Confidentiality Statement

The copyright of this Manual and any associated documentation is the property of MacLennan.

The controlled copies of the manual and associated documentation are held on MacLennan's Network. A hard copy may be printed for reference purposes, but any such copy is considered uncontrolled.

Copies of this Manual may be provided to third party organisations on request and at the discretion of the Managing Director. If copies are provided, the content is to be treated as confidential and is not to be passed to subsequent third parties without the authorisation of the Managing Director.

Authorisation

The first version of this Manual has been signed off as suitable, adequate and effective by the following signatories:

Type	Name and Position	Signature (Digital)	Date
Compiled	Julia Pugh. Associate Consultant – HKW Risk Management	Julia Pugh	15.03.2021
Reviewed	Helen Waddington – HKW Risk Management		15.03.2021
Authorised	Ian MacLennan, Managing Director		15.03.2021

Amendment Records

All relevant employees are informed of any changes to this Manual or associated documentation by email or verbal briefings as appropriate. Previous versions of this Manual are held for record keeping purposes only and are not readily available.

Any amendments are recorded in the Document Control Register and the version number is updated. Please see the Document Control section for further information.

Definitions

Term (references in brackets are to clauses of ISO 9000:2015)	Definition
Archdesk (MacLennan)	MRP System
BS 8102	Code of practice for protection of below ground structures against water ingress
Continual improvement (3.3.2)	Recurring activity to enhance performance. Useful guidance comes from Annex A.3 of ISO 9001:2015 which states "Continual" indicates duration that occurs over a period of time, but with intervals of interruption (unlike "continuous" which indicates duration without interruption). Continual is therefore the appropriate word to use when referring to improvement"
Customer (3.2.4)	Person or organisation that could or does receive a product or a service that is intended for or required by this person or organisation.
Documented information (3.8.6)	Information required to be controlled and maintained by an organisation and the medium on which it is contained.
Interested party (3.1.6)	Person or organisation that can affect, be affected by or perceive itself to be affected by a decision or activity
Objective (3.7.1)	Result to be achieved
Process (3.4.1)	Set of interrelated or interacting activities that use inputs to deliver an intended result
PSA (MacLennan)	CRM System
Risk (3.7.9)	Effect of uncertainty
Risks and opportunities (3.2.11 ISO 9001:2015)	Potential adverse effects (threats) and potential beneficial effects (opportunities)
Supplier (3.2.5)	Organisation that provides a product or a service.

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About MacLennan

LSE Building Preservation Limited, T/A Maclennan has been trading since April 2000.

The Company is proud of its record of providing high quality basement and deck waterproofing as well as structural repairs and remedial damp proofing services.

The Company has a wide Customer base ranging from building contractors, architects, structural engineers and housing developers.

In support of its status in this chosen field, MacLennan is a member of the Property Care Association (PCA), is a gold status participant in the DTI Construction Line scheme, an advanced member of CHAS, annually audited by Achilles and also achieved Alcumus Safe Contractor Accreditation which all demonstrate compliance with SSIP core criteria and UK H&S Legislation and meets the requirements of CDM Regulations 2015. MacLennan has also achieved the status of Approved Contractor for the Company's larger and international suppliers.

MacLennan puts great emphasis on training. All the Company's staff are fully qualified tradesmen and have or are working towards achieving NVQ qualifications in Waterproofing operations. The Company's Operatives and Surveyors hold qualifications from the PCA. MacLennan works to the highest professional standards and to recognised codes of practice and writes codes of practice for the PCA for the industry. The company is audited independently by periodic inspection by its major clients.

The Managing Director, with 25+ years of relevant experience, is qualified CSSW, CSRT, IOSH. He was part of the Technical Committee of the Code of practice for protection of below ground structures against water ingress, BS8102 which was revised and re-issued in 2022.

Surveyors are qualified as Certified Surveyors Structural Waterproofing and have between 10 and 25 years' relevant experience each. Junior Surveyors are mentored by fully qualified Senior Surveyors until such a time that they complete their Certified Surveyors Structural Waterproofing exams with the PCA. They also undertake internal sales and client training before they own projects directly.

