

Document Name	Quality Assurance and Improvement Policy
Document Owner	Performance and Quality Committee
Responsible Director	Director of Operations and Quality

Policy Statement

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:

- Outstanding self-assessment and quality Improvement plans
- Systematic and robust reporting against Key Performance Indicators.
- Promotion and achievement of outstanding experience and outcomes through rigorous observation.
- Robust auditing processes
- Excellence and an outstanding standard of teaching, learning and assessment.
- A culture that values and encourages stakeholder feedback and places the service user at the heart of all of our work.
- Maintaining external quality standards deemed suitable and best value for CXK business.
- Implementing and maintaining a quality management system (QMS) based on ISO 9001 standards

Version Control

Version	Date Ratified	Ratified By	Type of Change
6.0	17.01.2019	Executive Team	Updated to new template and reviewed for accuracy
6.0	14.02.2019	Performance and Quality Committee	Updated to new template and reviewed for accuracy
6.0	12.03.2019	Board of Trustees	Updated to new template and reviewed for accuracy
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7.0	28/11/2019	Performance and Quality Committee	As per notes in 07.11.2019 Exec Team
7.0	12/12/2019	Board of Trustees	No changes made to the submitted and approved policy at P&Q Committee 28.11.2019 – ratification only
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1 Purpose

- 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.
- 1.2 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.
- 1.3 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 teaching, learning and assessment) for service users and stakeholders.
- 1.4 The quality process involves the whole organisation and includes feedback from stakeholders, staff and subcontractors. Evaluation of CXK's quality 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.
- 1.5 CXK commits to:
- Outstanding self-assessment and quality Improvement plans
 - Systematic and robust reporting against Key Performance Indicators.
 - Promotion and achievement of outstanding experience and outcomes through rigorous observation.
 - Robust auditing processes
 - Excellence and an outstanding standard of teaching, learning and assessment.
 - A culture that values and encourages stakeholder feedback and places the service user at the heart of all of our work.
 - Maintaining external quality standards deemed suitable and best value for CXK business.
 - Implementing and maintaining a quality management system (QMS) based on ISO 9001 standards
- 1.6 CXKs Quality Objectives are:
- Implement and maintain a robust Quality Management System based on the ISO 9001 standards.
 - To maintain standards and continuously improve through positive outcomes and results from service audits, inspections or quality awards.

- To ensure delivery staff provide high quality services to beneficiaries and that continuous improvement underpins our practice.
- To work across the operational departments, establishing a clear measure of customer satisfaction levels (that are high) for CXK beneficiaries, whilst maintaining high levels of satisfaction from local service led feedback.
- Convene 'Quality Assurance Task Groups' as required by our services, to manage, inform, monitor and challenge self-assessment, moderation and continuous improvement.
- Develop and utilise a system to identify and measure the impact of CXK's work on its beneficiaries.

2 Scope

- 2.1 Quality Assurance is the responsibility of all staff. It should be a standing item on the agenda at Executive Team, Senior Leadership Team and all other 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.
- 2.2 This policy applies to all individuals involved in the delivery of CXK services. This includes all employees, trustees, volunteers and sub-contractors. All sub-contractors are expected to have their own robust policy, reporting and management processes in place. CXK will verify this as part of procurement and due diligence phase. Sub-contractors will be required to carry out mandatory quality assurance activities as specified by CXK.
- 2.3 If there is a contract specific policy or procedure which the charity are required to follow and this differs from our own policies and procedures, it is imperative that we follow whichever is of the higher standard to ensure contractual compliance.

