



TONY BENGER LANDSCAPING
DESIGN | CONSTRUCT | MAINTAIN

Tony Benger Landscaping Ltd Quality Management Manual

Amended and Approved for Issue
March 2010

Tony Benger
Managing Director

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Quality Management Manual – Tony Bengner Landscaping Ltd

1.0 Introduction

1.1 Organisation Description

Tony Bengner Landscaping is a family run business, built on reputation and high quality work over the past 22 years. Our objective is to provide a flexible, efficient and cost effective landscaping service and to achieve total customer satisfaction.

The Company operates in the South West of England from its base near Axminster, Devon.

2.0 Responsibilities

2.1 Office Based Personnel

The following personnel are based within the company offices.

2.1.1 Managing Director

The Managing Director is responsible for ensuring that the strategy and organisation Tony Bengner Landscaping Ltd is defined and implemented to ensure delivery of its service requirements. He will also ensure that day-to-day activities are well managed and that the requirements of the Quality Management Manual are fully implemented.

2.1.2 Contracts Managers

The Managing Director will direct Contract Managers to undertake supporting tasks to manage work contracts, customers, staff and whenever required to supplement other administrative duties of the company. See additional responsibilities list and job descriptions.

2.1.3 Accounts Manager

The Managing Director will direct the Accounts Manager to undertake all payroll, petty cash and accounting procedures and whenever required to supplement other administrative duties of the company.

2.1.4 Administration Assistant

The Managing Director will direct the Administration Assistant to carry out various administrative duties of the company including computer data input, reception, word processing, record keeping, filing and other duties as required.

2.2 Site Based Personnel

The following personnel operate on site:

- Team Leaders – Hard and Soft Landscaping
- Team leaders – Maintenance
- Landscape Operatives –
- Maintenance Operatives

The Contract Managers will direct all the above staff in operation of the company's landscaping contracts on site or at the company's base.

3.0 Business Processes

3.1 Description

The quality management system is documented within this Quality Management Manual. The service delivery process is defined in Appendix D. The Management Procedures are listed in Appendix E.

The operation of the management system will be supplemented whenever a requirement is determined by additional management procedures.

3.2 Implementation and Maintenance

It is recognised that documenting the management system is only the first step towards fully implementing its requirements. For this reason the Managing Director or delegated Contract Manager will brief all new and existing personnel on the requirements of the Management Systems to ensure full compliance.

The effectiveness of the implementation is measured through on-going internal audits of the management system. Where implementation is deemed inadequate then steps are taken to resolve the situation in a timely manner.

The management system as a whole will be reviewed during regular management review meetings where the completeness and effectiveness of the system and any steps necessary to improve it are discussed and actioned.

Whenever the management system is changed the Managing Director or delegated Contract Manager will make all relevant personnel aware of the new or revised systems and monitor them to ensure that they are implemented effectively.

4.0 Quality Management System

4.1 General Requirement

Tony Benger Landscaping Ltd has established this Quality Management Manual, integrated procedures and forms to enable the implementation of the quality management system.

As an organisation the following steps have been taken to ensure compliance:

- a) Identified the processes that are necessary for the business to provide its services to its clients from initial enquiry to final completion and handover in the form of an overall business flowchart. (Appendix D).
- b) The sequence and interaction of these processes is defined in the business flowchart in order for the company staff to better understand operations when satisfying client needs.
- c) The operations identified within the business flowchart have been carefully documented as procedures, where appropriate, to enable them to be controlled and effective.
- d) Personnel have defined responsibilities for these operations together with controls to enable monitoring of the processes either during review or in process.
- e) Wherever possible care is taken to ensure that processes are carried out carefully and checked for conformance either through inspection or internal audit activities.
- f) Various ancillary processes such as internal audit, checking and management review are established to ensure that the required outcome is obtained as well as providing a basis for continual improvement of the system and its application.

