



### Quality Manual

<b>Document Title:</b>	Quality Manual			
<b>Issue Date:</b>	9th June 2016			
<b>Version/Issue Number</b>	Version 7			
<b>Document Status</b>	Issued			
<b>Effective from date</b>	10th June 2016			
<b>Date to be reviewed:</b>	10th June 2017			
<b>Scope of Document</b>	To provide an overview of the quality management system of Nottingham City Homes			
<b>Applicable to</b>	All of group	<del>NCC property tenants</del>	<del>NCH property tenants</del>	<del>Market rent and other property</del>
<b>Author/Reviewer</b>	Name: Phil Saunders			
	Job Title: Business Improvement Manager			
	Section: Business Improvement and Development			
<b>Verifier</b>	Name: Nick Murphy			
	Job Title: Chief Executive			
	Section: Board of Directors			
<b>Teams Affected:</b>	All Teams			

## **1. Introduction**

### **1.1 Nottingham City Homes**

Nottingham City Homes is an arm's length management organisation (ALMO) that became operational on 1st April 2005 and transferred over 1,400 staff from Nottingham City Council to do this. The ALMO is a company limited by guarantee created and wholly owned by the Nottingham City Council to manage its homes and make them decent.

NCH is responsible for the day to day management of over 26,500 council properties and approximately 1,000 leasehold properties. The Company is subject to the provisions of the Companies Act, and operates under the terms of Part V of the Local Government and Housing Act and was set up under Section 2 of the Local Government Act 2000.

Nottingham City Homes is a non-profit making company, run by a Board of non-executive directors. The board is made up from tenants, leaseholders and Councillors. Nottingham City Homes also owns its own stock of more than 70 properties in addition to managing the properties owned by Nottingham City Council and other Registered Social Landlords in the city.

In 2016 Nottingham City Homes set up two new subsidiaries Nottingham City Homes Enterprises Limited and Nottingham City Homes Registered Provider Limited.

These subsidiaries together with Nottingham City Homes Limited form the Nottingham City Homes Group.

The success and reputation of the Company may be measured by the high customer satisfaction rating as assessed by its customers.

The Company has implemented a quality management system to demonstrate its ability to provide a consistent service that meets customer and applicable statutory and regulatory requirements.

This enables the Company to address and achieve customer satisfaction through the effective application of the system, including processes for continual improvement and the prevention of nonconformity.

### **1.2 Vision and Values**

#### **1.2.1 Our Vision**

Our vision is to create homes and places where people want to live.

#### **1.2.2 Our Values**

We are:

Passionate about delivering outstanding services

Respectful towards our colleagues, our customers and our communities

Always looking for ways to Improve

Keen to provide great value for money

An effective team, working with each other, our customers and our partners.

### **1.3 Scope and permissible exclusions**

This Quality Manual provides specifics on policies and procedures used by Nottingham City Homes to meet ISO 9001 Quality Management System requirements:

The scope of the Quality Management System consists of the following:  
Property services management- Building maintenance and repair; building services and new building contract work.  
Housing services management – including area housing management; rents; voids, lettings and allocations; estate and caretaker management; supported housing management and tenant and leaseholders involvement management.

Nottingham City Homes has excluded section 7.3 Design and development from the applicable requirements due to the nature of the Company and its services. This exclusion does not affect the Company's ability or responsibility to provide product or service that meets customer and applicable regulatory requirements.

## **2. Normative reference**

This Quality Manual defines the policies and principles applied against each of the requirements of ISO 9001:2008 and relates to all activities carried out in the Company that determine quality, and lays down guidelines within which the Company can operate. Each section of the manual is related to an identified element of ISO 9001:2008.

### **Distribution**

The Company Management Representative is responsible for the controlled internal distribution of this manual, and changes thereto. The Quality Manual is up to date at issue to the company intranet and internet website. External organisations and personnel have access to the latest revision of the Quality Manual through the company website. On update to the Quality Manual all staff are informed via an intranet news item.

### **Uncontrolled manuals**

Uncontrolled paper copies of this Quality Manual are available on request, but will also be marked 'uncontrolled when printed', and not be kept up to date.

### 3. Definitions, conventions and references

#### 3.1 Definitions

NCH	Nottingham City Homes
NCC	Nottingham City Council
CE	Chief Executive
QMS	Quality management system
Quality	The degree to which a set of inherent characteristics fulfils requirements or enhancement of customer satisfaction
The Company	Nottingham City Homes
The Standard	BS EN ISO 9001:2008 Quality management systems - Requirements
Process	A set of interrelated or interacting activities which transforms inputs into outputs
Procedure	A specified way to carry out an activity or a process
Work Instruction	A detailed set of instructions that describe exactly how a low-level activity must be carried out

#### 3.2 Conventions

In this manual, the use of the following words has special meaning:

- "shall" indicates a mandatory requirement, usually based on some published standards
- "should" indicates a requirement for good practice, which should be implemented whenever possible
- "may" indicates a desirable requirement.

#### 3.3 References

##### 3.3.1 Standards

ISO 9000:2005	Quality management systems - Fundamentals and vocabulary
ISO 9001:2008	Quality management systems - Requirements

## 4. Quality management system

### 4.1 General requirements

The Company has established, documented and implemented a quality management system, which will be maintained and continually improved in accordance with the requirements of the International Standard ISO 9001:2008. To implement the quality management system, the Company has:

- Identified the processes needed for the quality management system and their application throughout the Company.
- Determined the sequence and interaction of these processes.
- Determined criteria and methods required to ensure the effective operation and control of these processes.
- Ensured the availability of information that is necessary to support the operation and monitoring of these processes.
- Put procedures in place to manage, monitor, measure (where applicable), and analyse these processes.
- Implemented action necessary to achieve planned results and continual improvement.

