

ECG Building Maintenance Ltd t/a



**Integrated Management System
Policy and Procedures Manual**

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1. *Introduction*

The purpose of the Integrated Management System (IMS) Policy and Procedures Manual (PPM) is to outline how ECG Building Maintenance Ltd. t/a ECG Facilities Services (ECGFS) will address management issues against the requirements of various standards.

The manual, based on ISO9001: 2008, is intended to cover:

- Quality Management: ISO9001: 2008
- Environmental Management: ISO14001: 2004
- Occupational Health and Safety: BS8800/OHSAS18001: 2007
- Security Issues

2. *Company Profile*

ECG Building Maintenance Ltd (trading as ECG Facilities Services) with the Head Office based in Blantyre Industrial Estate, Blantyre, and with branch offices at Edinburgh, Manchester, Bristol & London is a UK company providing the maintenance and servicing of building mechanical and electrical and ancillary facilities services and the supply, installation, testing & commissioning of Commercial & Domestic Heating, Commercial Ventilation, Air Conditioning, Water Hygiene systems and Plumbing services.

3. *Scope*

This Integrated Management System Policy and Procedures Manual is applicable to all personnel employed by, or working for, ECGFS Facilities Services.

The Integrated Management System is designed to address the scope identified in section 2 above (Company Profile) and the specific requirements of ISO9001: 2008, ISO14001: 2004 and OHSAS18001: 2007.

Exclusions:

Excludes the Design element, section 7.3, of ISO9001: 2008

Where there is a design element involved ECGFS would rely on input from professional consultancies.

4. *Integrated Policy*

The Managing Director of ECG Facilities Services has overall responsibility for defining, documenting, implementing and reviewing its Corporate Policy in consultation with the Field Engineering Director, the management team and other personnel, or their representatives. The Field Engineering Director is the nominated management representative (for the IMS). The policy statement encompasses all elements of the management system including quality; health & safety; environmental and security (including information security). The policy will be reviewed at least annually, as part of the Management Review programme, or at a frequency dictated by other requirements.

4.1 Policy

The following policy statement is appropriate to the nature, scale and impact of activities, products, services and associated risks carried out by ECGFS Facilities Services, it will be communicated to all employees, other persons working under the control of the company and made available to other interested parties on request.

ECG Facilities Services – Corporate Policy Statement

ECG Facilities Services aim not only to satisfy, but also exceed, their customers' expectations by providing them with a quality service.

ECG Facilities Services aim to:

- Develop an Integrated Management System that will comply with requirements and lead to continual improvement in all areas of our operations.
- By clearly defining aims and objectives, be able to train and develop the competency of our people to the standard required for delivery of a first class quality service to customers while demonstrating our commitment to health, safety and the environment.
- Ensure confidentiality of information, including that provided by customers.
- Identify and comply with all relevant legislation and other requirements to which we subscribe.
- Assess the environmental impact of our key processes, products or services.
- By careful selection of suppliers, careful use of materials and resources, seek to eliminate or reduce waste and aim to prevent pollution.
- Provide a safe and healthy working environment for all our people with a commitment to preventing injury and ill health.
- Develop a health and safety awareness culture throughout the organisation ensuring that best use is made of all safety related items.
- Ensure the health and safety of sub contractors and other persons who may be affected by our activities.
- Conduct our activities responsibly and in a manner that will protect from harm our staff, the public and the environment.
- Ensure that all employees are aware of their statutory duties and take reasonable care of themselves, others and the environment.

ECG Facilities Services will achieve these aims, and meet our business objectives, through the development of an Integrated Management System, internal communication, supervision, and the ongoing training and development of all our personnel.

A blue ink signature of Stephen Hawthorne, consisting of stylized initials and a surname.

Stephen Hawthorne

Managing Director

Date: 24/08/11

Revision: 5

Date: 24/08/11

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5. *Integrated Management System*

5.1 General Requirements

ECGFS will establish, document, implement, maintain and develop an Integrated Management System in keeping with the requirements of ISO9001: 2008, ISO14001: 2004 and OHSAS18001: 2007. Processes will be identified to enable ECGFS to meet customer, legal and other requirements, where necessary, such processes will be documented. Suitable records will be maintained to demonstrate conformity to identified requirements. Effective control will be maintained over any process that may be outsourced.

The Integrated Management System Policy and Procedures Manual address key processes determined by the company in line with requirements of the applicable standards and form the basis of the Management System. The sequence and interactions of these processes are contained in the text and link to figures 1 and 2, which follow. A process interaction flow chart is also available. [The Resource File](#) contains additional information; Works Instructions will be included where they add value.

The manual is developed around ISO9001: 2008 and linked to other standards as demonstrated by the [Standards Cross-reference to Documentation](#).

