

# Quality Policy



“We operate an Integrated Management System (IMS), which combines three core management systems (BS EN ISO 9001, BS EN ISO 14001 and OHSAS 18001) and meets the requirements of PAS99 the BSI IMS standard, together with the discipline of Information Security Management and other applicable standards as well as several others dealing with, for example, business continuity and document management. No areas of the Standards have been excluded”

It is the policy of calfordseaden LLP, Calford Seaden (Health and Safety) Limited and Knoll Rise Services Limited that every Employee, Manager, Group Leader, Director & Partner supports and further develops the company’s approach to Quality Management and the procedures, work instructions and guidance notes that define the services which we provide.

In particular:

- We are committed to totally satisfying our Clients’ requirements as well as those of legislative or regulatory bodies; industry codes of practice and other approved body requirements.
- This commitment extends to every level from top management throughout the organisation and is evidenced by our Integrated Management System Team and the Business Improvement Group who continually strive to improve our service both in terms of reliability and value and by our use of a benchmarking system to demonstrate improvements and to identify further areas for improvement.
- calfordseaden has a commitment to Total Quality Management (TQM) and operates a system of rewards for suggestions for improvement.
- The conduct of our business is based on an ethical, honest and fair approach in all our dealings with clients, staff and the general public and is designed, wherever possible, to protect the environment, not only in the specification of building materials but also in maintaining an awareness of the effect of our day to day activities.
- We endeavour to meet and embrace the challenges of the increasingly competitive and changing property market by adopting efficient and innovative working practices and technologies and by focused training of Partners, Directors and staff to ensure that the services remain relevant to our clients’ needs.
- calfordseaden is committed to training and has an excellent record for surveyors passing their Assessment of Professional Competence (APC) at their first attempt.

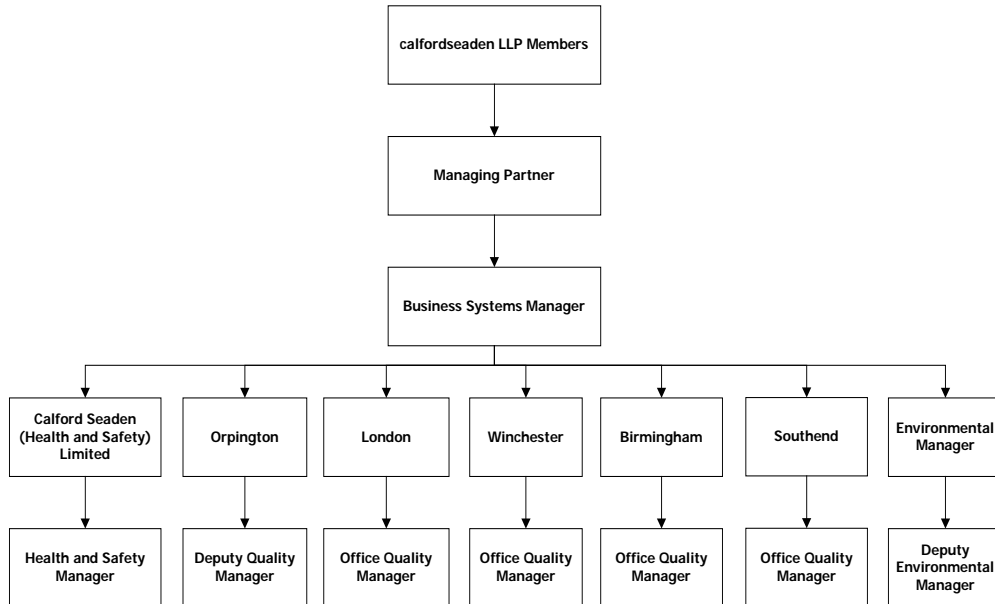
This policy is reviewed annually to ensure that it is still relevant and is communicated throughout the business and to our numerous Clients.



