

# GUIDANCE ON PQASSO INDICATORS

LEVEL 2

PQASSO Quality Mark

3<sup>rd</sup> edition



## How to use this document

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In order to achieve the PQASSO Quality Mark at level 2, organisations must demonstrate that they have **met** all level 1 and level 2 indicators across all 12 quality areas. This document provides a guide to **what assessors will be looking for** at the desktop review and site visit stages of the PQASSO Quality Mark assessment. The guidance is not intended to be comprehensive or exhaustive and recognises that different organisations will provide different types of evidence.

### Disclaimer

This document is for use by organisations and assessors during a PQASSO Quality Mark assessment. It is not a definitive interpretation of the PQASSO indicators, but will provide some guidance in understanding them, in preparation for a PQASSO Quality Mark assessment.

The guidance is in 12 sections, following the 12 quality areas of PQASSO. For each quality area the guidance sets out the following:

- **Indicators** - The first column numbers the PQASSO indicators by quality area, level, and indicator number.
- **What assessors will be looking for** – This list is offered as a guide for organisations and assessors to the *key* sources of evidence which assessors will expect to find to demonstrate achievement of the PQASSO level 2 indicators.

### People

The term 'people' is used throughout PQASSO and this document. 'People' generally refers to staff and volunteers. Where Board members are to be included in the scope of the indicator, this will be spelt out in the guidance as 'Board members, staff and volunteers.'

## Guidance on evidence

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PQASSO requires that certain documents are available as sources of evidence to demonstrate that the requirements of an indicator are met. Where an indicator requires a policy, process or procedure to be in place, the following four requirements apply:

- **Consistent** – Is practice consistent with policy and procedures? When evidence is collected, do documents complement and not contradict other documents?
- **Accessible** – Are relevant staff, Board members, volunteers and users aware of the existence of the evidence and where they can find it?
- **Recent** – Is the evidence up to date? Has it been recently developed or reviewed?
- **Dated** – Do you know when the evidence dates from? Is there a date on it?

Assessors will be making judgements based on these requirements during the assessment process.

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## Quality area 1: Planning

The organisation develops its medium-term strategy. Key stakeholders are involved in the planning process. Plans are regularly reviewed and updated.

| Indicator | What assessors will be looking for                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.2.1     | <ul style="list-style-type: none"> <li>Notes of meetings show Board members, staff and volunteers involvement in strategic planning.</li> <li>Board members, staff and volunteers can describe how they are involved in reviewing and developing the organisation's strategy and plans.</li> </ul>                                                                                                                     |
| 1.2.2     | <ul style="list-style-type: none"> <li>The strategic plan extends over two to three years and sets out the organisation's values and priorities.</li> <li>There are examples of how the needs of users and other stakeholders were assessed eg documented needs assessments and/or records of meetings with users and other stakeholders.</li> </ul>                                                                   |
| 1.2.3     | <ul style="list-style-type: none"> <li>Plans include a range of specific aims and expected outcomes.</li> <li>Managers can describe how aims and outcomes are agreed.</li> <li>There are records of meetings or other forms of consultation with users and other stakeholders relating to aims and expected outcomes.</li> </ul>                                                                                       |
| 1.2.4     | <ul style="list-style-type: none"> <li>Monitoring information and progress reports against targets show that targets are realistic.</li> <li>Managers can explain how they ensure that targets are realistic and how they use them to manage expectations and performance.</li> <li>People are aware of targets and consider them realistic.</li> <li>Team meetings minutes and plans may refer to targets.</li> </ul> |

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| 1.2.5 | <ul style="list-style-type: none"> <li>▪ Board members and managers can describe the process for developing operational plans and can explain how they ensure that these are based on the organisation's overall strategy.</li> <li>▪ Board minutes show that operational plans are reviewed.</li> </ul>        |
| 1.2.6 | <ul style="list-style-type: none"> <li>▪ Documented project plans and individual and team work plans exist.</li> <li>▪ People are aware of their individual, team or project plans and can describe how these are used.</li> </ul>                                                                              |
| 1.2.7 | <ul style="list-style-type: none"> <li>▪ There are records of risk assessments and related action plans.</li> <li>▪ Board members and managers can describe the process for assessing and managing risk.</li> <li>▪ Board minutes refer to risk assessment and management.</li> </ul>                           |
| 1.2.8 | <ul style="list-style-type: none"> <li>▪ There are documented, regular self-assessments.</li> <li>▪ Managers can describe how work on quality is integrated into annual planning processes.</li> <li>▪ The current operational plan includes quality improvements based on quality self-assessments.</li> </ul> |

