakeholders – customers, employees and others with an interest in the organisation’s success.

"The whole experience of taking part in the 2009 North of England Excellence Awards was a memorable one for Brand-Rex. Although winning the Award was a fantastic experience for everyone, we were further elated that we have continued to improve our business. The EFQM Self Assessment Model provides organisations with a template to monitor continual improvement – participating in the Awards gives you an indication of where you are along the pathway to excellence."

*John Bachegalup, Quality Manager, Brand Rex Ltd, Leigh  
(2009 Winners of a Private Sector Category Award)*

"For the Valley Community School the EFQM Excellence Model was a tool that allowed us to work within a structured framework – this made us focus on self-evaluation and yet at the same time develop as a whole along our path to excellence. A rigorous process that didn't allow us to become complacent! Winning our 2009 Award was uplifting for all who had been involved in the process. It's an accolade no one will ever forget."

*Gwen Acton, Head Teacher, Valley Community School, Bolton  
(2009 Winners of a Public Sector Category Award)*

An organisation may apply for an Award at any stage in its continual improvement journey as any application is an opportunity to discover what level of excellence has been reached. The assessment will also help an Applicant identify and prioritise its improvement opportunities.

The Awards are presented at a prestigious Gala Awards Ceremony and Dinner attended by many hundreds of business people from across the north of England. This year's event

is to be held on Thursday 14<sup>th</sup> October – the Royal Armouries, Leeds.

**Organisations intending to make a Submission for the 2010 North of England Excellence Awards must complete and return the accompanying 2010 Award Registration Form.**

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## Why Apply ?

There is tremendous value as well as considerable status attached to receiving a North of England Excellence Award – whether you are a large, medium or small organisation and whether you are in the public, private, education or voluntary sector.

Promotion of the Awards, together with the opportunity to use the North of England Excellence Award logo in corporate literature, establishes award winners as members of the most successful group of organisations in Europe. This should lead to the emergence of new customers, new opportunities and fresh challenges.

In the year following receipt of an Award, successful organisations may be invited to share their experience of the journey to Excellence at an event organised by North of England Excellence. This offers an excellent platform for the promotion of an organisation and of its status as a role-model of Excellence.

### Benefits derived from entering the award process include :

- Confirmation of where you are on your journey to Excellence
- A clearer perspective on what drives the success of your organisation
- An improved customer focus
- Wider involvement in identifying and implementing change
- An independent feedback report
- Identified priorities from the breadth of initiatives available

### Plus for Award Winners :

- Use of the prestigious Awards logo

Even if an organisation is not successful in gaining an Award it will have undergone a rigorous and comprehensive assessment of its commitment to Excellence – an extremely useful exercise in its own right. All applicants receive a feedback report validating their submissions and providing a detailed commentary based in part on the submission and in part on the site visit made by the Assessor Team.

"The North of England Excellence Awards process has been valuable and worthwhile. It has helped us to identify 'the way we do business' as measured against the EFQM Excellence Model. Feedback from the assessment, benchmarking and networking with fellow applicants has enabled us to reflect on what we do well and how we can continually improve. It has formed a valuable part of our journey towards excellence."

*Sarah Parr, Head of Service, Liverpool Direct Ltd  
(2009 Winners of a Private Sector Category Award)*

The challenge of preparing and entering a submission can also be a powerful means of enthusing an organisation's people. It is also likely to help focus the efforts of the organisation on quality improvement as the route to organisational excellence.

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## Eligibility Guidelines

To be eligible to apply for a 2010 North of England Excellence Award an Applicant organisation :

- will not have been awarded a Category Award in the 2008 or 2009 North of England Excellence Awards;  
(receipt in 2008 or 2009 of a Special Award – for Leadership, People Management, Customer Results or Society Results – is not a barrier to entry)
- and will be a private, public, educational or voluntary organisation based wholly or in part in the North West or North East of England, Yorkshire or Humber - or be a clearly identifiable department, branch or part of such an organisation.

Further advice on eligibility can be obtained from Pete Macartney, Director of Programmes for North of England Excellence. North of England Excellence is the final arbiter on eligibility matters.

