



Quality Management Policy

**Clear governance.
Strong practice.
Safe services.**



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1. Purpose

Quality is fundamental to D2's operating model and underpins every function that contributes to safe, consistent and professional service delivery. High-quality work – whether carried out on site, in customer contact, compliance, finance, HR or business support – is essential to the wellbeing of residents, the confidence of commissioning partners, and the reputation of D2 as a professional, accountable housing provider. Poor practice, weak oversight or inconsistent standards create foreseeable risks to individuals, properties and the organisation itself.

This Policy sets out D2's approach to ensuring that all activities are delivered to a consistently high standard, with clear expectations for staff, contractors and subcontractors. It establishes the quality principles that guide our work, the controls that ensure safe and compliant practice, and the assurance mechanisms that allow D2 to monitor, evidence and continually improve performance. While repairs and property management represent our highest-risk operational areas, quality management is embedded across all D2 functions, ensuring that every part of the organisation contributes to safe, reliable and right-first-time service delivery.

Quality management is not a standalone function – it is embedded throughout D2's governance, risk management, compliance and customer experience frameworks. While D2 is not formally accredited to ISO 9001, our approach aligns with ISO 9001 principles including leadership, risk based thinking, process control and continuous improvement. These principles support our commitment to right first time delivery, professional excellence and safe, well maintained homes.

2. Scope

Quality management applies across all D2 functions, including repairs, maintenance, property management, customer contact, compliance, finance, HR and business support. Clear scope ensures that everyone involved in delivering, overseeing or supporting services understands their responsibilities and the standards expected of them. Quality is influenced not only by the work carried out on site, but also by communication, data accuracy, contractor performance, compliance activity, customer experience and the systems that support operational delivery.

This Policy applies to:

- All D2 PropCo employees and Board members
- Contractors and subcontractors working on behalf of D2
- All services delivered to clients, including repairs, maintenance, compliance works and property management activities
- All D2-owned, leased or managed properties, offices and operational environments where D2 services are delivered or supported



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3. Leadership and Governance

Strong leadership and clear governance are essential to delivering safe, consistent and high quality services. Quality does not happen by accident – it is driven by organisational culture, strategic direction, and the systems that ensure accountability at every level. D2's Board and Senior Leadership Team set the tone for professional excellence, ensuring that quality expectations are understood, resourced and embedded across all operational activity. Effective governance provides assurance that risks are managed, standards are upheld, and services remain compliant with legal, regulatory and contractual requirements.

The Board and Senior Leadership Team ensure:

- Clear strategic direction for quality
- Adequate resources, training, and systems
- Oversight of performance, risks, and compliance
- A culture that values learning, accountability, and resident experience

Operational managers are responsible for implementing quality controls, monitoring performance, and ensuring staff and contractors understand and follow required standards.

4. Quality Management System (QMS) Approach

D2 operates a structured Quality Management System that ensures all services and functions within the business are delivered safely, consistently and in line with legal, regulatory and contractual requirements. The QMS provides the framework through which processes are defined, risks are managed, standards are controlled and performance is monitored. It ensures that staff and contractors understand what “good” looks like, that work is carried out in a predictable and compliant way, and that D2 can evidence quality to clients, commissioners and regulators. The QMS supports right first time delivery, strengthens accountability, and embeds continuous improvement across all operational teams.

4.1 Process based approach

We define, document and maintain clear processes across all D2 functions, ensuring that operational and corporate activities are delivered consistently and in line with legal, regulatory and contractual requirements. This includes processes for:

- Repairs and maintenance
- Customer contact and communication
- Contractor management
- Health and safety
- Compliance and statutory servicing
- Complaints and feedback handling
- Finance, HR and business support processes that underpin operational delivery



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4.2 Risk based thinking

We identify and manage risks that could impact service quality across all D2 functions. These include:

- Health and safety risks
- Contractor performance risks
- Supply chain risks
- Compliance risks
- Customer experience risks
- Data quality and information governance risks
- Operational and corporate risks that affect service reliability

Mitigation measures are built into operational procedures.

4.3 Document and data control

We maintain up to date and version controlled:

- Standard operating procedures
- Technical specifications
- Compliance records
- Training records
- Performance data
- Data quality controls to ensure information is accurate, complete and reliable
- Corporate documents that support operational delivery (e.g., HR, finance, contractor onboarding)

All documents are reviewed regularly and version controlled.

5. Operational Quality Controls

Operational quality controls ensure that all D2 functions – including repairs, maintenance, property management, customer contact, compliance, finance, HR and business support – contribute to safe, consistent and high quality service delivery.

