



helping you do better what you do best

4 Coldbath Square
London EC1R 5HL
t +44 (0) 20 7713 5722
f +44 (0) 20 7713 5692
e enquiries@ces-vol.org.uk
w www.ces-vol.org.uk

Company limited by guarantee
Registered office 4 Coldbath Square London EC1R 5HL
Registered in England and Wales number 2510318
Registered charity number 803602

first steps in quality

first steps in quality

Charities Evaluation Services (CES) has worked since 1990 with a wide variety of voluntary organisations and their funders, providing training, advice and support to promote quality and accessible monitoring and evaluation practice.

If you have any queries about implementing quality in your own project, you can get free advice from CES.

Phone 020 7713 5722 or
email enquiries@ces-vol.org.uk

Training is also available. Details are provided on page 32.

First steps in quality

First edition October 2002
© Charities Evaluation Services, 2002
ISBN 1897963 21 1

Written by Eileen Murphy with Jean Ellis for Charities Evaluation Services

Designed by Alexander Boxill
Printed by Lithosphere Print Production

Copyright

Unless otherwise indicated, no part of this publication may be stored in a retrievable system or reproduced in any form whatsoever without prior written permission from Charities Evaluation Services.

acknowledgements

We would like to thank the Active Community Unit of the Home Office, the Baring Foundation, the City Parochial Foundation, and the Calouste Gulbenkian Foundation for their financial assistance with this publication.

We would also like to thank the following individuals:

For commenting on the text:

Hilary Barnard, CES associate
Sheila Fraser, Quality Development Coordinator, Scottish Council for Voluntary Organisations
Sam Matthews, CES staff member
Heather Mayall, CES associate
Keith Phillips, CES associate
Peter Shore, CES associate
Bridie Sullivan, Project Manger, Quality Standards Task Group

For production management:

Sue Blackmore, CES staff member
Sam Matthews, CES staff member

inside this booklet

Introduction 2

This booklet 3

Understanding quality 4

What does quality mean? 4

What is a quality assurance system? 4

Why does quality matter? 5

Quality in the voluntary sector 6

Values 7

Quality and evaluation 7

Getting ready for quality 8

What benefits do you expect? 8

Is the organisation ready? 9

What quality approaches are available? 9

How much will it cost? 12

What support can you get? 13

Getting started with quality 16

Planning 16

Roles and responsibilities 16

Self assessment 17

External assessment and recognition 18

Quality action plans 18

Keeping funders informed 19

Continuous improvement 20

Introducing a quality culture 20

The continuous improvement cycle 21

Hints and tips 22

Table 1: Benefits offered by each system 24

Table 2: Choosing between different approaches 26

Glossary 28

Where to go for more information 29

Parent bodies for quality approaches described in this booklet 29

National voluntary sector umbrella bodies 30

Other useful contacts 31

introduction

2

The voluntary and community sector is complex and diverse, and is affected by changing demands from funders and from those in whose interests it works.

A significant amount of voluntary grant income comes from government sources, both national and local. Some major voluntary organisations receive large sums from central and local government. The sector is also highly dependent on grant-aid from charitable foundations, particularly for new initiatives, as well as on public donations.

This funding makes organisations more formally accountable. Voluntary organisations are more likely to have to prove that their performance is of a high quality and to adopt more business-like management. They may also have to show how quality can be guaranteed, and how they perform in comparison to others. People who use voluntary organisations and the general public also expect high standards and quality services.

Voluntary organisations themselves want to show that they are working to high standards and there is more and more demand for guidance on how to improve what they are doing.

this booklet

3

First steps in quality is written for individuals and organisations who are new or fairly new to quality.

It is for trustees, staff and volunteers in small and medium-sized voluntary and community organisations who want to find out more about quality and the different quality systems available.

This booklet uses everyday language and gives you an introduction to quality and to the possible benefits of using a quality system. It will help you start thinking about the system best suited to your needs and circumstances and those of your users.

The booklet offers guidance on the following:

- **what quality and quality assurance mean**
- **why quality matters to voluntary organisations**
- **what systems are available**
- **how to choose the right approach**
- **how to get started**
- **further help and information.**

understanding quality

4

What does quality mean?

The term 'quality' is often used in a vague, blurred way. If someone talks about 'working on quality', they may simply mean activities designed to improve the organisation and its services.

Quality is essentially about learning what you are doing well and doing it better. It also means finding out what you may need to change to make sure you meet the needs of your users. Quality is about:

- knowing what you want to do and how to do it
- learning from what you do
- using what you learn to develop your organisation and its services
- achieving what you set out to do
- satisfying your stakeholders – those different people and groups with an interest in your organisation.

You are likely to find that your organisation may have already developed some elements of a quality initiative.

What is a quality assurance system?

