

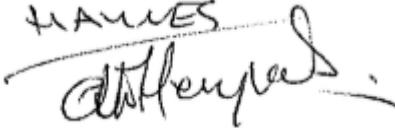
Safety, Health, Environmental and Quality Management System

Date	Author	Summary of changes
02/07/2024	ROXPAL	Table of changes added to policy
23/01/2025	ROXPAL	Incorporate HSE into the management system

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Executive Name and Signature

C. HAYES


Executive Job Title Chief Executive Officer
Author: Natalie Potter, Roxy Palmer

Effective Date: 23rd January 2025
Next Review Date: 23rd January 2026

1. Scope

1.1 Objectives

Churches Fire Security Ltd are committed to protecting the Safety, Health and wellbeing of our colleagues and those affected by our work activities, understand, defend and preserve the environment, whilst pledging to source sustainable solutions that are cost effective and quality assured. Objectives are set out as follows and are made available to all interested parties via the company website. We have also noted how we would measure achieving those objectives.

- Report and investigate accidents, incidents, near misses within 3 days of notification
- Target to maintain an accident frequency rate (AFR) below 3%
- Committed to increase the number of near misses reported YoY, by all departments within the business
- Ensure mandatory H&S training is completed with a target of under 3%
- We aim to remain a quality supplier by providing a service which conforms to the requirements of our customers and therefore the Fire Safety Order 2005. We measure achieving this this objective through a target of nil sanctions raised against the Fire Safety Order 2005.
- Meeting and exceeding the customer's needs and expectations will be paramount in all company activities. We monitor retentions and customer complaints and measure customer satisfaction through NPS scoring and a monthly KPI target of >0.
- To this end the company has a documented SHEQ Management System to comply with the ISO requirements and all appropriate standards. The renewal of all accreditations and conforming with internal and external requirements is how we measure success of this objective.
- The Company will comply with all the appropriate statutory and regulatory requirements. This objective is measured through achieving nil sanctions, including HSE prohibitions and/ or enforcements, against any of the requirements and the achieving and maintaining of our accreditations.
- The Company aims to ensure all customers have a compliant and well-maintained system. This is monitored through the targeted reduction of false alarms and more expedient ARC response times.
- Adherence to this policy involves every aspect of The Company's business and its employees and requires full buy in from all. This objective is measured by departmental KPIs, the results of internal audits and compliance to processes.
- Sub-contractors (when used) are made fully aware of the requirement for quality and given all the necessary relevant documentation which must be

completed prior to commencing work. This is measured through the returned agreement to our subcontractor handbook and annual subcontractor reviews.

- The Company utilises a process of continual improvement. All employees are encouraged to review the working practices and suggest methods for improvement where appropriate. In addition, all relevant processes are reviewed and improvements determined where reasonably practical. This is all documented and reviewed as part of the internal audit programme.
- Continually deliver YoY on our [ESG Commitments](#), maintaining the road map, achieving the overall objective of accomplishing net zero by April 2045.
- Fulfil environmental compliance obligations – no sanctions or fines
- Completion of all planned internal and external audits, in accordance with the [audit plan](#), ensuring all non-conformances and corrective actions are completed on time in full.

1.2 Our Mission and Vision

The Company objectives for uncompromisingly high standards are set out within our company mission and vision and are made available to all interested parties via the company website: www.churchesfire.com

Our mission is to safeguard life and property from the threat of fire and theft.

Our vision is to be the best and most trusted partner in fire safety and security, giving an unsurpassed customer experience at all touchpoints.

Cultivating a positive health, safety and quality culture within the Company through the continued realisation of this management system, and ultimately our customers' experience of it, is vital to meeting their rising awareness of quality and expectations as well as supporting the growth of our brand and business.

1.3 Achieving our objectives (Our Values)

Our values are a statement of our culture, business processes and way of doing things. They form the basis of our everyday activity, by all directors and staff, with our customers, business partners, suppliers and stakeholders. These values are made available to all interested parties via the company website: www.churchesfire.com

Reliable

- We are here for our customers; 24 hours a day, 365 days a year.
- We provide an unrivalled quality of service with confidence.
- We shape our service according to our customer's needs.

Trusted

- We act with integrity by doing what's right, not what's easy to ensure that our customer's obligations are fulfilled and compliant.
- We act with honesty and pride ourselves on nurturing long-term customer relationships.
- Our work is continually assessed by independent third-party accreditors to ensure the highest quality service and maintenance; the safety of our employees, customers and partners is our top priority.

Knowledgeable

- Our nationwide team of highly-trained technicians are our greatest assets, providing the UK with world-class fire safety and security.
- We support our technicians through a team of technical managers, experienced account handlers, designers and support staff.
- Our passion for continuous learning and development makes us credible experts in ensuring legal fire safety and security responsibilities are adhered to.

Speed of Response

- We deliver industry leading call-out time response times; we recognise that quick resolutions are important to our customers.
- We constantly review new technology and innovative solutions to improve the efficiency and effectiveness of our service.
- We pride ourselves on the speed and capabilities of our support and customer service teams.
- Responsive to the business to assist with Health & Safety matters.

Innovative

- We push for simplicity, utilising unparalleled systems to save our customers' both time and money, often by removing the need for multiple technician visits.
- We utilise the latest technologies to provide a suite of management information and analytics in one centralised customer portal.
- We partner with industry leading systems to widen our technical capabilities and provide additional account visibility to our customers.

Barbour subscription ensures we remain informed of all legislative and regulatory changes affecting us and our outputs.

Additionally as members of various [industry bodies](#), we keep abreast of legislation changes and product developments. Through independent, third-party assessment, we can guarantee a high standard of products, installation and service. Objective evaluation means the quality of works and methods carried out have been verified as being to a suitable standard. Our technicians are also assessed for compliance.