An essential requirement of the continuing maintenance and development of the Company's quality objectives is the installation of a Quality System registered to ISO 9001 status.

MacLennan have documented the key business processes in QU01 Processes and Job Descriptions.

About the Quality Management System

MacLennan have held certification to ISO9001since 2004 as this is a key requirement of onboarding large client contracts.
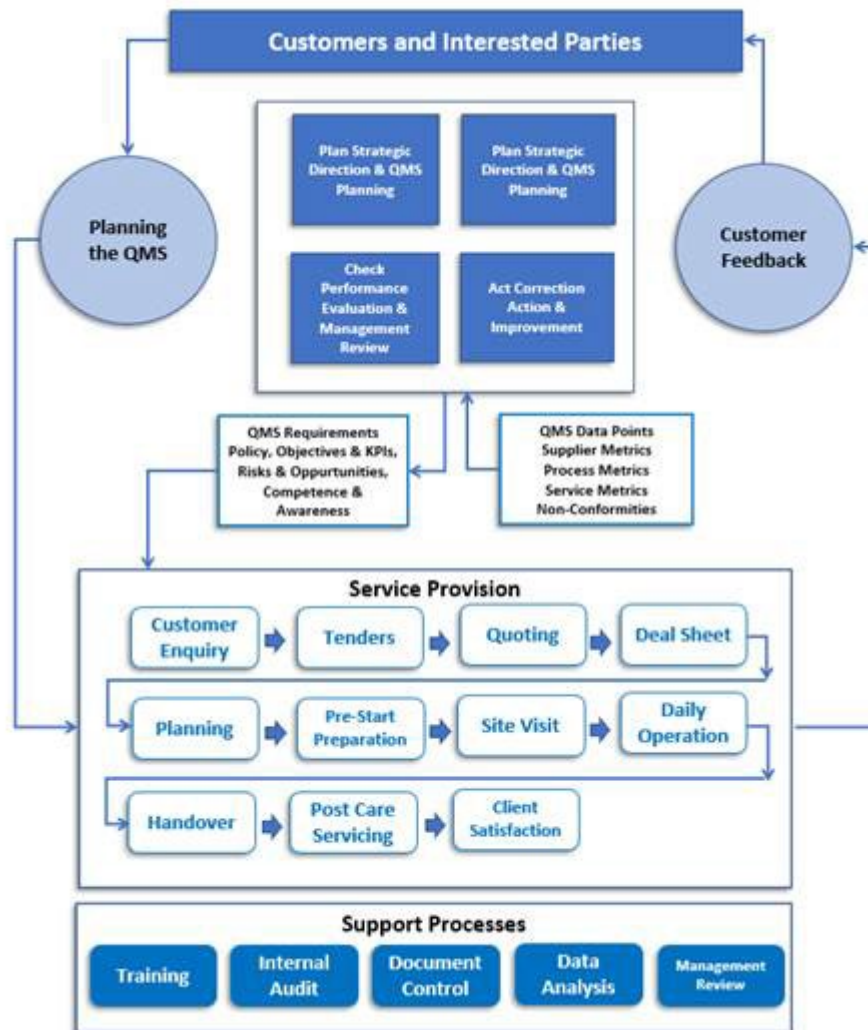
Scope of certification

The organisation has determined the boundaries and applicability of the management system and has established the following scope:

Design, supply and installation of waterproofing systems for structures incorporating remedial structural repairs, carried out for private householders, building contractors, local authorities, architects, builders, surveyors, commercial, rail and utilities.

All business operations are included in this scope and all clauses of ISO9001:2015 are deemed "applicable" (as per Clause 4.3).

The structure of the management system is described in the following diagram.

The intended results of the QMS are to:

- Support MacLennan in the strategic growth of our business
- Be easy to use and tailored to our business
- Consistently meet our customer requirements

Context

The wider political, economic, social, technological, legal and environmental context that MacLennan operates is recorded in QU41 Management Information document which records a SWOT (Strengths, Weaknesses, Opportunities and Threats) and an analysis of Interested Parties.