Where a process is outsourced that affects conformity to product requirements, the Company will ensure that controls exist for the adequate provision of resources, product meets customer and business requirements, monitoring, measurement and analysis is undertaken to identify improvements in order to meet the requirements of ISO 9001:2008.

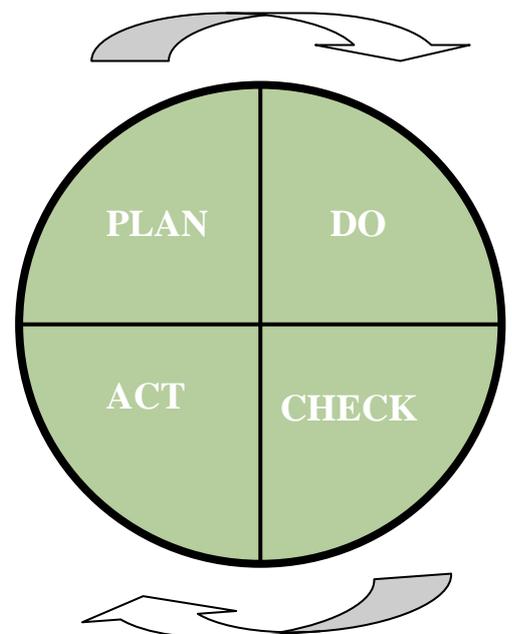
The overall process model of the Quality Management system is given in section 4.1 and is operated by the application of the “Plan-Do-Check-Act” method, described below.

**Plan:** Establish the objectives and processes necessary to deliver results in accordance with customer requirements and the Company’s policies

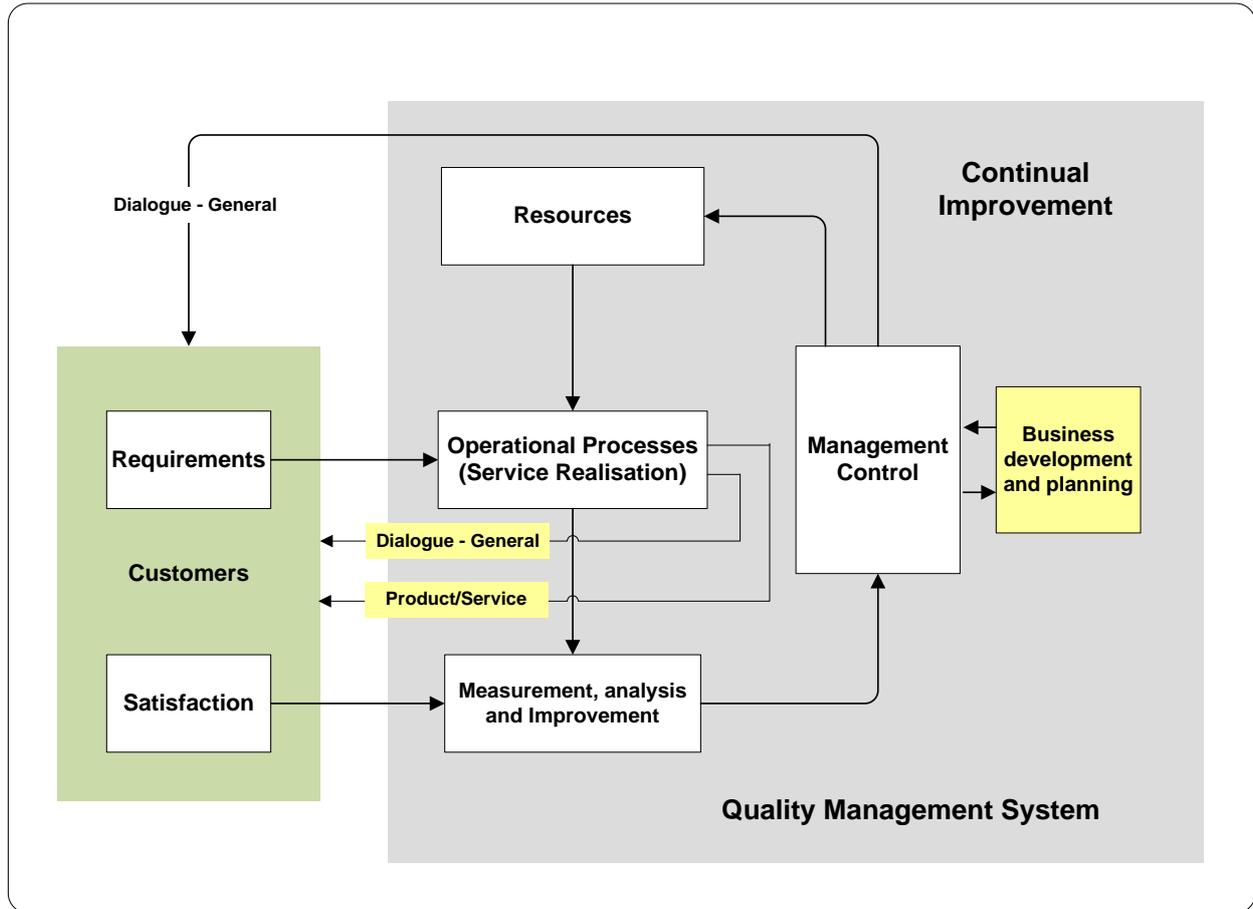
**Do:** Implement the processes

**Check:** Monitor and measure processes and service against policies, objectives and requirements for the service and report the results.