2. SHEQ Management System

2.1 Purpose

The Company has incorporated Safety, Health, Environmental and Quality into one overarching Management System (MS) which applies to all activities of the Company, including those carried out by third parties (such as sub-contractors) on behalf of The Company. The MS has been implemented to comply with the internationally recognised standards; BS EN ISO 9001, 45001 and 14001. Requirements, without exclusions as well as Regulations for NSI approved Companies including NSI schedules FRAQS123, FSQS121, SSQS102, EASQS207 and SSQS101; industry agreed Regulations, Codes of Practice, any relevant Product Standards, local fire and rescue service polices on response to fire and security alarms and applicable legal and/or statutory requirements. The purpose of the MS is to ensure all work undertaken and services provided to customers remains of a high-quality standard and that The Company meets its objectives, keeping our workforce safe and well and that no one else is affected by our work.

Our Alarm Receiving Centre (ARC)/Remote Video Response Centre (RVRC) is constructed and is operated to meet the rigorous requirements of BS EN 50518, BS9518 and NSI Gold Certification including SSQS102.

2.2 Application

Achievement of the MS involves all staff, who are responsible for their Health & Safety, adhering and supporting the Safety Starts with Me ethos, and also the quality of their work. This document is provided to all staff via electronic systems to ensure there is awareness and understanding of it. It is the responsibility of all staff to familiarise themselves with the contents of this and to comply at all times with the policies and procedures that are associated with the MS.

2.3 SHEQ Management Principles

Customer Focus

The primary focus of quality management is to meet customer requirements and to strive to exceed customer expectations. Sustained success is achieved when an organisation attracts and retains the confidence of customers and other interested parties on whom it depends. Every aspect of customer interaction provides an opportunity to create more value for the customer. Understanding current and future needs of customers and other interested parties contributes to sustained success of an organisation.

Leadership

Leaders at all levels establish unity of purpose and direction and create conditions in which people are engaged in achieving the objectives of the organisation. Creation of unity, a safe place to work, with purpose, direction and engagement to enable the organisation to align its strategies, policies, processes and resources to achieve its objectives. Leaders will comply with applicable legal requirements, practicing and leading by example and periodically evaluate compliance throughout their areas of responsibility.

Engagement of People

It is essential for the organisation that all people are competent, empowered and engaged in delivering value. Will work in a safe manner, adopting our Safety Starts with me ethos. Competent, empowered and engaged people throughout the organisation enhance its capability to create value. To consult with and manage an organisation effectively and efficiently, it is important to involve all people at all levels and to respect them as individuals. Recognition, empowerment and enhancement of skills and knowledge facilitate the engagement of people in achieving the objectives of the organisation.

Process Approach

Consistent and predictable results are achieved more effectively and efficiently when activities are understood and managed as interrelated processes that function as a coherent system. The quality management system is composed of interrelated processes. Understanding how results are produced by this system, including all its processes, resources, controls and interactions, allows the organisation to optimize its performance.

Continual Improvement

Successful organisations have an ongoing focus on improvement. Improvement is essential for an organisation to maintain current levels of performance, to react to changes in its internal and external conditions and to create new opportunities.

Evidence-based Decision Making

Decisions based on the analysis and evaluation of data and information are more likely to produce desired results. Decision-making can be a complex process, and it always involves some uncertainty. It often involves multiple types and sources of inputs, as well as their interpretation, which can be subjective. It is important to understand cause and effect relationships and potential unintended consequences. Facts, evidence and data analysis lead to greater objectivity and confidence in decisions made.

Relationship Management

For sustained success, organisations manage their relationships with interested parties, such as suppliers. Interested parties influence the performance of an organisation. Sustained success is more likely to be achieved when an organisation manages relationships with its interested parties to optimise their impact on its performance. Relationship management with its supplier and partner network is often of particular importance.

3. Terms and Definitions

The Terms used within this Management System are defined in [appendix 1](#).

4. Context of the Organisation

4.1 Understanding the organisation and its context

Communication and Monitoring is paramount to the success of Churches Fire & Security to understand key drivers for trends, issues that can present problems for the environment or organisation, be leveraged for beneficial effect, including innovation leading to improved environmental performance or offer competitive advantage. For over 30 years we have positioned ourselves as a national company with a local presence. We proudly fill the market space between large corporations and small local suppliers. By providing internationally recognised and independent businesses with fire and security services, we have formed stable relationships of all sizes to understand company needs. Our technicians are based throughout the UK with local inventory access.

The Company Management System ^(1.1), Visions ^(1.2) and Values ^(1.3) include reference (indirectly) to some of the external and internal contexts which may impact upon the Company. A [PESTLE analysis](#), [Risk Plan](#) and [SWOT analysis](#) has been performed to facilitate understanding the external context. The following contexts have been determined (but are not limited to):

External Context

- Government regulations and changes in all applicable law
- Legislation and enforcement, safety protocols
- The organisation's market
- Economic conditions
- Competitors
- Accrediting bodies
- External training providers
- Environmental conditions and events; emergency situations,
- Environmental permit or licence applications
- Climate Change – ESG influences
- Extreme weather
- Biodiversity
- Renewable and non-renewable energy
- Pressure groups and worker unions
- Insurer and stakeholder views
- Social expectations and political priorities
- National/ international agencies.

Internal Context

- Customer satisfaction through service excellence
- Approach to governance
- Contractual relationships with customers
- Employee relations
- Processes that ensure we meet all legal and regulatory requirements
- Interested parties
- Structure, accountabilities, competence, commitment and control
- New products, contractual issues, cooperation and communication
- Capacity and capability

- Management system and standards - SWOT

The Company reviews both internal and external issues that may affect the MS. These are recorded in the form of operations meeting notes, SLT meeting notes, Area Team meeting minutes, and Departmental meeting minutes. Examples of these are Operations, Technical, Contractual or Legal issues and Complaints.

4.2 Understanding the needs and expectations of workers and other interested Parties

To better understand the needs and expectations of our workers, the company shall regularly complete surveys to identify areas for improvement and gauge the satisfaction of our colleagues.