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On behalf of  
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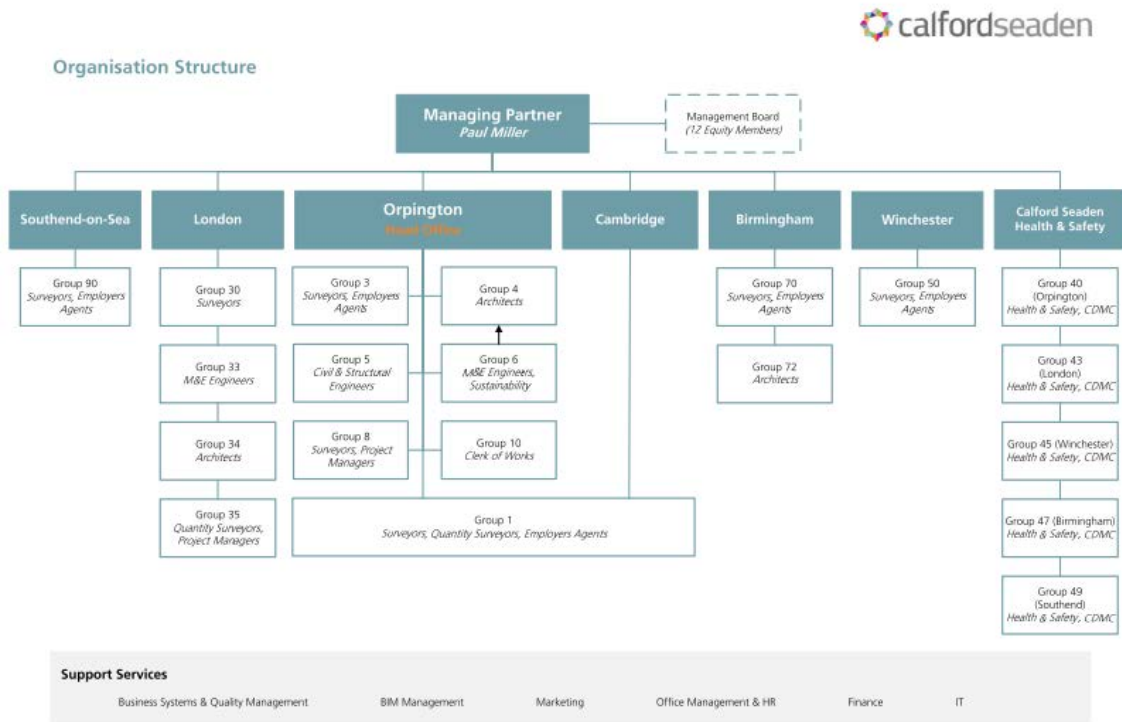
# 1 QUALITY MANAGEMENT SYSTEM

## 1.1 IMS Management Structure



- 1.1.1 The effectiveness of the Quality Management Policy is dependent upon the people who are responsible for ensuring that all aspects of work, whether in the office or on site, are carried out in a professional and timely manner. The IMS Structure illustrates the relationship of key Quality personnel in each office.
- 1.1.2 Ultimate responsibility lies with the Partners/ Directors (LLP Members), but specific duties are delegated to others according to their function, experience and training.
- 1.1.3 Peter Defoe has overall responsibility for this Policy and the procedures, work instructions and guidance notes that describe the services that we provide and the safeguards that we put in place to ensure the quality of our service.
- 1.1.4 The business as a whole is comprised of groups having responsibility for specific parts of the business and often for specific clients. The diagram below illustrates how these groups interrelate but it must be noted that we operate in an inter-disciplinary environment where specific skills are brought in for projects irrespective of group.

1.2 Organisation Structure



1.3 QUALITY MANAGEMENT RESPONSIBILITIES

**Managing Partner (Paul Miller)**

1.3.1 The Managing Partner has ultimate responsibility for all calfordseaden’s activities including responsibility for strategic and tactical business planning and for the co-ordination of all activities to ensure Client satisfaction. The Managing Partner also has the defined authority and responsibility for ensuring that the requirements of BS EN ISO 9001: 2008 are implemented and maintained.

