



# EXCELLENCE AWARDS

## EVIDENCE DOCUMENT



Supported by the British Quality Foundation  
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North of England Excellence  
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## Introduction

The Excellence Awards will recognise the strongest examples of Excellence in practice in organisations, and will be presented at the North of England Excellence Awards Ceremony and Gala Dinner in October 2011.

The Awards will take the form of a distinctive trophy and certificate, and will be awarded to those organisations which have clearly demonstrate Excellence in practice. In addition all organisations that, in the Jury's view, have reached the status of Finalist will be awarded a Finalist Certificate. The Jury may also award Certificates of Commendation to organisations which, whilst not yet achieving finalist level, have shown a real desire to achieve Excellence in the longer term.

It should be noted that the Jury may decide that no applicant within a particular sector has sufficiently clearly demonstrated Excellence in practice and that therefore no Award will be made for that sector.

The Jury's decision is final.

Continued overleaf

## Entry Fees

Excellence Awards are as follows and are non refundable.

	<b>Joint NoEE/BQF Member</b>	<b>Non member</b>
Organisations with 50 or fewer employees	£795 + Site Visit expenses + VAT	£975 + Site Visit expenses + VAT
Organisations with 51 to 250 employees	£1295 + Site Visit expenses + VAT	£1675 + Site Visit expenses + VAT
Organisations with 250 or more employees	£1795 + Site Visit expenses + VAT	£2,275 + Site Visit expenses + VAT

N.B. Applicants are expected to reimburse such expenses as are reasonably incurred by the Assessor Team during the assessment Site Visit. The Lead Assessor will agree these with each Applicant in advance of them being incurred, and will ensure that they are in accordance with any policy/ies or guideline(s) set by the Applicant.

## Awards timetable

Applications for the 2011 Excellence awards are welcomed immediately and early application is advised.

- The closing date for Applications and for the payment of entry fees is Friday 25th March 2011.
- The closing date for the receipt of completed evidence documents is Friday 25th March 2011.
- Applicant site visits will be completed by Friday 8th July 2011.
- Finalists will be announced during week commencing Monday 12th September 2011.
- The Awards Ceremony and Gala Dinner will be held Thursday 20th October 2011.

## Application Awareness Workshops

Free half day workshops are provided for all applicants to assist in the understanding and completion of the evidence document. Workshops will be held in December 2010, January 2011 and February 2011. Places are limited so early booking is advised.

## Evidence document - overview

A sound evidence document consists of a thoroughly completed form with clear and concise responses to the 32 questions contained therein.

The 32 questions are broken down into nine subject areas :

- 1. Leadership**
- 2. Strategy**
- 3. People**
- 4. Partnerships and Resources**
- 5. Processes, Products and Services**
- 6. Customer Results**
- 7. People Results**
- 8. Society Results**
- 9. Key Results**

Each page consists of a question, some guidance notes and space for up to 500 words for the Applicant to provide an answer to the question. For the first five subject areas this answer should include what the Applicant does, how this is deployed, and how any review and refinement or improvement is carried out. For the last four subject areas Applicants should concentrate on what they have achieved.

Additionally an overview of the applicant organisation and an organisation chart are required as part of the evidence document.

## Graphics & Publicity

Award Applicants are requested to provide with their completed **Award Submission Workbooks** the materials detailed below. Possible options are given and Applicants are asked to provide as many of them as are appropriate and/or possible. This will allow North of England Excellence to present Applicants in the best light both during the Award process and at the Awards Ceremony.

Any deviations by Applicants may result in some of their material not being included in the presentation modules used during the Awards evening and/or in the supporting literature circulated before, during and after the event.

## Company Logo

- An Illustrator file (.ai) or an Illustrator EPS, curved or outlined would be preferable. If either of these formats are unobtainable then a high resolution TIF or JPEG file would be acceptable.
- Important: Any company logos that will be printed must be an Illustrator file (.ai) or an Illustrator EPS, curved or outlined. This will allow the logo to be resized without any distortion.
- Logos may have to be put onto white boxes so as to make them show up clearly on various slides or backdrops. Organisations should indicate whether this is acceptable.
- All artwork needs to be PC formatted (not MAC). Any True Type fonts also need to be sent.
- Logos will be used both for video modules and for printed material.

