

QUALITY MANUAL

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Revision History

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0.3	25/09/2008	Draft	Addition of references (in blue font)
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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

1. INTRODUCTION

1.1 Nottingham City Homes

Nottingham City Homes (NCH) is an Arms Length Management Organisation (ALMO), which manages and maintains Nottingham City Council's (NCC) rented housing stock of around 29,000 properties and 1,000 leasehold properties. NCH is a Company limited by guarantee, and is wholly owned by NCC, as the sole shareholder. NCH became operational on 1 April 2005 and transferred over 1,400 staff from NCC to do this. 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.

The success and reputation of the Company may be measured by the high standing maintained with 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 Mission, Vision and Values

1.2.1 Our Mission

To deliver excellent services

1.2.2 Our Vision

Homes and places people want to live in

1.2.3 Our Values

1. Tell the truth
2. Keep our promises
3. Be fair
4. Respect the individual
5. Work as one team
6. Encourage fresh thinking
7. Strive for the best

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: 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 sections 7.3 Design and development and 7.5.2 Validation of processes for production and service provision 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. Outside organisations and personnel have access to the latest revision of the Quality Manual through the Company website.

Uncontrolled Manuals

All manuals are up-to-date at issue on database S:\ISO9001 Quality Management System and are "Uncontrolled when printed".

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 (ISO9000:2005) 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
ISO 9004:2000	Quality management systems - Guidelines for performance improvements

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.

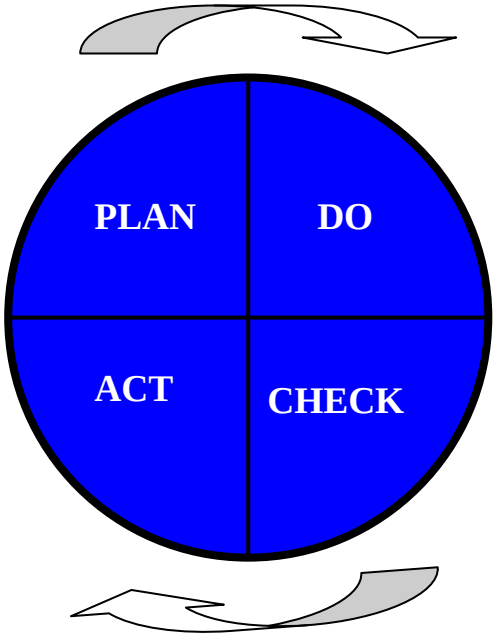
The overall process model of the Quality Management system is given in section 4.1 and is operated by the application of the “Plan-Do-Check-Act” method, described below.

