

POLICY STATEMENT

Bell Group UK Quality Focus

Bell Group UK and all subsidiaries (including Bell Decorating Group Limited) is committed to providing the highest quality of service to clients and customers, utilising the best and safest practices.

Our Company is a commercial business operating in a competitive market. The pursuit of the highest quality of service to our clients is as essential to the long-term growth and survival of the business as cost control and optimum pricing.

To secure our success, Bell Group is driven to execute each and every project 'right first time'. To achieve this, we must designate the optimum management time and resources for setting up each project, to ensure that delivery of the works creates the least possible impact and disruption to customers: no delays, effective communication and quality workmanship.

By using our knowledge gained through 30+ years of experience in planned and responsive maintenance, we shall bring to any awarded agreement commitment to a collaborative ethos approach, commitment to sharing ideas from other projects which we deem beneficial to the client and customers, commitment to training our staff specific to the client and customer needs of each project and implementing tailored customer care processes to enable delivery of the works in the most efficient and professional manner.

Quality Assurance System

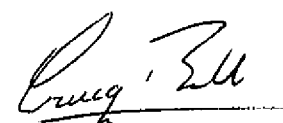
In order to ensure that all work is carried out in a manner that provides the highest quality of service to our clients, the Company has put in to effect a Quality System, which is an integral part of our Management System. This complies with the requirements of ISO 9001:2015 and revolves around:

- *Understanding and reacting to the needs and expectations of interested parties*
- *Leadership and commitment*
- *Planning – Risks and Opportunities*
- *Planning - Quality Objectives*
- *Operational Planning and Control*
- *Performance Evaluation*
- *Continuous Improvement*
- *Management Review*

The Management consistently strives to understand current and future needs of our customers and to exceed their expectations. This is achieved by creating an internal culture in which all staff become completely familiar with and understand all procedures of the quality system relevant to their own work and ultimately become fully involved in achieving the organisation's objectives.

For and on behalf of Bell Group UK –
CEO, Craig Bell

(BELL GROUP UK AND BELL DECORATING GROUP LIMITED)



Reviewed: 11th January 2021
Review due: 1st January 2022

OUR QUALITY OBJECTIVES

Enquiries

We promise that all customer enquiries will be dealt with appropriately and efficiently.

All contracts carried out are within the scope and capabilities of the Company's operations.

Bell Group staff and operatives shall provide our clients and customers with the highest quality of service at all times.

The most senior surveyor/estimator guarantees that all quotations are submitted in good time.

The customer is notified promptly when no tender will be submitted.

All quotations given to customers are retained whilst they are current, allowing our staff to follow the progress of work being carried out and to easily access the relevant documentation should any queries arise

All customers are made aware of the conditions under which we will operate. This includes our Health and Safety and Quality Management procedures.

Purchasing

We ensure that the correct goods and materials are ordered and received on-site in good time for the commencement of the work

We will always ensure that the materials correspond to the specification of the job as agreed with the customer.

Goods and materials are only ever ordered from approved suppliers – this guarantees to our customers a continued quality of service.

Supply of labour for specialist works is tendered only to approved subcontractors. We do not subcontract painting labour at all.

Selection of an approved supplier/subcontractor is carefully carried out on the basis of their ability to meet the quality and delivery requirements of our Company

On-site controls result in continuous reassessment of our service, therefore protecting our client from bad workmanship or faulty materials.

Process control

Our Team Members guarantee that all contracts will be carried out in compliance with the contract specification and within the agreed time span of the contract.

A method statement will be issued to the client where required by the contract.

A programme will be supplied to the client if required by the contract.

During works, all contracts will be continually overviewed to ensure adherence to programme and specification. Such control is implemented with a view to improving client satisfaction in as far as reducing return visits for 'snagging' purposes.

Each site will have a fully trained and qualified Contract Foreman who is responsible for controlling the application of correct materials and ensuring that his or her tradespersons are complying with the client's specification.

On-site inspections will be regularly carried out by our Contract Supervisors.

