

Quest 2016 – Delivery 3

Quality Assurance

Guidance Notes

Issue 2 July 2016



Outcomes

- The organisation provides services that are both effective AND efficient.
- The organisation provides high quality services to consumers/customers and stakeholders/partners as appropriate.
- The organisation has standards, procedures and policies in place that helps it to achieve its purpose and improve its service delivery.
- The organisation meets and exceeds legislative requirements and industry standards and is accredited, recognised and endorsed as doing so.
- The organisation has staff that are competent, skilled and knowledgeable in what they do

Challenge:	Unsatisfactory	Satisfactory	Good	Very Good	Excellent
How does the organisation develop both efficient and effective practice and demonstrate this to its stakeholders, customers and staff?	<p>There is no evidence of systems, policies or procedures to support effective working.</p> <p>There is no performance dashboard or measurement process in place that allows the organisation to showcase its value, demonstrate its quality, or assess its efficiency or effectiveness.</p>	<p>There is some evidence of systems being used to support working practices and an incomplete set of policies and procedures.</p> <p>There is no adequate way of staff recording and reporting their work.</p> <p>Performance measurement is generally confined to project/ programme/ service outputs.</p> <p>Targets for improved efficiency and effectiveness are limited at the current time.</p>	<p>The organisation has good systems and a full range of policies and procedures in place including: equal opportunities, recruitment and induction, maternity/paternity leave, health and safety, financial regulations and accountability, flexible working, disciplinary procedures, grievance procedures, data protection, procurement, and whistle blowing.</p> <p>Staff have access to systems which capture the inputs and outputs of their work</p>	<p>The organisation has a comprehensive range of good systems, relevant policies and procedures in place. There is evidence staff understand how to use them.</p> <p>Staff are able to collect and manage quantitative and qualitative data.</p> <p>There is evidence of efficiency gains and additional funding/ support for effective delivery and positioning.</p> <p>Targets are delivered</p>	<p>The organisation has a comprehensive range of excellent systems, relevant policies and procedures in place. There is good evidence that staff understand how to use them and are committed to doing so. Feedback from staff confirms the various policies and procedures enable them to be effective and efficient in their roles.</p> <p>Staff are able to analyse data within the systems used to collect evidence of the outcomes of their</p>

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			Efficiency and effectiveness measures and improvement criteria are in place as agreed with funders, partners, stakeholders and suppliers. These measures and targets are owned by the team/organisation. There is clear accountability/responsibilities.	and processes are well managed in direct support of clear outcomes. Effective project management and high quality service delivery is a feature of the organisation.	work. There is evidence of value for money, social return on investment, and added value of services with year on year measurable improvements in performance across finance, people, customers/partners and equality/quality dimensions - all aligned to the organisation's purpose, vision, values and strategic objectives.
How does the organisation proactively demonstrate success in promoting and delivering greater equality and impact in service provision?	There is a paper commitment to equality in sport and recreation provision and compliance with legislation. There is little or no evidence of a genuine commitment through proactive planning and delivery.	The organisation meets required level of local or national standards*, has policies and procedures in place and is committed to taking positive measures to address inequalities which are supported and reviewed by trustees/board members. Staff have received awareness training and specialist training as	The organisation is committed to achieving more than the minimum required level of the Equality in Sport Standard* (or the equivalent local standard). There is evidence of undertaking an equality audit across the organisation and applying insight and best practice provided by national or local agencies to widen access in discrete	The organisation has achieved a higher level of the Equality in Sport Standard* (or the equivalent local standard). There is evidence of proactive interventions in place across its programmes and services driven by strong leadership and delivery	The organisation is committed to achieving the highest level of the Equality in Sport Standard* (or the equivalent local standard). Proactive measures and interventions taken to address inequalities are fully embedded across the organisation. The impact of its work can