There is no requirement to maintain a documented record of this information, however the Managing Director wanted the discussions and decisions to be recorded to make the review process easier and more efficient. The SWOT and Interested Parties list are reviewed annually as a minimum at the Management Review but may be reviewed more frequently if required.

The Management Information document is considered confidential but may be made available to selected third parties on request.

This quality management system is designed to support our strategic direction and to provide an efficient structure to manage the daily activities of our business.

Leadership

MacLennan is led by the Managing Director who founded the company and is heavily involved in all aspects of Leadership. All QMS documentation and information has been established and approved by the Managing Director with support and expertise from External Consultants.

The Managing Director has established a Leadership team, who are taking on more of the day to day running and operation of the business and the QMS. The Managing Director will retain authority for approving the Quality Policy and this Quality Manual with the responsibility for approving other QMS documentation being divested to the Leadership team.

An Organisation chart is held on file.

The Leadership team at MacLennan have created a Quality Policy which is listed on the Document and Record Matrix. The Policy is signed by the Managing Director.

Key responsibilities for the QMS are as follows (reviewed and re-evaluated with the Managing Director as and when it becomes appropriate to make any changes to either internal or external, responsibilities, or actions)

Activity	Responsibility
Making sure that the QMS conforms to ISO 9001 requirements	Managing Director and support from External Consultants HKW Risk Management and What No Safety Ltd
Making sure that all Maclennan processes are achieving the intended results	Departmental Managers
Reporting on the performance of the QMS	Admin Support
Identifying opportunities for improvement	All staff
Promoting the focus on meeting customer requirements	MacLennan Leadership team
Making sure that the integrity of the QMS is maintained when any changes are planned and implemented	Managing Director and support from External Consultants
Ensuring supply chain are compliant with the QMS	Admin support and Departmental Managers
Ensuring all MacLennan processes are being followed by individual employees. Instigated in 2022-2023 performance appraisals.	Departmental Managers

Objectives

Objectives are set every year at the end of our financial year. The Objectives are recorded in the QU41 Management Information document along with the resources required and responsibilities.

These objectives are monitored regularly, and progress is reviewed during the year. When actions are required, these are managed through the improvement process (which is outlined in [Improvement](#))

Risk Management

Risk management is a critical part of business processes. Risks are managed through a variety of methods and are recorded in various ways – the Risk Register tab in the QU41 Management Information document is used to record wider business risks and opportunities.

The Risk Register is a summary document of the risks and opportunities facing Maclennan. Each risk is categorised as Operational or Strategic and is assigned a rating of Low, Medium or High.

The process of completing and reviewing the Risk Register includes assessment of:

- The internal and external issues taken from the Business Context document.
- The requirements of any interested parties
- The scope of the quality management system

Opportunities can be identified by any employee and are recorded on the Risk Register; any action plans are managed through the improvement process.

The 'risk appetite' of Maclennan varies, depending on the amount of risk that we are willing to accept in pursuit of an opportunity or in the avoidance of a risk. The following areas will be considered in the decision-making process:

- Risk to product safety and conformity
- Capacity to take on or mitigate the risk
- Requirements of interested parties
- Policies, objectives and the current strategy

Various 'risk mitigation decisions' are taken at MacLennan including:

- Evaluate an emerging risk
- Accepting the Risk - making an informed decision that the risk is acceptable but monitoring the situation in case existing control measures become ineffective. This option may be relevant when control measures have been implemented but there is still a residual (acceptable) level of risk
- Reducing the Risk– reducing the risk to an acceptable level through implementation of control measures

Change Management

Any changes which could impact the effectiveness of the Quality Management System are controlled.

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Documents

Any changes to documents held to support the QMS such as procedures, forms, policies etc are managed in line with QU02 Documents, Records and Communications.

