By Appointment to
His Majesty King Charles III
Building Conservation Services
SSH Conservation Ltd
Somerset

SSH CONSERVATION
HISTORIC BUILDING & MONUMENT CONSERVATION

Quality Management Policy

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Owner / approved by	Jake Motley, Managing Director
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1. Policy Statement

SSH Conservation Ltd's Quality Management Policy is set and led by the Managing Director. 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.

Through its predecessor, Sally Strachey Historic Conservation Ltd, the team has been an industry leader in the development of the Lime Technique. The Company has an Icon-accredited conservator in its team and works with a continuing team with long-standing relationships with the Company and its predecessor. Everyone working under the Company's direction, including labour-only subcontractors, is familiar with the statutory protection status and history of each site and is 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.
- The lead operative nominated for each project monitors day-to-day workmanship against the agreed benchmarks and specification.
- Everyone working for the Company is responsible for working to the specification and approved benchmark samples, and for reporting any concerns about quality of work or materials.

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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** — through its predecessor, Sally Strachey Historic Conservation Ltd, the continuing team has built an archive documenting 30 years of techniques and processes applied to original materials and structures; our stonemasonry workshop and yard at The Forge, Over Stratton, and our 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 workers, CITB-supported development, attendance at technical conferences, and progression towards individual Icon accreditation. Training needs are discussed with the Managing Director and recorded in the company training matrix.
- **External assurance** — independent site inspections by BSG (Building Safety Group), carried out monthly, or as needed, while projects are running, 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, worker 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 everyone working for the Company, including labour-only and specialist 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, which are maintained and available on request.
- **Team and site meetings** — regular team meetings led by the Managing Director 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.

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- **WhatsApp site groups** — used for day-to-day communication of instructions, photographs of benchmarks and progress, and rapid resolution of queries.
- **Policy issue** — this policy is displayed with company policies and briefed to everyone working for the Company; 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 Subcontractor Management Policy.

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 the lead operative nominated for the project; 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 lead operative 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 the Managing Director.

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 the Managing Director and the client.

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7. Supporting Capability

The Company attends technical conferences as contributors, sharing experience of the Lime Technique, and is committed to research and development for those who work for the Company and for conservators throughout the industry. Through its predecessor, Sally Strachey Historic Conservation Ltd, the team's 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 subcontractor, the Company and its predecessor 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.

Supporting evidence (maintained and available on request): Non-Conformance Report form; Non-Conformance & Corrective Action Register; Quality Policy Communication & Briefing Record; toolbox talk sign-off sheets; BSG site inspection reports; Training Matrix 2026; Subcontractor Management Policy; project handover records.

Approval

This document is approved by the Managing Director and is reviewed at least annually, or sooner following a significant change in legislation, the business or its activities.

Signed	Signed copy held on file
Name	Jake Motley
Position	Managing Director, SSH Conservation Ltd
Date	22 October 2026

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