Bikeability Quality Assurance Review	Department for Transport
Report June 2015	Our ref: 228230 Client ref: NRP10044

Bikeability Quality
Assurance Review

Department for Transport

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Prepared for:

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Contents

1 Overview

1.1   The Bikeability Quality Assurance (QA) system, launched in the autumn of 2012, was designed to raise and maintain standards of Bikeability training delivery across the sector. The system includes the registration (and annual re-registration) process setting minimum standards of entry for providers wishing to deliver Bikeability. It formalised the requirement for Bikeability providers to do their own 'internal assurance' – a series of checks by a Bikeability provider's managers and lead instructors to ensure the quality of their delivery. And it introduced 'external assurance', a programme of practical training reviews on behalf of the Department for Transport by small teams of cycle training and education /teaching experts. The external assurers' role was intended to challenge, maintain or raise standards by providing an external verification of providers to help ensure they are delivering in line with the high standards expected.

1.2   With the roll out of the QA system completed the Bikeability Support Team undertook a review of the system on behalf of the Department for Transport from July 2014 to examine whether the QA system is meeting its objectives. This document is a summary of the review findings.

2 Scope

2.1 The overarching question of the review was: **Does the existing Quality Assurance framework ensure Bikeability training is of sufficient quality?**

2.2 'Sufficient quality' referred to whether trainees have the best chance to demonstrate National Standard for Cycle Training (NS) outcomes, with training delivered in a way which gives them both the skills and confidence to cycle. The areas of investigation were:

- The extent to which the Industry is effectively ensuring quality. This focussed on the extent to which internal assurance (IA) processes are being implemented within Bikeability providers to manage the quality of training delivery. It did not include a detailed review of Instructor Training Organisations (ITOs) or the recent quality assurance of ITOs programme which had only just started. It did reference the role of instructors, instructor development, and Continuous Professional Development (CPD) in quality assurance.
- The extent to which commissioners of cycle training are ensuring quality; for example the extent to which commissioners and training deliverers work together on quality, and the role of contractual terms and conditions in limiting or supporting quality.
- The extent to which central administration processes are ensuring quality. This included whether the registration and external assurance (EA) visit processes are working; whether the providers which most need improvement are being helped, and whether recommendations to providers are being implemented (i.e. whether compliance with standards or recommendations is being achieved).
- And finally to review whether the QA programme is meeting its founding intentions to be inclusive, credible, economical, sustainable, and focussed on continuous improvement.

3   Review Structure

Document Review

3.1   A review of the original QA framework documentation was undertaken, followed by a review of a selection of external assurance (EA) feedback reports covering a range of provider types and risk ratings. The criteria for selecting reports were based on risk – either identified before a visit on the basis of training volume (with high volume assumed to be high 'risk' in the sense of numbers of trainees 'exposed') or identified after a visit based on the findings and recommendations of the EA panel members. Five categories were chosen: providers found to be delivering high quality training, providers needing development, very large schemes, small schemes, and providers found to have issues deemed to be 'high risk'.

Questionnaire

3.2   The document and EA feedback report review informed the development of a set of categorised questions. These questions were the basis of all further information gathering across different sources. Five sources were identified:

- Bikeability providers (both those which have, and have not received an EA visit)
- The Bikeability QA project manager (at Steer Davies Gleave)
- External Assurance (EA) panel members
- Commissioners of Bikeability (those subcontracting training delivery to others)
- Instructor Training Organisations (ITOs) via industry body TABS.

Survey and Interviews

3.3   Three methods were chosen to gather information:

- The annual online Bikeability Scheme Survey to gather information from as many providers as possible (by adding a QA specific section).
- A selection of telephone interviews to gather more detailed information from the Steer Davies Gleave QA project manager, Bikeability providers, EA panel members, and commissioners.
- Meetings / fact finding from Instructor Training Organisations (ITOs) and from the industry body TABS.