Products / services

Any changes to products or services supplied to customers are considered thoroughly by the Leadership team. A series of functional tests and market research is carried out before any new products or services are launched.

Resources Management

People

The organisational structure at MacLennan is kept on file.

Infrastructure / Environment / Premises

MacLennan's Operations are based at Unit 5, Helix Trade Park, Amesbury. Our site consists of an office, a warehouse with storage containers inside, a meeting room and welfare facilities. Office based staff work from home or the office as required by their activities. If working from home, they are provided with computers/laptops, screens, VOIP telephone system and/or mobile phones as appropriate, keyboards, mice etc to set up a proper working area. VDU Assessments are carried out annually for all staff working from home to ensure their working area is adequate.

No manufacture is performed on site.

The company has a fleet of company cars and liveried vans.

Installations are carried out on customers' sites by our Technical team. Our site technicians are equipped with the following:

- Company vehicle (telemetry tracked)
- Appropriate tools
- 5- or 7-point PPE
- Work instructions / documentation (H&S)
- Phones / tablets running Archdesk / computers / relevant software packages eg Specialists have O365 and PSA.

Calibration

MacLennan have adapted our systems and ways of working so we no longer need to use devices that require calibrating. If this changes we will have an internal review about adding any equipment that may require calibration to be logged on our register.

If any piece of critical measuring, testing or inspection equipment is to be used to quantify a quality parameter or verify a specification requirement, then all such equipment must be identified, initially calibrated and logged onto the Register of Calibrated Equipment (QMF 05a).

All such equipment must be calibrated at the required frequency and all calibration documentation retained on file for at least three years. Where equipment is more expensive to calibrate than to

replace, this should be taken into account before booking in the calibration. The frequency of the use of the equipment should also be considered as part of that cost assessment.

Competence, Training, Awareness and Knowledge

MacLennan has a Training Matrix (QMF 60 Saved as a shared Electronic document within the Training Folder). Individual training records are kept.

Every employee receives an induction when they start at MacLennan which includes information on the company, the documentation and processes. Some training such as Forklift Truck Training is provided externally, and certificates are issued for this where required. The majority of all other product and process training is provided in house and is supported by mentoring of employees and checks on performance and behaviours.

When required (for example due to customer requirements), additional knowledge is gained through the appropriate method which can include information from customers and suppliers, attendance on relevant training courses, research etc.

Communication

The table below summarises communications at MacLennan.

What	When	Who	How
Quality Policy and Objectives	Start of employment	All employees	Face to face
Objectives	Annual update	All employees	Face to face/Email
Quality Policy	As required	Customers / interested parties	Email
Material properties and requirements	Customer request / requirements	MD Sales Manager	Email Phone Face to face
Design and development	Customer request / requirements	MD Surveyors Operations Crews	Email Phone Face to face
Customer Communications / orders	Customer requests / inquiries	Sales Surveyors	PSA

Document Control

MacLennan has documented arrangements for the control of documented information in QU02 Documents, Records and Communications. Documents are structured into the following categories:

These are all to be saved in the Management Drive Only as this has limited access to prevent accidental deletion of Master Templates and Documents. All working Documents are distributed to the required individuals and departments by the Document Controller as appropriate after any updates.

Type of Document	Description

Policy Statement	One page document signed by the MD describing MacLennan's policy in a particular area, such as the Quality Policy Statement.
Strategy Documents	These can take various forms and some may be confidential. This Manual is deemed a Strategy level document as it provides a high level 'road map' of how the system is structured and where further information can be found. Also included are QU Procedure documents.
Management Information	This can take various forms such as: • Training Matrix • Internal Audit Programme • Document Register
Processes and Procedures	QU Documents contains all official Company Procedures which must have Director ownership and responsibility.
Standard Forms	QMF documents are template documents used to make sure that certain tasks are done consistently. Once completed, these documents usually turn into records and cannot be altered retrospectively.
Records, Reference and Resources Materials	Any document which cannot be altered and states objective evidence recorded at a particular point in time, such as a Calibration record. Records must be stored, preserved and retrievable when required. Some records must be held for specified periods of time for legal reasons.