## Key Dates for the 2010 North of England Excellence Awards

Closing Date for Registering Applications .....	Friday 12 <sup>th</sup> February 2010
Last date for receipt by NoEE of Award Submissions .....	Friday 26 <sup>th</sup> March 2010
Site Visits .....	completed by 9 <sup>th</sup> July 2010
Finalists Announced .....	w/c 6 <sup>th</sup> September 2010
Awards Ceremony and Gala ( <i>Royal Armouries, Leeds</i> ) .....	Thursday 14 <sup>th</sup> October 2010

## Registration of Application, and Fees

**Completed Award Registration Forms, together with the appropriate registration fee, must be returned to North of England Excellence by 5pm on Friday 12<sup>th</sup> February 2010.**

Only after the Form has been accepted and the registration fee received will copies of the **Submission Workbook** and the **Guidance Notes for Applicants** be issued.

Registration fees for 2010 have been set as follows :		
	<u>NoEE Members</u>	<u>Others</u>
• Organisations with 50 or fewer employees	£ 795 plus VAT	£ 975 plus VAT
• Organisations with between 50 and 250 employees	£ 1,295 plus VAT	£ 1,675 plus VAT
• Organisations with 250 or more employees	£ 1,795 plus VAT	£ 2,275 plus VAT

**Due to the way the programme is financed no refund of the Fee can be made if an organisation decides to withdraw after registering its intention to make a submission. In addition Applicants are required to reimburse any expenses reasonably incurred by Award Assessors when visiting the Applicant's site(s), including accommodation where necessary. These costs will be confirmed by the Lead Assessor prior to the site visit.**

The registration fee does not aim to fully cover the costs incurred by North of England Excellence in administering the Awards. Rather it is intended to be a contribution towards the costs of running the programme whilst not being a barrier to entry. Award Assessors are volunteers, and no charge is made for their time.

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## Award Categories

Sector Awards are available for the following categories :

- **Private sector organisations with 250 or more employees**
- **Private sector organisations with fewer than 250 employees**
- **Public sector organisations with 250 or more employees**
- **Public sector organisations with fewer than 250 employees**
- **Educational establishments of any size**
- **Voluntary, Charity and 'Not For Profit' sector organisations of any size**

In addition the Applicant judged by the Awards Jury to be the best overall will be identified as :

- ★ **North of England Business of the Year 2010**

There are also four Special Awards for organisations that have demonstrated particular strengths in one of the following specific areas of the EFQM Excellence Model 2010<sup>®</sup> :

- ❖ **Leadership**
- ❖ **People Management (for People and People Results)**
- ❖ **Customer Results**
- ❖ **Society Results (for social and ecological sustainability)**

*Note that all awards are determined by, and are at the discretion of, the independent Awards Jury. They are made based on the degree of excellence identified and reported by the Assessor Teams. In this way all Applicants can be assured of the rigour and status of the Awards. The Awards Jury also retains the right to vary the award categories and not to make an Award in a category if no suitable candidate emerges.*

The Awards Jury comprises senior figures from well respected North of England organisations, selected for their knowledge of the EFQM Excellence Model and relevant experience.

## Applicant Training

Free one day workshops will be provided for all Applicants. These will introduce the **Submission Workbook**, discuss the rationale behind and outline the EFQM Excellence Model 2010<sup>®</sup>, and provide hints and tips on how to complete the workbook in order to show your organisation to its best advantage. These workshops are scheduled for :

- **Wednesday 10<sup>th</sup> February 2010** - to held at the NoEE offices in Warrington
- **Thursday 18<sup>th</sup> February 2010** - to held at a venue in the Leeds area
- **Wednesday 24<sup>th</sup> February 2010** - to held at the NoEE offices in Warrington

Each seminar will start at 9.30am and finish at about 4.00pm, and all Applicants are urged to book for one. With reason Applicants may nominate as many delegates as they deem appropriate, and full details will be sent to all those attending. Note that in certain circumstances it may be possible to provide a session at an Applicant's premises.

