





The Belfry Group Limited

## Quality Manual

Revision 1.3  
Monday, 04 July 2011

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<i>Quality Assurance Record</i>	
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# **1.0 Quality Management System**

# **QUALITY MANUAL**

## **1<sup>ST</sup> EDITION**

### **1.1 General Requirement**

BELFRY MAINTENANCE SERVICES LTD operates a formal quality system outlined in the Operations Manual.

The quality system is structured so as to enable the company to achieve a quality service to its clients objectively and economically.

Processes are laid down to ensure:

- Evaluation of client requirements.
- Error free delivery of service to clients.
- Maximum use of effective IT for establishing levels of service provision, identifying areas for improvement and productivity.
- Internal Auditing.
- Staff Assessment/Competence.
- Evaluation of Client Complaints.
- Setting of targets on a continuous improvement process.
- Performance measurement.
- Control of Sub-contracted services
- Contracts are given a Quality Plan which is specific to a particular contract/client.

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**1.2.1 General Documentation**

Documented processes are laid down to control:

Corrective actions

Preventive actions

Non conforming product

Document Control

Internal Audits

Other processes may be described by documentation or flowchart means as best fits the companies operations.

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**1.2.2 Quality Manual**

1. The Quality Manual describes the policy, organisation and processes used by BELFRY MAINTENANCE SERVICES LTD in the provision of services contracted by clients.
2. The processes specified in this document, together with the related documents described in clause 4 Product Realization, apply to all activities covered in the scope of services provided by BELFRY MAINTENANCE SERVICES.
3. Where inconsistency exists between these processes and client contract or order, the requirements of the client shall at all times prevail as long as both parties meet statutory obligations.
4. For the purposes of design, this manual describes the processes necessary to design Planned Maintenance Programmes to meet client requirements.
5. Sprinkler design is excluded.
6. Verification of purchased products - verification by the purchase of goods supplied to a given specification is not a normal function of the activities of BELFRY's customers.

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**1.2.3 Control of Documents**

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**1 CONTRACT DOCUMENTS**

- 1.1 Master Files containing original signed agreement copies and contract updates shall be held in a secure environment.
- 1.2 Files of each contract shall be held, including contract agreement, correspondence, invoicing and quotations. These may be in an electronic format.
- 1.3 Administration Department will maintain a record of all extra works in progress, invoiced extra works. These may in an electronic format.
- 1.4 Contract details will be entered into the business management system. Changes will be requested and recorded on contract update form OP11.
- 1.5 All relevant Contract operational data is recorded on specific Contract Quality Plans e.g. these state use of clients own or site-specific asset registers, tasks and PPM schedules.

**2 TECHNICAL LIBRARY**

2.1 The following technical literature is kept at Our main Office for use on request:

Relevant British Standards  
Relevant Codes of Practice  
Health & Safety at Work Regulations

- 2.2 Up to date information is supplied where ever possible by reference to commercial databases via the Internet, DVD and CD ROM.
- 2.3 The Head of QA updates and reviews the Library as and when required.
- 2.4 The Head of QA and H&S Manager ensure any changes in Legislation or Codes of Practice are brought to the attention of all Managers and Technicians by means of Review meetings and general issue Bulletins.

**3 IT & MANUALS**

- 3.1 IT systems are supported by in house IT department with specialist support contracts as required.
- 3.2 It is the responsibility of the Head of QA to ensure all manuals, primarily via the corporate Intranet and hard copy, are maintained, controlled and issued. IT copies will be read only and hardcopies issues recorded using form QA1.
- 3.3 It is the responsibility of the Head of QA to distribute any changes to manuals using form QA2.

