

Quality Standard Toolkit for Voluntary Sector Organisations

Produced by Wiltshire Council in partnership with NHS Wiltshire



Foreword

This toolkit is designed for voluntary and community sector organisations seeking to review and improve their effectiveness in delivering their objectives to support communities and individuals, thus setting a quality standard for Wiltshire.

There are currently many quality systems available for the VCS to utilise, however for some organisations there are various barriers preventing them from measuring their effectiveness.

It is hoped that by developing a Wiltshire standard, we will be encouraging best practice, promoting the principles of The Wiltshire Compact, and enabling organisations to have an accreditation that fast tracks them for local and national funding as well as giving evidence to the quality of their work. This can only be beneficial to customers – current and potential - and staff.

We hope to have a full accreditation process in place during 2011. In the meantime, we encourage all voluntary and community organisations to make use of this toolkit and hope that you find it useful.

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For further information on voluntary sector development in Wiltshire, please visit:

www.growwiltshire.org.uk

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Further information

If you need infrastructure support, please talk to **GROW on 0845 034 5250** who provide voluntary and community groups with support, advice and information across Wiltshire. GROW is the Wiltshire Council funded infrastructure support service, but other infrastructure support organisations providing generalist and specialist support are also available.

Funding Advice can be obtained from **CIB South & West on 01380 729279**. They run advice sessions across Wiltshire as well as arranging one to one meetings. CIB provide a funding advice service across Wiltshire but, depending on the project, other funding support services are available

How to use this toolkit

A good quality system is made up of three elements:

1. An organisational health check – which determines its ‘fitness for purpose’
2. Clear standards – which define what must be achieved
3. A quality framework - which brings together the standards and the evidence that your organisation is living up to the standards

This tool kit has three aims:

1. To help organisations assess their ‘fitness for purpose’
2. To develop a standard for Wiltshire
3. To help organisations bring these together and evidence how their organisation is meeting the standards.

Where should I start?

In preparing this toolkit we are aware that it cannot meet the needs of all. All organisations should start by completing the self assessment check on page two and the summary of your organisation on page three.

Which sections are relevant for my organisation?

Very small organisations that wish to utilise the standards applied in the body of this document to help meet the requirements laid down by funding agencies such as the Community Foundation, South West Foundation, BLG, Awards for All, etc, should go to the ‘basic standard section on page six.

Larger organisations that wish to undertake the more comprehensive assessment for the full quality standard should go to the ‘working to a standard’ section on page eight.

There is also a checklist on page 37 for organisations considering tendering for services. To do this, a relevant and reputable quality standard will be required and Wiltshire Infrastructure Consortium would hope that the Wiltshire standard is adopted by Wiltshire Council and provides an accredited standard undertaken by trained peers. That accreditation still needs to be put in place.

Organisations that have a national qualification required by their governing body, for example in Sports, Age UK, Rural Community Councils, and NAVCA, will be fast tracked as part of the Wiltshire standard.

At the end of this self assessment is an opportunity to highlight those things that need to be done or are considered as ‘could do better’ on page 33. You may then wish to continue on and create an action plan for dealing with these issues. A template to assist you is available on page 36.

Self assessment check

This self assessment check is a way of demonstrating that your organisation is 'fit for purpose' and enables your organisation to celebrate the successes and identify what needs further improvement. This will enable your organisation to evidence its delivery against the Wiltshire standard - the Wiltshire Quality Mark - which will enable organisations applying for funding from the council to be fast tracked.

It is suggested that this self assessment is undertaken as a minimum by the service manager¹, a staff member, a committee member and a service user, with no more than eight people to ensure the meetings are manageable. It is a time consuming process so it is suggested that one section at a time is considered. Please be aware, however, that the first time may take up to 12 months depending on the size of your organisation.

It may be easiest to evidence how your organisation meets the standards by pulling the items together into a portfolio so you can easily demonstrate your organisation's 'fitness for purpose'. An additional sheet could show the things that have been identified as needing improvement and how these are/will be addressed and a timeline. This can also help the staff team, volunteers and any paid staff to own the actions needed to improve. A quality system should help an organisation achieve continuous improvement.

In order to be proportionate, each area starts with the essentials. Desirables are other things your organisation might undertake to continue to develop, however the level of evidence will vary depending on the size and turnover of the organisation.

Name of Organisation	
Lead contact name	
Telephone No.	
Email address	
Date of Self Assessment made	
Names and roles of people who attended the Self Assessment	
Date when next Self Assessment to be undertaken	

This self assessment is confidential to your organisation unless you chose to apply for your assessment to be verified.

¹ Senior Manager could be the lead for the service or another senior person whether salaried or not salaried

A summary of your organisation

What is the purpose of your organisation?

What is your organisation's agreed mission, aims, objectives?