## Company Images

- High Resolution, quality stills photography to be provided on Disc, CD or just as the image itself, formatted for PC (not MAC).
- Ideally what is required are images of each Applicant organisation's building(s) with their logo in place plus views of reception and/or work areas, people at work, the organisation's product(s) or activities, training areas and suchlike. The images submitted should seek to illustrate some of the reasons for your organisation making an Award Submission.
- Images will be used in the production of video modules lasting between 15 and 30 seconds. Organisations should therefore seek to provide enough material for such a module.

**Remember that if possible these materials should be supplied with your completed Submission Workbook – see also the notes and checklist overleaf.**

## How applications are assessed

Each completed Evidence Document will be assessed by a team of specially trained Excellence Awards Assessors.

The size of the Assessor Team will be dependant on the size of the Applicant, but will typically be four for a smaller or less complex organisation and six for a larger or more complex one.

Each Assessor Team is led by an experienced Lead Assessor who will liaise with the Applicant regarding the assessment, and particularly to agree a Site Visit date, arrangements and agenda.

The Assessor Team will first assess the Applicant's Evidence Document at a team consensus session held at North of England Excellence's offices in Warrington.

They will then carry out a Site Visit, the duration of which will be dependent on the complexity of the Applicant's organisation but will typically be two or three consecutive days.

At the conclusion of the Site Visit the Assessor Team will agree their findings and produce their Assessment Report. This will consist of an executive summary plus detailed strengths, areas for improvement and scores for each of the nine subject areas. It is used to provide the bulk of the Feedback Report.

An interim version of the Feedback Report will be issued to the Applicant shortly after the Site Visit; with the full Feedback Report being released immediately after the Awards Ceremony and Gala Dinner.

The Assessment Report is also used by the Jury to aid their identification of Finalists and Excellence Awards Winners.

## Confidentiality

North of England Excellence will take all reasonable steps to ensure that Evidence Documents, and the information contained therein, is treated in strict confidence. However whilst every care will be taken North of England Excellence does not accept any responsibility or liability in respect of preserving such confidentiality.

All assessors who participate in assessing an organisation's Evidence Document are required to sign a confidentiality agreement and to confirm that they have no conflict of interest with the Applicant.

Applicants are also given the opportunity to declare whether they have any conflict of interest with any of the members of the Assessor Team allocated to their Evidence Document.

**Overview**

**Please provide an overview of your organisation.**

**Guidance**

This part is essential for the assessor team to understand and interpret your Evidence Document.