### **1.2.3 Control of Documents**

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- 3.4 All employees will receive a protected CD ROM or hard copy.
- 3.5 It is the responsibility of the recipient on receipt of amendments to destroy all previous copies.
- 3.6 The Head of Engineering Development is responsible for all alterations to the Task Book (work instructions) and changes being approved at Management team reviews.
- 3.7 The Head of QA ensures all standard forms are maintained and controlled. They are kept for use on the IT server.
- 3.8 Existing stocks of externally printed forms shall be used before the forms are re-issued unless the Head of QA informs users otherwise.

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**1.2.4 Control of Records**

1. Records of maintenance and Quality Assurance system documents are maintained to demonstrate compliance to statutory and client specifications.
2. These records are maintained by departments and are kept for 5 years or as required by statutory requirement.
3. As required records are stored in appropriate conditions and a record kept of the contents of any boxes together with any withdrawals.

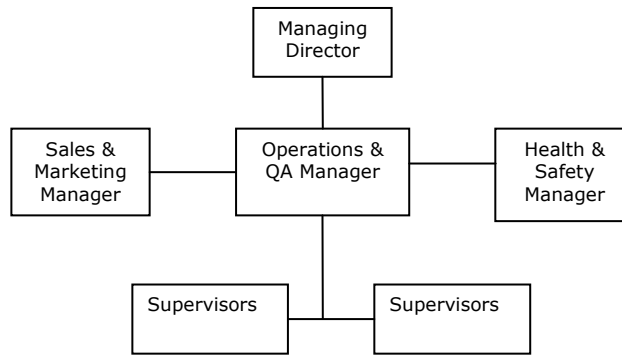
## **2.0 Management Responsibility**

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**2.0 Management Responsibility**

- 5.1 Commitment Clause**
- 5.2 Focus Clause**
- 5.3 Policy Clause**
- 5.4 Objectives Clause**

Top management is defined as the Executive Directors, Health & Safety Manager, Head of Quality and Engineering Development.



The Managing Director sets the company Quality Policy and Objectives in the format of a Mission Statement.

**"Our mission is to constantly provide a high Quality facilities maintenance and project delivery service to our ever increasing client base in the commercial and corporate property market."**

To achieve this goal, the company has created an environment where: its' clients and suppliers benefit from a longstanding business relationship through fair and equitable treatment, customer satisfaction is earned by exceeding service standards and expectations, the company attracts talented employees through its reputation for technical excellence and a preferred employer.

In the execution of our business activities, the company will at all times provide and maintain service quality in accordance with our commitment to meet the objectives.

It is the responsibility of the company and each of its employees, to ensure that all contractual obligations are met in full, in accordance with all relevant documents, specifications, Quality objectives, improvement measures and other agreed operating criteria, regardless of the source of origin. All employees will at all times comply with current procedures and working practices stated in the Quality Manual.

The company will on a continual basis improve efficiency, cost effectiveness and overall quality of the services provided.

Systems and processes will be regularly audited internally to ensure compliance with this Policy statement in every respect.

The Quality Policy of BELFRY MAINTENANCE SERVICES shall at no time be knowingly compromised.

Managing Director

## **2.5 Responsibilities, Authority and Communication**

1. The Management carries out a review of the Quality system at least once a year. The MD, Directors, H&S Manager and the Head of QA attend these meetings.
2. The Management review includes any changes to the Quality management system.
4. 3.The Head of QA has responsibility for ensuring that the QA system has processes that are implemented and maintained. He reports to the Management Review meeting on the performance of the system and any changes that are required.

## **2.6 Management Review**

1. The Management will review the Companies Quality System at least once per year.
2. The Review will consider information as inputs from the following:
  - Out of Hours Callouts
  - Issue and Return of PPM worksheets
  - Customer Complaints
  - Contract Retentions
  - Debtor Days
  - WIP/% Turnover
  - Over 60 days debtors/% Turnover
  - Results of Internal Audits
  - Numbers of Non-conformances cleared and still outstanding
  - External Audit results
  - Actions arising from previous Top Management Review
3. The Review will document decisions on actions arising from consideration of the above with respect to setting targets and improvement trends as outputs.
4. The Review will consider resource needs with respect to the above inputs.