Implementation of stress risk assessment allows us to better understand contributing factors and issues, identifying root cause and raise corrective action.

Careful monitoring and measurement of accident, incident and ill health statistics enable us to identify patterns, and act accordingly.

The company has set inclusive values which we strive to maintain, committed to offering employee relations such as our Employee Assistance programme, mental health trained first aiders, provision of Health & Safety training, support, information and instruction plus training and education, such as our internal academy programme, apprentice schemes and further education qualifications, such as NeBOSH.

Hall of fame and employee recognition, random selection for reward on a monthly basis.

Comprehensive orientation and onboarding process.

Interested parties include all stakeholders; direct customers, end users, suppliers, regulators, those within the company, those acting on behalf of the company and society. These parties add value to the organisation or are impacted by the activities within the organisation. Meeting their needs is important to implementing the MS effectively. Departmental processes are documented in a [turtle diagram format](#), which facilitates the identification of interested parties associated with each.

All owners, directors, shareholder and employees both managerial and non-managerial have an interest in the success of the business and need to ensure their value is added to the business to ensure that success is realised. This also applies to the representatives of any employees such as unions. They have their needs and expectations placed on us therefore require the operation of a financially viable and profitable business that provides job security to employed staff whilst meeting all relevant UK trading / regulatory requirements.

Primary regulators/ accrediting bodies include the LPCB, NSI and BAFE. Feedback from being audited against their schemes is utilised to facilitate compliance and continual improvement.

Our insurers have an interest in our operations and practices to ensure we have the right insurance cover to meet the needs of the business.

The local fire and rescue service where evacuation alert systems are in place, will have a design interest in the systems for those customers and will need to be consulted on any new designs or amendments to existing.

The local authorities do not place specific 'needs & expectations' on us, but we are required to advise Customers with external alarms about Control of Noise compliance issues and also comply with any applicable requirements relevant to the premises themselves where they are 'listed'. They also act as the HSE & EA local facilitators – re Occupational H&S specifics & Waste Management.

Our suppliers are all UK based although many of the Components or Equipment they supply is sourced from overseas. This is because we need to use industry compliant equipment with relevant grading's / approvals and proven reliability. Hence regular / key suppliers are also 'interested parties'.

We are aware of all of our local competitors and any we compete with on a national level. Hence local competitors could also be construed as also being interested parties in the Company's success.

4.3 Determining the Scope of the SHEQ Management system

The company was established in 1992. The Management System (MS) is applied to all activities of The Company which provides for the provision of Fire Protection and Security Equipment, contractual and corrective (unplanned) maintenance, as well as the design, installation, commissioning and maintenance of Fire Extinguishers, Security Systems & Fire Alarms, the ARC, Fire Detection, Emergency Lighting, Fire Sprinkler Systems, Fire Hydrants, Kitchen Suppression, Gas Suppression, Staff Fire Training and Fire Safety Signage.

All applicable statutory and regulatory requirements are embedded within the documentation of the MS. These include (but are not limited to); NSI ARC, Security, Fire Gold Schemes; LPS 1048 requirements for the approval of sprinkler system contractors in the UK and Ireland (Incorporating BS EN 12845); BS 5306-3: commissioning and maintenance of portable fire extinguishers – Code of practice and BS 5306-8: selection and positioning of portable fire extinguishers – Code of practice.

The company [Legislation and Standards register](#) holds a comprehensive list. This register will be reviewed every 6 months to evaluate compliance.

4.4 SHEQ and its processes

The SHEQ management system (MS) is fully documented and structured in 4 levels of documented information as detailed below and document in the [Interaction between business processes document](#). The MS documents are controlled through an [approval process](#) which are separated into the key business Churches Way Documents and Policies, and the general [departmental processes and procedures](#).

Adherence to appropriate standards, industry guidelines and legal responsibly is woven into processes throughout the entire business and customer/site/system lifecycle for each aspect and technical discipline of the businesses offer.

Level 1 – Safety, Health, Environmental and Quality Management System and Policies

The overarching management system details The Company Quality Policy which states the commitment of the organisation to quality and continual improvement and also references documents which show or describe processes, for example utilises a Plan, Do, Check, Act approach and turtle diagrams (as referenced in section 4.2 above). These give an overview of the process and include the following considerations: inputs, resources, methods/procedures, measures, opportunities, risks and outputs. They are intended to represent, rather than define how an activity is carried out.

[Health and Safety Policy](#) offers further insight and instruction into what we will do in order to meet our objectives and comply with ISO 45001.

Company Policies are available to all interested parties via the company website. All staff are instructed to read and understand them during their company induction.

A list of current Company Policy Documents is available via the Company Website:

<http://www.churchesfire.com/downloads/policies/>

Level 2 - Safety, Health, Environmental and Quality Procedures

These documents describe/define activities, and explain how; what should be done, by whom, when, where and in some cases, why. The inputs and the outputs of the activities are explained, including required resources. The Quality Procedures include (as applicable) the following elements; Title, Purpose, Scope, Responsibilities, Authority, Records and Appendices, where needed. Risk assessments are documented within each procedure as necessary. All Procedural Documents ([Quality documents](#), [Health and Safety processes](#) and [Environmental processes](#)) are held on the Company [SharePoint Intranet](#), available to all employees.

Level 3 - Work Instructions (Churches Fire Way Documents and company processes)

The Churches Fire Way documents provide more specific detail such as how to perform tasks. They include imagery where necessary to facilitate good understanding of requirements and facilitate work being performed to the high quality standard that The Company requires. Work instructions supplement procedural documentation where additional information is required. For example, installation of sprinkler systems may have one procedural document, however

there would be different working instructions to follow, dependent upon the choice of equipment or tools being used. All [Churches Fire way documents](#) are held on the Company SharePoint Intranet, available as applicable to staff and have version history as part of document control process.

