



INTEGRATED MANAGEMENT SYSTEM MANUAL

ISO 9001:2008 and ISO 14001:2004

POLICY STATEMENT

Belfry Group Limited is committed to complying with the requirements, and to continually improving the effectiveness of, the Quality Management System as an integral part of its business strategy. It is aware of the impact its activities may have on the environment and takes every reasonable practicable measure to eliminate, reduce or control these impacts.

To meet this policy, we will:

- Comply fully with all relevant standards, statutory and regulatory requirements
- Adopt procedures aimed at identifying, assessing and controlling risks to the environment created by the business.
- Adopt cost effective management practices including the setting of objectives, targets, monitoring and reviewing them at least annually.
- Co-operate with enforcement agencies charged with the regulation and monitoring on requirements.
- Benchmark other organisations in the same business to compare the service provided, quality standards achieved and costs incurred to continually improve the effectiveness of the service offered.
- Continually develop the expertise and competence of all staff.

The company will strive to exceed customers' expectations in all aspects of its business hence this quality system has been introduced which complies with the requirements of BS EN ISO 9001:2008 and BS EN ISO 14001:2004.

The following quality objectives have been established:

- Increase Turnover by £5,000,000
- Achieve Successful BS EN ISO 9001:2008 Certification Audit
- Incorporation into Quality Management System of BS EN ISO 14001:2004
- Achieve Microgeneration Scheme Accreditation for Solar Photovoltaic Installation
- Complete 2 Customer Satisfaction Evaluation Report meetings per week

All employees are required to be completely familiar with all aspects of the Quality Management System, Quality Policy and Quality Objectives which are reviewed at least annually for continuing stability. This will ensure that all operations are conducted in such a way that all our services satisfy customer requirements.

Keith Rimmer



Managing Director (Group)
01 September 2011



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Introduction to Belfry Group Ltd

Belfry Group Ltd offer a complete building services solution throughout the UK. Operating since 1993 as an outsourced maintenance department, we provide our customers with a professional and efficient service.

From retail shopping centres to Colleges and Schools, from blue chip organisations to regional housing associations, from telecommunication giants to business park management, from industrial complexes to fast food outlets, Belfry Group are renowned for the provision of quality, service and value for money to customers.

We pride ourselves on offering a personal, localised service to our clients, using only our own In-house approved qualified staff engineers and specialist contractors to ensure we achieve absolute customer satisfaction throughout England, Scotland and Wales.

Unlike others, Belfry provides a 24 hour emergency call out service with no mileage charges or travel charges. Because we do not use call centres, when our customers call Belfry Group, they are always able to access a fully qualified and experienced member of our management team to assist you to resolve their problem.

Belfry Group have managed a wide variety of building related projects from new builds and refurbishments, planned maintenance and emergency call outs, we always guarantee a result you can be proud of. Belfry Group operates all over the UK on a 24 hour call out for emergency cases.

We only employ dedicated, professional building and engineering specialists allowing us to assure our clients of full accountability and high quality work at all times.



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Purpose & Scope

1.1. *Integrated System Manual:*

This manual describes Belfry Group Ltd integrated Quality and Environmental Management System (QMS / EMS). It includes Belfry Group Ltd Quality System policy and describes how it is implemented and sustained throughout the organisation. The systems core elements are described with references to the key organisational procedures.

1.2. *Purpose:*

The purpose of Belfry Group Ltd integrated Quality and Environmental Management System is to ensure product and service quality continue to meet the highest standards demanded by the organisation and expected by its customers; and to ensure Belfry Group Ltd products, process, and services are carried out in an environmentally responsible and protective manner.

1.3. *Scope:*

The scope of Belfry Group Ltd activities includes the delivery of M&E, Building Maintenance and Renewable Energy services.

2.0 Responsibility

2.1. *Organisational Responsibility:*

Functional responsibilities and interrelationships are defined through organisational charts, job descriptions, corporate policies, and key system procedures. Functional managers are responsible for ensuring that all members of their team understand corporate goals and objectives, the scope of the quality system, and the role of their team within that system.

2.2. *Quality Systems:*

The Quality & Safety Manager is responsible for ensuring the Quality System is established, implemented, and maintained as per the goals and objectives set by the Board of Directors, and in accordance with ISO 9001 and 14001. The Quality & Safety Manager coordinates the performance of the integrated management system. The Quality & Safety Manager and Operations Manager jointly coordinate the performance of the environmental elements of the management system.

3.0 References, Documents & Forms

- 3.1 Quality Management Systems – Requirements ISO 9001:2008
- 3.2 Environmental Management Systems – Requirements ISO 14001:2004
- 3.3 Belfry Group Ltd Operating Procedures
- 3.4 Reference: QMS and EMS Controlled Documents List



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4.0 Terms & Definitions

4.1. *ISO Standard Language:*

The terminology used throughout this manual is consistent with the definitions provided in the ISO 9001:2008 and 14001:2004 standards.

- **Supplier** is used for contract manufacturer, subcontractor, and direct material or service supplier.
- **Organisation** refers to Belfry Group Ltd.
- **Product** may also be used to mean services provided.
- **Environmental Aspects** are elements of Belfry Group Ltd activities that may interact with the environment.
- **Environmental Impacts** are the changes (positive / negative) to the environment from the **aspects**.

4.2. *Quality System:*

Other references include – Quality and Environmental Management System (QMS/EMS); Integrated Management System.

4.3. *Environment:*

The physical surroundings relative to the Belfry Group Ltd office and client sites. This includes the natural resources of air, land, and water; flora, fauna, humans and the interrelation of all of these elements.

