

Quality Assurance & Quality Improvement Policy

Responsible Manager	Director of Operations and Quality
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Summary of Key Points

- This policy aims to establish guidance regarding key aims and actions relating to CXK's quality assurance procedures.
- CXK aims to ensure that robust and accurate processes around this policy exist that lead to sustained and measurable improvements in services and continuously upholds the existing quality of provision; thereby enhancing and improving the experience of our service users, whilst operating in a challenging and competitive environment.
- CXK commits to:
 - i. Accurate outstanding self-assessment and quality Improvement plans
 - ii. Systematic and robust reporting against Key Performance Indicators.
 - iii. Promotion and achievement of outstanding service user experience and outcomes through rigorous observation.
 - iv. Robust auditing processes
 - v. Excellence and an outstanding standard of teaching, learning and assessment.
 - vi. A culture that values and encourages stakeholder feedback and places the service user at the heart of all of our work.
 - vii. Maintaining external quality standards deemed suitable and best value for CXK business.
 - viii. Implementing and maintaining a quality management system (QMS) based on ISO 9001 standards

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1 Introduction

- 1.1 The purpose of this policy is to establish guidance regarding key aims and actions relating to CXK's quality assurance procedures. This includes our quality improvement cycle, improvement plans outlining roles responsibilities and resource allocation which support CXK in achieving continuous improvement in all aspects of its business.

2 Policy Statement

- 2.1 CXK have set strategic objectives that demand delivery of high quality interventions and outcomes for all of our service users. CXK is committed to a process of continuous improvement and quality assurance, leading to service improvements and development as an ongoing process.
- 2.2 For the organisation this means that we are committed to a robust, accurate, and ongoing self-assessment and observation processes that promote measurable improvement in the quality of provision and experience for service users and stakeholders. The result is sustained success in all programmes and services, underpinned by high quality outcomes (including information, advice and guidance & teaching, learning and assessment) for service users and stakeholders.
- 2.3 The quality assurance process involves the whole organisation. This policy is applicable to all CXK employees and all subcontractors working on our behalf. Our process takes into account and uses feedback from employees, service users, stakeholders and subcontractors.
- 2.4 The quality assurance processes takes place through self-assessment, data analysis, internal and external observations and through acquiring relevant quality awards. CXK strives for 'Outstanding' in all elements of its work and performance that requires improvement or is inadequate is challenged and acted upon promptly within all areas of the business.
- 2.5 CXK commits to:
- i. Outstanding self-assessment and quality Improvement plans
 - ii. Systematic and robust reporting against Key Performance Indicators.
 - iii. Promotion and achievement of outstanding experience and outcomes through rigorous observation.
 - iv. Robust auditing processes
 - v. Excellence and an outstanding standard of teaching, learning and assessment.
 - vi. A culture that values and encourages stakeholder feedback and places the service user at the heart of all of our work.
 - vii. Maintaining external quality standards deemed suitable and best value for CXK business.
 - viii. Implementing and maintaining a quality management system (QMS) based on ISO 9001 standards

3 Quality Objectives

- 3.1 We will provide a professional and ethical service to our service users. In order to demonstrate our intentions, CXK Management Team will analyse customer feedback data, internal performance data, financial performance data and business performance data to ensure that our Quality Objectives are being met.
- 3.2 We have identified the following Strategic Quality Objectives for CXK:
- i. Implement and maintain a robust Quality Management System following the ISO 9001 standards.
 - ii. Maintain standards and continuously improve through positive outcomes and results from service audits, inspections or quality awards.
 - iii. Employees deliver high quality provision to services users and continuous improvement underpins our practice.
 - iv. Working across the operational departments establish a clear measure of customer satisfaction levels (that are high) for service users, whilst maintaining high levels of satisfaction from local service led feedback.
 - v. Regular 'Quality Assurance Task Groups' will manage, inform, monitor and challenge self-assessment, moderation and continuous improvement.
 - vi. Develop a system to identify and measure the impact of CXK's work on its service users.

