

achieving

**the PQASSO
Quality Mark**

a guide for applicants



Copyright

Unless otherwise indicated, no part of this publication may be stored in a retrieval system or reproduced in any form without prior written permission from CES.

To comply with copyright regulations, you must use the materials in this guide only for the purposes intended, that is, for applying for and when having your organisation's PQASSO Quality Mark peer review.

PQASSO Quality Mark: Guide for applicants
© Charities Evaluation Services, 2012

Produced by:

Charities Evaluation Services
4 Coldbath Square
London EC1R 5HL

Website: www.ces-vol.org.uk
Phone: 020 7713 5722
Fax: 020 7713 5692
Email: enquiries@ces-vol.org.uk

CES is a registered charity (no. 803602) and company limited by guarantee, registered in England & Wales (no. 2510318). CES is a registered charity in Scotland (no. SCO40937). Registered office address is: 4 Coldbath Square, London EC1R 5HL, UK. VAT registration no. 564 5833 16.

PQASSO Quality Mark team

Charities Evaluation Services (CES) was established as an independent charity in 1990. Our mission is to strengthen the voluntary and community sector by developing its use of evaluation and quality systems.

CES supports thousands of voluntary and community organisations of all sizes every year. We also work with funders and government organisations. We provide training, consultancy, technical support, advice and information, and external evaluations. These services are intended to help organisations become more effective by adopting appropriate quality assurance and monitoring and evaluation systems.

The PQASSO Quality Mark team will regularly assess the quality of the service provided by PQASSO Quality Mark peer reviewers to ascertain that their defined roles and responsibilities are being carried out as agreed and with a view to making further improvements as necessary.

How to contact us

We can be contacted at:

PQASSO Quality Mark Team
Charities Evaluation Services
4 Coldbath Square
London EC1R 5HL

Phone: 020 7713 5722
Fax: 020 7713 5692
Email: pqm@ces-vol.org.uk

contents

part 1

About the PQASSO Quality Mark

What is the PQASSO Quality Mark?	4
The benefits of using PQASSO	4
The benefits of the PQASSO Quality Mark	5
Who can apply for the PQASSO Quality Mark?	5
How will your organisation be assessed?	5
How much does the PQASSO Quality Mark cost?	6
How long will it take to get the PQASSO Quality Mark?	6
The seven steps to the PQASSO Quality Mark	7

part 2

Seven steps to the PQASSO Quality Mark

Step 1 – Implement PQASSO	8
Step 2 – Application	9
Step 3 – Peer reviewer contact	10
Step 4 – Desktop review	10
Step 5 – Site visit	11
Step 6 – Reporting	12
Step 7 – Concluding the review	13

part 3

Further information

Code of conduct for peer reviewers	15
Expenses guidance	20

about the PQASSO Quality Mark

What is the PQASSO Quality Mark?

The PQASSO Quality Mark is Charities Evaluation Services' externally accredited award for PQASSO.

PQASSO is the most widely used quality system within the third sector, and has been adopted by thousands of organisations wishing to become more efficient and effective. PQASSO uses a self-assessment approach which involves people within an organisation making judgements about its performance against the PQASSO standards.

The PQASSO Quality Mark is a 'kitemark' to show that your organisation has met the PQASSO standards. It is designed to build on your self-assessment by having an independent external review. Achieving the PQASSO Quality Mark means that you have been externally accredited against the PQASSO standards and you will receive the PQASSO Quality Mark logo and certificate to help you to promote and celebrate your achievement. The PQASSO Quality Mark is valid for 3 years.

The benefits of using PQASSO

Research has shown that organisations using PQASSO as a self-assessment tool can gain the following benefits:

- more effective and more efficient organisational systems and procedures
- better quality of services for users
- better communication among staff, trustees and volunteers.
- more creative thinking, enabling new perspectives and ways of working
- continuous improvement over time.



If you would like more information about PQASSO, please visit

www.ces-vol.org.uk/pqasso

The benefits of the PQASSO Quality Mark

Achieving the PQASSO Quality Mark will give your organisation the following additional benefits:

- external verification of your achievement of the PQASSO standards
- greater recognition and credibility from statutory and independent funders, users and other stakeholders
- increased motivation for staff, trustees and volunteers
- confirmation that your organisation has reached a recognised quality standard
- enhanced organisational learning through the assessment process
- Charity Commission endorsement for Level 2 and Level 3 (PQASSO 3rd edition only)

NB. PQASSO without the PQASSO Quality Mark is still available for those who prefer to use it as a self-assessment tool.