Key Paragraphs:

1. IMS General Requirements
2. Management Responsibility
3. Resource Management
4. Product Realisation
5. Measurement, Analysis & Improvement

Other standards include:

Environmental Management: ISO14001: 2004
Occupational Health & Safety: BS8800/OHSAS18001: 2007
In addition Security issues will be addressed.

5.1.1 Aim of Standards

Quality Management ISO9001

Assures the efficiency of documentation, design and process that deliver services to meet customer needs – [see figure 1](#).

Based on 8 quality management principles:

- | | |
|---|--|
| Principle 1 - Customer focused organisation | Principle 5 - System approach to management |
| Principle 2 - Leadership | Principle 6 - Continual improvement |
| Principle 3 - Involvement of people | Principle 7 - Factual approach to decision making |
| Principle 4 - Process approach | Principle 8 - Mutually beneficial supplier relationships |

Environmental Management ISO14001

Helps protect human health and the environment from potential impacts of activities, products or services while providing opportunities for significant competitive advantage.

Based on 5 key principles and continual improvement – [see figure 2](#)

Occupational Health & Safety BS8800/OHSAS18001

Provides guidance on occupational health & safety management based on risk assessment while OHSAS18001 was developed as a standard against which management systems can be assessed and certified.

Based on 5 key principles and continual improvement – [see figure 2](#)

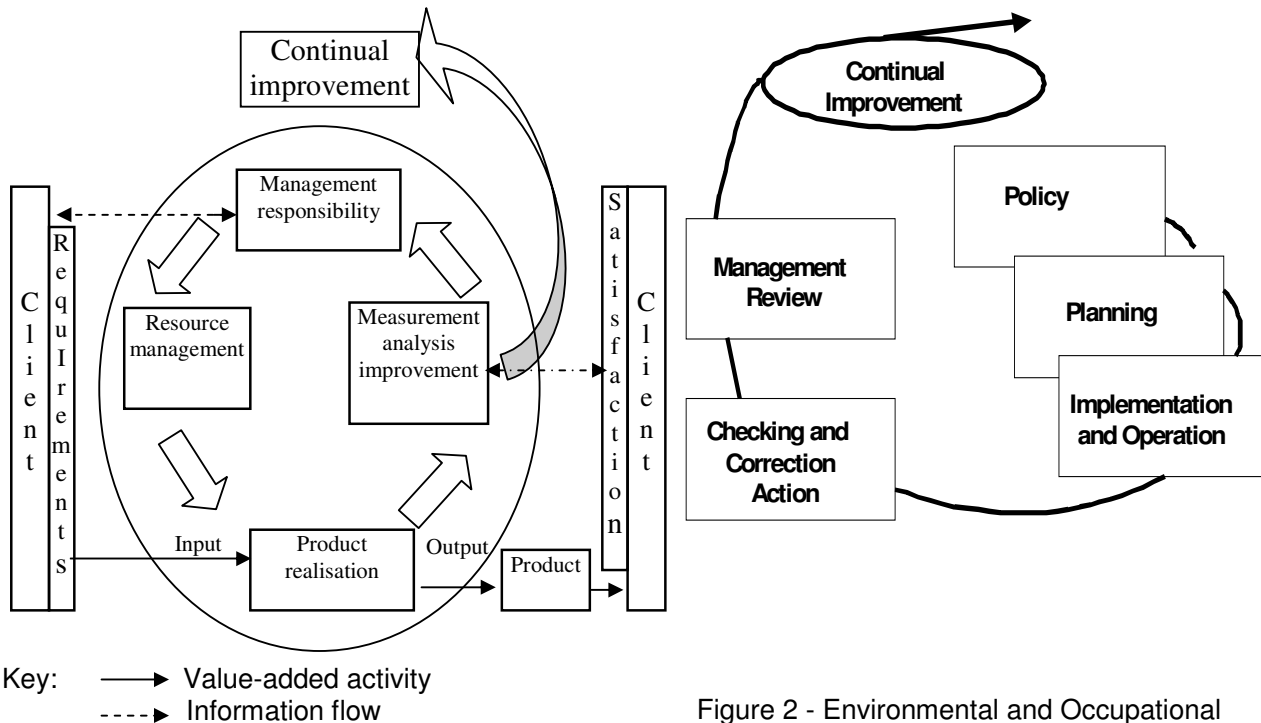


Figure 1 – Model of process approach for Quality Management

Figure 2 - Environmental and Occupational Health & Safety System Elements

5.2 Outsourced Processes

Where ECGFS identifies the requirement to outsource any process, or part thereof that affects conformity with requirements it will identify control requirements, including competence of personnel, in purchase documentation, contract documentation or specific job files. The controls determined do not absolve ECGFS of the responsibility to conform to client, statutory and regulatory requirements. Controls adopted will be influenced by factors such as:

- The potential impact of outsourcing on meeting requirements, both agreed and implied
- The degree to which process control is shared
- Purchasing considerations

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5.3 Documentation and Data Control

The master copy of all controlled Integrated Management System documents will be maintained electronically and write protected. A back up copy will be saved to a suitable back up device.