## **3.0 Resource Management**

## **3.0 Resource Management**

### **6.1 Provision Clause**

### **6.2 Human Resources Clause**

### **6.3 Infrastructure Clause**

### **6.4 Work Environments Clause**

1. All technical staff employed shall comply with the companies Rules and Codes of Practice.
2. The Head of Engineering Development shall draw up Rules and Codes of Practice for Technical operatives to comply with. The H&S Manager will draw up Rules and Codes of Practice for the Safe provision and delivery of the Services provided to Customers.
3. Operatives shall be assessed and training plans developed.
4. Technical and Health and Safety Bulletins will be issued to operatives at least twice per year.
5. Quality, Health & Safety inductions shall be given to staff.
6. All heads of Departments shall report to the MD any new infrastructure or work environment requirements. Any expenditure shall be approved via Capital Expenditure approval form issued and controlled by the Finance Department.

## **4.0 Product Realization**

## **4.0 Product Realization**

### **4.1 Design and Development**

#### **FILING**

A Contract File will be set up containing the following sections:

#### **Section 1 - Contract**

Contract Commercial Details  
Contract agreement  
Tender Submission/correspondence  
Tender specification  
Price breakdown  
Quality Plan

Any salient /client requirements

This section is for initial Set Up only and should not be added to or subtracted from. Subsequent updates are filed in Section 2 " Contract Updates"

#### **Section 2 - Contract Updates**

All contract updating and information is filed in issue status order.

#### **Section 3 – Correspondence**

ALL correspondence, minutes of meetings, sub-contractor reports and technical reports will be filed in this section in date order.

#### **Section 4 - Invoices**

Copies of maintenance invoices.

### **SUBCONTRACTORS**

Sub-Contractor orders **must** contain the following minimum details

- (a) BMS order number
- (b) FULL details of the works to prevent dispute on scope of works to be carried out
- (c) Value of order
- (d) Reporting procedures and required written reports and certificates after each visit
- (e) Access arrangements and Site contact
- (f) Payment terms and invoicing procedures
- (g) Applicable legislation and standards
- (h) Visit schedule matched to PPM arrangements
- (i) Authorities
- (j) Time span of order including expiry date
- (k) Specific Health & safety requirements such as Risk Assessments and work method Statements
- (l) Site specific requirements

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4.1 Design and Development cont'd  
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Sub-contractor terms and conditions should be cross-referenced against those contained within the actual contract. Should those terms differ then prior authorisation **must be** obtained from the Operations Director **before** placement of order.

All sub-contractors should be informed in writing of the following:  
Site Log Book - Location and Use  
Site Access arrangements  
BMS Site contact  
Health & Safety Procedures