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

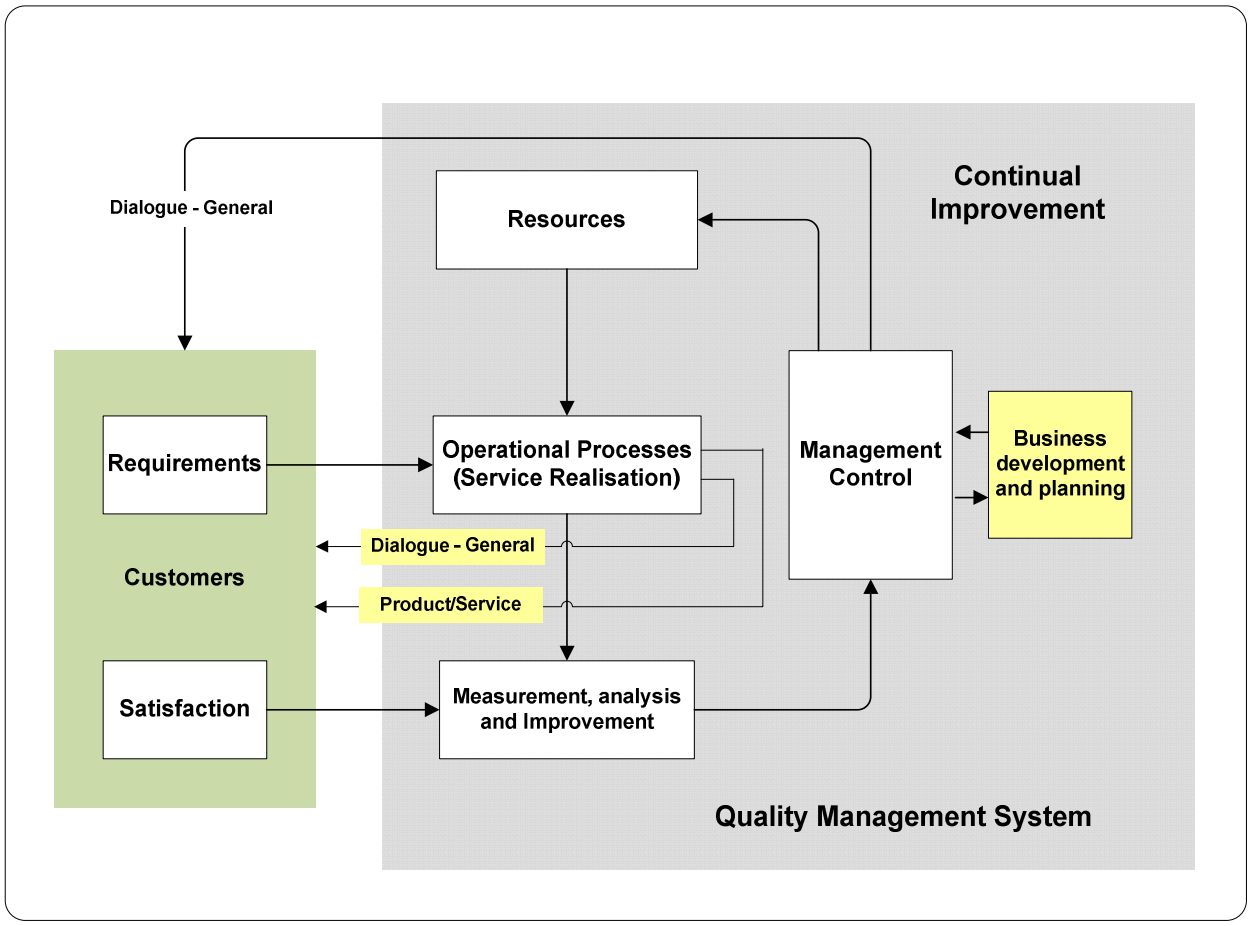
Do: Implement the processes

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, the Senior Quality Officers within the Business Improvement Department or the Quality Systems and Improvement Officer in Property Services**.** Changes are publicised by email, Team Brief and **on the intranet**.

Documents of external origin, which have been determined by the organisation to be necessary for the quality management system, are controlled.

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 on a nightly basis by the NCC IT 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

It is a requirement of Nottingham City Homes that all of our activities are carried out in accordance with our business management system, which is working towards BS EN IS09001:2008.

The aim of our business management system is to ensure that:

- We deliver a quality service to maintain excellent customer relations
- Customer satisfaction remains inherent to our business
- Our customer's requirements have been fully understood and met
- All work is carried out consistently to a defined standard
- We have the skills and resources to fulfil our customer requirements
- Our staff are fully trained and involved in quality improvement
- We strive to continuously improve our systems and procedures
- Any complaints are dealt with efficiently and within agreed timescales

Our approach is underpinned by our vision to '**create homes and places where people want to live**' and by our 3 key goals which have been agreed with tenants, leaseholders and employees. These are:

- **To be a first class housing organisation in the eyes of our tenants and leaseholders**
- **To be a major player in transforming the quality of life in our neighbourhoods**
- **To be a great place to work, widely respected as an efficient and professional organisation**

The direction of the company is set out in our 3 year Corporate Plan which gives more detail about our ambitions up until 2015.

Quality Objectives

Our quality objectives are reviewed annually to ensure they are fit for purpose and that they meet the requirements of our customers, the business and other stakeholders and regulators.

We will communicate with employees to bring about an awareness of performance and business objectives that will in turn lead to improvements to the service generally.

This policy is published on the Intranet and forms part of the awareness training given to employees and suppliers and is publicly available upon request.

Our professional and dedicated employees are wholly committed to this aim and the realisation of our core values, having embraced our quality conscious and customer care policies.



Nick Murphy
Chief Executive ***Dated:7th November 2012***

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 Service Improvement Plans. 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 authorities and responsibilities 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.