Who can apply for the PQASSO Quality Mark?

The PQASSO Quality Mark is for any organisation that has carried out their self-assessment against the PQASSO standards and wishes to show that their achievement has been externally verified.

At present, the PQASSO Quality Mark is available in England, Scotland, Wales, Northern Ireland and Republic of Ireland.

How will your organisation be assessed?

To achieve the PQASSO Quality Mark, your organisation will undergo an external assessment which involves gathering evidence, reviewing documentation and interviewing staff, Board members and volunteers.

The external assessment will be carried out by PQASSO Quality Mark peer reviewers – members of the third sector who are specially trained and supported by CES to carry out reviews of organisations against the PQASSO standards.



For more information about how to get the PQASSO Quality Mark, see [Part 2 Seven steps to the PQASSO Quality Mark](#).

How much does the PQASSO Quality Mark cost?

The cost for a PQASSO Quality Mark peer review depends on the size of your organisation and the PQASSO level at which you are reviewed. The following prices refer to single site organisations. If you operate from more than one site or office, or if you have more than 200 staff, please contact pqasso@ces-vol.org.uk for a tailored quote.

Number of Staff	Level 1	Level 2	Level 3
0-5 FTE staff	£1,350	£2,025	£3,000
6-15 FTE staff	£1,575	£2,250	£3,250
16-25 FTE staff	£2,025	£2,700	£3,750
26-49 FTE staff	£2,200	£3,025	£4,200
50-100 FTE staff	£2,475	£3,300	£4,500
101-200 FTE staff	£2,750	£3,575	£4,800

In addition to the above, organisations will be required to pay peer reviewer expenses. 'Expenses' relates to reasonable travel and subsistence costs incurred during the site visit.

FTE refers to full-time equivalent staff and should include all paid staff.

Prices valid until 31 March 2012. CES reserves the right to amend prices without notice.



For more information on expenses, see [Expenses guidance in Part 3 Further information](#).

How long will it take to get the PQASSO Quality Mark?

Before applying for the PQASSO Quality Mark you must implement PQASSO through self-assessment. This can take anything from 2 months to over a year.

From the point of submitting your PQASSO Quality Mark application, the site visit will usually take place within 10 to 12 weeks. You will be informed of the findings of the review at the end of the site visit. Formal reporting and the issuing of the award can take a further 4 weeks. If improvement actions are required, you will be given 8 weeks to implement these actions.

The duration of the site visit depends on the size of your organisation and the PQASSO level, for example, for organisations with 0 to 5 FTE staff applying for the PQASSO Quality Mark at level 1, the site visit will only take 1 day.

For larger organisations, or for reviews at levels 2 or 3, the site visit may take 2 days or more.

The seven steps to the PQASSO Quality Mark

Step 1 Implement PQASSO

Purchase PQASSO, complete the self-assessment and fully meet the requirements of your chosen level of PQASSO.



Step 2 Application

Complete and submit the *PQASSO Quality Mark Application Form*



Step 3 Planning the review

An assessor, known as a peer reviewer will contact you and agree dates for the desktop review and site visit.



Step 4 Desktop review

Submit specific organisational documents to the peer reviewer(s) to assess in preparation for the site visit.



Step 5 Site visit

The peer reviewer(s) visit your organisation to conduct interviews and gather evidence.



Step 6 Reporting

Receive a detailed report of the findings of the review. If your organisation does not meet all the PQASSO standards, there is an opportunity to make improvements.



Step 7 Receiving the award

If your organisation is successful, you will receive the PQASSO Quality Mark in recognition of your achievement.

seven steps to the PQASSO Quality Mark

Before applying for the PQASSO Quality Mark, we recommend that you read and understand the seven steps to be taken to achieve the PQASSO Quality Mark.

Step 1 – Implement PQASSO

Before you apply for the PQASSO Quality Mark, it is essential that you have implemented PQASSO properly through self-assessment and have achieved your desired level.

The first stage in implementing PQASSO is to buy the PQASSO workpack.



The PQASSO workpack is available to order from the CES website at www.ces-vol.org.uk/publications

Implementation should be carried out at your organisation's own pace, allowing plenty of time for planning, self-assessing and making organisational improvements. There are a number of services available to help you implement PQASSO:

- PQASSO training courses
- the CES publication Next Steps in Quality: *PQASSO in Practice*
- support from a CES licensed PQASSO mentor.