**ALL** sub-contractors must complete the site logbooks accordingly.

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**4.2 Purchasing**

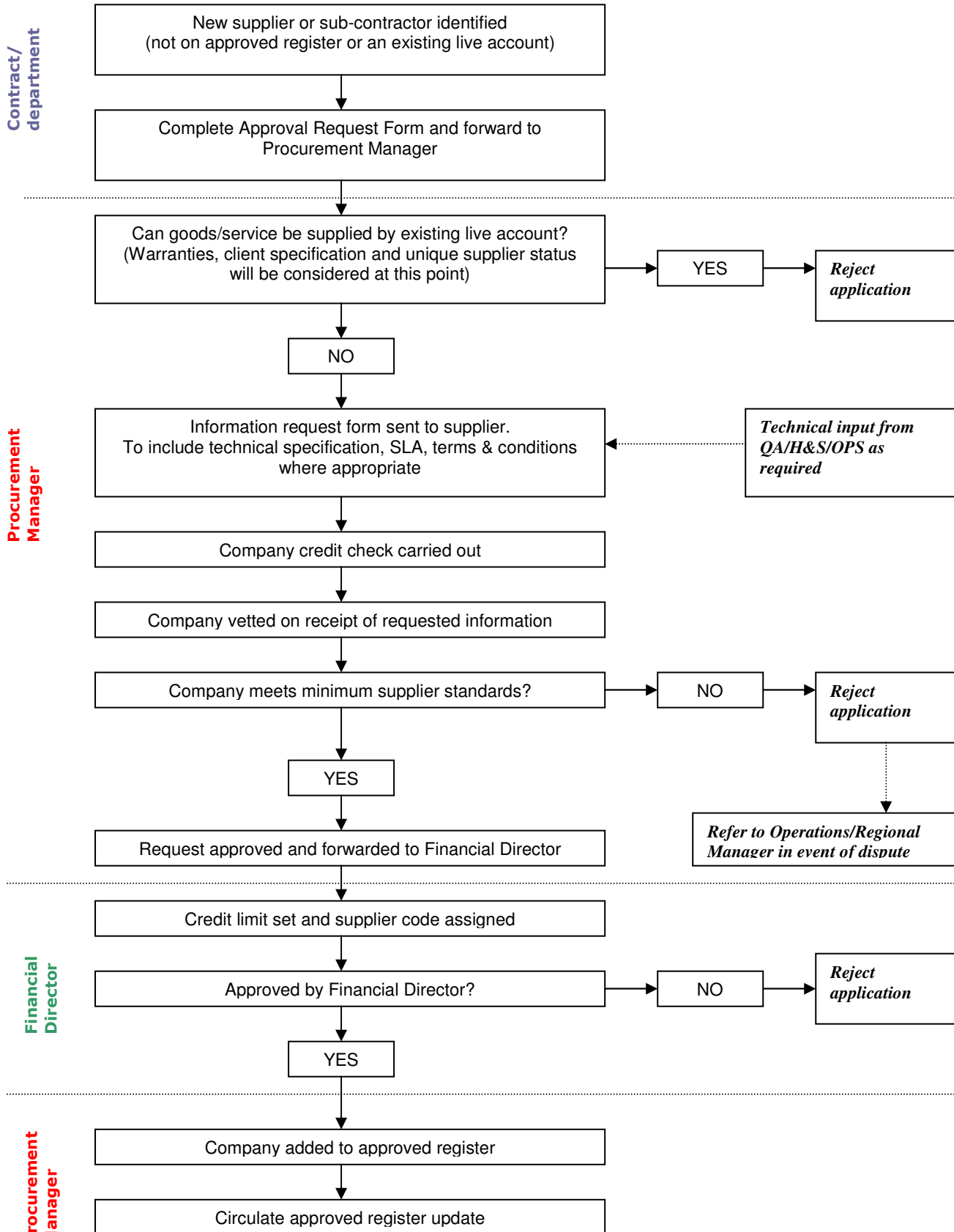
1. Product and subcontract services are primarily obtained from suppliers/manufacturers; assessed and approved by BELFRY MAINTENANCE SERVICES LIMITED.
2. Purchase orders are raised in all cases using the Belfry standard order form which may be generated electronically and contain a full description of the product or service required, including requirement for the following, as applicable:
  - (a) Quality certification.
  - (b) Specific identification and packaging. (Agency Labour can be expressed as "supply Mechanical/Electrical labour")
  - (c) Trace-ability
  - (d) Verification of product at the supplier's/manufacturer's premises.
  - (e) Delivery to site.
  - (f) Quotation reference from sub contractor
3. Authority levels for purchasing are:

"Small Site" administrator	£5,000
"Large Site" administrator	£1,500
"Small Site" Manager	£30,000
"Large Site" Manager	£15,000
Area/Tech manager & Purchaser grades	£6,000
Ops/Regional manager grades	£50,000
Director	Amounts greater than £50,000

4. The Purchasing Manager monitors the performance of suppliers at least annually to ensure that acceptable standards are maintained.
5. Wherever possible all sub-contractors used should be registered to ISO9000
6. The Purchasing Manager controls the registration of all sub-contractors and reviews and issues revised lists as a minimum four times per year.
7. New sub-contractors and suppliers are assessed as per the following flowchart.