When the term 'quality assurance system' is used, then it means a formal management system you can use to strengthen your organisation. It is intended to raise standards of work and to make sure everything is done consistently. A quality assurance system sets out expectations that a quality organisation should meet.

These are the stages that you should follow:

- **Agree on standards.** These concern the performance that staff, trustees and users expect from the organisation.
- **Carry out a self assessment.** This means that you compare how well you are doing against these expectations.
- **Set priorities.** Decide what you need to improve or develop so that you can meet expectations.

5

- **Draw up an action plan.** This will include what needs to be done, who will do it, how it will be done, and when.
- **Implement.** Do the work.
- **Review.** At this stage you will check what changes have been made and whether they have made a difference.

PQASSO (developed specifically for small and medium-sized organisations), Investors in People and the Quality Mark, are all examples of quality assurance systems.

Why does quality matter?

Voluntary and community organisations want to provide the best service possible for their users and for other stakeholders – that is, those who have an interest in what they do. As voluntary organisations work more and more with public and private sector organisations, there is also external pressure to show that they provide quality services and manage their organisations efficiently and effectively.

These are some of the demands on voluntary organisations. They need to show that:

- they meet the often conflicting needs and demands of their users, and to show that users are satisfied
- they provide users and funders with efficient, consistent services
- the organisation is making a real difference
- they can work effectively with limited resources or short-term project funding.

Introducing a quality system will take commitment, planning and some investment of resources, but it should help you to face these demands. Additionally, some voluntary organisations are facing increasing competition from other organisations offering similar services. This may be competition for grants, contracts or for clients. Attention to quality is an important way that an organisation can prepare to meet competition.

There is more information on different quality systems on page 9: **What quality approaches are available?**

Quality in the voluntary sector

A number of developments in the voluntary sector have increased the demand for information on quality. These are some of them:

- The Charity Commission has published guidance, *The Hallmarks of a Well-Run Charity*¹, as part of its role in promoting high standards and building public confidence. It expects that every registered charity will work to achieve the fundamental standards on its checklist.
- The Quality Standards Task Group (QSTG) is championing the use of quality systems across England by promoting quality improvement.
- The voluntary sector is increasingly familiar with quality systems, particularly PQASSO, the EFQM Excellence Model and Investors in People (IIP).
- More and more funders have become interested in the quality of the organisations they fund. Many feel they have a role in improving quality and want to see how the organisations they fund will guarantee quality. They may ask:
 - about approaches to quality in funding applications
 - for a quality assurance system to be introduced
 - for evidence of quality services through regular monitoring reports.

¹ Charity Commission (2002) *CC60 – The Hallmarks of a Well-Run Charity*, London

Values

Many voluntary organisations have particular values which are an important part of their identity. These values may be about, for example, equal opportunities, environmental issues, community impact, or about ways of working. It is important that any work on quality makes these values stronger. A quality system should state clearly what the values are, so that they can be worked into quality assurance procedures.

Quality and evaluation

A quality assurance system will need substantial evidence about what the organisation is doing, how it is doing it, and its results. A good monitoring and evaluation system will help to give you the information you need.

Although monitoring and evaluation may have other purposes, they can serve as important tools for improving quality. Work on quality and evaluation should be co-ordinated and they should feed into each other. However, it is useful to recognise that they are two different things².

² For more information, see Charities Evaluation Services (2002) *First steps in monitoring and evaluation*, London

getting ready for quality

8

Before you get started with quality, it will be useful to go through the steps described in this section. These steps will help you make the right choice of quality approach and help to avoid any false starts. First, take time to discuss these questions:

- What benefits do you expect from a quality system?
- Is the organisation ready to start implementing a system?

What benefits do you expect ?

Stakeholders may have different priorities for quality, so it is important to hear all their views. These are some of the benefits you might expect to see:

- There is a better understanding of:
 - what you are doing and why
 - what is working and what is not.
- Services are improved.
- People discuss the organisation and its services more openly.
- People are brought together to do the best possible work and become more motivated.
- The organisation attracts more users and volunteers.
- You can decide where to put resources more easily.
- Funding applications and monitoring reports become stronger.
- You can show stakeholders, such as funders, how well you are performing.
- You can fulfil membership criteria of umbrella or parent bodies about quality.
- There is a shared understanding and approach to standards between organisations adopting the same system.
- You can gain external recognition or validation.

9

Is the organisation ready?

Here are some questions that it would be useful to think about carefully with trustees and staff:

- Do all the relevant people understand what will be involved in introducing a quality system?
- Have you agreed on the best approach to quality?
- Are people committed to introducing a quality system, particularly managers and trustees?
- What training will staff and trustees need?
- Have resources been set aside for the work involved?
- Is this the right time or are there other priorities or difficulties?
- Do you have a plan to help you take it forward?
- Do you have any support if you need it, for example from an external consultant?