4.4. *Aspect:*

An element of Belfry Group Ltd activities, products, or services that can interact with the environment. Aspects are evaluated based on the location of the activity, the frequency of the activity, and the severity of the resulting impact or potential impact.

4.5. *Impact:*

Any change in the environment, positive or negative, wholly or partially resulting from Belfry Group Ltd activities, products, or services. The severity of an identified environmental impact is used to establish the objectives and performance targets for the EMS program.

5.0 An Integrated Management System

5.1. ISO 9001:

The ISO 9001 standard is the foundation for Belfry Group Ltd Quality Management System. The adoption of ISO 9001 ensures a strong foundation for world-class processes and a Quality System that supports continual improvement, business growth, and efficiency. ISO 9001 requires documented procedures for:

- Management Responsibility & Review
- Control of Documents & Records
- Control of Nonconforming Material
- Corrective & Preventive Actions
- Internal Audits

5.2. ISO 14001:

The ISO 14001 standard is the foundation for the environmental management elements of the Integrated Management system. The addition of ISO 14001 provides a framework for conducting business in an environmentally responsible manner. Belfry Group Ltd core EMS procedures are:

- Operational Control
- Aspects & Impacts
- Emergency Preparedness & Response
- Compliance with Legal & Other Requirements

5.3. Relationship of Elements:

The interrelationships among Belfry Group Ltd QMS and EMS elements are illustrated by the QMS / EMS Process Map. The links between the ISO 9001 and ISO 14001 elements and Belfry Group Ltd system procedures is illustrated by the Index of ISO Elements & Belfry Group Ltd Procedures.

5.4. Integrated Quality & Environmental Policy:

Belfry Group Ltd delivers excellence in our products, services and solutions that ensure customer value and contribute to their success. We strive to be recognised by our employees, customers, community and shareholders as a responsible organisation that conducts our business in a manner that conserves the environment and minimises pollution. Our commitment to quality and the environment is reflected through programs focused on continual improvement and reasonable compliance with applicable regulations, industry standards and best practices, contractual requirements and corporate initiatives. Planned, integrated and consistent efforts involving every element of our organisation; create these results.

5.5. Belfry Group Ltd Core Beliefs:

As a leading provider of M&E and Building Maintenance services, our employees come to work every day understanding that it is our job to find the right solutions for our customers. We recognise that everything we do has an impact and we approach our work with an attitude of pride and determination to bring real value to our products and solutions.

Customer Excellence: Belfry Group Ltd recognises that consistently delivering defect-free products and services on time is only one characteristic of a world-class supplier. Quality relationships with our customers are equally important. Belfry Group Ltd continually strives to improve its responsiveness to customers, to anticipate customer requirements, and to provide customers with top-tier service.

- **Employer Excellence:** Participation in the development and improvement of Belfry Group Ltd business model occurs at all levels of the organisation. Belfry Group Ltd management strives to implement and improve core value creation processes by providing employees with information, training, and opportunities.
- **Supplier Excellence:** Belfry Group Ltd expects its suppliers to provide defect-free products and services that conform to our requirements. Belfry Group Ltd is responsible for ensuring requirements are defined clearly and delivered in an effective and timely manner. Belfry Group Ltd partners with suppliers committed to continual improvement in their own quality system, and to a relationship with Belfry Group Ltd. As part of that business relationship, Belfry Group Ltd expects contract manufacturing partners and key suppliers to maintain an ISO 9001 and 14001 certified System.

5.6. Policy Communication & Review:

The goals, objectives, and key elements of the integrated management system are discussed with new employees as part of their company induction. Additionally, quality system information is displayed in key locations throughout the workplace, and included in employee trainings, communication, and meetings on an on-going basis. Periodically, management reviews the policy statement, and key system elements to ensure appropriateness, effectiveness, and continued suitability to the organisation.

6.0 Management Responsibility & Review

6.1. Management Commitment:

Belfry Group Ltd Quality & Safety Manager, in conjunction with the Board of Directors, establishes organisational goals and expectations, the Quality Management System framework, and corporate policies. Periodically, the Quality & Safety Manager carries out a review of the Quality System – it strengthens opportunities for improvement, and need for changes based new business directions. Belfry Group Ltd management team is responsible for:

- Providing leadership and communication to the organisation.
- Defining strategic quality goals and objectives, including statutory and customer requirements.
- Ensuring continual improvement of products, processes, and the quality system.
- Delegating appropriate responsibilities to meet quality objectives.
- Defining job descriptions, and organisational responsibilities / authority for all staff.

6.2. Responsibility for Quality:

Belfry Group Ltd Quality & Safety Manager develops and implements quality policies and procedures. Each process owner(s) ensure these processes are properly controlled. All employees are responsible for the quality of their work, as it contributes to the quality of Belfry Group Ltd products, services, and organisational environment.

Managers and Supervisors ensure every team member is appropriately trained, has access to tools and resources, and is able to implement corrective action when required. Finally, opportunities to improve existing processes are sought and taken. Executive planning strategies are communicated to the employees through management staff and quarterly company meetings. The Quality & Safety Manager is responsible for:

- Ensuring the requirements of the ISO 9001 and 14001 Standards are understood, implemented, and maintained throughout the organisation.
- Ensuring corrective actions are implemented to resolve issues identified in internal and/or external audits.
- Conducting system audits per the ISO 9001 and 14001 standards and Belfry Group Ltd Quality System.
- Reporting to the Board of Directors on the effectiveness of the Quality System including a review of pertinent product, process, and customer data.

6.3. Management Review:

Management review of the Quality System is part of the Annual Quality Review. Data from various programme teams and/or functional departments is evaluated against established corporate objectives. This periodic review is intended to determine whether the data is representative of a functional Quality System. The review includes: internal process audits,



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continual improvement activities, business changes, and corporate initiatives and programs. This review of the Quality System ensures its suitability, accuracy, and relevance.