Level 4 - Records

These represent what has been done. Records are maintained for various procedures and can exist in various formats. Some examples are; Certificates of Inspection which describe what has been done, when, by whom and to what standard, or electronic records maintained for equipment calibration, to show dates calibrated, referencing the identity of standard equipment used for the calibration and date the next calibration is due. Such records act as evidence that work has been carried out in compliance to any statutory, or regulatory standards and provides auditors or investigators with traceability – it is therefore essential that records are completed accurately and with as much detail as required from each document.

The documented Management System identifies and defines the methods by which we control each activity of The Company. The Company has determined the processes required for each activity to:

- Plan - what resources are required (inputs).
- Do - Identify and address all opportunities and risks.
- Carry out the work effectively to meet the customer's expectations and to meet all applicable standards and / or regulatory requirements (output).
- Document all necessary information and maintain these records (output).
- Check - Audit, monitor and review the effectiveness of the Management System.
- Act – Implement and apply improvements.

Details of retained documents can be found within the [Record Management](#) document.

5. Leadership, Structure & Worker Participation

Responsibility for participating and ensuring that the Management System is approved, issued and successfully implemented lies with The Company's Senior Leadership Team and its application supported by the Compliance Department. The Senior Leadership Team assign relevant roles to individuals and have a responsibility to ensure these roles are understood and communicated effectively across the organisation. To view the current Company Organisation Chart [click here](#).

Organisational roles and specific areas of responsibility are detailed in the table; not limited to:

PROCESS/PROCEDURE TITLE	RESPONSIBILITY/OWNERSHIP
Sales	Sales Director
Planning & Installation	Installations Director/ Project Manager(s)
Preventative Maintenance	Service Director/ Manager(s)
Corrective Maintenance	Service Director/ Manager(s)
Recruitment, Security Screening	HR/ Third party
Training	Head of Compliance/ Training Department
Compliance/ Quality Management	Head of Compliance/Compliance Department
SHEQ	Head of Compliance/Compliance Department
Environmental	Head of Compliance/Compliance Department
IT Systems Maintenance	Aura/ IT Manager
Alarm management & Monitoring	Operations Director/ Mobilise Team
Customer Services	Operations Director
Material Control	Projects / Service
Control of documents & Records	Head of Compliance / Compliance Department
Internal Audit (Administrative)	Head of Compliance / Compliance Department
Technical Audit & Competencies	Service Managers/ FLMS
Corrective Action	Head of Compliance / Compliance Department
Nominated Designers (fire and security)	Project Managers – see organisation chart
Systems Performance Executive	Service Director
The ARC	ARC Manager
Improvement Initiatives	Everyone

Job descriptions can be found [here](#) where roles and responsibilities are clearly defined. Roles and responsibilities within the Service department can be found [here](#).

Processes have allocated process approvers responsible for their implementation and approval of all documents in their remit. Details can be found [here](#).

Top management are committed to:

- Establishing a quality policy, ensuring that it is part of company culture
- Establishing applicable and appropriate quality objectives
- Maintaining quality objectives harmonious with relevant products and services
- Maintaining, developing, and regularly reviewing the quality objectives.
- Identifying and responding to new risks and improvement opportunities
- Communicating with employees and other stakeholders; the importance of meeting customer and statutory/regulatory requirements
- Striving to understand and deliver against customer requirements whilst remaining attentive to customer focus
- Conducting management reviews, measuring adherence to quality objectives and recognising/promoting opportunities for improvement
- Ensuring that employees are aware of and have an appropriate knowledge of relevant legislation including, safety and environmental requirements
- Supporting other management to ensure they have the tools to lead their teams in their areas of responsibility

- Placing high integrity toward management of change to the quality objectives, their inputs/outputs, and communications
- Following a mistake or non-compliance an improvement opportunity will be set in place and reviewed
- Record keeping and action will be wholly dependent on the nature and severity of the risk

Attention to customer focus and the risks associated with failing to meet their needs is common subject matter throughout this whole document. A management and customer service attitude prevails, and the business demonstrates genuine care about customer focus.

Meetings, training and inductions focus attention toward meeting the needs of our customers. Multiple feedback opportunities occur in day-to-day business life and each team is particularly alert to the voice of the customer in their individual dealings.

Regular meetings, along with more routine communication, with top management intends to draw attention to risks, which are duly considered and managed.

5.2 OH&S / Environmental Policy

Top Management has established, implemented and maintains a policy that demonstrates commitment to provide a safe and healthy working environment and conditions for the prevention of work-related injury and ill health and is appropriate to the purpose, size and context of the organisation and to the specific nature of its OH&S risks and OH&S opportunities, available on the company intranet and website.

Environmental policy is specific to the organisation, includes our commitment to fulfil compliance obligations and commitments to protect the environment, prevent pollution and continual improvement, whilst defining the strategic direction with respect to the environment, sets out objectives and defines responsibility.

[Policies](#)

5.3 Organisational roles, responsibilities and authorities

Responsibilities section in the H&S policy, the company operates a duty holder matrix that defines who is responsible and for what.

[Duty Holder Matrix](#)

5.4 Consultation and participation of workers

Health and Safety is covered in regular management meetings, CEO discusses at company wide monthly briefings.

eLearning platform, The Academy, allows communication of key documents and training, date and time stamped. Also see [company communication](#) document.

Regular department, Management (operations, SLT. Board) meetings and monthly company briefing provides SHEQ overview.

All colleagues are encouraged to report accident, incidents, near misses and good observations via multiple means; email, text, what's app, dedicated incident phone line or directly using The Academy platform.

Field line managers complete H&S Conduct audits of their teams, whilst quality and product audits are completed by FLMs, and Compliance department, in collaboration with all areas of the business.

[Audit plan](#) & [process](#).

Incident investigation, non-conformances and corrective action.