Asking these questions and making sure there are no management or other problems that might set you back is called a 'readiness audit'. It is important you do this, or you may find that the energy and resources needed to manage quality are absorbed by other issues.

What quality approaches are available?

The system you choose will depend on the nature of your organisation and what you hope to achieve. Collect as much information as you can about different options before making a decision. Here is a list of the main off-the-shelf quality approaches available and being used by charities and voluntary and community organisations across the UK.

PQASSO (Practical Quality Assurance System for Small Organisations)

PQASSO was developed specifically for small to medium-sized voluntary and community organisations, or for projects within larger organisations. It provides a system for you to assess and improve all aspects of your work. Designed as a workpack, PQASSO has 12 quality areas, including *User-centred service*, *Staff and volunteers*, *Governance* and *Networking and partnership*. It is designed as a self-assessment

model, but Charities Evaluation Services, which produces PQASSO, is considering whether external assessment should be offered.

Investors in People (IIP)

This standard aims to improve an organisation through the performance of its people. The focus is on ensuring that individual, team and organisational training and development support the organisation to meet its objectives. The standard is externally assessed and there are regular reviews, promoting continuous improvement. This system does not address all aspects of an organisation. Instead, it has a particular focus on managing and supporting staff.

EFQM Excellence Model

Designed as an over-arching self-assessment framework for continuous improvement, this approach is not a quality system. The Excellence Model allows an organisation to address every aspect of its work in a planned way. You can use it to assess current performance, identify opportunities for improvement, measure those improvements and compare your organisation with others. You can aim for the UK Quality Award by undergoing external assessment.

ISO 9000

This is a group of standards that aims to help organisations achieve customer satisfaction by focusing on how things are done. The system looks at the processes an organisation uses to deliver its products, services and activities.

Social auditing, reporting and accounting

Social auditing, reporting and accounting are intended to help the organisation to measure, report on and improve social performance and ethical behaviour while strengthening accountability to different stakeholders. They involve understanding your organisation's social benefit and impact as well as understanding what stakeholders expect. The Accountability 1000 framework outlines how organisations should identify their stakeholders, engage them and report on this engagement.

Community Legal Service Quality Mark (England and Wales)

This standard has been specifically designed for organisations providing legal information and advice to the public. The Quality Mark has

different levels to choose from depending on the information, advice and help offered by the organisation. Examples of these include: General help; Casework; Specialist help. You apply for the Quality Mark at the level that best suits your service and an auditor reviews your application.

Charter Mark

This is a system for organisations dealing with the public, including voluntary organisations that receive funding from the public sector. It looks at the quality of service delivery, checking that you are placing customers at the centre of everything you do. The standard is externally assessed, with re-assessment every three years. Applicants are encouraged to network with others working to achieve the award through quality networks and events around the UK.

Big Picture (Scotland)

This is an over-arching quality improvement framework for voluntary organisations of all sizes. It aims to cover every aspect of what an organisation does. You set and check your own levels of performance by doing a self assessment and then take the actions needed to meet any identified gaps. It has some similarities to the EFQM Excellence Model.

Some of these quality systems can complement each other. You may wish to use more than one system. For example, some organisations use PQASSO and have also sought IIP accreditation. However, be careful not to take on too much at any one time.

Table 2 on page 26, **Choosing between different approaches**, will tell you more about the approaches used by different quality systems and help you choose between them.

How much will it cost?

It will be difficult for staff to achieve the standards set by a quality system unless they have the necessary resources. Each approach to quality described has different costs. It is important to find out this information when you collect details about the different systems, and to draw up a likely budget. These are the costs that may be involved:

- purchase of the standards
- cost of guidance material
- training
- external assistance
- self-assessment costs
- external recognition fees
- travel costs and other expenses
- cover for routine work tasks
- costs involved in introducing any changes
- other hidden costs.

The most important cost will be that of trustee, staff and volunteer time. A large organisation may decide to pay for staff time to co-ordinate quality. If your organisation is widely spread across a number of units or geographically, or is distant from sources of support, this may add to the cost.

You may find out that funding is available to support quality initiatives in your area. We suggest that you check websites and the contacts listed on page 31.

What support can you get?

The level and type of external support you may need will depend on the size and type of organisation and the skills and experience you have internally. It will also depend on the quality system you choose, and the guidance that comes with the system.

Support can be helpful in a number of ways. For example, to:

- interpret and understand the standards themselves
- help plan the process of introducing and implementing your quality system and its key stages
- stimulate healthy debate and discussion
- help facilitate or guide the self assessment
- advise on progress and readiness for external assessment.

Think about how you could benefit from external training together with other people from organisations working on quality, from in-house training designed specifically for you, or from consultancy. You could choose a mixture of these. Remember also the value of networking with others.