**The overview should at least include:**

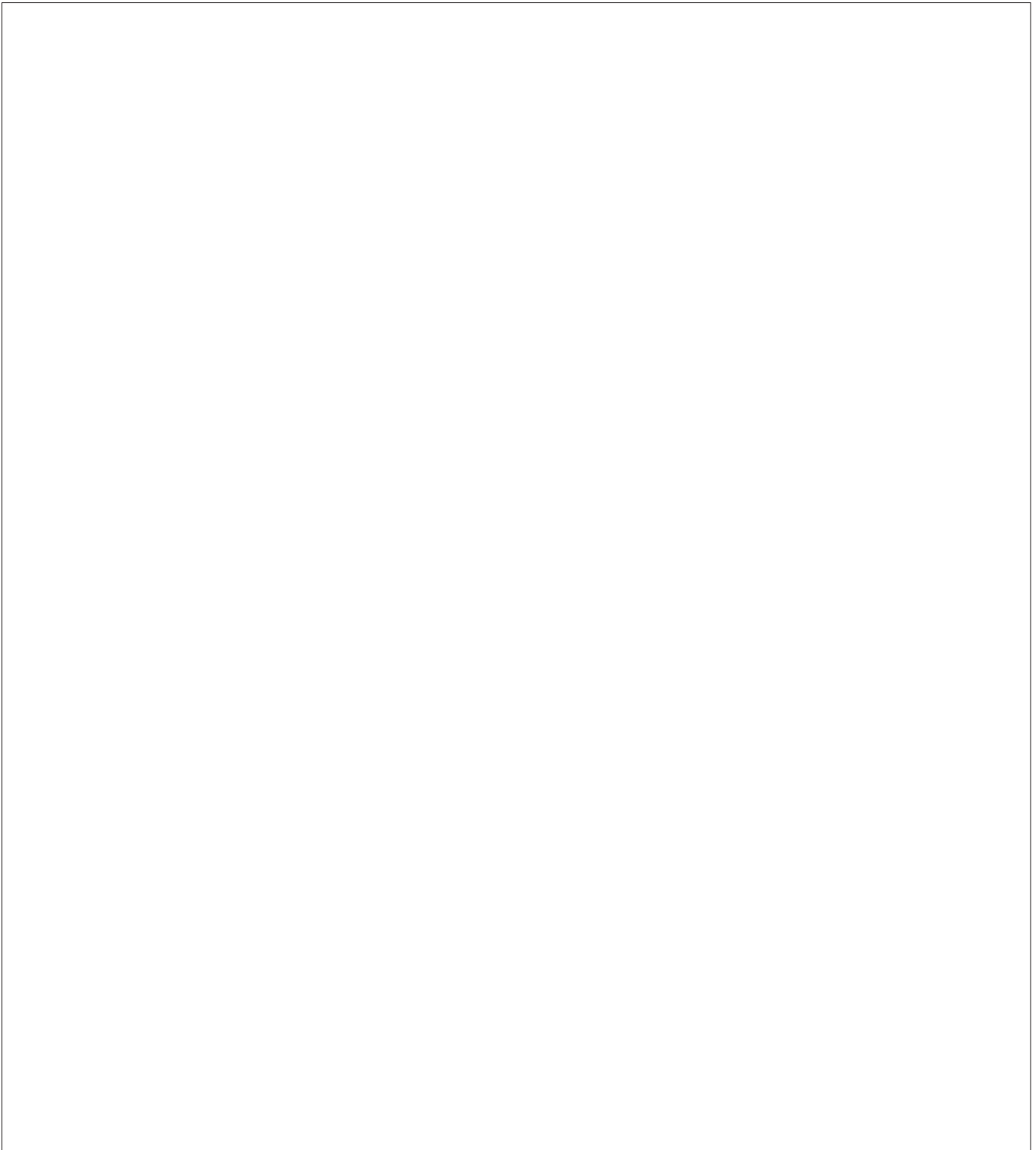
- A very brief history of your organisation;
- Your organisation's purpose and key objectives;
- An indication of what you deliver;
- An overview of who your customers and people are;
- A note of who else cares about what you achieve and why.

Type here a maximum of 750 words

**Organisational  
chart**

**Guidance** Include the names of middle, senior and top management – and clearly indicate key responsibilities.

Attach chart file clearly marked to reply email



## Overview of subject area 1 – 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.

### Subject 1: Leadership Question A:

How do leaders develop the Mission, Vision, Values and ethics and act as role models?

#### Guidance

Leaders of excellent organisations:

Set and communicate a clear direction and strategic focus;

Unite people in achieving the organisation's core purpose and objectives;

Champion the organisation's values and act as role models;

Develop a shared leadership culture, and review and improve leadership behaviours.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

### EVIDENCE

**Subject 1:  
Leadership  
Question B:**

**How do leaders define, monitor, review and drive the improvement of the organisation's management system and performance?**

**Guidance**

Leaders of excellent organisations:

Use a balanced set of results to review progress;

Base decisions on factually reliable information;

Are transparent and accountable to stakeholders, and deliver high levels of stakeholder confidence;

Understand and develop the underlying capabilities of the organisation.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

**Subject 1:  
Leadership  
Question C:**

**How do leaders engage with external stakeholders?**

**Guidance**

Leaders of excellent organisations:

Know who their different external stakeholder groups are;

Establish approaches to engage partners, customers and society in generating ideas and innovation;

Identify strategic and operational partnerships based on organisational and strategic needs, and on complementary strengths and capabilities.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

**Subject 1:  
Leadership  
Question D:**

**How do leaders reinforce a culture of excellence with the organisation's people?**

**Guidance**

Leaders of excellent organisations:

