

Contract-Readiness Organisation Health Check

Name of Organisation	
Lead contact name	
Telephone	
Email	
Date of check	
Meeting attendees	
Date to review	

Current funding levels				
Service delivery	Funder	Amount	Staff	From - To
Current Contracts				
Service delivery	Funder	Amount	Staff	From - To

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Current info				
Number of staff	No of volunteers	Key areas of work	Community of interest	Annual turnover

1. Strategic Planning / Quality	Yes	No	Comments	Evidence
Business plans/operational plans including financial forecasts, strategy for growth and intention to contract	<input type="checkbox"/>	<input type="checkbox"/>		Documented plans

Marketing/Communication plan	<input type="checkbox"/>	<input type="checkbox"/>		Documented plan
Staff/Volunteer Work plans	<input type="checkbox"/>	<input type="checkbox"/>		Documented plan
Plans for attracting,recruiting and retaining staff/volunteers	<input type="checkbox"/>	<input type="checkbox"/>		Documented plan Policy
Internal quality systems	<input type="checkbox"/>	<input type="checkbox"/>		Customer surveys Consultation with client/customers Quality forum/steering group Meeting customer needs
Quality management system or standards	<input type="checkbox"/>	<input type="checkbox"/>		Certificates Action Plan
Quality policy	<input type="checkbox"/>	<input type="checkbox"/>		Policy document
Understanding of rights and responsibilities under the LAA and COMPACTS	<input type="checkbox"/>	<input type="checkbox"/>		Training attended External info systems
2. Governance	Yes	No	Comments	Evidence
Appropriate legal structure	<input type="checkbox"/>	<input type="checkbox"/>		Legal documentation Constitution
Clear and agreed mission, aims and definition of target beneficiaries	<input type="checkbox"/>	<input type="checkbox"/>		Mission aims and objectives

The organisation meets legal and financial obligations	<input type="checkbox"/>	<input type="checkbox"/>		Annual Accounts Annual report
Options/Risk assessment	<input type="checkbox"/>	<input type="checkbox"/>		Business Plan
Appropriate insurance	<input type="checkbox"/>	<input type="checkbox"/>		List of insurance policies
Robust Management Systems	<input type="checkbox"/>	<input type="checkbox"/>		Board minutes Organisational Chart Plan for succession of key staff and board members Accident reporting - H&S
Management continuously review performance and plan improvement	<input type="checkbox"/>	<input type="checkbox"/>		Board minutes Work plan
Board intention: Understanding and willingness of Board	<input type="checkbox"/>	<input type="checkbox"/>		Minutes of meetings Meeting attendance
Skills of the Board	<input type="checkbox"/>	<input type="checkbox"/>		Assessment of skills and knowledge Levels of understanding and commitment Profile of Trustees
Induction for trustees	<input type="checkbox"/>	<input type="checkbox"/>		Trustee induction pack
Trustee roles & responsibilities	<input type="checkbox"/>	<input type="checkbox"/>		Policies on employment Training attended Job descriptions Support for Trustees

2. Governance	Yes	No	Comments	Evidence
Agreed budget	<input type="checkbox"/>	<input type="checkbox"/>		Financial reports
Information/communication process in place	<input type="checkbox"/>	<input type="checkbox"/>		Marketing/communication plan
Policies	<input type="checkbox"/>	<input type="checkbox"/>		List of policies
Race Relations Act Compliance	<input type="checkbox"/>	<input type="checkbox"/>		Policy and procedure
Employment Law legislation	<input type="checkbox"/>	<input type="checkbox"/>		Policy and procedure
Sources of independent legal advice	<input type="checkbox"/>	<input type="checkbox"/>		Correspondence Solicitor, Accountant
3. Staff/Volunteers	Yes	No	Comments	Evidence
Legal requirements	<input type="checkbox"/>	<input type="checkbox"/>		Written procedures including recruitment procedure and risk assessments CRB checks Contracts/written terms of employment Policies and procedures