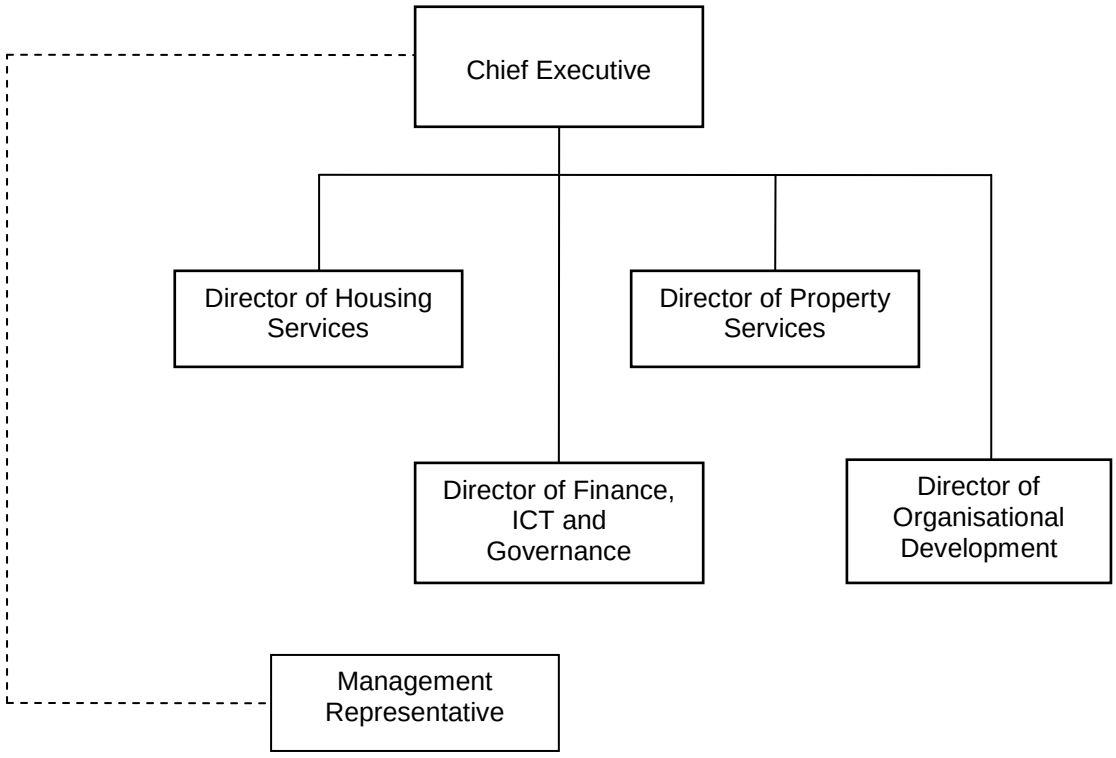
The responsibility of personnel is assigned. An individual may be assigned with dual roles, in such cases he/she will be responsible for fulfilling the tasks assigned to both roles.

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. As Chair of the Executive Management Team, the Chief Executive delegates authority to the team members as appropriate to their directorates.

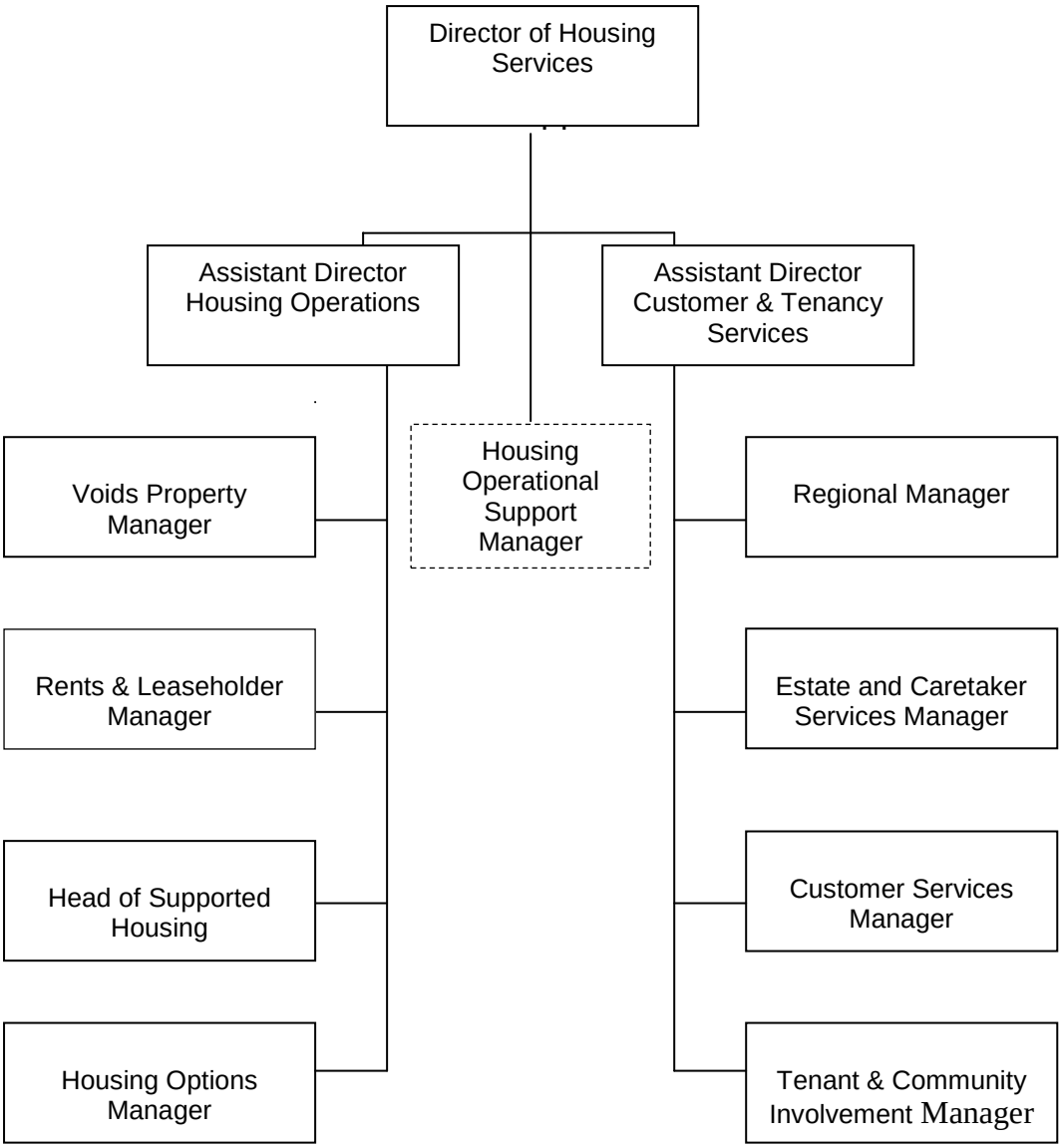
The Executive Management Team comprises the Chief Executive, Director of Housing Services, Director of Property Services, Director of Finance, ICT and Governance, and the Director of Organisational Development.



