

Quality Management Policy

Version: 2.0 | Issue date: 29 July 2026 | Review date: 29 July 2027

1. Policy Statement

SSH Conservation Ltd initiates its Quality Management Policy at Board and Management Team level. We are committed to ensuring that our work is of the highest quality, technically and aesthetically, and that we contribute to making buildings and structures of historical importance safe for public access while keeping them open as living buildings.

SSH Conservation is an industry leader in the development of the Lime Technique and engages a number of Icon Accredited Conservators with long-standing relationships with the company. All our operatives are familiar with the statutory protection status and history of each site and are qualified and experienced, to the highest level, in the methods and materials being used.

Key issues, risks and challenges are managed through a conservation approach which tailors the aims of the works to meet both client requirements and the conservation needs of the building, whilst remaining on time, on specification and to budget.

2. Responsibilities

- The Managing Director holds overall responsibility for quality management and reviews this policy annually.
- Each project has an allocated lead conservator responsible for setting the standards of conservation technique for that project.
- Site supervisors monitor day-to-day workmanship against the agreed benchmarks and specification.
- All operatives are responsible for working to the specification and approved benchmark samples, and for reporting any concerns about quality of work or materials.

3. How the Policy Is Implemented in Practice

The following arrangements put this policy into effect on every project:

- Benchmark samples — established at the earliest opportunity for both material and method of repair, agreed with the contract administrator, recorded for reference through the project, and included in handover information at completion.
- Working to specification — we work closely with the architect or contract administrator to ensure works are accurately completed and the project proceeds in a structured, accountable way.

- Monitoring of workmanship — workmanship is monitored throughout the project against approved samples, with supply records kept to ensure quality is maintained from approved sample to completion.
- Self-snagging and handover — regular self-snagging is undertaken prior to sectional and final handover, with a pre-inspection handover record completed before final inspection with the contract administrator. All as-built technical information is included in the Project Handover completion document.
- Archive and workshop facilities — our archive documents 30 years of techniques and processes applied to original materials and structures; our stonemasonry workshop and conservation room (where mortar samples are prepared) underpin strict quality control.
- Surveys and reports — undertaken by a team of conservators trained to graduate level in masonry, archaeology, art history, ceramics and historic building conservation.
- Training and CPD — in-house training, close supervision of less experienced staff, CITB-supported development, attendance at technical conferences, and progression towards individual Icon accreditation. Training needs are agreed at annual appraisals and recorded in the company training matrix.
- External assurance — regular independent site inspections by the Building Safety Group (BSG) across all sites, whose reports include workmanship, housekeeping and compliance observations.
- Key Performance Indicators — a balanced set of KPIs (safety, environment, operational efficiency and quality, innovation, customer feedback, staff wellbeing, margins) is agreed with the customer at project start and reported and reviewed at regular intervals, typically monthly.

4. How These Arrangements Are Communicated

Quality arrangements are communicated to employees and the wider workforce (including subcontractors) through:

- Site inductions — every operative and subcontractor is inducted on the site-specific quality requirements, benchmark samples and specification before starting work.
- Toolbox talks — weekly site toolbox talks include quality topics; attendance is recorded on signed sign-off sheets retained in the Signed Briefings evidence file.
- Team and site meetings — regular management team meetings and site meetings communicate project standards, KPI performance and lessons learned.
- Benchmark sample reviews — operatives are walked through approved samples on site so the expected standard is physically demonstrated, not just described.
- Written briefings — RAMS and method statements incorporating quality requirements are briefed to and signed by all operatives before work commences.
- WhatsApp site groups — used for day-to-day communication of instructions, photographs of benchmarks and progress, and rapid resolution of queries.
- Annual appraisals — individual training plans and CPD are agreed, including any quality-related training needs.

- Policy issue — this policy is included in the company handbook, displayed with company policies, and briefed to the workforce; a signed communication record is retained (see Quality Policy Communication & Briefing Record).
- Subcontractors — quality expectations are communicated through the prequalification questionnaire, subcontract order conditions and site induction; subcontractor performance is monitored as set out in our Management of Subcontractors procedure.

5. Identifying, Monitoring, Recording & Correcting Sub-standard Delivery

Identification. Sub-standard work or materials may be identified through: comparison against approved benchmark samples; day-to-day supervision by the lead conservator and site supervisor; self-snagging inspections prior to sectional and final handover; independent BSG site inspections; site meetings with the architect or contract administrator; supplier delivery checks against supply records; and client or stakeholder feedback.

Recording. Any incident of sub-standard delivery (workmanship, materials or subcontractor performance) is recorded on a Non-Conformance Report (NCR) and entered in the Non-Conformance & Corrective Action Register. The record identifies the project, the requirement or benchmark not met, the root cause, and the corrective and preventive actions agreed.

Correction. The lead conservator agrees the corrective action — typically rework to the approved benchmark standard — with the site supervisor and, where relevant, the contract administrator. Root cause is investigated (e.g. materials, method, training, supervision or specification) and preventive action is taken, which may include re-briefing via toolbox talk, additional training, changes to method statements, or action with the supplier or subcontractor concerned. Issues that cannot be resolved at project level, or that fall outside authority limits, are escalated to company management.

Monitoring and close-out. Open NCRs are reviewed at site meetings and monthly KPI reviews until the corrective action is verified complete and the NCR is closed by the lead conservator or Managing Director. Rework, durability and on-time/on-spec delivery form part of the KPI set reviewed with the customer. Trends from the register are reviewed at the annual policy review and inform training plans and procedural changes.

6. Client Co-operation and Feedback

We believe in close co-operation with architects, engineers and clients to achieve the best outcome for a project. Where an architect is the intermediary between the client and us, we pride ourselves on co-operation and communication, and we support the client in reaching a satisfactory outcome where legitimately differing conservation approaches exist. We monitor customer satisfaction through regular site meetings and open dialogue, with frequent on-site reviews and short feedback loops between key decision makers. Formal customer feedback surveys are carried out where the client feels this is appropriate. Conflicts are resolved primarily

in formal and informal reviews between our project manager and the client, with escalation to company management where required.

7. Supporting Capability

The company attends technical conferences as contributors, sharing experience of the Lime Technique, and is committed to research and development for our own staff and for conservators throughout the industry. We are members of SPAB and the Building Limes Forum, part of the SPAB/ICON Stone Consolidants group, and work in partnership with specialist companies such as Restorative Techniques. Our past projects include listed buildings, monuments and places of worship for Historic Royal Palaces, the National Trust, CADW, English Heritage, Historic England, the Corporation of London and local councils, frequently under the strict quality controls of grant-funding institutions. As main contractor and sub-contractor we have undertaken projects to a value of £3,800,000.

8. Monitoring and Review

The effectiveness of this policy is monitored through the arrangements in sections 3–5, including KPI reviews, the Non-Conformance & Corrective Action Register, BSG inspection reports and client feedback. The policy is reviewed annually by the Managing Director, or sooner following significant incidents, changes in legislation or changes to our operations.

Signed: _____

Jake Motley — Managing Director, SSH Conservation Ltd

Date: _____

Supporting evidence: Non-Conformance Report form; Non-Conformance & Corrective Action Register; Quality Policy Communication & Briefing Record; toolbox talk sign-off sheets; BSG site inspection reports; SSHC Training Matrix 2026; Management of Subcontractors procedure; project handover records.