Recommendations for changes and improvements are presented to the Board of Directors for discussion and approval. Action items from the review are assigned to appropriate teams and support continual improvement objectives and customer and employee satisfaction. Meeting minutes are used to communicate the effectiveness of the QMS / EMS, and to document continual improvement progress.

7.0 Planning & Resource Management

7.1. Quality Planning:

Belfry Group Ltd is dedicated to ensuring products and services conform to the quality standards and specifications required by our customers. Process-specific documentation supporting these activities is referred to as the Quality Management System. Quality System documentation is comprised of the manual, procedures, test procedures, work instructions, and reference items such as templates, forms, and records.

- Corporate quality objectives are defined and documented as part of the strategic business planning process. For new projects or programs, quality objectives are documented at the project definition and planning stage, incorporating input from customers and suppliers.
- The Quality & Safety Manager and Operations Manager are responsible for the development and execution of quality objectives that measure and verify Belfry Group Ltd product and service performance standards.

7.2. Environmental Management Program:

Environmental objectives are established based on the Aspects and Impacts report. Objectives are translated into specific organisational targets. Responsibility for achieving these targets is given to the appropriate departments or cross-functional teams.

- **Environmental Aspects:** Belfry Group Ltd conducts regular reviews of its business to identify and prioritise the significant environmental aspects associated with its operations. This assessment is reviewed at least once per year as part of the annual review process. Additional reviews may be initiated as a result of a significant change to the corporate structure, facility location, or business plan.
- **Legal & Other Requirements:** As part of his responsibilities, the Quality & Safety Manager maintains a liaison with all applicable outside agencies and governments regarding environmental, regulatory, or legal requirements. These requirements are communicated as part of the corporate objectives and performance targets.
- **Objectives & Targets:** Corporate environmental objectives are defined and documented within the business planning process. Project-specific environmental objectives are documented as part of the project definition, incorporating input from customers and suppliers.

7.3. Resource Management: Resources are allocated against forecasted requirements and are reviewed and supplemented where necessary. Annually, the management team establishes the corporate business objectives, including quality goals and customer requirements, and evaluates the resources required to meet stated objectives.

- **Human Resources:** All employees are hired based on the defined qualifications for a position. Functional managers are responsible for reviewing employees' training and

resource needs and identifying where additional training, support, tools, or resources may be required.

- Training, Awareness, & Competence: CV's, training records and certificates are part of individual employee personnel records maintained by Human Resources. Annual reviews, goal setting, and measurement evaluate the competence and performance of all personnel. Employees whose work directly impacts the environment or corporate environmental programs are appropriately trained on those elements.

7.4. Infrastructure & Work Environment:

Belfry Group Ltd maintains a safe and comfortable work environment for all employees. Where possible, reasonable accommodations are made for a specific individual's accessibility, or ergonomic needs. Workstations are ergonomically arranged to support personal comfort and productivity.

- Work areas are organised according to space required for the assigned tasks. Equipment, tools, and supplies are made available as appropriate to each job function or workstation.
- Where appropriate, hazardous material warnings and safety notices are posted. Flammable cabinets and other secured storage are used for certain materials as specified by the item's Material Safety Datasheet (MSDS). Additionally, eye wash stations are installed wherever hazardous chemicals are in use. Noise levels are monitored in production areas, with noise abatement and/or hearing protection available as appropriate.



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8.0 Documentation & Records

8.1. Controlled Documents:

The Integrated QMS / EMS Manual, subordinate procedures, work instructions, and references are controlled documents. Changes to these items are maintained under revision control. Controlled Documents are maintained in a folder on the main server which provides access to all staff but is locked to give editing rights to the Quality & Safety Manager only. Changes to the Integrated QMS / EMS Manual require the approval of the Board of Directors.

8.2. Uncontrolled Documents:

Printed copies of any quality documents are considered uncontrolled. Controlled copies are maintained in electronic form on the company server. All documents and records relating to the QMS / EMS are maintained in a legible format and identifiable to the appropriate product(s), process(es), or program(s).

8.3. Control of Records:

Records required in support of the Quality System are identified and maintained by the appropriate team. Records are stored and maintained in a manner that is readily accessible and minimises deterioration, damage, or loss. Wherever possible, records are maintained electronically with the appropriate security and/or network backups. After the minimum retention period, records may be stored at an off-site location or destroyed.



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9.0 Customer Focus

9.1. Customer Focus:

Belfry Group Ltd continually strives to improve its responsiveness to its customers, to anticipate customer requirements, and to provide world class products and services. Customer feedback, including complaints, is managed through the Customer Satisfaction Evaluation Report and Customer Complaints systems.

9.2. Customer Contracts:

Contract inquiries are reviewed by both business and technical personnel to ensure requirements are understood and the necessary information is available to fulfil the requirements of the order/contract. Orders are reviewed prior to acceptance to confirm the understanding of the requirements, internal capabilities (process, quality assurance, test equipment, subcontractors, delivery), and the organisation's capacity to meet those requirements within the time required.

9.3. Customer Support:

The Helpdesk is responsible for organising technical support and customer training where required. This is achieved by coordination of Management and Engineering staff.

9.4. Customer Satisfaction:

Customer visits, customer surveys, review meetings with customers and other customer communications are used to gather information on customer satisfaction. The results of both customer satisfaction surveys and customer feedback reports are reviewed as part of the Business Review process.