Inspire people and create a culture of involvement, ownership, empowerment, entrepreneurship, improvement and accountability at all levels;

Promote a culture that supports the generation and development of new ideas;

Support people to achieve their plans, objectives and targets, and recognise efforts;

Promote and encourage equality and diversity.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

**Subject 1:  
Leadership  
Question E:**

**How do leaders ensure that the organisation is flexible and manages change effectively?**

**Guidance**

Leaders of excellent organisations:

Understand the internal and external drivers of organisational change;

Are flexible, and review and realign the direction of the organisation where necessary;

Demonstrate their ability to make sound and timely decisions based on available information, previous experience and consideration of the impact of their decisions;

Allocate resources to provide for long term needs of the organisation.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

## Overview of subject area 2 – STRATEGY

Excellent organisations implement their Mission and Vision by developing a stakeholder focussed strategy. Policies, plans, objectives and processes are developed and deployed to delivery the strategy.

Subject 2:  
Strategy  
Question A:

**How is Strategy based upon the understanding of the needs and expectations of both stakeholders and the external environment?**

### Guidance

Excellent organisations:

Gather and use stakeholders' needs and expectations as inputs into the development and review of strategy;

Identify, understand and anticipate development within the organisation's external environment;

Understand and anticipate long and short term impact of changes to relevant political, legal, regulatory and compliance requirements.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

### EVIDENCE

Subject 2:  
Strategy  
Question B:

**How is Strategy based upon the understanding of internal performance and capability?**

**Guidance**

Excellent organisations:

Analyse internal operational performance trends, core competencies and outcomes;

Analyse existing and potential partners' core competencies and capabilities;

Consider the impact of new technologies on the performance of the organisation.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

Subject 2:  
Strategy  
Question C:

**How are strategy, business plans and supporting policies developed, reviewed and updated?**

**Guidance**

Excellent organisations:

Maintain a clear strategy, business plan and supporting policies to achieve the Mission and Vision of the organisation;

Identify and understand the Key Results required to achieve the Mission;

Have effective mechanisms to understand future scenarios and manage strategic risk.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

Subject 2:  
Strategy  
Question D:

**How are the strategy, business plan and supporting policies communicated, implemented and monitored?**

**Guidance**

Excellent organisations:

Deploy their strategy, business plan and supporting policies in a systematic manner so as to achieve the desired set of results;

Align an organisational structure and a framework of key processes to deliver the strategy;

Align individual and team objectives with the organisation's strategic goals;

Communicate strategy, business plans and supporting policies in an appropriate way.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

## Overview of subject area 3 – 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.

**Subject 3:  
People  
Question A:**

**How do people plans support the organisation's strategy?**

### Guidance

Excellent organisations:

Align people plans with the organisation's strategy;

Involve employees in developing the people plans;

Manage recruitment, career development and succession planning to ensure fairness and equal opportunities;

Use people surveys and other forms of feedback to improve plans and policies.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

### EVIDENCE

**Subject 3:  
People  
Question B:**

**How are people's knowledge and capabilities developed?**

**Guidance**

Excellent organisations:

Understand the skills and competencies required to achieve the mission, vision and strategic goals;

Ensure that training and development plans help people to match the skills and future capability needs of the organisation;

Align individual and team objectives to the organisation's targets;

Appraise people and help them improve their performance.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

**Subject 3:  
People  
Question C:**

**How are people aligned, involved and empowered?**

**Guidance**

Excellent organisations:

Ensure that people are fully aligned to the organisation's mission, vision and strategic goals;

Create a culture where people's dedication, skills and creativity are developed and valued;

Involve people in continually reviewing and improving the effectiveness of their processes.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

**Subject 3:  
People  
Question D:**

**How do people communicate effectively throughout the organisation?**

**Guidance**

Excellent organisations:

Understand the communication needs and expectations of their people;

Develop appropriate communication strategies and plans;

Enable and encourage the sharing of information and best practice;

Communicate clearly the direction and strategic focus of the organisation to ensure all understand.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