## Quality area 2: Governance

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The Board actively takes responsibility for strategy and ensuring effective management, and it evaluates the work of the organisation.

| Indicator | What assessors will be looking for                                                                                                                                                                                                                                                                     |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.2.1     | <ul style="list-style-type: none"> <li>▪ Board members can describe how they provide direction and set strategy and policy.</li> <li>▪ The strategic plan is in line with the organisation's mission and values.</li> <li>▪ Minutes of Board meetings address strategic planning processes.</li> </ul> |

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|       | <ul style="list-style-type: none"> <li>▪ Board members can describe how governance and management functions are carried out in the organisation.</li> <li>▪ There may be a skills and experience profile of Board members.</li> </ul>                                                                                                                                                                                                                                                                                                                                    |
| 2.2.2 | <ul style="list-style-type: none"> <li>▪ The profile of skills for Board members shows a range of relevant skills.</li> <li>▪ Board members describe how they identify the skills, knowledge and experience needed on the Board and how new members are recruited to match these needs.</li> <li>▪ There may be skills audits.</li> </ul>                                                                                                                                                                                                                                |
| 2.2.3 | <ul style="list-style-type: none"> <li>▪ Board members can explain how users and other stakeholders' perspectives are represented on the Board or if not, why this is not possible or appropriate.</li> <li>▪ The profile of Board members may include users and other stakeholders.</li> </ul>                                                                                                                                                                                                                                                                          |
| 2.2.4 | <ul style="list-style-type: none"> <li>▪ There are documented roles and responsibilities of the Chair, Secretary and Treasurer.</li> <li>▪ There are documented terms of reference for sub-committees.</li> <li>▪ Board minutes show that sub-committees report regularly to the main Board.</li> </ul>                                                                                                                                                                                                                                                                  |
| 2.2.5 | <ul style="list-style-type: none"> <li>▪ There is a schedule of Board meetings including away-days and any sub-committee meetings for the current year.</li> <li>▪ Board members can describe how the Board allocates time for detailed discussion of specific issues.</li> <li>▪ Minutes of Board meetings show in-depth discussion of particular issues.</li> </ul>                                                                                                                                                                                                    |
| 2.2.6 | <ul style="list-style-type: none"> <li>▪ Board members can describe how they appoint, support, appraise and hold the senior manager accountable.</li> <li>▪ There are supervision and appraisal records for the senior manager.</li> <li>▪ The senior manager feels adequately supported by the Board.</li> <li>▪ The senior manager's job description refers to responsibility for implementing policies, the working of the organisation and the results achieved.</li> <li>▪ There are regular progress reports to the Board against the operational plan.</li> </ul> |
| 2.2.7 | <ul style="list-style-type: none"> <li>▪ Board members can describe how they ensure that quality improvements are made.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                       |

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|  | <ul style="list-style-type: none"> <li>▪ Board minutes record the Board’s involvement in quality improvement.</li> <li>▪ The budget includes money for implementing quality improvements.</li> </ul> |
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## Quality area 3: Leadership and management

People in the organisation are well motivated and develop strong team working. They are involved in strengthening the organisation and responding effectively to the external environment. A range of policies and guidance are in place, strengthening good practice.

