

Procedure

Continuous Improvement

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1. Scope

- 1.1 This procedure provides information on how continuous improvement of the Management System(s) shall be implemented. It applies to all elements of the Management System(s).

2. Purpose

- 2.1 The purpose of this procedure is to ensure that:
- 2.1.1 The identification, recording and analysis of change requests and improvement ideas is systemised.
 - 2.1.2 The Management System(s) is subjected to continuous improvement scrutiny.

3. Responsibilities

- 3.1 The Quality Department is responsible for ensuring this procedure is implemented and to monitor its effectiveness and report results at management reviews.
- 3.2 It is the responsibility of all employees to proactively identify improvement ideas, report problems and complaints and support the implementation of corrective actions.

4. Definitions

- 4.1 **Change:** Any alteration, planned or unplanned, to the organisation's Management System(s), eg adding, modifying or removing any documented information, processes or resources that are not like-for-like.
- 4.2 **Complaint:** Any reported dissatisfaction with a product, service, process or work activity covered within the scope of the organisation's Management System(s).
- 4.3 **Corrective Action:** Action taken to eliminate the cause of a problem (or nonconformity) that has occurred.
- 4.4 **Improvement Idea:** Any opportunity to improve a product, service, process or work activity covered within the scope of the organisation's Management System(s), or to better achieve the aims of its **Quality Policy** and / or **Information Security Policy**.
- 4.5 **Information Asset:** Any information that has value to the organisation's stakeholders and requires protection.
- 4.6 **Opportunity:** Any internal or external event or circumstances that potentially enhances the organisation or its Management System(s).
- 4.7 **Problem (or Nonconformity):** Any product, service, action or event that does not conform to a process or procedure detailed in the organisation's Management System(s) but is not reported to a customer.
- 4.8 **Risk:** The effect of uncertainty, ie the likelihood of an accident or incident occurring and its severity, often in a negative context.
- 4.9 **Security Incident:** Any event that has a potentially negative impact on the confidentiality and / or integrity and / or availability of an information asset.
- 4.10 **Threat:** A potential cause of an unwanted incident that may result in harm to an information asset. Threats may be deliberate, accidental or environmental.
- 4.11 **Vulnerability:** The weakness of an asset or group of assets that can be exploited by one or more threats.

5. Associated documents

- 5.1 All associated documents referred to in this procedure are highlighted in bold and underlined.

6. Risks and Opportunities

- 6.1 Business risks posed to, and opportunities for, the organisation and its Management System(s) are considered and recorded in the **Risks and Opportunities Register**.

- 6.2 Where appropriate, improvement opportunities arising from assessments completed using the **Risks and Opportunities Register**, may be documented within the register.

7. Change Management

- 7.1 Any changes to the organisation's Management System(s) (processes, documented information, resources), whether they are planned or unplanned, must be documented in the **Risks and Opportunities Register** and assessed, authorised and reviewed.
- 7.2 The availability of resources for all changes authorised must be planned, and responsibilities for implementing and reviewing the effectiveness of the change assigned.

Appendix A: Improvement Procedures