You will find details of organisations that can tell you more about training and support at the back of this book: **Where to go for more information.**

Here is a summary of the steps you should follow when you get ready for quality.

Steps	What is involved
<p>Step 1 Consider what your organisation is trying to achieve.</p>	<ul style="list-style-type: none"> ■ Discuss what quality means to you at management meetings. ■ Consult with staff, volunteers and, where appropriate, service users. ■ Agree the importance of quality, and what it means, with your funders. ■ Agree the benefits you are looking for.
<p>Step 2 Assess your organisation's situation and circumstances.</p>	<ul style="list-style-type: none"> ■ Talk with trustees and the management team about the organisation's situation: <ul style="list-style-type: none"> - Are you going through major change? - Are there priorities or difficulties? - Is this a good time to begin a quality initiative? ■ What will you need to do to make quality work?
<p>Step 3 Find out as much as possible about different systems.</p>	<ul style="list-style-type: none"> ■ Look at what each system offers and how it might fit your organisation and its needs. ■ Check which systems you might be able to adapt.

<p>Step 4 How much will it cost?</p>	<ul style="list-style-type: none"> ■ Draw up a budget to include: <ul style="list-style-type: none"> - buying the quality system - training people - costs of making changes. ■ Agree who will take a lead part in introducing the system. ■ Make arrangements to cover work where necessary. ■ Decide how best to involve users. ■ Agree how to tell others about your progress.
<p>Step 5 Identify any external support available to you and how you can best use it.</p>	<ul style="list-style-type: none"> ■ Identify support agencies and find out what they have to offer. ■ Consider how you might network with other agencies also introducing quality. ■ Talk to your funders about how they could support you.

Planning

Before you get started with quality, realise how important it is to plan your quality work. Here are some of the main things you will need to plan for:

- people's roles and responsibilities
- introductory and progress meetings
- training and external help
- the stages of self assessment, including collecting the information, bringing it together and reporting back
- a timetable for implementing change
- a review of your action plans
- external assessment and recognition (in the longer-term).

Roles and responsibilities

It is helpful to give an individual or a small team a co-ordinating role, and to make clear any other distinct responsibilities. However, everyone in the organisation has a role in implementing quality. The extent to which they are involved will depend on the type of organisation.

Trustees

Trustees have an essential role in managing quality. It is important that they are committed, take a lead, and provide support when quality is being introduced. Unless they do this, plans to have an effective quality system are likely to fall down.

Trustees should also be involved in examining and reviewing their own practices. This means looking at the performance of the Board and how they provide overall good management for the organisation.

Managers

It is important that your organisation's senior managers provide leadership, driving the quality process forward. If you don't have any paid staff, your trustees should be providing this leadership role.

Managers need to actively encourage the commitment of everyone involved. This will be helped if they keep people informed and involved, talking to people directly where possible. They should also keep the organisation on track to meet implementation plans.

Staff and volunteers

Consulting and communicating well with staff and volunteers will make a big difference to the success of your quality initiative. It will be easier to make changes if:

- people know what is happening and why
- people have a chance to express their views and contribute ideas.

Users

How you involve your organisation's users will depend on what type of organisation you are and what you do. It is helpful to consult them on implementing a system. They can also have an important role in:

- assessing service quality
- giving feedback on the results of changes and improvements.

Self assessment

Whatever system you choose, your first step will be to find out how your organisation measures up against the quality standards and the improvements you want to see. When you carry out a full review of your organisation, what it does and how it does it, using your own people, this is known as *self assessment*. It is helpful to involve staff, volunteers, trustees and users in this process.

Self assessment is not a 'one-off' process, but something you do regularly, possibly every year. You can then include the actions you decide on as a result of your self assessment in your annual plans. For example, you may discover that you don't collect enough information about the views of your users. As a result, you might plan how to improve this in the coming year.

Table 1 on page 24, **Benefits offered by each system**, shows how different systems help build confidence that users' needs are being met.

Just going through the self assessment will help you learn about your organisation and how it works. By involving people in this process, you are likely to get benefits of better communication, a flow of ideas and more motivation.

External assessment and recognition

External recognition is when you get a seal of approval from an outside body. A person or team from another agency reviews your organisation, what it does and how it does it, to find out how you measure up against the quality standards. You will need to carry out your own self assessment and make necessary improvements before this happens.

If you meet the standards, you are likely to receive an award – or certification. This may be in the form of a plaque or you may have the option of using a symbol on your headed paper. You can then use the associated logos, badges and words to 'tell the world' that your progress in implementing that system has been externally confirmed, that is, validated. This is sometimes referred to as 'kitemarking' after the British Standards Institute quality system, which uses a kite symbol.