**Finance and Administration Partner (Paul Miller)**

1.3.2 The Finance and Administration Partner is responsible for the registration of work from Clients; the assimilation of this into the Plexus Database system; the accounts and purchasing activities of the business and other administrative activities as directed by the Managing Partner.

**Business Systems Manager (Peter Defoe)**

1.3.3 The Business Systems Manager has authority and responsibility for ensuring that the authorised Integrated Management System is administered and maintained. He also has specific responsibility for Document Control; Quality Auditing and for keeping the business informed about changes and updates to the Standard.

**Office Quality Managers and Deputy Quality Managers (Simon Gray, John Lanning, Neil Hebberts, Jacqui Clarke, Nigel Franklin, Philip Mann)**

1.3.4 An Office Quality Manager is appointed in the London, Winchester and Birmingham offices and Deputy Quality Managers at Head Office and at the other offices when required, to be responsible for the continued operation of the Integrated Management System on behalf of the Business Systems Manager and to have authority to deputise for the Business Systems Manager.

**Environmental Manager** (Jacqui Clarke)

1.3.5 The Environmental Manager is responsible for establishing and maintaining the Environmental Management System within the overall IMS.

**Deputy Environmental Manager** (Angela Forbes)

1.3.6 The Deputy Quality Manager is responsible for the continued operation of the Environmental Management System with the overall IMS on behalf of the Environmental Manager and to have authority to deputise for the Environmental Manager.

**Health and Safety Manager** (Andrew Shearman)

1.3.7 The Health and Safety Manager is responsible for establishing and maintaining the Occupational Health and Safety Management Systems within the overall IMS.

**Building Surveying Partners** (Stephen Cotterell, José Parody, Richard Grove, Jeremy Harrod, Paul Miller, Andrew Bamberger, Richard Bellord, David Burrage, Clive Burrows, Neil Callum, David Carroll, Keith Daniels, Peter Defoe, Jeremy Green, Ashley Harper, Neil Hebberts, Trevor Lee, John Lanning, Michael Moran, Guy Rapley, Ross Sheridan, Alex Burton, Ben Furr and Darren Thompson)

1.3.8 Building Surveying Partners are responsible for planning, allocating and supervising all work and personnel in the Building Surveying Departments, which includes some Quantity Surveying and Project Management Personnel, and are responsible for ensuring that all Clients' projects are completed to specification and on time.

**Quantity Surveying Partners** (Christopher Willis, Stephen Trinder, Nigel Franklin, Dale Arden, Julian Barrett, Jacqui Fogerty, Angela Lemon, Ian Walker and Steven Wakefield).

1.3.9 Quantity Surveying Partners are responsible for planning, allocating and supervising all work and personnel in the Quantity Surveying Department, which includes Building Surveying and Project Management Personnel, and are responsible for ensuring that all Client's projects are completed to specification and on time.

**Business Development Partner** (Paul Miller)

1.3.10 The Business Development Partner has responsibility for all Sales, Marketing and Public Relations activities of calfordseaden and is responsible for ensuring that Client requirements are adequately defined and within the capabilities of the business.

**New Initiatives Partner** (Paul Miller)

1.3.11 The New Initiatives Partner is responsible for identifying new initiatives and business opportunities for the Practice.

**Architect Partners** (John Spence, Teja Biring, Christopher Rainsford, Dennis Croft, Roger Day and Joanne Ellson)

1.3.12 The Architect Partners are responsible for all Architectural activities of calfordseaden and for ensuring that all design proposals meet Client requirements, are within the capabilities of the

business and that all design output meets both the Client requirements and the Standards set by calfordseaden.