**Subject 3:  
People  
Question E:**

**How are people rewarded, recognised and cared for?**

**Guidance**

Excellent organisations:

Adopt approaches that ensure a responsible work / life balance;

Embrace the diversity of their people;

Promote a culture of mutual support, recognition and care between individuals and teams;

Ensure a safe and healthy working environment.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

## Overview of subject area 4 – PARTNERSHIPS AND 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.

**Subject 4:  
Resources and  
Partnerships  
Question A:**

**How are partners and suppliers managed for sustainable benefit?**

### **Guidance**

Excellent organisations:

Adopt appropriate policies and processes for effectively managing partners and suppliers;

Build a sustainable relationship with partners and suppliers based on mutual trust and openness;

Identify potential partner opportunities;

Work with partners for mutual benefit and to achieve shared goals.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

### **EVIDENCE**

**Subject 4:  
Resources and  
Partnerships  
Question B:**

**How are finances managed to secure sustain success?**

**Guidance**

Excellent organisations:

Implement financial strategies, policies and processes to support the overall strategy of the organisation;

Design the financial planning and control and review processes to ensure effective use of resources;

Implement appropriate financial governance processes;

Deliver high level stakeholder confidence through the management of financial risk.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

**Subject 4:  
Resources and  
Partnerships  
Question C:**

**How are buildings, equipment, materials and natural resources managed in a sustainable way?**

**Guidance**

Excellent organisations:

Implement a strategy and supporting policies for managing buildings, equipment and materials in line with the organisation's overall strategy;

Optimise and manage the life cycle of assets and buildings, equipment and materials;

Manage the impact of operations on health, safety and the environment.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

**Subject 4:  
Resources and  
Partnerships  
Question D:**

**How is technology managed to support the delivery of the organisations strategy?**

**Guidance**

Excellent organisations:

Develop a strategy and supporting policies for managing the technology portfolio to support the organisation's overall strategy;

Use technology and IT to improve the effective operation of the organisation;

Involve people in the development and deployment of new technology;

Use technology to support innovation and creativity.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

Subject 4:  
Resources and  
Partnerships  
Question E:

**How is information and knowledge managed to support effective decision making and to build the organisation's capability?**

**Guidance**

Excellent organisations:

Ensure that leaders are provided with accurate and sufficient information to support them in effective decision making;

Transform data into information and knowledge that can be shared and effectively used;

Use data and information on current performance to identify opportunities for innovation;

Provide and monitor access to information whilst ensuring security and protection of intellectual property.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

## Overview of subject area 5 – PROCESSES, PRODUCTS AND SERVICES

Excellent organisations design, manage and improve processes, products and services to generate increasing value for customers and other stakeholders.

**Subject 5:  
Processes, Products  
and Services  
Question A:**

**How are processes designed and managed to optimise stakeholder value?**

### **Guidance**

Excellent organisations:

Effectively analyse, prioritise, manage and improve end to end processes;

Define process ownership and the roles and responsibilities in developing, maintaining and improving processes;

Develop meaningful process performance indicators and outcome measures clearly linked to organisational strategy.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

### **EVIDENCE**

**Subject 5:  
Processes, Products  
and Services  
Question B:**

**How are Products and Services developed to create optimum value for customers?**

**Guidance**

Excellent organisations:

Strive to innovate and create value for customers;

Use research, customer surveys and other forms of feedback to anticipate and identify improvement in the product and service portfolio;

Involve the organisation's people, customers, partners and suppliers in developing new and innovative products and services.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**



**Subject 5:  
Processes, Products  
and Services  
Question C:**

**How are Products and Services effectively promoted and marketed?**

**Guidance**

Excellent organisations:

Clearly define their value proposition and unique selling points;

Define their market positioning, target customer groups and distribution channels;

Develop marketing strategies to effectively promote the products and services of the organisation;

Ensure their full capability to fulfil promises.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

**Subject 5:  
Processes, Products  
and Services  
Question D:**

**How are Products and Services produced, delivered and managed?**

**Guidance**

Excellent organisations:

Produce and deliver products and services to meet or exceed customer needs and expectation in line with the offered value proposition;

Ensure people have the tools, competencies, information and empowerment to maximise the customer experience;

Compare products and service delivery performance against relevant benchmarks.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

**Subject 5:  
Processes, Products  
and Services  
Question E:**

**How are customer relationships managed and enhanced?**

**Guidance**

Excellent organisations:

Know who the different customer groups are, and respond and anticipate their different needs and expectations;

Determine and meet day to day and long term contractual agreements;

Build and maintain a dialogue with customers based on openness and trust;

Continually monitor and review customers' experiences and perceptions, and respond quickly and effectively to any feedback.