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## Submission Workbook

Applicants indicate their adherence to the Concepts of Excellence by documenting their activities, initiatives and achievements in the Submission Workbook under each of the nine criteria of the EFQM Excellence Model 2010<sup>®</sup>. These are :

- **Leadership** - Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organisation to anticipate and react in a timely manner to ensure the ongoing success of the organisation.
- **Strategy** - Excellent organisations implement their Mission and Vision by developing a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.
- **People** - Excellent organisations value their people and create a culture that allows the mutually beneficial achievement of organisational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognise in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the organisation
- **Partnerships & Resources** - Excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support strategy and policies and the effective operation of processes. They ensure that they effectively manage their environmental and societal impact.
- **Processes, Products & Services** - Excellent organisations design, manage and improve processes, products and services to generate increasing value for customers and other stakeholders.
- **Customer, People and Society Results** - Excellent organisations develop, agree and use a set of performance indicators and related outcomes to determine the successful deployment of their strategy and supporting policies, based on the needs and expectations of their customers, people, and the relevant external stakeholders.
- **Key Results** - Excellent organisations develop, agree and use a set of key financial and non-financial results to determine the successful deployment of their strategy, based on the needs and expectations of their key stakeholders

The Submission Workbook also requires Applicants to provide key information relating to their organisation and to their overall approach to excellence plus the publicity materials set out in the accompanying **Note on Required Graphic Materials**. The latter are for use at the Awards Ceremony and in related media activities. A completed Submission will be between 40 and 60 pages long, depending on the size and complexity of the Applicant.

**Copies of the Submission Workbook will be issued to each Applicant once their Award Registration Form has been processed and the appropriate Fee received. Completed Award Submission Workbooks must be received by North of England Excellence no later than 5pm on Friday 26<sup>th</sup> March 2010.**

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## *How Applicants are Assessed*

Each Submission is assessed by a team of specially trained Award Assessors. The size of each team will depend upon the size and complexity of the applicant organisation, but will typically comprise three or five Assessors plus a Lead Assessor. In the main Assessors are drawn from the ranks of experienced managers from North of England organisations.

Having individually reviewed their allocated Submission, Assessors meet in their teams to reach a consensus on their Applicant's strengths and potential areas for improvement. Following this each Applicant receives a site visit from their assigned team to check the validity of their Submission, and to clarify any issues arising from the Team's appraisal of it. The Team's Assessment Report is revised as necessary following the site visit to reflect the Team's findings, and a score developed.

No feedback is provided during the site visit. However initial Feedback Reports, based on the Teams' Assessment Reports, are sent to each Applicant as soon as possible after the visit. A final Report, complete with score, is provide to each Applicant immediately following the Awards Ceremony. On receipt of the Feedback Report each Applicant is encouraged to request a follow up visit by the Lead Assessor to allow verbal amplification of the Report.

Following the conclusion of the North of England Excellence Awards cycle Applicants, particularly Finalists, may be considered for recognition under the **North of England Marques of Excellence** scheme and/or the national **Investors in Excellence Standard** – using the Applicant Submission and Assessment Report as evidence.

Note that Applicants may be asked to arrange for a representative to attend for part of the second day of the appropriate Assessor Team consensus session – to be held at Haycock Park Racecourse in late April or early May.