Printed copies of documents will normally be uncontrolled, [document control and distribution lists](#) will only be maintained where hard copy controlled documents are required. The lists will identify the holders of controlled documentation along with the revision status of each document/contents page.

All documentation and data files relating to the Integrated Management System will be subject to continuous review. Documentation and data files will be an agenda item for the Management Review. Documents and data files will be uniquely identified and approved prior to issue. Approval will be by inclusion of the approvers name on the document. Documents will be identified by title, page number and revision status. Changes in subsequent revisions will be identified in the amendments/history section of the document (appendix 1). If applicable current controlled hard copy documents can be identified from the document control and distribution list. Copies of obsolete documents retained for whatever purpose will be suitably identified to prevent inadvertent use. For example, they may be archived or stamped 'not the latest issue'.

Controlled documents supplied by external agencies will be identified from the [Master List of Controlled Documents](#). Where updated documents are not issued automatically, revision status will be confirmed prior to use or periodically by reference to a Technical Library, the Internet or by contacting the supplier.

5.4 Control of IMS Records

Records, both paper and electronic, will be maintained to demonstrate conformance to the Management System. Records will be retrievable, legible and they will be retained for a minimum period of one year. Thereafter retention will be at the discretion of the Managing Director who may, if considered necessary, provide a retention schedule. All records will be maintained in a suitable storage medium to ensure their integrity; the medium will be dependent on technology available at the time. Backups will be taken of important files held electronically.

6. Management Responsibilities

6.1 Summary

The Managing Director of ECGFS has overall responsibility for defining policy and strategy with a commitment to train and develop personnel to enable the organisation to meet its business objectives while delivering the required level of service to its customers, thus ensuring their satisfaction. A focus on current and potential customer needs & requirements, including statutory and regulatory requirements, is essential. An awareness culture relating to quality, environmental, occupational health & safety, and security issues will be developed. The Managing Director is also responsible for ensuring that environmental aspects are identified; plans are in place for hazard identification, risk assessment and control; all legislation and other requirements to which ECGFS subscribe is addressed; documentation is up to date and Management Reviews are completed. Adequate planning will ensure that the management system is maintained during periods of change.

Key responsibilities and authority are defined in the [organisation chart](#) and/or job descriptions; responsibility may be delegated. Each employee will have a job description outlining their key responsibilities, including authority levels where applicable, and person specification, including their key competency, skills, experience, and/or training requirements. Job descriptions may be generic and shared.

ECGFS will enhance existing, and continue to develop, internal communications to ensure that all personnel are aware of the overall Company Policy and business requirements. Plans and programmes will be developed as necessary to address specific requirements including quality, environmental, occupational health & safety and security issues. Management meetings will be held as required with relevant information disseminated throughout the organisation.

6.2 Business Plan

A Business Plan will be prepared and updated annually; it will outline the overall short-term aims of ECGFS. As a minimum the Business Plan will include the following, or similar, sections:

1. Summary
2. Business details
3. Management and Personnel
4. Products and Services
5. Resources
6. Infrastructure and Work Environment

The Business Plan is a confidential document and only relevant sections, required to demonstrate compliance with standards, will be made available for audit purposes.

6.3 Business and Personal Objectives

Business objectives will be set annually and will be reviewed regularly with targets updated as appropriate. The business objectives will reflect the overall Company Policy and aims outlined in the Business Plan. When setting business objectives environmental, health & safety, and security issues should be considered along with quality and business requirements. Legal and other requirements, significant environmental aspects, occupational health & safety hazards and risks, technological options, finance and operational requirements, and views of interested parties should also be considered.

ECGFS will also encourage all employees to develop personal objectives. Agreed personal objectives will form an input to the training and development plan. Personal objectives, once set, will be reviewed

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on a regular basis, the minimum being annually. Planning and management programmes will be developed as necessary to progress business objectives.

6.4 Communications

6.4.1 Internal Communications and Consultation

Internal communications/consultation will normally be carried out on an informal basis. Where formal management/team meetings are held, agendas will be prepared in advance and minutes will be taken. Actions arising as a result of meetings will be clearly identified. Management will be responsible for ensuring that their teams are kept up to date with any relevant information, this may be done on an informal basis. Records will be maintained where any specific quality, environmental, health & safety or security issues have been addressed and proof may be subsequently required. Alternatively details may be recorded in training records. Employees will be consulted in relation to any changes that may affect workplace health and safety including risk assessments, incident investigation etc. Contractors and other visitors on site will be briefed, as appropriate, on QHSE and other requirements that may impact on them or the company. Consultation will take place with contractors where changes have been introduced that may impact on their operations.

