

QUALITY MANAGEMENT POLICY

Policy Statement: McSence Group is a quality conscious organisation where our Board of Directors are committed to a policy of management that embodies the principles of total quality management and business excellence. The purpose of this policy is to outline our commitment to meeting the quality standards expected by our stakeholders in the delivery of the services we supply. Our quality objectives are to:

- ✦ Maintain a proactive leadership that directs, supports, and empowers teams and individuals along defined strategies
- ✦ Develop a quality culture that is underpinned by a consistent approach to service delivery
- ✦ Understand and meet the requirements of all our customers and stakeholders
- ✦ Integrate quality best practice into our business operations
- ✦ Elimination of situations that could give rise to potential for service failure or sub-standard delivery and thereby customer complaints
- ✦ Follow business cycles of planning, communication, implementation, and review that enables continuous improvement in all operations
- ✦ Operate in an open and transparent manner so we can learn from our mistakes
- ✦ Recognise staff as our most valuable asset and ensure their development and efforts receive due attention and recognition

In order to execute this policy, we maintain a Quality Management System broadly in accordance with BS EN ISO 9001:2008 as a tool towards achieving best practice outcomes across the organisation which sets out our procedures for document control, management responsibilities, resource planning, service realisation, administration, and measurement & improvement. These procedures are designed to ensure that:

- ✦ Responsibilities for quality are established and that these are clearly communicated to all stakeholders
- ✦ Employees are provided with the necessary resources, information, equipment, and training to fulfil the requirements of this policy, commensurate with their role
- ✦ Quality objectives are defined and documented based on our business strategy and periodically reviewed through a quality audit programme, the results of which are communicated to all stakeholders
- ✦ The system is effectively implemented by undertaking relevant skill training and appropriate quality awareness training
- ✦ Quality is considered in the procurement of goods and services
- ✦ Our policy remains relevant by initiating regular reviews and checks of effectiveness both of procedures and customers' needs and expectations

All Employees: This policy applies to all persons working for or on our behalf of the McSence Group of Companies which includes the subsidiary companies - *McSence Communication Ltd, McSence Ltd, McSence Services Ltd & McSence Workspace Ltd* in any capacity including but not limited to:

- ✦ All employees at all levels, prospective employees, agency workers, seconded workers, temporary workers, contractors/sub-contractors, clients, agents, external consultants, volunteers, members of the public, group's supply chain, third-party representatives and/or business partners who will be referred to in our Group policies as "all employees".

The Workplace: This policy applies to all persons working for or on our behalf of the McSence Group of Companies in any capacity at the workplace(s) as defined below which includes but not limited to:

- ✦ McSence Premises, Offices, Units, Business Park, Client's Premises, External Meeting Places, Customers' Homes, Gardens, Sheltered Housing, Whilst On-Call, On-Duty, Emergency Cover, Working from Home including On-Line Meetings, Whilst Driving in Company Time, Working Public Areas (café's, trains, coffee shops, buses etc) and will be referred to throughout this policy as "the workplace".

Purpose: The purpose of this document is to set down the organisation, responsibilities, and arrangements within the Company for ensuring the effective implementation of quality throughout the Company's undertakings. It is also intended to pursue the aims of this policy by continuing review of outputs, managing operations effectively, moni-

toring results and implementing improvements identified.

Responsibilities: The following section sets out the responsibilities held by staff members and others. Where a particular post or role is vacant, the immediate line manager will assume the responsibilities of the missing duty holder.

All Employees: All employees will.

- ✦ Execute their duties in accordance with the policies, procedures and rules set down to ensure quality of service
- ✦ Bring to the attention of their line manager any issues they believe are affecting their ability to deliver the required level of service to our clients or to perform any aspects of their duties
- ✦ Take part in training activities offered
- ✦ Take part in and contribute towards quality reviews and audits
- ✦ Pass on any feedback received from clients whether that be positive or negative to their line manager or directly to the Quality Manager

The Director Responsible for Quality: The Chief Executive has been appointed on behalf of the Board of directors to have overall responsibility for Quality and for ensuring that this policy is put into practice. He will:

- ✦ Report to the Board on all quality related matters
- ✦ Chair regular quality meetings
- ✦ Manage the quality function at Board level
- ✦ Ensure the Quality Management System is subject to regular review and is updated as necessary
- ✦ Continually review company resources to ensure quality can be effectively delivered within a commercially viable framework
- ✦ Ensure that any new business taken on can be effectively delivered without compromising quality of this or any existing operations
- ✦ Ensure company strategy encompasses quality at its heart
- ✦ Lead by example on all quality related matters
- ✦ Ensure all procurement is carried out in a manner that maximises quality delivery and ensure all suppliers appointed are fully assessed and share our values and support our quality aims and objectives
- ✦ Evaluate quality standards within the administration function
- ✦ Ensure that all necessary records are kept and are appropriate
- ✦ Provide line management on quality issues to the Quality Manager

Quality Manager: The Group Operations Manager has been assigned the responsibilities of the Quality Manager. They will have delegated authority to act on behalf of the Chief Executive and when the Chief Executive is not present or available the Business Development Manager will assume his responsibilities with regard to quality issues. The Quality Manager has the authority to develop the company quality assurance system and in conjunction with the other duty holders, coordinate and monitor its effective and economic implementation. They will:

- ✦ Undertake the duties of the Director responsible for quality as formally delegated to him
- ✦ Control and maintain the quality system including policy, manuals, and procedures
- ✦ Communicate effectively with the Quality Director and the Business Unit Managers on a regular basis in connection with quality issues
- ✦ Ensure that all tenders submitted are reviewed for quality delivery requirements and that sufficient resource has been allocated within the bid to enable delivery at a commercially realistic price
- ✦ Review all contracts prior to signing to ensure quality requirements are fully defined and can be delivered within the commercial constraints of the commission
- ✦ Manage the quality function at a Group level
- ✦ Liaise with customers and other stakeholders on quality issues
- ✦ Investigate quality related problems, including customer complaints
- ✦ Manage non-conformity and the corrective action system
- ✦ Coordinate the evaluation of quality standards between the other duty holders
- ✦ Organise regular quality appraisal and review meetings and support the Quality Director in his chairmanship of these meetings providing secretarial support, as necessary. Ensure that the outcomes from these meetings are fully integrated into the quality system
- ✦ Ensure that all necessary records are kept and are appropriate
- ✦ Identify training requirements for the Group, ensure these are carried out, documented, and updated, as neces-

sary.

- ✦ Provide line management on quality issues to the Business Unit Managers

Business Unit Manager's: Each individual part of the McSence Group is controlled and managed by a Business Unit Manager (Service Manager in Care) who has responsibility for the performance of that division or department. Each of these managers will have overall responsibility for quality matters relating to their activities and will report on these issues to the Quality Manager. Business Unit Managers may formally delegate responsibility for some quality issues to others within their team, records of which must be kept and communicated. The individual Business Unit Managers will:

- ✦ Manage the quality function at service delivery level
- ✦ Communicate effectively on a daily basis with all staff on quality issues and regularly with the Quality Manager
- ✦ Be the first point of contact with clients and suppliers on quality issues and document and communicate these to other duty holders as required by the quality system
- ✦ Refer customer complaints to the quality manager for resolution if these cannot be resolved informally
- ✦ Regularly review contracts for quality standards and resolve any nonconformities encountered
- ✦ Take part in regular quality reviews as required
- ✦ Ensure that all necessary records are kept and are appropriate
- ✦ Identify training requirements for the business unit staff, ensure these are carried out, documented, and updated as necessary
- ✦ Provide line managements on quality issues to staff

Operation of The Quality: This quality policy has been developed to provide a framework for establishing and reviewing objectives that will deliver business improvements and customer satisfaction. The policy has been approved by the Board of Directors, is communicated to all staff, and is reviewed as part of the regular management review process. This Policy document has been designed to set out the Company's ideological statement on quality and the managerial arrangements to implement it. In addition to the specific arrangements listed, McSence strive to implement this policy by adherence to a Total Quality Management System which lays down Procedures to be followed by all staff with a view to ensuring as far as reasonably practical quality is achieved in all aspects of our operation. Due to the diverse nature of our operations, individual quality procedures and processes need to be tailored to the requirements of each department or business unit. However, this document sets down a standard and procedure that these should follow in order to achieve a uniform standard across the Group.