All QMS documents and any amendments to them are recorded in the Document Register which records the following information:

- Document Title
- Document Number
- Date of Issue
- Version No

The document numbering system is structured as follows:

- QUxx Procedures or Process Map
- QMFxx Forms
- QMS = Quality Management System
- Some documents are shared spreadsheets (In this case the location of the file is saved in the management folder), although a standard template will be saved in the folder.

Any employee can suggest changes or updates to an existing document or request that a new document is created, any changes are reviewed by a Director. Changes and amendments are recorded in the Document Register. Employees are informed of any changes.

Hard copies of relevant computer data shall be taken as necessary and retained in the relevant file as indicated in the Controlled Documented Information, Communications & Record Matrix.

All computer data shall be protected in terms of access control, password protection etc.

Business system information is automatically backed up on a Cloud based system.

Service Provision

Operational Processes and Job Descriptions are recorded in QU01.

Survey & Commercial Process

Initial enquiries from customers or from contractors are captured on the company's CRM database, PSA, this includes a pre-qualification of the enquiry to ensure all relevant information is obtained, such as customer / project details, site address, enquiry type, relevant start and end dates.

The enquiry is allocated to a Commercial Manager and a surveyor is assigned to each project to flesh out customer requirement to ensure a full specification is provided.

A formal quotation is issued to the client and contracts are exchanged.

Operations Control

Once agreed, the waterproofing is installed by a team of Technicians on customers' sites. Prior to the work beginning, a pre-start inspection is carried out to inspect the site, check the preparation, check access etc.

Prior to the first visit, the site team are briefed and the following areas are checked:

- Site preparation
- Weather
- Storage
- Available areas
- Site controls
- Site traffic
- Working at height controls

Pump/Channel Servicing Control

When an order is received including an internal cavity drain system, this must be incorporated into the servicing spreadsheet QMF 63 for monitoring and tracking from installation/commissioning, first service through to service agreements being issued to end users. Once the system has been installed and the pumping system is commissioned (if required) and first service carried out as per the accepted quotation, a service agreement should be sent to the customer to sign up to. Commercial clients are informed this should be passed to the end user in order to maintain their guarantee for the waterproofing system. First services should be carried out within 3 months of installation/commissioning according to BS8102 but will always be carried out upon immediate completion of finishes by the main contractor as it is required as soon as possible to prevent future issues. The work is not guaranteed until this is complete, and we know the system is as per spec and undamaged. Once the service agreement is agreed to by the client, a date for the next service should be agreed for a mutually convenient time for MacLennan and the end user. This must be confirmed 14 days prior to visits and service engineers must ALWAYS read previous reports and notes prior to attending any property for a service appointment. They must also be given 24 hour access to all records in case of an emergency call out. The service team must update all records including QMF

63, individual servicing folders, QMF 66, the servicing diary (also ensuring all report fields have been populated by engineers) and inform occupants of the property of guarantee status as soon as possible. Once the service has been carried out, any issues found to be associated with the cavity drain system that is discovered during the service, will be highlighted to the CSSW specialist and an action plan created to investigate/resolve the problem. A servicing certificate and customer satisfaction survey should be issued to the end user. Schedule updated to contact end user 12 months' following the service for the next one to be booked in and carried out. Operations Manager to carry out monthly checks to ensure process is being followed by all team members.

Design and Development

Each unique waterproofing project is considered a new design and design and development controls are implemented as below.

Design and Development Requirement	process / documentation / information
Design Inputs	• Customer specifications • Drawings • Other statutory requirements including BS 8102 British Standard for Below Ground Waterproofing
Design Controls	• Functional testing (validation) is performed on waterproofing using various meters and tests. • Records of results of testing are retained
Design Outputs	• Products meeting the required specifications • O&M manuals detailing servicing arrangements, datasheets, contract, Ts and Cs.
Design Changes	• Changes to design would generate a new quote and drawing with unique reference number

Release of Products

Sign Off

MacLennan waterproof sign-off sheet is completed to detail checks performed at the end of the job by the site manager, photographs are taken and kept to document the works completed.