**Mechanical and Electrical Engineering Partners** (Simon Gray, Terence Keech)

1.3.13 The Mechanical and Electrical Engineering Partners are responsible for the M&E activities of the Practice and for supervising the Engineering Team.

**Civil and Structural Engineering Partner** (Richard Newman)

1.3.14 The Structural Engineering Partner is responsible for the Civil and Structural Engineering activities of calfordseaden and for ensuring that all calculations, specifications and drawings meet the requirements of the clients and are within the capabilities of the business and standards set by calfordseaden

**Group Leaders**

(Stephen Cotterell, John Spence, Christopher Rainsford, Jeremy Harrod, Paul Miller, José Parody, Christopher Willis, Stephen Trinder, Nigel Franklin, Dale Arden, Teja Biring, Neil Callum, Simon Gray, Neil Hebberts, Terence Keech, Peter Defoe, John Lanning, Richard Newman, Jo Ellison, Andrew Bamberger) Group Leaders have responsibility for all relevant professional service activities of calfordseaden as allocated to their Group and for ensuring that project works meet Client requirements, are within the capabilities of the business and that professional service output meets both the Client requirements and the Standards set by calfordseaden.

**Branch Office Managers** (Simon Gray, Neil Hebberts, Nigel Franklin, John Lanning)

1.3.15 Branch Office Managers are also Partners of calfordseaden and have responsibility for the management of all the day-to-day activities of their Branch Office as delegated by the Managing Partner.

## 2 TECHNICAL AND ADMINISTRATION STAFF

- Co-operate in the implementation of this Policy and the appended Procedures.
- Advise their Group Leader of any matter that they consider may affect the quality of our service, as soon as is practicable.
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## 3 STANDARDS

### 3.1 General

3.1.1 The objective of calfordseaden is to provide a quality service to our clients through the implementation of training and management procedures that establish best practice and provide the resources required to achieve this goal.

## 4 CONTROL OF RECORDS AND DOCUMENTS

### 4.1 General

4.1.1 calfordseaden maintain procedures for identification, filing, maintenance and disposition of all records such as completed audit sheets, forms and other records.

4.1.2 The records are the objective evidence required to demonstrate that work offered for

acceptance meets the Client's requirements and that our IMS complies with the requirements of BS EN ISO 9001

## 4.2 Knowledge management

4.2.1 We operate a Practice-wide Knowledge Management System (KMS) through integrated database software called 'Plexus', which has been developed by Union Square specifically for the Construction Industry. This system rationalises many of the document management and information technology systems previously used by the Practice. Designed as an integrated software system, it provides users with access to project data, contract information, practice policies, work instructions, guidance notes, standard documents and templates, correspondence including emails and contact information through one interface within an intranet environment that allows ease of access and compliance monitoring.

4.2.2 By ensuring that all project information and data is correctly and efficiently stored, our project team members have immediate and direct access to the information/data relevant to their work. In the event of a project team member being absent for a prolonged period, the use of this system allows another member of staff to be in a position to start working on the project within a relatively short period of time.

4.2.3 This system includes automatic version control across all documentation. All templates/standard documents are coded and when used the resultant document is automatically linked to the correct document pool(s) as well as the relevant project. When a new enquiry is received its details are entered onto the database, which automatically creates the project database and document store.

4.2.4 This software system has improved the Practice's use of its electronic project document management processes and has directly benefitted our clients.

## 4.3 Documentation

4.3.1 The Procedures ensure that;

- All documentation is legible, dated (including revision dates), clean, readily identifiable and maintained in an orderly manner,
- Documentary identification of the project work is maintained,
- All entries are completed satisfactorily, signed and dated by the person involved, and that
- There is a method for removing or disposing of obsolete documents.
- Procedures are maintained to control all documents and data forming part of the IMS.
- All documents and data are reviewed and approved by authorised personnel, prior to release,
- The correct revision level of appropriate documents and data is available at all locations where activities which are essential to the effective functioning of the Management System are performed, and
- Obsolete documents and data are promptly removed from all points of issue or use, or clearly marked as superseded where their retention is required.
- Proposed changes to this Manual or to the Procedures, Work Instructions or Guidance Notes reviewed by the Business Systems Manager before issue.

