

# Basic Quality Assurance Standards



asian resource centre  
croydon

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## Basic Quality Assurance Standards for Organisational and Service delivery standards

### Organisational elements

1. Organisations mission, aims and objectives

The organisation has clearly defined purpose and values, and plans how to go forward in the short and medium term. The organisation understands the changes it wants to bring about to or on behalf of its clients and plans how to achieve the change.

2. Leadership and management

The organisation provides effective leadership and clear direction to make the most of their people time and resources to deliver high quality services. Leaders adopt a culture of support and learning for their staff.

The organisation is well run and responsible. The organisations work reflects its purpose and objectives. This involves planning for the future, managing money effectively and being accountable for the organisations activities and decisions.

3. Financial management

The organisation's income is sufficient for running its planned activities, the money is well managed and financial controls are in place to ensure the organisations money is well accounted for.

4. Monitoring and evaluation

The organisation has a system to regularly collect information about the organisations progress. The information is used to plan, improve and develop the service. The organisation evaluates the actual impact of its projects against its set aims. It analysis the information to establish whether it has achieved what it set out to do and draws out learning for future projects.

| Indicators   | Yes | In progress | no | Advice and Evidence source  |
|--|-----|-------------|----|---|
| Are we legal and do we comply with the law?  |     |             |    | Including charity and company law, employment law, equal opportunities legislation, data protection<br>Health and safety law and other relevant policies such as, safeguarding policy, finance management.  |
| Do we have in place a governing document which sets out our organisation or group's vision and objectives and how we will administer |     |             |    | Constitution or rules, memorandum and articles of association, trust deed<br>The governing document should contain a clear purpose for the organisation and a strategic plan for the medium and short term. |

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| them.   |  |  |  |  |
| Does our governing document listing the titles of all members   |  |  |  | For example management committee, directors, trustee, governors the document should include roles and responsibilities of trustees and the job description of the director   |
| We have in place an induction pack to welcome our trustee   |  |  |  | Introduction pack/programme should include<br>A copy of your governing document<br>latest annual report and accounts<br>board meeting minutes or notes<br>key policies<br>the roles and responsibilities of listed trustees etc  |
| We have key policies in place to confirm our commitment and regulate how we operate.                                      |  |  |  | Equal opportunities policies<br>Health and safety policy<br>Data protection policy<br>Safeguarding of vulnerable adults policy<br>Child protection policy<br>Whistle blowing policy<br>Contract of employment<br>Finance policy  |
| We have process to identify risks and manage them   |  |  |  | Risk assessment should include risk to safety of people and ways to manage them  |
| We have a short term operations plan  |  |  |  | An operations plan document should entail a plan for the current year with realistic objective and key indicators of how they will be achieved   |
| Our leadership team leads, directs and communicates, to staff and board members in a clear and supportive manner.         |  |  |  | Leadership team effectively communicate the organisations aims and objectives to staff with a plan of how to achieve them through setting work plans with milestones/KPI's and define a way to measure success. Staff are supported, supervised and trained accordingly. |
| Our leadership team keeps abreast of relevant legislation and ensures that we comply                                      |  |  |  | The leadership team ensures that all financial, legal, insurance and contractual requirements are complied with and that and new and relevant legislation is implemented and communicated with through the organisation  |
| Our leadership team promotes and practices equality and diversity, impartiality and confidentiality at all levels of work |  |  |  | Relevant and up to date policies are in place and the leadership team ensure adherence and communicate any changes   |