4   Review Findings

Registration (and Re-registration)

4.1   The Scheme Survey confirmed that the majority of respondents (71%) had a scheme registered more than 3 years before with only 5% 'new' providers (registered within the previous 12 months). It is perhaps unsurprising then that EA panel interviewees reported that a majority of registered paperwork was found to be out-of-date despite the annual re-registration process which formalised requesting providers to self-report any changes. As a consequence the EA process has had to place a much lower emphasis on panel members reviewing the paperwork before a visit, as comparison with the paperwork was not informative enough to be a cost-effective use of the panel's time.

4.2   Despite this ITOs and EA panel interviewees all felt the registration process was an important means of setting a minimum standard of entry for Bikeability; a means to control access to the Bikeability brand; and should act as a central record of the way each scheme initially said it would deliver its training. But beyond these reasons there was a general view from this group that the registration process was of limited further use in driving quality.

4.3   Most importantly, since the majority of provider's documents do not fully reflect their current delivery, and so do not provide an accurate basis for use by the EA panel for comparison with their observations, it can be concluded that EA does not always provide an 'external verification' of what a provider said it would deliver when it gained access to Bikeability (and annually thereafter through re-registration). Rather, the EA panel has had to develop a mutually agreed interpretation of the National Standard as a benchmark to make their recommendations. This is important as a number of ITOs, and responses in the Scheme Survey, indicate that differences in interpretation of the National Standard allows some poor practices to continue, even when identified by an EA visit and highlighted to a provider. I.e. if a provider's own interpretation is different to that mutually agreed by EA panel members there is room for providers to refuse to implement recommendations.

4.4   So the original idea that EA would verify that a provider was delivering according to its approved registration documents has not been viable and has had to be replaced with the approach of comparing providers against a mutually agreed interpretation of the National Standard. This is a practical way forward but to work in all cases requires that all providers share the same interpretation. Feedback received as part of this review suggests that not all providers and not all ITOs share a uniform interpretation of the National Standard.

4.5   Related to the idea of making 'registration' as useful as possible, discussion with the QA project manager led to consideration of whether it could additionally be used as a means of allocating a 'risk' score to a provider at the point of registration - to inform the EA visit selection process (at present determined largely by provider size and a handful of random and

prompted visits), or perhaps ensuring any newly registered schemes are included in 'prompted visits' e.g. by ensuring they are visited within a set period (e.g. 12 months). The main priority however will be to ensure registered documents are up to date and better reflect providers' actual delivery.

Internal Assurance

4.6   Encouragingly, the vast majority (94%) of Scheme Survey respondents reported that they had internal quality assurance procedures in place. This tallies with other information sources, such as EA panel member interviews, which suggest that two years on, DfT's introduction of a formal QA framework has led to most providers introducing some level of Internal Assurance – i.e. specific policies and procedures designed to manage the quality of the provider's training delivery. Smaller, independent providers were slightly less likely to have put procedures in place but overall uptake of the idea of managing quality within providers is very high.

4.7   The extent to which the implementation of IA is effective is less clear. Information from ITOs and from EA panel members suggests that implementation is patchy; some providers having extensive procedures but others doing less; some very little or nothing at all. This is not to say that training quality in any provider is necessarily poor, but that the active management of training quality varies widely.

4.8   In particular the EA panel reported documentation of IA was very varied. To shed light on this the Scheme Survey contained a question designed to find out which kinds of procedures providers have in place (and where these are formalised enough to be documented). The list of 9 example procedures included in the Scheme Survey can be summarised as either being management QA procedures, QA feedback mechanisms, or instructor development / personnel procedures.

4.9   Around three quarters of respondents had an overarching IA (management) policy documented. Encouragingly 44% of respondents said they had all of the example procedures in place, although only 18% said they had all procedures in place and documented. The weakest area as reported by the Scheme Survey was in quality feedback processes. The feedback processes that were in place were also less likely to be documented than other procedures; 24% of respondents stated that they had a process for obtaining feedback from schools, but it was not documented, 25% stated the same for their process for obtaining feedback from trainees, and 37% of respondents stated that they had a process for obtaining feedback from instructors, but it was not documented.
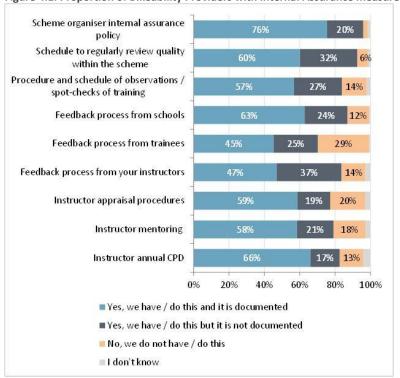
Figure 4.1: Proportion of Bikeability Providers with Internal Assurance measures in place