Non-conforming products

Details of Non-conforming products and customer complaints are logged on the Quality Improvement Spreadsheet (QMF 04). NCs are thoroughly investigated so that we can ensure we contain the NC, analyse the reasons why it happened, identify and action corrective steps to ensure the NC is not repeated and that the effectiveness of these steps are verified.

These activities are outlined in documented procedure QU04 Control of Non-conformance and Corrective Action.

Suppliers

To maintain the quality of the final product or service, control must be exercised over the purchased components used.

MacLennan purchase services and products from a limited number of suppliers, subcontractors and service providers.

All companies may be selected based on: (as applicable)

- Sustainability: BS 6001/14001
- Value/Insurance/Warranty: Insurance Backed Guarantee
- Product Development: New Product Development with them
- Monthly Cadence Calls (Director Level)
- Special Discounts Main Installer
- Product certification (UKCA markings / BBA certificates etc.)
- Programme and Urgency

MacLennan maintain records of all approved Suppliers, Subcontractors and Service Providers on QMF 14. This information is collated from completed pre-qualification forms (QMF 52 a, b and c and QMF 56) and supporting information provided by each respective company.

Clients sometimes require us to procure items or services from their nominated suppliers.

Items affecting products or services received by the Customer must be purchased from the List of Approved Suppliers and Sub-contractors found on QMF 14. If QMF 52 a, b or c cannot be completed and returned in good time to deliver the services required for our clients, Director approval must be obtained for orders to be placed with suppliers and sub-contractors.

The Company will need to purchase materials, specialist materials, consumables, components and tooling together with the specialist tradesmen services of approved Sub-contractors. The Company will maintain a small stock of consumables etc. but most significant purchases will be job or project specific.

A Purchase Order (QMF 16) will be raised, as required. Orders for common stock items will be referenced "Stock". The bulk of the purchasing requirement will covered by repeat orders with well established and proven Suppliers and Sub-contractors.

The Supplier will be required to supply to the specification, quantity, price and any previous quotation reference as specified on the Purchase Order. In general, the specification will be the item's description together with any product code or part number or is will be taken directly from the Industry Standard.

Goods will be delivered to the address stated on the Purchase Order. Direct delivery to the Company's Customer will be by prior arrangement and instruction.

On receipt of materials on site, staff will check that the requirements of the Purchase Order is satisfied and sign the delivery note accordingly.

Acceptable goods will be taken into stock and be available for immediate use. Unacceptable goods will be reported immediately to the Supplier and the goods returned on the delivering vehicle wherever this is possible. Defects found at a later date will be reported in the same way.

Arrangements will be made and confirmed for the faulty goods to be collected or returned and for their replacement, refund, credit etc. as appropriate. Since most purchases will be job specific, rapid replacement will be the Company's first priority.

The Company will usually carry out a regular physical stock check normally on a monthly basis.

Where sub-contracted services are required, the selected, approved Sub-contractors will be contacted by telephone for availability. The Company may invite the selected Sub-contractor to the job site and provide any essential drawings and/or instructions.

Monthly Director led Cadence calls are held with certain key suppliers. Any performance exceptions are logged on QMF04 Quality Improvement Spreadsheet and summarised at the Management Review.

Performance Management

Monitoring and Measurement of Process and Products
The following aspects of the QMS are regularly monitored:

- Finances – Sage
- KPIs – CPD seminars and marketing activity, social media, newsletters
- Opportunities inbound project enquiries
- Quotes
- Follow ups
- Wins
- Manual data – part of automation project

Monitoring and Measurement of QMS
The suitability, adequacy and effectiveness of the QMS is monitored and measured in the following ways:

- Progress towards and achievement of company objectives
- Internal and external auditing
- Management reviews

Customer satisfaction
As part of the company's performance evaluation the company shall obtain information from its customers in order to gauge their perception of the company's products and services. The methods for obtaining this information can be carried out in a number of ways and the results shall be reported to the relevant manager and reviewed annually at the Management Review meeting.