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**Sub-contractor and Supplier Approval Process**



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## 4.3 Production and Service Provision

1. The key documents for Quality Provision are
  - THE QUALITY PLAN
  - THE PPM SCHEDULE
2. The change control document is the Contract Update Form
3. Any changes to the contract **must be** recorded on Contract Update Form
4. All PPM changes must be recorded on a new issue no. of the Master PPM Planner, as well as the Contract Update Form
5. The technician (and customer if required and defined within the Quality Plan), signs off the completed PPM sheets, with a copy retained on site with Belfry or Client or at Office for Mobile contracts.
6. The Site Manager or designated supervisor shall audit and countersign a selection of PPM tasks
7. The Belfry Task book is controlled and amended according to clause 4.2 Document Control.
8. Clients Task books are controlled and amended by the Contract Update procedure.
9. The Audit checks for each contract are detailed in the contract's Quality plan. Any contractual obligations for the Quality department to carry out independent internal Quality Audits must be agreed with the Head of Quality.
10. Preventative Actions are achieved by carrying out Line Management Audits using the Site Managers Report and Office Managers Report. The Quality Plan should detail how often these will be carried out. If required will detail how often a formal client review will be carried out. Due to the varying nature of individual contracts individual reports should be produced.
12. Sub-contracted tasks must have a signed worksheet by a Belfry employee and retained as appropriate at Head Office or on site.
13. Additional Works
  - a) Call out-upon receipt of a call out, the designated operative will attend within the contracted timescale to effect repairs as necessary in accordance with contract obligation.
  - b) Repair Works - each customer normally specifies the requirements and instruction process. Works will not normally proceed without an order number; verbal or written issued to Belfry. This may accept a fixed price value or simply contract the works to Belfry to an agreed schedule of rates (time & materials).
  - c) In all cases the operatives must obtain a signed job report sheet verifying the time spent on site.
  - d) All operatives must ensure all works are completed to a high standard.
  - e) Where quotations are issued for fixed price works

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Up to £30,000  
Up to £100,000  
Greater than £100,000

Signed off by Area Manager  
Signed off by Business Unit Director  
Signed off by Director or Managing Director

- a) When raising a service job for fixed price works a full breakdown of the works and costing structure must be supplied.
14. ALL Fixed price project works with single value of >£10,000 will be linked to a main contract and allocated a separate cost code.

### **ENGINEERING RECORD KEEPING**

15. Five standard logbooks will be kept, unless the client instructs otherwise - detailed in the Quality Plan. It is the responsibility of the site and contract managers to ensure these are filled in correctly. Layouts can vary to site conditions but must cover the following areas:

#### **Log Book 1 Electrical**

- Contains all IEE BS inspection and testing results, lightning conduction and NICEIC installation forms.
- ALL ELECTRICAL WORKS MUST HAVE AN IEE, ECA OR NICEIC COMPLETION CERTIFICATE.

#### **Log Book 2 Water Hygiene**

- To be set up by the WT department. Subcontracted Water Treatment must have Logs Books equal to or better than the Belfry WT book.

#### **Log Book 3 Fire Safety**

- Contains records of testing dry risers, fire extinguishers, sprinklers to the requirements of LPC TB6, hose reels, Gaseous extinguishing systems and Fire Alarms.

