



POLICY	Quality Management		
		Date	December 2007

1. Policy Statement

1.1 Quality is defined as all the features and characteristics of a product or service that affect its ability to satisfy stated or implied customer needs. This covers the idea of fitness for purpose, customer satisfaction, safety and value for money. Whether the quality of a service is acceptable or unacceptable is judged by the customer.

1.2 Quality management is about achieving, sustaining and improving quality. It consists of:

- establishing customer needs and expectations and discovering what will delight customers and providing it;
- developing and maintaining a management system that will enable achievement of customer needs and expectations reliably, repeatedly and economically;
- designing, building and delivering products and services which reflect customer needs;
- verifying that products and services possess the features required and preventing the supply of products and services with features that dissatisfy customers;
- discovering and eliminating undesirable features in products and services;
- finding less expensive solutions to customer needs;
- making operations more efficient and effective;
- honouring commitments.

1.3 Quality management is a “whole organisation” function and should be embedded in everything that the Group does. All employees are responsible for contributing to the quality agenda through their day to day work and interactions with customers.

1.4 The Group undertakes a number of activities and functions that assist with quality management. These include:

- extensive survey work with customers before, during and after work and/or delivery of services;
- increasingly sophisticated targeting of surveys and communication techniques using Tenant Audit information;
- a comprehensive suite of policies and procedures that are regularly updated with tenants;
- a Customer Commitment Statement containing a set of Service Standards;
- a Continuous Improvement Review Process for evaluating, assessing and improving all aspects of the Group’s operations.;
- robust internal and external audit scrutiny of Group activities;

- production of an Annual Efficiency Statement and Value for Money and Procurement Strategy;
- a robust and challenging Performance Management Framework that is concerned with collecting information that can be used to measure progress towards the Group's objectives and establishing measures of performance to allow clear targets to be set;
- seeking quality awards (such as Investors In People and Quality Housing Services);
- benchmarking with other organisations (such as via the Housing Quality Network);
- a robust approach to resident involvement;
- a clear Complaints Procedure;
- work to comply all regulatory requirements, including retention of "green lights" in the Housing Corporation Assessment and compliance with the Regulatory Code.

Policy Data

Risk Assessment	If the Group does not have an effective approach to quality management , there are risks of customer requirements not being met, resources not being used efficiently, customers not being retained and reputational damage.
Resident Consultation	The Tenant Partnership of South Staffordshire Housing Association have been consulted about the constituent parts of this Policy, particularly the Tenant Audit, Customer Commitment and Service Standards, Resident Involvement, Performance Management Framework and operational policy reviews.
Issues for Equality and Diversity	This Policy takes full regard of the Equal Opportunities Policy and Diversity Strategy as well as the NHF Level Threshold document on making housing services fair for the disabled.
Issues for Data Protection	This Policy takes full regard of Data Protection issues.
Associated Policies and Procedures	All policies and procedures help contribute towards quality management.
Associated Documents / Leaflets	Performance Management Framework Annual Efficiency Statement Continuous Improvement Review Handbook
Policy Type	Business Support
Responsibility	Group Chief Executive All Managers and Managing Directors
Director	
Manager	
Reporting	The Performance Management Framework details the performance reporting requirements.
Policy Creation Date	July 2005
Review Period	Three years
Previous Review Dates	n/a
Review Committee	Group Board
Version Number	1.1

Date Last Amended	December 2007
Amendments	12/07 - amended to take account of Group Structure
Authorised By	n/a
Review Date	December 2010