

Quest 2012 – Splus 31

Operational Delivery



Outcomes

- Responsibilities for co-ordinating, monitoring and reviewing delivery of the service are clearly identified.
- All master policies, key processes and procedures are documented, kept up to date and made available to Staff.
- The Team has a documented approach to working with children and vulnerable adults and policies that support and recognise equality and diversity.
- Service standards for Staff and Customers are clearly defined and are effectively implemented.

PLAN

How do you plan to deliver the operation and support your goals?

EXAMPLES OF BEST PRACTICE

- All policies, key processes and procedures are documented and effectively controlled through a integrated management system or quality framework
- Responsibilities for planning, co-ordinating, delivering and reviewing are clearly defined at all levels of the Team
- Processes (work instructions) detail how work is to be achieved
- Procedures are relevant and realistic both to Staff, the activity and the intended target market
- A plan is in place to evaluate the impact of learning and experience
- Staff are trained and consistently updated to understand changes in policies, systems, processes and procedures.
- Standards developed for the service are clear for Staff and customers

GUIDANCE

- An integrated quality management system is used as framework to control administration of the system.
- An organisational structure is developed that outlines the key roles and responsibilities for delivering the service
- The organisation has developed appropriate policies for Staff and Customers on Child Protection, Equality and Diversity, lone working and its approach to the use of Volunteers.
- Systems clearly define what, how and by whom delivery is to be achieved.
- Information on the organisation's systems and processes is stored effectively and easily accessible to Staff
- There is a robust system in place for training staff in systems and processes and checking that their learning is implemented effectively
- Standards are in place that set out clearly what Customers can expect of the service

DO

How do you ensure that the delivery of the service is working effectively?

EXAMPLES OF BEST PRACTICE

- Clearly identified inputs, outputs and outcomes
- Health and safety arrangements are effective in managing and controlling risk
- Regular progress review and evaluation
- A committed and demonstrable approach to listening and learning
- Recognition of successes and key achievements

GUIDANCE

- Schedules for editing and controlling changes to key systems, processes and procedures are in place
- There is evidence that updates in legislation, guidance and codes of practice are being effectively integrated into the organisation
- Risk Assessments are comprehensive and regularly updated
- Systems are effective for selecting and vetting Staff to work with identifiable groups such as children, the disabled and other vulnerable adults

- Meetings are used as a source to two way communication for key personnel involved in service delivery
- Follow up actions arise from meetings and show the development and resolution of issues affecting the service.
- A varied approach to promoting the service is used that includes web based and non web based applications and methodologies
- Key measures have been developed that track the effectiveness of the service
- Effective systems exist that capture the satisfaction with service delivery processes of Staff and Customers

MEASURE

How do you measure?

EXAMPLES OF BEST PRACTICE

- Comprehensive attendance records exist for each activity and programme and demonstrate the success of the work of the unit in achieving its objectives
- Failure in key system processes are documented and reported on
- Exit surveys are used regularly to map the customer experience and the achievement of personal objectives
- Regular feedback from team members is used to track overall satisfaction with the systems of delivery and areas for improvement
- KPI's are used in the service that measure the financial and non financial impact of the service
- Benchmarking is used to compare the effectiveness and efficiency of the service with competitors both locally, regionally and nationally
- Evidence is available on the organisation's progress in achieving national awards and other accredited programmes

GUIDANCE

- CRB
- Employer
- IFI Accreditation
- Clubs achieving Club Mark
- RIDDOR, accidents and incidents
- Equality Standard for Sport
- Impact Assessments
- Financial and non financial indices have been developed
- Customer comments and suggestions

REVIEW

How do you review what you measure?

EXAMPLES OF BEST PRACTICE

- Tracking of progress against the Business Plan objectives
- Performance of the service against specific project objectives
- Changes to health and safety, HR and operational systems are evident
- Reports reflect the inputs and outputs of the service and the outcomes that are achieved
- Independent evaluation is used positively to challenge the service to improve
- Review meetings provide evidence of progression

GUIDANCE

- Policies, systems and processes are reviewed as a result of feedback and learning and regularly updated
- Robust systems are in place for data collection and suitable criteria developed to aid evaluation
- Actions arising from reports and evaluations are used to form the basis of new programmes and initiatives
- Systems for project management are well developed



- Stakeholder identification and Outcome mapping
- Changes in programmes, pricing and development initiatives are evident
- Training plans reflect the requirement for updated skills and the development of new competencies

IMPACT

Has what you have done made a difference?

EXAMPLES OF BEST PRACTICE

- Achievement of Business Plan aims and documented progress towards meeting financial and non-financial measures
- Budgets and resources are adjusted in line with the needs of the service
- The service is clear in what it cannot deliver and why
- The benefits of effective coaching and mentoring is equally evident for those working in the service and those participating in its programmes and activities
- Systems are free of error and focused on reducing waste and maximising value for the customer
- Participants report the tangible and intangible benefits of being involved in programmes and activities.
- System checks on data security are well managed ensuring they are regularly tested for loss or attack.

GUIDANCE

- Reports show the alignment of resources and the impact these have on achieving the Business Plan
- Budgets and resource planning are tracked for change and variation with trends showing allocation matches identifiable service needs
- The organisation adopts a balanced view of its metrics to ensure qualitative and quantitative indices are used to measure the effectiveness and efficiency of the service
- Independent reports reveal satisfaction with the ways in which programmes and activities are delivered
- There is a noticeable increase in numbers of customers wishing to use the service
- The organisation is able to demonstrate high levels of satisfaction from those working in or looking to work with the Team either as paid employees or on a voluntary basis
- The Team have identified a person responsible for the security and protection its data in line with the requirements of existing legislation (Data Protection Act) and the organisation's own marketing and social media strategies