

Schedule 31 - Quality Management System

1

- 1.1 An effective quality management framework and culture is essential for designing quality services which best meet the communities needs, delivering the objectives of consistent high quality service provision and of continuous performance improvement, both in the general operation of the JV Co and in the delivery of each of the Services Elements.

Quality Management System

- 1.2 The JV Co will implement a Quality Management System that will achieve the following objectives, namely that they should:
- 1.2.1 Enable the delivery of quality services to meet customer centric service strategies and organisational direction of the Authority as set out in this Schedule;
 - 1.2.2 Assist the Authority's duties in respect of Best Value;
 - 1.2.3 Assist in collaborative working with departments and directorates within the Authority, with other suppliers to the Authority and with other Stakeholders;
 - 1.2.4 Encourage and facilitate Continuous Improvement in accordance with Schedule 35, process execution, review and development;
 - 1.2.5 Assist the Authority in achieving high grading in relevant external performance assessments (such as CPA, CAA, (or its successors), Policing Performance Assessment Framework or its successors;
 - 1.2.6 Deliver 'step change' in service delivery and Continuous Improvement by applying service transformation methods including without limitation the Systems Thinking Approach as defined in Schedule 35;
 - 1.2.7 Recognise JV Co corporate responsibilities in respect of ethical standards and environmental issues in accordance with Authority Policies;
 - 1.2.8 Meet all duties including without limitation those pursuant to statutory duties and Guidance required to provide the Services;

- 1.2.9 Enable the JV Co to achieve high data integrity and achievement of favourable external audit data quality assessments with a view to reaching the highest grade in accordance with the relevant Schedules; and
- 1.2.10 Enable the JV Co to satisfy the reasonable expectations of the Authority's directorates, departments and service areas as set out in the Schedules.
- 1.3 To deliver the objectives in paragraph 1.2 the JV Co will employ the approach to quality management set out in this Schedule.
- 1.4 The JVCo will implement a Quality Management System (herein referred to as the "QM System") which will satisfy the following requirements:
 - 1.4.1 The strategic aim of the Authority is to promote services for their customers to the highest quality possible within its affordability budget. The QM System must promote and facilitate those strategic aims in respect of the Services to be provided by JV Co;
 - 1.4.2 The principles of the QM System and the objectives it endeavours to achieve set out above are required to be followed and implemented by all staff within the JV Co and all its suppliers and the management of JV Co will ensure that its staff does so;
 - 1.4.3 The QM System must incorporate systematic and robust approaches to self-assessment and to collection of information to assess performance at individual, department, Service and corporate level in order to promote the achievement of Continuous Improvement as described in Schedule 35 and the promotion of a learning organisation;
 - 1.4.4 There will be no exceptions to the application and implementation of the QM System across each Service Element without the written agreement of both parties; and
 - 1.4.5 The QM System must include development and implementation of detailed documentation and plans which are consistent with and support the objectives of, the QM System and are in accordance with the requirements of this Agreement;
 - 1.4.6 Not used

- 1.4.7 The QM System must incorporate systematic and robust approaches to service planning and action planning which will without limitation include clear adoption of the vision, values and aims of the Authority as set out in the Authority's Policies, achievement of the Contract Standard and supports the aims of individual customer departments. The effectiveness of service plan implementation will be monitored and evaluated regularly;
- 1.4.8 The QM System must facilitate and encourage the ability for all staff and other relevant stakeholders of the JV Co to contribute their views, experience, knowledge and expertise to the improvement of the Services which will include processes for consultation and for otherwise affording the opportunity for them to make suggestions/proposals in an appropriate manner;
- 1.4.9 The QM System must encourage mechanisms for ensuring that the talents of staff are recognised and that staff are supported in their continuing professional development and in delivering the priorities of the Service;
- 1.4.10 The QM System will incorporate a system of quality audits ensuring the effectiveness of service provision to the Contract Standard, identifying improvements being required and actions proposed to achieve such improvements and meeting the other requirements for the QM System set out in this Schedule are assessed regularly and efficiently and feed into the Annual Planning Process as described in Schedule 13; and
- 1.4.11 The QM System shall recognise the data JV Co uses in reports to the Authority (including without limitation any report on performance) will achieve the requirements set out in the Agreement and also in paragraph 1.2.9 above. JV Co acknowledges that data quality is essential for reliable performance information and financial information to support decision-making.