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Whenever Tony Benger Landscaping Ltd determines that it will be beneficial to outsource operations that affects its services, it will ensure that the sub contracting organisation exercises proper control and are subject to monitoring and review.

4.2 Documentation Requirements

4.2.1 General

Tony Benger Landscaping Ltd recognises that for the management system to be effective it must have appropriate documentation to manage and support its operations.

The following documentation is identified as supporting this:

- a) The Tony Benger Landscaping Ltd Quality Policy is documented and contained within Appendix B of this Quality Management Manual. The company's quality objectives are referenced in its Management Review meeting minutes.
- b) This Quality Management Manual forms the basis and references the whole management system.
- c) The documented procedures are referenced in Appendix E of this manual and are issued on a controlled basis, where necessary.
- d) Other documents that are needed to support the operation of the processes are utilised and maintained as evidence of compliance.

4.2.2 Quality Management Manual

This quality management manual defines the strategy for quality management:

- a) The scope of the quality management system is defined in section 1.2.
- b) The management procedures are listed in Appendix E of this management manual.
- c) The processes necessary to achieve customer satisfaction are defined in the business process flowchart contained in Appendix D.

4.2.3 Control of Documents

Documents that are necessary to maintain the operations of the business and to ensure implementation of the management systems are controlled to ensure that they are current and available where required.

The following document control procedure defines the minimum level of control necessary to achieve customer requirements.

Item	Procedure	Responsible
1	The following documents which are sent to customers will be reviewed prior to issue; except in the case of emails which will be reviewed and sent under the direct control of the sender. <ul style="list-style-type: none">• Letter of correspondence (signed)• Quotations (signed)• Invoices	Managing Director / Author
2	The Quality Management Manual identifies the processes that must be undertaken and this is approved by signature prior to issue.	Managing Director

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Item	Procedure	Responsible
3	Where necessary, documents that are issued will be reviewed, updated and re-approved at any subsequent revision at reasonable intervals to ensure that they continue to reflect current requirements.	Managing Director / Author
4	The page number of documents will be stated using the format of Page X of Y. e.g. Page 2 of 4 etc.	
5	The revision and / or date of each issue of a document will be identified to indicate at what point it was created or amended.	Author
6	To ensure that documents are issued in a controlled manner they shall either be accompanied by a transmittal note or covering letter indicating the documents included (and their revision status where appropriate).	Managing Director / Author
7	External documents will be identifiable as such and their distribution controlled to ensure that all relevant personnel are made aware of their availability and any revisions to them.	Managing Director
8	It will be ensured that all documentation is of a known status either by a revision or date. In particular documents that are draft, preliminary, unapproved or superseded will be marked as such to avoid misuse.	Document Holder
9	All technical data is controlled for currency and reviewed prior to issue to ensure it is the correct version.	Managing Director
10	Instructions to modify web pages will be clearly specified and passed to the Webmaster for publishing.	Managing Director

4.2.4 Control of Records

The establishment, maintenance and availability of records are described within the following procedure.

Item	Procedure	Responsible
1	All records will be identified by one or more of the following criteria: <ul style="list-style-type: none"> • Date • Contract Number • Enquiry Number • Purchase Order Number • Client's Reference Number 	Managing Director / Author
2	The company's electronic documentation is backed up a minimum of every week but daily updates are taken and stored off the premises. Hardcopy documentation is maintained within filing cabinets for a minimum of 2 years prior to archive filing.	Managing Director
4	The following will be kept as records that the company has fulfilled the requirements of its processes and customers: <ul style="list-style-type: none"> • All enquiry documents • All proposals and fee documents • All construction drawings • Records of tests • Customer Correspondence File • The Company Correspondence • Internal Audit Records (6 years) • Non-conformance Records (6 years) • Corrective Action Records (6 years) • Management Review Meeting minutes (6 years) • All other records required by the contract or customer (20 	Managing Director

