

QUALITY ASSURANCE POLICY

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1.1 Introduction

Oakland Construction Limited prides itself on delivering the highest levels of service to all its clients. Oakland recognises the importance of maintaining strict quality assurance standards to ensure that all Oakland's work meets and exceeds its commitments to clients.

Continuous improvement and feedback are essential to the development of Oakland's quality processes, and are documented and retained to ensure that quality management principles are rigorously enforced

Oakland requires all staff to use the quality management system. A copy of Oakland's quality management system is made available to all staff via the Staff handbook. This policy is regularly updated to ensure that it complies with the latest standard in quality system management.

1.2 Oakland quality assurance policy objectives

- To establish, document, implement, and maintain a quality management system and continually improve its effectiveness in accordance with client, supplier, and business needs.
- To ensure that client's needs and expectations are determined and fulfilled in order to deliver a consistently high standard of service, in accordance with Oakland's corporate values and business objectives.
- To communicate quality assurance principles to all staff, clients, associates and stakeholders in order to meet customer needs and to fulfil legal requirements.
- To establish the quality policy and quality objectives across all Oakland's processes
- To enhance sustainability (including the principles laid out in Oakland's Environment Sustainability Policy) of Oakland's business, reducing waste and minimising environmental impact.

1.3 Oakland quality assurance principles

- Oakland will take a monthly internal audit of its quality management system, to ensure that systems and processes, including internal the recording of all relevant information and the archival of relevant documentation are fulfilled for each job.
- Oakland will invite feedback during each job process, and ask clients to complete a satisfaction questionnaire at the end of each completed project to facilitate continuous improvement
- Oakland welcomes external auditing of its quality assurance process, including site visits from clients.
- Oakland is currently in the process of obtaining independent quality system certification to obtain ISO 9001:2008 certificate of conformity. Steps taken to facilitate the achievement of the ISO 9001:2008 standard include the introduction of automated job tracking software across all client projects and the production of standardised reporting.

1.4 Scope of Oakland's quality assurance policy

- Oakland's quality assurance policy applies to all work undertaken by Oakland on behalf of its clients, including goods and services produced by third party agents and suppliers, and sub-contractors.
- The policy applies to all staff, who are actively required to engage in quality assurance procedures including record keeping, and proactively responding to feedback.
- Responsibility for the quality assurance policy lies with the Managing Director.
- The General Manager is responsible for ensuring that all staff are compliant in maintaining documents and records necessary for compliance with Oakland's quality standards.
- The Contracts Manager is responsible for maintaining standards across all construction output.
- The Managing Director is responsible for ensuring that all staff recognise quality assurance principles and have the necessary skills and training to fulfil their role within the quality management process.

2.0 Oakland quality assurance policy

- Oakland's quality assurance policy is designed to mirror the outcomes expected of internationally recognised quality systems, such as ISO 9001:2008 and its equivalents. Oakland is currently in the process of actively developing its policy to meet these standards.

2.1 Customer focus

Oakland strives to ensure that it closely works in partnership with the client and the client's professional representatives to deliver a finished project on time, on budget and to the exacting qualities expected. A Contracts Manager is assigned to each project to ensure that all services are delivered in accordance with the Schedule of Works, issued drawings and to the issued programme. The Contracts Manager acts as a key point of liaison for raising any issues regarding changes to specification or project timelines, which can be escalated to director level if the Contracts Manager is unable to resolve them. The Contracts Manager is also responsible for ensuring the feedback on project outcome is monitored and retained within the quality system.

2.2 Leadership

Oakland communicates its vision to all employees, clients and stakeholders. Oakland's values are stated to all staff upon induction and reinforced with regular corporate training. Oakland's management team ensures that appropriate resources, including the latest technology and access to health & safety, and professional training for staff, are available for all projects. A Contracts Manager is assigned to every project to ensure that all resources committed to a project are sufficient for the task, and to encourage responsibility within the workplace.

2.3 Staff involvement

Oakland uses documented process to ensure that the accountability and responsibility of its staff at all stages of a job or process. Records kept within the job document decision making at each stage. Continuous feedback during each job or project ensures that staff input is fairly assessed and monitored and that any issues are escalated and dealt with. Weekly team meetings and on-going internal project meetings ensure that knowledge and best practice are shared and incorporated into on-going project management.

2.4 Process

Oakland manages all processes to ensure the effective use of resources, and maintains accurate records, including contact reports, time sheets and project drawings, schedules, and specifications to document the use of processes. Responsibility for different process elements is assigned to named stakeholders, and their performance monitored and evaluated. Clear processes, from the selection of suppliers and sub-contractors to construction standards for outcomes enable Oakland to minimise risks and maximise team performance. Feedback and review of completed jobs enables Oakland to ensure that its project outcomes fulfil client's needs and objectives.

2.5 System approach

Oakland follows the document record keeping process identified in section 3.0 to ensure that quality systems are adhered to.

2.6 Continuous improvement

Oakland uses feedback gathered from client meetings (documented in contact reports and archived within the job), on-going feedback from briefings, project specifications, schedules of work, drawings, programmes or timelines and post-project evaluation to ensure that processes are effective. Where improvements are identified, these are incorporated into the ongoing quality management process.

