

# The London Excellence Awards 2010 Categories and Criteria



## **Themed Awards:**

**Results focus**

**Customer focus**

**Leadership**

**Management systems**

**People involvement and development**

**Innovation and learning**

**Making partnerships work**

**Corporate social responsibility**

**Small business award**

**Ambassadors' Blue Riband**

## **Results focus:**

**An organisation that is achieving results that delight all the organisation's stakeholders**

*RF1 Leaders reinforce a results-focused culture*

*RF2 Strategies and plans ensure that the right results are achieved*

*RF3 People clearly understand what results are expected of them and have the capability to deliver*

*RF4 Effective use of partnerships and resources add value to the organisation's results*

*RF5 Products, services and ways of working are managed effectively to achieve results*

*RF6 Results clearly demonstrate that the organisation achieves its aims and objectives and delivers sustainable stakeholder value*

## **Customer focus:**

**An organisation that is creating sustainable customer value**

*CF1 Leaders reinforce a customer-focused culture*

*CF2 Strategies and plans take account of customer needs and expectations*

*CF3 People have the skills and knowledge to provide excellent customer service*

*CF4 Partnerships and resources are used to add customer value*

*CF5 Products, services and ways of working meet or exceed customers' expectations*

*CF6 Results demonstrate that the organisation achieves its aims and objectives and delivers sustainable customer value*

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### **Leadership:**

**An organisation with visionary and inspirational leadership that achieves a constancy of purpose throughout the organisation**

- L1 Visionary leadership establishes a clear, common sense of mission, vision and values throughout the organisation*
- L2 Leaders ensure that the vision is translated into effective strategies and plans that achieve aims and objectives*
- L3 People are inspired, involved and empowered by leaders, enabling them to consistently meet or exceed expectations*
- L4 Leaders ensure that the use of partnerships and resources supports the achievement of the vision*
- L5 Leaders ensure that products, services and ways of working are all aligned with the common purpose*
- L6 Results demonstrate that the organisation achieves its aims and objectives as a result of the visionary and inspirational leadership*

### **Management systems:**

**An organisation with interdependent and interrelated systems, processes and facts that are used to effectively and efficiently deliver the business**

- MS1 Leaders ensure that the organisation's structures, measures and systems are effective and continuously improved*
- MS2 There are effective systems for developing, deploying and improving strategies and plans*
- MS3 People work together across the organisation to ensure that their ways of working are effective, consistent and continuously improved*
- MS4 The systems used to manage the organisation's partnerships and resources ensure that their value is maximised*
- MS5 Products, services and ways of working are customer-focused and systematically managed, delivered and improved*
- MS6 Results demonstrate that the organisation achieves its aims and objectives and improves its processes and systems*

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### **People involvement and development:**

**An organisation that maximises the contribution of its people through their development and involvement (*People includes employees, volunteers, agency staff etc.*)**

- PID1 Leaders reinforce a learning culture throughout the organisation*
- PID2 Strategies and plans support and encourage people's development activities*
- PID3 People's development is supported through a variety of approaches*
- PID4 Resources are provided to support people's development*
- PID5 People are involved in identifying, developing and implementing new and improved products, services and ways of working*
- PID6 Results demonstrate that the organisation achieves its aims and objectives, effectively involving and developing its people*

### **Innovation and learning:**

**An organisation that continuously challenges the status quo and effects change by using learning to create innovation and improvement opportunities**

- IL1 Leaders challenge the status quo, stimulating, encouraging and supporting learning, innovation and improvement activities*
- IL2 Strategies and plans are based on, and encourage, innovation, learning and improvement*
- IL3 People provide innovative improvement ideas and are involved in their development and implementation*
- IL4 Partnerships and resources are used to encourage and enable innovation and learning*
- IL5 Products, services and ways of working are continually improved and innovative approaches adopted*
- IL6 Results demonstrate that the organisation achieves its aims and objectives and produces sustainable innovation and learning*

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### **Making partnerships work:**

**An organisation that develops and maintains value-adding partnerships.**

- MPW01 Leaders identify, establish and are involved in value-adding partnerships*
- MPW02 Strategies and plans are developed with input from key partners to maximise their value to the organisation*
- MPW03 People understand the value of partnership work and are effectively involved in partnerships*
- MPW04 Resources (joint and individual) are used to maximise the value of partnerships*
- MPW05 Partnerships are used to enhance the organisation's products, services and ways of working, adding customer value*
- MPW06 Results demonstrate that the organisation achieves its aims and objectives and that partnerships deliver sustainable stakeholder value*