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		<p>appropriate for their roles.</p> <p><i>*CSPs and NGBs are required by Sport England to achieve the 'Foundation' level of the Equality Standard for Sport. Other Home Country Sports Councils may set different requirements linked to funding agreements. There are four levels to the Standard: Foundation; Preliminary; Intermediate and Advanced</i></p>	<p>programmes and projects.</p> <p>There is evidence that the organisation understands the local demographics of its area and the barriers faced by low participation groups. Good quality consultation has taken place with people from low participation groups and local equality organisations.</p> <p>An Equality Action Plan has been produced and is supported by the Trustees/board members demonstrating the organisation's commitment to widening access by engaging and retaining low participation groups.</p> <p><i>*CSPs and NGBs are required by Sport England to achieve the 'Foundation' level of the Equality Standard for Sport. Other Home Country Sports Councils may set different requirements linked to funding agreements. There are four levels to the Standard: Foundation; Preliminary; Intermediate and</i></p>	<p>skills.</p> <p>The organisation has developed specialist knowledge within its staff team and Trustees/board members.</p> <p>Local people from targeted low participation groups and communities are involved in design, delivery and promotion of services.</p> <p>An Equality Action Plan is being delivered across all service areas and there is evidence that it is making a significant difference.</p> <p>Trustees/board members are actively involved in championing and reviewing the Plan.</p> <p><i>*CSPs and NGBs are required by Sport England to achieve the 'Foundation' level of the Equality Standard for Sport. Other Home Country Sports</i></p>	<p>be clearly evidenced alongside robust self-assessment and check/challenge processes which help drive further improvement and development</p> <p>The organisation demonstrates in-depth understanding of equality measures to address, under-representation such as use of modern marketing methods, linking good quality supply to demand in an area, and inclusive decision making.</p> <p>The organisation has a reputation for being a role model and for trailblazing innovative solutions. It actively seeks to influence and share learning with other partners and stakeholders to raise</p>

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			<i>Advanced</i>	<i>Councils may set different requirements linked funding agreements. There are four levels to the Standard: Foundation; Preliminary; Intermediate and Advanced</i>	<p>their standards and widen access to their services.</p> <p>User, staff and Trustee/Board member profiles reflect local population demographics.</p> <p><i>*CSPs and NGBs are required by Sport England to achieve the 'Foundation' level of the Equality Standard for Sport. Other Home Country Sports Councils may set different requirements linked funding agreements. There are four levels to the Standard: Foundation; Preliminary; Intermediate and Advanced.</i></p>
What does the organisation do to show that it is proactive around the safeguarding of children/ young people and vulnerable adults?	<p>Limited evidence that Senior Leaders are involved in the development, endorsement or promotion of Safeguarding Policy.</p> <p>There is no plan or strategy but a 'paper' commitment to Safeguarding Policy and procedures and little or no sign of proactive planning.</p> <p>There is no designated lead</p>	<p>Senior Leaders endorse, promote and demonstrate their commitment to the Safeguarding Policy which can be delivered across the wider organisation.</p> <p>The organisation has Board level commitment to adopt/work towards the Child Protection in Sport (CPSU) Safeguarding Standards* or the local</p>	<p>Safeguarding is on senior management/board agendas and resources are provided for its implementation.</p> <p>The organisation has achieved the introductory levels of the national Safeguarding Standard* or local equivalent with an external safeguarding expert validating their self-</p>	<p>Leaders ensure that safeguarding principles underpin all areas of activity.</p> <p>The organisation has achieved the highest level of the national Safeguarding Standard or the local equivalent through a self-assessment process validated by external</p>	<p>Leaders monitor and evaluate the implementation of safeguarding principles and practice with reports of progress being publicised.</p> <p>The organisation is proactively embedding the national Safeguarding Standards* or local</p>