#### **Log Book 4 Other Services**

- Contains records of lift Inspection, lifting beams, pressure vessel inspections including examination schedule, CORGI equipment including Combustion Service Logs OP5, Refrigeration equipment including Refrigeration service logs OP6, Refrigerant USAGE LOGS OP13 and any REFRIGERANT COMMISSIONING LOGS OP21

#### **Log Book 5 Health & Safety**

- Contains any relevant Health & safety documents such as Insurance certificates, Policy and any Audits

#### **Please note:**

Sub-contracted services must have service logs equal or better than the Belfry standard forms.

### **4.3 Control of Measuring and Monitoring Devices**

1. The Head of Engineering Development determines the type of test (Calibrated) and reference equipment required by the company.
2. A formal calibration system ensures that all test equipment is calibrated at the specified frequencies and that it complies with the specified limits of accuracy. All equipment that requires calibration is marked as such.
3. All equipment not identified as calibrated by a unique BMS label shall be treated as reference equipment only.
4. An inventory of calibrated equipment shall be kept by the storekeeper for the Operations Department and available to clients on demand.
5. A certificate of calibration is obtained for each item calibrated traceable back to national standards.
6. Equipment found to be outside specified limits of accuracy is withdrawn from use until corrected and recalibrated. Products checked with the suspect equipment are re-inspected.
7. The Operations Manager ensures that verification equipment and calibration standards are used and stored under controlled conditions. Where applicable, he ensures that calibrated equipment is "sealed" to prevent unauthorised adjustment.
8. Calibration records are reviewed annually by the QA Manager to assess the effectiveness of the calibration system.
9. The QA Manager appraises the control of verification equipment.
10. The Calibration Equipment shall as a minimum consist of the following:
  - Any Insulation Testers
  - Any Combustion Analysers
11. Operations Managers shall ensure that their Administrators forward details of any new instruments belonging to the list above purchased to the person for inclusion on the Calibration Lists.
12. Operations Managers are responsible for the upkeep of reference and general tools lists within their own departments.

## **5.0 Measurement, Analysis and Improvement**

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### **5.1 General**

### **5.2 Monitoring and measurement**

### **5.3 Control of nonconforming product**

### **5.4 Analysis of data**

### **5.5 Improvement**

1. The conformity of product will be assessed by internal audits, operational reviews, measures of customer complaints, and contract retentions.
2. Customer satisfaction shall be measured as part of the client reviews using Operation Managers Audit form.
3. The quality system is audited by the company to ensure that the Operations Manuals are observed, to identify areas for improvement.
4. The QA Manager shall co-ordinate all audits.
5. Trained personnel perform audits. Audit findings are recorded and follow up audits are carried out, if non-compliance have been identified, to ensure that the implemented corrective action is effective. The auditor shall decide if a non-conformance needs to be raised using standard forms Monthly audit findings including outstanding non-conformances are circulated to all Operations Managers and Directors.
6. A programme of audits shall be drawn up each year by the QA Manager to reflect the contractual obligations as detailed on the Quality Plans.
7. Measurement of the QA process shall be via a spreadsheet process indicating numbers of audits carried out, outstanding, closed out, non-conformances etc.
8. Monitoring of the product shall be defined in the Quality Plan. Typically this would include client reviews, key performance indicators, monthly reports etc.
9. All cases of sub-standard performance of a plant subject to a maintenance contract, or under a repair agreement, are reported to the customer and advice is provided on the necessary corrective action. A documented record (normally a letter) is maintained in the contract file.
10. Customer complaints of poor workmanship, or poor service are logged by the Business Unit Quality Managers in Customer Complaints Logs. The Contract Manager responsible for the contract investigates the problem in question and the findings and the proposed corrective action are discussed with the customer and recorded by the Quality Manager. Monthly reports are forwarded to the Head of Quality for inclusion in central Reports.
11. Customer approval, in writing where practicable, is obtained if a deviation from the agreed contract, or from the expected workmanship standard, is necessary because of exceptional circumstances. All such cases are discussed with the Operations Manager before contacting the customer. Details of such non-conformances, of the action agreed with the customer and of the subsequent action to prevent recurrence are recorded.