### **Corporate social responsibility:**

**An organisation that exceeds the minimum regulatory framework in which it operates, striving to understand and respond to the expectations of their stakeholders in society.**

- CSR1 Leaders are role models with regard to the values, ethics and public responsibilities that reflect the organisation's commitment to corporate social responsibility (CSR)*
- CSR2 Your organisation's strategies and plans take account of, and support, your commitment to CSR*
- CSR3 People understand how their behaviours and activities impact on the organisation's CSR agenda*
- CSR4 Resources and partnerships are managed in order to minimise their negative CSR impact and maximise their social value*
- CSR5 The organisation's products, services and ways of working minimise its negative CSR impact and maximise social value*
- CSR6 Results demonstrate that the organisation achieves its aims and objectives, delivering sustainable CSR value*

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## **Small business award**

**A small business that demonstrates the concepts of excellence in all they do.**

**A small business is defined as one that employs 25 staff or less (FTE)**

- SB1 Your results clearly demonstrate that the business is sustainable*
- SB2 There is a clear focus on achieving results that delight your customers*
- SB3 You develop and involve your people (staff, associates etc) as appropriate*
- SB4 Relationships are developed and managed to add value to your operation*
- SB5 Your ways of working are managed to ensure consistent high performance*
- SB6 You proactively seek innovative solutions and keep up to date with appropriate technologies*
- SB7 Environmental and social issues are identified and managed to add value to society*

## **Ambassadors' Blue Riband**

For significant contributions to learning and development with regards to Business Excellence in the wider community

*Pre-qualification is required for this category and this category only.  
Please see Appendix 1 for more details.*

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## Appendix 1:

### Ambassadors' Blue Riband

For significant contributions to learning and development with regards to Business Excellence in the wider community

#### Pre-qualification

Applicants must be able to demonstrate a degree of internal competence.

Organisations will therefore need to demonstrate that they have recently achieved the equivalent of 300+ points as measured against the Business Excellence Model Framework.

An independently validated assessment, including a site visit, will need to be evidenced within the past three years. Mechanisms could include:

- Recognition against the Investors in Excellence Standard
- Achievement of the EFQM accredited Recognised for Excellence
- Regional or National Award assessments (providing a site visit has been undertaken)
- An independently verified self-assessment

#### Winners

There will not be one "Winner". Organisations that are deemed to have made a significant contribution, over and above normal business practice, will be recognised through a certificate to be presented on the night. They will also be provided with a logo to use on their stationery, websites etc.

Case studies will be developed from the winning submissions.

#### Entry

Applicants need to be able to demonstrate how they have helped to support learning about excellence within the wider community, including partners, suppliers, customers, local communities etc.

Entry is through an electronic submission of no more than 5 A4 pages. The submission must clearly identify, through words, tables, graphs and pictures, the:

- Activities undertaken
- Outcomes for the beneficiaries

Shortlisted organisations will be invited to make a presentation to the judging panel.

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### The Judging Panel

The Judging Panel will be comprised of representatives from 3 or more Ambassadors for Excellence.

### Examples of relevant activities

The following activities would be relevant. However, these are not prescriptive requirements and applicants do not have to undertake all these activities. Nor is this list exhaustive and other activities may be undertaken that are not listed here.

Please note, however, that any activities described must clearly encourage ***learning and development with regards to Business Excellence.***

Promotion of the Model and the concepts of Excellence to:

1. Your supply chain eg
  - requiring major suppliers to demonstrate knowledge of, and achievement against, the excellence model / concepts of excellence
  - hosting supplier development activities to enable them to develop this expertise
2. Appropriate professional or trade communities eg
  - hosting network events / seminars
  - presentations to conferences
  - papers in journals
3. Wider business community eg
  - hosting open events eg for London Excellence, CQI, BQF, On-site Insights etc
  - providing speakers for open events to share good business practice
  - supporting development activities through professional bodies
4. Education / Youth development eg supporting:
  - the UK Career Academy
  - Education / Business Partnerships
  - Young Enterprise
  - The Prince's Trust etc
5. Other organisations eg supporting
  - Local charities