Organisations should not apply for the PQASSO Quality Mark unless they are certain that they have met the PQASSO standards at their desired level. Applying for the PQASSO Quality Mark is an important decision, which should be discussed and approved by your Board and not decided by an individual staff member or a CES licensed PQASSO mentor.

PQASSO Quality Mark reviews are available against PQASSO 2nd edition or PQASSO 3rd edition.



For more information about training, publications, and CES licensed PQASSO mentors, please visit the CES website www.ces-vol.org.uk

Organisations can decide if they are ready to be reviewed by reading *Guidance on PQASSO Indicators*. The guidance is available on our website and will help you to understand the PQASSO indicators and what peer reviewers will be looking for.

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?

Peer reviewers will be making judgements based on these requirements during the review process.

Step 2 – Application

For your organisation to be externally assessed you must download and complete a *PQASSO Quality Mark Application Form* and read and agree to the *Peer Review General Terms and Conditions* and *Peer Review Process*.



You can download a copy of this from www.ces-vol.org.uk/pqasso

Your completed and signed application form should be posted or emailed to CES. You will also need to verify that you have completed the *Peer Review Workbook* in preparation for the review. Your organisation must record details of evidence to demonstrate your achievement of each indicator or PQASSO.



You can download a copy of this from www.ces-vol.org.uk/pqasso

Provided your application form is complete, CES will acknowledge your application and ask your organisation to pay the PQASSO Quality Mark fee so that the review can proceed (**see page 6 for details of fees**).

Step 3 – Planning your review

Once CES has acknowledged your application, and your organisation has paid the fee, the lead reviewer responsible for conducting your review will contact you usually within 10 working days. The lead reviewer will introduce himself or herself and the co-reviewer (if applicable), and will arrange suitable dates for the desktop review (**see Step 4 below**) and site visit (**see Step 5**). The lead reviewer will confirm these arrangements in writing and send you a *Peer Review Timeline*, which contains the key dates of the review.

Step 4 – Desktop review

The first stage of the review process is the desktop review. You will be asked to submit a list of compulsory documents to the peer reviewer(s). The purpose of the desktop review is to help the peer reviewer(s) determine whether your organisation is ready for the site visit. It also helps them prepare for the site visit. All information provided to the peer reviewer(s) will remain secure and confidential.



For more information on confidentiality, see the [Code of conduct for peer reviewers](#), in [Part 3 Further information](#).

To show that you are meeting the requirements of PQASSO, you will be asked to supply the following:

- mandatory documents including key sources of evidence for many PQASSO indicators
- a *Peer Review Workbook* in which your organisation records your evidence to demonstrate your achievement of every indicator at your chosen level of PQASSO
- a completed *Desktop Review List*.



The *Peer Review Workbook* and *Desktop Review List* can be downloaded from www.ces-vol.org.uk/pqasso

It is important that you provide all the desktop review documents requested by the peer reviewer(s) by the deadline given. If you do not provide all documents, or do not provide them on time, the review may be cancelled and you could incur a cancellation charge. For more information on cancellation charges, refer to the *Peer Review General Terms and Conditions*.)

If the desktop review reveals that your organisation is not ready for the site visit, the review may have to be cancelled and you will incur a cancellation charge. (Details of cancellation charges are given in the *Peer Review General Terms and Conditions*.)

Step 5 – Site visit

The purpose of the site visit is for the peer reviewer(s) to visit your organisation and to review evidence to assess whether your organisation has met the requirements of PQASSO. The reviewer(s) will gather evidence by looking at documents and interviewing staff, volunteers and Board members.

Before the site visit, the lead reviewer will write to you to request the following arrangements to be made for their visit:

- availability of those members of staff, Board members and volunteers whom the peer reviewers would like to interview
- availability of chair and chief executive (or equivalent) at key times during the site visit
- a liaison person who will be available to the review team throughout the site visit to deal with any questions or issues that may arise during the review
- any specific documents which the review team would like to have available when they arrive on site.
- a separate room for the review team to meet in (or a suitable private space)
- refreshments (tea/coffee, water, working lunch)
- transport, if the review is of a multi-site organisation.
- accommodation for the reviewers, if needed for overnight stays

The site visit usually involves the following:

- an opening meeting ideally with the chair, the chief executive and other key Board members or staff members
- the peer reviewer(s) gathering evidence to assess whether your organisation meets the requirements of PQASSO
- interviews with Board members, staff and volunteers
- a closing meeting where the findings of the review will be communicated to you through a short written *On-site Report*.