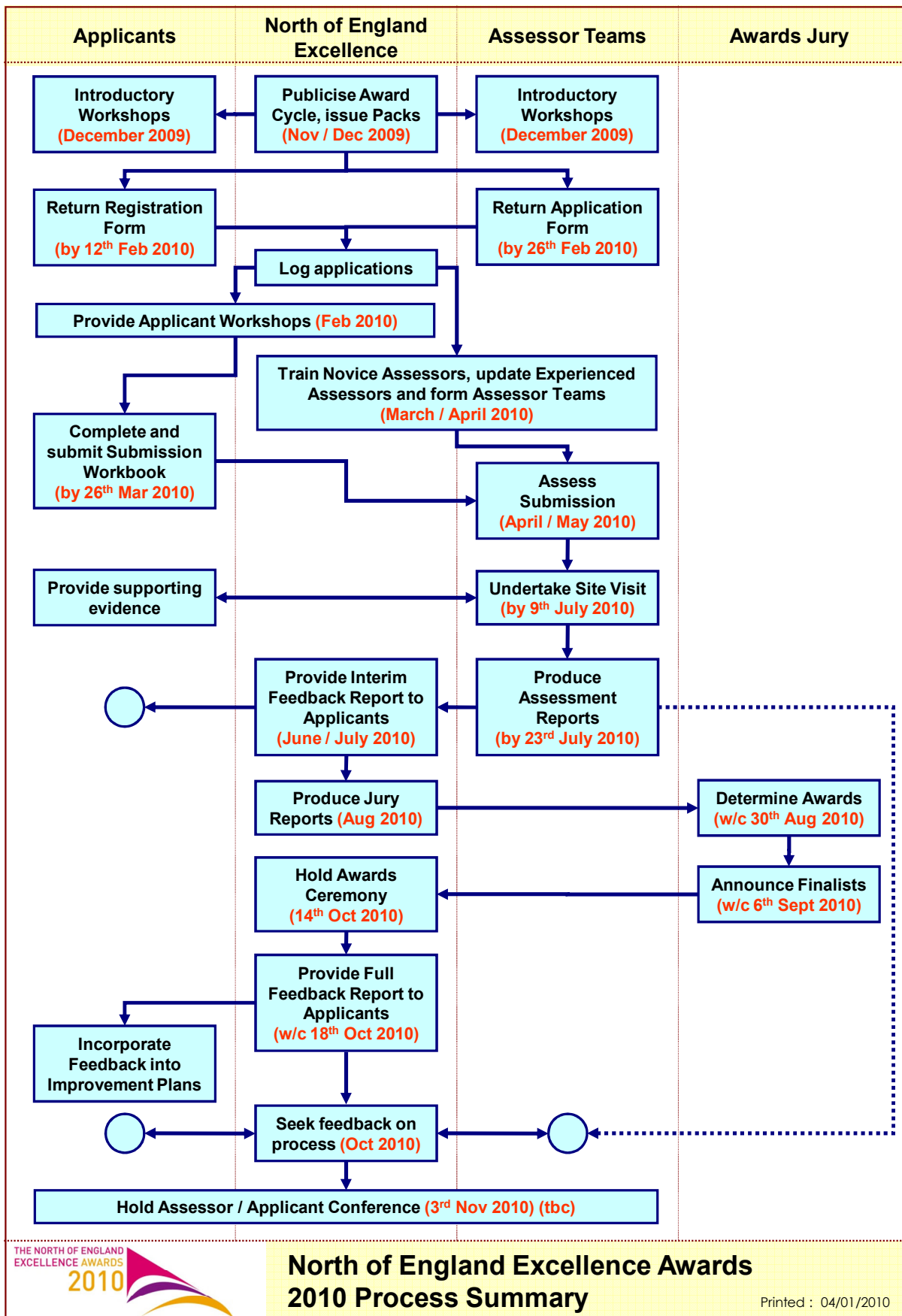
The purpose is to allow the Representative to :

- briefly summarise the Submission
- answer any immediate queries
- provide any necessary points of clarification
- discuss any initial requests for additional information
- agree provisional Site Visit dates

This will be confirmed in due course.

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## North of England Excellence Awards – 2010 Process Summary



**North of England Excellence Awards  
2010 Process Summary**

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## ***Non-Disclosure and Confidentiality***

The names of Applicants, together with all information relating to Award Submissions and their assessment, are regarded as proprietary by North of England Excellence and are kept confidential. Such data is only available to and used by those individuals directly involved in the assessment and administrative processes. Award Assessors are required to sign Confidentiality Agreements and to confirm that they have no conflict of interest with the Applicant assigned to their team.

North of England Excellence will not release any information on any successful strategies of Award recipients and other Applicants without specific approval.

North of England Excellence will take all reasonable steps to ensure that Award Submissions, and the information contained in or associated with them, are treated in strict confidence. However North of England Excellence does not accept any responsibility or liability in respect of preserving the confidentiality of such information. Consequently all liability, damages, costs, expenses or penalties (whether in contract or tort or otherwise but not limited to loss of profits, loss of contracts and loss of production) incurred through a breach of the confidentiality of such information is hereby excluded, whether suffered by the Applicant or any third party.

## ***Publicity***

The aims of the Award programme are to highlight the excellence of North of England organisations and to encourage other organisations to embark on the 'Path to Excellence'. North of England Excellence will therefore be undertaking a programme of publicity throughout the Awards process. However no materials concerning an individual organisation will be issued to the media without the prior consent of that organisation.

## ***Further Information***

If any further information is required please contact :

Pete Macartney, Director of Programmes, North of England Excellence  
International Business Centre, Delta Crescent, Warrington, WA5 7WQ

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