

Compete

Quarterly Magazine of the Centre for Competitiveness



CELEBRATING EXCELLENCE

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Winner of the Prestigious Northern Ireland Quality Award is announced

St Colman's College win UK Excellence Award and CCEA win European Excellence Award

Hall of Fame Celebration - UK & European award winners recognised

Recent member networking events at Copeland and Royal Mail



On behalf of the Centre for Competitiveness, I would like to wish our readers a happy and prosperous new year in 2009.

Congratulations to Belfast Improved Housing for winning the 2008 Northern Ireland Quality Award! Our congratulations also go to the three prize-winning organisations Seagoe Technologies, Triangle Housing and Belfast Building Control. This newsletter gives you the opportunity to read about their successes and their journey in the pursuit of excellence.

We are very proud to have organised the fourteenth prestigious gala Awards ceremony in association with Invest NI and extend our sincere thanks to the award sponsors: Ulster Bank, Mivan, Hewlett Packard, Northgate Solutions, Department of Finance and Personnel, and the Management & Leadership Network.

I would also like to extend my congratulations to the 2008 European Excellence Award winner (CCEA) and the 2008 UK Excellence Award winner (St Colman's College). Their stories are also included in this Newsletter.

We are all aware of the recession and its negative impact on our lives but its not all doom and gloom as portrayed in the media. The recession will change several of the long-standing rules of the game in many industries so it's up to us to seize the advantage in a downturn and come out the other end in a much better state than when we went in.

Bob Barbour
Director & Chief Executive

Celebrating Success

Northern Ireland Quality Award Winners 2008

We are delighted to announce the achievements of the organisations that entered the Northern Ireland Quality Awards in 2008. Announced at the Gala Ceremony in the Ramada Hotel on 29th January, one organisation achieved the highest accolade, the prestigious Northern Ireland Quality Award and fifteen others achieved various other levels of recognition.

The different levels of recognition are based on the world class EFQM Excellence Model that offers organisations the benefits of a structured approach to managing improvement. Our awards process has been fully aligned with the EFQM recognition scheme in that the assessment process is the same and NI levels of recognition are compatible with those in Europe.

CONTINUOUS IMPROVEMENT

European Quality Award 750+

N.I. Quality Award EFQM
5-Star Recognition (All sectors 500+)

Mark of Excellence
EFQM 4-Star Recognition (All sectors 401-500)

STEPS to Excellence
Gold 351-400 Silver 301-350 Bronze 250-300

EFQM Committed to Excellence
(All Sectors)

RECOGNITION LEVELS ACHIEVED

Northern Ireland Quality Award
EFQM Score Range 500+ points
BIH Housing Association

Prizewinner
EFQM Score Range 451-500 points
Belfast Building Control
Seagoe Technologies Ltd
Triangle Housing Association Ltd

Mark of Excellence
EFQM Score Range 401-450 points
Boomer Industries Ltd
Disability Action
Fold Housing Association

STEPS to Excellence
EFQM Score range: Gold 351-400,
Silver 301-350, Bronze 250-300

- **Gold**
Clarehill Plastics Ltd
Colorite Europe Ltd
- **Silver**
Groundwork Northern Ireland
- **Bronze**
Arts Council of N.Ireland
Central Procurement Directorate
Regional Supplies Service

Committed to Excellence
Jenkinson Freight
Northern Ireland Hospice
Victim Support

We would like to extend our thanks to the judging panel and assessors who made the Northern Ireland Quality Awards 2008 possible. They have all given their expertise on a voluntary basis and we are very grateful for their effort.