4.10   Recognising the IA list in the Scheme Survey is not exhaustive; providers were also invited to provide any other examples of their current IA procedures. The varied response demonstrated that a significant number of good practice examples do exist. Many examples were based around instructor development, from mentoring to CPD or regular team meetings. Of particular interest were those providers taking part in some kind of peer-to-peer review, one provider using different teams within its organisation, and another provider which reported being part of a new regional quality network consisting of a number of providers in the region. One provider reported buying in an external assurance visit from an ITO (a service ITOs reported offering and a practice which EA panel interviewees also reported was growing). Given the difference in interpretation of the National Standard amongst ITOs this will likely further entrench any problems.

4.11   Providers were asked if they needed further help in implementing quality assurance procedures and what plans they had. A wide range of answers was given, many focussed around developing instructors. No major themes emerged, the responses being specific to each provider. EA panel interviewees suggested more opportunities for peer review would help providers implement IA more effectively.

The Role of Commissioners

4.12   Contrary to expectation, the ITOs and EA panel members all reported that commissioner specifications / Invitations to Tender (ITTs) and contracts did not play a significant role in quality (though there was some disquiet at the anecdotal reduction in weighting that quality was being given in the ITTs of commissioners on tight budgets).

4.13   The Scheme Survey provided further insight on the role of the commissioner as a proportion of Scheme Survey respondents were commissioners themselves (15% described themselves as contract managers) whilst around one third described themselves as independent providers, the majority of which would be under contract to a local authority (LA) or school games

organiser host school (SGOHS).   The survey question asked providers the extent to which they worked with the commissioner to manage quality. 59% of respondents stated that they did work with their training commissioner, with 35% of this number stating they did so on a regular basis. 41% of respondents said that they did not work with their training commissioner to ensure the quality of training. Those providers delivering their own training (e.g. LAs delivering training with 'in-house' instructors) answered 'not applicable' in this section of the survey.

4.14   Respondents who were commissioners themselves or who were contractors which reported they worked alongside their training commissioner were invited to give examples of how they did so. There was a range of examples, a number of which could usefully be recognised as good or best practice.   These included the sharing of IA documentation / data between commissioner and contractor, and working together to engage with, and get feedback from schools and trainees. Some commissioners did their own quality checks and some did this using spot-checks. This could usefully be recommended to all commissioners because ITOs and EA panel interviewees reported many commissioners did not see themselves as 'responsible' for the quality of training delivery in their contracts but delegated this entirely to the contractor. Commissioners should recognise their important role in requiring a standard of quality.

4.15   Conversely some commissioners wanted more support to play a greater role in managing the quality of their contractors. Ensuring that the commissioner has sight of any EA reports provided to their contracting provider was mentioned in both the Scheme Survey and interviews. This is already EA policy but perhaps needs to be followed up more proactively. Some commissioners wished that EA could be a service which they could call on as a means of quality assuring their contractor. Sample ITTs for commissioners were also suggested could be made available; and which had quality built into the specification and score weighting.

External Assurance

4.16   ITOs and EA panel interviewees all reported that External Assurance (specifically the potential for an 'official' visit from an 'expert panel') had been the main driver of IA implementation within the industry. This should be seen as a key success of the QA programme.