10.0 Product Realisation

10.1. Planning of Product Realisation:

The product life cycle manages a product from development throughout its life. The six phases of the Product Lifecycle are:

- **Concept:** Product ideas are identified, investigated and selected based on the current corporate strategy. The Managing Director evaluates ideas and approves or rejects ideas based on established criteria, balancing resources and projects.
- **Definition:** Project definition involves the translation of the product's requirements into plans and specifications. Operations develops the product as per the framework of the specification.
- **Engineering:** Hardware and software prototypes are developed according to the specification. System test specifications, manufacturing test and assembly, and support processes begin during this phase.
- **Qualification:** Product qualification encompasses all activities required for successful transition from engineering development to production. This phase is used to validate the product, documentation, testing methods, assembly processes, and manufacturing yields, prior to General Availability.
- **Launch:** The launch phase introduces the product to the market and verifies how well the product meets its performance goals, quality criteria, sales projections, revenue / profit objectives, order processes, and cost projections during volume productions.
- **Maintenance:** Maintenance begins after General Availability and encompasses all activities required for successful sale and deployment of the product.

10.2. Design & Development

- **Planning:** Project development plans include product functionality and features, organisational relationships and responsibilities, and required resources and activities. Plans are updated as the design evolves to document verified milestones.
- **Inputs:** Design input is based on customer input and internal research of potential market opportunities. Design input documents are maintained by the appropriate Project Manager for the duration of the development effort. These documents are then filed by Helpdesk.
- **Outputs:** Design output is documented with product functional specifications, drawings, acceptance tests, and regulatory compliance reports. Operations and Product Management ensure that design output meets the design input



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requirements. Formally released documents provide information for purchasing, production, and service.

- **Review:** Design review meetings are held regularly throughout the development phase to ensure the product meets performance and manufacturability standards. Design Phase Checklists and review minutes with any follow-up actions are documented and maintained.
- **Verification:** Design verification establishes that product functional parameters are consistent with design requirements. An engineering prototype tests product functionality against established specifications and features. The Project Team evaluates the product based on its intended uses(s) in a customer environment. Records of product verification are maintained.
- **Validation:** The Quality Management Team assists with Engineering Monitoring and customer evaluations to validate the design for its intended use.
- **Control of Changes:** The Project Team controls all changes, modifications, and revisions. The Project Team identifies the affected items, controls revisions, and establishes the appropriate review and approvals which are then filed by Helpdesk.



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11.0 QMS Supporting Elements

11.1. Process Control:

Monitoring and control of product is tracked in the In-site database for each product tested. Monitoring and control of suitable parameters and product characteristics ensures products meet the specified requirements. Inspection records and test results are maintained as objective evidence. Analysis of test or inspection results is used to identify problems. Compliance with workmanship standards is confirmed through inspection and supplier reports. Internal audits are used to monitor key processes.

11.2. Control of Process Changes:

When a significant change is made to an established process (e.g. new employee, machine, or technique), a critical examination is made of the first units(s) processed after the change. Employee qualification(s) and re-qualification requirements are established for all applicable processes. These requirements, at a minimum, address experience, training, and demonstrated skills.

11.3. Materials & Purchasing:

Purchasing documents contain clear descriptions of the product or service ordered including appropriate identification codes, numbers, or references. All purchasing documents are reviewed and approved prior to release to the supplier. Receiving ensures that the product received conforms to the stated requirements of the purchase order. The Materials team, with support from Quality Systems and Engineering, is responsible for ensuring that procured products and services conform to quality standards and specifications. The Approved Supplier List is maintained by the Quality Manager.

11.4. Supplier Review:

Periodically, approved suppliers are reviewed as required to ensure their on-going ability to meet Belfry Group Ltd quality requirements. This review includes quality metrics, workmanship, account management, product delivery, communication, service / flexibility, and technical services.

11.5. Product / Service Control:

The Materials team meets with representatives from Sales, Marketing, Production, and Finance to develop a monthly production plan. Approval of processes and new equipment for testing product is established by Engineering when a product is released. Special processes are monitored, controlled, and maintained in compliance with contractual requirements

11.6. Product / Service Validation:

Product compliance with standards and/or specifications is confirmed through design verification tests. When a product is released, Engineering approves manufacturing and test processes, as well as the test and measurement equipment suitable to the product and/or



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process. Manufacturing test procedures define the test methods and equipment and verify that products function as designed.

11.7. Product Preservation:

Products are handled, stored, packaged, preserved, and delivered with methods that protect the integrity of the product. Appropriate precautions are taken with static-sensitive components. Employees who have a direct contact with product are trained appropriately. Secure storage areas are maintained for incoming materials, in-process product, final product, and rejected material. Packaging, preservation, and marking are monitored and controlled. Products are protected through delivery to our customers. Packaging materials are subject to considerations regarding reduction and recycling.

11.8. Identification and Traceability:

All material is identified on receipt by an item number, attached label, or marking on the material. Serial number, part number, and product name identify finished products. Products are identified at delivery by packing lists and external markings on shipping container(s). Test stamps, serial numbers, and customer order numbers ensure traceability through production, delivery, and service.

11.9. Control of Non-conforming Product:

Non-conforming material is identified and segregated from conforming material. The Customer Service team notifies customers and recalling non-conforming product that has been sent to them. Details of the evaluation of non-conforming products are documented and reviewed by the appropriate departments.



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12.0 EMS Key Elements

12.1. Communication:

Corporate goals and performance targets relating to the environmental elements of the Quality Management System are communicated through various company and functional team meetings. External requests for information regarding the environmental management system are managed by the Quality & Safety Manager with review and input from the Management Team as required.