| Indicator | What assessors will be looking for                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3.2.1     | <ul style="list-style-type: none"> <li>▪ Board members and managers can describe how they work together to provide leadership.</li> <li>▪ People confirm that they are motivated and inspired by the organisation’s leaders.</li> <li>▪ Minutes of meetings may record presentations and discussions about leaders’ vision for the organisation.</li> </ul>                                                                                                                                  |
| 3.2.2     | <ul style="list-style-type: none"> <li>▪ Managers can explain what they mean by a good quality service and can describe how they focus people on delivering this.</li> <li>▪ People are clear about what constitutes a good quality service and can give examples of when they have taken the initiative to improve quality of service.</li> <li>▪ Notes of meetings record discussions about delivering quality for users, funders and purchasers.</li> </ul>                               |
| 3.2.3     | <ul style="list-style-type: none"> <li>▪ There are a wide range of policies including equality and diversity, environmental sustainability, complaints, and human resource policies.</li> <li>▪ There is written guidance on the organisation’s key processes which define individual responsibilities and tasks.</li> <li>▪ Managers can describe how people are informed about policies and guidance on key processes, and how the organisation reviews practice against these.</li> </ul> |

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| 3.2.4 | <ul style="list-style-type: none"> <li>▪ Managers describe how they communicate and consult with staff and volunteers and how they ensure that plans are implemented.</li> <li>▪ Notes of meetings and records of supervision refer to implementation and progress against plans.</li> <li>▪ People are aware of plans and feel that they are consulted on issues which affect their role.</li> </ul>                                                                                                                                                     |
| 3.2.5 | <ul style="list-style-type: none"> <li>▪ Managers can describe how they encourage team working and manage tasks.</li> <li>▪ There are notes of team meetings focussing on particular tasks or projects.</li> <li>▪ There are detailed plans for teams and projects.</li> <li>▪ Individuals are aware of their strengths and can give examples of opportunities to use and develop these.</li> <li>▪ Supervision and appraisal records identify strengths and areas for development.</li> <li>▪ Training records show how people are developed.</li> </ul> |
| 3.2.6 | <ul style="list-style-type: none"> <li>▪ Managers can describe how they keep abreast of changes in the external environment and give examples of responding to these.</li> <li>▪ Managers can give examples of promoting the organisation and its users to external audiences.</li> <li>▪ There may be records of written reports, articles, talks and presentations for external audiences.</li> </ul>                                                                                                                                                   |
| 3.2.7 | <ul style="list-style-type: none"> <li>▪ Managers can describe how they develop their own practice and how they cascade good management practice throughout the organisation.</li> <li>▪ There may be information about or results of staff and volunteer surveys which address management practice.</li> </ul>                                                                                                                                                                                                                                           |

## Quality area 4: User-centred service

The organisation works systematically to involve its users and to ensure it reaches marginalised and excluded groups. User feedback and outcomes information are systematically used to assess and improve service delivery.

| Indicator | What assessors will be looking for                                                                                                                                                                                                                                                                                     |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4.2.1     | <ul style="list-style-type: none"> <li>There is up to date user needs assessment information available.</li> <li>People can describe how user needs assessments are kept under review.</li> <li>Records of user feedback.</li> </ul>                                                                                   |
| 4.2.2     | <ul style="list-style-type: none"> <li>The equality and diversity policy relates to service delivery.</li> <li>Collated monitoring information records access to services by different user groups.</li> </ul>                                                                                                         |
| 4.2.3     | <ul style="list-style-type: none"> <li>There are examples of different methods used to gather user feedback and outcomes information.</li> <li>People can describe a range of methods used to gather user feedback and outcomes information on a regular basis.</li> </ul>                                             |
| 4.2.4     | <ul style="list-style-type: none"> <li>Minutes and notes of meetings give examples of decisions influenced by user feedback, monitoring and outcomes information.</li> <li>People can describe how user feedback, monitoring and outcomes information are used to influence decisions on services provided.</li> </ul> |
| 4.2.5     | <ul style="list-style-type: none"> <li>Required service specific policies and procedures are in place.</li> <li>Managers can explain how they keep abreast of statutory and regulatory requirements relating to their area of work and can identify service specific policies and standards are in use.</li> </ul>     |
| 4.2.6     | <ul style="list-style-type: none"> <li>There are examples of information about specific users' needs.</li> <li>People can describe the steps they have taken to understand and respond to individual user needs and improve access.</li> </ul>                                                                         |