Management Commitment: The management team at McSence are committed to implementing and continually improving the effectiveness of the Quality Management System. This is demonstrated through communication by companywide briefings and notice boards to all employees of the importance of satisfying both customer and regulatory requirements. This is achieved through the implementation of the Quality Policy and identification of quality objectives. Continual improvement is monitored through Key Performance Indicators and regular management reviews.

Customer Focus: McSence recognise the importance of customer satisfaction to the future of the business and high levels of satisfaction must be developed to secure the loyalty required of long-lasting partnerships. High levels of performance are therefore demanded at all stages in the service from initial customer contact through service planning and finally service delivery to the end user. In achieving customer satisfaction, we undertake regular contract reviews, collation and recording of feedback both positive and negative, and customer surveys to understand the requirements of the customer and to enhance their reputation.

Competence: This Policy outlines individual responsibility for quality issues and arrangements designed to ensure these duties are carried out effectively. However, the system relies on the competency of those who operate it, and we ensure this by:

- ✦ Providing appropriate and targeted training to all duty holders both prior to commencing responsibility and on a refresher, basis as deemed necessary
- ✦ Encourage and support staff to seek formal qualifications and certification where appropriate
- ✦ Reviewing the effectiveness of individual performance on a regular basis
- ✦ Set targets for performance, monitor progress against these targets and analyse outcomes
- ✦ Providing effective forums for communication and feedback from all staff on quality performance

Quality Objectives: Quality objectives, both quantitative and qualitative, are set at relevant levels within the Group to develop business and reflect customer service requirements. Objectives are set and approved by the senior management team and reflect:

- ✚ Current and future needs of the business
- ✚ Customer feedback and survey results
- ✚ Internal performance level
- ✚ Management Input
- ✚ Available resources

Planning: A formal programme for the development of services and the implementation of individual contracts is prepared by the Business Unit Manager in conjunction with the Business Development Manager. Those responsible for carrying out the work are identified and are competent by evidence of qualification, training and/or experience appropriate to the service to be delivered. Planning includes the preparation and updating of a description of the organisation for the overall project and for identifying key roles including the customer and their representative. Responsibility in regard of both internal and external interfaces are defined to ensure the necessary information is documented, transmitted, and regularly reviewed.

Where appropriate, time is allowed for key events inside and outside the Company such as induction, training and continuing professional development.

Communication: Responsibility for formal communication on quality issues is set out within the procedures. It is the responsibility of all staff within the business to ensure that communication exists on the effectiveness of the Group and the Quality Management System. The relatively small size of the Company means verbal communication within the organisation is straightforward and effective. Additional communication elements include:

- ✚ Management Review
- ✚ Company Website
- ✚ Notice Boards
- ✚ Team Meetings
- ✚ Toolbox Talks
- ✚ Monthly Management Meetings
- ✚ Monthly Board Meetings

Consultation with employees will take place on a regular informal basis. Every opportunity and encouragement are given to employees to discuss any quality related concerns and suggestions can be made to the Business Unit Manager or any other Manager including the Chief Executive, at any time. Quality issues will be on the agenda for all formal staff / management meetings and at staff appraisal or career review meetings.

Resources: McSence is committed to assigning the appropriate level of resources with the required skills, ability, and effectiveness to manage and control all aspects of the Quality Management System. The Quality Director will ensure personnel in all levels of the organisation are competent to carry out the work to the required standard. Job descriptions shall detail the necessary skills required. The Group annual appraisal and objective setting process will assess individual performance and identify training needs necessary to improve employee effectiveness and match the requirements of future objectives.

Training Needs: Training needs are collated, and a business unit training plan developed which is prioritised, budgeted, and agreed with the Senior Management Team prior to being implemented. Records of individual training are held. Senior management may also assess employee competence and ensure that any training needs are identified and aligned with business objectives. The effectiveness of all training will be assessed and recorded. Additional resources may be required to meet specific needs of the business and customer requirements and this will be addressed and actioned accordingly by the Senior Management Team.