12.2. Compliance with Legal and Other Requirements:

As part of the permit renewal process, Belfry Group Ltd reviews its compliance with relevant Council, Government, and EU environmental legislation, regulations, and program requirements, at least once per calendar year. Additionally, the Safety Committee conducts regular facility audits to ensure operational compliance with all applicable statutes, regulations, permits, and stated EMS guidelines.

12.3. Operational Control:

As appropriate, for each or activity associated with the significant environmental aspects, control procedures and / or work instructions are established to ensure work is performed per the environmental policy, as well as established environmental objectives and programs.

12.4. Emergency Preparedness & Response:

The Safety Committee implements, practices, and evaluates the emergency response procedures including employee safety, coordinating response activities with the applicable agencies, and addressing any environmental impacts resulting from an emergency situation.

13.0 Measurement, Data Analysis, & Audits

13.1. General Requirements:

Measurement and analysis processes are designed so those near the sources of information can make decisions independent of the organisational hierarchy. Where possible, decision making is based on facts gathered through measurement and analysis. Measurements are made of the following:

- Product characteristics
- Process performance
- Customer satisfaction
- Supplier performance
- Achievement of objectives / goals
- Financial results

13.2. Monitoring and Measurement of Product:

Incoming product is held in a separate area until it is verified against specified requirements. The frequency, detail, and nature of inspection are determined by the amount of control exercised at the supplier's premises. The test and conformance status of all products is clearly identified. This identification may be in the form of product test stamps, and/or a serial number tracked through the test and defect-tracking database. Identification ensures that only conforming products are delivered to customers.

The identity of the person authorising release of product is traced through test stamps, database login profiles, and / or signature. Final inspection and test is completed per documented test procedures to ensure each product meets all established requirements.

13.3. Control of Monitoring and Measuring Devices:

Measurement equipment used to establish product conformance is subject to systematic calibration checks at established intervals to verify conformity with specified accuracy limits. Calibration of all equipment is completed by certified calibration agencies. Calibration certificates and records are maintained as quality records. All test and measurement equipment is identified with a "Calibration Date", a "No Calibration Required", or "Maintenance Due dd/mm/yy" sticker, as appropriate.

13.4. Analysis of Data:

Data is collected to monitor process performance and product quality, to resolve problems, and to identify opportunities for improvement. Pertinent process, product, and customer data is collected, analysed evaluated for trends and linkages to other data. Reviews are conducted with suppliers, cross-functional teams, and in regular management review meetings.

13.5. Internal Audit:

The Quality & Safety Manager coordinates all audit-related activities associated with the QMS / EMS. Audits are set at regular intervals to ensure all aspects of the QMS / EMS are reviewed. The



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frequency of the audits is based on the results of previous audits and the significance of individual system activities. The minimum audit cycle is once per calendar year.

13.6. Audit Results:

The results, including strengths, opportunities for improvement, and suggestions from internal and external audits, are reviewed by the Quality & Safety Manager and the functional area audited. Discussion includes the possibility of corrective or preventive actions as well as continual improvement opportunities. A summary of internal and external audit activities (results, findings, observations, improvements) is reviewed as part of the Management Review Meetings.



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14.0 Continual Improvement

14.1. Improvement:

In order to maintain continual improvement of the business, there is collective feedback of results through a variety of channels. Processes, inspection and test reports, supplier suggestions, internal and external audit reports, field service reports, and customer feedback are reviewed for continual improvement opportunities.

Employees in all functional areas, at all levels, have the authority and ability to propose and implement continual improvement activities.

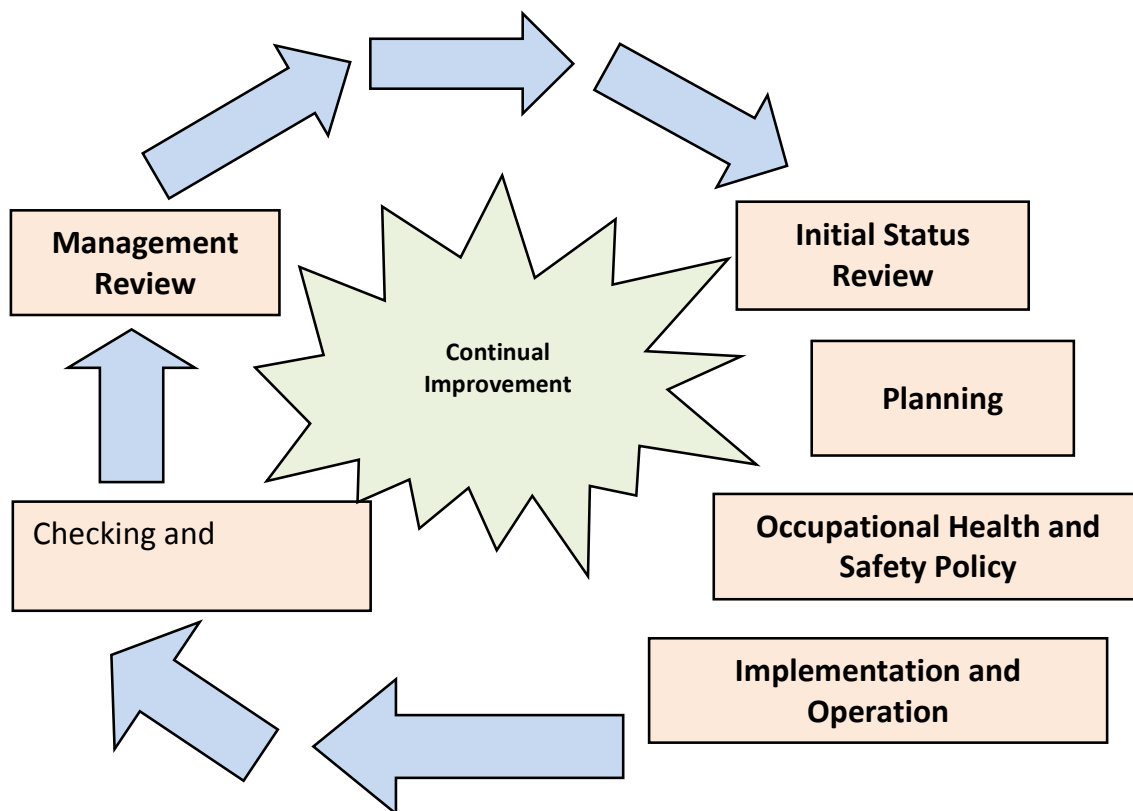
14.2. Corrective Action:

Corrective action requests are documented and reviewed by the Quality & Safety Manager. As appropriate, corrective action is taken to prevent recurrence of non-conformances.