Management will carry out, as a minimum, annual one to one reviews with their respective team members. These reviews will typically cover:

- Personal objectives - where set
- Training requirements/reviews
- Competency assessment
- Experience
- Performance

6.4.2 External Communications

As required by section 4.4.3 of ISO14001, ECGFS had considered processes for external communication of its significant environmental aspects, at this stage it was not considered necessary for such external communications. This decision may change in future should key customers require evidence of environmental performance; such information may be displayed on the web.

The Managing Director is responsible for ensuring adequate focus is placed on identifying current and potential customer requirements. Where this is normally carried out on an informal basis, basic records may be maintained, as an example, appointments with customers may be recorded in a diary.

External communications with customers and other interested parties are also covered in section 9 of this manual.

6.5 Health, Safety and Environment

ECGFS is responsible for identifying and setting a framework for compliance to all relevant health, safety and environmental legislation, other codes of practice and standards. Reviews will be carried out to identify where ECGFS is in relation to meeting such requirements, the Resource File addresses these areas further. Ongoing requirements will be addressed through the management review process with a proactive approach adopted as part of the planning process for new products or activities. Each employee has a personal responsibility to ensure that all identified health, safety, and environmental requirements are met. They are also responsible, on an ongoing basis, for their own personal safety although ECGFS will do all in its power to ensure a safe working environment.

6.5.1 General and Legal Requirements

The Management Representative, or other nominated persons, is responsible for ensuring that all health, safety and environmental requirements are identified. This may be done in consultation with other personnel within the organisation or with external consultants. Details of legal and other requirements to which ECGFS subscribe will be recorded and maintained with relevant information communicated to persons working under the control of the company or other relevant interested parties. The Managing Director is responsible for ensuring compliance with relevant health, safety and environmental legislation, regulations and other requirements to which ECGFS subscribe, compliance will also be evaluated through internal audits and management reviews. Appropriate monitoring and measurement will be carried out, as required, to ensure that any specific legal and regulatory requirements are addressed, environmental and occupational health & safety objectives and targets will be set to cover such activities. Environmental and occupational health & safety objectives and targets will also be subject to appropriate monitoring and measurement in relation to operations and activities that can have a significant impact on the environment or have associated significant hazards and risks; they will be reviewed regularly, at least annually.

Senior management are responsible for identifying any prescribed processes and obtaining authorisation from the appropriate licensing/enforcement agency.

6.5.2 Environmental Aspects

An environmental aspect is any element of an activity, product or service that can interact with the environment and which the organisation has control over or can influence. An environmental aspect can lead to an environmental impact, which is the ultimate change in the environment.

An initial review will be carried out with findings recorded. Thereafter, reviews will be carried out periodically, the minimum being annually. Reviews may also be carried out when new activities, products or services are introduced. Reviews should cover the following four key areas:

1. legislative and regulatory requirements
2. an identification of significant environmental aspects
3. an examination of all existing environmental management practices and procedures
4. an evaluation of feedback from the investigation of previous incidents/requirements

Environmental aspects arising from past, existing or planned activities, products or services will be considered to determine the environmental impacts of significance, with consideration given to the scale, severity, probability and duration of these impacts. In all cases, consideration should be given to normal and abnormal operations and to potential emergency conditions.

Under 2. above (an identification of significant environmental aspects) the following should be considered in relation to their environmental impacts:

- emissions to air
- releases to water
- waste management
- contamination of land
- use of raw materials and natural resources
- other local environmental and community issues

Considering the following criteria will help identify significant environmental impacts:

- Legal or other regulatory requirement

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- Sustainability of activity, product or service
- Global or local impact
- Possible views of interested parties

Review findings will form the basis for further development of the Environmental Policy and Planning, records, including an [aspects register](#), will be maintained and kept up to date.

6.5.3 Occupational Health & Safety – Risk Assessment

An initial status review (as identified in BS8800) will be carried out with findings recorded. Thereafter, reviews will be carried out periodically, the minimum being annually. Reviews may also be carried out when new or modified activities, materials, products or services are introduced or there are changes to existing processes (management of change). Reviews should cover the following four key areas:

1. requirements of relevant legislation dealing with OH&S management issues
2. existing guidance on OH&S management available within ECGFS
3. best practice and performance in employment sector and other appropriate sections
4. efficiency and effectiveness of existing resources devoted to OH&S management.

Review findings will form the basis for further development of the Occupational Health & Safety Policy and Planning, records will be maintained and kept up to date.

For the purpose of this IMS, when considering risk assessment, a hazard is considered as a source, situation or act with a potential for harm in terms of human injury or ill health or a combination of these. Risk is a combination of the likelihood and consequence(s) of a specified hazardous event occurring.