Quality Management Strategy

- 1.5 The JV Co will have a quality management strategy that sets out its approach to operating the QM System effectively and efficiently in accordance with the requirements of this Schedule.
- 1.6 The Quality Management Strategy shall recognise that there will be:
 - 1.6.1 A clear leadership commitment to the principles and objectives of the QM System;

- 1.6.2 A review of the current QM System and identification of changes in strategy which need to be adopted to ensure that the QM System continues to be relevant and effective in achieving the objectives set out in paragraph 1.2 above (and which will be reflected in changes to the detailed processes and procedures set out in the QM Documentation currently being used;
 - 1.6.3 Details of the roles and responsibilities for overall management and delivery of the QM System (including an organisational chart) which will support the delivery of the Quality Management Strategy including without limitation maintaining delivery of the Quality Management Strategy where the JV Co uses its Key Subcontractors;
 - 1.6.4 The QM System recognises its contribution towards managing resources effectively and efficiently within JV Co;
 - 1.6.5 Tie directly into and inform the delivery of improved services to the Authority; and
 - 1.6.6 Set out clear statements of the quality standards to be achieved and how the existing quality management standards in the Authority for which the JV Co has control over as part of delivering the Services will be maintained and improved upon.
- 1.7 The Quality Management Strategy should be reviewed annually in conjunction with the preparation of the 5 Year Management Plans and of the annual Service Delivery Plans for the Authorities. The Quality Management Strategy should be subject to the same timing and approval procedures as the 5 Year Management Plans and the Annual Service Delivery Plans, as set out in Schedule 13. The QM System shall where relevant be amended in accordance with the changes in the Quality Management Strategy.
- 1.8 The JV Co will in connection with the review and development of the Quality Management Strategy and/or QM System do so in such a way that it continues to meet the requirements of this Schedule and where agreed by the parties any improvements in line with Schedule 35.
- 1.9 The Quality Management System should adopt and deploy tools and standards in respect of quality management which reflect Best Practice, including but not exclusive to:

- 1.9.1 An annual EFQM self assessment using the relevant Authority's corporate standard and/or as otherwise specified in Schedule 2 (or as may be agreed between the parties a developed standard to reflect the achievement of a shared approach for the Founding Authorities) as to how this will be conducted. For the avoidance of doubt the JV Co will be required to hold British Quality Foundation (BQF) membership to make use of the EFQM model and its copyright. The level of corporate support provided by the Authority to the JVCo shall be no less than that for the out-of-scope Directorates. In respect of Taunton Deane Borough Council specific services (Revenues, Benefits and Corporate Administration) the JVCo shall implement EFQM at its discretion;
- 1.9.2 QMS will comply with BS EN ISO 9001 accreditation;
- 1.9.3 Investors in People (IiP) accreditation for the JV Co by 31 March 2010;
- 1.9.4 Other accreditations as appropriate in respect of activity relating to Health & Safety and Environmental Management;
- 1.9.5 Use of recognised project management methodology;
- 1.9.6 Regular personal review and development of staff working for the JV Co (including without limitation peer review) as set out in Schedule 22;
- 1.9.7 Annual staff surveys to gauge satisfaction and other employee related issues as set out in Schedule 35;
- 1.9.8 Must recognise that there will be Internal and external audit or other inspection reports and will act appropriately on their findings;
- 1.9.9 Must recognise that there will be Customer satisfaction indicators and reports and records of Monthly, Quarterly and Annual meetings; (and will act appropriately on their findings; and
- 1.9.10 Complaint monitoring and reporting (including records of Persistent Breach Notices (or other notice requiring improvement in any part of the Services) and Warning Notices) in accordance with Schedule 13, Schedule 32 and/or the Agreement.

Quality manager

- 1.10 The JV Co will have a Quality Manager as described in Clause 6.7.

Quality Documentation

- 1.11 The Quality Management System of the JV Co will be fully documented. Quality Manuals will set out the detailed quality policies, processes and procedures relating to specific Service Lines. All Quality Manuals should be reviewed and such reviews evidenced jointly by the function/process lead within JV Co and the Quality Manager (and where agreed with the parties the relevant customer leads within the Authority). Changes to Quality Manuals should use a standard procedure to keep a full record of changes and version control and will be processed in accordance with Clause 6.4.5.
- 1.12 All Quality Manuals are to be readily available throughout JV Co for reference. Adherence by staff to the requirements of the relevant Quality Manual is mandatory.
- 1.13 Staff are to be given such training as is required to deploy effectively the Quality Management Strategy across the JV Co and the Quality Manual relevant to their function.
- 1.14 All documentation relating to the Quality Management System, including the results of compliance checks will be made available to an Authorised Representative of the Authority upon reasonable request.
- 1.15 All Quality Documentation shall indicate points where no further work or activity shall proceed without the documented authorisation of the designated person identified in the related work instruction, method statement, inspection and test plan, design review plan, design verification plan, operation and maintenance manual or other control document ("Hold Points").
- 1.16 Not used

One back version of a document comprised in the QM Documentation shall whenever superseded be retained for record purposes.