**Act:** Take actions to continually improve process performance



## 4.1.1 Quality management system



## 4.2 Documentation requirements

### 4.2.1 General

The quality management system based on the requirements of ISO 9001:2008 describes how the Company's programme is designed to ensure that customers' quality requirements are recognized and that consistent and uniform control of these requirements is adequately maintained. This manual describes how effective control is established by the use of formal documented processes and procedures, and also as required by contract.

The quality management system documentation includes:

- Documented processes, procedures, and records required in this International Standard, including a Quality Manual, quality policy and quality objectives
- Documents required by the Company to ensure the effective planning, operation and control of its processes in the form of written or visual reference standards of acceptability
- Relevant standards, statutory and regulatory requirements, and
- Decisions by the Company.

## 4.2.2 Quality manual

This Quality Manual has been established, which includes the scope of the quality management system, including details of and justification for any exclusions, with documented procedures describing the sequence and interaction of the processes included in the quality management system. Executive Management has defined the documentation needed to support the needs of the Company and the quality management system. The defined documentation provides for implementation, maintenance and improvement of the system and includes:

- Policy documentation
- Documentation for control of processes
- Standard formats for collection and reporting of data
- Quality records.

The primary purpose of quality documentation is to express the quality policy and to describe the quality management system. This documentation serves as a basis for the implementation, effective operation and maintenance of the system. The Quality Manual is under the control of the Management Representative.

## 4.2.3 Control of documents

**QMS-Procedure-01 refers**

Master copies of internal quality documents are held in the Document Directory. The filenames of these documents include the Identification and Version No of the document. All copies are controlled in that any printed out copies are declared as uncontrolled.

Changes to the documents are undertaken by the relevant department managers and the approved copies are placed in the Document Directory by the Management Representative or the Business Process Analyst within the Business Improvement Department. Changes are publicised by email and on the intranet.

Documents of external origin, which have been determined by the organisation to be necessary for the quality management system, are added into the Document Directory and are recorded on the document control list.

## 4.2.4 Control of quality records

**QMS-Procedure-02 refers**

Records required for the quality management system are controlled, maintained, and protected to provide evidence of conformance to requirements and of effective operation of the quality management system. Quality records are analysed to provide inputs for corrective and preventive action, improvements to process control and the quality management system.

Records shall remain legible, readily identifiable and retrievable. Documented procedures have been established to define the controls needed for identification, storage, protection, retrieval, retention time and disposition of records. Quality Records may be in any form or type of medium suitable for the needs of the Company including computer data. Back-ups are made of all NCH databases at least every 48 hours by the NCC ICT team.

## **5. Management responsibility**

### **5.1 Management commitment**

The Executive Management of Nottingham City Homes fully support the Quality System defined in this Quality Manual and the statements of policy, objectives, responsibilities, and authority.

All personnel are hereby instructed to fully comply with this system and to cooperate with the Executive Management Team in a unified effort to ensure that the services we provide meet or exceed our Customers' Requirements, as well as Regulatory and Legal Requirements, and the Quality Management System described in this manual.

We are committed to Management Reviews of performance to the Quality Policy and Quality Objectives we have established to ensure the availability of necessary resources, and continuous improvement of processes and products.

The CE and Executive Management have provided evidence of this commitment to the development and improvement of the quality management system by:

- Communicating to the staff the importance of meeting customer as well as statutory and regulatory requirements
- Establishing the quality policy and quality objectives
- Conducting management reviews
- Ensuring the availability of necessary resources.

### **5.2 Customer focus**

The CE and Executive Management have ensured that customer needs and expectations are determined, converted into requirements and fulfilled with the aim of achieving customer satisfaction. Obligations related to service including statutory and regulatory requirements are considered when determining these needs and expectations.

### **5.3 Nottingham City Homes quality policy statement NCHP049 refers**

The NCH quality policy (NCHP049) is issued as a separate document and published to the intranet and the company website.

### **5.4 Planning**

#### **5.4.1 Quality objectives**

The CE and Executive Management have ensured that quality objectives needed to meet requirements for service and customer satisfaction have been established and maintained at relevant functions and levels within the Company. In addition, these objectives will be measurable and consistent with the quality policy including the commitment to continual improvement. The Company's quality objectives can be found in the Company's performance report.

## **5.4.2 Quality management system planning**

Quality planning is an integral part of the quality management system and the CE and executive management have identified, planned and provided the resources needed to achieve the quality objectives and ensure continual improvement of the system.

The Company does not produce a “product” and considers the use of quality plans and other manufacturing controls as inappropriate to the organisation’s business activity. Service areas address this requirement by the drawing up and implementation of individual Team business plans, and partnership service level agreements. These are regularly reviewed and updated as required.

The Company applies planning to all its work resources and considers the implementation of the contents of this Quality Manual to meet ISO 9001:2008 to be its primary quality plan.

## **5.5 Responsibility, authority and communication**

### **5.5.1 Responsibility and authority**

The responsibilities, authority and the interrelation of all personnel who manage, perform and verify work affecting quality are defined and communicated in order to facilitate effective quality management.

All people have been given the relevant authority and responsibility to enable them to assist in the achievement of the quality objectives. This assignment of authority and responsibility helps to establish involvement and commitment of people throughout the organisation.