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|       | <ul style="list-style-type: none"> <li>Information for users is available in different formats according to the needs of the target user groups.</li> </ul>                                                                                                                         |
| 4.2.7 | <ul style="list-style-type: none"> <li>There is a written complaints procedure.</li> <li>There is written information for users about how to make a complaint.</li> <li>Managers can describe how they learn from complaints and take action to avoid repeat complaints.</li> </ul> |

## Quality area 5: Managing people

Policies and procedures are in place to manage staff and volunteers. People work together as a team and performance is well managed. Effective communication is promoted.

| Indicator | What assessors will be looking for                                                                                                                                                                                                                                                                                                                                                        |
|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.2.1     | <ul style="list-style-type: none"> <li>The organisational chart or staff and volunteers list show that all posts are filled or are being recruited to.</li> <li>Staff confirm that there are enough people to do the work.</li> <li>There are person specifications for all key roles.</li> <li>Staff confirm that people have the necessary knowledge, skills and experience.</li> </ul> |
| 5.2.2     | <ul style="list-style-type: none"> <li>Recruitment procedures, job advertisements and application forms promote equality and diversity.</li> <li>Managers can describe how recruitment processes promote equality and diversity.</li> </ul>                                                                                                                                               |
| 5.2.3     | <ul style="list-style-type: none"> <li>There is an organisational chart.</li> <li>People understand the organisation's structure and to who they are accountable.</li> <li>Volunteers are clear about who supports and manages them.</li> </ul>                                                                                                                                           |

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|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.2.4 | <ul style="list-style-type: none"> <li>▪ Recently recruited Board members, staff and volunteers can describe their induction process and feel that it was thorough.</li> <li>▪ There are records of inductions and induction information.</li> </ul>                                                                               |
| 5.2.5 | <ul style="list-style-type: none"> <li>▪ There is a range of human resource policies.</li> <li>▪ Staff and volunteers confirm they know about human resource policies and where to find them.</li> </ul>                                                                                                                           |
| 5.2.6 | <ul style="list-style-type: none"> <li>▪ Staff can describe how they are made aware of the performance expected of them and any specific targets.</li> <li>▪ Supervision and appraisal records include information about expected performance and targets.</li> </ul>                                                              |
| 5.2.7 | <ul style="list-style-type: none"> <li>▪ Supervision and appraisal notes show that all staff receive regular supervision and an annual appraisal.</li> <li>▪ Staff can describe a regular pattern of supervision sessions and an annual appraisal.</li> <li>▪ Volunteers can confirm that they receive regular support.</li> </ul> |
| 5.2.8 | <ul style="list-style-type: none"> <li>▪ There are records of regular staff and team meetings.</li> <li>▪ Minutes of staff and team meetings identify actions and decisions and show that previous decisions have been acted on.</li> </ul>                                                                                        |

## Quality area 6: Learning and development

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Learning and development are planned and resourced, based on the needs of the people and the organisation. Quality assessments support organisational learning.

| Indicator | What assessors will be looking for                                                                                                                                                            |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.2.1     | <ul style="list-style-type: none"> <li>▪ There is a documented learning and development policy and plan.</li> <li>▪ The budget includes an allowance for learning and development.</li> </ul> |

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| 6.2.2 | <ul style="list-style-type: none"> <li>▪ There are records of meetings where activities or procedures have been reviewed, and information and learning shared.</li> <li>▪ People can describe systems for sharing information and learning from experience.</li> <li>▪ There may be written reviews of activities with learning points identified.</li> </ul> |
| 6.2.3 | <ul style="list-style-type: none"> <li>▪ Supervision and appraisal records include individual learning and development needs.</li> <li>▪ Staff confirm that learning and development needs are discussed in supervisions and annual appraisals.</li> </ul>                                                                                                    |
| 6.2.4 | <ul style="list-style-type: none"> <li>▪ Managers can describe how they encourage Board members, staff and volunteers to access training.</li> <li>▪ People can describe how training is encouraged.</li> <li>▪ People can give examples of how they are supported to coach and mentor each other.</li> </ul>                                                 |
| 6.2.5 | <ul style="list-style-type: none"> <li>▪ Board members, staff and volunteers can give examples of using a range of sources to facilitate learning and improve performance.</li> <li>▪ Examples of a range of sources of learning.</li> </ul>                                                                                                                  |
| 6.2.6 | <ul style="list-style-type: none"> <li>▪ People can describe how they keep up to date with emerging ideas and developments relevant to their area of work.</li> <li>▪ There are examples of methods used to keep up to date with relevant developments.</li> </ul>                                                                                            |
| 6.2.7 | <ul style="list-style-type: none"> <li>▪ People consistently describe the process for working on quality.</li> <li>▪ There are quality progress reports and quality action plans.</li> <li>▪ There may be an overall plan for quality implementation.</li> </ul>                                                                                              |