Testing required by the contract specification is regularly carried out and we involve our approved suppliers in this process, thanks to our long-term collaborative relations with the UK's largest and most revered manufacturers or paint and coatings.

Our Team Members guarantee that in order to maximise customer satisfaction, we will visit each site on a regular basis to liaise with our client and customers or an agreed agent on the progress of the works

All customer feedback is reviewed on works being carried out and the appropriate action is taken.

On completion of the work, we strive to ensure that the client's expectation has been exceeded. We make every effort for each customer to be satisfied with the completed contract and to minimise return visits for snagging purposes.

Our tradespersons are continuously trained to provide an optimum quality of work and carry out the instructions as per the specification in a proper tradesman like fashion.

We invest a lot of time and money in training and staff development for all employees, in order to ensure that all safety and quality standards are maintained.

Bell Group Core Customer Care Aims and Values

Aims:

- *To Provide a Best Value customer care package*
- *Putting our Clients and their customers first, taking into account each individual need to tailor our service*
- *Providing optimum quality of workmanship in all aspects of the services we offer*
- *To continue promoting a real collaborative working approach*
- *Providing a sustainable service – environmental targets, investing in the community and continuous professional development of our own employees.*
- *engaging staff in leaving a legacy within the communities where we work*
- *To improve quality of trades across the whole construction industry*

Values:

- *Career Development - Working closely with our own employees, providing opportunities and training to help them achieve personal goals.*
- *Promote apprenticeships, equality in training and opportunities for young people*
- *Stability - Through our focus on long-term agreements*
- *Good communication with our Clients, Customers and Employees.*
- *Empowerment – Ensuring all members of staff are empowered and motivated and are provided with support by managers and senior staff.*
- *Passion – through involvement of our employees, empowerment, promotion of long-term employment, CPD, training and our Respect for People policies which considers feedback from employees and involves individuals in our development and strategy*
- *Quality Service – committed to ISO 9001 principles, managed by a senior management hierarchy, which are incorporated throughout all our activities*
- *Promoting Equality of Opportunity through our service and community investment.*

Our Clients

Bell Group is in the driving seat of a fundamental change within our industry, whereby our focus is to promote a collaborative ethos throughout all levels of our Company. Our approach involves all parties working together toward achieving the best possible service to the customers, delivering value for money to meet and exceed client expectations and at the same time demonstrating year on year improvement.

One of our unique qualities is to tailor every project we undertake, through close collaboration with our clients and focussing on project-specific objectives and how we are performing to achieve those objectives.

Our approach shall ensure there is transparent and open dialogue between the customer, client, contractor and suppliers, and a mutual trust and respect which results in a team effort towards optimum project delivery. Financial issues shall be discussed and agreed in a collaborative way and problems resolved by a pooling of knowledge and resources.

As part of our drive to achieve a True collaborative ethos, Bell Group UK and all wholly owned subsidiaries implement the vital elements detailed below, involving the full supply chain:

- ✓ Regular Workshops to integrate the various members of the team
- ✓ Budgets set aside for 'Quality' elements such as Environmental Initiatives, Community Initiatives, Training opportunities and professional development.
- ✓ Labour Teams receive induction training specific to each project.
- ✓ Demonstrate commitment to high customer satisfaction through clearly identified objectives that are project specific to successful service delivery. KPIs and reporting methods shall be agreed and closely monitored throughout each project to ensure standards and expectations are met.
- ✓ Discuss available budget, cost options, projected values and potential savings or overspend.
- ✓ Agree payment mechanisms and various options
- ✓ Submit regular valuation reports to allow the client team to monitor spend.
- ✓ Carry out annual exercise to demonstrate cost savings and value engineering.
- ✓ Constantly review options identified from site feedback relating to innovative or alternative methods of working.
- ✓ Efficient system to record all site feedback and react immediately to arising issues
- ✓ Ensure consistency of labour teams, which allows consistent improvement of the service, quality, customer care and improved efficiency through familiarity
- ✓ Encouraging involvement of the suppliers, allowing them to propose new and improved products, benchmarking, inspection and joint approach to issue resolution.
- ✓ Bring to the table any ideas or initiatives from other agreements for consideration if it is believed that they will improve the service.
- ✓ Put in place shared lines of communication via IT systems and shared administration
- ✓ Project specific recycling reports and certification.
- ✓ Working out of hours to reduce access issues
- ✓ Set up effective meeting structure at the outset