- The Business Systems Manager will ensure that any updated documents or data are correctly stored on the computer system and will implement authorised changes to any IMS document and that relevant personnel are advised of the changes.
- The individual Employee responsible for each project is responsible for the maintenance of all project documents.

#### 4.4 Records

- 4.4.1 Sufficient documents are maintained and are available to follow the achievement of the required service quality and the effective operation of the IMS. Where relevant, appropriate supplier, professional service providers and sub-contractor records are included.
- 4.4.2 Records are retained of all of our business activities in retrievable electronic format and are not destroyed without authorisation from the Managing Partner.
- 4.4.3 Records will be made available to the Client's Representative at any reasonable time but the Client's Representative must give reasonable notice of any requirement.

### 5 **MANAGEMENT REVIEW**

#### 5.1 Reviews

- 5.1.1 Once a year, there will be an IMS review meeting consisting of the Managing Partner and at least four representatives of the IMS team. Minutes of the IMS Review Meetings shall:
- Review the results of audits and customer feedback and follow up actions from earlier reviews,
  - Record all matters which have been brought to the attention of the meeting,
  - Define corrective action proposed to prevent recurrence of any non-conformity and the responsibility for carrying out such actions,
  - Report the results of earlier actions, including any which are incomplete,
  - Set objectives and targets for the forthcoming year,
  - Confirm the continued suitability and effectiveness of the Management System, and
  - State that consideration has been given to changes, which may be necessary as a result of new technologies, concepts, market strategies or other conditions.
- 5.1.2 The IMS team will continue to discuss matters of concern as and when they arise throughout the period between reviews and make recommendations through the Business Systems Manager for IMPROVEMENTS.

#### 5.2 PLANNING AND RESOURCE MANAGEMENT

##### 5.3 General

- 5.3.1 Continuous Management review ensures that resources are made available to implement and improve the Management Processes and to address customer satisfaction.
- 5.3.2 Personnel who have responsibilities defined within the IMS will be selected and trained in accordance with the Training Procedure, which also ensures that all members of staff are aware of their responsibilities and receive additional and continuing training.
- 5.3.3 Each individual holds a Training Manual, which will demonstrate their competence to



undertake the functions. All personnel are encouraged to record their training using Plexus L&D, which also contains a performance managing, function.

5.3.4 It is the Business Systems Manager's responsibility, through the Training Team to ensure that all Employees (both new and current) are aware and understand the relevant parts of both this Manual and the relevant Procedures.

5.3.5 Induction training is given to all new employees and to those transferring from one area to another.

5.3.6 In addition, training will be provided upon identification of new techniques, skill or professional requirements or implementation of new procedures to enable Employees to carry out their tasks so that our Client Services continue in line with the standards laid down by the relevant professional bodies.

5.3.7 It is the responsibility of each Partner/ Director/ Group Leader to ensure that skills and tasks of those under their direction are adequately matched.

5.3.8 The Audit and Review Procedure also includes routine monitoring to ensure that all personnel who are able to affect service quality understand the procedures and have the necessary skills to perform their tasks satisfactorily.

5.4 Partners, Directors and Other Management Personnel

5.4.1 Training and time is made available to provide management with the means and techniques needed for full understanding and participation in the operation and evaluation of the IMS.

5.5 Other Personnel

5.5.1 Training is not restricted to personnel with primary technical/ professional assignments but includes sales, marketing, secretarial and planning.

5.6 Project Works Supervision and Staff

5.6.1 All personnel are thoroughly trained in the methods and skills required to perform their tasks including:

- The proper operation of instruments and equipment,
- Reading and understanding the documentation and data provided, and
- The relationship of their duties to quality, safety and the environment and to Client satisfaction,
- An understanding of the relevant methods and techniques.

