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## Robert Heath Heating – QUALITY OF SERVICE

We have our own “Total Quality Management System” in place, which was introduced in 2007 when, having obtained ISO 9000 as early as 1994, we wanted to test the quality of our systems still further and therefore applied to be audited for UKAS Certification.

We were successful because we were able to demonstrate total quality management. It is far too easy to “acquire” through brokering companies an “off the shelf” quality management system. Proper quality management is not achieved by paying a body to write a procedure for you then the same company comes in to audit the document once a year.

A Quality procedure must be developed bespoke. In 2006/7 we employed BSI to assist us in documenting our own Quality Control procedures and the following is the summary guide which was produced for the successful UKAS accreditation audit.

The management strategy of Robert Heath Heating Ltd. (RHHL) is customer driven project management (CDPM). This is the strategy which will be applied to the Trent and Dove Contract.

The CDPM process whether a job, a task, a step or an activity are all considered and understood and tools and techniques are used for understanding, defining and improvement.

The CDPM process within the Value and Quality Culture commences at Tender Stage with the preparation for this Tender of a Tender Work Plan. The Tender Work Plan has been drafted by the Team selected to evaluate and construct the Tender/Bid for this Project.

If the Company's Tender or Bid is successful then a Core Team will be selected and assigned to the Project by the Managing Director and the Chief Operating Officer. The Core Team will comprise the Chief Operations Officer, Installation Manager, Contracts Manager for the Project, Technical Manager, Quality Control Officer, Health and Safety Advisor and Customer Care Manager. An external Consultant is often co-opted to the Core Team. The Core Team system is specifically structured as a 'Customer driven' team which is accountable for both project results and quality improvements, focussing on total customer satisfaction.

The team is empowered to act in a manner to satisfy the customer. At the first meeting which is an externally facilitated Team Meeting held at the Company's offices, a Project Work Plan is prepared. The Plan which is customer focused covers the organisation of the Project, resourcing at all levels, consideration of the Partnering framework and requirements of the Project, timetable of all events, operation of the Company's Best Value Plan, Value Management applications and special requirements of the Employer, Health and Safety matters, liaison and working with the Employer and all Stakeholders, amendments to the Company's systems including IT to work with those of the Employer and where

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appropriate other Stakeholders, involvement of Suppliers and any amendment to the Supply Chain framework, review of other projects specific systems and preparation of a Risk Plan.

This team base structure will provide the foundation to progress with the CDPM by:-

- Having the commitment of top management.
- The core team being the organisational structure of choice for project management, quality improvement, process performance activities, value and risk management, health and safety, and the partnering framework.
- Being the basis for accountability for the outcome of the project which can then through the partnering process be shared among all Stakeholders whether the customers, process owners or suppliers.
- A procedure at organisation and project level for the full involvement of the customer.
- A structured system for continuous improvement focussed on customer satisfaction.

The 'Mission of the Team' will be to complete the Project to total customer satisfaction, to work with other team members both from within and outside the organisation as part of the Partnering Framework and in parallel with the customer. A written Statement will be produced which sets out the following criteria:-

- All actions must be customer driven.
- There must be a common direction.
- There must be open communication.

The Mission Statement will be used with any Partnering Charter but indicates the full intent of the Customer Driven nature of the Project Management system of the Company.

The additional team members from within the organisation are the Contract Supervisory staff, Heating Engineers, Electricians and Building trade operatives who will be involved at regular Team Meetings. The feedback will be used by the Core Team for measurement and action of the appropriate process or procedure.

The CDPM process adopted by the Company is strongly quality orientated. The Company has a Quality Management System which has gained ISO 9000 : 2000 Certification. This covers the control and

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measurement, maintenance and by the use of 'feedback', continuous improvement The CDPM process will add to the quality framework by taking into consideration quality function deployment covering the definition of customer needs and expectations, designing and operating procedures to meet those needs and expectations, undertaking measurable targets and technical evaluation and analysis and competitive evaluation.

The Quality Manager together with External Consultants will be involved in translating customer expectations and needs and working with the other team members to provide the information for the Team for action and/or measurement against Contract Performance Indicators such as Key Indicators and Best Value Performance Indicators and the Company's own measurement system for use in Benchmarking against the best performers in the Industry. The benchmarking will not only provide targets for improving the performance of the Company but will be used to maintain the focus on CDPM to meet the needs and expectations of the customer. The quality control system of the Company extends across the complete process and includes the members in the Supply Chain.