You will need to reapply for the award periodically, as it is not given for life. Some organisations may find this too costly. Remember that external recognition is optional, as you will already have done your own self assessment and made changes to meet your quality standards.

Quality action plans

Once you have done your self assessment, the next step is to develop a plan of how to make the quality improvements that you have identified. You can go back to this plan at agreed review dates to check if actions have been carried out.

As well as having a specific quality action plan that you develop and update after each assessment, it is important to integrate these quality plans into the organisation's business and year plans.

Here is an action planning pro forma that may help you.

Action agreed and date	By when	By whom	Review date

Resources

Notes

Completed by

Source: Charities Evaluation Services (2000) *PQASSO 2nd edition*, London

Keeping funders informed

Some funders encourage the organisations they fund to use a particular system, such as PQASSO. Other funders have developed their own set of service standards, which they expect those receiving grants and contracts to meet. Keep your funders up-to-date with your plans and progress. One way of doing this will be through your regular monitoring reports. Tell them about:

- your approach to quality
- good practices
- improvements in your service
- issues which concern the organisation's funding.

continuous improvement

20

Introducing a quality culture

It may be tempting to take some action to improve things in your organisation and then stop, because other things seem to be more important, or simply because day-to-day tasks take up the time. But quality assurance means that concerns for quality should not be seen as separate to, or added to, your routine work. They should be included in everyday activities and become an integral part of your planning, your management, the way you do things, and the services you provide for your users.

To build quality into your organisation effectively, here are some things to consider:

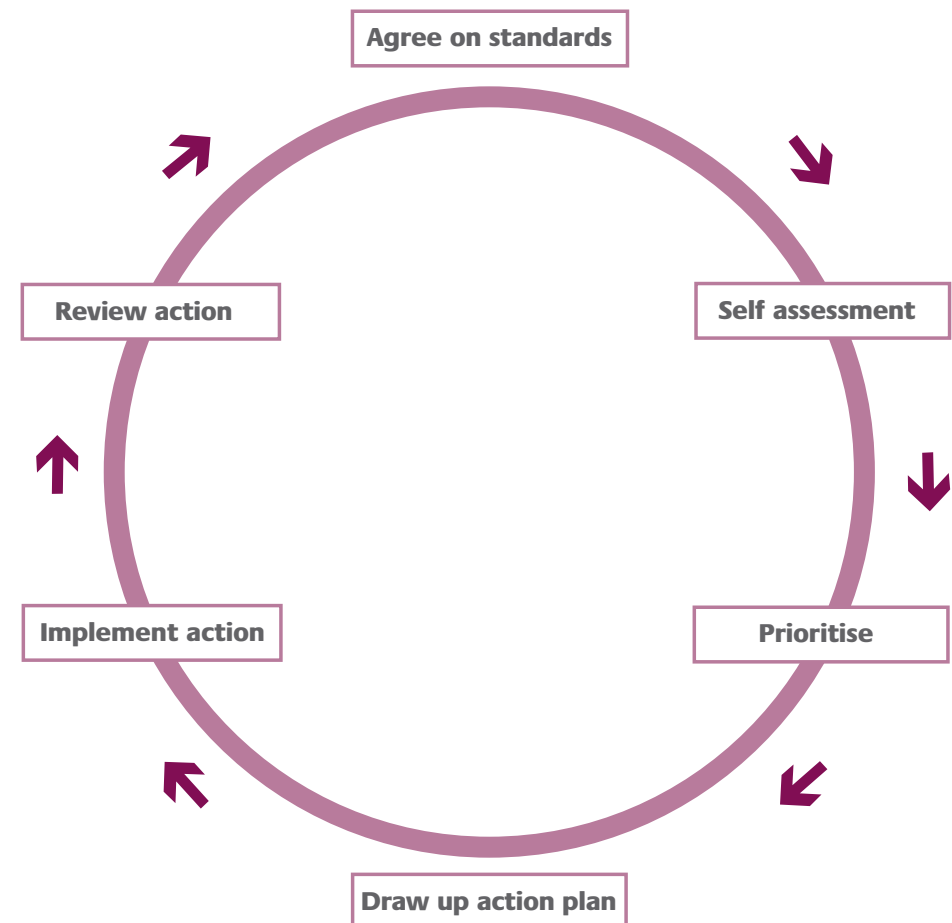
- Build quality into the agenda of all internal meetings, including meetings of the Board.
- Make sure you address quality in all grant applications and contract bids.
- Include quality in all project proposals.
- Make sure job descriptions are clear about quality and that quality is discussed during induction for trustees, staff and volunteers.
- Discuss quality in staff and volunteer supervisions and appraisals.
- Write about quality in the annual report and put it on the annual general meeting agenda.