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	<p>member of staff for safeguarding, or if there is, they have insufficient time and authority to fulfil their role.</p>	<p>equivalent through a self-assessment process.</p> <p><i>*CSPs and NGBs are required by Sport England to achieve the Safeguarding Standards with external assessment from the Child Protection in Sport Unit. A variation of the Standard may exist in other Home Countries. Equivalent local standards may exist. Other organisations can apply the Standards but would need to deploy a safeguarding specialist to validate their self-assessment.</i></p>	<p>assessment findings.</p> <p>A Safeguarding Action Plan has been adopted and an improvement process in place.</p> <p><i>*CSPs and NGBs are required by Sport England to achieve the Safeguarding Standards with external assessment from the Child Protection in Sport Unit. A variation of the Standards may exist in other Home Countries. Equivalent local standards may exist. Other organisations can apply the Standards but would need to deploy a safeguarding specialist to validate their self-assessment.</i></p>	<p>experts.</p> <p>The organisation has demonstrated its commitment to on-going maintenance of the Standard and to embedding the process across the organisation through a safeguarding framework and Action Plan.</p> <p>There is evidence that the Safeguarding Action Plan is embedding safeguarding standards and strengthening practice across and beyond the organisation.</p> <p><i>*CSPs and NGBs are required by Sport England to achieve the Safeguarding Standards with external assessment from the Child Protection in Sport Unit. A variation of the Standards may exist in other Home Countries. Equivalent local standards may exist. Other organisations can apply the Standards but would need to deploy a safeguarding specialist to validate their self-</i></p>	<p>equivalent at all levels within its organisation. It is leading by example in pursuing the Safeguarding Framework and applying the Self-Assessment Tool and is influencing partners, stakeholders and suppliers in its area to do the same.</p> <p>The impact of work to can be clearly evidenced to help drive further improvement and development.</p> <p><i>*CSPs and NGBs are required by Sport England to achieve the Safeguarding Standards with external assessment from the Child Protection in Sport Unit. A variation of the Standards may exist in other Home Countries. Equivalent local standards may exist. Other organisations can apply the Standards but would need to deploy a safeguarding specialist to validate their</i></p>

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				<i>assessment.</i>	<i>self-assessment.</i>
How does the organisation measure the quality of its operations and delivery functions?	There are no or very limited measurements for ad hoc policies and procedures.	<p>Limited measures exist centred around cost/efficiency. There is no adequate way of staff recording and reporting their work.</p> <p>Some attempt has been made to assess the quality of delivery through partners and internal checks.</p> <p>Basic internal audits are undertaken for compliance with legislation or corporate policy/procedures</p> <p>Improvement actions are measured for their completion.</p>	<p>A Balanced Scorecard (or equivalent) is used pro-actively to measure efficiency, quality and effectiveness across the organisation</p> <p>Comprehensive internal audits are undertaken to be able to benchmark the organisation and its services.</p> <p>A structured quality management /assurance process is in place.</p>	<p>There is a comprehensive data bank accessible and updated by use of ICT covering: cost reduction, income generation, time management, staff and user profiles and other identified priorities.</p> <p>User/customer, partner and staff surveys are to measure service quality, progress against improvement areas and the introduction of new processes and systems.</p> <p>There is evidence of external audits, accreditation and benchmarking inside and outside of the sector.</p>	<p>User/customer and partner satisfaction plays a big part in measuring quality.</p> <p>A robust quality assurance process is in place with applied use of external auditing/ accreditation/awards.</p> <p>There is evidence that processes and systems have been improved as a result of measurement and review processes.</p>
How does the organisation	There is no evidence of structured reviews of	There is some evidence of systems being reviewed to	The organisation regularly reviews its systems, policies	Review processes are robust and well managed	The organisation can demonstrate it has