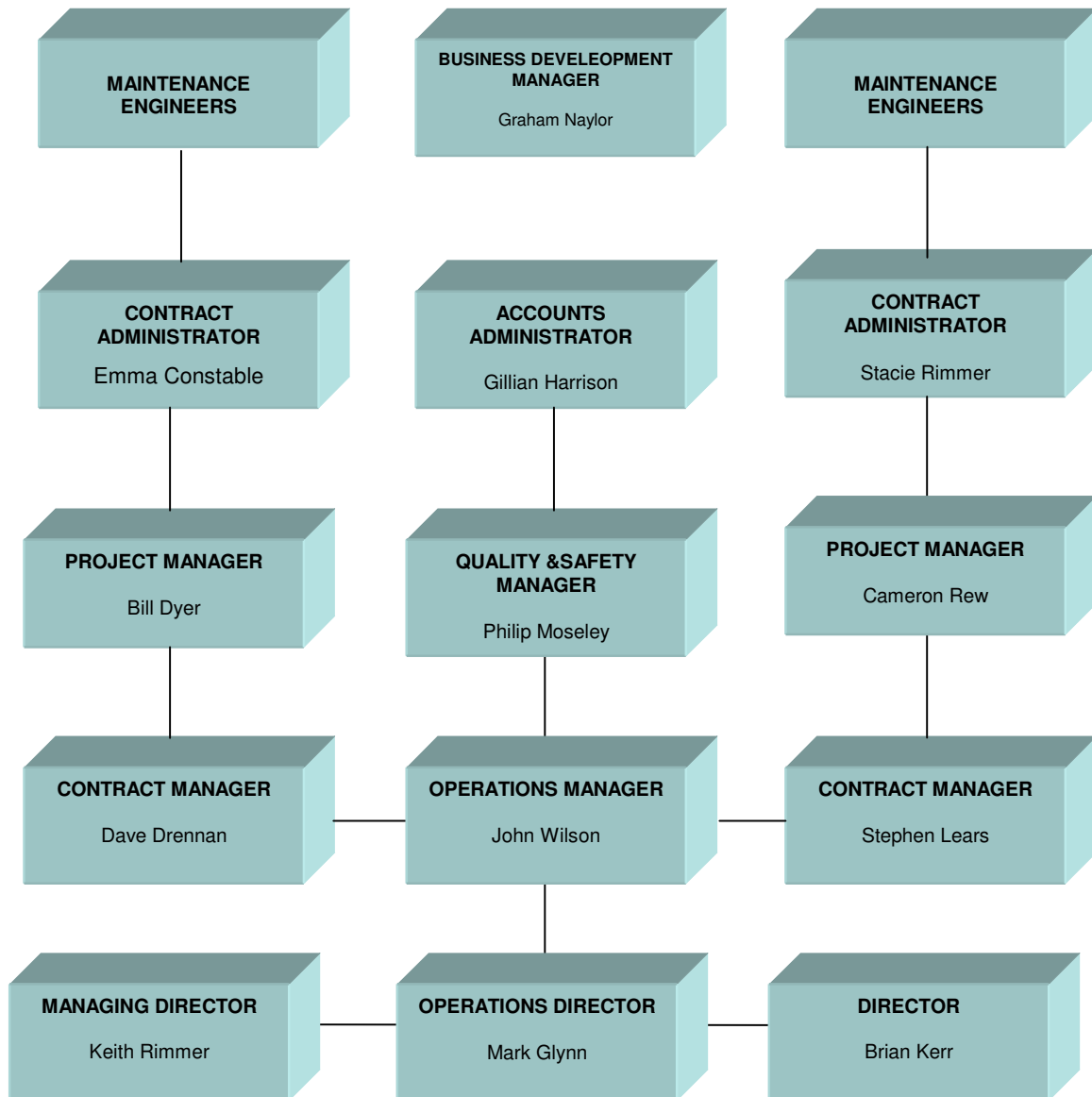
14.3. Preventive Action:

Preventive actions requests are reviewed for a risk-benefit assessment. As appropriate, preventive action is taken to address potential problems, customer issues, or EMS failures.