Don't be afraid to make small-scale improvements. You may find it helpful to look at the way other organisations are doing things. Benchmarking means deciding on a particular activity in your organisation that you want to improve. You then find a part of your organisation or another organisation that is very good at that activity and try to learn from them.

21

The continuous improvement cycle

The diagram below shows how quality assurance is not a process that you complete. It is about making your organisation adaptable and able to respond to your users' needs and the outside world as they change. Building quality into your annual work plans will help your project to remain healthy and to provide the best possible services. Above all, it will help the work you do make a real difference.



These are some hints and tips suggested by organisations that have introduced a quality system:

Don't re-invent the wheel

You will find useful contact information on page 29: **Where to go for more information.**

Talk to other people who are using and implementing quality systems. Network through your umbrella body, Council for Voluntary Service (CVS) or County Voluntary Council (CVC), and through events and conferences.

Approach

- Keep it simple.
- Don't treat it as just a paper exercise. Quality involves the people in an organisation and its management and will result in real development for the organisation.
- Think about possible difficulties in advance. It will not always be easy. Some people may be resistant because:
 - they are cynical about yet another 'initiative'
 - they already have a heavy workload
 - they are worried about criticism
 - they may be concerned that implementation may 'get stuck' or not bring any benefits. Talk to staff and volunteers about these fears and concerns.
- Quality needs to be a team effort.
- Quality should be integrated with existing work, activities and organisational structures.

Plan and be prepared

- Get commitment from your trustees.
- Tackle the tasks with enthusiasm, but be realistic about the amount of work involved.
- Work out the real costs, including staff and volunteer time and money.
- If you make changes as a result of implementing a system, make sure that you plan for any obvious or hidden costs that will be incurred.

Take your time

- Make sure timescales are realistic.
- Be aware of the amount of time and effort that goes into changing organisational culture and attitudes.

Keep motivated

- Prioritise the areas you work on so that staff see some real benefits from their work on quality as early as possible.
- Once you have adopted a system, don't stop. The aim is for continuous improvement. So, review, review, review!

Table 1: Benefits offered by each system

This table uses a five-point scale to show the level of different benefits offered by each system.

	PQASSO	Investors in People	EFQM Excellence Model	ISO 9000	Social auditing	Quality Mark	Charter Mark	Big Picture
Overall organisational improvement	*****	***	*****	***	***	*****	***	*****
Improved planning	*****	*****	*****	**	***	*****	***	*****
Confidence that users' needs are being met	*****	**	*****	***	*****	*****	*****	*****
Increased staff and volunteer motivation	*****	*****	***	**	***	***	*****	*****
Efficient use of resources	*****	***	*****	*****	***	***	***	*****
Integration of all our activities	*****	**	*****	*****	***	***	***	*****
Clear diagnosis of how good we are	*****	**	*****	**	***	***	*****	*****
Helps deal with change	*****	***	*****	***	***	***	***	*****
Meeting funders' expectations	*****	***	**	**	**	*****	***	*****
External validation	* (may be offered)	*****	** (an award)	*****	*	*****	*****	*

***** = very strong fit * = very weak fit

Adapted from Quality Standards Task Group (2001) *Approaching Quality*, London

Table 2: Choosing between different approaches

	PQASSO	Investors in People	EFQM Excellence Model	ISO 9000	Social auditing	Quality Mark	Charter Mark	Big Picture
Size of organisation	All, but an emphasis on small to medium-sized organisations. Projects and branches in larger organisations.	All	All	All	All	All	All	All
Time needed	Flexible	6 months to 2 years	Flexible	12 – 18 months	Seek advice	Seek advice	Flexible	Flexible
Demand on staff time	Medium	Medium	Medium/High	High	Medium	Medium/High	Medium	Medium
The need for external support	Workbook for doing it yourself. Support is available.	Guidance available to do it yourself, but advisors are available	Yes	Yes	Guidance available to do it yourself but you can seek external support.	Straightforward application form, but support is available	Guidance available to do it yourself	Workbook for doing it yourself. Support through website and (in Scotland) Peer Support Network.
Level of training needed to use the system	Low	Medium	Medium/High	High	Medium	Low	Low	Low
Complexity	Low	Low	Flexible	High	Flexible	Medium	Flexible	Flexible
Relevance of the system to the voluntary sector	High	Medium	Low/Medium	Low	Medium	Medium	Medium	High
Experience of use in the voluntary sector	High	High	Low	Low	Low	Medium	Low	High (Scotland)
Possible to use in bite-sized chunks	Yes	Yes in terms of self assessment. No when seeking external accreditation.	Yes	No	Yes	No	Yes in terms of self assessment. No when seeking external accreditation.	Yes
Cost	Low	Medium/High; financial support may be available	Medium/High	High	Medium	Very low	High	Low

Adapted from Quality Standards Task Group (2001) *Approaching Quality*, London

Accreditation

A process by which a person or team from another agency reviews your organisation's performance against a recognised set of quality standards. The organisation is given certified recognition if it has met the standards.