Recruitment and retention process	<input type="checkbox"/>	<input type="checkbox"/>		Policy and procedure documents
Staff and volunteers have clearly defined roles	<input type="checkbox"/>	<input type="checkbox"/>		Job descriptions Investor in people accreditation Supervision/appraisals Organisation chart
4. Training/Development	Yes	No	Comments	Evidence
Retaining and training staff	<input type="checkbox"/>	<input type="checkbox"/>		Written induction process Evidence of staff training/progression Training attendance record
Coordinator responsible for training	<input type="checkbox"/>	<input type="checkbox"/>		Organisational structure Training policy and procedures
Training needs analysis plan	<input type="checkbox"/>	<input type="checkbox"/>		Individuals Training Plan Timescale for review
Records retained on training activities	<input type="checkbox"/>	<input type="checkbox"/>		Training file
Training budget	<input type="checkbox"/>	<input type="checkbox"/>		Financial forecasts Business plan
Supervision system & disciplinary procedure	<input type="checkbox"/>	<input type="checkbox"/>		Written evidence
Level of staff competence for ICT usage	<input type="checkbox"/>	<input type="checkbox"/>		Training record

5. Managing money/ Finance	Yes	No	Comments	Evidence
3 yrs Financial Accounts	<input type="checkbox"/>	<input type="checkbox"/>	Name of accountant: Cost per year: Financial year end:	Trading and Profit and Loss Accounts Balance sheet
All income and expenditure is clearly accounted for	<input type="checkbox"/>	<input type="checkbox"/>		Annual Accounts/bookkeeping
Understanding legal requirements/regulations	<input type="checkbox"/>	<input type="checkbox"/>		Minutes from meetings
Meets financial requirements of funders/contract commissioning agency	<input type="checkbox"/>	<input type="checkbox"/>		Contract history Financial forecasts Financial Reports to Board Audited accounts
The organisation has sufficient resources to deliver current level of service	<input type="checkbox"/>	<input type="checkbox"/>		Budget Annual Accounts
Budgets – agreed, setting, review, action	<input type="checkbox"/>	<input type="checkbox"/>		Minutes meetings
Trustees review finance (quarterly)	<input type="checkbox"/>	<input type="checkbox"/>		Minutes from meetings
Written financial procedures/systems in place for bookkeeping, expenses petty cash etc	<input type="checkbox"/>	<input type="checkbox"/>		Written financial procedures including levels of authorisation
Financial risk assessment	<input type="checkbox"/>	<input type="checkbox"/>		Board minutes(at least annually)

Exit strategy (from current funding/contracts)	<input type="checkbox"/>	<input type="checkbox"/>		Business plan Operational plan
Understanding of public sector " Best Value"	<input type="checkbox"/>	<input type="checkbox"/>		Training record Business Plan
Understanding of Full Cost Recovery;	<input type="checkbox"/>	<input type="checkbox"/>		Financial Accounts Training attended
6. Managing Resources	Yes	No	Comments	Evidence
Current capacity to deliver – staff, equipment, IT etc	<input type="checkbox"/>	<input type="checkbox"/>		Business Plan
Accessible premises – fire, H&S, DDA compliant	<input type="checkbox"/>	<input type="checkbox"/>		Audit reports & review documents Disability Equality Duty strategy Signing in record Equipment checks/records
ICT Equipment and software	<input type="checkbox"/>	<input type="checkbox"/>	Current Program: Broadband connection:	Appropriate systems/software in place Age of equipment/programs
Database	<input type="checkbox"/>	<input type="checkbox"/>		Electronic or hard copy
ICT equipment maintenance	<input type="checkbox"/>	<input type="checkbox"/>		Maintenance contract

Understanding of E Procurement	<input type="checkbox"/>	<input type="checkbox"/>		Training Current contract
Understanding of Data protection	<input type="checkbox"/>	<input type="checkbox"/>		Training record Policy
Understanding of Freedom of Information Act	<input type="checkbox"/>	<input type="checkbox"/>		Training Record
Health and Safety requirements	<input type="checkbox"/>	<input type="checkbox"/>		
IT storage of data/back up systems	<input type="checkbox"/>	<input type="checkbox"/>		IT Policy and procedure
Insurance	<input type="checkbox"/>	<input type="checkbox"/>		Relevant cover: Employer Liability Public Liability Professional Indemnity
7. Networking/Partnerships	Yes	No	Comments	Evidence
Service activities shared through partnership working	<input type="checkbox"/>	<input type="checkbox"/>		Records of meetings with other agencies
Future plans to work with stakeholders/ Joint initiatives	<input type="checkbox"/>	<input type="checkbox"/>		Business plan Current working Partnership plans Joint funding/contract history
Sharing good practice	<input type="checkbox"/>	<input type="checkbox"/>		Mail outs/email correspondence Records of meetings with