Quality is shaped not only by the work carried out on site, but also by the systems, communication, decision making and professional standards that support operational activity across the organisation.



**Our Purpose is Shelter.
Our Values are Strength.
Our Promise is Dignity.**

These controls translate D2's quality principles into day to day practice, setting clear expectations for competence, workmanship, contractor performance and customer experience. By applying structured checks, defined standards and robust oversight, D2 strengthens right first time delivery, reduces defects, and ensures that residents and clients receive reliable, professional and compliant services.

5.1 Competence and training

We ensure all staff and contractors are competent through:

- Mandatory training
- Technical qualifications
- Induction and refresher programmes
- Toolbox talks and safety briefings

5.2 Contractor and subcontractor management

We use a structured approach to ensure consistent quality:

- Pre qualification and due diligence
- Clear specifications and service standards
- Performance monitoring and audits
- Corrective action processes

5.3 Workmanship and technical standards

All repairs and maintenance work must:

- Meet relevant British Standards
- Comply with statutory requirements (gas, electrical, fire, water hygiene, etc.)
- Follow manufacturer guidance
- Meet client specifications
- Achieve right-first-time outcomes wherever possible, reducing defects and repeat visits



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5.4 Customer experience

We ensure residents receive:

- Clear communication
- Respectful and professional service
- Timely updates
- Opportunities to provide feedback

D2 PropCo categorises repairs to ensure appropriate prioritisation:

6. Monitoring, Performance, and Assurance

Monitoring and assurance are central to maintaining safe, consistent and high quality services across all D2 functions. Quality must be evidenced, not assumed, and D2 relies on structured performance information to understand how well services are operating, where risks are emerging, and where improvements are required.

Effective monitoring ensures that repairs, maintenance, compliance activity, customer contact and contractor performance are delivered to the standards expected by D2, clients and regulators. Assurance processes provide confidence to the Board, Senior Leadership Team and commissioning partners that D2 is meeting its obligations, managing risks proactively and embedding continuous improvement across the organisation.

We use a range of tools to monitor and assure quality:

- Post inspection checks
- Customer satisfaction surveys
- KPI dashboards
- Compliance audits
- Contractor performance reviews
- Root cause analysis of complaints and service failures

Performance is reviewed monthly at operational level and quarterly at Board level.



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7. Continuous Improvement

Continuous improvement is central to D2's commitment to delivering safe, consistent and high quality services. Quality is not a fixed state – it requires ongoing reflection, learning and adaptation across all functions, from frontline repairs and property management to customer contact, compliance, finance, HR and business support.

D2's approach to improvement is proactive, using performance data, feedback, audits, incidents and lessons learned to identify where change is needed and to implement solutions that strengthen service delivery. By embedding a culture of learning and accountability, D2 ensures that quality develops over time, risks are reduced, and services remain responsive to resident needs, regulatory expectations and commissioning requirements.

We are committed to learning and improving. We:

- Analyse trends in complaints, defects, and customer feedback
- Conduct lessons learned reviews
- Implement corrective and preventive actions
- Update procedures and training based on findings
- Benchmark performance against sector standards

Continuous improvement is embedded into team meetings, supervision, and service planning.

8. Legal, Regulatory and Contractual Compliance

D2 is committed to delivering services that meet all legal, regulatory and contractual requirements across England and Wales. Compliance is a core component of quality management, ensuring that repairs, maintenance, property management and wider organisational functions operate safely, professionally and within the standards set by regulators, commissioners and statutory bodies.

Legal compliance provides the foundation for quality, protecting residents, staff, contractors and the organisation by ensuring that work is carried out in accordance with recognised safety regulations, housing legislation and industry codes of practice.

This section outlines the key legislation and regulatory frameworks that shape D2's operational responsibilities and quality expectations.



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D2 PropCo ensures full compliance with:

- Health and Safety at Work Act
- Gas Safety (Installation and Use) Regulations
- Electrical Safety Standards
- Fire Safety legislation
- Water hygiene regulations
- Housing Health and Safety Rating System (HHSRS)
- Relevant British Standards and industry codes of practice

We also comply with all contractual requirements set by clients and commissioning bodies.

9. Policy Approval & Version Control

Policy Owner:	Managing Director
Approval:	Senior Management Team
Date:	26/08/2026
Tier:	2 – Operational Policy
Linked Policy Pillars (Tier 1):	Safeguarding HR Governance Whistleblowing Health & Safety Risk Management Data Protection Equality, Diversity & Inclusion
Review Cycle:	Annual

Lets Talk

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