Who are your beneficiaries, for example members, service users, participants?

How many staff do you employ?

Paid staff	Part-time
	Full Time

Volunteers

What was your total income in the last year?

Unrestricted² income: £

Restricted³ income: £

Total income: £

What is your total annual expenditure?

£

² Unrestricted income is money which has not be acquired for a specific purpose

³ Restricted income is money that was given for a specific purpose and can only be used for that purpose

What contracts and/or Service Level Agreements (SLAs) do you have and with who?
 (This might be with, for example, the council, a charitable trust or Big Lottery).

Contract or Service Level Agreement	From whom?	Amount?	Period of this funding / from
<i>Example - SLA</i>	<i>Wiltshire Council</i>	<i>£23,000 per year</i>	<i>3 years from 2008</i>

What does a 'fit for purpose' organisation look like?

A voluntary or community group that is looking to be 'fit for purpose' should be able to answer yes to the following statements:

- We have a clear statement of purpose which all can see, that says why we exist and what we hope to achieve, and that is relevant to the needs of our community / customers / members / service users
- We are clear about our values and the standards we meet. We regularly check our service against the standards set and through a self assessment process which enables us to look for ways of improving how our organisation is run and how we deliver our services
- We have a document that clearly sets out the rules governing the organisation, how it is managed and how it is accountable. This includes how we carry out our responsibilities and duties
- We have an appropriate financial system that enables us to work effectively and to protect the interests of everyone involved
- We ensure that those who use our services are satisfied and that they are encouraged to be involved in the running of our organisation and help us review our work
- We recognise that our staff, whether waged and unwaged (volunteers), are a valuable resource and we make sure they all have an opportunity to contribute to the work of our organisation and its effectiveness
- We ensure that those who use our services are satisfied and that they are encouraged to be involved in the running of our organisation and help us review our work.
- We support equality of opportunities for all and work to make sure that our policies are seen in practice to be inclusive
- We regularly review the effectiveness of our work and use this information to improve existing services, as well as informing the development of new ones
- We work well together as a group / team and share our skills and knowledge using our experience to meet the needs and aspirations of those who use our services
- We understand the benefits of partnership working and work with other groups where it is of benefit to our organisation or its beneficiaries.

These standards are incorporated in the self assessment that follows.

Basic standard

For small groups that wish to reach the minimum standards to access funding

If you are making a funding application you will need to provide referees who can vouch for your organisation / project. It is important they know the service(s) your organisations delivers.

Please cross through the answer (YES/NO) that does not apply. If your organisation answers YES, you must be able to evidence this response.

Standard 1	
We have a document that clearly sets out the rules governing the organisation, how it is managed and is accountable. This includes how we carry out our responsibilities and duties	
The rules / constitution / membership and terms of reference are signed	YES/NO
There are at least three members on the committee and they are unrelated	YES/NO
The committee is made of people who have a variety of skills that can support the needs of the organisation and its projects	YES/NO
Our organisation has appropriate insurances including employers liability and public liability	YES/NO
Our organisation has policies and procedures to meet the needs of our services. These include a health and safety policy and an equal opportunities policy	YES/NO
We have a safeguarding policy to ensure we protect children or vulnerable adults should they require our services.	YES/NO
Our organisation holds an annual general meeting (AGM)	YES/NO
Standard 2	
We have an appropriate financial system that enables us to work effectively and to protect the interests of everyone involved.	
Our organisation creates a clear budget each year	YES/NO
Our organisation has its accounts examined each year	YES/NO
Our organisation has clear financial procedures which are appropriate to the size of our organisation and our annual turnover	YES/NO
Our organisation does not keep in reserve more than one years running costs	YES/NO
Our organisation has a bank account in its name	YES/NO
All payments are signed by a minimum of two people who are not related	YES/NO
Our organisation could provide a copy of the latest bank statement	YES/NO
Our organisation produces an annual report	YES/NO
Standard 3	
We ensure that those who use our services are satisfied and that they are encouraged to be involved in the running of our organisation and help us review our work.	
Our organisation regularly consults our customers	YES/NO
Our organisation undertakes, at least annually, a satisfaction survey	YES/NO
If we want to develop a new service we can evidence the need	YES/NO

For your notes

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Working to a Standard

For larger organisations that wish to undertake the most comprehensive assessment

In answering these statements, think about how you can evidence your response.

Standard one - Stating our purpose

We have a clear statement of purpose, which all can see, that says why we exist, what we hope to achieve and that it is relevant to the needs of our community / customers / members / service users

Clear purpose	Not met	Nearly met	Met	Action / comment
Essential				
We have a statement that sets out the purpose of our organisation.				
We have clear aims and objectives				
We can evidence the need for our organisation and its beneficiaries.				
We have a mission statement that summarises our purpose so everyone knows what we are trying to achieve.				
These aims and objectives meet those stated in our rules, constitution or memorandum and articles.				
Our organisation can explain how all activities relate to and support our aims and objectives				
Desirable				
There is a brief written history about our organisation				
We review our aims and objectives on a regular basis. (State how often in comments)				

What might be used as evidence?