## Quality area 7: Managing money

There is a planned approach to income and expenditure, linked to the organisation's aims, objectives and values. Finances are robustly controlled, and income sources are diversified, increasing financial security.

| Indicator | What assessors will be looking for                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7.2.1     | <ul style="list-style-type: none"> <li>People can identify themselves or others in the organisation as having the authority to negotiate with funders and purchasers.</li> <li>Job descriptions and person specifications may refer to negotiation and negotiating skills.</li> <li>There are examples of successfully negotiated funding applications, service agreements or contracts.</li> </ul>                                  |
| 7.2.2     | <ul style="list-style-type: none"> <li>The budget and reports against the budget show various sources of income.</li> <li>Managers can describe how positive relationships are maintained with funders, purchasers and donors.</li> <li>There are records of communications or meetings with funders, purchasers and donors.</li> </ul>                                                                                              |
| 7.2.3     | <ul style="list-style-type: none"> <li>Budgets include provision for all costs and identify the sources of income to cover these costs.</li> <li>Relevant managers can explain how the full costs of each activity or service are assessed and how decisions are made about recovering these.</li> <li>There are funding proposals, budget planning documents or notes of Board meetings which show assessments of costs.</li> </ul> |
| 7.2.4     | <ul style="list-style-type: none"> <li>The annual budget shows all costs, including central overhead costs such as management and premises costs, allocated across different cost centres ie departments, services and projects.</li> </ul>                                                                                                                                                                                          |
| 7.2.5     | <ul style="list-style-type: none"> <li>There are documented procedures for purchasing, invoicing and credit control.</li> <li>Relevant managers can demonstrate how financial control and book-keeping are carried out by different people.</li> </ul>                                                                                                                                                                               |
| 7.2.6     | <ul style="list-style-type: none"> <li>There are reports to the Board on the financial implications of proposed new developments and contracts.</li> </ul>                                                                                                                                                                                                                                                                           |

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|       | <ul style="list-style-type: none"> <li>Board minutes record assessment of the financial implications of new developments and contracts.</li> <li>Board members and managers can give examples of how they assess the financial implications of new developments or contracts.</li> </ul> |
| 7.2.7 | <ul style="list-style-type: none"> <li>There is a documented reserves policy.</li> <li>Relevant managers can describe the reserves policy with reference to an assessment of needs and risks and how they plan to build and manage reserves.</li> </ul>                                  |
| 7.2.8 | <ul style="list-style-type: none"> <li>Relevant managers can describe how they review insurance policies to ensure best value.</li> <li>There may be correspondence with insurance brokers or examples of insurance quotes.</li> </ul>                                                   |

## Quality area 8: Managing resources

Resources are planned to meet service requirements and are used effectively. The organisation takes action to limit any negative environmental impact.

| Indicator | What assessors will be looking for                                                                                                                                                                                                                                                                                                                 |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8.2.1     | <ul style="list-style-type: none"> <li>Strategic plans include key resource needs linked to planned services or activities.</li> <li>Managers can describe how resource needs are planned.</li> </ul>                                                                                                                                              |
| 8.2.2     | <ul style="list-style-type: none"> <li>Managers can describe how the quality of the working environment is assessed.</li> <li>People can give examples of steps taken to maintain or improve the working environment.</li> <li>There is feedback from staff and volunteers, and maybe users, on the quality of the working environment.</li> </ul> |
| 8.2.3     | <ul style="list-style-type: none"> <li>IT systems such as databases, internal networks and intranets are used to facilitate access and sharing of information.</li> </ul>                                                                                                                                                                          |