It is important to identify hazards and determine risks for all activities under the control of ECGFS whether they originate within or outside the workplace and then decide if the existing or planned controls are adequate. Hazards will be identified by work related activity (including premises, infrastructure, equipment, materials, people and procedures), with a record of hazards maintained. The [Risk Level Estimator](#) will be used to assess the associated risk with the [Risk-based Control Plan](#) and [Control Hierarchy](#) used to determine further action. Where the risk is intolerable a risk control action plan will be prepared and implemented to reduce the risk to the lowest rating possible. The overall process is classified as risk assessment and further information and records are held in the Resource File. The findings will be used when considering occupational health & safety objectives, facility requirements, identification of training and development needs and operational controls.

The following should be considered in relation to the identification of hazards, the assessment of risks and the implementation of necessary control measures:

- routine and non-routine activities
- activities of all personnel having access to the workplace (including contractors and visitors)
- human behaviour, capabilities and other human factors
- the design of work areas, processes, installations, machinery/equipment, operating procedures and work organisation, including their adaption to human capabilities
- facilities at the workplace, whether provided by ECGFS or others

6.6 Security

ECGFS is responsible for defining adequate security measures which relate to all areas of their operation.

Confidentiality is of paramount importance and applies equally to ECGFS and customer information. All employees undertake to maintain confidentiality in line with Company policy.

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To increase data security important files are backed up. Security is further improved by ensuring that computing equipment is protected by up to date virus guard software.
If personal data is held, ECGFS will consider if registration with the Data Protection Registrar is necessary.

6.7 Management Review

The Integrated Management System works on the basis of continual review. However, as a minimum, a formal documented Management Review of the system will take place at approximately six monthly intervals, all areas identified will be addressed at least annually. A [standard agenda](#) will be used to ensure that the review covers all relevant input areas. Output will identify effectiveness and improvements required. Notes of the review meetings will be maintained. Further requirements for environmental and health & safety reviews are available in the Resource File.

As a minimum the review will cover:

- Review of previous minutes
- Policy statement
- Organisation, responsibility & authority
- Documentation – suitability & control
- Internal/External audits
- Training, competence & resource
- Infrastructure and work environment
- Communication
- Customer comments/focus
- Objectives, targets & business results (including progress on previously set objectives)
- Corrective and preventive actions
- Non-conforming products/services
- Changing circumstances & improvement initiatives
- Planning & programmes
- Customer related processes/contract review
- Purchasing & supplier list
- Process & operational control
- Calibration, monitoring & measurement
- Quality issues
- Environmental issues
- Health & Safety
- Security
- Records
- AOB

7. Resource Management

7.1 Summary

The Managing Director has overall responsibility for ensuring that adequate resources, including personnel, are available to meet customer and other requirements. This will necessitate the creation and review of training and development plans and ongoing communication throughout the organisation. Senior management are committed to providing a safe and secure working environment for all personnel. ECGFS will provide a work environment and infrastructure in keeping with the industry and safety requirements. Resource will be matched to customer commitment, along with quality, environmental, occupational health & safety, and security requirements. Personnel will be trained and developed to meet business objectives, customer and other requirements. Customer supplied information will be treated in confidence.

Competency, qualifications and training requirements, essential to specific jobs, will be recorded in job descriptions. Both formal and informal training will be subject to evaluation prior to and after the event, records of training will be maintained. Requirements/achievements will be discussed during one to one meetings between management and other personnel.

7.2 Resources

ECGFS is responsible for ensuring that adequate equipment and qualified personnel are available to meet customer and other commitments. The level of work accepted should always be matched to the resources available. To facilitate this, management are responsible for assessing customer requirements against resource availability prior to accepting additional work.

7.3 Competence, Training, Awareness and Development

A Training and Development Plan is drawn up based on information available, which includes: the business plan, business objectives, personal objectives, competence, ability, language skills, literacy, qualifications, training and employee counselling. This plan will be documented but may be subject to modification in light of changing circumstances. Progress against the training plan will be addressed at management meetings, one to one reviews and/or management review meetings.

Person specification requirements will be identified in job descriptions. Where minimum requirements are required as a prerequisite to the job, this will be identified. Induction training will be provided for new employees or where there are significant changes to job requirements.

Agreed training requirements may be met by formal or informal training, which may be external or in house. Records of training completed will be maintained.

Prior to the commencement of training the expected benefits, to the company and individual, will be discussed. On completion a further review will take place to assess the suitability and benefits of the training. These reviews may be part of the formal one to one meetings or held separately; records will be maintained.

7.4 Information

The dissemination of information from management meetings, one to one reviews, training and development, and process documentation, including safe working procedures etc. will form the key mechanisms for ensuring all personnel, including contractors and visitors, have adequate information to

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carry out their work and meet customer and other requirements. The level of process documentation will be dependent on the overall competence of the personnel completing the tasks.

Customer requirements will be agreed prior to acceptance of work and individual job/customer files will be prepared. These job/customer files will contain all relevant customer information required to carry out tasks to meet the original, or amended, customer requirements, specific requirements for environment, health & safety, or security issues will also be included.