4.17   More than half (55%) of providers responding to the Scheme Survey had received a visit. Of these the majority were local authorities (86% of LA respondents had a visit, 38% independents with more than 2 instructors, 0 single operators, 18% SSPs). When cross-referenced against provider size (the main determining factor for EA visit selection on the basis that more delivery = more risk) the Scheme Survey confirms that the larger the provider, the more likely it was to have received an EA visit with 100% of the very largest providers receiving a visit. This is a useful corroboration of the success of the EA policy to target the largest providers. It may also indicate however a requirement to do more random or reported visits to cover small providers.
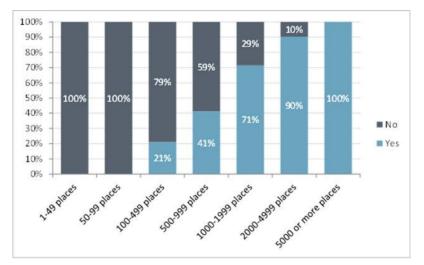
Figure 4.2: Provider size (based on number of places delivered) cross-tabulated with EA visit data

4.18   Visits favoured local authority providers (as on average the larger providers) and independents were less likely to have received a visit. The smallest two categories of providers (1 – 49 and 50 – 99 places per year) did not receive any visits (at least within the group responding to the Scheme Survey). Whilst risk 'exposure' in terms of number of places is low for small providers, it could be argued that small providers doing very little delivery have their own risks in terms of maintaining quality of training delivery. However the QA Administrator noted difficulties in scheduling EA visits for small providers, as by their nature they might not deliver much or at all in any given period.

4.19   Most providers which had received a visit reported in the Scheme Survey that it had been of some help, helpful, or very helpful. (only 5% reporting it was not at all helpful, 8% not very much, 30% some, 41% helpful, 16% very helpful.)   Providers largely reported improvement after a visit with around three quarters reporting some improvement and 16% a lot of improvement. This is clearly a positive endorsement for the EA process from providers.

4.20   Implementation of EA visit recommendations was generally good although only half reported having implemented all of the recommendations made to them. A further 29% reported they had implemented most but not all. No-one reported implementing zero of the recommendations. When asked why they had not implemented all recommendations, the answers from those providers concerned (just under half) can be put in three main categories:

- Difference between verbal advice given during the EA visit and written advice provided in the EA feedback report afterwards.
- EA recommendations were inconsistent with advice the provider had (or continued to have) from an ITO.
- The provider didn't agree with the recommendation and so hadn't implemented it.

4.21   From this it can be seen that variation in the interpretation of the National Standard unites all of these reasons – whether the differences are within the EA process; in ITOs; or in providers. This issue identified clearly in the Scheme Survey was also strongly corroborated by the EA panel interviews and from responses from ITOs.   EA panel interviews reported that the differences in interpretation began within the ITOs when training instructors – often using their proprietary training course. Perhaps most tellingly the EA panel reported that during an EA visit the panel members concerned could in the vast majority of visits easily determine which ITO had trained the instructors being observed by the substantial differences in delivery

(and often by practice they reported to be inconsistent with the National Standard). ITOs also suggested some of their counterparts' training courses were not consistent with National Standards.

4.22   Responses from ITOs and from the Scheme Survey suggest that despite the majority of providers finding the EA process useful, a minority of providers, and more worryingly some ITOs are not fully on board with the Bikeability QA framework. The core issue is again around interpretation of the National Standard. In some cases ITOs have supported providers in ignoring recommendations with which they do not agree.

4.23   The issue of compliance with recommendations is exacerbated by the fact that the EA programme at present does not provide for any follow-up after a report has been given to a provider, unless (in a small minority of cases) the provider is scheduled for a further visit (the decision to revisit primarily governed by the range and nature of issues identified in the initial visit). Recommendations are set out the reports in order of priority, however, do not ordinarily come with assigned timescales. Providers and commissioners in the Scheme Survey reported wanting more follow-up. Respondents to this review from the EA panel felt that not following up to check or support a provider in implementing the recommendations could devalue the EA process, lessen the 'threat' of sanctions, and ultimately risk the EA programme's credibility. How best to follow-up with further support with current levels of resource is an issue that will need tackling.

Instructor Training and Development

4.24   The training and development of Bikeability instructors is clearly a key element of ensuring quality of training delivery, much as the quality of any teacher directly relates to the quality of learning.