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<p>review its systems, policies and procedures to ensure effective working practices?</p>	<p>systems, policies or procedures to support effective working.</p>	<p>support working practices, which is mainly done on an infrequent and an internal basis.</p>	<p>and procedures through a structured rolling programme involving senior managers and operational staff.</p> <p>There is evidence through trend data and feedback that systems, policies and procedures are progressively being improved.</p>	<p>- supporting improvement and innovation in key areas.</p> <p>External experts/peers are used to validate self-assessments and reviews.</p> <p>Users/customers, partners and stakeholders are involved in service reviews.</p>	<p>excellent systems in place across all relevant policies and procedures through excellent feedback from users/customers, partners, stakeholders and staff.</p> <p>Review process can evidence significant improvements through trend analysis and external benchmarking.</p>
<p>How does organisation evidence quality outputs, improvements and impact in its service delivery?</p>	<p>There is little or no evidence of impact or improvement.</p>	<p>Internal/external reporting provides some evidence of improvement in the quality of operating systems and procedures and service delivery.</p>	<p>Impact report and/or infographics are produced to show trends, progression and development towards stated ambitions and outcomes in addition to improved outputs/processes.</p> <p>Insight and learning is used and shared across the team to drive improvements, efficiencies and growth.</p> <p>Quality assurance processes/codes of practice are in place/being rolled out to ensure high quality</p>	<p>There is good use of trend analysis to help determine effective interventions and how successful projects can be scaled up and made sustainable.</p> <p>Service reviews report on how services are structured, delivering against key priorities, stakeholder requirements and the cost and quality of service delivered.</p>	<p>The organisation has a clearly articulated strategic approach to delivering efficiency, innovation and improvement, with plans that are closely linked to its wider objectives for service improvement, cultural change and organisational development.</p> <p>Self- assessment processes, regular themed reviews,</p>

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			delivery.	Reviews seek to identify opportunities to improve core business processes by improving supply chain delivery for end users and by removing unnecessary activity and regulations.	<p>together with improvement planning and robust measurement tools can all be seen to play their part in demonstrating impact, improvement and positive change.</p> <p>The organisation has a reputation with users/customers, partners, stakeholders and staff as constantly having excellent service standards and influencing other local providers to 'raise their game'.</p>

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Plan

How does the organisation develop both efficient and effective practice and demonstrate this to its stakeholders, customers and staff?

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- Plans, measures and KPIs are clearly communicated internally as part of a Balanced Scorecard approach which embraces finance, customers, people, quality and equality.
- Corporate processes and systems are brought together formally and in a consistent format.
- Agreements in place with funding agencies or commissioners reflecting quality standards.
- A structured programme of self-assessments and internal and external reviews form part of a drive to demonstrate efficiency and effectiveness.
- Governance reviews involving the trustees/board members and management teams take place and drive clear improvements.
- Themed reviews take place as part of business planning to ensure systems and processes work well to support delivery of the core purpose.
- Improvements can be evidenced around service outputs and efficiency.
- Staff are clearly able to implement process improvements.
- Best practice is used proactively to create quality management frameworks and improvement plans (applying recommendations and models such as: Audit Commission, EFQM, Deming cycle, Senge, Seddon and Ackoff).
- The organisation is aware and understands the concept of systems thinking around the PLAN- DO- CHECK- ACT cycle.
- There is a clear purpose – why we exist - for each project, team and organisation based on satisfying customer need and scaling up services.
- There is a clear method and culture within the organisation to become more effective and more efficient in delivering more and better projects/programmes/services.
- The values of the organisation commit it to improvement, efficiency and effectiveness so that the organisation does what “it says on the tin”.

Do

GUIDANCE

- Compliance with legal regulations and frameworks to promote equality, safeguarding and wider health and safety.
- Adoption of industry best practice and standards with regular internal and external self- assessment and audit processes incorporated.
- Training and education programmes are in place for all staff including sessional staff, volunteers and partners where appropriate, which is delivered by a suitably competent and experienced individual(s).
- Lead managers for customer service, equality, safeguarding, health and safety have been identified and fully trained to deliver clear briefs. These staff have authority, responsibility and accountability within a delegated framework to lead on action planning. They are linked up with and supported by experts in their respective fields to keep up to date with national developments and best practice and can be ‘on hand’ to help them overcome challenges.
- Where a member of staff has been nominated as a service champion for key areas including disability and safeguarding, they have the time, skills and resources to lead on process improvement and the project and people management skills to fulfil the requirements of their role.