Our Team Members

- ✓ Making people feel valued and nurturing good relationships between all staff and skilled workforce is a key objective of our company.
- ✓ We commit to investing a great deal of resources in training and supporting our employees
- ✓ Understanding other people's personal values and what is important to them as individuals must be the culture of our Group
- ✓ As a Bell Group employee, you are regarded as reliable and dedicated, striving to be the best at what you do.
- ✓ Being innovative and using initiative shall be encouraged throughout the Group so that we can improve efficiency and focus on our customers' expectations
- ✓ Our office admin staff shall always provide support by encouraging effective communication throughout their Branch.
- ✓ Working in a Quality Company helps define us as motivated and capable people and this should be promoted through all our activities, both on site and within Company premises.
- ✓ We encourage innovation in every employee, leading to a working environment that is conducive to sharing problem solving and providing mutual support. We must plan and promote clear and effective communication, which will help to maximise the efficient use of resources and the efficiency of our respective contributions.

- ✓ Each team member shall be empowered to maintain the vision of our business and take the appropriate corrective action.
- ✓ In order to achieve a collaborative ethos, we encourage empowerment at all levels of our business. Each individual shall take a degree of ownership and responsibility in providing our Client and Customer with a first class level of service at all times.
- ✓ We expect our operatives to recognise that they form a vital part of the project team and are responsible for their own performance.
- ✓ When our Project Foremen are tasked with delivering a quality service first time without the need for return visits to carry out remedial works, they should motivate their workforce to understand this requirement.
- ✓ The principle of 'right first time' shall be an integrated part of our company-from site based staff to management.

Our Customers

Our aim is to provide a remarkable service. In order to achieve this, we shall promote maximum communication with customers and encourage valuable feedback, just as we ourselves shall provide transparency and certainty of information. We must take time to understand each customer and build solid relationships. Consequently this will add value for our customers and maximise rewards for all parties affected by each project.

Gauging Customer Feedback

- ✓ A Customer Communication Plan shall be formulated specific to every project, which has been tailored in accordance with; customer requirements, scope of works, client, site and geographical location. The Plan includes: *notification process, Freephone hotline, RLO involvement, social dividend, aftercare, Facebook and Twitter, Client website / newsletter, KPI collation through questionnaires and reporting of performance*
- ✓ Where appropriate to the project, we shall advise setting up a Strategic Core Group, engaging selected individuals from various roles across the areas included in the programme of work. This approach ensures we take account of all significant issues and creates an effective flow of information between all parties.
- ✓ We shall aim to involve customers at all stages of our work, where appropriate. E.g. attend pre-start and progress meetings, as well as during inspection and sign-off.
- ✓ We shall organise "Meet the Contractor" workshops; encouraging maximum participation and feedback.
- ✓ Ensure presence within community with well liveried vehicles, workwear, Clear and visible ID;
- ✓ Direct face-to-face contact with customers prior to, during and after completion of work must be a vital part of our operations and all site staff shall undertake supplementary training in line with their customer care responsibilities
- ✓ Site supervisors / Foremen shall implement a joint inspection with customers where possible to review quality – this is relevant when working in social housing, as well as in public properties such as schools and libraries
- ✓ Team members shall treat all customer feedback as important. Problems must be escalated to line managers and instant customer pacification shall be endeavoured at all times.
- ✓ Where appropriate to the contract, we will engage one of our fully-trained Customer Liaison Team (RLOs) to maintain maximum communication and deal with customer issues in a personalised manner.