- ❖ Your governing document (constitution, memorandum and articles or set of rules)
- ❖ Your written mission statement
- ❖ Your written aims and objectives
- ❖ The research undertaken to evidence the need
- ❖ An action plan for the year
- ❖ Basic information about the people who use your services
- ❖ Brochures and information sheets
- ❖ Minutes and reports of how the service is meeting the needs of its beneficiaries
- ❖ A business plan or strategic plan. This gives a longer term plan.
- ❖ Feedback from beneficiaries
- ❖ Letters of support, reviews of work, comment from funders.

Standard two - Our values and standards

We are clear about our values, and the standards we will meet. We regularly check our service against the standards set and look for improvements in the way we deliver our services

Values and standards	Not met	Nearly met	Met	Action / comment
Essential				
We have a statement of our core values				
We have developed some good practice guidelines, which we work to.				
We have a strategic three year plan				
We set clear targets each year within our annual plan				
We have an annual plan that includes dates when actions will be completed and who is leading each area of work				
We measure how well we are doing against these targets on a regular basis? (Please state how often)				
We adopt the core standards on page nine				
We have started a self assessment process				
Desirable				
We review our values on a regular basis. (state how often and when last reviewed)				
We use another organisations good practice guidelines to help us to grow. (Please state whose)				

What can you use as evidence for your portfolio?

- ❖ The statement of core values
- ❖ Copies of your good practice guidelines eg volunteer policy
- ❖ Minutes of meetings where the items have been discussed
- ❖ Copies of other organisations good practice guidelines to which you work.
- ❖ A copy of the annual plan with targets, dates and the lead per target
- ❖ A copy of the review of the delivery of these targets
- ❖ Evidence of improvements
- ❖ Feedback from your beneficiaries and staff
- ❖ Notes of staff meetings or meetings with your beneficiaries
- ❖ Compliments register.

Standard three - Good governance

We have a document that clearly sets out the rules governing the organisation, how it is managed and is accountable. This includes how we carry out our responsibilities and duties

Governance	Not met	Nearly met	Met	Action / comment
Essential				
We have a governing document				
This governing document is regularly reviewed (state how often)				
The organisation meets its legal and operation requirements				
Our organisation has a management committee/trustee board that is set up in accordance with the governing document				
We have role descriptions for all our committee members and officers.				
We have a process for recruiting people to our committee and can evidence their eligibility and suitability for their role				
All committee members/trustees understand that they must act only in the best interests of our organisation and identify to the meeting if there is likely to be a conflict of interest				
All new committee members receive an induction				
The organisation meets its legal and financial obligations and seeks professional advice as necessary				
The committee, with staff, develop a strategic plan and regularly monitor the annual work plan and budget to inform the shape of future plans				

Governance	Not met	Nearly met	Met	Action / comment
We have a list of all our policies and procedures, when they were originally written and when they were reviewed				
The committee review all policies and procedures annually to ensure they are relevant and up to date.				
The committee ensure the organisation meets its legal obligations				
Desirable				
Our organisation undertakes a skills audit to ensure the committee/trustees meet the skill needs of the organisation				
We have developed clear rules about how our committee operate.				
Trustees have access to learning				
The committee/board have systems in place relating to who has delegated authority, terms of reference of sub-groups and regularly monitor those delegated activities				
We have regular away day sessions for staff and committee members to plan our targets each year and to develop new areas of work				
We have a system to manage the risks of the organisation				
We consider the impact of our activities on the environment and take a responsible and sustainable approach.				
Our organisation has agreed who can talk with the press				
We inform our staff of decisions made by the committee				
We ensure we grow through continuous improvement				

What can you use as evidence for your portfolio?

- ❖ Your governing document
- ❖ Legal documents and insurance policies
- ❖ A list of management committee members and their roles
- ❖ The recruitment procedure for new committee members
- ❖ An induction pack for new committee members
- ❖ The role descriptions for management committee members
- ❖ Minutes of relevant meetings
- ❖ The committee's terms of operating
- ❖ A register of conflicts of interest
- ❖ A copy of the skills audit used and a collation of skills audits for current committee members
- ❖ Training and learning records for committee members
- ❖ Notes of staff meetings
- ❖ Notes from away day sessions
- ❖ A copy of the annual report
- ❖ A copy of the examined or audited annual financial statement
- ❖ A list of CRB checks undertaken relating to committee members and staff
- ❖ Copies of all policies and procedures dated when written and dated when last reviewed
- ❖ Copies of business documents, for example the business plan, annual plan, budget, /cash flow forecast
- ❖ List of organisations or charitable trusts that provide current funding, including the date it is to end and its purpose, and those funding applications made but awaiting a response
- ❖ The risk register
- ❖ An asset register
- ❖ Equality policy and evidence of how you 'live' that policy

- ❖ List of actions which are publicised within your organisation to be environmentally sustainable, for example switch off lights if room not in use, recycling waste, re-using items, reducing waste, ensuring equipment purchased is efficient in its use of resources.
- ❖ Customer satisfaction surveys
- ❖ Annual plans that demonstrate improvement
- ❖ Reports from staff leading projects / areas of work.