Integrated Management System Map



Organisation Structure





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Accountability

Environmental Responsibilities	Person(s) Responsible
Establish Overall Direction	Managing Director
Develop Environmental Policy	Quality & Safety Manager
Develop Environmental Objectives, Targets and Programmes	Relevant Managers
Monitor Overall EMS Performance	Quality & Safety Manager, Operations Manager
Ensure Regulatory Compliance (External)	Quality & Safety Manager
Ensure EMS Compliance (Internal)	All Managers
Ensure Continual Improvement	All Managers, Quality & Safety Manager
Identify Customers Expectations	Business Development Staff
Identify Suppliers Expectations	Purchasers, Buyers
Develop and Maintain Accounting Procedures	Finance/Accounting Managers
Comply with Defined Procedures	All Staff

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List of Controlled Documents

000	Master List Of Documents	OP 01	01 Document Control	01 (Mar 11)
201	Personnel File Index	OP 02	05 Recruitment	01 (Mar 11)
301	Enquiry Booking In Form	OP 03	03 Sales - Tenders	01 (Mar 11)
302	Enquiry Tender Form - Major	OP 03	03 Sales - Tenders	01 (Mar 11)
303	Enquiry Tender Form - Minor	OP 03	03 Sales - Tenders	01 (Mar 11)
304	Quotation Sheet	OP 03	03 Sales - Tenders	01 (Mar 11)
305	Quotation PPE	OP 03	03 Sales - Tenders	01 (Mar 11)
306	Quotation Acceptance Form	OP 03	03 Sales - Tenders	01 (Mar 11)
307	Terms of Business	OP 03	03 Sales - Tenders	01 (Mar 11)
308	Solar Thermal Quotation	OP 03	03 Sales - Tenders	01 (Mar 11)
401	Programme of Works	OP 04	04 Contract Award	01 (Mar 11)
402	Client Contract	OP 04	04 Contract Award	01 (Mar 11)
403	Contract Information Sheet	OP 04	04 Contract Award	01 (Mar 11)
501	Telephone Applicant Details	OP 05	05 Recruitment	01 (Mar 11)
502	Employment Application	OP 05	05 Recruitment	01 (Mar 11)
503	Initial Interview	OP 05	05 Recruitment	01 (Mar 11)
504	Employee Details Form	OP 05	05 Recruitment	01 (Mar 11)
505	Contract of Employment	OP 05	05 Recruitment	01 (Mar 11)
506	Job Description	OP 05	05 Recruitment	01 (Mar 11)
507	Personal Details	OP 05	05 Recruitment	01 (Mar 11)
508	Uniform Issue Form	OP 05	05 Recruitment	01 (Mar 11)
509	Termination Form	OP 05	05 Recruitment	01 (Mar 11)
510	Staff CV	OP 05	05 Recruitment	01 (Mar 11)
511	Medical Questionnaire	OP 05	05 Recruitment	01 (Mar 11)
512	Employee Handbook	OP 05	05 Recruitment	01 (Mar 11)
601	TUPE Information Request Fax	OP 06	06 TUPE	01 (Mar 11)
602	TUPE Information Request Letter	OP 06	06 TUPE	01 (Mar 11)
603	TUPE Check List	OP 06	06 TUPE	01 (Mar 11)
604	TUPE Staff Takeover Letter	OP 06	06 TUPE	01 (Mar 11)
605	TUPE Employee Contract Loss Notification	OP 06	06 TUPE	01 (Mar 11)
606	TUPE Employment Details	OP 06	06 TUPE	01 (Mar 11)
701	EcoPod New Client Survey	OP 07	07 EcoPod	01 (Mar 11)
702	Solar Thermal Quotation	OP 07	07 EcoPod	01 (Mar 11)
703	EcoPod Checklist	OP 07	07 EcoPod	01 (Mar 11)
704	Commissioning Log Book	OP 07	07 EcoPod	01 (Mar 11)
705	Pressure Testing Certificate	OP 07	07 EcoPod	01 (Mar 11)

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801	Training Record Matrix	OP 08	08 Training & Development	01 (Mar 11)
802	Company Induction	OP 08	08 Training & Development	01 (Mar 11)
803	New Employee Training Appraisal	OP 08	08 Training & Development	01 (Mar 11)
804	Toolbox Talks Booklet	OP 08	08 Training & Development	02 (Oct 11)
805	Staff Appraisal Form	OP 08	08 Training & Development	01 (Mar 11)
806	Disciplinary Record	OP 08	08 Training & Development	01 (Mar 11)
807	Training Attendance Form	OP 08	08 Training & Development	01 (Mar 11)
901	Site Visit Monitor	OP 09	09 Site Visit	01 (Mar 11)
902	Site Visit Report	OP 09	09 Site Visit	01 (Mar 11)
903	Minutes of Customer Meeting	OP 09	09 Site Visit	01 (Mar 11)
904	Site Inspection Report	OP 09	09 Site Visit	01 (Mar 11)
905	Construction Site Inspection Report	OP 09	09 Site Visit	01 (Mar 11)
1001	Holiday Planner and Sickness Record	OP 10	10 Absence	01 (Mar 11)
1002	Leave Application	OP 10	10 Absence	01 (Mar 11)
1003	Absence Statement	OP 10	10 Absence	01 (Mar 11)
1004	Recurrent Sickness Letter	OP 10	10 Absence	01 (Mar 11)
1005	Consent For Medical Report	OP 10	10 Absence	01 (Mar 11)
1006	Application for a Medical Report	OP 10	10 Absence	01 (Mar 11)
1007	Return to Work Interview Form	OP 10	10 Absence	01 (Mar 11)
1101	Accident and Incident Report Form	OP 11	11 Health & Safety	01 (Mar 11)
1102	Accident & Incident Investigation Report	OP 11	11 Health & Safety	01 (Mar 11)
1103	Belfry Group Limited H & S Policy	OP 11	11 Health & Safety	02 (Dec 11)
1104	Fire Precautions Risk Assessment	OP 11	11 Health & Safety	01 (Mar 11)
1105	Intentionally Blank	Intentionally Blank	Intentionally Blank	Intentionally Blank
1106	Integrated Management System - Internal Audit	OP 11	11 Health & Safety	01 (Mar 11)
1107	Belfry Group Permit to Work - General	OP 11	11 Health & Safety	01 (Mar 11)
1108	Accident Chart	OP 11	11 Health & Safety	01 (Mar 11)
1109	Monthly Risk Management Report	OP 11	11 Health & Safety	01 (Mar 11)
1110	Contractor Safety Booklet	OP 11	11 Health & Safety	01 (Mar 11)
1111	Risk Assessment Form	OP 11	11 Health & Safety	01 (Mar 11)
1112	Method Statement	OP 11	11 Health & Safety	01 (Mar 11)
1113	Driving Risk Assessment	OP 11	11 Health & Safety	01 (Mar 11)
1114	Controlled Waste Transfer Note	OP 11	11 Health & Safety	01 (Mar 11)
1115	Accident Injury Stats	OP 11	11 Health & Safety	01 (Mar 11)
1116	Face Fit Test Record	OP 11	11 Health & Safety	01 (Mar 11)
1117	Face Fit Test Form	OP 11	11 Health & Safety	01 (Mar 11)
1118	Fire Drill Observation Sheet	OP 11	11 Health & Safety	01 (Mar 11)