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|       | <ul style="list-style-type: none"> <li>▪ People confirm that information and knowledge is shared and easy to access.</li> <li>▪ There may be a library or other sources of shared information.</li> </ul>                                                              |
| 8.2.4 | <ul style="list-style-type: none"> <li>▪ Information is available in various formats as appropriate for different stakeholders.</li> <li>▪ People can describe how they ensure that information is accessible to stakeholders.</li> </ul>                              |
| 8.2.5 | <ul style="list-style-type: none"> <li>▪ People confirm electronic and paper information is archived or disposed of regularly.</li> <li>▪ There is evidence of methods used to destroy or archive information.</li> </ul>                                              |
| 8.2.6 | <ul style="list-style-type: none"> <li>▪ There are records of IT training and learning.</li> <li>▪ People confirm that they have the necessary training to use IT effectively.</li> <li>▪ People can give examples of how IT is used to improve efficiency.</li> </ul> |
| 8.2.7 | <ul style="list-style-type: none"> <li>▪ There is an environmental sustainability policy and plan which addresses all working practices.</li> <li>▪ There are monitoring reports on the organisation's measures, efficiencies and savings.</li> </ul>                  |
| 8.2.8 | <ul style="list-style-type: none"> <li>▪ Staff can give examples of comparing suppliers to maximise value for money.</li> <li>▪ There are examples of written specifications and comparative quotations.</li> </ul>                                                    |

## Quality area 9: Communications and promotions

The organisation actively promotes its purpose, its work and its achievements.

| Indicator | What assessors will be looking for |
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| 9.2.1 | <ul style="list-style-type: none"> <li>▪ There is a documented plan for external communications which refers to communications with users, funders and purchasers, and other stakeholders.</li> <li>▪ The budget includes provision for promotional activity.</li> </ul>                                                                                                                           |
| 9.2.2 | <ul style="list-style-type: none"> <li>▪ There are records of a range of communication approaches such as written publicity materials, website, promotional events, advertising, promotion through other organisations or professionals, and the use of the media.</li> <li>▪ People can describe a range of approaches used to promote the organisation’s work to different audiences.</li> </ul> |
| 9.2.3 | <ul style="list-style-type: none"> <li>▪ Promotional materials feature an identifiable logo or consistent use of style and colours.</li> <li>▪ Formats used for publicity material is appropriate for the target audience.</li> </ul>                                                                                                                                                              |
| 9.2.4 | <ul style="list-style-type: none"> <li>▪ People can give examples of contacting the media to raise awareness about the organisation’s work and issues affecting its users.</li> <li>▪ There may be news articles or records of radio and TV appearances.</li> </ul>                                                                                                                                |
| 9.2.5 | <ul style="list-style-type: none"> <li>▪ Board members and staff can describe how they work together to raise the profile and represent the needs of users.</li> <li>▪ There are records of talks, presentations and promotional events.</li> </ul>                                                                                                                                                |
| 9.2.6 | <ul style="list-style-type: none"> <li>▪ There is monitoring information relating to communications and promotional activity.</li> <li>▪ People can describe how they monitor responses to promotional activity.</li> </ul>                                                                                                                                                                        |

**Important update to indicators:** Quality area 9 – Communications and Promotion has been revised since the original release of PQASSO 3<sup>rd</sup> edition. Indicator 9.2.3 has been removed and the subsequent indicators have been renumbered. If you are using a version of PQASSO with seven indicators, please contact NCVO at [pqasso@ncvo.org.uk](mailto:pqasso@ncvo.org.uk) with your name and contact details and we will send you the updated pages for you to insert in your work pack.