Standard four - Good financial management

We have an appropriate financial system that enables us to work effectively and protect the interests of everyone involved

Managing money financial management	Not met	Nearly met	Met	Action / comment
Essential				
Our organisation has a bank account that requires not less than two signatories				
Our organisation has a treasurer or other identified individual who has the appropriate skills to keep our financial records				
Written financial procedures / systems are in place for bookkeeping, expenses, petty cash, staff time worked, sickness and holidays, etc				
Our financial records show our income and expenditure				
Annually our accounts are examined or audited by a suitably independent qualified person				
Our organisation keeps all its agreements for grants or contracts in a safe place				
Our organisation keeps restricted and unrestricted accounts to meet the legal requirements of money given / awarded to our organisation				
Our finances are reviewed against budget at least quarterly by the committee / trustees				
Our organisation has appropriate insurances in place				
Desirable				
Our organisation has funding from a variety of sources				
We keep money given for a particular purpose in a				

Managing money financial management	Not met	Nearly met	Met	Action / comment
restricted fund and do not use it for other purposes				
We can provide an audit trail for each grant/contract we have received				
Our organisation keeps money in reserve that is equivalent to three to six months running / operating costs, but never holds more than one year's money in reserve.				
Our organisation knows how to access funding				
Full cost recovery ⁴ is understood and applied as appropriate				
The committee / trustees undertake a financial risk assessment annually				
The council's 'best value' process is understood				
The tendering process is understood				
The organisation complies with 'statement of recommended practice' ⁵				
The organisation produces a cash flow chart				
Systems are in place to monitor the stationery, printing, photocopying, postage, etc used by each specific project so it can be charged accordingly				
A record of all mail in and out is kept as good practice and when necessary evidence				

⁴ Full Cost Recovery is a way of ensuring your project is clear about the full costs of the project which will include all the projects costs plus a sum relating to fixed costs and management.

⁵ Statement of Recommended Practice relates to the layout of accounts for registered charities

What can you use as evidence for your portfolio?

- ❖ Current records of receipts and payments
- ❖ Copy of the financial rules, procedures and policies
- ❖ Monthly or quarterly financial reports
- ❖ Copies of letters from funding bodies
- ❖ Applications to funding bodies and their responses
- ❖ Annual accounts
- ❖ Examiners report or accountants audit report
- ❖ Annual budget that accompanies the annual plan
- ❖ Cash flow forecast
- ❖ Minutes of committee meetings showing / discussing the financial position
- ❖ Fundraising strategy and plan
- ❖ Restricted fund accounts
- ❖ List of projects and their funding sources
- ❖ Name of treasurer and the name of agreed bank account signatories
- ❖ Copy of insurances
- ❖ Copy of project records evidencing use of resources for cross charging purposes.

Standard five - Staff management

We recognise that our staff, whether waged and unwaged (volunteers), are a valuable resource and make sure they all have an opportunity to contribute to the work of our organisation and its effectiveness

Staff (waged or unwaged)	Not met	Nearly met	Met	Action / comment
Essential				
All staff have a role description and a contract of employment or a volunteer agreement				
CRB checks are carried out, when applicable, i.e. those working with children, young people or vulnerable adults				
All staff receive an induction				
All staff are made aware of all our policies and procedures including safeguarding – where appropriate, health and safety, equalities and disciplinary and grievance				
All staff receive regular support meetings individually and/ or as a group				
Staff – paid or volunteers with a key role have an annual appraisal				
Staff are clear about their individual role in delivering the annual plan.				
Staff have learning opportunities				
The leader of the service meets with the chairperson on a regular basis				
Desirable				
We have a performance management system in place, which mirrors our policy				
Staff keep an individual learning and development record				
Staff are involved in developing work plans and new services				

What can you use as evidence for your portfolio?