The *On-site Report* provided during the closing meeting will inform you of the peer reviewer(s)' recommendation to CES as to whether your organisation meets the PQASSO requirements and can be awarded the PQASSO Quality Mark.

Step 6 – Reporting

After the site visit, you will receive a draft of the *Full Report* of the review from the lead reviewer. You will have an opportunity to amend any inaccuracies in this draft. CES will quality control the *Full Report* to ensure the peer review process has been followed correctly. The lead reviewer will then send you the final *Full Report*.

If your organisation meets the PQASSO standards

If the peer reviewer(s) finds that your organisation does meet the PQASSO standards, the conclusion of the *Full Report* will be that the peer reviewer(s) will recommend to CES that your organisation be awarded the PQASSO Quality Mark at the relevant level of PQASSO. (You will then proceed to **Step 7**.)

If your organisation does not meet the PQASSO standards

If the peer reviewer(s)' recommendation is that your organisation does not yet meet the PQASSO standards and therefore cannot yet be awarded the PQASSO Quality Mark, you will be given an opportunity to make improvements. The peer reviewer(s) will be able to tell you which specific PQASSO indicators have not been met, but they will not be able to advise you on how to meet those indicators. For advice on how to make organisational improvements to meet the PQASSO standards, it is recommended that you seek appropriate specialist advice.

Improvement action plan

If the peer reviewer(s) conclude that your organisation has not yet met the PQASSO requirements, you will be asked to develop an improvement action plan.

You will have access to a guidance document called *Improvement Action Planning*. This contains a template for your improvement action plan as well as guidance on how to go about planning and making improvements. You will be expected to send your improvement action plan to the lead reviewer within 2 weeks of the site visit. The lead reviewer will check the plan and confirm if it meets the peer reviewers' requirements. Following this, you will have a further 8 weeks to undertake the improvement actions stated in the plan and to send evidence of these to the lead reviewer. Having checked the submitted evidence, the lead reviewer will send you an *Improvement Action Report* which makes a final recommendation as to whether or not your organisation has met the PQASSO standards. CES will quality control the *Improvement Action Report* to ensure the peer review process has been followed correctly.



The *Improvement Action Planning* guidance document is available to download from www.ces-vol.org.uk/pqasso

If your organisation meets the PQASSO standards

If the peer reviewer(s)' recommendation is that your organisation does now meet all the PQASSO standards, they will recommend to CES that your organisation be awarded the PQASSO Quality Mark at the relevant level of PQASSO.

If your organisation does not meet the PQASSO standards

If the peer reviewer(s)' recommendation is that your organisation still does not meet the PQASSO standards because the improvement actions have not been carried out within the allocated timeframe, or they have not been carried out satisfactorily, your organisation will not have successfully completed the PQASSO Quality Mark peer review.

Step 7 Receiving the award

If your organisation has met the PQASSO standards and if CES accepts the recommendation made by the peer reviewers, you will be awarded the PQASSO Quality Mark. Organisations which have been awarded the PQASSO Quality Mark are entitled to use the PQASSO Quality Mark logo on all their correspondence and to display the PQASSO Quality Mark certificate. The PQASSO Quality Mark will remain valid for three years, after which you will need to apply for a new peer review.



Charities Evaluation Services



Charities Evaluation Services



Charities Evaluation Services

If your organisation has not met the PQASSO standards and if CES accepts the findings of the peer reviewer(s), the review process ends. Your organisation will not be awarded the PQASSO Quality Mark and you will be invited to re-apply.

If you disagree with the findings of the review there is an *Appeals procedure* which can be followed. For more information on this, contact the PQASSO Quality Mark team at CES.

Charity Commission endorsement

The Charity Commission has endorsed the PQASSO Quality Mark at Level 2 and Level 3 of PQASSO 3rd edition.