7.5 Work Environment and Infrastructure

Management will ensure that work areas and equipment and supporting services (e.g. transport, communication or information systems) are adequate to carry out the tasks in hand. The Managing Director has overall responsibility for health and safety legislation, but it must be stressed that while ECGFS will do all in its power to provide a safe working environment, personal safety is everyone's responsibility.

8. Product and/or Service Realisation

8.1 Summary

The Managing Director has overall responsibility for ensuring that adequate documented procedures are available to allow ECGFS to meet its customer and other requirements and business objectives, while at the same time complying with all relevant legislation. Having considered the experience and training levels of ECGFS personnel, key processes will be documented where the lack of them are likely to adversely affect our commitment to the customer, quality, environment, occupational health & safety, or security.

Divisional management/supervisors are responsible for ensuring that Works Instructions are available for work areas not adequately covered by the Policy and Procedures Manual, training and/or experience.

The processes required for product realisation will be planned with procedures established covering customer requirements (contract review) and communication, design control (where applicable) and purchasing. Procedures allowing the identification, traceability, control, inspection, handling, storage, delivery and servicing (where applicable) of key products and services will also be established. Procedures identifying and outlining the company strategy and standards in relation to occupational health & safety, security, environmental legislation and other requirements will be maintained. A process will be established to verify that, on completion of a contract, all customer and other requirements have been met.

8.2 Customer Requirements

All enquiries worthy of progression be they verbal or written, are considered. Where quotes are to be submitted, details will be recorded in the Enquiry Log and given a unique enquiry number.

Criteria used in deciding if a quote is to be submitted includes, clarity of information provided, availability of resource, and ability to meet customer requirements including delivery targets. Requirements not specified by the customer but necessary for the intended or specified use will also be considered at this stage along with any regulatory or legal requirements. The Managing Director has overall discretion with the preparation of quotes but this authority may be delegated. Where authority is delegated, details will be identified in job descriptions. As time scales are often tight, much of the initial communications may be verbal, but orders are always backed up by purchase order or contract documentation, such documents will be added to the job file on receipt. Any amendments to the original order will be considered by the Department Supervisor, within their level of authority, or passed to the Managing Director, prior to acceptance. On receipt of purchase order or contract documentation, details will be checked against the Quotation and amendments; details will be recorded within the Vixen operating system. Customer contact details applicable to a specific job will also be held in the Vixen operating system and job/customer file.

A completed copy of the Quotation is forwarded to the customer, details may be passed verbally initially, and copies are also filed in the Enquiry Log.

On confirmation of a firm order, all correspondence will be transferred to a live Job/Customer File and given a unique job number.

8.3 Design and Development

This section is not currently applicable to ECGFS.

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8.4 Purchasing

On receipt of order confirmation requirements are identified from the customer supplied specifications/drawings and/or the quotation/proposal supplied to the customer. Where requirements cannot be met from the utilisation of existing equipment or personnel, orders are placed with suitable suppliers. Records will be maintained for any equipment where traceability is required. In addition to the specification, consideration will also be given to the potential environmental aspects/impacts and safety requirements for capital equipment purchased, for example, the fuel/energy efficiency of the alternative options or safety features such as guards fitted.

Purchase orders will be completed with all relevant information to ensure that deliveries meet required specifications. Purchase order numbers are obtained from the Vixen operating system. Purchase Orders will not be used where other local arrangements exist.

Orders will normally be placed with suppliers on the Approved Supplier List. Suppliers on this list have either been assessed or have demonstrated their ability to meet requirements over time. Where orders have to be placed with new suppliers they will only be placed on the Approved Supplier List after careful consideration of their ability to deliver against requirements or after a successful 2nd party audit. Until they appear on the approved list special care will be taken on checking that deliveries meet order requirements. On delivery all goods will be checked against the original purchase orders or other documentation, with special emphases being placed on new suppliers. Where goods cannot be checked in detail on receipt, the delivery note should be signed and annotated 'received not checked' or similar. As deliveries are sometimes made direct to a prearranged work site it is not always possible to check goods at the time of delivery. Non-conforming items will be identified and segregated while awaiting further instructions. To facilitate the monitoring of supplier performance, any problems identified will be noted in Vixen operating system or a formal non-conformance report may be raised.

Where verification of purchased product is required at the supplier's premises, then details will be included with the purchasing documentation along with details of product release. Where specified in contract documentation, customers may check product at suppliers, or sub-contractors, premises.

8.5 Product and Service Operations

8.5.1 General

By ensuring that work commitments match availability of skilled resource there should be limited requirements for detailed procedural documentation other than jobs specific instructions. Where more detailed procedural documentation is required it will be provided in the form of Works Instructions, which may be generic or department specific.

ECGFS provides maintenance and servicing of building mechanical and electrical equipment and ancillary facilities services along with the supply, installation, testing and commissioning of commercial & domestic heating, commercial ventilation, air conditioning, water hygiene systems & plumbing services. A series of quality forms are used to control these procedures. Further details are available in Works Instructions and/or Job/Customer Files.