Equipment, Facilities and Backup: The business is committed to providing the necessary equipment, facilities, and backup necessary to ensure that our services can be delivered in a safe and efficient manner and to the required levels of quality. Where additional requirements are identified through customer or staff feedback, physical business change or new business opportunities, the Senior Management Team will act to provide such facilities on a cost/benefit basis. Existing IT, vehicles, equipment, plant, and training facilities used within service delivery is specific for the purpose and is capable of performing the task to customer requirements. Future process and equipment

needs will be identified from industry trends or customer technology requirements. A Business Continuity Plan exists to enable the continual operation in the event of unforeseen circumstances.

McSence is committed to providing an environment appropriate to the nature of the business whilst providing a positive influence on motivation, satisfaction and performance of employees which is essential to the attainment of our objectives. In achieving this we will comply with the requirements of the Workplace (Health, Safety & Welfare) Regulations 1992 and other applicable legislation. These facilities will be assessed and reviewed for suitability by the Quality Director. Employees are encouraged not to work on their own but in some areas of the business such as social care it is unavoidable. The Business Unit Manager will be responsible for ensuring control measures identified have been put in place and are effective to ensure that the required level of quality is delivered, and that staff remain safe at all times.

Training to Ensure Quality: McSence recognise that staff training is an integral part of our Quality System Policy and it will be provided as a normal constituent of vocational training. No person will be employed on work involving the delivery of service unless they have received adequate training on the requirements of the contract on which they are engaged. Where necessary or desirable, all staff will be required to work towards qualifications as required by clients, statutory bodies or monitoring authorities which will be organised and paid for by McSence. Supervisory staff must be able to give quality training for jobs under their control and it will be incumbent upon them to ensure that 'on-the-job' training is given to new employees or those new to a job. Induction training will be provided for all employees by the relevant Business Unit Manager or competent person delegated by them. All training records will be kept in the Departmental office by the Business Unit Manager. Training needs will be identified by charge hands, team leaders, supervisors, coordinators, trainers, or any other line manager in conjunction with the Business Unit Manager. Staff may, at any time, advise their Line Manager of the need for training, and must do so if they are required to perform a task and know that they do not have the necessary competence to carry out the task accordingly.

Procurement: Procurement of goods, materials, equipment, and services by the Group is designed to safeguard the business from purchasing goods or services that are not to the required standard. Processes exist for the evaluation, approval, selection and monitoring of supplier performance. Procurement documents are systematically prepared and issued to ensure all requirements necessary to assure quality of items or services are specified. Control measures may include supplier assessment, vendor produce certification or inspection and, upon receipt, inspection and/or testing.

Suppliers of goods and services that directly affect quality of the service provided are selected from approved suppliers lists which are maintained by the Quality Director and or the Quality Manager. The maintenance of these lists is delegated to the Finance and Administration Department. Purchasing personnel must select from these approved lists. Evaluation of these suppliers is carried out in accordance with the supplier appraisal procedure before admission to a list. The approval system assesses the supplier's previous performance, determines the effectiveness of their quality practices, and considers the results of any reviews, audits or inspections conducted by the Group. Monitoring of approved suppliers is carried out and re-evaluation of all such suppliers is conducted on a regular basis appropriate to the supply in question. Suppliers failing to be re-approved are removed from approved lists.

Materials for onward supply or manufacture are procured in accordance with customer specifications from suppliers pre-approved to supply the Group. Procedures exist for the receipt and inspection of product to ensure that it meets specification and customer requirements. Product requiring inspection will be identified with an appropriate record at the Goods Receiving stage with records of inspection retained and collated for feedback to suppliers and customers as required.

Identification and traceability exist as a key element of the business to ensure the organisation is protected against errors in manufacturing caused by misinterpretation of product or component status and to protect customers from incorrect, faulty, or problematic goods or services. Procedures exist for the effective storage and handling of product to prevent damage or deterioration.