The endorsement means that organisations achieving the PQASSO Quality Mark will receive from CES the Charity Commission's badge of approval confirming that they meet the Hallmarks of an Effective Charity. The Charity Commission endorsed logo can be used alongside the PQASSO Quality Mark logo to demonstrate the achievement.



further information

Code of conduct for peer reviewers

Principle one: Professional behaviour

- Peer reviewers must keep to the overall timescales of the review and the times in the programme submitted to the reviewed organisation, unless circumstances such as the unavailability of interviewees at the agreed times make this impossible. If changes are unavoidable, the peer reviewers will ensure that good communication minimises any inconvenience to the reviewed organisation.
- Peer reviewers must not offer advice or examples from their own experience, recognising that this is not part of their role as a PQASSO Quality Mark peer reviewer.
- Peer reviewers must carry out their role in a courteous and professional manner at all times. This includes being aware of the needs of the reviewed organisation while they undertake their daily activities.
- Peer reviewers must be respectful at all times and be sensitive to the needs of those people using the services provided by the reviewed organisation.
- Peer reviewers must retain a level of objectivity throughout their activities as a peer reviewer, and be aware of their experiences and prejudices that could affect their neutrality.
- In the unlikely event of serious allegations, such as abuse or corruption within the reviewed organisation, or any practice which seems to the reviewer to be unlawful, unethical or threatening to the safety of clients or staff, peer reviewers must not attempt to resolve it but to report this to CES at the earliest opportunity.
- Peer reviewers must comply with the terms and conditions in the peer reviewer agreement.

Principle two: Protecting the interest of reviewed organisations

- Peer reviewers must respect confidential information regarding a reviewed organisation's business and will not disclose or permit the disclosure of any such information without the organisation's prior permission, or unless so ordered by a court or statutory body.
- Peer reviewers should not seek or encourage publicity concerning the reviewed organisation, unless the nature of that publicity is fully agreed with the organisation and CES.
- Peer reviewers should not directly encourage any employee of a reviewed organisation to consider alternative employment.

Principle three: Disclosure of material information

Peer reviewers selected to undertake a peer review of an organisation shall ensure that they disclose to CES any relevant information or other circumstances which might in any way influence the outcome of a peer review.

Before any review, the peer reviewer must disclose to CES any circumstances of their employing organisation or themselves which might:

- influence the review
- influence the judgement of the peer reviewer undertaking a review
- in any other way give rise to a conflict of interest.

If any such information becomes known after the review process has begun, CES must be informed without delay.

Examples of such information include the following:

- any directorship or interest in any business in competition with the reviewed organisation
- any financial interest in goods and services recommended or supplied
- any personal relationship with any individual in the reviewed organisation
- any known personal circumstances of personnel assigned to work for the reviewed organisation that could materially affect the outcome of the review
- receipt by any individual employed by the organisation being reviewed of payment in cash or kind in connection with the services provided, other than that agreed with CES.

Principle four: Quality of service

Peer reviewers will carry out their duties in a manner which ensures that the peer review meets the high standards required by CES.

- Peer reviewers will maintain accurate records of the peer review.
- Peer reviewers should adhere to the terms agreed in their *Peer Reviewer Agreement* and consult with CES if significant changes are required.
- CES owns all intellectual property of the tools and templates used to carry out a peer review.
- CES owns all copyright of methodology, findings, template documents and reports.
- Peer reviewer reports will be written and communicated in accessible language.
- Peer reviewers should maintain effective communication with CES' client organisations throughout the course of the peer review, to ensure key people are kept informed at regular intervals of progress made and any problems encountered in performing the review.

CES will maintain systems to monitor the quality of service, in order to ensure that the terms of the agreement of the review are fully met.

At the conclusion of the review, CES will seek to ascertain from the organisation whether the nature of the review was viewed as satisfactory.

CES will maintain clear procedures to deal with the possibility of any disagreement or dispute with the organisation about the nature or conclusion of the review.

In the event of any complaint expressed by a reviewed organisation, CES will make a provision to investigate and reach agreement, as part of the contractual arrangements with the organisation.

Principle five: Confidentiality

When carrying out a peer review of an organisation, reviewers will have access to information about that organisation, including some confidential information, through written evidence and interviews. The following sets out expectations of the review team regarding confidentiality.

Access to information on site

Reviewers need sufficient access to records to check that policies and procedures are being followed, and that evidence which is used to demonstrate that the organisation meets a particular standard is valid, reliable and recent. However, confidentiality of individuals can be exercised. For example, the review team may need limited access to confidential files of staff, volunteers or service users during the site visit, but the access should be supervised by the chief executive and be in line with data protection requirements. Also, staff, volunteer or service user records can be anonymised.