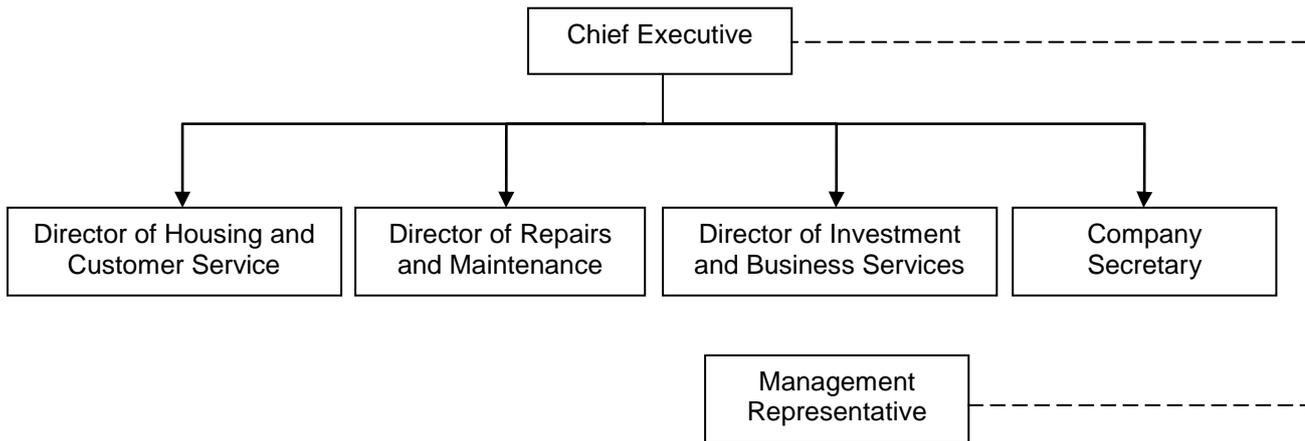
The responsibility of personnel is assigned. An individual may be assigned with dual roles, in such cases he/she will be responsible for fulfilling the tasks assigned to both roles.

Whilst quality is the responsibility of all NCH employees, the high level organisational responsibilities and authority in quality related tasks are specified as follows:

#### **Chief Executive**

Responsibility for all Company operations ultimately rests with the Chief Executive (CE). As Chair of the Executive Management Team, the Chief Executive delegates authority to the team members as appropriate to their directorates.

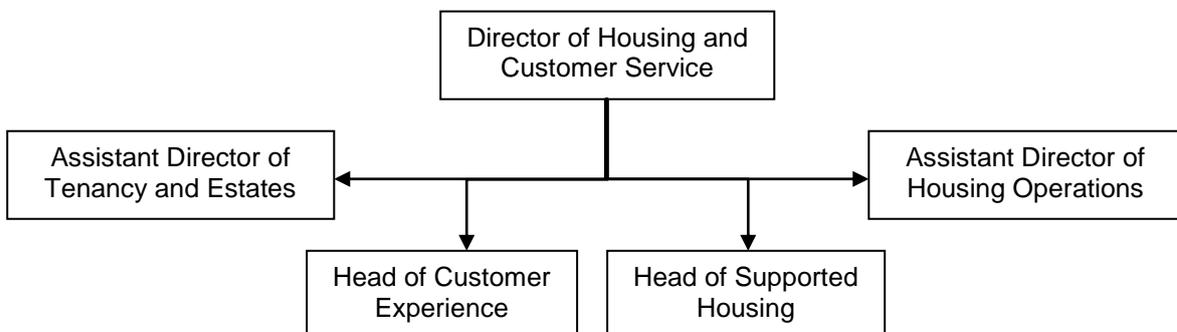
The Executive Management Team comprises the Chief Executive, Director of Housing and Customer Services, Director of Repairs and Maintenance, Director of Investment and Business Services, and the Company Secretary.



Nottingham City Homes Executive organisational chart

### Director of Housing and Customer Services

The Director of Housing and Customer Services is responsible for the development and implementation of appropriate Housing Operations and Customer Experience strategies, plans, policies and procedures that comply with best practice, legislation and regulation, ensuring that any initiatives are tenant focussed and driven; management of the Housing Operation, Tenancy and Estate, Customer Service and Supported Housing staff to provide a professional and high quality service to residents and other customers; advising and supporting the Board and the Executive Team on all tenancy and housing related matters that affect the business strategy.



### Assistant Director of Housing Operations

The Assistant Director Housing Operations is responsible through the Director of Housing and Customer Services for:

- Lettings and housing options
- Voids
- Rents and leaseholder management
- Temporary accommodation.

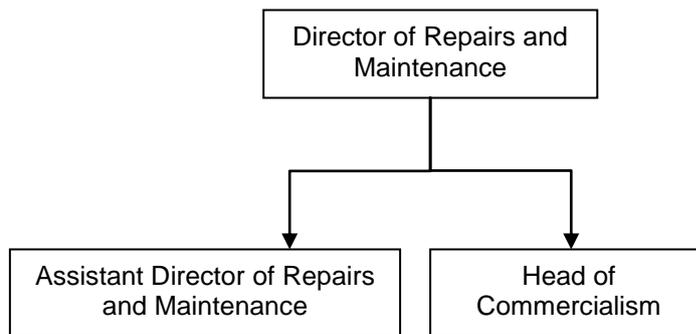
## **Assistant Director of Tenancy and Estates**

The Assistant Director of Customer and Tenancy Services is responsible through the Director of Housing and Customer Services for:

Safer neighbourhood housing  
Regional housing  
Estates and caretaking  
Tenant and leaseholder involvement.

## **Director of Repairs and Maintenance**

Responsible through the Chief Executive to the Board of Directors for the effective and efficient management of all responsive and planned repairs and maintenance activities managed by Nottingham City Homes ensuring they are conducted to, and properties maintained to legal standards or higher. As a member of the Executive Management Team, contribute to corporate decision-making, policy formation and achievement of Company objectives.