- ✓ We shall encourage customer care through utilising Social Media such as setting up a client-specific online forum, Bell Group Twitter Account and Facebook.
- ✓ Our Nominated Branch Admin staff and RLOs are trained to manage complaints to ensure optimum customer satisfaction. Monthly analysis is carried out by Bell Group's Quality Manager, who traces all issues to a satisfactory conclusion and reports to the BoD annually
- ✓ All correspondence must provide contact details for our team so customers have every opportunity to provide feedback on our performance

Vulnerable Groups

- ✓ resident profiling pre-start
- ✓ Direct one-to-one contact where appropriate managed by our RLO team
- ✓ Involving the elderly through individual home visits or special events
- ✓ DBS security checks carried out for all operatives
- ✓ female based operations team is engaged where possible
- ✓ Planned works to take place during times when vulnerable customers / residents generally not present
- ✓ Ensure maximum communication with carers.
- ✓ Mount a Communications Board.
- ✓ Skype links with customers unable to leave home, or email communication;
- ✓ Coffee mornings to take account of all resident needs.
- ✓ Flexibility in our working hours
- ✓ Operate a 'password' system
- ✓ Wet paint signs adapted to large print, easy to read colours, include pictures of hazards as well as being mounted at a lower level for wheelchair users.

Minority Groups

- ✓ Employment and training opportunities, targeting specifically underrepresented groups
- ✓ Investing in Community Initiatives and sponsorships to support underrepresented groups, children and vulnerable adults
- ✓ We shall take steps to ensure that there are no barriers to effective consultation, which could impede minority groups such as; Deploying a female RLO and female painters; Employing tenant liaison staff who are fluent speakers of foreign languages; Information about the work being distributed in different languages, Braille or Recorded messages through our agreement with Language Line; engage employees fluent in sign language who can attend meetings and events to communicate with residents; Crèche facilities at Resident Workshops

CUSTOMER CARE TRAINING OF OUR TEAM AND SITE PRACTICE

Through implementing a structured customer care strategy, engaging dedicated customer liaison staff and ensuring effective, project-specific training of our project team, we are confident that maximum customer satisfaction and minimum disruption can be achieved throughout the duration of any contract in all areas of our work.

Training

- ✓ All employees of Bell Group UK and Bell Decorating Group Limited (as a subsidiary) shall undertake comprehensive Customer Care training in relation to their role.

- ✓ Our 'customer care' DVD for operatives and contract staff, which features many of our own employees, is a ½ hour DVD covering themes particularly aimed at Equality in the workplace, Property Protection and Respect for People.
- ✓ Upon attending this training session, all employees shall be issued with our updated *Code of Conduct* booklet and *'Religion and Beliefs'* handbook.
- ✓ Our site personnel are required to adhere to our "Policy for Working in Occupied Premises"
- ✓ Customer Care themes are underlined through tailored pre-start induction specific to each project as well as weekly tool box talks.

Respect for People

We ask that our staff and operatives

- Be fair and reasonable at all times;
- Treat all people with respect
- Work honestly and openly;
- Provide the highest Standard of Service at all times
- Attain complete satisfaction of customers
- Promote maximum communication between all parties
- Pre-arrange appointments and make sure residents are informed of delays
- Make our service equally available to all customers, including those with special needs.

When visiting individual homes you must:

- Knock or ring once and stand back from the door;
- Not peer through letter boxes or windows
- Introduce yourself, smile, show your ID badge and explain why you're there;
- Always wait to be invited to enter;
- Do not enter a home where there are minors (under 18), unless there is an adult present
- Ask for pets to be kept in a separate room from area of work

We ask employees to give extra consideration, such as:

- Not blocking pathways or ramps – consider disabled access available
- Be extra clear when speaking to elderly customers
- You may need to deal with carers
- Consider alternative working hours
- Consideration to Religious Festivals

Minimising Disruption to customers

Prior to works we MUST ensure:

- All customers are aware of our emergency / complaints process
- Customers are advised of essential safekeeping of belongings
- Customer profiling is carried out to ensure we provide adequate assistance and training.
- Alternative access options for high level works to avoid accidents / risks to public.
- Ensure all customers, residents and those using the surrounding area have been advised of plant and equipment and warn of risks involved.
- Ensure maximum protective measures are in place prior to commencing: Barrier tape, cones, heras fencing to redirect traffic.