6. Planning and change

6.1 Actions to address risks and opportunities

6.1.1 General

A risk-based approach considers the company's objectives, the impact of failing to achieve objectives, the necessary structure and motivation to ensure that the quality objectives are upheld in context with risks identified in section 4 and surpassed wherever possible. The risk to interested parties internal and external with opportunities for amendment and improvement are central to the company's risk attitude see [SWOT](#), [PESTLE](#) and [2024 Risk Plan](#).

Environmental considerations to determine risks and opportunities that need to be addressed.

Through regular review from; not limited to:

- Customer feedback
- Monthly management meetings
- Sales meetings
- Operations team meetings
- Technician team meetings
- Internal Audits: technical, process, admin, safety, vehicles

Top management may set, cancel or amend quality objectives at any time.

Objectives set out in this management system are formally discussed at management review. The inclusion of additional or alternative objectives, those affected, resource required, the best means to communicate and then review success criteria will be established. Frequency of review will be considered based on the nature of any change.

Routine response and attention to risks occurs in daily management through individual employee's diligence, through management of teams/employees/sub-contractors/ suppliers. Shortfalls in received quality are addressed routinely and

form a cultural attitude. The company culture promotes a quality attitude and the company relies upon feedback inputs and outputs from all employees.

More significant inputs/outputs that diminish quality objectives will be subject to risk consideration and corrective action in an escalation upwards toward top management dependent on significance and urgency.

Planning changes will observe and consider subjects identified in section 4 under internal and external contexts as well as interested parties. Consideration is given to why the change is needed and the consequences of the change; the impact of the change on the MS; resourcing required to implement the change and where the responsibility lies in managing the change. Due to the company's growth by acquisition, there are many examples of effective change management that covers all activities of the business. The company's change management document with further details can be found [here](#).

New risks and actions to prevent those risks that occur during a process or systems' lifecycle will be assessed to see if they present improvement opportunities or whether they will negatively impact the service offered.

Contingency is largely separated into human, product or service resource.

Human resource contingency is considered; not limited to:

- Direct labour Technical
 - Reschedule
 - Amend priorities
 - Use subcontractors
 - Divide labour working in pairs
 - Overtime
- Direct Labour – Sales / Design
 - Re distribute workload
 - Negotiate extended return dates
 - Overtime
 - Cross over responsibilities
 - Utilise resource from other teams
- Direct Labour – Admin
 - Re distribute workload
 - Overtime
 - Cross over responsibilities
 - Utilise resource from other teams
 - Temporary staff

Product resource contingency is considered; not limited to:

- Current brands are international and deeply established – Low risk
- All products are available from varying outlets if not direct!
- Wholesalers are plentiful and alternatives readily available
- Standard products are present in the majority of our service, therefore no excessive lead time, training need or approvals

Service resource contingency is considered; not limited to:

- ARC agreements with NSI Gold ARC

- IT, Voice & Data agreements – Other providers available and all information is open source
- Above is in a fail-over arrangement with 3G/4G mobile SIMs sustaining all traffic in the event of a total disconnection or data loss
- Premises, utilities etc formal agreements with lawful protection. Known terms and lease periods etc. All electronic work can be conducted remotely from employees' homes. IP telephony provides continuity to customers who receive the same service regardless of operator location.

Environmental aspects, Understanding activities, products, services

The company seeks to understand our interaction with the environment. Determining significant environmental aspects and associated impacts allows the company to determine where control or improvement is needed and set action based primarily on environmental factors and agree KPIs and objectives.

[Register](#)

All activities, products and services have some impact on the environment, which can occur at any or all stages of the life cycle. A life cycle perspective includes consideration of the environmental aspects of an organization's activities, products and services that it can control or influence. Stages in a life cycle include acquisition of raw materials, design, production, transportation/delivery, use, end-of-life treatment and final disposal.

Aspects considerations are included in accordance with ISO 14001 6.1.2.3.

Environmental impacts in accordance with ISO 14001 6.1.2.4.

Understanding our compliance obligations in relation the environment allows risk and opportunities to be addressed. Compliance obligations are communicated to all working within the company ensuring those with specific responsibilities are aware.

6.1.2 Hazard identification and assessment of risks and opportunities

6.1.2.1 Hazard Identification

Hazards, risk and control measures have been identified and documented in the H&S Policy, on RAMS – generic and site specific. Use of dynamic risk assessment.

PEEPS/ GEEPS

Personal risk assessments

Maternity Risk assessments

6.1.2.2 Assessment of OH&S risks and other risks to the management system

As above – see [risk assessment process](#).

6.1.2.3 Assessment of OH&S opportunities and other opportunities for the OH&S management system

Head of Compliance, HSE attends weekly gate meetings to discuss tender opportunities and won business to identify if there are any new risks that need to be considered and factored in.

Acquisition audit, completed via safety culture, assesses if there are high risk clients that require site visits to create site specific RAMs and if the acquired business operates any new disciplines that require IITS etc. use of [change control playbook](#) to assess and ensure the correct actions/ outputs are in place, requires collaboration across many departments.

6.1.3 Determination of legal requirements and other requirements

Barbour subscriptions ensures any changes to legal and regulatory requirements are received and understood.

Attend webinars and seminars to understand changes.

Use change control playbook to ensure all requirements are understood, updates implemented, and all changes are reflected in processes and procedures.

6.1.4 Planning action

Change control playbook.

Auditing.

Utilise plan, do, check, act framework.

[Pestle, SWOT, risk plan.](#)

6.2 OH&S Objectives and planning to achieve them

6.2.1 OH&S objectives

6.2.2 Planning to achieve OH&S objectives

Covered in section 1.1 of this document, H&S policy and associated processes support what our intentions and objectives are and how we intend to achieve them.

Department KPIs and TTI Bowler objectives, derived from operations, SLT and board meetings.

Ongoing review of measurables tracked on asana.