Measurement, Analysis Review, and Improvement: Business performance is measured by the Board using a series of business objectives and key performance indicators that are considered critical to organisational success. A programme of measurement, analysis and review is in place to ensure the continual improvement and refinement of

the Quality Management System. Conformity of service is monitored by means of verification and validation activities throughout the planning and delivery stages. Service conformity to customer requirements is ensured through a process of monitoring, measurement, and analysis. This is achieved from a variety of sources including:

- ✚ Verification and validation checks
- ✚ Key business measures covering the operational performance of the business
- ✚ System audits, the planning and execution of which enables compliance and effectiveness to be assessed
- ✚ Customer surveys and feedback
- ✚ Supplier audits

Customers, Clients, and all Others Feedback: Feedback received from customers, clients and all others affected by our operations is collected from various mediums and recorded as part of the customer feedback procedures. Customer surveys are also carried out to provide more structured information on our business operations and quality delivered. Data is reviewed constructively and used to drive improvement throughout the business. Results and improvement initiatives are discussed at team meetings, senior management monthly meetings and quarterly at board meetings. Procedures are in place for dealing with customer complaints or other feedback and also for requests from clients for contract variations or changes in service delivery levels. Similarly, procedures are in place for the company to request service level relaxations or changes. Customer complaints are recorded, evaluated, and corrected by the Quality Manager using the same process as outlined above. Where a nonconformity requiring a customer contract variation is identified, the customer is advised, and the variation is recorded on a customer contract variation form, if approved and agreed.

Audits: Audits of the Quality Management System are carried out at least annually and immediately in the event of an exceptional circumstance with actions managed through the corrective action process.

Process effectiveness is evaluated through a series of performance measures which are reviewed against both internal and customer requirements.

The monitoring and measurement of service delivery is essential to providing information on quality and the effectiveness of the service realisation process. Service evaluation results are recorded and can be interrogated for analysis needs.

Procedures exist for the identification, control, and correction of non-conformities in service delivery in order to prevent recurrence of significant quality problems. The system provides for such problems to be documented, evaluated, corrected, and reported to the appropriate management, clients, statutory bodies or regulating authorities for subsequent monitoring.

Any person who identifies conditions adverse to the achievement of the Company Quality Policy must advise their line manager or the Quality Manager. On confirmation of a significant quality issue, the Quality Manager will establish a case for corrective action and suggest the nature of the solution on a corrective action request. Corrective action requests are allocated a unique reference and distributed to the appropriate person for evaluation and consideration of corrective action. Corrective action requests are not solely confined to service delivery rectification but can be used for system correction as well.

The person responsible for corrective action evaluates the problem, determines the cause and possible consequences, and reaches agreement on the corrective action required with the Quality Manager. After noting the required corrective action and timescale for completion on the corrective action request, they implement the action necessary. On completion, the person responsible endorses the corrective action request and forwards it to the Quality Manager with any required supporting documentation. The Quality Manager in conjunction with the Quality Director will periodically review and analyse the issues reported including problems associated with the system operation as well as service deficiencies. Changes in procedure may result from this analysis.

The Quality Manager will review and close out corrective action requests on verification that the corrective action has been successfully implemented. In the event the corrective action is incomplete or not to the satisfaction of the Quality Manager, he will raise a further corrective action request for distribution to the person responsible of his

immediate line manager. The Quality Manager will monitor the corrective action system and act at the required level of management when resolution remains outstanding.

Certifications & Accreditations: The group currently hold Acclaim SIPP DTS, CHAS, Constructionline Gold, Constructionline Silver, Constructionline Bronze, Constructionline Social Value, Safe Contractor, SEPA WCR.

Company Intranet – Staff Zone: All the McSence Groups policies, procedures, handbooks are available on-line to all employees on the McSence Group’s Staff Zone Intranet via our website [Login | McSence](#)



McSence Group Signatory:

David Maxwell | Chief Executive

McSence Group - McSence Communication Ltd, McSence Ltd, McSence Services Ltd & McSence Workspace Ltd

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Policy Amendments & Revisions: *This policy will be reviewed annually and, if necessary, revised in the light of legislative or organisational changes. Improvements will be made by learning from experience and the use of an established annual review. Should any amendments, revisions, or updates be made to this policy it is the responsibility of the Company Senior Management Team (SMT) to see that all relevant employees receive notice and training if necessary.*