5.7 Facilities and Work Environment

5.7.1 Human and physical factors are reviewed regularly to ensure that the work environment is maintained and improved. Workspace and associated facilities; equipment, hardware and software and support services are adjusted to meet the needs at the time.

## 6 **PRODUCT REALISATION**

6.1 Terms and Conditions

6.1.1 We are aware of the need to ensure that the terms and conditions of our contract with the Client are fully met and we have procedures, which ensure that:

- The Client's requirements are defined and documented,
- Where those requirements differ from the tender/ fee proposal, confirmation is received,
- There is the capability to meet the requirements (on written or verbal Client orders/ instructions), and
- The requirements of the orders/ instructions are clearly understood and unambiguous.

6.1.2 Copies of all relevant regulatory and legal requirements are available throughout the practice either through the computer or by means of controlled publications.

6.1.3 Procedures identify Environmental and Health and Safety aspects of all activities; products or services over which we have control and these are reassessed in the light of changing knowledge.

## 7 DESIGN CONTROL

### 7.1 General

7.1.1 We subscribe to on-line libraries of legislation, design, planning, project management, construction data and related information which contain all necessary technical data and specifications, suppliers information etcetera which are necessary for the Professional Groups to raise drawings, data, reports and technical specifications and related particulars.

7.1.2 Design activities are assigned to individuals with the required training and experience by the relevant Partner/ Director/ Group Leader and the interfaces between the Architects and CAD Groups and other parts of the organisation are reviewed at the Partners'/ Directors' Meetings).

7.1.3 Our Operating Procedures ensure that design is controlled and verified.

### 7.2 Design and/ or Development Planning

7.2.1 We have established procedures, which ensure that all design tasks are adequately specified in Project Briefs or Design Specifications and that, where there is a Client brief, discrepancies between any of the design documents and the Client brief is fully resolved.

7.2.2 The Client Service Procedures set out the processes involved in the completion of each of our client services. These Procedures effectively Plan the service and require only programming to act as a Quality Plan.

7.2.3 In most instances, the design input is specified by internal consultation but may include consultation with a particular Client when appropriate. It is the responsibility of the Group Leader to ensure that the consultation process (including discussions after the terms of appointment have been received) result in a complete specification/ brief of what the Client requires and gives due consideration to safety, environmental and other matters. Where appropriate, this will include an Employer's Requirement Specification.

7.2.4 When the initial requirement from the Client is a Design study or Consultancy, a design brief or Consultancy proposal is drawn up and agreed with the Client before work starts. Pure feasibility designs will often be carried out with only verbal agreements.

7.2.5 The Client Service Procedures detail the documentation and methods to be used to achieve

these requirements.

- 7.2.6 The design output is in the form of approved drawings, data, specifications and Bills of Quantity, which will enable the project or scheme to meet the Client's requirements.
- 7.2.7 Design review occurs at suitable intervals and design review meetings are minuted or noted in files as appropriate.
- 7.2.8 Design verification is carried out by design review, independent tests, calculations, feasibility study and comparisons with similar designs as appropriate.
- 7.2.9 The Client Service Procedures contain the requirements for design validation to ensure that the product conforms to defined user needs and/ or requirements. We encourage feedback, from all sources, on the successfulness, or otherwise, of any design decisions, which may, when appropriate, result in changes to our procedures.
- 7.2.10 Client Service Procedures ensure that all changes (including those initiated by the Client) are fully documented and approved.

## 8 PURCHASING

### 8.1 General

- 8.1.1 calfordseaden ensure that purchased materials, equipment and services conform to requirements by:
- Specifying requirements precisely on the Conditions of Engagement, Purchase Order, Specification, Employer's Requirements or on any instructions issued subsequent to the original Order,
  - Purchasing only from suppliers/ Contractors or sub-Contractors or sub-Consultants who have been previously used and were satisfactory (unless otherwise specified by the Client), or where satisfactory references have been taken up, and
  - Monitoring and controlling purchased materials, equipment and services at the time of receipt.