Nottingham City Homes Executive Organisational Chart

Director of Housing Services

The Director of Housing Services is responsible for the development and implementation of appropriate Housing Operations 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 Operations 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.



Housing Services Directorate Organisational Chart

Assistant Director Housing Operations

The Assistant Director Housing Operations is responsible through the Director of Housing Services for developing and delivering a Lettings Service, a Housing Income Management Service and Leaseholder Service, and a Supported Housing Service in accordance with agreed Service Standards, and to facilitate service improvements through the Company's Performance Management Framework in order to meet customer requirements.

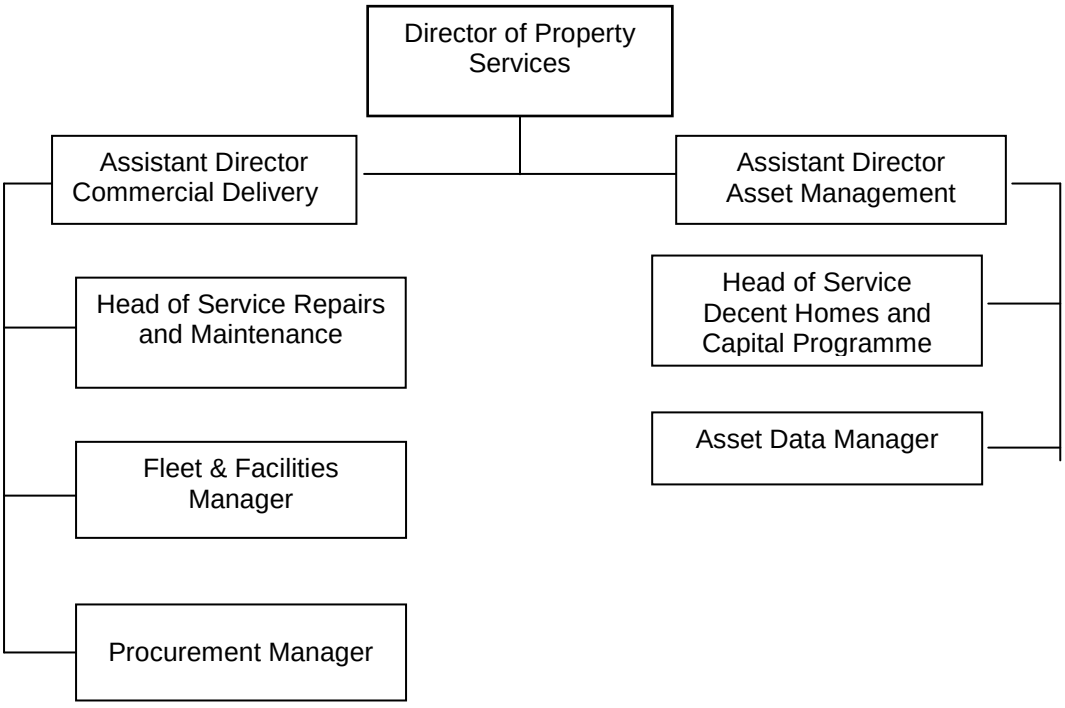
Assistant Director Customer and Tenancy Services