- Customers shall be advised of the works through on-site Supervisor collaboration, RLO involvement, written notification, workshops and Bell Group's "Customer Guide" to maintenance.
- Welfare is set up in an agreed, safe area away from children's play areas / not occupying resident / staff parking.
- Risk Assessments carried out and all site team must be aware of agreed control measures in place.
- Areas of work cordoned off – customers advised of redirected routes /blocked stairwells beforehand.
- Tradespersons must report to Supervisor and sign in. Contract supervisor will be required to ensure all relevant information is provided, including a site induction and keys if necessary.
- Clear and adequate warning signs inside and outside of properties – A-Frame signage with Bell Group and client logos, magnetic signs on welfare, multi-language wet paint signs around all work areas

During works, the main points of our site rules include:

- Corporate work wear containing our Company logo; ID badges shown and presented at all times. Carry CSCS, photo ID cards and MoD clearance cards where attained.
- Non-smoking policy, zero tolerance drugs and alcohol during working hours.
- No radios, minimise nuisance, noisy works to be carried out at agreed times.
- Ensure all personnel instructed on procedures for suspicious or unsafe circumstances.
- No foul language
- Confidentiality embraced by all levels of staff.
- Non-confrontational approach. Remove yourself from any confrontational situation and report the incident to your supervisor
- Property protection at all times – tarpaulins, dust sheets, car covers.
- Safety measures for children, disabled and elderly implemented. Consider neighbourhood – children (caution before 9am/after3pm, speak with local schools to advise of works; elderly (not blocking ramps, door to door element, relevant tool-box-talks carried out);
- Pets to be kept away from work area;
- Careful parking and safe driving around site;
- Materials delivered daily to minimise disruption. No material left unattended.
- All tools, materials securely stored when not in use.
- Minimise the creation of waste. No waste to obstruct traffic routes. All waste removed daily for recycling in line with Bell Group's Environmental Policy.
- Minimise dust and noise, keep work areas neat and tidy and clean up after work.
- Water, lighting and toilet facilities reinstated after working hours.
- Promote a "Don't walk by" culture.
- Site monitoring at all stages of the project to ensure site rules followed.
- welfare cabin locked at all times
- Comply with Risk Assessments and Method Statements.
- Abide by Client's Policies and Procedures, which shall be communicated to the team during the pre-start induction and through tool box talks
- Ensure access for customers / residents and prevent unauthorised access – maximise security of the property.

- Adopt a 'Right first time' ethos.
- Ensure surfaces safe before opening area back up to the public.
- All operatives required to sign out and report on daily activities / issues.

COMPLAINTS

Our management guarantees that all complaints and feedback received from customers are recorded by our Nominated Quality Team and are actioned appropriately and efficiently in the quickest time possible. Monitoring of complaints by Senior Managers, ensures equality of opportunity throughout all activities.

All complaints are analysed in such a manner that proactive changes can be implemented with a view to reducing customer complaints.

The Quality Manager reports all complaints monthly to our Board of Directors. The Group Directors review and analyse all complaints and non-conformances to our quality system on a monthly basis to assess if appropriate action is being taken. This is with the view to improve our service and customer satisfaction.

PRESERVATION OF PRODUCT

Bell Group UK and Bell Decorating Group Team Members guarantee that on completion of a contract, the Contracts Supervisor will visit the site with the client or an appointed representative to inspect the works and ensure that they are satisfied with the service that our Company has provided.

At the end of every contract the site shall be left clean and tidy and all equipment removed.

All Final Inspection Report Sheets are reviewed by Management. Relevant statistics are reviewed and analysed with a view to improving customer satisfaction.

Any complaints or comments from our client or their customers will be carefully considered by our Management team, action will be taken as necessary and the feedback will be used for implementing changes for further improvements to our service.

Any Defects reported by the client or customer will be analysed by Management, who will oversee that the necessary operations are carried out for bringing the work up to the level of the clients approval.

Often problems arising are specific to each separate contract but thanks to our control systems in place, we, as a team, shall work to resolve such setbacks in the most efficient and professional manner.