The company does not use a single method for capturing customer satisfaction, but will obtain evidence using any of the following information:

- Meetings with customers

- Client testimonials from unsolicited email
- Repeat business with customers
- Customer satisfaction survey

Internal Audit

Internal audits are planned on a risk basis and are designed to help identify any opportunities for continual improvement and to provide reassurance that the QMS:

- Meets MacLennan's requirements
- Meets ISO 9001:2015 requirements
- Is effectively implemented and maintained

Internal audits are carried out by the external consultant, all relevant staff are involved in the process.

Internal Auditors follow the process approach when auditing each manufacturing process, and the following elements will be included to a greater or lesser extent in each audit:

- Resources (including people, infrastructure, monitoring, measuring, calibration)
- Competence and training
- Awareness, understanding and knowledge
- Communication
- Document Control
- Performance Measurement

Internal audits are carried out regularly throughout the year and each cycle is completed by the financial year end. The intention is to audit all main processes during one audit cycle. The audit plan is organised in line with the financial year and is recorded on QMF57 QMS Governance Activities.

Internal Audit Reports are recorded, and any findings are added to the Audit tab of the Quality Improvement Spreadsheet (QMF 04).

Management Review

The Managing Director together with other selected personnel shall review the effectiveness and suitability of the Management System at least annually. As well as the Management System documentation, the whole scope of the system shall also be reviewed. It is at this review that the effectiveness of the management systems shall be reviewed and any other opportunities for improvement addressed.

The Management Review includes as a minimum the following points for discussion;

- Previous actions.
- Review of Internal audit reports.
- Review of External audit reports.
- Review of internal & external parties
- Review of Quality Policies and quality management system
- Review of Company Objectives
- Review of Risk & Opportunities Register (external & internal review)
- Changes to procedures following identified risks and opportunities.

- Non-conformance including customer complaints
- Customer Satisfaction and any feedback
- Supplier performance
- Training and resource needs
- Any further recommendations or opportunities for improvement

Minutes are produced and are stored appropriately.

Where the system is found to be ineffective as a result of the changing needs of the business operations amendments shall be made to the system and any relating procedures and policy.

Improvement

MacLennan is committed to the continual improvement of its products, processes and QMS as it is vital to the growth and sustainability of the business that customers remain satisfied with the products and the overall service from MacLennan.

Improvements to the QMS are summarised in the Management Review meetings.

We are committed to the continual improvement in suitability, adequacy and effectiveness of the QMS, our business as well as the specialist design services and products we supply to our customers.

Compliance Matrix of the requirements of ISO 9001:2015 with MacLennan Documentation

ISO 9001:2015 Requirement	MacLennan Documented information
Section 4 Context of the Organisation	About MacLennan About the Quality Management System Context QU41 Management Information Document https://maclennanwaterproofing.co.uk/company/
Section 5 Leadership & Commitment	Leadership Quality Policy Organisation chart
Section 6 Planning	Risk Management QU41 Management Information Document Objectives QU41 Management Information Document Change Management
Section 7 Support	Resources Management QMF 05 Calibrated Equipment Log Training Matrix Register of documents and records
Section 8 Operation	Production Management
8.1 Operational planning and control	PSA Work diary
8.2 Requirements for products and services	QU01 Processes and Job Descriptions
8.3 Design and development of products and services	Design and Development
8.4 Control of externally provided processes, products and services	Suppliers
8.5 Production and service provision	Survey & Commercial Process Operations Control QU01 Processes and Job Descriptions QMF Forms
8.6 Release of products and services	Release of Products Sign Off
8.7 Control of nonconforming outputs	Non-conforming products QU04 Non-conformance and Corrective Action Procedure
Section 9 Performance evaluation	Performance Management QMF04 Quality Improvement Spreadsheet Management Review minutes
Section 10 Improvement	Improvement QMF04 Quality Improvement Spreadsheet