Quality Plans

- 1.17 Each request for consideration of or to commission a Significant Service Deliverable, which shall be a Transformation Project and other significant services as agreed between parties collectively known as a "Commission ") will be managed as a project and shall be allocated a Project Manager. Project details will be recorded on a project quality plan which will include process maps and procedures for initiation and completion of the Commission.

- 1.18 Standard procedures will be comprised in the quality plan which will define for example methods of communication between different teams on the same Commission and the control of changes during development.
- 1.19 Quality plans and associated records are kept by the Project Manager and distributed to individuals within SWO engaged on the Commission as appropriate to ensure compliance.
- 1.20 The JV Co shall provide a draft Quality Plan for the element or part thereof of the Services in accordance with the timescales set out in the Commission that shall include at least the following information:
- 1.20.1 details of the Commission and the output and/or outcome required by the Authority.
 - 1.20.2 not used
 - 1.20.3 not used
 - 1.20.4 not used
- 1.21 Any changes to the Commission which change the Quality Plan in accordance with this Agreement shall be duly reflected as appropriate in an amended draft Quality Plan which shall be delivered forthwith to the Authority's Representative.
- 1.22 Within timescales set out in the Commission the JV Co shall issue the Quality Plan in accordance with the initial draft Quality Plan as amended in accordance with the above paragraphs.
- 1.23 The JV Co's own full and maintained copy of the Quality Plan (together with any supplementary register/documentation) shall be available for inspection by the Authority's Representative whenever required.
- 1.24 The staff responsible for carrying out the Commission will follow the systems detailed in the relevant Quality Plan.
- 1.25 Not used
- 1.26 Not Used
- 1.27 Not Used

1.28 Each Quality Plan will define procedures for:

- the review to clarify the requirements of the Commission and confirm resources are available;

Additional contract reviews where there is a significant change in requirements or at regular intervals for longer duration commissions;

Receipt, verification, storage, issue and use of data or information provided to JV Co (and so that the JV Co shall maintain confidentiality of any data supplied by or on behalf of the Authority by the client) and data or information produced by JV Co and/or any JV Co Related Party;

In-process and final checking;

maintenance of transparent and traceable trail for inputs and outputs of the Commission (including suitable revision referencing); and

agreeing a Comprehensive set of records to be produced at completion of Commission and/or at completion of discrete stages.

Assessment of Quality Management System

1.29 The Quality Management System will be maintained in accordance with Clause 6.8.. As appropriate, external assessors/auditors will be employed by the JV Co to provide external validation of the Quality Management System.

1.30 Reporting on compliance against quality standards and measures will form a part of the JV Co's monthly, quarterly and annual reports to the Authorities as described in Schedule 13.

QMS and subcontractors

1.31 Even where any services are delivered through a Key sub-contractor, the JV Co will be responsible for the quality of such services. The JVCo should satisfy itself that the quality management procedures of a Key Sub-Contractor conform to the same requirements as those applicable to the JV Co which are set out in this Schedule, before they are used to deliver any part of the Services to the Authority.

Award schemes

- 1.32 The JV Co recognises and accepts that participation in certain local and/or national award, accolade, accreditation and/or promotional schemes such as The Beacon Scheme, assists in maintaining the appropriate image for the Authority and contributes to the development of understanding and experience of Good Industry Practice for the benefit of the participating organisation and individual staff knowledge and training. Accordingly, where agreed between the parties, JV Co undertakes to actively participate in appropriate award, accolade, accreditation and/or promotional schemes from time to time in so far as relevant to the Services.

Part 1

PSP Quality Management System

The JV Co will have in place to the reasonable satisfaction of the Authority a QM System which meets the requirements of this Schedule and is of equivalent standard to that used by the PSP by 1 October 2008. On its production it will be inserted in this Part 1 as if it had been annexed hereto at the Agreement Date and shall apply for the purpose of Clause 6