**Include what you do, how you do it and how you review and refine or improve it.**

Type here a maximum of 500 words

**EVIDENCE**

## Overview of subject area 6 – CUSTOMER RESULTS

Excellent organisations develop and agree a set of customer related performance indicators and related outcomes to determine the successful deployment of their strategy and supporting plans and policies, based on the needs and expectations of customers.

### Subject 6: Customer Results Question A:

#### What customer perception measures are in place?

#### Guidance

Excellent organisations:

Develop a set of key perception measures to provide a clear understanding from the customers' perspective of the organisation's effectiveness in relation to satisfying customers' needs and expectations, and set clear targets for these measures;

Analyse key results to demonstrate what has been achieved, aid their understanding of the underlying reasons for and drivers of any trends and of their impact, and to anticipate future performance;

Have the ability to relate the results achieved to the activities performed by the organisation, and understand how their key results compare with others;

Break key results down to understand the needs of specific customer groups.

**Maximum of five graphs or charts required for key customer perception measures, showing the results achieved (ideally over the last three years), plus any targets and comparisons with others. Support each graph or chart with a brief commentary.**

Insert commentary here / Attach chart files clearly marked to reply email

### EVIDENCE

**Subject 6:  
Customer Results  
Question B:**

**What customer related performance indicators are in place?**

**Guidance**

Excellent organisations:

Develop a set of key internal performance indicators to use in managing the organisation and to predict their impact on customer perceptions, and set clear targets for these indicators;

Analyse key results to demonstrate what has been achieved, aid their understanding of the underlying reasons for and drivers of any trends and of their impact, and to anticipate future performance;

Have the ability to relate the results achieved to the activities performed by the organisation, and understand how their key results compare with others;

Break key results down to understand the needs of specific customer groups.

**Maximum of five graphs or charts required for key customer perception measures, showing the results achieved (ideally over the last three years), plus any targets and comparisons with others. Support each graph or chart with a brief commentary.**

Insert commentary here / Attach chart files clearly marked to reply email

**EVIDENCE**

## Overview of subject area 7 – PEOPLE RESULTS

Excellent organisations develop and agree a set of people related performance indicators and related outcomes to determine the successful deployment of their strategy and supporting plans and policies, based on the needs and expectations of their people.

### Subject 7: People Results Question A:

#### What people perception measures are in place?

#### Guidance

Excellent organisations:

Develop a set of key perception measures to provide a clear understanding from their peoples' perspective of the organisation's effectiveness in relation to satisfying their peoples' needs and expectations, and set clear targets for these measures;

Analyse key results to demonstrate what has been achieved, aid their understanding of the underlying reasons for and drivers of any trends and of their impact, and to anticipate future performance;

Have the ability to relate the results achieved to the activities performed by the organisation, and understand how their key results compare with others;

Break key results down to understand the needs of specific groups within the organisation.

**Maximum of five graphs or charts required for key people perception measures, showing the results achieved (ideally over the last three years), plus any targets and comparisons with others. Support each graph or chart with a brief commentary.**

Insert commentary here / Attach chart files clearly marked to reply email

#### EVIDENCE

**Subject 7:  
People Results  
Question B:**

**What people related performance indicators are in place?**

**Guidance**

Excellent organisations:

Develop a set of key internal performance indicators to use in managing the organisation and to predict their impact on their people's perceptions, and set clear targets for these indicators;

Analyse key results to demonstrate what has been achieved, aid their understanding of the underlying reasons for and drivers of any trends and of their impact, and to anticipate future performance;

Have the ability to relate the results achieved to the activities performed by the organisation, and understand how their key results compare with others;

Break key results down to understand the needs of specific groups within the organisation.

