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The Queen's Award for  
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## Continuous Improvement Policy

### 1. Introduction

Foresight is committed to driving continuous service improvement and performance across all areas of its organisation. Continuous improvement is a type of change that focuses on increasing the effectiveness and/or efficiency of an organisation to fulfil its policy and objectives. It is not just limited to quality initiatives but also to improve in organisation strategy, customer, employee and partner relationships. But simply, it means 'getting better all the time.'

#### 1.1 Statement of Intent

Foresight is committed to ensuring the achievement of continuous improvement is within all areas of the organisation. Trustees, employees, volunteers, service users and partners will be engaged and encouraged to participate in the improvement effort. Our approach to continuous improvement will be underpinned by adoption of best practice, complete regular reviews of the project and services, regular evaluation and monitoring of the organisation and establish areas for development.

### 2. Policy Statement

2.1 This policy reflects: the organisations Values and Priorities:-

- Putting our service users at the centre of everything we do
- Being a user-led organisation

The organisation has five strategic priorities:

- Disabled children and young people having the best start in life
- Disabled adults maintaining their independence
- Everyone benefitting from the area's regeneration
- A clean and green environment
- Safer communities

These core values underpin all Foresight's work and its delivery of services to the people of North East Lincolnshire and surrounding areas.



Capacity for securing organisational improvement is assessed through the answers to the following three questions:

- What is the evidence of service improvements?
- How good are the current service improvement plans?
- Will improvements be delivered?

**2.2** This policy will be supported by best practice, complete regular reviews of the projects and services, regular evaluation and monitoring of the organisation and establish areas for development.

**2.3** The organisation recognises that continuous improvement can only be achieved by:

- Business plans and strategies with ambitious but achievable objectives focusing on delivering outputs and outcomes for service users. This is to be supported by active, visible and effective management and leadership.
- Project and performance management processes that prioritise and translate aims through to action integrating measures to evaluate success.
- The right people doing the right jobs driven by the underlying aim of securing ongoing improvements.
- An organisational culture that supports challenge, learning, empowerment and employee engagement.
- A formal process for securing ongoing improvement using best practice principles and the adoption of appropriate initiatives to ensure performance meets certain external standards.
- Regular evaluations of the impact all improvement initiatives are having on the organisation.
- Meaningful involvement of service users and volunteers and effective use of feedback. A willingness to listen and learn from customer experiences and use these to drive improvements.

**2.4** This means that we will ensure that the following strategies, policies and practices are in alignment and support the continuous improvement effort.

### **3. Implementation**

Foresight will implement the following actions in pursuance of this policy:

- Regularly review the business plans aims and objectives.
- Agree and implement a programme of regular reviews ensuring that all services have been monitored and evaluated on a quarterly basis.

Support other initiatives to promote and deliver improvement such as:

- The identification of change champions within the organisation (e.g. Equality & Diversity)
- Problem solving teams to focus on particular areas
- Methods in place to obtain feedback from staff and service users
- Accreditation for services – e.g. Matrix, Visible, PQASSO

Ensure appropriate training and development for staff and volunteers in delivering continuous improvement. Identify staff and financial resources to facilitate continuous improvement including for:

- External challenge

- Trustees, employees, volunteers, service users and partners satisfaction
- Benchmarking
- Identifying best practice

Identify a structured process for obtaining external challenge across the whole organisation through for example:

- Regular surveys
- Project and service reviews
- Mock inspections
- External audits

Keep under review the emerging approaches and best practice for continuous improvement and best practice for continuous improvement. Evaluate the impact of improvement initiatives across the organisation. Develop improvement policy in light of the findings from both.

#### **4. Responsibility**

The Chief Officer backed by the board of trustees are responsible for delivering continuous improvement. They are responsible for developing the policy framework in the light of best practice for continuous improvement and the wider staff group will work within making recommendations for improvement as a result of experience and learning.

#### **5. Performance Management**

Foresight will monitor robustly and regularly review a wide range of key performance information covering all areas of the service and projects. A wide range of benchmarking will be undertaken and the results will be widely available to all stakeholders. We will provide details of relevant performance indicators outcomes and positive learning and improvement via the various project and service meetings and service user and volunteer councils/forums where our key stakeholders will attend. Areas of poorer performance will be reviewed and action plans agreed by the Chief Officer and the board of trustees to improve performance.

#### **6. Service Improvement Planning**

Senior Managers will ensure service and projects plans are in place on an annual basis and reviewed quarterly yearly. These will form the basis for each service and project. These will contain actions to drive improvement, achieve outcomes and increase service user satisfaction. The development of these will be in line with reviews of good practice, feedback from service users and stakeholders.

Foresight's Improvement Plan through setting areas for improvement will be in place and monitored by the Chief Officer and Board of Trustees.

Opportunities for services users and volunteers to be fully involved in service improvement will be made widely available by delivering service user and volunteer councils and forums to ensure we are a user led organisation.

#### **7. Review**

This policy and any related policies and procedures and staff guidance will be reviewed annually to ensure they remain effective and comply with the latest relevant legislation and codes of practice or other guidance issued.

This information is also available in other formats, languages and picture format upon request.