## Quality area 10: Working with others

The organisation is an active member of a range of relevant networks. It regularly looks for opportunities to work with other organisations and plans joint working to support its mission and add value for users.

| Indicator | What assessors will be looking for                                                                                                                                                                                                                               |
|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10.2.1    | <ul style="list-style-type: none"> <li>▪ The strategic plan includes priorities for working with others.</li> <li>▪ People can describe how they identify relevant networks and potential partners to help them to fulfil the organisation's mission.</li> </ul> |
| 10.2.2    | <ul style="list-style-type: none"> <li>▪ There are records of cross-sectoral work.</li> <li>▪ People can give examples of effective joint working with private, public or third sector organisations.</li> </ul>                                                 |
| 10.2.3    | <ul style="list-style-type: none"> <li>▪ There are documented plans for partnerships identifying the aims and outcomes for users.</li> <li>▪ Notes of partnership planning and meetings.</li> <li>▪ Examples of partnership agreements.</li> </ul>               |
| 10.2.4    | <ul style="list-style-type: none"> <li>▪ There are written agreements for joint working which include roles, responsibilities, accountabilities, financial arrangements and how decisions will be made.</li> </ul>                                               |
| 10.2.5    | <ul style="list-style-type: none"> <li>▪ There are notes of partnership review meetings and reports on the progress of partnership working.</li> <li>▪ Managers can say how they monitor and ensure that partners fulfil their mutual obligations.</li> </ul>    |
| 10.2.6    | <ul style="list-style-type: none"> <li>▪ There are joint initiative evaluation reports.</li> <li>▪ People can describe how networking, partnerships and joint initiatives are evaluated.</li> </ul>                                                              |

## Quality area 11: Monitoring and evaluation

The organisation gathers and analyses a range of information about its activities and its results. The information is used for operational and strategic purposes, as well as for demonstrating accountability.

| Indicator | What assessors will be looking for                                                                                                                                                                                                                                                     |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11.2.1    | <ul style="list-style-type: none"> <li>▪ There is a documented monitoring and evaluation framework.</li> <li>▪ Examples of output and outcome monitoring documentation.</li> </ul>                                                                                                     |
| 11.2.2    | <ul style="list-style-type: none"> <li>▪ Project plans include plans for monitoring and evaluation.</li> <li>▪ People can describe how monitoring and evaluation are built in to project planning.</li> <li>▪ Project budgets include money for monitoring and evaluation.</li> </ul>  |
| 11.2.3    | <ul style="list-style-type: none"> <li>▪ Documented plans include clear output and outcome indicators and targets, both qualitative and quantitative.</li> <li>▪ There are indicators and targets relating to equality.</li> </ul>                                                     |
| 11.2.4    | <ul style="list-style-type: none"> <li>▪ Examples of collated feedback from key stakeholders and information from other sources.</li> <li>▪ Minutes of meetings and other sources of information showing how feedback is used to assess effectiveness.</li> </ul>                      |
| 11.2.5    | <ul style="list-style-type: none"> <li>▪ Job descriptions and person specifications include analysis and evaluation skills.</li> <li>▪ Examples of IT systems and tools used to support monitoring and evaluation.</li> </ul>                                                          |
| 11.2.6    | <ul style="list-style-type: none"> <li>▪ Managers can give examples of evaluation and audit processes carried out independently.</li> <li>▪ External evaluation reports.</li> <li>▪ There may be records or certificates showing results of reviews, audits or inspections.</li> </ul> |

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| 11.2.7 | <ul style="list-style-type: none"> <li>▪ Minutes of meetings or reports record reviews of performance against targets.</li> <li>▪ Board members and managers can describe how they regularly review performance and benefits for users against targets, based on monitoring information.</li> <li>▪ Minutes of strategic planning meetings refer to monitoring and evaluation findings.</li> <li>▪ People can give examples of how monitoring and evaluation findings have been used to inform strategy and plans.</li> <li>▪ Funding and contract bids refer to monitoring and evaluation findings.</li> </ul> |
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## Quality area 12: Results

Performance levels are good and the organisation demonstrates increased benefits to users resulting from the development of staff and volunteers, and from quality improvements. The organisation has a sound financial basis and provides value for money. The organisation is recognised as a positive community resource.