Item	Procedure	Responsible
5	<p style="text-align: center;">Years or later if required by customer)</p> <p>Note: Archives will be maintained for a period which will exceed all warranty and liability periods. Specific periods are within parenthesis above).</p> <p>The records will be stored in the archive room once the contracts are completed. It will be ensured that the documents are maintained to ensure:</p> <ul style="list-style-type: none"> • They remain legible and are protected from damage • That they are not disposed of prior to the end of their archive period. • Records are not destroyed without permission 	<p>Managing Director</p>

5.0 Management Responsibility

5.1 Management Commitment

The Managing Director has defined and specified requirements within the quality policy and made clear the importance of meeting statutory requirements as well as those specific to the customers.

The Managing Director ensures regular management reviews of the quality system are undertaken to ensure that sufficient resources are available and that quality objectives are set in order that continual improvement can be achieved.

5.2 Customer Focus

Tony Benger Landscaping Ltd is committed to ensuring full awareness of client’s requirements and that improving its quality management systems is a means of enhancing customer satisfaction.

5.3 Quality Policy

The quality policy defined by the Managing Director commits Tony Benger Landscaping Ltd to ensuring that it meets customer requirements and seeks to continually improve its service. The quality policy also provides a framework for setting and meeting quality objectives for progress.

The quality policy is reviewed at the management review meeting.

5.4 Planning

5.4.1 Quality Objectives

The Managing Director sets out quality objectives in line with the quality policy at the management review meeting and appoints actions, looks for measures of success and reviews progress.

5.4.2 Quality Management Systems Planning

The Managing Director is instrumental in the development and operation of the systems and ensures that the systems are used to meet customer needs. All personnel will be made aware of systems changes once they have been approved and review of operations will be undertaken to ensure that all new processes are effective.

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5.5 Responsibility, Authority and Communication

5.5.1 Responsibility and Authority

Responsibilities are defined in this manual and procedures but in all circumstances personnel will be made aware of their responsibilities for successful completion of the processes by the Managing Director.

5.5.2 Management Representative

The Managing Director has personally taken responsibility for the management system. He will ensure that the processes necessary for the system are established, implemented and maintained. He will report progress and other issues of performance at the management review meeting. The Managing Director will ensure that he is aware of customer requirements and ensure that they are promoted to all personnel.

5.5.3 Internal Communication

The Managing Director will ensure that all personnel are made aware of factors impacting on the quality management systems.

5.6 Management Review

Management review meetings are undertaken and all pertinent aspects are reviewed and actions taken as required. The meeting is undertaken at least quarterly in accordance with the agenda outlined in Appendix F.1 as part of the general Business Plan Review. The meeting is attended by the Managing Director and Contract Managers.

The management review meeting is used as the pivotal means of ensuring that its systems are fully implemented and effective.

6.0 **Resources**

6.1 Provision of Resources

The resources necessary to undertake the works required by customers are mainly from the in-house personnel but additional outsourced contracts will be placed as required to meet customer needs.

6.2 Human Resources

6.2.1 General

The training, competence and experience of all personnel are reviewed to ensure that they are able to meet the contract requirements for general and specific tasks associated with the work.

Hardcopies of training certificates are held on individual personal files in the company offices.

6.2.2 Competence, Awareness and Training

The Managing Director and Contract Managers ensure that only personnel with the suitable qualification and appropriate experience are employed on work tasks. Action will be taken to ensure that training requirements are met and that the effectiveness of training to meet requirements is monitored. All personnel are appraised with respect to competence.

The Managing Director will keep personnel fully aware of the importance of having the necessary training and experience and how they can work effectively to meet quality objectives.

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It is ensured that records of training, education, qualification and experience are maintained.

6.3 Infrastructure

The infrastructure necessary to manage the business is provided within a normal office environment and is supported by a Plant Nursery, Workshop, Storage Yard, Vehicle Fleet, Equipment Inventory and other facilities. Additional infrastructure resources are provided and maintained by outsourced suppliers for materials, plant equipment and sub-contracted labour as required.