- ❖ A copy of job and or role descriptions
- ❖ A copy of person specifications
- ❖ A copy of volunteer agreements
- ❖ A copy of contracts of employment with paid staff
- ❖ Notes of staff meetings
- ❖ Thank you events for volunteers
- ❖ List of CRB checks carried out and dates for re-assessment is held and kept securely
- ❖ A copy of people's learning and development record
- ❖ Supervision procedure and form
- ❖ Appraisal procedure and form
- ❖ Induction process for staff waged and unwaged
- ❖ Handbooks for staff waged and unwaged
- ❖ Learning records
- ❖ System for hand over procedures
- ❖ Day procedure guide
- ❖ A copy of the performance management policy
- ❖ Evidence of how the performance management policy is used.

Standard six - Customer satisfaction

We ensure that those who use our services are satisfied, and encouraged to be involved in the running of our organisation and help us review our work

Service delivery	Not met	Nearly met	Met	Action / comment
Essential				
Our activities / services are well publicised				
We ensure our activities / services are open to all				
We listen to our beneficiaries and design and change our activities / services accordingly				
We review our services regularly with our beneficiaries ⁶				
Our beneficiaries are involved in running our activities / services				
We promote our complaints procedure to our beneficiaries				
An annual general meeting is held and our beneficiaries are invited				
All beneficiaries know how our organisation can help them				
Desirable				
We have a regular programme of activities				
Our beneficiaries have their own committee (Mainly for health and social care groups)				
Our beneficiaries hold regular meetings with those who use our services to discuss issues which are important to them (Mainly for health and social care groups)				
Each beneficiary has a personal plan identifying their starting point and how our organisation will help them achieve their goals (Mainly for health and social care groups)				
We undertake research to identify needs				

⁶ A beneficiary could be a customer, service user, or member.

Service delivery	Not met	Nearly met	Met	Action / comment
We evidence the need before developing new services				
We have a confidential area where beneficiaries who wish to talk with us confidentially can do so				
We promote all that we do through a website, newsletters, e-bulletins, and/or social media				

What can you use as evidence for your portfolio?

- ❖ Leaflets, brochures, newsletters, e-bulletins, website address
- ❖ Copies of publicity material
- ❖ A scrapbook of items placed in newspapers, parish magazines etc.
- ❖ Annual report
- ❖ Customer satisfaction surveys
- ❖ List of roles members hold
- ❖ Minutes of AGM
- ❖ Register of complaints
- ❖ Copy of complaints procedure
- ❖ Notes of meetings with beneficiaries
- ❖ An album of activities – photographs (ensure you have permission to use)
- ❖ A copy of the relevant minutes

Standard seven - Accessible to all

We support equality of opportunities for all and work to make sure that our policies are seen in practice to be inclusive

Equality and fairness	Not met	Nearly met	Met	Action / comment
Essential				
We have an equal opportunity policy				
The committee and the staff represent the makeup of our community				
We monitor our members and supporters to ensure we meet everyone's needs in the community				
Our project is open to all who meet our criteria which is inclusive.				
Our projects are run in accessible venues				
We ask people who have additional needs what support they need and how we can help them feel included.				
Desirable				
We provide training opportunities relating to equalities for our committee and staff				
Equality issues are included in the services we plan				
We translate our leaflets into other languages and accessible formats				
All staff can welcome people in their own language				

What can you use as evidence for your portfolio?

- ❖ Your equality statement
- ❖ An equal opportunities plan
- ❖ Analysis of who uses the service
- ❖ Recognising groups that might be excluded eg lack of access for wheelchair users, English as a second language
- ❖ Equality training
- ❖ Minutes of meetings and planning sessions
- ❖ A card with 'Welcome' in many languages including some sign language
- ❖ Training register noting courses and who has attended to enable staff working with people with additional needs.

Standard eight - Monitoring

We regularly review the effectiveness of our work, and use this information to improve existing services as well as evidence why we develop new ones

Reviewing our work	Not met	Nearly met	Met	Action / comment
Essential				
We collect information that will show us the usage, breadth, and difference the service has made				
We write a report for each committee meeting to inform our committee of the successes and issues				
We write reports based on the information we collect to aid decision making				
We adapt our services based on our beneficiaries comments				
We use the complaints and suggestions to inform our planning and staff training				
We provide reports to our funders and our committee about how their money has been used to meet the commitments agreed				
By collecting information to evidence why new services need or have been developed				
Desirable				
We are able to evidence to those who fund our work what work has been delivered, an audit trail of the use of their money and the difference their money has made to our beneficiaries				
We monitor the performance of our staff in line with our performance management policy				
We monitor how well we are delivering against our annual plan and report to our Trustees				

Reviewing our work	Not met	Nearly met	Met	Action / comment
We use creative ways to evidence the difference made to our customers e.g. scrap books, creating DVD,s, enabling customers to tell the story.				

What can you use as evidence for your portfolio?