Transmitting information

Steps must be taken to ensure that information about the organisation, or information belonging to the organisation, which is sent by post or by email, is transmitted securely. For instance, hard copy information sent by post must be marked 'private and confidential'. It is important to remember this when sending information between reviewers, as well as when sending information to and from the organisation.

Storing information

Information that peer reviewers have received from the organisation being reviewed, or reports that they are writing, must be stored in such a way to ensure that no-one else has access to them. This includes electronic files as well as printouts.

Although reports will be submitted to CES, the peer reviewers must keep their own personal notes that they have taken throughout the review until the review process has been completed in case of an appeal or complaint.

Disposing of information

At the end of the review, all material relating to the review, including material received via email or held electronically, must be securely destroyed by the reviewers or returned to the organisation as appropriate. Ideally, by the end of the site visit, reviewers will return all of the material that the organisation provided for the desktop review.

Disclosing information

Members of the review team will share information provided or identified during the review process as required to perform the review. This information is confidential to the review. This means that information relating to an organisation being reviewed, including the identity of the organisation, should not be shared with any other party, except appeal panel members and CES staff engaged in the quality assurance process.

Before carrying out each interview, peer reviewers must make clear to staff, volunteers, Board members and service users what happens to the evidence, how it will be recorded and who will have access to it.

If a peer reviewer identifies an issue of breach of law on the part of the organisation, CES must be informed and CES will be responsible for dealing with the matter.

Principle six: Peer reviewer dress guidance

CES recognises that peer reviewers have the necessary qualities and maturity to dress appropriately for varied work situations. However, further clarity and guidance for the purpose of carrying out peer reviews may be needed.

This section provides guidance to peer reviewers about appropriate forms of dress and presentation while conducting peer reviews or when representing CES. The guidance does not specify which forms of clothing are or are not acceptable. Instead, it outlines a number of general principles which peer reviewers are expected to observe.

This guidance does not wish to restrict individuality unduly; nor does it wish to place undue pressure on people to dress in a manner beyond their means.

- Peer reviewers are required to be neat and tidy in appearance while carrying out a peer review or when representing CES.
- Peer reviewers are required to dress in a manner which demonstrates respect for colleagues working alongside them and to take into account their perception of what might be considered appropriate for certain situations.

- When representing CES, peer reviewers should always be mindful that their own expectations about what may be considered appropriate dress for CES representatives may differ from the CES' perception of appropriateness.
- Where peer reviewers are unclear about what may be required of them for particular occasions, they should seek advice from CES beforehand.

Peer reviewers who feel uncomfortable about a fellow reviewer's choice of dress when representing CES should try and resolve the matter with the individual first. If this is not possible, then assistance should be sought from CES to help resolve the matter. In the event that CES considers peer reviewers to be dressing inappropriately, CES will arrange to discuss the matter promptly and privately with the individual in order to address the issue.

Expenses guidance

Guidelines

The organisation applying for PQASSO Quality Mark is responsible for reimbursing peer reviewers for legitimate expenses incurred while carrying out a peer review.

CES cannot provide definitive guidance on the issue of expenses, but makes the following suggestions which both peer reviewers and organisations have the option of referring to.

- Every effort should be made to keep costs to a minimum, for example through the use of standard rate rail fares.
- The organisation being reviewed provides to the peer reviewers in advance a copy of their expenses policy/guidelines which set out clearly any limits and mileage rates applicable.
- The peer reviewers do not exceed the limits set by the organisation being reviewed.
- The expenses are supported by receipts and/or other evidence.
- Where claims exceed the limits set by the organisation being reviewed, the peer reviewer is encouraged to discuss this with the organisation and negotiate what is agreed to be a reasonable claim.
- All peer reviewers should, where possible, use public transport. Claims for taxi fares and private cars should only be met when the peer reviewer has pre-arranged this with the organisation.

In the event of expenses not being paid by an organisation, CES will intervene on the behalf of the peer reviewer.

Procedure

It is advised that all expenses are submitted for settlement by means of an invoice to the organisation within 2 weeks of completing the peer review (unless otherwise agreed). Claims must be supported by receipts (for example, for taxis, meals, hotel and petrol expenses). Peer reviewers are requested to obtain bills with VAT registration numbers, as this will enable the organisation to claim a refund of the tax in certain circumstances.

Claims must be completed with the following details:

- the dates of the peer review and itinerary
- the mileage involved where the journey was undertaken in a private car
- details of expenses itemised to show separate charges for each meal and travel as appropriate.