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1119	Permit to Work - Hot Work	OP 11	11 Health & Safety	01 (Mar 11)
1120	CoSHH Assessment	OP 11	11 Health & Safety	01 (Mar 11)
1121	Permit to Work - Electrical	OP 11	11 Health & Safety	01 (Mar 11)
1122	Permit to Work - Roof Access	OP 11	11 Health & Safety	01 (Mar 11)
1123	Permit to Work - Confined Spaces	OP 11	11 Health & Safety	01 (Mar 11)
1124	Risk Assessment – Young People At Work	OP 11	11 Health & Safety	01 (Mar 11)
1201	CSER Offer Letter	OP 12	12 CSER	01 (Mar 11)
1202	CSER Form	OP 12	12 CSER	01 (Mar 11)
1203	Customer Data Analysis Sheet	OP 12	12 CSER	01 (Mar 11)
1301	Customer Complaint Form	OP 13	13 Customer Complaints	01 (Mar 11)
1401	Expenses Sheet	OP 14	14 Purchasing	01 (Mar 11)
1402	Timesheet (Office Staff Weekly)	OP 14	14 Purchasing	01 (Mar 11)
1403	Purchase Authorisation Levels	OP 14	14 Purchasing	01 (Mar 11)
1404	Supplier Questionnaire	OP 14	14 Purchasing	01 (Mar 11)
1405	New Supplier & Subcontractor Setup Form	OP 14	14 Purchasing	01 (Mar 11)
1406	Supplier Appraisal Report	OP 14	14 Purchasing	01 (Mar 11)
1407	Clawback Agreement Form	OP 14	14 Purchasing	01 (Mar 11)
1408	Purchase Order	OP 14	14 Purchasing	01 (Mar 11)
1409	Approved Supplier Listing	OP 14	14 Purchasing	01 (Mar 11)
1410	Operatives Weekly Timesheet	OP 14	14 Purchasing	01 (Mar 11)
1501	Received Order Inspection	OP 15	15 Goods Received & Inspection	01 (Mar 11)
1601	Calibration Test Register	OP 16	16 Control of Equipment	01 (Mar 11)
1602	Equipment Repair Record	OP 16	16 Control of Equipment	01 (Mar 11)
1603	Portable Appliance Inspection Record	OP 16	16 Control of Equipment	01 (Mar 11)
1604	Access Fob Registration Form	OP 16	16 Control of Equipment	01 (Mar 11)
1701	Vehicle Allocation Sheet	OP 17	17 Vehicles	01 (Mar 11)
1702	Company Vehicle Details	OP 17	17 Vehicles	01 (Mar 11)
1703	Personal Driving History	OP 17	17 Vehicles	01 (Mar 11)
1704	Drivers Insurance Questionnaire	OP 17	17 Vehicles	01 (Mar 11)
1705	Combined Vehicle Record	OP 17	17 Vehicles	01 (Mar 11)
1706	Vehicle Mileage Sheet	OP 17	17 Vehicles	01 (Mar 11)
1707	Accident Report Form	OP 17	17 Vehicles	01 (Mar 11)
1708	Lift Truck Checklist	OP 17	17 Vehicles	01 (Mar 11)
1709	Authorised Plant Users Register	OP 17	17 Vehicles	01 (Mar 11)
1710	New-Review Driver Information	OP 17	17 Vehicles	01 (Mar 11)
1801	Environmental Policy	OP 18	18 Environmental	03 (Dec 11)
1802	Controlled Waste Transfer Note	OP 18	18 Environmental	01 (Mar 11)
1803	Refrigerant Control Sheet	OP 18	18 Environmental	01 (Mar 11)

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1804	Environmental Aspects & Impacts Register	OP 18	18 Environmental	01 (Mar 11)
1805	Refrigerant Control Database	OP 18	18 Environmental	01 (Mar 11)
1806	FGAS Record Sheet	OP 18	18 Environmental	01 (Mar 11)
1807	Transport Emergency Card	OP 18	18 Environmental	01 (Mar 11)
2001	Customer-Supplier - Non-Conformance Report	OP 20	20 Non Conformance	01 (Mar 11)
2101	Audit Plan	OP 21	21 Review of Management Systems	01 (Mar 11)
2102	Internal Audit Report	OP 21	21 Review of Management Systems	01 (Mar 11)
2103	Management Review Agenda	OP 21	21 Review of Management Systems	01 (Mar 11)
2104	Audit Non Conformance Report	OP 21	21 Review of Management Systems	01 (Mar 11)
2105	Request to Change Procedure	OP 21	21 Review of Management Systems	01 (Mar 11)
2106	ISO 14001 Internal Audit Report	OP 21	21 Review of Management Systems	01 (Mar 11)