- ❖ Monitoring forms and record sheets
- ❖ Statistical information per project
- ❖ Qualitative information per project
- ❖ The 'story' of what has been delivered
- ❖ Copies of plans, reviews and reports
- ❖ Analysis of complaints and suggestions
- ❖ Evidencing creatively the activities and beneficiaries comments
- ❖ Copies of leaflets
- ❖ Audit trail of resources
- ❖ Annual plan showing last review of who/how each objective of the plan has been met.

Standard nine - Communicating effectively

We work well together as a group / team. We share our skills and knowledge using our experience to meet the needs and aspirations of those who use our services

Team working	Not met	Nearly met	Met	Action / comment
Essential				
The organisation has a clear structure and systems to ensure democratic decision making				
We have regular staff meetings and records are kept				
We keep clear records about all area of our work				
We ensure all information is kept up to date				
We have a system to ensure we know what mail has come in and gone out, the phone messages are passed on as necessary, and in a timely manner.				
Staff are all able to use the equipment we use - telephone, computers, printers, fax machines, binding machine, guillotine and laminator				
Staff work together on projects to grow their skills and knowledge				
When we have issues we talk them through and agree and resolution				
Desirable				
We have fun social activities that bring us together as a team				
We have an intranet to keep our team informed				
We produce information to keep everyone informed through our website or newsletter or e-bulletin or other social media.				

What can you use as evidence for your portfolio?

- ❖ An organisational chart
- ❖ Staff handbook / volunteer handbook
- ❖ Annual plan showing how each person contributes to the whole
- ❖ How training needs are met
- ❖ Training and learning records
- ❖ Minutes and agendas of staff meetings
- ❖ A procedure / guide for undertaking specific tasks, for example when locking up
- ❖ Staff and beneficiaries satisfaction surveys.

Standard ten - Partnership working

We understand the benefits of partnership working and work with other groups where it is of benefit to our organisation or our beneficiaries

Partnership working	Not met	Nearly met	Met	Action / comment
Essential				
By attending partnership meetings and working in partnership we have the opportunity to hear other people's/organisation's views				
Our service/organisation can be developed as part of a wider team				
Through information gained we can benefit our service users				
Through working with other organisations on particular elements of our work we have grown our knowledge and shared our skills				
We have been able to access additional resources				
The team have grown their skills				
Our knowledge has grown about the differences in each community across the county				
We work more efficiently				
Desirable				
We have signed up to the Wiltshire Compact				
We work within the Compact 'promises'				

What can you use as evidence for your portfolio?

- ❖ A list of partnership activities your organisation is involved in
- ❖ Minutes and notes that evidence using partnership working to develop your service
- ❖ Projects which are delivered with partners
- ❖ Copy of minute agreeing your organisation sign the Compact
- ❖ Evidence of how we meet the Compact promises
- ❖ Staff learning sheets (this could show how an individual has grown their skills/knowledge)
- ❖ Evidence of how projects/the organisation has grown through partnership working.

For your notes

A large, empty rectangular box with a black border, occupying most of the page. It is intended for taking notes.

Review of areas that need attention

Clear purpose

Items that needs action:

- 1.
- 2.
- 3.

Values and standards

Items that need action:

- 1.
- 2.
- 3.

Good governance

Items that need action:

- 1.
- 2.
- 3.

Good financial management

Items that need action:

- 1.
- 2.
- 3.

Staff management (waged or unwaged)

Items that need action:

- 1.
- 2.
- 3.

Customer satisfaction

Items that need action:

- 1.
- 2.
- 3.

Accessible to all

Items that need action:

- 1.
- 2.
- 3.

Monitoring

Items that need action:

- 1.
- 2.
- 3.

Communicating effectively

Items that need action:

- 1.
- 2.
- 3.

Partnership working

Items that need action:

- 1.
- 2.
- 3.

Action Plan

Complete the action plan to prioritise the actions that you have identified through this self assessment check. It is important that you include who will lead on the action and by when. Ensure your date is timely but achievable.

Area of work	Action required	By whom	When will it be done	Date achieved

Are we 'tendering ready'?
For organisations considering tendering for services.

Action required	To be led by whom	Date achieved
<p>We have reviewed our governing document and are allowed to tender for services.</p> <p>We are clear about those things we can tender for that meet our organisational purpose as stated in our governing document</p> <p>Our governing committee have approved our tendering for a specific service / activity</p> <p>We can provide:</p> <ul style="list-style-type: none"> ▪ Three years of examined / audited accounts ▪ A profit and loss account and balance sheet ▪ The names of professional referees who have financially supported us and know our work and have given their permission ▪ Our equality policy ▪ Evidence of how we ensure we are an inclusive organisation ▪ Governing document ▪ Health and Safety policy (as required by section two (3) of the H7S at work Act 1974) ▪ Record of RIDDOR reporting ▪ Record of accidents and dangerous occurrences ▪ Risk assessments for all activities ▪ Evidence of health and safety training programme for staff including, as appropriate, manual handling, risk assessment, health and safety appointed person, first aid appointed person, food hygiene and foods safety, personal safety, etc ▪ Evidence of monitoring health and safety systems ▪ Evidence that any sub-contractor works within your policies and procedures / the standard required by the contract ▪ All policies and procedures are reviewed annually ▪ List of CRB checks made and date for review ▪ Complaints procedure ▪ Insurance policy details (usually based on public liability £5m/employer liability £5m/professional indemnity £2m) ▪ Safeguarding policies ▪ Staffing structure ▪ Staffing qualification ▪ Quality assurance ▪ Environmental policy 		