Within the Company's Quality Management System there is a Complaints Procedure which is not only acted upon by the Quality Manager but by the Customer Care Manager for the Project and all investigation procedures and findings are also discussed by the Core Team and corrective action taken. The Company's system can be interfaced with any procedures and requirements of the Employer.

The measurement of quality will be undertaken using the monitoring procedures of the Company involving both informal and formal systems:-

- Information from Customer Complaints and Recommendations
- Regular visits of the Company's monitoring staff, both supervisory and quality control and the production of site reports using inspection and project information
- Customer satisfaction surveys
- Client Meetings both within and outside the Partnering framework
- Internal audits to the planned requirements of ISO 9000 undertaken by the Quality Control Manager.
- Obtaining information from all members of the supply chain on their Quality Systems including the monitoring processes of quality, in-process inspection and testing and controls of non-conforming products and non-conforming reviews and disposition which will be used by the Quality Control Manager within the Quality Procedures documentation and system

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- Regular reviews of IT System and procedures
  - Benchmarking

The data obtained will be analysed upon the basis of :-

- Service conformity, trend and characteristics of products and processes including those of suppliers would be considered for preventative action to be highlighted
- Where appropriate the Quality Control Manager would use Statistical Techniques to show levels of quality, identify quality improvements and where improvement, resources and efforts should be directed and to show the effectiveness of past efforts and action

All members of the Company's Project Team as part of the CDPM work with Residents under the specific control of the Customer Care Manager. The Company's in-house Call Centre will be employed to take telephone calls from Residents, deal with queries and sent out appointment letters. Any technical queries are referred to the Technical Department.

Under the Company's Management Systems, members of the Project Team will be available to attend meetings with resident groups organised by the Employer.

In furtherance of the team based customer satisfaction process together with innovation, creativity, continuous improvement, quality control and working with customers, the Company incorporates Value Engineering within the Value Management discipline practiced under the Company's Value Culture.

The Value Management Programme of the Company is a structured and planned set of activities which enable the development, use and continuous maintenance of a Value Management Policy. The Company's use of Value Management move the Value Engineering objectives of cost reduction to one of achieving a common understanding of design problems, identification of design objectives by all of the stakeholders, value, teamwork, training, innovation, change and working to Client's values and objectives.

Each project is considered within the Value Management Programme and the Company use an external Consultant to ensure implementation and that studies are undertaken in a structured manner. A Seven Stage Job Plan is the basis of Value Management Studies. The last of the Seven Stages is the Implementation Stage to put the result of the studies into practice and to ensure that everyone owns all elements of the implementation. The Company's Value Management Programme interfaces with the Company's Best Value Plan.

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To ensure that the implementation has been successful and to improve, interim follow-up stages are undertaken by our External Consultant and Project Team Leader. A final 'follow-up' stage will be undertaken to audit the final outcome to ensure that all of the objectives were met, to obtain customer views and to prepare a 'lessons learnt' analysis for distribution and discussion. All such matters are then monitored to ensure either a movement in the improvement baseline or for continuous improvement.

## **Environmental and Sustainability Issues**

Please see the Environmental and Sustainability Policy Statement attached.

In addition we are able to provide the following as examples of how we are putting our policies into action.

- We are working with the Carbon Standards Trust to attain accreditation. This involves the exercise which we are currently involved in, which is over a three month period, to measure our existing carbon footprint. In six months time we will re-measure our footprint and if we can demonstrate tangible reductions, we will attain accreditation. (See [www.carbontruststandard.com](http://www.carbontruststandard.com))
- According to a study by Fujitsu, the UK wastes £123m powering PCs left on out of hours. That's not only a lot of wasted energy - it's a lot of money too. An individual computer left on all the time costs about £37 a year to run. Switch it off at night and weekends and this figure can be reduced to just £10 a year. The energy saved could make almost 35,000 cups of coffee, according to the Carbon Trust. We have posters up around our office and staff achieve bonus points or are "fined" if computers are found to be left on standby. Bonus points lead to additional holiday entitlement.
- We are not quite the "paper free" office but our investment in technology over the last ten years means that we are ahead of our competitors. Our pioneering introduction of electronic CP12's has, for example, led to a massive saving in paper.
- We have converted all of our computer display screens to LCD, away from the more energy consuming CRTs.
- We are converting our entire fleet of vans (120 at present) to dual fuel by 2011. We lease most of our engineers' vans to the process will take three years to complete - but targets have been set.
- We have a license for Waste Disposal, but are now making more provision for recycling and encouraging employees to reduce waste with our points system.
- Double sided printing has been introduced for letters including LGSR appointment letters