

Policy Tracking Sheet

Policy Name:	Excellence Policy		
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Document Location:	hub.brysongroup.org > Policy > View		

Consultation			
With:	Reason for Consultation	Date:	Draft No:
Director Senior Managers	Review Date	Oct 2012	1.1
Directors/Senior Managers	Review of Policy	Nov 2016	1.1

Tracking Record					
Policy Version No:	Nature of Change	Adopted Date	Approval Date	Adopted/ Approved by	Issue Date
1	New Policy	Sept 2010		Executive Team	Oct 2010
1	Policy review (No Change)		Nov 2012	Owner	Nov 2012
1	Policy review (No Change)		Nov 2014	Owner	Nov 2014
2	Sections 3, 4 and 8 were amended		Dec 2016	Owner	Hub Dec 2016

Next Review Date: (Maximum of 2 years from last review)	December 2018
Additional Information Important evidence for quality assessments/inspections	

1.0 Statement

- 1.1 Bryson's mission is to identify and develop sustainable responses to existing and emerging social need. For that purpose, we operate as a social enterprise with primarily social and environmental aims whose residual profits are reinvested for social good, rather than being driven by the need to maximize profit for shareholder distribution.
- 1.2 This policy endorses Bryson's commitment to excellence as a strategic priority to deliver our mission; ensuring that we deliver high quality services which provide value for money and maximize environmental and social benefit from the services we provide. By focusing on quality and innovation through continuous improvement, Bryson will deliver excellent standards of service to its customers. This will be achieved by managing quality and contractual compliance using a range of quality management systems such as EFQM, IIP, CSE, ISO, OHSAS, IQRS, NISCC and RQIA. Internal and external assessments, audits and inspections will be used to demonstrate and measure the implementation of our commitment to excellence.

2.0 Scope of the Policy

The excellence policy is intended for all those people who help deliver the organisation's strategic priorities; this includes staff at all levels; across all business units.

3.0 Objectives

- 3.1 We will embed a culture of continuous improvement using the best practice approach Plan – Do – Review; always striving for innovation with new or improved ways of doing things.
- 3.2 We will take a 3-pronged approach to manage quality and contractual compliance:
1. Organisational Focus
 2. People Focus
 3. Customer Focus

3.2.1 Organisational Focus

- To use the EFQM Excellence Model as a total quality management framework for continuous business improvement and enter the Group into the Ireland Quality Awards Process as required.

3.2.2 People Focus

- To achieve Investors in People re-accreditation as a Group and work towards the highest standard achievable.

3.2.3 Customer Focus

- To achieve the appropriate customer focused quality management accreditation/regulatory compliance, appropriate to each Group Company and carry out reaccreditation/inspection on a regular basis.

3.2.4 We will use the quality assessment, audit and inspection processes to review practice, identify, develop and implement appropriate improvements for the Group/Company, to encourage and support continuous improvement and innovative practice.

- 3.3 We will measure our commitment to maximizing environmental and social benefit, from the services we provide, by using the Bryson Social Value Framework to evidence the social impact delivered by our services.
- 3.4 We will use appropriate benchmarks to compare performance with similar or best-in-class organisations to determine what and where improvements should be made.
- 3.5 We will use the practice of benchmarking internally to compare performance, share best practice and make improvements, where required.

4.0 Guiding Principles

- 4.1 Maximises environmental and social benefits from the services we provide.
- 4.2 Supports the achievement of strategic and operational objectives outlined in Balanced Scorecards.
- 4.3 Commits us to being creative and innovative when designing new or improving existing services.
- 4.4 Encourages the use of our corporate Values to nurture a culture where excellent customer service is strived for:

Respect

We believe in treating everyone we come into contact with as an individual with due regard for their feelings and wishes. We listen to and value everyone's contribution and are non-judgemental.

Empowering

We believe in developing and encouraging each person that we work with, including our staff and volunteers to achieve their full potential. We want to help them make a positive impact on their lives and create social impact.

Collaboration

We believe in team work, building partnerships and sharing our knowledge to *build better futures* for the people we work with and one another.

Excellence

We are committed to developing high quality professional services. We focus on delivering efficient and effective person centred services designed to create a just and sustainable society.

Innovation

We believe in challenging the status quo and shining a light on emerging social issues. We are committed to finding new or improved ways of how we do things resulting in greater social impact.

- 4.5 Provides a systematic and consistent approach to continuous improvement in the pursuit of excellence.
- 4.6 Demonstrates the delivery of efficient and effective services through evidence based practice.
- 4.7 Ensures consistently high quality service delivery to customers through regular assessment of the quality, environmental, H&S and occupational health aspects of our activities.

5.0 Legal Framework

The Legal Registers pertaining to the Group/Company outlines the legal framework which underpins our pursuit of excellence. These registers can be accessed by contacting the Director in each Company or the appropriate Senior Manager in Corporate Services. Telephone head office on 028 9032 5835 or visit our website at www.brysongroup.org for relevant contact details.

6.0 Responsibilities

- 6.1 **Group and Company Board Members** are responsible for agreement and oversight of the strategy underpinning this policy and providing good governance by satisfying themselves that the policy is being applied appropriately, that it is reviewed and amended as necessary and is achieving its objectives.
- 6.2 **Directors/Senior Managers** are responsible for the strategic execution of this policy ensuring that its objectives are met by actively, and demonstrably, applying its principles to all aspects of their work. All staff should be made fully aware of the excellence policy and what it entails. If training is required in the implementation of this policy and is not provided by Learning and Development, it is the responsibility of Directors/Senior Managers to provide the appropriate training. They should embed the principles and values of this policy into service delivery and make the delivery of excellent services a key result area for staff performance. They must also ensure that the policy is monitored and regularly reviewed to ensure that it remains fit for purpose.
- 6.3 **Line Managers** are responsible for the operational implementation and review of this policy applying it consistently and fairly across all areas of their work. They are responsible for implementing practical activities in line with agreed areas for

improvement. They should embed the principles and values of this policy into service delivery and make the delivery of excellent services a key result area for staff performance.

- 6.4 **Staff** are expected to work within the parameters of this policy and ensure that the delivery of excellent services is a key performance area.

7.0 Process

Each business unit must have their own process/procedures in place to deliver on this policy. It is recognised that process/procedure for managing regulatory compliance, quality and continuous improvement will differ across the Group. Those responsible for administering these quality management systems should have a clearly defined process/procedure to ensure its consistent deployment.

8.0 Performance Measurement & Review

Successful Quality Assessments/Inspections

Balanced Scorecard Measures

Staff & Stakeholder Surveys

Benchmarking Data

Social Value Framework Outcome Measures