4.25   The QA Framework focusses largely on the structural elements of quality management (registration, IA and EA) and assumes that development of instructors will take place within Bikeability providers, probably as part of an Internal Assurance policy on staff/ team development. It assumes that the training and qualifying of instructors is managed separately, by ITOs; and that the process of registering as an ITO is an adequate way of ensuring quality control and consistency of instructor training.

4.26   As described already, feedback from the EA panel and ITOs challenges these assumptions as it confirms there is in fact a wide variation in interpretation of the National Standard within ITOs. This is then passed on to the instructors via their instructor training course. Instructors will often continue with their learned interpretation within whichever provider they work for. Meanwhile ensuring consistency across their instructor team was the #1 challenge identified by providers in the Scheme Survey when asked 'what is your greatest QA challenge'.

4.27   The EA panel and ITOs also reported that ongoing responsibility for instructor development was unclear, often falling between the ITO and the provider. It was probably working best when an ITO largely trained instructors for its own scheme, and was most complicated when an ITO trained instructors who then went and worked for many different providers.

4.28   There was a lack of consistency over the meaning of some terms associated with instructor training and development – in particular 'mentoring' – probably as it is offered as a course by a number of ITOs but not formally recognised as a qualification within the National Standard.

4.29   A need to formalise CPD, and the requirement for instructors to undertake CPD annually was raised by a number of EA panel interviewees and in some ITO responses. There were a

number of suggestions that instructors should be required to re-register annually and self-certify they had fulfilled a particular CPD requirement.

4.30   Overall, feedback suggests that instructor training and development is an area of weakness in the current QA framework with a lack of consistency and quality control over instructor training, and a lack of clarity on who is responsible for ongoing instructor development. There is also a lack of clarity on what kind of development instructors should be undertaking, and a lack of career / qualifications progression available to instructors.

4.31   In the Scheme Survey, providers reported more positively than EA panel members and ITOs had during interviews about instructor training. Two thirds of provider respondents reported that all their instructors had received updates about the National Standard from their ITO, and half also reported an ITO had provided Continued Professional Development (CPD) for their instructors of which 81% thought the CPD was good or excellent. Even though providers are principally responsible for mentoring new instructors, just over one quarter of respondents (26%) said their instructors had accessed mentoring sessions through their ITO (most of whom – 81% - thought the mentoring was good or excellent).   Although the majority of providers (61%) had not accessed general scheme management advice a significant proportion (22%) had. Of these the amount of support varied from 1 to 6 days as follows:
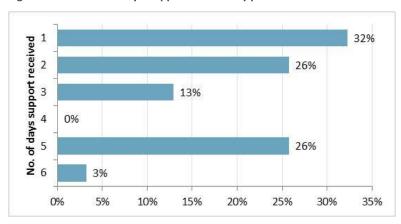
Figure 4.3: Number of days' support received by providers from ITOs

4.32   It is worth noting that as many providers work with only one or two ITOs, the variation in interpretation of the National Standard, reported through the interviews and feedback from EA panel members and ITOs themselves, is unlikely to be apparent to providers (and therefore did not come through in the Scheme Survey). It perhaps would only become apparent at provider level when an EA feedback report recommendation contradicts practice taught by the local ITO.

5 Conclusions and Recommendations

5.1   The QA process has prompted the vast majority of providers to think about quality assurance but implementation is very variable. There are lots of good practice examples but also some way to go to bring the whole industry up to a 'best practice' standard in quality management.

5.2   Documentation of internal quality assurance is particularly patchy, which makes assessing the extent of implementation difficult.

> *Recommendation:*
>
> Provide more central support to tackle this issue – for example guidance and document templates. Also more industry support should be encouraged, both from TABS the industry body but potentially also from peer-to-peer networks. Ways to centrally support and encourage this should be explored.

5.3   Overall it is clear that external assurance is the key driving force of quality assurance across the sector. This is to be expected at a relatively early stage in quality assurance implementation. External assurance is likely to remain a key driver of quality in the medium to longer term if funds allow it to continue at the sort of level that exists today. Other drivers such as making EA scores or reports public were on balance not seen as being helpful.