6.4 Work Environment

The environmental conditions being worked are monitored by Contract Managers to ensure that work is only undertaken when appropriate conditions exist. These include being suitable to meet the quality, safety, health and environmental requirements.

7.0 **Service Delivery**

7.1 Planning of Service Delivery

The relevant technical information necessary to complete any job will be contained / referenced within the Customer's specification which forms part of the quotation and contract for the work. Additional technical information is held by the company in the form of technical/training manuals or datasheets. This information is kept up to date by the Managing Director and Contract Managers.

The ability of the company to fulfil requirements is reviewed for each new enquiry and contract accepted.

7.2 Customer Related Processes

7.2.1 Determination of Requirements Related to the Service

Prior to accepting an order the customers' requirements are defined and understood together with all relevant legal and regulatory requirements.

7.2.2 Review of Requirements Related to the Service

The defined requirements relating to the contract are reviewed to ensure completeness prior to commencement of work.

7.2.3 Customer Communication

The Contract Manager is available for all communication with the client.

7.3 Design and Development

No design work is directly undertaken by Tony Benger Landscaping Ltd. Technical requirements and specifications will be provided by customers or by third party designers who also issue updates as and when necessary to ensure that work can be completed to specification.

7.4 Purchasing

7.4.1 Purchasing process

Tony Benger Landscaping Ltd makes out a Purchase Order for suppliers to provide goods and services.

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All suppliers are approved prior to an order being placed. Suppliers are reviewed for ability to meet the specified requirements of an order. In the case of suppliers providing labour, detailed reviews are undertaken to ensure that they are competent.

The performance of suppliers is reviewed and reported on based upon feedback from users and any non-conformances detected. Immediate action may be taken to cease procurement if evidence is available to suggest that a supplier is unable to meet requirements. Performance will be discussed at the management review meeting.

7.4.2 Purchasing Information

When specifying procurement requirements, there is clear and unambiguous documentation defining the supply requirements. It is ensured that purchasing documents define the supply requirements and are authorised prior to issuing.

7.4.3 Verification of Purchased Product

Supplier's products are obtained from reliable suppliers to assure quality. Sub contract services will always be reviewed and where appropriate and materials inspected to ensure that they meet requirements specified in the purchasing documentation.

7.5 Work On Site

7.5.1 Control of work on site

To enable successful completion of work on site, the Contract Manager will ensure necessary resources are made available.

7.5.2 Monitoring of Work on Site

The Contract Manager continually monitors processes to ensure that they are suitable for meeting the desired outcome.

7.5.3 Identification and traceability

Documentation is maintained to ensure that supplies are traceable to the purchasing documentation in case of a corrective action being required.

7.5.4 Customer property

Where the Company is required to have access to a customer's property it will be treated in accordance with good practice. It will be left safe and tidy during periods when the site is not occupied or work is not taking place. The customer will be consulted about access and welfare arrangements on site, to ensure the minimum of disruption.

7.5.5 Preservation of materials, plants and work in progress

All works that are the responsibility of the Company during work in progress are protected and maintained in order to preserve the quality of the works until handover.

7.6 Control of Monitoring and Measuring Devices

Tony Bengner Landscaping Ltd does not utilise monitoring and measurement devices within its normal business.

8.0 Measurement, Analysis and Improvement

8.1 General

Tony Benger Landscaping Ltd monitors the effectiveness of its management systems through internal audit to ensure that the systems are competently implemented. Other operational monitoring services are undertaken to ensure a satisfactory quality.

8.2 Monitoring and Measurement

8.2.1 Customer satisfaction

A quality assessment of service and finished work is undertaken by sample using the Customer Satisfaction Questionnaire, Site visit, or Telephone interview (Appendix F.5).

Surveys are based upon a random sampling of customers. Results of customer satisfaction surveys are reported at the management review meeting.