**Maximum of five graphs or charts required for key customer perception measures, showing the results achieved (ideally over the last three years), plus any targets and comparisons with others. Support each graph or chart with a brief commentary.**

Insert commentary here / Attach chart files clearly marked to reply email

**EVIDENCE**

## Overview of subject area 8 – SOCIETY RESULTS

Excellent organisations develop and agree a set of customer related performance indicators and related outcomes to determine the successful deployment of their strategy and supporting plans and policies, based on the needs and expectations of customers.

### Subject 8: Society Results Question A:

#### What society perception measures are in place?

#### Guidance

Excellent organisations:

Develop a set of key perception measures to provide a clear understanding from society's perspective of the organisation's effectiveness in relation to fulfilling its societal and ecological strategy, and set clear targets for these measures;

Analyse key results to demonstrate what has been achieved, aid their understanding of the underlying reasons for and drivers of any trends and of their impact, and to anticipate future performance;

Have the ability to relate the results achieved to the activities performed by the organisation, and understand how their key results compare with others;

Break key results down to understand the needs of specific stakeholders within Society.

**Maximum of five graphs or charts required for key customer perception measures, showing the results achieved (ideally over the last three years), plus any targets and comparisons with others. Support each graph or chart with a brief commentary.**

Insert commentary here / Attach chart files clearly marked to reply email

### EVIDENCE

**Subject 8:  
Society Results  
Question B:**

**What society related performance indicators are in place?**

**Guidance**

Excellent organisations:

Develop a set of key internal performance indicators to use in managing the organisation and to predict their impact on society's perceptions, and set clear targets for these indicators;

Analyse key results to demonstrate what has been achieved, aid their understanding of the underlying reasons for and drivers of any trends and of their impact, and to anticipate future performance;

Have the ability to relate the results achieved to the activities performed by the organisation, and understand how their key results compare with others;

Break key results down to understand the needs of specific stakeholders within Society.

**Maximum of five graphs or charts required for key customer perception measures, showing the results achieved (ideally over the last three years), plus any targets and comparisons with others. Support each graph or chart with a brief commentary.**

Insert commentary here / Attach chart files clearly marked to reply email

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## Overview of subject area 9 – KEY (BUSINESS) RESULTS

Excellent organisations develop and agree 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.

Note that key results for Customers, People and Society are covered by subject areas 6, 7 and 8 above.

**Subject 9:  
Key Results  
Question A:**

**What key strategic outcomes are measured?**

### **Guidance**

Excellent organisations:

Develop a set of financial and non-financial measures relating to the key strategic outcomes of the organisation, and set clear targets for these measures;

Analyse key results to demonstrate what has been achieved, aid their understanding of the underlying reasons for and drivers of any trends and of their impact, and to anticipate future performance;

Have the ability to relate the results achieved to the activities performed by the organisation, and understand how their key results compare with others;

Break key results down to understand strategic outcomes within specific areas of the organisation.

**Maximum of five graphs or charts required for key customer perception measures, showing the results achieved (ideally over the last three years), plus any targets and comparisons with others. Support each graph or chart with a brief commentary.**

Insert commentary here / Attach chart files clearly marked to reply email

### **EVIDENCE**

**Subject 9:  
Key Results  
Question B:**

**What key performance indicators are in place?**

**Guidance**

Excellent organisations:

Develop a set of key financial and non-financial indicators that are used to measure and manage the organisation's operational performance, and to predict likely key performance outcomes, and set clear targets for these indicators;

Analyse key results to demonstrate what has been achieved, aid their understanding of the underlying reasons for and drivers of any trends and of their impact, and to anticipate future performance;

Have the ability to relate the results achieved to the activities performed by the organisation, and understand how their key results compare with others;

Break key results down to understand performance levels within specific areas of the organisation.

**Maximum of five graphs or charts required for key customer perception measures, showing the results achieved (ideally over the last three years), plus any targets and comparisons with others. Support each graph or chart with a brief commentary.**

Insert commentary here / Attach chart files clearly marked to reply email

**EVIDENCE**