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| Our organisation has a clear financial strategy   |  |  |  | The financial strategy should include information such as where the organisation currently is and its income targets for the future. Also how the organisation plans to get there and how risks will be managed. Information about spending and saving should also be included.   |
| We have a finance policy document in place to ensure sound financial management procedures  |  |  |  | The finance policy should be a written document which sets out procedures for regulating<br>Controls on expenditure and financial assets (signatories and authorisation, banking of cheques)<br>Human resources (staff recruitment, salaries, staff and volunteer expenses<br>Assets (signatories and authorisation for capital and fixed assets)                                     |
| Our organisation satisfies HMRC obligations   |  |  |  | These include Tax, PAYE and VAT returns   |
| Our organisation presents income and expenditure information in a suitable manner and a on a timely basis   |  |  |  | This includes Book keeping, management accounts, bank reconciliations and records of invoices and payments  |
| Our organisation systematically collects information to track performance against targets and objectives  |  |  |  | Monitoring information includes collection of qualitative and quantitative information such as statics, questionnaires, interviews, comments complaints and suggestions forms, feedback forms, focus groups and observations.   |
| Our organisation keeps evidence monitoring information and evaluations and all the improvements made as a result of evaluations.  |  |  |  | Records should be kept of KPIs, plans and reports in order to help the organisation and others to understand the decisions made and why.  |
| Our project has a mechanism to collect feedback and suggestions from users and stakeholders and we use the feedback to inform management decisions, review and improve services |  |  |  | Feedback should be collected through feedback forms or record of verbal feedback, comments, complaints and suggestions procedures, board meeting minutes and stakeholder surveys. Information collected should be fed back to management and decision makers through staff meetings, and procedure and practice notes.  |
| Our organisation evaluates its services in line with our objectives   |  |  |  | Evaluation should involve comparison of the monitoring information collected against the performance indicators. Areas including the quality of service provided, the end outcome and value of the project, any shortfalls or surpluses in terms of targets, the improvements to be made along with a plan for the future and lessons learnt should be written up in a report in line |

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|  |  |  |  | with funder requirements and submitted to relevant parties |
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| <b>Service delivery elements</b>  |  |  |  |  |
| <p>1. Customer service<br/>The organisation involves its beneficiaries in project design, development, management and evaluation. Service user's views and opinions are actively sought by the organisation on how to improve existing services; people are treated fairly, respecting individual needs.</p> <p>2. Managing human resources<br/>The organisation acts to understand that one of the most valuable resources it has is its people as it is through them that its vision will be realised. The organisation supports, motivates and takes care of its staff and volunteers to better equip them to meet the needs of its beneficiaries. Competent staff who are happy with their job roles are recruited to ensure productivity, loyalty, long term sustainability and program success. The organisation seeks and utilises training and learning opportunities for individual and organisational development.</p> <p>3. Partnership working<br/>The organisation works with other organisations and agencies to create new opportunities, better services and sustainability for projects. It builds good relationships with its partners to overcome the challenges and realise the benefits of partnership working such as better outcomes for beneficiaries</p> |  |  |  |  |
| Our organisation strives to build good customer relations   |  |  |  | <p>Several ways of building good customer relations may be</p> <p>Customer group is established and measures are in place to ensure discrimination does not take place, (this may be through defining and targeted customer group)</p> <p>Identifying customer needs at the first point of contact and establishing whether the customers' needs can be met.</p> <p>Services are designed based upon the needs of customers and beneficiaries (including disadvantaged groups) through consultation and monitoring information</p> <p>Customers have a clear idea of what they can expect from the service and sign posting where appropriate.</p> |
| We publicise our services so that it is informative and fully accessible  |  |  |  | <p>Our leaders and staff understand the purpose, aims and values of the organisation</p> <p>Use of different methods of publicity for the user group, i.e. voicemail service, office contact hours, sensory impairment, information for disabled</p>   |