Continuous improvement

The culture of 'activity, reviewing and improving' to make sure the organisation is always striving for the best.

External assessment and recognition

See accreditation.

Quality

The extent to which a product or service satisfies the expectations of stakeholders. Quality is about excellence in the way that the organisation is run, in service delivery and about achieving the very best results.

Quality standard

The performance that staff, trustees and users expect from the organisation; an agreed level (for a service, product or activity) on which to base an assessment.

Quality assurance system

The range of ways in which an organisation can implement quality management through use of a formal system to encourage improvements.

Self assessment

A process by which people from within the organisation make judgements about the organisation's performance against a set of quality standards.

Stakeholders

The people who have an interest in the activities of an organisation. This includes staff, volunteers, users and their carers, trustees, funders, purchasers, donors, supporters and members.

Acronyms**CES**

Charities Evaluation Services

EFQM

European Foundation for Quality Management

IIP

Investors in People

NCVO

National Council for Voluntary Organisations

NVQ

National Vocational Qualification

PQASSO

Practical Quality Assurance System for Small Organisations

QSTG

Quality Standards Task Group

SCVO

Scottish Council for Voluntary Organisations

where to go for more information

Parent bodies of quality systems and other quality approaches**AccountAbility****Institute of Social and Ethical Accountability**

Unit A
137 Shepherdess Walk
London N1 7RQ
Tel 020 7549 0400
Fax 020 7253 7440
Email
secretariat@accountability.org.uk
www.accountability.org.uk

Big Picture

c/o Scottish Council for Voluntary Organisations (SCVO)
Mansfield Traquair Square
15 Mansfield Place
Edinburgh
EH3 6BB
Tel 0131 556 3882
Fax 0131 556 0279
Text phone 0131 557 6483
Email enquiries@scvo.org.uk
www.thebigpic.org.uk

Birmingham Voluntary Service Council

(Quality First)
138 Digbeth
Birmingham
B5 6DR
Tel 0121 643 4343
Fax 0121 643 4541
Email
enquiries@birmingham.cvs.org.uk
www.birmingham.cvs.org.uk

British Quality Foundation

(Excellence Model)
32-34 Great Peter Street
London SW1P 2QX
Tel 020 7654 5000
Fax 020 7654 5001
www.quality-foundation.co.uk

British Standards Institution (ISO 9000)

389 Chiswick High Road
London W4 4AL
Tel 020 8996 9000
Fax 020 8996 7400
Email cservices@bsi-global.com
www.bsi.org.uk

Charities Evaluation Services (PQASSO)

4 Coldbath Square
London EC1R 5HL
Tel 020 7713 5722
Fax 020 7713 5692
Email enquiries@ces-vol.org.uk
www.ces-vol.org.uk

Charter Mark

Service First
Cabinet Office
House Guards Road
London SW1P 3AL
Tel 0845 3040430
Email chartermark@cabinet-office.gov.uk
www.servicefirst.gov.uk

Health Quality Service/Kings Fund Organisational Audit

11-13 Cavendish Square
London W1M 0AN
Tel 020 7307 2408
Fax 020 7307 2424
www.kingsfund.org.uk

Investors in People UK

7-10 Chandos Street
 London W1G 9DQ
 Tel 020 7467 1900
 Fax 020 7636 2386
 Email information@iipuk.co.uk
www.iipuk.co.uk

Legal Services Commission

(Quality Mark)
 85 Grays Inn Road
 London WC1X 8TX
 Tel 020 7759 0000
www.legalservices.gov.uk/qmark

New Economics Foundation

(Social accounting and auditing)
 Cinnamon House
 6-8 Cole Street
 London SE1 4YK
 Tel 020 7089 2800
 Fax 020 7407 6473
 Email info@neweconomics.org
www.neweconomics.org

National voluntary sector umbrella bodies**Community Matters**

National Federation of Community Organisations
 12-20 Baron Street
 London N1 9LL
 Tel 020 7837 7887
 Fax 020 7278 9253
 Email communitymatters@communitymatters.org.uk
www.communitymatters.org.uk

National Association of Councils for Voluntary Service

3rd Floor
 Arundel Court
 177 Arundel Street
 Sheffield S1 2NU
 Tel 0114 278 6636
 Fax 0114 278 7004
 Email nacvs@nacvs.org.uk
www.nacvs.org.uk

National Association of Volunteer Bureaux

16 Waterloo Street
 Birmingham B2 5UG
 Tel 0121 633 4555
 Fax 0121 633 4043
www.navb.org.uk

Northern Ireland Council for Voluntary Action

61 Duncairn Gardens
 Belfast BT15 2GB
 Northern Ireland
 Tel 028 9087 7777
 Fax 028 9087 7799
 Email info@nicva.org
www.nicva.org