				other agencies Visits to other agencies
Referral system for users – other orgs and services	<input type="checkbox"/>	<input type="checkbox"/>		Referral records, publicity material Tracking system
Contribute to local, regional and national networks	<input type="checkbox"/>	<input type="checkbox"/>		Minutes from meetings Attendance at external events
Joint events	<input type="checkbox"/>	<input type="checkbox"/>		Publicity Event Plan Minutes of meetings
8. Marketing Awareness	Yes	No	Comments	Evidence
Product/Service/Buyer identified through research	<input type="checkbox"/>	<input type="checkbox"/>		Commercial feasibility study Market Research
Known imminent contracts	<input type="checkbox"/>	<input type="checkbox"/>		Contract/tender details
Understanding of sector's commissioning/procurement route	<input type="checkbox"/>	<input type="checkbox"/>		Secured contracts Training attended
References	<input type="checkbox"/>	<input type="checkbox"/>		Documented key contact for support
Resources to search for, complete and submit tenders	<input type="checkbox"/>	<input type="checkbox"/>		Business Plan
Costing/pricing	<input type="checkbox"/>	<input type="checkbox"/>		Costing Pricing Strategy

Competitor Analysis	<input type="checkbox"/>	<input type="checkbox"/>		Up to date research report
Links with potential partners/activation of potential collaboration	<input type="checkbox"/>	<input type="checkbox"/>		Minutes from meetings Membership
Pre qualification or industry specific regulation or quality standard requirement	<input type="checkbox"/>	<input type="checkbox"/>		Documented research
9. Monitoring & Evaluation	Yes	No	Comments	Evidence
Key peoples understanding	<input type="checkbox"/>	<input type="checkbox"/>		Job description Training record
Records reports – of users complaints, suggestions	<input type="checkbox"/>	<input type="checkbox"/>		Feedback from users Reports/documents
System for collating and analysing data	<input type="checkbox"/>	<input type="checkbox"/>		Type of database IT programs
Monitor and evaluate findings – trustees, funders reported and used for planning	<input type="checkbox"/>	<input type="checkbox"/>		Minutes from meetings
Relevant plan – outcomes/indicators (Benchmarking)	<input type="checkbox"/>	<input type="checkbox"/>		Documented planning cycle
Process to evaluate funding/contracts	<input type="checkbox"/>	<input type="checkbox"/>		
What funding/contracts have you recently submitted and have been unsuccessful?	<input type="checkbox"/>	<input type="checkbox"/>		

End of questions

Review

Review each section to identify the areas of weakness highlighted in the review and tick the box.

- | | |
|---------------------------------|--------------------------|
| 1. Strategic Planning / Quality | <input type="checkbox"/> |
| 2. Governance | <input type="checkbox"/> |
| 3. Staff/volunteers | <input type="checkbox"/> |
| 4. Training Development | <input type="checkbox"/> |
| 5. Managing money/finance | <input type="checkbox"/> |
| 6. Managing Resources | <input type="checkbox"/> |
| 7. Networking/Partnership | <input type="checkbox"/> |
| 8. Marketing Awareness | <input type="checkbox"/> |
| 9. Monitoring/Evaluation | <input type="checkbox"/> |

1. Do you agree that as an initial starting point, these could be the areas of activity that you may require support with?

Yes

No

Client Feedback

2. Did you find the process of doing this self assessment:

Easy to
understand

Too
complicated

Pitched about
right

3. What is your opinion on the time it has taken to complete

Too long

Too short

As you
expected

4.) Has this been a useful exercise for you today?

Yes

No

Other Comments:

Next step... Write your action plan.