<p>JUDGING PANEL</p> <p>Marie Lindsay Stephen Mathews Mark Beattie Niall Casey Irwin Turbitt Gerry O'Neill Kieran Harding</p>	<p>Carol Johnston Adrian Gundy Christine Casey Tony Wilson Donna O'Connor John McClune Vicky Kell Gina Lyttle Conor Jordan</p>	<p>Judith Jamison Mark Donnelly Katherine Keys Jennifer Beckett Diane Presho Patricia Ward Elaine Horner Zara Whitten Claire Patterson Mary Lilley Brian Moreland Dionne Leatham Heather Weir</p>	<p>Elizabeth Clark Jacqueline McElhill Helen McBride Anne-Marie Campbell Keith Millar Deborah Reid Mark Alexander John Mathers Joanne Best Caroline Arnott Pauline Martin</p>	<p>Tahir Basraa Maria Webb Pim Dalm Stephen Scullion Hugh Wilson Alison Pell Siobhan Tweed Jean Bonner Nigel Cinnamon Henry Fyfe Simon Quinn Ken Baird Kerry Quinn</p>
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This year, we will need to create more teams of high calibre assessors to assess the 2009 applicants. If you have experience and expertise in Business Improvement, please contact George Wilson at george.wilson@cforc.org for more information on how to become an Assessor. The role will enhance personal development and broaden your understanding of business excellence.

The Winners Story

BELFAST IMPROVED HOUSING

In 2008 BIH celebrated 34 years in business as a housing association in Northern Ireland. Their key role is to develop and manage social rented accommodation and they currently own and manage a stock of 4500 properties located throughout Northern Ireland.

KEY STRENGTHS

Commitment to quality service recognised with the achievement of ISO, Charter Mark and Investors in People.

A clear planning process operates that involves staff at all levels and reflects learning across the organisation.

BENEFITS

Tenant surveys demonstrate upper quartile performance for key areas of activity over a six-year period.

Key financial and operational performance demonstrates positive trends over time.

BIH exceeded the Government Efficiency target of 3% in 2008.

Jean Fulton, Chief Executive of BIH was delighted when she heard that they had won the Northern Ireland Quality Award.

"Winning this award is a tremendous boost for the Association. We are committed to providing a quality service and it is this culture of quality that drives the organisation forward. Our vision is to be the best in housing on the Island of Ireland and all of our endeavours work towards the delivery of that vision. External assessment through EFQM gives us the tools to see our strengths and to focus on areas for further development."

The Northern Ireland Quality Award is sponsored by Hewlett Packard



Alan Rea, Director of Housing and Jean Fulton, Group Chief Executive, are delighted after winning the Northern Ireland Quality Award.

Prizewinners: 450 - 500 points

Sponsored by



Seagoe Technologies Limited

Seagoe Technologies Limited (STL) primarily manufactures electric storage heaters. They occupy 80% of the world market for storage heaters and manufacture over 300,000 units per annum, with a turnover of approximately £20 million.

KEY STRENGTHS

STL has a dominant market position that has been achieved through generic sales growth and acquisition. This growth has led to a proliferation of models and a high level of complexity in the company's manufacturing operations.

Quality management is structured using the ISO 9001:2000 system. There is a clear emphasis on quality control at each stage of the manufacturing process.

The process for new design is excellent. The design department are active in external research seminars and use local university consultants when required in their design activities.

BENEFITS

STL is the world leader in its field as is evident from their market share and have retained many long-term customers. Their survival and growth, when many competitors have failed, reinforces their status as a preferred supplier.

Triangle Housing Association Ltd

Triangle Housing Association Ltd has celebrated 30 years of building homes, providing support and creating possibilities for people in need. The organisation has developed expertise in diverse niche markets within Northern Ireland, increasing its annual turnover by 11.7% to £6.16 million. Triangle employs 225 staff that provides support/care services and housing to over 1000 customers.

KEY STRENGTHS

The framework for policy and strategy are all clearly focused on the needs of customers and other key stakeholders.

Processes are clearly designed in order to consistently deliver a high quality service.

Targets are set with responsibility outlined for tasks at each level.

Excellent Customer Service is at the centre of all activity.

BENEFITS

Key financial and operational performance has been positive over time.

Results are segmented by department with KPI's in place for all areas of activity.

Appropriate measurement methods have been developed for each client group.