2.7 Factual approach to decision making

Oakland maintains records of all decision-making processes to analyse the impacts upon clients and stakeholders. Supplier records are monitored to ensure that best value is achieved for all projects. Client feedback and decision making is incorporated into decision making. Records are accurate and up to date, and comply with the Data Protection Act in terms of their use and sharing. Oakland ensures that the confidentiality of client data. Records held by Oakland are never transferred to third parties without full consent of affected parties.

2.8 Mutually beneficent supplier and sub-contractor relationships

Oakland regularly audits its supplier lists to ensure value for money is achieved for all projects. Oakland strives to use suppliers and sub-contractors with accredited quality assurance and environmental standards. Regular contact is made with suppliers and sub-contractors to manage quality and adherence to deadlines is documented with project timeline records. Usually three quotations are obtained for each given task to ensure transparency in competition. Oakland seeks to balance the needs of clients and suppliers to ensure mutually advantageous outcomes.

3.0 Oakland quality assurance process – implementation

Each project is assigned a new file. This file contains all relevant documents relating to the project for quality assurance purposes including:

- Copies of priced tender documents and/or official confirmation of order
- Copies of the client's general schedule of works
- Copies of specification
- Copies of drawings together with issue sheet numbers to show latest revisions
- Copies of specific schedules such as doors, ironmongery, colours, flooring together with issue of sheet numbers to show latest revisions
- Copies of health and safety Pre-Tender Construction Plan
- Copies of asbestos report category level 3 confirming appropriate action to be taken
- Copies of health & safety Construction Phase Plan, including risk assessments & method statements
- Copies of Building Safety Group site visit inspection reports
- Copies of programmes and any on-going revisions
- Copies of all correspondence be it posted or via email
- Copies of orders
- Copies of site meeting minutes

- Copies of Building Control Certificates including plan consent number and contact name
- Copies of Architects Instructions
- Copies of valuations together with Interim Payment Certificates issued on behalf of client
- Copies of Practical Completion certificates
- Record of retentions and dates for release
- Summaries of feedback and evaluation reports, including completed client questionnaires
- Copies of any issues or complaints that arose during the project process, and the recommendations taken

4.0 Risk Assessment for Quality Management

Risk Assessment is helpful for assessing and dealing with the identified risks identified in the process of employing new suppliers and/or labour, all of which can improve the ability to deal with problems in a time-effective and less costly manner. The company thinks about what potential problems could occur and decides what to do about them, with acceptable decisions including risk avoidance, risk mitigation and risk acceptance (e.g. if the cost to remove the risk is greater than the cost to fix the problem when it happens, accepting the risk might be a good decision). Below are examples of some ideas in which risk assessment is helpful, as a management tool.

a. Quality Management System Planning - raising the questions about where are the risks in your processes?

What risks arise when making changes to the processes? What resources are required to address the risks?

b. Planning of Product/Service Realization - when planning for delivering the product or service, has the company identified where in the process there is risk of problems occurring? Does the company know what needs to be done when the problem occurs, or can there be a preventive maintenance plan in place to avoid the problem?

c. Review of Requirements for Product/Service - raising the question if there risks that we will not be able to meet the requirements for the product or service? Is there a new design that stretches the limits of our abilities or knowledge? Is there new technology that we will be using for the first time to meet requirements?

d. Design – raising the question in terms of what are the risk areas in the design, where requirements may not be met? What risks are present when a design change is made? How does the company ensure that it can deal with a product or service non-conformance when it occurs?

e. Purchasing – raising the question about what risks exist when adding a new supplier, and how the company will address them? When placing an order with a supplier for material or services that the company has not used before, what are the risks that they will not be able to deliver properly?

f. Control of Product and Service Provision - other questions include asking if the company controls the riskiest parts of the process for creating the product or service? Has the company identified post-delivery activities (such as service maintenance), have these been designed to address the areas where risk assessment tells us something might go wrong?

g. Measurement, Analysis and Improvement – raising questions as to whether the company ensures it measures and analyses the riskiest parts of the process, rather than just choosing what is easiest to measure? Does the company focus improvement on the riskiest parts of the process?

h. Internal Audit – raising questions if the riskier processes scheduled, should be audited more frequently? When auditing a process, are the risks of the process taken into account to make sure they are verified? If non-compliances are found, do they indicate risks that were missed on the risk assessment?

i. Non-Conforming Product – raising the question, if when deciding on the disposition of a non-conforming product, are the risks associated with the decision taken into account? This is often the case when choosing to accept a product as is, but ensuring that the company assesses the risk of rework or repair of the product.

j. Corrective Action/Preventive Action - by definition, Preventive Action is a method of risk reduction because the company has identified a risk and decided to address it; however, the company does look at the risks introduced with implementing a planned corrective or preventive action to ensure that new and possibly worse risks are not introduced. When reviewing the root cause of a problem, does it indicate an area that was missed on the risk assessment for the process, and is this risk applicable to any other processes?