4 Roles and Responsibilities

4.1 The Board will:

- Be familiar with the implications of self- assessment and quality processes.
- Provide final scrutiny as and when required.
- Place service users at the heart of all business undertakings.
- Ensure that information needed to undertake effective work is adequately scrutinised.
- Understand the impact of any work for service users.
- Provide support to the CEO and Executive Team.

4.2 The CEO and Executive Team will:

- Provide strategic leadership for organisation including leadership of all quality assurance work, improvement plans and objectives.
- Ensure that quality assurance and objectives are part of CXK's overall business plan and strategic and operational objectives.
- Provide scrutiny and direction for all quality assurance work undertaken by CXK.
- Ensure that essential quality assurance activities are adequately resourced and sufficient for the requirements of the business, in terms of time allocation, development and workforce resources

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- Sign off quality assurance arrangements that are sufficient for the needs of the business in a timely manner.
- Work with and drive action from CXK Quality Assurance Task Groups.
- Ensure that CXK delivers a consistent, efficient, cost-effective and professional service using clear, pre-defined standards which meet the needs of our service users, stakeholders, other community partners and subcontractors.
- Manage associated processes effectively and in a timely manner.
- Understand the views of service users and consider the impact of work in this area on their continued performance.

4.3 Quality & Compliance Manager will:

- Provide the link between the strategic aims of CXK and the operational arrangements required as sufficient for the needs of the business.
- Oversee and assist in the preparation of all quality assurance documents and processes for the business.
- Up-keep a robust quality improvement plan and quality cycle in partnership with the appropriate operational delivery team.
- Initiate and lead Quality Assurance Task Groups that manage, inform, monitor and challenge self-assessment, moderation and continuous improvement.
- With SLT and Executive Team provide a framework for continuous improvement by setting high standards and targets for all service users, stakeholders and subcontractors.
- Work with managers to promote and maintain outstanding performance and improve satisfactory and below average performance.
- Expect all employees, and invite stakeholders and subcontractors to contribute to and participate in the quality improvement processes that exist.
- Use evaluation including stakeholder and subcontractor feedback and evaluation to support and inform the existing quality management system.
- Make self-assessment and quality improvement simple and central to the work of all teams, whilst ensuring that all processes are robust moderated and comply with current quality requirements.

4.4 Quality Assurance Task Groups will:

- Be implemented to robustly challenge practice, review standards, share best practice and monitor improvements.
- Once set up meet on a quarterly basis (at least).
- Be quorate by including the Quality & Compliance Manager and representatives from SLT, FMT (relevant to service in scope)
- Review and add to the Quality Improvement Plan (QIP) regularly and undertake any work required to ensure that the quality cycle is implemented and is central to the objectives of CXK, its stakeholders, subcontractors and service users.
- Maintain, review and add to the Quality Improvement Plan.
- Share best practice and emergent themes, including training and development for employees, stakeholders, and subcontractors.
- Support the maintenance and review existing or any new Quality Awards.
- Lead on moderation activities.
- Review feedback from service users and ensure that this is responded to appropriately including making relevant changes to improve the service offer.

4.5 Senior Leadership Team (SLT) and Full Management Team (FMT) will:

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- Ensure that quality assurance and improvement is included as a standing item on team meeting agendas.
- Review performance against quality measures on a regular basis as specified by Executive Team and the Quality & Compliance Manager.
- Ensure all employees and products meet, and where possible strive to exceed the required standards.
- Promote and maintain employee understanding and confidence in the quality processes that exist, especially external and internal observation and self-assessment and improvement of service user experience and outcomes.
- Review quality processes and the service user journey within delivery teams so that data and other information available is current, up to date and conforms to good practice guidelines.
- Complete and then update and review a CXK self-assessment report (SAR) as part of their quality assurance processes.
- Support Quality Assurance Task Groups by nominating designated individuals to represent their departments where appropriate.