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|   |  |  |  | people   |
| We keep clear client records and monitoring information to review progress and client needs   |  |  |  | Case records and client files kept from service interventions and delivery sessions  |
| We ensure strict adherence to client confidentiality and data protection regulations  |  |  |  | This should a data protection registration document, a confidentiality policy<br>User records should be appropriately filed and confidential information should be kept away from general access   |
| We deliver services in partnership with other organisation  |  |  |  | Ensure research has been carried out of similar services so as to prevent duplication<br>Work with other organisation to fill gaps in services<br>Work with other organisations for service improvements and keeping up to date on sector needs and changes  |
| Our organisation encourages and collects regular user feedback. We have a comments, complaints, and suggestions mechanism which deals with complaints fairly and timely                                       |  |  |  | This should involve feedback forms, record of verbal feedback, written comments and complaints and records of actions taken in responses to complaints   |
| Our services are promoted to inform customers and beneficiaries about service details and availability  |  |  |  | Promotion might involve leaflets, website, publicity material and information on service aspects such as confidentiality, sponsors, fees, cancellation policy etc.   |
| Our organisation operates a fair and non discriminatory recruitment and selection policy. We have in place a process to assess the role to be filled, and the type of skills and abilities needed to fill it. |  |  |  | Recruitment and selection process will involve;<br>preparing to recruit (drawing up job description/ person specification and agreeing salary and conditions)<br>Advertising the job (internally and externally, as widely as possible, encourage diversity of applications)<br>Short listing interviewing and selection (set a structured scoring system to as selection criteria, ensure special needs are considered, have a interview panel of more than one person, make notes during interview and not rely on memory, ensure decision is justified by selection criteria)<br>Offering of post ( recent references should be sought, relevant checks should take place i.e. CRB right to work permission)<br>Terms of employment (a contract should be issued for paid staff and a |

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|  |  |  |  | volunteering agreement for volunteers.   |
| Our organisation ensures new staff are informed about the organisation and help them to settle into the job.   |  |  |  | Employee induction process should be reviewed and kept updated.<br>Essentially an employee induction policy will include<br>Information about the organisations structure and background. What services you provide, the office addresses and layout, plans for the future.<br>Policies, rules and procedures<br>Standard Terms and conditions i.e. hours of operation, code of conduct, how to report absence<br>Information about training and development<br>Job description and how it ties into the project aims<br>Employee queries  |
| All our staff have work plans and know what levels of performance and outputs are expected of them. Staff are supported and supervised to ensure clarity and guidance. |  |  |  | This should involve individual targets and key performance indicators, and records of regular reviews, supervisions, appraisals and team meetings etc  |
| Our organisation has HR policies and procedures that are up to date and meet legal requirements  |  |  |  | The organisations HR process requires at minimum a set of policies and procedures some of which may be directly covered in the staff contract<br><br>Recruitment and selection process<br>Equality and diversity policy<br>Harassment and bullying<br>Discipline and grievance procedure<br>Health and safety policy (where 5 or more staff are employed)<br>Organisational rules specific to your organisation<br>Annual leave and sickness absence including rates of pay, managing short/long term absence, entitlement and how to request leave and public holidays<br>Pay and pension information |
| We ensure that our process do not disadvantage people and there is a clear   |  |  |  | Having a separate set of rules that govern your volunteering process should include,   |

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| <p>separation between employees and volunteers</p>  |  |  | <p>How expenses will be paid<br/> Clarity of the volunteers role, i.e. retain the voluntary nature of the arrangement, but allowing volunteer to decline to undertake a task and not setting a minimum number of hours.<br/> Avoiding wording that suggests employment in documents<br/> An induction is carried out to introduce the volunteer to the organisation and inform them of relevant rules and procedures</p> |
| <p>Our organisation maps out key players to identify how we can work with them and how influential they will be to our work. We ensure the information about other services are reviewed and kept up to date for any sign posting and referral we do</p>          |  |  | <p>The mapping exercise should identify all the organisations that are operating in the same areas as your work and identify areas which you overlap or complement the work you do. You may represent this information in your business plan and operation plan or as a key contacts list. The list and information about other services should be up to date to keep it relevant</p>                                    |
| <p>Our organisation complies with relevant legislation and with the remit of the constitution when working in partnership with other organisation.</p> <p>Our organisation and our partners have a clear understanding of roles, responsibilities and targets</p> |  |  | <p>This may be your principle governing document i.e. constitution stating the remit of your organisations work or a partnership agreement.</p> <p>These maybe records of correspondence, planning documents, funding bids, partnership agreements and service level agreements. You may also keep records of discussion and e-mails or keep a database of information about other organisations.</p>                    |
| <p>Individuals from our organisation participate in developing our network</p>  |  |  | <p>You may develop your network through attending relevant conferences and events<br/> Joining relevant networking groups<br/> Gather feedback on your services from key players<br/> Subscribe and contribute to trade magazines, e-bulletins and newsletters etc</p>   |