## 9 PRODUCTION AND SERVICE OPERATIONS

### 9.1 General

- 9.1.1 calfordseaden plan and identify all project and work activities and ensures that these processes are carried out under controlled conditions.
- 9.1.2 The Client Service Procedures ensure that control is exercised at all stages of the operations involved in each project and that the project work is planned and scheduled to control the use of approved materials, equipment, services, processes, personnel, utilities and the work environment.

### 9.2 Identification

- 9.2.1 Written procedures are maintained which enable calfordseaden to establish quickly and properly the identification of any projects, services or equipment.
- 9.2.2 Electronic file records clearly indicate when a service or part of a service has undergone any process, or inspection and evaluation.
- 9.2.3 The Document Control Procedure details the working practices and identification documents, records and marks used to ensure compliance with these requirements.

### 9.3 Traceability

9.3.1 Appropriate identification is maintained throughout the work processes to ensure traceability. Individual projects have a unique Job Number, which is recorded on all project documentation and related data.

## 10 CONTROL OF MEASURING & MONITORING DEVICES

### 10.1 Monitoring and Assessment

10.1.1 At each office we maintain logs of instruments and equipment where maintenance and calibration requirements are noted and record the issue and use where relevant.

10.1.2 The Equipment Procedure ensures that calibrated equipment is used whenever required and that any recalibration of the Business equipment is traceable to National Standards.

## 11 MEASUREMENT, MONITORING ANALYSIS AND IMPROVEMENT

### 11.1 General

11.1.1 Where appropriate, statistical techniques such as Key Performance Indicators and Housing Quality Indicators are used to measure improvement year on year.

11.1.2 Client satisfaction is measured by the repeat business, which the Practice receives. Group Leaders are also encouraged to keep records of positive feedback from clients and to publicise this at Group meetings. Client feedback is welcomed and any complaints are recorded and monitored through to conclusion in accordance with the Audit and Review Procedure, which includes the Complaints Handling Procedure.

## 12 AUDITS

### 12.1 General

12.1.1 Audits are carried out by the Business Systems Manager, Environmental Manager and Health and Safety Manager and other suitably trained personnel to ensure the overall effectiveness of the Management System.

12.1.2 The Audit and Review Procedure sets out the process by which Internal Audits are programmed and managed.

### 12.2 Reporting and Follow-Up of Audit Findings

12.2.1 Audit findings and conclusions are documented and submitted to the appropriate Group Leader or Partner for action.

12.2.2 The following items are covered in the reporting and follow-up of audit findings:-

- All non-compliance's and deficiencies are documented, together with possible reasons, where evident,
- Appropriate corrective actions are recorded, and
- Implementation and effectiveness of previous audit corrective actions are assessed.
- Appropriate preventative action is agreed.

12.2.3 The Business Systems Manager retains the audit record.

### 13 CORRECTIVE AND PREVENTATIVE ACTION

#### 13.1 Action

- 13.1.1 The IMS, together with the corporate policies and the office and staff handbooks are, by their nature, the main form of preventative action. All IMS procedures, policies and handbooks are regularly reviewed and updated to reflect changing circumstances and the growth of knowledge.
- 13.1.2 Corrective action arises out of the audit process and from the review of project material. Client Service Procedures and the Audit and Review Procedure document how this is achieved.
- 13.1.3 We actively seek client feedback and have instituted a questionnaire system, which will be benchmarked back to National results once these are issued. Other client feedback may take the form of complaints, which are recorded and monitored in accordance with our Audit and Review Procedure.

Signed:



Paul Miller FRICS  
Managing Partner/Director  
on behalf of  
calfordseaden LLP  
calfordseaden (Health and Safety) Limited