> *Recommendation:*
>
> External Assurance should continue at existing levels to maintain momentum. The selection process should be adapted slightly to include more small providers. Scoring and feedback reports should remain confidential.

5.4   Some improvements to the existing system are necessary to maintain momentum, and its credibility. The main weakness of the current EA process is that it lacks structured follow up.

> *Recommendation:*
>
> Implement a follow-up process to EA visits. This should include checking and supporting providers to implement recommendations; providing timescales for implementation; and getting providers to 'own' an action list / plan rather than be a 'passive recipient'. Given likely central cost limitations follow-up procedures need to be complemented by support from within the sector. Again the peer-to-peer support network idea seems to offer a practical and likely to be well received option which should be explored. There are some local / regional examples emerging which could perhaps be rolled out nationally.

5.5   This review has found that the main quality management weakness for Bikeability is without doubt the different interpretations of the National Standard and the resulting delivery differences between providers and between instructors. These differences begin within the ITOs via their proprietary instructor training courses. The differences in approach are so

marked that EA visits can usually determine which ITO trained an instructor by observing the training. Providers identified 'managing consistency' across their instructors as their #1 quality challenge. Many providers told us they have used this lack of clarity to disagree with recommendations from the EA process; and this was one of the main reasons providers gave for why they had not implemented an EA recommendation. This issue needs to be tackled in order to improve consistency of quality across the sector; and to ensure all ITOs and providers are on board with the EA process.

Recommendation:

Undertake a root and branch review of instructor training and development to tackle the issue of inconsistency in initial instructor training. This should include the potential of agreeing one single instructor training syllabus, and develop more extensive quality assurance procedures across ITOs.

5.6   Ongoing instructor development also needs more structure and a clarification of responsibilities. At present there is little sense of progression for an instructor, no requirement to do anything beyond the initial post course assessment. Responsibility for instructor development falls between ITOs and providers. CPD probably needs to be better specified, recognised and managed. There may need to be a requirement for instructors to undertake a minimum level of CPD annually, and perhaps a requirement to retrain if inactive for a specified period. Additional qualifications should also be considered.

Recommendation:

Include instructor development, qualifications, and CPD in the above review.

5.7   Feedback from this review has suggested that changes in the sector could be supported with a central requirement to keep up to date the register for instructors. This measure would likely see widespread support from providers, and would provide the basis for more accurate data. Data collected would be along the lines of active / not active; CPD undertaken – with perhaps a minimum requirement self-certified, and which providers worked for.

Recommendation:

Explore the feasibility of implementing an annual requirement on instructors to register / self-certify CPD.

5.8   Commissioners in many cases do not play as active a role in the quality assurance of their contractor's delivery as would be desirable. However, many commissioners would like to play more of a role – and there are good examples of best practice e.g. sharing documentation, commissioners working with contractors to engage schools, sharing school and trainee feedback, commissioner spot checks.

Recommendation:

Support commissioners being more involved by: ensuring EA reports are shared; exploring the feasibility of providing a mechanism for commissioners to request an EA visit; proactively communicating best practice to commissioners with examples of how to be actively involved in managing quality. This could also include the production of a model ITT which has quality built into the specification and score weighting.

5.9   Registration and re-registration were seen as important both centrally and by the sector but many of the documents are out of date and do not reflect a provider's current delivery. The

initial assessment of registration documents does not inform the EA process – but could provide a risk score to inform EA visit selections, currently done largely on the basis of provider size. Or newly registered schemes might prompt an EA visit within 12 months of registering.

Recommendation:

Both registration and re-registration processes should be reviewed in light of the conclusions of this report and steps taken to ensure documents are up-to-date and wherever possible their use justifies the requirement on Bikeability providers to provide the information.

6   Is the Quality Assurance System Meeting its Key Objectives?

6.1   The final area of the review was to assess whether the QA programme is meeting its founding intentions to be inclusive, credible, economical, sustainable, and focussed on continuous improvement. Taken one by one:

Inclusive

6.2   Yes the framework is inclusive as the majority of quality assurance is taking place within providers and the majority of providers are doing some level of QA. External assurance should consider focussing more resource on smaller providers as well as the largest providers. Taking 'inclusivity' to also mean training of children with different / special needs, whilst much progress has been made, more could be done to ensure providers understand their obligations, and that best practice is effectively shared.