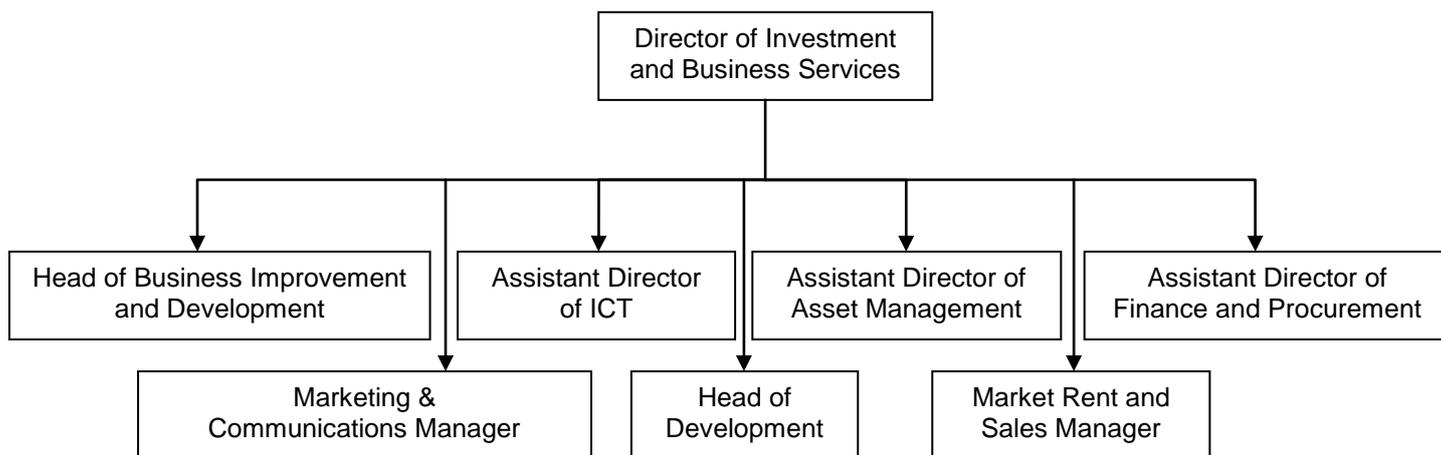
## **Assistant Director of Repairs and Maintenance**

The Assistant Director Repairs and Maintenance is responsible through the Director of Repairs and Maintenance for:

Responsive repairs  
Planned maintenance  
Mechanical and electrical  
Contract delivery  
Fleet, stores and facilities  
Operational support

## **Director of Investment and Business Services**

Responsible through the Chief Executive to the Board of Directors for the direction, development and leadership of the Company's Finance, ICT, business improvement and development, and asset management functions which includes leading on the delivery of the Company's Value for Money and Efficiency strategy, asset management strategy, ICT strategy, overseeing the development and delivery of a Marketing and Communications strategy, and delivery of business improvements and planning.



### **Assistant Director of Asset Management**

The Assistant Director of Asset Management is responsible for:  
 Capital Programme delivery  
 Asset planning and strategy  
 Sustainable energy  
 Legislative and safety compliance.

### **Assistant Director of Finance and Procurement**

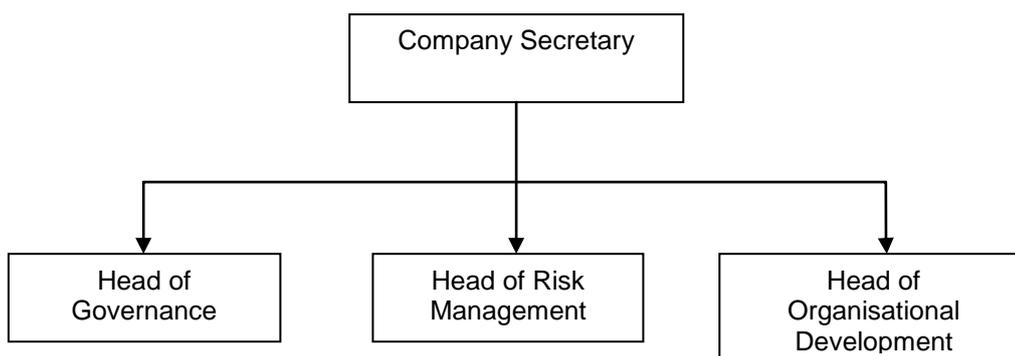
The Assistant Director of Finance and Procurement is responsible for:  
 Finance  
 Procurement.

### **Assistant Director of ICT**

The Assistant Director of ICT is responsible for:  
 Information and communication technology.

### **Company Secretary**

The Company Secretary is responsible for leading the development of the Organisational Development team activities, ensuring the provision of an effective risk management function and leading on Company Governance issues. This includes leading negotiations and consultations with recognised Trade Unions, the promotion of Equalities and Diversity and ensuring the Company's compliance with relevant legislation.



## 5.5.2 Management representative

The Chief Executive has appointed the Business Improvement Manager as the Management Representative with the authority and responsibility for the development, overall implementation and maintenance of the quality management system together with the control and issue of all quality documentation.

The Management Representative is also responsible for:

- monitoring the system and continually looking for improvements
- advising and training other personnel in the system
- ensuring that internal quality audits are carried out as detailed in the schedule and that all corrective and preventive actions arising from such audits are closed out
- reporting into the management review process on the performance of the Company, including needs for improvement
- the awareness of customer needs and requirements throughout the organisation.

## 5.5.3 Internal communication

The CE and Executive Management have defined and implemented processes for the communication of quality requirements, objectives and accomplishments.