All confirmed customer orders are transferred to a live Job/Customer File and given a unique job number. Details of job's specific requirements are recorded in the Job/Customer File and within the Vixen operating system. All relevant information is maintained in the Vixen operating system and/or the Job/Customer File. As an example a typical Job/Customer File may include the following items:

- Quote Form
- Job Control Form/Quality Plan

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- Customer Purchase Order/contract documentation
- Job specific requirements
- Delivery Notes/Invoice details
- Transfer/consignment notes
- Any relevant communications

8.5.2 Environment and Occupational Health & Safety Operational Control

It is important to identify and control operations and activities associated with significant environmental aspects and identified risks requiring control measures. Such activities, including maintenance, will be planned with documented procedures established where their absence could lead to deviations from the IMS policy, objectives and targets. This will be achieved as follows:

- Key responsibilities and person specifications will be defined in job descriptions.
- Hazard identification, risk assessment and control measures will be defined
- Job files will identify job specific requirements; environment and occupational health & safety issues will be considered when method statements/work instructions are being prepared.
- Where suppliers or sub-contractors may have an effect on environmental performance and/or occupational health & safety, requirements will be identified in purchase orders/contract documentation.

8.5.3 Maintenance & Servicing of Building Mechanical & Electrical Equipment & Associated Facilities Services

ECGFS provide planned and ad-hoc maintenance, servicing and associated facilities services to customers throughout the UK.

8.5.4 Supply, Installation, Testing & Commissioning of Commercial & Domestic Heating, Commercial Ventilation, Air Conditioning, Water Hygiene Systems & Plumbing Services

ECGFS provide installation, testing & commissioning of HVAC and water hygiene systems to customers throughout the UK.

8.6 Customer Requirements and Satisfaction

Conformance to customer requirements is checked throughout the job with appropriate final testing/inspection carried out and recorded. Details of requirements and results are held in the Vixen operating system and/or individual job/customer files with copies provided to customers as required.

Materials and/or information supplied by the customer will be treated with due consideration and stored appropriately. Any loss, damage or other problems associated with customer-supplied materials will be recorded in the job file and the customer will be informed.

All products, at whatever stage of development, will be handled and stored to ensure that its integrity and identification are maintained, where necessary suitable packaging will be used.

On completion of a job or contract the customer requirements will be deemed to have been met by signature on the appropriate work record document and/or payment of the invoice. However, further evidence of meeting customer requirements and customer satisfaction will normally be obtained through further contact with the customer. The procedure to be followed is not formalised, as it is dependent on the customer requirements and time scales involved.

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8.7 Measuring Instruments

All measuring and monitoring equipment requiring calibration will be recorded in the Calibration Log along with the periodicity of calibration, which will be agreed with the appropriate calibration authority. All calibrated equipment will be identified by a unique serial number and 'in date' calibration label. Calibration can be verified by checking the appropriate calibration certificate. Where equipment can not clearly be identified as 'in calibration' it will be considered as 'indication only' until such time as its calibration status can be demonstrated. Where calibrated equipment is found not to conform to requirements the validity of previous measurements taken with the equipment will be assessed with appropriate action taken to recall previously released product should this be considered necessary. On occasions calibrated equipment may be hired, a valid Calibration Certificate will support all hired equipment.

All equipment will be maintained in a condition appropriate to its intended use. Indication equipment will be examined before use and changed when considered unsuitable for further use.

9. Measurement, Analysis & Improvement

9.1 Summary

The Managing Director of ECGFS has overall responsibility for defining, planning, implementing and analysing the Integrated Management System to ensure that it conforms to the required standards. This section outlines the key mechanisms for ensuring the required standards are maintained while meeting or exceeding customer requirements.

9.2 Monitoring and Measurement

The periodicity of all measuring and monitoring of services and processes will be as detailed within, as a minimum, the audit schedule. For test equipment used for monitoring or measuring a service activity and that requires calibration, this shall be identified in the calibration records. Specific product/service requirements will be included in the job specification and ECGFS will use appropriate equipment/processes to ensure that the required specification is achieved while meeting business objectives.

Overall business performance is monitored and measured through the objectives and associated programmes and action plans.

Health surveillance screening will be introduced if and where considered necessary.

9.2.1 Internal Audit

Internal audit and/or customer satisfaction will be used to determine ongoing commitment to meeting or exceeding customer and other requirements.

Internal audit frequency - as a minimum the system will be checked six monthly. All system elements will be covered at least annually as identified on the Internal Audit Schedule. Internal audits will cover all activities including quality, environmental, occupational health & safety and security. The status and importance of activities, including environmental importance, results of risk assessments and incident investigations will be considered when setting the schedule along with the results of previous audits. Internal audits will be carried out by suitably qualified personnel (requirements will be identified in job descriptions) or, at the discretion of the Managing Director, by suitably qualified external consultants. The selection will ensure objectivity and impartiality of the audit process. Audit reports will be prepared with findings reported back to the Managing Director or nominated person, who will also ensure that internal audit requirements have been met and that timely action is taken to address any findings that require attention. Specific audit checklists may be prepared to support the audit schedule, this will be at the discretion of the Managing Director or auditor, for example, specific environmental or health and safety checklists may be prepared.