Action required	To be led by whom	Date achieved
<ul style="list-style-type: none"> ▪ Reserves policy ▪ Track record – i.e. previous contracts and grants including awarded, activities delivered and outputs and outcomes achieved and evaluation report ▪ We know the cost of each of our projects based on a ‘full cost recovery’ principles ▪ A risk management register ▪ Evidence our ability to deliver ▪ We have various systems to collect evidence about the difference our service makes for our beneficiaries <p>We are registered on ‘Buy Wiltshire’ website</p> <p>We are aware of the ‘added value’ we bring to service for which we will tender</p> <p>We will want to tender in collaboration with others and have opened discussions with potential partners</p> <p>We will work with organisations who have similar values and objectives</p> <p>We will ensure we undertake a ‘due diligence’ check of all partners who work with us as a collaboration</p> <p>We will ensure we have a robust collaborative agreement to protect our organisation</p> <p>We can name the person in our organisation with overall responsibility for health and safety</p> <p>We can name the person who provides day to day health and safety advice.</p>		

Useful information and reading material

The following books are useful to refer to in running and managing a VCS organisation:

The Good Trustee Guide
The Good Employment Guide
The Good Finance Guide
The Good Management Guide

These books are published by NCVO and can be ordered online at www.ncvo-vol.org.uk

The Wiltshire Compact 2011 and beyond....

Available from www.thewiltshirecompact.org.uk

Voluntary But Not Amateur: A guide to the law for voluntary organisations and community groups

Available via Amazon or the Directory of Social Change
www.dcs.org.uk

Just about Managing: Effective management for voluntary organisations and community groups

Available via Amazon or the Directory of Social Change
www.dcs.org.uk

VolResource provides information on line for voluntary and community organisations

www.volresource.org.uk

Charity Commission provides a number of useful guidance documents to keep an organisation operating within its charitable registration

www.charity-commission.gov.uk then click on guidance

GROW is Wiltshire's infrastructure organisation

Contact them on 0845 034 5250 and for general information at www.growwiltshire.org.uk

CIB –South and West provide information and support related to funding advice and legal structures / governing documents