The main vehicle for communication to the Company is via the intranet, which includes information relating to the quality management system and Company performance.

The delivery of this information provides a resource for improvement and the involvement of people in achieving quality objectives, including one to one, and weekly team briefings, in-house memos, information on notice boards, audio-visual and electronic media as necessary.

## 5.6 Management review

**QMS-Procedure-04 refers**

### 5.6.1 General

The Management Review shall be undertaken on a regular basis by the Executive Management team. The Management Representative shall ensure that over a 12 month cycle, all requirements of the Management Review are undertaken in accordance with the ISO QMS Standard, including performance monitoring, quality systems changes, internal quality audit, and verification of the Quality Policy.

Attendees shall include Senior Management, and any other personnel may attend where necessary to provide relevant input at the discretion and invitation of the Chair of the Executive Management team. The Management Representative will attend at least annually to report upon results of external surveillance audits and to discuss any other strategic matters relating to the quality management system.

## **5.6.2 Review inputs**

Items for the management review shall include, but are not limited to:

- Review of quality policy and objectives
- Action items from previous management review
- Internal Quality Audits performed since the last management review
- Status of Corrective and Preventive Actions
- New Preventive Action possibilities/Opportunities for improvement
- Customer concerns/feedback
- Service performance/conformity to customer requirements
- Process performance
- Supplier performance
- Training activities/Resource Needs
- Changes affecting the quality system
- Statutory and regulatory requirements
- Overall quality summary

## **5.6.3 Review outputs**

Management Review input items are discussed and used to assess the overall effectiveness of the quality system. Where inadequate progress toward objectives or goals is found, project plans or corrective actions are initiated to assure the situation remains visible for management.

Management Review outputs include any decisions and actions related to:

- Improvement of the quality management system, and its processes,
- Improvement of product/service related to customer requirements, and
- Resource needs.

Minutes of the Management Review shall include observations, conclusions and recommendations issued as a result of such review. Minutes of the Management Review will be approved and issued to attendees, and retained as a quality record with all agreed actions monitored and results recorded and maintained.

## **6. Resource management**

### **6.1 Provision of resources**

The resources needed to develop, implement and continually improve the processes of the quality management system and to address and enhance customer satisfaction have been determined and provided in a timely manner to ensure requirements are met.

### **6.2 Human resources**

#### **6.2.1 General**

Personnel who are assigned responsibilities defined in the quality management system are competent on the basis of applicable education, training, skills and experience.

## **6.2.2 Competence, awareness and training**

It is Company policy to identify and determine competency needs for personnel performing activities affecting quality, provide training or other employee development to satisfy those needs, and evaluate the effectiveness of the training or development provided.

A process exists for the introduction of new employees to the mandatory quality system elements and for the training needs of existing staff in order to achieve its objectives.

Employees are given job descriptions and made aware of the relevance and importance of their activities and how they contribute to the achievement of quality objectives.

Records are maintained of education, experience, and training. The competence of employees is verified through internal quality audit, training records, and appraisal.

## **6.3 Infrastructure**

The CE has determined, provided and arranged maintenance for the infrastructure needed to achieve the conformity of the service requirements, including buildings, workspace and associated facilities, process equipment, computer hardware and software, communication media, transport, information systems and supporting services. Suitable maintenance is carried out to ensure that this infrastructure is fit for purpose.

## **6.4 Work environment**

The term 'work environment' relates to conditions under which work is performed, including physical, environmental and other factors (such as noise, temperature, humidity, lighting or weather). It is ensured that the working environment in the offices and site areas is suitable at all times to achieve conformity to specified requirements.

## 7. Product and service realisation

### 7.1 Planning of product or service realisation

#### 7.1.1 Process interaction

ADMIN	PROPERTY	TENANT
Purchasing	Voids	Registration
Records / IT	Clear Property	Assess Priority
Calibration	Prepare to Let	Match tenant and property
Training and development	Adaptations	Lettings
Human Resources	Lettings	Rent collection and administration
Equal Opportunities	Tenant and Estate Management	Support needs
Strategic Planning	Estate Inspections	Supported housing
Finance	ASB	ASB management and mediation
	Alterations and Improvements	Tenancy sustainment
	Mutual Exchanges	Tenant Inspection
	Changes to Tenancy	Customer comments, compliments and complaints
	Tenancy Visits	
	Responsive Repairs	
	Planned Maintenance	
	Gas & electric Inspections	
	Fire damage	
	Adaptations	
	Asset management	
	Caretaking	
	Market Rent	

#### 7.1.2 Planning

Planning of product or service realisation is that sequence of processes and sub-processes required in order to achieve the required product or service. The many various and diverse activities that are required by Nottingham City Homes to realise this service make it impractical to plan for every eventuality. To enable the realisation of quality service, documentation has been put in place to support and manage the processes, including:

- Quality objectives and requirements for the product or service
- Service Improvement Plans documented for each service area
- Activities within the processes, including documents and the provision of resources

- Required verification, validation, monitoring, measuring, inspection and other activities specific to the product or service and the criteria for acceptance of the product or service
- Records provide evidence that the realisation processes and resulting product or service meet specified requirements.

## **7.2 Customer-related processes**

### **7.2.1 Determination of requirements related to service**

Requirements including service requirements specified by the customer are determined. Particular consideration is given to:

- The extent to which individual customers have specified the requirements of the service,
- Customer requirements, including requirements for delivery and post-delivery activities,
- Requirements not specified by the customer but necessary for fitness and purpose,
- Obligations applicable to product and service, including statutory and legal requirements, and
- Any additional requirements determined by the Company.