7. Support

7.1 Resources

Resources include but are not limited to people; products and suppliers; infrastructure (accommodation / appropriate environment; transport and access;

storage; IT; plant, tools and equipment); training, skills, knowledge, competence; financial capability to sustain these resources.

Many of the above are governed under law and the role of the company is to ensure that lawful responsibilities are adequately met through careful attention, through audit, recurring renewals etc. Governance includes but is not limited to insurances; MOT, servicing, vehicle suitability' driver lawfulness; security screening; safety training; formal arrangement with ARC, I.T co, H & S, Legal and HR support.

Knowledge is gained through the recruitment and acquisition process. The company has a buy and build strategy that focuses on gaining customers and knowledge through acquiring other companies.

Equipment used must be maintained and calibrated at pre-defined intervals. [See calibrations process](#) for full details of the management of equipment, calibrations register and back checking. Inspection measuring and test equipment is central to the technicians in their field-based roles, integrated into a planning schedule to undertake accuracy/safety checking.

7.2 Competence

The company ensures that personnel are competent through a pre-employment assessment of skills, education and experience. Records of training, internal auditing and a competence matrix are maintained to demonstrate this. [See training and competency principles and planning](#). Skills for each role are identified through each employee's training path.

Through acquisition and recruitment, the Company is always seeking to expand its level of competence and expertise in the activities covered by the MS. Security screening of employees is carried out to the applicable requirements and an ID badge produced. More detail can be found [here](#).

Monitoring competency, especially of personnel whose tasks have an effect on product/compliance will be subject to internal audits.

Job descriptions exist for all positions, these are held in secure files and form part of employment contracts and remuneration for all personnel. Career progression and opportunity for personal growth are a central part of the culture and strategic thinking. Through this we hope to maintain loyalty, interest, tribal knowledge and continuity to customers.

Internal knowledge most often arises from experience and exposure to workplace challenges and learning opportunities. Best practice is encouraged and opportunities to share fixes/work arounds etc arise from within meetings and informal discussions within day-to-day business life.

External knowledge in part is brought to the company from experience gained with other businesses, apprenticeships and training. Further training and guidance

from external bodies along with structured training from suppliers fulfils the common areas of upskilling and improving organisational knowledge.

Consideration is given to risk of sudden absence or personnel departure from the company in way to ensure that resources can be stretched and temporarily adapted to absorb occurrences, ensuring continued compliance and customer satisfaction remains foremost.

Competency assessments carried out by FLMs, competency is also assessed through internal and external audit, workmanship and attitude as well as training.

7.3 Awareness

Awareness and accountability is created through the job descriptions and company organisation chart. System performance of the company's products is upheld by the Service Director (systems performance manager) in partnership with the Installation Director. Responsibility for design rests with the "Nominated Designer(s)". The company makes all employees aware of relevant policies and procedures through orientation and the training path.

Provision of information via the eLearning platform, emails, company intranet and meetings.

7.4 Communication

7.4.1 General

7.4.2 Internal

7.4.3 External

The company benefits from regular internal, informal communication between management and staff through direct face-to-face contact, informal discussion and (when beneficial) internal emails and new feed. See [company communication](#).

Confidentiality in internal and external communication is attached to matters of personnel, finance and company legal matters where appropriate segregation/lock & Key are applied or permissions in software management access rights etc to ensure that only those authorised can access sensitive information or data that influences back-office systems etc.

Provision of information via the eLearning platform, emails, company intranet and meetings.

Audit findings are also shared with stake holders, corrective actions and timescales agreed with interested parties/ stake holders.

Subcontractor audits completed using safety culture in conjunction with supplier reviews.

H&S policy available on company website. RAMS issued to clients where required.

7.5 Documented information

7.5.1 General

The company maintains various documents - see section 4.4. An attentive culture promoted by top management along with strong connections with regulatory bodies etc ensures good knowledge of changing standards. Close communication with supply chain and industry publications assist in advancing products and technical developments on the horizon.

The duration of documents/records held/published in hard/soft copy both internal and external is subject to reference to appropriate standards and detailed in the [Record management](#) process. Externally generated documents are checked regularly to ensure that they are at latest issue. See [Legislation and Standards register](#). As a progressive business promoting a strong compliance culture there is no embargo to access for all team members.

Documentation (including drawings, specifications etc) generated by the company is controlled through appropriate review and authorisation prior to issue. Distribution and amendments are controlled to ensure that incorrect issues or revisions are not used. Similar controls are in place for documents stored and distributed in electronic form. Secure back-up arrangements are in place for documents held in electronic form. All business PC's, Servers, Laptops and Tablet devices will be password protected.

7.2.2 Creating and Updating

Documents shall have use of CFS logo and on occasion Safety Starts with me logo. The document shall have a Title, adhere to [Brand guidelines](#) created by Marketing dept.

7.5.2 Control of documented information

The company uses SharePoint, every document has a version history. Policies are subject to formal review and approval by Head of Compliance, HSE or SHEQ Manager.

[Document control process](#)

8. Operation

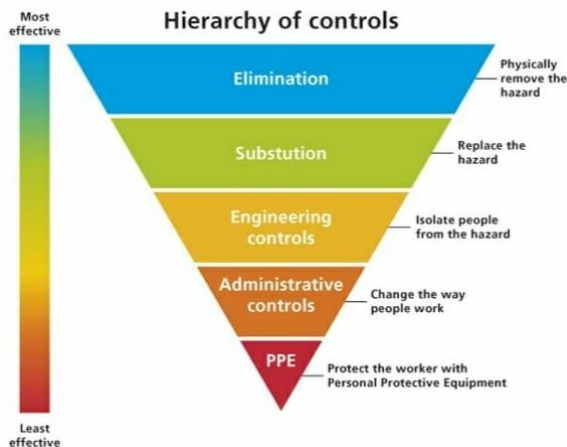
8.1.1 General

Conformity is intended from the earliest form of enquiry and follows appropriate inputs/outputs through customer/system lifecycle. Conformity towards lawful obligation, Health & Safety, Third Party Certification, Contract law etc is implicit throughout those processes.