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- Equalities audits and impacts assessments are undertaken when appropriate.
- Agreements are in place with third parties/suppliers/subcontractors for planning, community engagement, delivery, reviews and impact analysis of funded work.
- Evidence of working with and use of resources available from: CSPU, Sporting Equals, Women’s Sports and Fitness Foundation and English Federation of Disability Sport and home country equivalents.
- Procedures, policies, and standards are well documented, easily accessible and are regularly updated for all staff. Processes and systems are regularly reviewed and updated with direct links to staff training and development plans.
- A variety of training methods are used with full time, part time and sessional/outreach staff.
- Evidence that the workforce (staff, coaches, sessional workers, volunteers) and decision makers (leaders, trustees/board members and consultative advisers) are making significant progress toward representation of the local community.
- Core standards are identified and incorporated into the work of staff and development work delivered through partners or third parties.
- Evidence of good governance and quality.
- Insight, data and management information systems are clearly used to make changes and improvements to processes, systems and delivery with stakeholder involvement.
- Quality work is closely linked to customer and partner consultation, feedback and inclusion.
- Quality assurance is linked to efficiency drivers and the focus on effective delivery of services to under-represented audiences and communities.

Measure

GUIDANCE

- Value for Money indicators are in place and show improving cost effectiveness with clear performance targets in place.
- Efficiency measures are in place with appropriate targets set.
- Customer surveys with appropriate questions and feedback loops are in place. Findings are used to set improvement measures and targets.
- Partner surveys with appropriate questions and feedback loops are in place. Findings are used to set improvement measures and targets.
- Social and economic value indicators are used proactively.
- External accreditation is used to assess/improve performance levels year on year – e.g. IIP, Matrix, Customer Service Excellence, Business in the Community, Clubmark, ISO, Equality and Diversity Standards promoted by Sporting Equals, Safeguarding Standards promoted by CSPU/NSPCC, EFDS LEAD tool, IFI etc.

Review

GUIDANCE

- Formal quality assurance process is in place.
- Formal check and challenge process as part of governance arrangements involving board, peers and stakeholders as appropriate.
- Partners provided with the information and support they need to deliver clearly defined quality standards and procedures.
- There is a process of regular systematic checks to ensure the consistent delivery of high standards to end users and customers.
- Third parties and supply chain partners provided with feedback and support to address issues and recognise high performance.

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- Effective reporting and review systems operate across projects and programmes.
- Risk registers and specific risk assessments are reviewed annually. There is a risk reduction plan in place which is monitored and reviewed regularly by leaders.
- The impact of change, improvement and action taken is carefully tracked and well communicated to show benefits.
- Improvement groups are in place to drive change and lead review processes.
- There is a learning culture within the organisation with practical examples of how applied learning has led to system improvements, market penetration and/or business growth.
- The organisation is clear on whom your customers are, what they want and need. The design and delivery of systems and processes reflect this.
- There are regular equality and diversity reviews.

Impact

GUIDANCE

- When looking at data the organisation can identify the difference between common cause (normal/predictable levels of variation inherent within a system e.g. difference peak and off peak demand) and special cause of variation (unusual and unexpected e.g. a series of unusual enquiries/comments, an outstanding coach with exceptionally high retention levels).
- Regular audits and self-assessments undertaken by the team and organisation show improvement in performance levels.
- The impact of change and improvement can be evidenced through clear efficiency/productivity gains.
- There are positive examples of change and innovation in ways services are delivered.
- The impact of change, action planning and improvements is delivering greater effectiveness in widening access, promoting safeguarding and generating increased levels of activity.
- Policies, procedures and standards are closely monitored and measured for compliance, levels of satisfaction or loyalty and improvement.
- Measures used have helped the organisation understand and improve its methodology/work.
- Customer and stakeholder satisfaction levels have improved.
- Value for money/cost effectiveness indicators have improved.
- Staff and partners satisfaction has improved.
- The organisation is recognised as best practice and is having a positive influence on other organisations through its local support networks or involvement in national projects and programmes.