### **7.2.2 Review of requirements related to the service**

In order to establish and maintain customer satisfaction, a formal system is in place and maintained to ensure that each commitment to supply a service is formally reviewed and controlled. This review is conducted prior to the commitment to supply and shall ensure that:

- The requirements are adequately defined, recorded and planned.
- Where the individual customer provides no written statement of requirement, the order requirements are confirmed verbally before acceptance.
- The requirements comply with the quote and any differing requirements are satisfactorily resolved.
- The Company has the ability to meet those defined requirements.

The results of the review and subsequent follow-up actions are recorded. Where service requirements are changed, and agreed with the customer or their representative the documentation is amended, and all relevant personnel made aware of the changed requirements.

### **7.2.3 Customer communication**

Methods and procedures have been identified and implemented to communicate with customers on information about the service. These deal with enquiries, including amendments, customer feedback and complaints are identified and implemented within relevant service areas processes and procedures.

This communication includes all statutory requirements and obligations, such as providing information and consulting on a wide range of housing matters, including notification of major works, etc.

It also provides annual reports to its customers in line with legal requirements. As well as mail-shots, this information is provided through the Company website, a free newspaper sent out eight times a year (which is distributed to all tenants and leaseholders), and social media.

Tenants Representative Panels have been established and meet regularly on a planned basis. Minutes are taken and agreed recommendations are allocated and actioned.

## **7.4 Purchasing**

### **7.4.1 Purchasing process**

Nottingham City Homes has established a controlled method for the purchase of materials and services and assigned responsibility for actions in connection with the purchase of materials and services.

Nottingham City Homes has also outlined the basis for the evaluation, selection and continual monitoring of suppliers based on their ability to supply product in accordance with the specified requirements. Existing suppliers are subject to a regular review based on their ability to supply product that fulfils Nottingham City Homes' requirements. Relevant information concerning the supplier's ability to satisfy the requirements is maintained and analysed by the Purchasing Officer.

### **7.4.2 Purchasing information**

All Purchase Orders that are raised are examined by an authorised person before submission to the supplier. This examination confirms the suitability of the product to meet any specific requirements.

### **7.4.3 Verification of purchased product**

All purchases are examined and verified before being released into service. Any nonconforming product is quarantined and then returned to the supplier.

## **7.5 Production and service provision**

### **7.5.1 Control of production and service provision**

Suitable processes and procedures are defined and documented for each service area to provide the relevant controls required to provide the required service. These processes and procedures are supported by the provision of suitable and adequate equipment. Suitable monitoring and measurement of the service provision is implemented and resultant data analysed and tabulated.

### **7.5.2 Validation of processes for production and service provision**

Where applicable, services areas implement verification processes that identify errors or omissions in service delivery. For example call monitoring in the CSC and tenancy sustainment case reviews.

### **7.5.3 Identification and traceability**

Identification of customers and Council assets and traceability of accounts and other records is maintained.

The use of house files, customer files, computer databases and Operational Procedures help to ensure that full use is made of the Council's property in providing the most appropriate housing to prospective tenants.

### **7.5.4 Customer property**

The Company makes arrangements to protect and secure customer owned property, including intellectual property, under our control.

### **7.5.5 Preservation of product**

This requirement is an inherent part of the Property Services processes and is controlled. All reasonable steps are undertaken to ensure product is preserved during handling, packaging, storage and delivery.

## **7.6 Control of monitoring and measuring equipment Process PS-FFS-15 refers**

Nottingham City Homes has a range of monitoring and measuring equipment. A procedure has been written which ensures that all measuring equipment is calibrated at agreed frequencies.

## **8. Measurement, analysis and improvement**

### **8.1 General**

The Business Improvement and Development Department was established in order to implement the monitoring, measuring, analysis and improvement processes. This is in order to demonstrate the conformity of service and the conformity and continual improvement of the quality management system. Relevant techniques and the extent of their use have been determined.

### **8.2 Monitoring and measurement**

#### **8.2.1 Customer satisfaction**

Customer satisfaction data serves as a means to assess the overall performance and continual improvement of the quality management system at Nottingham City Homes.

The Head of Business Improvement and Development is responsible for ensuring that customer communication is maintained and that customer satisfaction data is collected and analysed using the STAR satisfaction survey and transactional surveys.

Additional customer satisfaction data specific to sub processes is generated as a result of the normal monitoring and measurement of existing processes.

Additional means of data collection used for monitoring and measuring customer satisfaction may include:

- Customer requirements
- Customer complaints, comments and compliments
- External satisfaction surveys
- Current legislation, standards, codes
- Trend Analysis
- Reports from customers
- Direct communication with customers
- Customer journey mapping

Customer feedback (including customer satisfaction measurement data and customer complaints) is utilised in the Management Review process.

### **8.2.2 Internal quality audit**

**QMS-Procedure-03 refers**

Nottingham City Homes plans and conducts internal quality audits at planned intervals according to the Internal Quality Audit Procedure.

There is an internal quality audit plan for both Housing Services and Property Services. The Business Improvement Manager and the Quality Systems and Improvement Officer are responsible for the production of the internal quality audit plan, the organisation and co-ordination of the internal quality audit to ensure that the audit criteria, scope, frequency and methods are defined, and that the following requirements of Internal Quality Audit Procedure are met:

- Definition of audit responsibilities
- Definition of requirements for planning and conducting the audit, including follow-up activities
- Assurance of auditor independence
- Recording of audit results
- Communication of audit results to management

### **8.2.3 Monitoring and measurement of process and service**

Monitoring and, where applicable, measurement activities are performed on the quality management system processes and services necessary to meet customer requirements and track quality objectives. The responsibility to identify and apply suitable methods for monitoring and measurement of processes and service is assumed by department managers.