The Assistant Director Customer and Tenancy Services is responsible through the Director of Housing Services for developing and delivering Tenancy and Estate Management Services, Estate and Caretaker Services, **tenant, leaseholder and community involvement**, and to facilitate service improvements through the Company's Performance Management Framework in order to meet customer requirements.

Director of Property Services

Responsible through the Chief Executive to the Board of Directors for the effective and efficient management of all assets managed by Nottingham City Homes ensuring they are developed and 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.

Develop, manage and regularly review, in consultation with all stakeholders, an asset management strategy, including a current stock condition data base to achieve and maintain Decent Homes' standards, decent neighbourhoods, high quality customer focused repair services and sustainability. Ensure the effective procurement of services and supplies, including assessment of joint procurement initiatives is consistent with the Government's "Re-thinking Construction" agenda and demonstrable VFM principles.



Property Services Directorate Organisational Chart

Assistant Director Commercial Delivery

The Assistant Director Commercial Delivery is responsible for all aspects relating to general management, performance and financial accountability of Contract Services, including management of the Contract Services Team, to facilitate and strategically manage all aspects of the Housing Repair and Maintenance Service.

Assistant Director of Asset Management

The Assistant Director of Asset Management is responsible for contract programme mapping, contributing to the procurement processes to deliver Decent Homes, Capital Projects and any other relevant contracts, management of Service Level Agreement negotiations, facilities management, decommissioning, options appraisal and related research.

Director of Finance, ICT and Governance

The Director of Finance, ICT and Governance is responsible for the direction, development and leadership of the Company's Finance, ICT and Governance monitoring functions, which includes leading on the delivery of the Company's Value for Money and Efficiency Strategy, and ICT Strategy, ensuring the Company's compliance with relevant legislation, overseeing the development and delivery of a Marketing and Communications Strategy, and delivery of business improvements and planning.

Director of Organisational Development

The Director of Organisational Development is responsible for leading the development and growth of the HR and Learning and Development teams, including leading negotiations and consultations with recognised Trade Unions**,** ensuring the provision of an effective Health and Safety function, and promotion of Equalities and Diversity.

5.5.2 Management Representative

The CE 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 to the management review 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 Team Brief **and intranet, which include information relating to the** quality management system and Company performance.

The providing of this information becomes 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 Performance Management Group. 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 Performance Management Group. The Management Representative will attend twice yearly 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 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 procedure 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 OR SERVICE REALISATION

Process Interaction

ADMIN	PROPERTY	TENANT
Purchase		Registration
Records / IT	Clear Property	Assess Priority
Calibration	Prepare to Let	Find Vacancies
Training	Adaptations	Match Tenant and Property
Human Resources	LET	LET
Equal Opportunities	Tenant and Estate Management	Collect Rent
Strategic Planning	Estate Inspections	Support Needs
	ASB	Supported Housing
	Alterations and Improvements	Consult Evaluate and Inform
	Mutual Exchanges	Mystery Shopping
	Changes to Tenancy	Tenant Inspection
	Tenancy Visits	CCC's
	Responsive Repairs	
	Planned Maintenance	
	Gas Inspections	
	Fire Damage	
	Adaptations	
	Decent Homes	

7.1 Planning of Product or Service Realisation

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 Internet 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 will be 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

This clause is excluded from the scope of the NCH Quality Management System.

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

Procedure PS-FFS-01 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 to agreed timescales.

8. MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.1 General

The Business Improvement and Development Department has been 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.

The primary means of collecting this data will be through the Vision Management System. This software system generates questionnaires appropriate to the different services provided. The resulting data is analysed and is used to identify and evaluate opportunities for the continual improvement of the quality management system by the use of Rectification Notices. **VMS Database refers**

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 are:

- 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.
- 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. Customer Feedback 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 (PI's) 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 Review Manager is responsible for ensuring that this data is collected, tabulated and analysed so giving evidence of 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

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 (1st party audits)
- External audits (3rd party audits)
- Rectification Notices (generated by VMS)
- Customer Complaints (3 CCC's process)

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.
QMS-Procedure-05 refers

8.5.3 Preventive Action

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.
QMS-Procedure-06 refers

End