The Building Control Service

The Building Control Service (BCS) is a self managed Service within Belfast City Council's Health and Environmental Services Department. Their work is primarily to carry out enforcement duties concerned with securing the health, welfare and convenience of people in Belfast. This includes administering building regulations, ensuring dangerous and derelict properties are made safe and licencing entertainment venues.

KEY STRENGTHS

BCS has identified and established a set of 14 values that the Service and its people have great commitment to.

BCS places a major emphasis on meeting the needs of its stakeholders and customers.

The development and involvement of its people is a very high priority within BCS.

BCS is driven by a desire to improve and develop its range of functions to the benefit of its stakeholders.

BENEFITS

Performance Indicators have been established for all key areas.

The level of customer satisfaction, as reflected through surveys, project review and meetings is consistently positive over a five-year period.

Mark of Excellence

Sponsored by



Boomer Industries Ltd was established in 1970 and has grown to become one of the most respected names in the specialist plastics extrusion industry. They have customers throughout Europe, the Middle East and North America. They work with some of the most demanding manufacturing industries, producing plastic components to critical tolerances. To achieve this, they have designed their processes, services and products to fit the needs of their customers.

Fold Housing Association was established in 1976 and has grown to become one of the leading providers of housing and care services, delivered through an independent living model. Fold's highly trained workforce of 750 provide a range of services which allow people to live longer in their own homes or independently within a secure and supportive environment. Fold was awarded the EFQM Gold Award in 2006, has Chartermark across its Care Services and is IIP accredited.

Disability Action works to ensure that people with disabilities attain their full rights as citizens, by supporting inclusion, influencing Government policy and changing attitudes in partnership with disabled people. Disability Action is unique in its work, as it is the only Northern Ireland wide pan disability organisation working with disabled people with various disabilities; physical, mental, sensory and hidden.

STEPS to Excellence

GOLD

Sponsored by



Colorite Europe Ltd are experts in PVC compound manufacture for the medical, food and beverage markets.

Clarehill Plastics Ltd is firmly established as the country's truly independent manufacturer of rotationally moulded fuel storage products, under the Harlequin brand.

SILVER

Groundwork Northern Ireland works in partnership with local communities, key funding bodies, statutory authorities and other agencies, linking economic and social regeneration through the environment. They deliver practical solutions to real problems in areas of high social need.

BRONZE

The Arts Council of N.Ireland is the lead development agency for the arts in Northern Ireland. They are the main support for artists and art organisations, offering a broad range of funding opportunities through the Exchequer and National Lottery funds.

Central Procurement Directorate helps Public Sector Departments achieve real savings in procurement budgets, which can free up resources to be used on service delivery and improving Northern Ireland's physical infrastructure.

Regional Supplies Service is the sole provider of professional supplies services, which include logistics, contracting and procurement to all Northern Ireland Health and Social Services Trusts and Agencies.

Committed to Excellence

Sponsored by



Northern Ireland Hospice Care was established in 1981 to provide specialist palliative care for patients with cancer and other life-threatening illnesses and to give support to their carers, whether the patient is being cared for in the hospice or in the community.

Jenkinson Freight operates in ocean freight, road freight, air freight, warehousing, logistics and supply chain management to international countries. They offer innovative, cost-effective solutions driven by professional personnel.

Victim Support is the charity that helps people affected by crime. It is a completely independent organisation, offering a free and confidential service, whether or not a crime has been reported. Each year Victim Support Northern Ireland offers help to almost 50,000 people who have been affected by crime.

Corporate Leadership Award

Sponsored by



Graeme Scott - Seagoe Technologies Ltd.

Hall of Fame for UK and European Excellence Award Winners

On 24th November 2008, Deputy First Minister Martin McGuinness and Junior Minister Jeffrey Donaldson attended our Hall of Fame celebration event in Parliament Buildings for UK and European Excellence Award Winners. The event was attended by representatives of the 22 organisations who have achieved recognition at various excellence levels and featured presentations from the European Excellence Award Winners. These were St Mary's College, Springfarm Architectural Mouldings Ltd, Cedar Foundation, CCEA and Tobermore Concrete.