Credible

6.3   Broadly the Framework does have credibility with the sector, and central administration processes such as registration and external assurance are relatively well understood and accepted.   The EA process risks losing credibility long term if it does not get the full and complete buy-in of ITOs, and also if it does not implement a structured process for following up post EA-visits. The registration process could be more effective with regard to QA if information submitted at registration also informed the EA visit selection process. Greater emphasis should be placed on keeping documents up to date, and on ensuring re-registration is a useful exercise.

Economical / Sustainable

6.4   QA in its current form and volume is sustainable only whilst funding continues at existing levels. This is true both of IA undertaken by providers (and effectively funded from the £40 per head offered by the Department for Transport towards the cost of Bikeability training) and also of central processes such as EA which have a relatively small cost (1% – 2% p.a.) when seen as a proportion of the £11m annual cost of funding Bikeability, but which nevertheless could not continue without funding. Neither providers nor ITOs felt that funding QA from their own resources (e.g. by charging for EA) was viable.

Focused on Continuous Improvement

6.5   Both IA and EA are focussed on continuous improvement. The current area of weakness for QA in Bikeability is in instructor training and development as described above. This should be addressed.

A Quality Assurance Questions Included within 2014 Bikeability Scheme Survey

1. Does your scheme have internal quality assurance procedures? [yes no]
2. If YES please tick which of the following you have in place and please also tick whether you have documented / written down the procedure: [yes no] documented? [yes no]

   a. Scheme manager internal quality assurance policy
   b. schedule to regularly review quality within the scheme
   c. Procedure and schedule of observations / spot-checks of training
   d. Feedback process from schools
   e. Feedback process from trainees
   f. Feedback process from your instructors
   g. Instructor appraisal procedures
   h. Instructor mentoring
   i. Instructor annual CPD (continuous professional development)
   j. Other – please list [free text]

3. If you answered NO to (1) do you intend to put one in place? [yes no] If NO please explain [free text]
4. If you are a supplier to a training commissioner (e.g. a local authority or school games organiser (SGO) which contracts out its training) do you work with them to ensure quality of your training? [Yes, Sometimes, Not at all]. Please briefly explain how…
5. Has your scheme been visited by the Bikeability 'External Assurance' team? [yes no]

   a. If YES: On a scale of 1-5 with 1 being least helpful and 5 being most helpful, how helpful did you find the visit? [1 – 5] Has your scheme improved since the visit? [LOTS, SOME, NOT AT ALL]
   b. Have you implemented all the recommendations made in the EA Feedback report following the visit? [NONE, SOME, ALL] If not all recommendations have been implemented please say why….. [free text]
   c. If NO: On a scale of 1- 5 (with 1 being least prepared and 5 being most prepared) do you feel your scheme is prepared for such a visit? [1-5]

6. In the past 12 months, has an ITO supplied your scheme with:

   a. Continuous Professional Development (CPD) for experienced NSIs [yes no] please rate the quality of the support [1 – 5] with 1 being poor and 5 excellent. How

many have received a module / course / session of CPD from an ITO within the last 12 months? [number field]

b. Any mentoring for NSIs [yes no] please rate the quality of the support [1 – 5] with 1 being poor and 5 excellent. How many have received mentoring from an ITO within the last 12 months? [number field]

c. Scheme management advice on quality improvement. [yes no] please rate the quality of the support [1 – 5] with 1 being poor and 5 excellent. Can you estimate the number of hours / days support? [number field]

7. Do you feel you have all the help and resources necessary to implement a successful quality assurance system within your Bikeability scheme? [Yes No] If no please say what you would find helpful [free text]

8. What is your scheme's biggest quality improvement challenge at the moment? [Free text]. How do you plan to address this challenge in the next 12 months? [Free text]

9. Should External Assurance feedback reports be published / be made available to the public? [In full, in summary, scores only, not at all]

10. What could be improved with the current QA system? [free text]

CONTROL INFORMATION

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