| Indicator           | What assessors will be looking for                                                                                                                                                     |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>User results</b> |                                                                                                                                                                                        |
| 12.2.1              | <ul style="list-style-type: none"> <li>▪ Monitoring or evaluation reports that show target user groups are using the organisation’s services and taking part in activities.</li> </ul> |
| 12.2.2              | <ul style="list-style-type: none"> <li>▪ Collated monitoring information is consistent with identified user profile.</li> </ul>                                                        |
| 12.2.3              | <ul style="list-style-type: none"> <li>▪ Reports showing that satisfaction targets have been achieved.</li> </ul>                                                                      |
| 12.2.4              | <ul style="list-style-type: none"> <li>▪ Monitoring and evaluation reports.</li> <li>▪ Reports to the Board and to funders.</li> </ul>                                                 |

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| 12.2.5                        | <ul style="list-style-type: none"> <li>▪ Examples of information gathered from relevant organisations showing an increase in understanding</li> <li>▪ Examples of the use of information by others.</li> </ul>                                                                                                |
| 12.2.6                        | <ul style="list-style-type: none"> <li>▪ Examples of how services and activities have been improved by stakeholder involvement.</li> <li>▪ Minutes of planning meetings incorporating stakeholder feedback.</li> </ul>                                                                                        |
| <b>People results</b>         |                                                                                                                                                                                                                                                                                                               |
| 12.2.1                        | <ul style="list-style-type: none"> <li>▪ Notes of supervisions and appraisals record gains in skills and knowledge.</li> <li>▪ There may be records of staff and volunteers who have gained qualifications.</li> <li>▪ Staff and volunteers report that their skills and knowledge are increasing.</li> </ul> |
| 12.2.2                        | <ul style="list-style-type: none"> <li>▪ Individual plans and notes of supervisions and appraisals record performance levels and targets achieved.</li> </ul>                                                                                                                                                 |
| 12.2.3                        | <ul style="list-style-type: none"> <li>▪ Staff and volunteers report that they feel valued and supported.</li> <li>▪ Results of staff and volunteer surveys.</li> </ul>                                                                                                                                       |
| <b>Organisational results</b> |                                                                                                                                                                                                                                                                                                               |
| 12.2.1                        | <ul style="list-style-type: none"> <li>▪ Income increases in line with inflation.</li> <li>▪ Annual accounts show a surplus, break-even, or planned deficit position.</li> </ul>                                                                                                                              |
| 12.2.2                        | <ul style="list-style-type: none"> <li>▪ The level of reserves is in line with the reserves policy.</li> </ul>                                                                                                                                                                                                |
| 12.2.3                        | <ul style="list-style-type: none"> <li>▪ There are examples of purchasing practice that improves efficiency.</li> <li>▪ There may be management reports or reports to the Board which refer to efficient purchasing practice.</li> </ul>                                                                      |
| 12.2.4                        | <ul style="list-style-type: none"> <li>▪ Monitoring or evaluation reports show achievement of a range of output targets.</li> </ul>                                                                                                                                                                           |

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| 12.2.5                   | <ul style="list-style-type: none"> <li>▪ Evaluation reports show partnerships are positive and show increased benefits for users.</li> </ul>                                                                                                                                                            |
| 12.2.6                   | <ul style="list-style-type: none"> <li>▪ End of year reports record a range of improvements resulting from evaluation findings and quality reviews.</li> <li>▪ People can identify a range of improvements resulting from evaluation findings and quality reviews.</li> </ul>                           |
| <b>Community results</b> |                                                                                                                                                                                                                                                                                                         |
| 12.2.1                   | <ul style="list-style-type: none"> <li>▪ Records of networking and other joint working demonstrate better relationships with other agencies.</li> <li>▪ People can give examples of better relationships between relevant agencies.</li> </ul>                                                          |
| 12.2.2                   | <ul style="list-style-type: none"> <li>▪ Examples of feedback from users, funders and other stakeholders showing how they value the organisation.</li> </ul>                                                                                                                                            |
| 12.2.3                   | <ul style="list-style-type: none"> <li>▪ Reports show achievement of environmental sustainability commitments and targets.</li> <li>▪ Records of energy savings.</li> <li>▪ There may be certificates for recycling.</li> <li>▪ There may be results of environmental sustainability audits.</li> </ul> |



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