

## CASE STUDY

### Business Improvement using the Excellence Model

**Wakefield and District Housing (WDH)** commissioned North of England Excellence (NoEE) to train a team of assessors and to facilitate an evidence based self assessment against the EFQM Excellence Model.

#### Background

WDH became the largest single housing stock transfer organisation in 2005, taking responsibility for over 31,000 homes in the Wakefield District.

Supported throughout by NoEE, WDH has used the EFQM Excellence Model to drive its continuous improvement journey. Improving year on year, WDH won the North of England Excellence Award in 2008 and later that year was crowned UK Regional Business of the Year.



#### Our Approach

NoEE trained 15 WDH employees from across the organisation were trained in how to assess and score their company against the Excellence Model and how to gather evidence.

Following collection and analysis of data, NoEE conducted a site visit interviewing senior managers and groups of employees, simulating the verification visits of Quality or Excellence Awards. As well as strengths and scores, the team identified over 100 areas for improvement which were grouped into seven major improvement themes.

NoEE then supported the team in making both a presentation and a more detailed report of findings to the senior team who largely accepted the team's findings. The senior team then prioritised for more immediate action the improvement projects more likely to deliver key elements of WDH's strategy and authorised the resourcing of project teams.

#### Benefits and Outcomes

WDH is a progressive company and in recent years has seen:

- Increased customer satisfaction rise year on year from 76% in 2005/06 to 86% in 2009/10
- Increased employee satisfaction from 61% in 2005/06 to 86% in 2010

Over the time since WDH has worked with the NoEE, it has introduced personal development opportunities for 16 assessors, growing status for delivering excellence both within the sector and the wider community, moved towards recognising and celebrating success and nurturing innovation and improvement.

Through working with NoEE, the company has a growing confidence now being able to calibrate and benchmark its successes against other high performing organisations, giving it the confidence to enter the UK Excellence Awards 2010 and the 2010 Achievement Awards for which it has been nominated as finalists.

### **What the Client Said**

Kevin Dodd, Chief Executive of WDH said: “It is not good enough to be excellent; you have to know how to use it. One of the main benefits WDH has received from the NoEE, since our association, is being able to channel our enthusiasm in a structured way to achieve results. Having internal trained assessors, means you can be examined from the inside out, a very challenging experience which means you are more closely examined. NoEE has been good for WDH and it looks forward to working with them in the future.”

### **Contact:**

Lee Sugden, Executive Director of Resources ([lsugden@wdh.co.uk](mailto:lsugden@wdh.co.uk)) Tel: 0845 8 507 507