9.2.2 Customer Satisfaction

A customer representative signature on the delivery notes and/or payment of invoices will be taken to indicate that basic customer requirements have been met. Further customer satisfaction will be measured by various means possibly including Customer Surveys that may be prepared for specific requirements. When working closely with customers verbal feedback will be important, key elements will be noted and used as input to Management Reviews.

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Unsolicited correspondence from customers indicating satisfaction or dissatisfaction will be recorded in the Action Request and Contact Register. The Directors are responsible for authorising the appropriate action to be taken. Action may be in the form of a thank you letter, a letter explaining ECGFS position, or direct contact with the customer. All reasonable steps will be taken to resolve any incidents of customer dissatisfaction. Important communications with external parties including enforcement agencies and emergency services may also be recorded in the register.

9.3 Nonconformity

Non-conforming product will be clearly identified and segregated to prevent inadvertent use. Details of non-conforming product and the action taken will be recorded on the Job Control Form for individual jobs or a formal Action Request may be raised.

Where suppliers provide non-conforming product, the Delivery Note will be annotated accordingly, the product will be segregated and the supplier informed, further action will be dependent on the supplier's response, a formal Action Request may also be raised. To facilitate the monitoring of supplier performance, any problems identified will be noted in the Purchase Order Register.

Concessions to use non-conforming materials will require a Director or senior Manager and where applicable, customer authorisation. Details will be recorded on a Concession Form.

Where a non-conforming service is identified, corrective action shall be taken and reviewed within section 9.5 – Improvement and analysis of data to ensure continual improvement.

9.4 Emergency Preparedness & Response

Senior management will consider environmental impacts along with occupational health & safety, security and other business requirements when considering emergency planning, they will also liaise with all relevant organisations. Records of findings will be maintained and subject to ongoing review. Where appropriate, tests will be carried out periodically to check effectiveness of the plans.

9.5 Improvement and Analysis of Data

Management Review meetings will be the main mechanism for identifying improvement initiatives. This will be achieved by careful consideration of all the component parts of the review and addressing improvement initiatives within the overall framework of the Integrated Management System. Identified improvements may be implemented by updating policy and/or procedural documentation or by establishing an action plan to address the improvement over time.

Details of accidents and incidents will be recorded with investigations carried out to identify the root causes. Where necessary, appropriate agencies will be informed. Action will then be taken to address findings.

Corrective action (reactive) is taken to eliminate the cause of nonconformities in order to prevent their recurrence and will be appropriate to the effects of the nonconformity.

Preventive action (proactive) is taken to eliminate the cause of potential nonconformities in order to prevent their occurrence and will be appropriate to the effects of the potential nonconformity. Preventive action is taken to reduce the need for corrective action and to minimise risk to the business. Preventive action is a fundamental step in establishing and applying a process for continual improvement.

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Both corrective and preventive action must address the root causes of non-conformity/potential non-conformity. Once addressed, potential problems should be avoided and previous problems should not recur.

Corrective and Preventive action will normally be addressed through a 'business as usual' approach with the emphases being on prevention rather than correction. Everyone within ECGFS is expected to be aware of the requirements to identify potential non-conformity and to address, or report their concerns.

Corrective and preventive actions may be identified from various sources including:

- Product/service realisation processes
- Internal audits
- External audits both 2nd and 3rd party
- Customer comments
- Suppliers
- Product
- Management reviews
- Management/team meetings

Where formal corrective or preventive action (Action Request) is required then a Corrective and Preventive Action Request form is completed with details recorded in the [Action Request and Contact Register](#). Corrective and preventive actions form an input to the Management Review where effectiveness of the overall process and outcomes will be considered.

Analysis, statistical techniques, improvement initiatives, action plans and other sources of information not specifically covered in procedures or individual job files may be filed in the Resource File which includes: Environmental, Health & Safety, Security, Forms, General Information and Records.

Appendix 1- Amendments/History

Revision 0 of this document was issued in February 2007.

Revision 1 of this document was issued in February 2008. (Minor changes to wording and general alignment with existing QMS documentation)

Revision 2 – July 2008 – minor changes to wording to incorporate requirements of OHSAS18001: 2007

Revision 3 – August 2008 – further minor changes to wording after the document was reviewed.

Revision 4 – February 2009 - minor changes to wording to incorporate requirements of ISO9001: 2008.

Revision 5 – August 2011 – Updated company name to ECG Building Maintenance Ltd. t/a ECG Facilities Services along with some minor changes to wording within the manual.

END