4.6 Employees, subcontractors and stakeholders will:

- Understand and contribute usefully to the quality processes that exist and that are incorporated into their daily expectations when working.
- Respond appropriately and professionally to all quality management requirements including internal and external observation, requests for information.
- Be committed to owning and taking forward requests for continuous professional development in line with company quality objectives.
- Take reasonable steps to ensure full understanding of organisational quality processes that exist and the expectations placed upon them in their daily work.
- Contribute usefully to the organisation's quality processes when required.
- Subcontractors, will as part of the mandatory due diligence process provide CXK with details of their own quality processes and QIP. They will also conform to CXK policy and procedure as required.
- Contribute to the SAR (quarterly) in a timely and comprehensive fashion.
- Consider the impact of decisions and actions to improve on quality of provision for service users.
- Collect feedback from service users across CXK provision to inform improvement to all service provision.

5 Scope

- 5.1 Quality Assurance is the responsibility of all employees. It should be a standing item on the agenda at Executive Team, Senior Leadership Team and Full Management Team meetings. Line Managers should ensure that the item is included and discussed (including lessons learnt) on all Team Meeting agendas and incorporated into line management discussions.
- 5.2 All subcontractors or delivery partners will be expected to have their own robust policy, reporting and management processes in place that meet the requirements of the CXK policy. CXK will verify this as part of procurement and due diligence phase. Due diligence is refreshed annually. Subcontractors will be required to carry out mandatory quality assurance activities as specified by CXK.

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6 Equality and Diversity

- 6.1 No employee will be treated less favourably or discriminated against or suffer a detriment as a result of age, sex, disability, marital status, colour, race, nationality, ethnic origin, religious beliefs or sexual orientation.
- 6.2 If any employee feels that they are discriminated against, they should raise the matter with their manager or use the Grievance procedure.

7 Breaches of Policy

- 7.1 A breach of this policy by any employee may lead to disciplinary action being taken, up to and including dismissal.

8 Associated CXK Policies

- Equality and Diversity Policy
- Safeguarding Policy
- Disciplinary Policy
- Health and Safety Policy
- Data Protection Policy
- Supply Chain Management Policy
- Performance Management Policy

Appendix 1: The Quality Improvement Strategy

The Quality Improvement Strategy

The Quality Improvement Strategy will establish the processes through which the Quality Improvement Policy will be implemented. The strategy will include the formulation of a clear and detailed annual quality plan and cycle which sets out the following:

- The stages of the self-assessment cycle that are clear and definable in terms of what to do and when.
- The formulation of a smart Quality Improvement Plan (QIP) following a 'plan-do-review' methodology, including, but not limited to the self-assessment cycle, and other quality awards.
- The formulation of targets for individuals and teams through robust evaluation and scrutiny of performance (including the service user journey, experiences progression).
- The maintenance of a Quality Management System.
- The promotion of continuous professional development linked to but not limited by the annual business plan and its key organisational objectives.

Quality Improvement Cycle and Associated Process

- The quality cycle is planned on a yearly basis.
- It is clearly documented, comprehensive and chronological including appropriately planned activities.
- All information included in the quality cycle is consistent, reliable and accurate.
- All activities are relevant to the business of CXK and its group of companies, stakeholder and subcontractors.
- It is linked to but not limited by Ofsted and other quality awards.

The Quality Improvement Plan (QIP)

The Quality Improvement Plan for CXK and its group of companies should encompass the following elements.

- Clear and concise areas for improvement (informed by the CXK SAR and through actions associated with CXK's quality awards).
- Inform the work of Quality Assurance Task Groups.
- Actions should be SMART and reviewed at least on a quarterly basis by the CXK Quality Group and the management team.
- Actions should include their impact on employees, stakeholders, service users and subcontractors.
- All actions and progress should be ratified, scrutinised and monitored by management and governance at all levels of the organisation.

Appendix 2:

CXK Limited – Self Assessment and Review Process

KEY
SAR – Self Assessment Report
QIP – Quality Improvement Plan



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