The company plans, implements and controls its operations in line with ISO9001 Clause 8. All details are held in departmental [processes and procedures](#) on the Company intranet.

Risk assessment and method statement available for service, remedial and installation tasks, including site specific documents.

8.1.2 Eliminating hazards and reducing OH&S risks



8.1.3 Management of change

Reviewed at monthly departmental meetings, operations, SLT and board meetings.

Use change control playbook if applicable as comprehensive framework.

Retention of records.

8.1.4 Procurement

8.1.4.1 General

8.1.4.2 Contractors

The organisation has established, implemented and maintains a policy and process to manage the procurement of products and services.

See approved subcontractors, PQQ process, Purchasing and requirements policy, P&L processes, subcontractor audits and vendor reviews.

RAMs cover work on others sites.

8.1.4.3 Outsourcing

Monitor the effectiveness via audits, completed using safety culture, vendor/supplier reviews. PQQ process determines if subcontractors meet our requirements.

Use of approved subcontractors only.

8.2 Emergency preparedness and response

Emergency procedures are detailed and communicated to relevant personnel, reviewed at regular intervals and tested. For example; fire drills.

Emergency plans on other's sites to be explained by client.

Visitor induction and use of hosts for others on CFS premises.

Fire and first aid arrangements in place.

PEEPS/ GEEPS

Business continuity and disaster recovery plan in place.

9. Performance Evaluation

9.1 Monitoring, measurement, analysis and evaluation

The company has identified the below shall be measured and monitored, the overall performances shall determine the effectiveness of the management system and associated policies and procedures.

The company maintains a register of feedback and the statistics and outputs of this are subject to inclusion in the monthly Operations Meetings and Management Review.

The company looks at feedback as a driver for change and improvement to enhance the quality of our offering and increase customer satisfaction.

Everyone plays a part in improvement, offering improvement ideas and solutions, contributing to the overall continuous improvement of the business.

Measures of improvement includes, but is not limited to; results of internal and external audits, customer audits and feedback.

Monthly review of H&S statistics, trend analysis YoY and at 6- and 12-month intervals against HSE statistics.

9.1.2 Evaluation of compliance and Customer Satisfaction

The company has defined processes for evaluating compliance with legal requirements, including frequencies and methods, corrective action and record retention.

The company recognises and values the feedback, in many forms, that customers can provide. Information is gathered to determine customer's perception of the company and to monitor satisfaction.

The company specifically values feedback; not limited to:

- [Key customer care calls](#)
- [Customer satisfaction survey results](#)
- Renewals/loss of maintenance contracts
- Repeat business opportunities

9.2 Internal Audit

9.2.1 General

9.2.2 Internal Audit programme

To establish the effectiveness of the MS and to support the management in achieving their quality objectives, The Company operates an audit Programme and schedule managed by the Compliance Department. Internal audits are conducted to confirm effectiveness of the MS and establish conformity with the standards, policies and procedures which are defined within the MS, as well as conformance of the MS itself against ISO standards (9001, 45001 & 14001). The company is invested in a cycle of continual improvement.

See [Internal Audit Process](#).

9.3 Management Review – Meetings and Planning

The MS undergoes regular review to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organisation. This is covered through the company's monthly Senior Leadership Team meetings, Policy Deployment meetings and Operations meetings – more widely known as Management Review. The meetings are designed to progress the business, manage changes, solve problems and ensure quality is maintained. These meetings involve Directors and Department Managers and take into consideration the following points:

- Status of actions from previous meetings
- Changes in external and internal issues that are relevant to the MS (including changes in legislation and changes in police policies)
- Information on the performance and effectiveness of the MS, including trends in:
 - 1) Health, Safety and Welfare – statistics and trend analysis
 - 2) Customer satisfaction and feedback from relevant interested parties (including the analysis of complaints)
 - 3) The extent to which objectives have been met
 - 4) Process performance and conformity of products and services (including performance and trend analysis for routine maintenance, response to emergency call outs and false alarms)
 - 5) Nonconformities and corrective actions
 - 6) Monitoring and measurement results
 - 7) Audit results
 - 8) The performance of external providers (including suppliers, subcontractors and alarm receiving centres)
 - 9) Effectiveness and opportunities for continual improvement initiatives, utilising Plan, Do, Check, Act framework
- The adequacy of resources (including human, equipment and facilities)
- The effectiveness of actions taken to address risks and opportunities

- Opportunities for improvement (including assessment of new software and hardware)
- Risks and opportunities
- Review adequacy of policies and objectives
- Training needs and requirements
- Infrastructure
- Evaluation of legal compliance

Departments are monitored through a Target To Improve (TTI) bowler which lays out Key Performance Indicators (KPIs) for each department and reviewed monthly. The KPIs are marked as red or green depending on whether the target was met and any areas that hit red three months in a row automatically go to control measures and the department head responsible must bring a plan for improvement.

Each review is documented through meeting minutes with any required actions being recorded as Asana tasks. Further information on how information is communicated through the business see the [Company communication](#) document.

Separate to the Compliance Department, the company has also implemented a Quality team within the Service Department. This team will identify risk points within the Service Department and put into place plans to minimise those risks such as improved processes, auditing and training.

10. Improvement

10.1 General

The company has determined and selected opportunities for improvement, measured and monitored as Targets To Improve BOWLER KPIs.

Discussed at operations, SLT and board meetings the teams address future needs and expectations, corrective and preventative action and ways to further improve performance and effectiveness of the management system.

10.2 Incident, Nonconformity and Corrective action.

Compliance SLA to the business ensures the SHEQ team shall react in a timely manner and take action to control and correctly and deal with the consequences by initiating investigation within 3 days of notification, logged on the academy, full investigation recorded and managed via Asana.

RIDDOR reports completed within defined timescale.