The event was also a celebration of the 200 plus organisations that have been recognised over the 15 years the awards scheme has been in operation. It was a great opportunity to share the message of Northern Ireland's capability to compete to International performance standards, a true celebration of sustained success.

The Hall of Fame, which was sponsored by Ulster Bank, features all the UK and European winners from Northern Ireland and will be showcased in various locations throughout the province this year.

THANK YOU!

We at the Centre for Competitiveness would like to thank Invest NI for their joint sponsoring of the gala event. We would also like to thank our sponsors of the awards, namely...

Ulster Bank HP
DFP Northgate
Invest NI MLN
Mivan

With their assistance we have made the Northern Ireland Quality Award the premier Business Excellence Award on the island of Ireland.

St Colman's College Win the UK Excellence Award



Canon Brown, Principal of St. Colman's College proudly shows off his UK Excellence Award to George Wilson of The Centre for Competitiveness.

The high standard of school performance in Northern Ireland has been underlined again. St Colman's College, Newry is the only school and one of only two public sector organisations to be presented with the prestigious UK Excellence Award for 2008.

Representatives of St Colman's College collected the UK Excellence Award at a gala ceremony in the London Hilton, Park Lane which was attended by 700 people from across the public and private sectors. The award was presented by HRH The Princess Royal.

St Colman's won the accolade following assessment by an independent jury of specially trained experts.

George Wilson of the Centre for Competitiveness said, "The success of St Colman's in the UK Excellence Awards comes after continuous improvement over a number of years. St Colman's worked its way through the Northern Ireland Quality Awards process before its success at the UK level. We are confident that the school can now go on to success in the European Excellence Awards in which a number of Northern Ireland public and private sector organisations have already met with success."



The Maryborough Hotel in Cork, were awarded the EFQM Recognised for Excellence Award in the Fáilte Ireland Optimus Programme in December 2008.

Optimus is the national standard for Best Practice and Excellence in the Irish Tourism and Hospitality industry. It was developed by Fáilte Ireland to support businesses in becoming more competitive, productive and profitable. The Optimus model provides businesses with an established formula for achieving success and a framework to monitor progress and measure performance improvements. It is based on the EFQM Excellence Model but has been customised for the Tourism industry.

The Centre for Competitiveness has been awarded the contract with Optimus to administer the awards process for hotels and restaurants in the Republic of Ireland. On 3rd December 2008, 43 establishments were recognised at a ceremony in the Brehon Hotel, Killarney. The hotels and tourism businesses were presented awards in the following categories: Service Excellence, Mark of Best Practice, Award of Excellence and EFQM Recognised for Excellence.

Centre for Competitiveness Partner with Fáilte Ireland

European Success for CCEA

Local education body, the Council for Curriculum, Examinations and Assessment (CCEA), was the 2008 winner of the EFQM European Excellence Award. Neil Anderson, Acting Chief Executive, emphasised the importance of this award for CCEA saying, "We have not only won Europe's most prestigious award for business excellence; we have also been recognised in two special categories for Customer Focus and for Continuous Learning, Innovation and Improvement. I had no doubt that we would do well in Europe, but this level of success is outstanding."

CCEA have been using the EFQM Excellence Model for almost a decade as a way of firmly rooting quality and excellence at the core of everything they do. It provides them with a framework against which they can monitor performance through a rigorous external assessment each year. As an organisation they can now be viewed as a role model for organisations across Europe to learn from and to aspire to.

Bob Barbour, Chief Executive of the Centre for Competitiveness, which mentors and supports organisations through the EFQM Excellence Model, commended CCEA; "To win this the European Excellence Award at their first attempt is an indication of world-class organisational management. CCEA has gone through a huge change process in recent years and this has led to improved customer satisfaction, enhanced reputation and improved service quality. CCEA is a truly deserving winner of the European Excellence Award and an example of the important, tangible performance improvements that organisations can realise through the EFQM Excellence Model."