3 Responsibilities

Who	Responsibility
Board of Trustees	<ul style="list-style-type: none"> • Convene four Performance and Quality committee meetings per annum. • Performance and Quality to be permanent agenda item on all Trustee Board meetings • 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 scrutinized. • Understand the impact of any work for service users. • Provide support to the CEO and Executive Team. •

<p>Chief Executive and the Executive Team</p>	<ul style="list-style-type: none"> • Provide strategic leadership for the 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, 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. • 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 sub-contractors. • Understand and act on the views of service users, driving a culture of continuous improvement.
<p>Director of Operations and Quality</p>	<ul style="list-style-type: none"> • Provide the link between the strategic aims of CXK and the operational arrangements required as sufficient for the needs of the business. • Oversee the preparation of all quality assurance documents and processes for the business. • Work with the Board, the Executive Team and the Senior Leadership Team to provide a framework for continuous improvement by setting high standards and targets for all service users, stakeholders and sub-contractors. • Work with Assistant Directors to promote and maintain outstanding performance and improve satisfactory and below average performance. • Expect all staff, and invite stakeholders and sub-contractors 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.
<p>Senior Leadership Team</p>	<ul style="list-style-type: none"> • To ensure that all aspects of the Quality Assurance Cycle are undertaken on a routine basis. • 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 Director of Operations and Quality. • Ensure all staff and services meet, and where possible strive to exceed the required standards, taking swift action to address under performance where required (using the Line Management process or if appropriate the Disciplinary process).

	<ul style="list-style-type: none"> • Promote and maintain staff understanding and confidence in the quality processes that exist • Review quality processes and the service user journey within staff 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) and Quality Improvement Plan (QIP) on an annual basis.
All CXK Employees and Sub-contractors	<ul style="list-style-type: none"> • 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. • Be committed to owning and taking forward requests for continuous professional development in line with Charity quality objectives. • Sub-contractors, will as part of the mandatory due diligence process provide CXK with details of their own quality processes SAR and QIP. They will also conform to CXK policy and procedure as required.

4 Definitions

Term	Definition
Self-Assessment Report (SAR)	An annual report that analyses the strengths and weaknesses of a delivery area or service. The findings are based on data and intelligence gathered from multiple sources. These findings are used to make an overall judgement as to how effective the provision has been.
Quality Improvement Plan (QIP)	A plan detailing SMART improvement actions to address underperformance, to improve quality or to maintain high standards. This document should be reviewed and updated on a regular basis. Actions contained within the QIP can be formulated using the most recent SAR.
Quality Improvement Cycle	An annual cycle of activities that are undertaken on a routine basis. Findings from the quality activities are collated and used to make a judgement on the overall quality of a service or services.

5 Equality and Diversity

- 5.1 The Charity aims to design and implement services, policies and measures that meet the diverse needs of our service population and workforce, ensuring that none are placed at a disadvantage over others.
- 5.2 No employee will be treated less favorably or discriminated against or suffer a detriment as a result of this policy. If any employee feels that they are discriminated against, they should first raise the matter with their manager or use the Grievance procedure.
- 5.3 The author of the document is responsible for assessing that the document does not place any one at a disadvantage over others.

6 Associated CXK Policy

- Privacy and Personal Data Protection
- Line Management Supervision
- Equality and Diversity
- Compliments, Comments and Complaints
- Health and Safety
- Observation of Delivery
- Disciplinary

7 Relevant Legislation

- The General Data Protection Regulation 2016 (GDPR)
- Equality Act 2010 & 2006
- Disability Discrimination Act 1995, 2005

8 Monitoring Compliance

- 8.1 Implementation of this policy will be monitored using the Quality Assurance Cycle. Findings from this cycle are discussed at Senior Leadership Team meetings and are used to continuously improve delivery of services.

Appendix 1

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, stakeholders and sub-contractors.
- It is linked to but not limited by Ofsted and other quality awards.

The Quality Improvement Plan (QIP)

The Quality Improvement Plan for CXK 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).
- Actions should be SMART and reviewed at least on a quarterly basis
- Actions should include their impact on staff, stakeholders, service users and sub-contractors.
- 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

<u>KEY</u>	
SAR – Self Assessment Report	
QIP – Quality Improvement Plan	