Quality Standards Task Group (QSTG)

Regent's Wharf
 8 All Saints Street
 London N1 9RL
 Tel 020 7520 2540
 Fax 020 7520 2587
 Email qstg@ncvo-vol.org.uk
www.ncvo-vol.org.uk/main/about/does/qs.html

Scottish Council for Voluntary Organisations (SCVO)

Mansfield Traquair Square
 15 Mansfield Place
 Edinburgh
 EH3 6BB
 Tel 0131 556 3882
 Fax 0131 556 0279
 Text phone 0131 557 6483
 Email enquiries@scvo.org.uk
www.scvo.org.uk

Wales Council for Voluntary Action (WCVA)

Baltic House
 Mount Stuart Square
 Cardiff
 CF10 5FH
 Tel 029 20 431700
 Fax 029 20 431701
 Text phone 029 20 431702
 Email enquires@wcva.org.uk
www.wcva.org.uk

Other useful contacts**ELWa (Education and Learning Wales)**

(funds post-16 education and training in Wales)
 Bedwas Road
 Bedwas
 Caerphilly CF83 8WT
 Tel 08456 088 066
www.elwa.org.uk

Institute of Quality Assurance

12 Grosvenor Crescent
 London SW1X 7EE
 Tel 020 7245 6722
 Fax 020 7245 6755
 Email iga@iga.org
www.iqa.org

Learning and Skills Council

(planning and funding education and training for over 16s in England)
 Cheylesmore House
 Quinton Road
 Coventry CV1 2WT
 Tel 0845 019 4170
 Fax 024 7649 3600
 Email info@lsc.gov.uk
www.lsc.gov.uk

The Management Standards Centre

3rd Floor
 2 Savoy Court
 Strand
 London WC2R 0EZ
 Tel: 020 7240 2826
 Fax: 020 7240 2853
www.management-standards.org

Wales Quality Centre QED

Treforest Estate
 Pontypridd
 CF37 5XD
 Tel 01443 841192
www.qualitycentre.org.uk

about Charities Evaluation Services

32

Charities Evaluation Services (CES) is an independent charity with unrivalled expertise in monitoring, evaluation and quality assurance systems in the voluntary sector.

CES produces a range of publications, including PQASSO, the quality system specially designed for small and medium sized voluntary organisations.

How will CES work with you?

Phone us on 020 7713 5722 for free advice

Our consultants will talk to you about your organisation's particular needs and offer you practical advice about monitoring, evaluation, self-evaluation and quality systems.

What services does CES offer?

In-house training

CES offers training in monitoring, evaluation and quality systems. Training courses can be run in-house and tailored specifically to the needs of your organisation.

Open training

We also run a programme of training courses covering monitoring and evaluation and quality systems from our accessible central London venue. Courses include:

- Foundation course in monitoring and evaluation
- Monitoring equality and diversity
- Measuring outcomes
- Managing organisational change
- Involving service users in evaluation
- Collecting qualitative and quantitative data
- Analysing data
- Presenting evaluation findings effectively
- Making the most of your quality assurance system
- PQASSO and Quality Mark
- PQASSO users' network
- Introduction to the EFQM Excellence Model

- Implementing PQASSO 2nd Edition.

Contact us for our full training brochure on 020 7713 5722 or email enquiries@ces-vol.org.uk

Consultancy

Our consultancy service is flexible and provides support for organisations that want to understand and implement monitoring, evaluation and quality systems.

External evaluations

CES has carried out evaluations of a large number of organisations over the last ten years as well as working with funders to evaluate their programmes and funding strategies.

Other publications from Charities Evaluation Services

First Steps in Monitoring and Evaluation (2002)

Practical Monitoring and Evaluation: a guide for voluntary organisations (2002)

Monitoring Ourselves, 2nd edition (1999)

Managing Evaluation, 2nd edition (1999)

Developing Aims and Objectives (1993)

A Rough Guide to Change (1998)

Does your Money Make a Difference? (2001)

CES discussion papers

- Paper 1
The purpose of evaluation (1998)
- Paper 2
Different ways of seeing evaluation (1998)
- Paper 3
Self-evaluation (1999)
- Paper 4
Involving service users in evaluation (1998)
- Paper 5
Performance indicators: use and misuse (1998)
- Paper 6
Using evaluation to explore policy (1998)
- Paper 7
Outcome monitoring (2000)

PQASSO (Practical Quality Assurance System for Small Organisations) 2nd edition

PQASSO CD Rom

For prices, please contact CES on 020 7713 5722 or email enquiries@ces-vol.org.uk

33