Neil Anderson, Acting CEO of CCEA, accepts the European Excellence Award at the Louvre in Paris on 28th October 2008.



John McAfee, Plant Director and Seamus McToal, Quality Systems Manager, take Bob Barbour on a tour of their facility in Copeland, Cookstown.

Copeland reveal how they saved £1 million through their Improvement Programme

One of Northern Ireland's most innovative and internationally competitive manufacturers has made £1 million in savings through a new improvement programme. County Tyrone firm Copeland, which supplies scroll compressors to the air conditioning, refrigeration and heat pump markets in Europe and Asia, revealed how it has made the significant savings during two organised site visits for local firms at its Cookstown facility.

CforC Chief Executive, Bob Barbour, says: "Copeland were able to make savings of £1m this year by fully engaging all 250 employees in a programme to increase efficiency and boost productivity. The huge success of this initiative is down to the firm's ability

to involve all staff in the process from beginning to end and its ability to gain the commitment and enthusiasm of staff for what it was trying to achieve."

Copeland's efficiency savings are tangible proof of the huge benefits that firms can derive from ongoing improvement initiatives. These are more important than ever in the current climate when firms need to make savings and operate as efficiently as possible to remain competitive.

Copeland finished off their successful year by winning the Five Star Award in the British Quality Foundation-organised UK Excellence Awards.

Firms learn from major technology-based Change Programme



Attendees at our Networking Event in Royal Mail got to hear about one of the UK's biggest ever technology-based change programmes. Royal Mail revealed how it is using leading-edge technology to improve customer service and boost performance to the firms who attended the seminar and visit to its Mallusk sorting office.

Royal Mail has invested significantly in the latest technology, which has significantly improved internal efficiency and customer service. Not all organisations will be able to invest a large amount of money in technology - particularly during the current climate - but the principles behind Royal Mail's new systems are relevant to all businesses. The message to

businesses leaders in attendance was that continuous innovation is essential in order to boost performance and increase efficiency. That may mean investing in new technology to provide an edge over competitors or it could simply mean adjusting products or services to capitalise on market shifts.

The event showcased five new technologies employed by Royal Mail and explained how they are used and what impact they have. Five Royal Mail experts then chaired a question and answer session before a tour of the facility.

Photo above: David Peden of Royal Mail shows Bob Barbour how leading technology has improved their efficiency.

TIME TO READ

For the past 2 years Patricia Williamson from the Centre for Competitiveness has been involved in the Time to Read Programme with Business in the Community. Patricia went to Carrs Glen Primary School for 1 hour each week and read individually with two P5 pupils. The aim of this programme is to show children that reading is an enjoyable activity and to build up their confidence and self-esteem. If you would like more information on the programme please contact Joyce Rainey from Business in the Community on 028 9046 0606 or email joyce.rainey@bitcni.org.uk.

PARITY

Did you know that the average cost of filling a vacancy is over £4,000 (CIPD)? By using INTRO you can eliminate the risks and save thousands of pounds!

INTRO (formerly known as the Première Programme) is a 24 week Graduate Management Development Programme, delivered by Parity and funded by the Department for Employment and Learning. INTRO combines 4 weeks management development training with a 20 week Business Improvement Project delivered by a graduate in your organisation.

To find out how recruiting with INTRO can save you money - contact Roisin McNamara, Business Development Consultant on 0845 8739684 or email r.mcnamara@parity.net.

YOUR TEAM

CEO Bob Barbour

Quality Excellence
George Wilson

Innovation & Collaboration
Adrian Gundy, Derek Johnston and Michael Smith

Productivity Improvement
Michael O'Neill

Marketing & Members Services
Kerry Quinn

Events
Pauline Pollock

Finance
Alan Harvey & Lorraine Branagh

Support
Patricia Williamson & Michelle Kelly