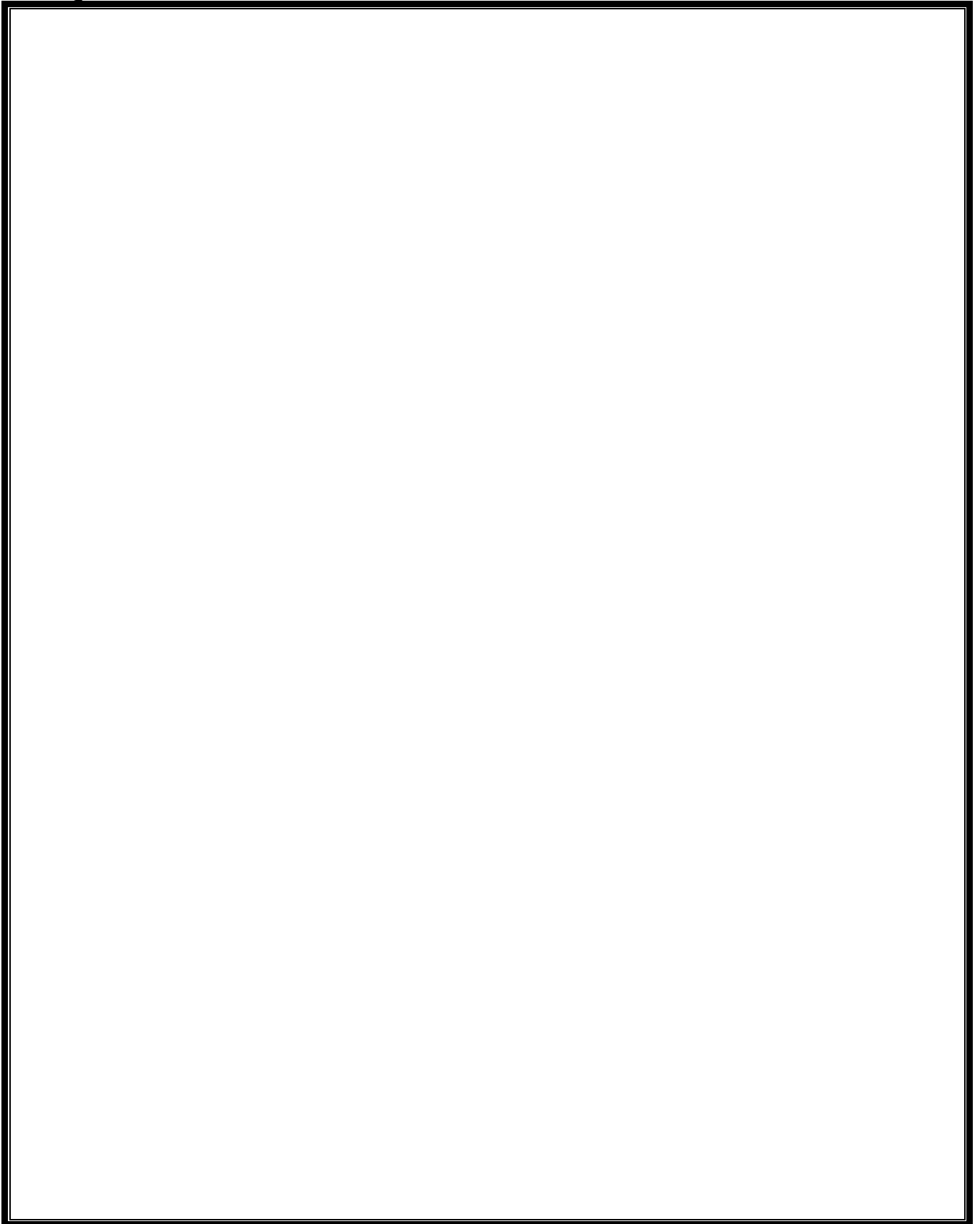
Telephone 01380 729279

Glossary

Accreditation	A process of certifying that a certain standard has been met by assessing the organisation against the standards
Aim	Tells everyone why your organisation exists and the difference you want to make
Assessment	Judgement about an organisations performance
Capital costs	These are one off costs often to set up a project e.g. chairs, tables/desks, printer, computers etc
Code of practice	A basic statement covering the core principles that your organisation wishes to follow
Continuous improvement	The process of doing, reviewing and improving that is part of an organisation's culture and built into its regular cycle of planning and delivery
Complaint	Where a customer or funder feels something is not as good as expected
Core costs	The basic costs needed to run your organisation e.g. rent, telephone, electricity, stationery
Evaluation	Making an assessment of the success of activity by comparing it with pre-set standards or criteria
Good practice guidelines	Specific information for dealing with specific areas of work e.g. volunteers, finance, etc
Input	Resources used
Management committee	The volunteers responsible for controlling the management and administration of the organisation
Mission statement	A short statement of what the organisation is going to do, usually concentrating on the change it wants to make
Monitoring	Collecting information and recording it regularly
Objectives	The practical steps the organisation will take to accomplish its aim(s)
Outcomes	The effect the services have on users, usually longer term
Output	The services the organisation delivers
Policy	A principle or rule to guide decisions

Procedure	A statement of how things are done
Project costs	These are costs related to a particular project
Purpose	The reason for the activity
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	A framework of measurable components for achieving a recognised level of quality performance within an organisation. Achievement of quality standards demonstrates that an organisation has met the requirements
Revenue costs	The on-going costs of the organisation
Review	Checking whether you have done what you said you would
Self assessment	A process by which people within an organisation make judgements about its performance, usually against a set of quality standards
Stakeholder	The people or groups who are either affected by or who can affect the activities of an organisation. In voluntary and community organisations they include users and beneficiaries, staff, volunteers, funders, investors, purchasers, other agencies, partners, board members, donors, supporters and members, suppliers, regulatory bodies, policy makers and the wider community
Strategy	A way of achieving long term aims. Strategic plans usually cover a three-year period.
User / customer / beneficiary	Person using your services
Values	Principles guiding the organisation that are threaded through all activities
Year plan	An action plan that covers a one year period which outlines the key objectives and targets the organisation will undertake during the year.

For your notes



Evaluation.

It would be helpful if you could complete this evaluation of the self assessment toolkit and return it to: VCS Support Unit, CLH&A Chapman's Buildings, Bythesea Road, Trowbridge BA14 8BS, or email to vcs@wiltshire.gov.uk

Please mark your response accordingly.

Did you find the self assessment helpful?	YES/NO
Was the self assessment easy to understand?	YES/NO
What is your opinion of the time it has taken to complete?	
Do you feel you are learnt from the process?	YES/NO
What other comments would you like us to be aware of to ensure the self assessment is improved when reviewed.	

Thank You