Non-conformities and corrective actions will come from feedback and auditing as mentioned above. Non-conformities will prompt actions to correct the situation and then actions to ensure it doesn't happen again. The company uses the [Plan, Do, Check, Act](#) to manage these situations and their impact on the MS.

The process for non-conforming products can be found [here](#).

Environmental example situations of non-conformity:

- environmental management system performance nonconformity, such as:
- the environmental aspects of products are not evaluated for significance;
- responsibilities for emergency preparedness and response are not assigned; — failure to periodically evaluate fulfilment of compliance obligations.
- environmental performance nonconformity, such as:
- energy reduction objectives are not achieved;
- maintenance requirements are not performed as scheduled;
- operating criteria (e.g. permitted limits) are not met

10.3 Continual Improvement

The company are fully committed to continual improvement, and shall continually seek to improve the suitability, adequacy and effectiveness of the management system by:

- Enhancing performance
- Promoting a culture that support the MS
- Promotes worker participation
- Communicates effectively
- Maintains and records documented information as evidence of continual improvement.
- Environmental aspects

- New legislation or proposed changes to existing legislation
- Environmental audit results
- Compliance obligations
- Views of interested parties, including employees, customers and suppliers.
- Other issues and requirements identified in section 4
-

Exclusions

Exclusions to the requirements of BS EN ISO9001

The Company claims that the following exclusion does not affect their ability, or responsibility, to provide a service that meets customer and applicable regulatory requirements:

Clause 8.3 - Design and development of products is to be excluded as we are not engaged in any conceptual design or development of product but instead work with previously or developed product, which is incorporated into the business process.

11. Certification

The Company's MS is reviewed and currently third party certified to conform to the internationally recognised standard ISO 9001:2015.

Current Certification is made available to all interested parties via the company website:

<http://www.churchesfire.com/downloads/accreditations/>

Appendix 1 – Terms and Definitions of the SHEQ Management system

ARC – Alarm Receiving Centre

Audit – systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled

Audit Programme – arrangements for a set of one or more audits planned for a specific time frame and directed towards a specific purpose

Calibration – measurement used to establish the relationship between indicated values and known values of a measured quantity, typically utilising a reference standard Instrument

Certification – formal confirmation of certain characteristics of an object, person, or organisation

CFOA – Chief Fire Officers Association

Competence – ability to apply knowledge and skills to achieve intended results

Conformity - fulfilment of a requirement

Context of the organisation – combination of internal and external issues that can have an effect on an organisation's approach to developing and achieving its objectives

Continual Improvement - recurring activity to enhance performance

Contractor – external organisation providing services to the organisation in accordance with agreed specifications, terms and conditions

Consultation – seeking views before making a decision

Corrective action – action to eliminate the cause(s) of a nonconformity or an incident and to prevent recurrence

Customer - 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 - information and the medium on which it is contained

Effectiveness – extent to which planned activities are realised and planned results are achieved

Environment – surroundings in which an organisation operates, including air, water, land, natural resources, flora, fauna, humans and their interrelationships

Environmental aspect – activities that interacts or can interact with the environment

Environmental impact – change to the environment whether adverse or beneficial, wholly or partially resulting from an organisations environmental aspects

Hazard – potential to cause injury and ill health

Incident – occurrence arising out of, or in the course of, work that could or does result in injury and ill health

Interested Party – person or organisation that can affect, be affected by, or perceive itself to be affected by a decision or activity

Legal requirements – legal requirements an organisation has to comply with

Life cycle – consecutive and interlinked stages of a product or service system, from raw material acquisition or generation from natural resources to final disposal

Management - coordinated activities to direct and control an organisation

Management system – set of interrelated or interacting elements of an organisation to establish policies and objectives and processes to achieve those objectives

Monitoring - determining the status of a system, a process, a product, a service or an activity

Measurement – process to determine a value

NPCC – National Police Chiefs Council (formerly ACPO)

NSI – National Security Inspectorate, the accrediting body

Objective – result to be achieved

Organisation - person or group of people that has its own functions with responsibilities, authorities and relationships to achieve its objectives

Participation – involvement in the decision making

Policy - intentions and direction of an organisation as formally expressed by its top Management

Procedure - specified way to carry out an activity or a process

Process - set of interrelated or interacting activities that use inputs to deliver an intended result

Performance – measurable result

Prevention of pollution – use of processes, practices, techniques, materials, products =, services, or energy to avoid, reduce or control the creation, emission or discharge of any type of pollutant or waste, in order to reduce adverse environmental impacts

PS – Police Scotland (formerly the Association of Chief Police Officers [Scotland] – ACPOS)

Quality – degree to which an inherent set of characteristics fulfils requirements

Quality Assurance – part of quality management focused on providing confidence that quality requirements will be fulfilled

Quality Management System (MS) – set of interrelated or interacting elements of an organisation to establish policies and quality objectives, and processes to achieve those objectives

Quality Manual - specification for the quality management system of an organisation

Record - document stating results achieved or providing evidence of activities performed

Review - assess formally with the intention of instituting change if necessary

Regulatory requirement - obligatory requirement specified by an authority mandated by a legislative body

Requirement - need or expectation that is stated, generally implied or obligatory

Risk - effect of uncertainty

RVRC – Remote Video Response Centre

SIA – Security Industry Authority (UK)

Statutory Requirement - obligatory requirement specified by a legislative body

System - set of interrelated or interacting elements

The Company – Churches Fire Security Ltd

Top Management - person or group of people who directs and controls an organisation at the highest level

Traceability - ability to trace the history, application or location of an object

Values - The operating philosophies or principles that guide an organisation's internal conduct as well as its relationship with its customers, partners, and shareholders

Vision - aspiration of what an organisation would like to become as expressed by top Management

Worker – person performing work or work-related activities that are under the control of the organisation

Workplace – place under the control of the organisation where a person needs to be or go to for work purposes