Monitoring and measurement of processes and service is supported by internal quality audits. When planned results are not achieved, action is taken to correct the immediate problem and, where appropriate, corrective action is initiated to eliminate the root cause of the problem and ensure conformity of process or service, according to the corrective action procedure QMS-Procedure-05.

## **8.3 Control of nonconforming product**

**QMS-Procedure-07 refers**

The term nonconformity can have several different meanings, and for the purposes of Nottingham City Homes, it includes the following:

- Buildings and properties which, for whatever reason, do not conform to minimum standards and are either un-lettable or causing difficulties for customers. Operational procedures exist to ensure that problems are dealt with as soon as possible.
- Nonconformity to the Quality Management System. This may take the form of non-adherence to procedures and instructions, or the procedures themselves may be obsolete, deficient or otherwise inadequate. This type of nonconformity should be found during periodic internal quality audits or customer complaint investigation.
- Nonconformity in the services provided by Nottingham City Homes. This type of problem may manifest itself following a customer suggestion, a complaint or a Council complaint. The Compliments, Comments and Complaint procedure specifies the action to be taken in the event of complaint.

## 8.4 Analysis of data

In addition to the High Level objectives, a number of key performance indicators (KPIs) have been established which support the main Quality Objectives. These will be used as a communication tool to demonstrate the improvements in overall effectiveness of the quality management system. The Performance Manager is responsible for ensuring that this data is collected, tabulated and analysed, evidencing conformance of the quality management system. The data will be presented in a form for Management Review or other management requirements.

## 8.5 Improvement

### 8.5.1 Continual improvement

By the implementation of this quality management system, Nottingham City Homes has demonstrated that it has taken all steps necessary to ensure continual improvement.

### 8.5.2 Corrective action

**QMS-Procedure-05 refers**

A Corrective Action is that action taken to eliminate the cause of a detected nonconformity or other undesirable situation.

Corrective actions are identified by the following:

- Internal Quality Audits (1<sup>st</sup> party audits)
- External audits (3<sup>rd</sup> party audits)
- Customer Complaints (the Compliments, Comments and Complaint procedure).

Nottingham City Homes has addressed the issues of corrective actions by the implementation of the procedure. Implementation of the Corrective Action and its effectiveness is monitored by the appropriate manager.

### 8.5.3 Preventive action

**QMS-Procedure-06 refers**

A preventive action is that action to eliminate the cause of a potential nonconformity or other undesirable potential situation.

Nottingham City Homes has addressed the issues of preventive actions by the implementation of the preventive action procedure.

## Revision history

Version	Issue Date	Status	Reason for issue/details of changes
0.1	08/09/2008	Draft	For review and sign off
0.2	12/09/2008	Draft	5.4.2 – Addition of Service Improvement Plans
0.3	25/09/2008	Draft	Addition of references (in blue font)
0.4	01/10/08	Draft	Document control 4.2.3 abridged in line with SGS assessor recommendations
1.0	01/10/2008	Issue	First Issue
2.0	06/11/2009	Issue	Second issue following review against ISO 9001:2008 - changes shown in bold - amendments to pages 2, 3, 5, 6, 7, 8, 9, 11 Quality Policy, 12, 14 incl organisational chart, 15 incl organisational chart, 16, 17, 18, 19, 20, 21, 22, 23,24, 25
3.0	19/11/10	Issue	Third issue – amendments to pages 14 organisational chart, 15 organisational chart, and 16 shown in bold
4.0	20/6/11	Issue	Fourth issue – amendments to pages 14 organisational chart – change to 'Head of Rents', and 16 Director of Organisational Development shown in bold
5.0	14/10/11	Issue	Fifth issue – amendments pages 2, 11, amendments shown in bold pages 12, 13, 14, 16, 17, 18, 19, 21, 24, 25; amendments to organisational charts on pages 13, 14 and 15
6.0	7/11/12	Issue	Sixth issue – amendments pages 9, 11 Quality Policy, 14, 15 organisation chart, 17
7.0	09/06/16	Issue	Seventh issue – Throughout removal of staff magazine/team brief and update of company organisation structure and job titles. New front page issue box as per new procedure format. Sec 1.1 Co. information updated and new company structure included. Sec 1.3 Removal of 7.5.2 as an excluded clause. Sec 2 Removal of S drive issue location. 3.1 ref. to ISO 9000 removed. Sec 3.3.1 Removal of ref to ISO 9004. Sec 4.2.3 QS & IO removed and BPA replaced SQO. Sec 4.2.4 Backup frequency changed to at least every 48 hours from every day. Sec 5.3 Quality Policy moved to separate document issue. Sec 5.4.2 Changed Service Imp team plans to team plans and partnership service level agreements. Sec 5.5.1 Multiple changes to organisational structure. Sec 5.6.1 Groups revised and replace by EMT. MR to attend MR at least annually not twice yearly. Sec 5.6.3 Added ref to services as well as product. Sec 6.2.2 Procedure replace by Process. Sec 7.1.1 Processes added- Finance, Voids, mediation, tenancy sustainment, caretaking, asset management and market rent. Sec 7.5.2 text added. Sec 7.6 Changed doc reference to process map and timescales to agreed frequencies. Sec 8.2.1 Added ref to STAR and transactional surveys and removed ref to Vision Mgt system. Sec 8.3 Added ref to Customer complaint investigation and updated ref to 3C's procedure. Sec 8.5.2 removed reference to VMS generated rectification notices