8.2.2 Internal audit

An internal audit programme is devised on an annual basis ensuring that all parts of the management systems are reviewed and that they continue to meet requirements.

Item	Procedure	Responsible
1	An internal audit will be undertaken once per year and cover all the aspects of this Quality Management Manual.	Managing Director
2	Internal audits will ensure that all statements of the Quality Management Manual are investigated for conformance in practice and all discrepancies found will be documented on a Non-conformance Report form and processed in accordance with the Non-conformance process.	Internal Auditor
3	Areas for improvement will be noted and discussed with the Managing Director.	Internal Auditor
4	A copy of all Audit Reports will be maintained for information and the latest reviewed during the Management Review meeting.	Managing Director

8.2.3 Monitoring and measurement of processes

All processes are monitored for adequacy and effectiveness during the internal audit programme.

8.2.4 Monitoring and measurement of service and finished work

The standard and quality of work provided are reviewed or inspected during all stages of operations.

8.3 Control of Defective Materials or Sub-standard Workmanship

Whenever a problem is uncovered, including a complaint or any other issue of sub-standard operation found during inspection, or a deviation from the established practice it is immediately investigated.

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Remedial action to resolve the immediate problem is taken, where necessary, to meet customer requirements. Any defective materials or workmanship are replaced.

The Contracts Manager reports back to the Managing Director and Management Team to ensure procedures, materials and suppliers are reviewed and new methods formulated if required.

All new procedures are brought to the attention of office and site staff to prevent any re-occurrence.

8.4 Analysis of data

The Managing Director reviews performance in all areas at the management review meeting to ensure that it is able to take account of information that can assist in taking more effective decisions and where required corrective and preventive action. Additional analysis will be undertaken where the trends may be useful for identifying improvement activities.

8.5 Improvement

8.5.1 Continual improvement

Tony Benger Landscaping Ltd is continually striving to achieve improvements to its business through improvement of its processes, policies and objectives. Where possible steps are taken to review operations and implement necessary changes for improvement.

8.5.2 Corrective action

In order to achieve continual improvement, the causes of problems that become known will be investigated and action taken to avoid.

8.5.3 Preventive action

Tony Benger Landscaping Ltd understands that it is preferable and more effective to prevent problems occurring. Acting in a proactive way is preferable to acting reactively. The Managing Director in consultation with other parties will therefore take opportunities to reflect on situations and take preventive action wherever possible.

Note: Preventive action is action that is taken to avoid the occurrence of a problem (as opposed to corrective action which an action is taken to prevent the reoccurrence of a problem).

Opportunities to identify preventive action will occur in the following:

- Management Meetings
- Staff Briefing and feedback sessions
- At Management Review Meetings
- During normal working

Records of the preventive actions identified, acted upon and reviewed will be maintained during the Management Review Meetings.

8.5.4 Preventive maintenance

A preventive maintenance programme ensures vehicles and equipment are serviced, repaired and replaced in order to keep the vehicle fleet operating and all equipment in safe and serviceable condition.

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The Vehicle Fleet Manager ensures procedures are correctly scheduled and carried out to meet legal requirements and to achieve full availability of vehicles and machinery for progress of work contracts. See appendix

A programme of replacement of old, inefficient and worn out vehicles/ equipment is managed by the Vehicle Fleet Manager in consultation with the Managing Director.



QUALITY POLICY

Tony Bengger Landscaping Ltd is committed to:

- Providing high quality services and completed work, which meets specification and exceeds customer expectations.
- Enhancing the skills of management and staff through review and actively pursuing an on-going training policy, the objective of which is to prepare staff to perform their work more effectively.
- Promoting the culture of continual quality improvements and the philosophy of getting things "right first time".
- Rigorously controlling & continuously monitoring the supply of materials and installations (including those by approved sub contractors) and completion to programme of all projects undertaken.
- Promoting the quality management systems and ensuring implementation is achieved by internal auditing, management review, corrective and preventive action.

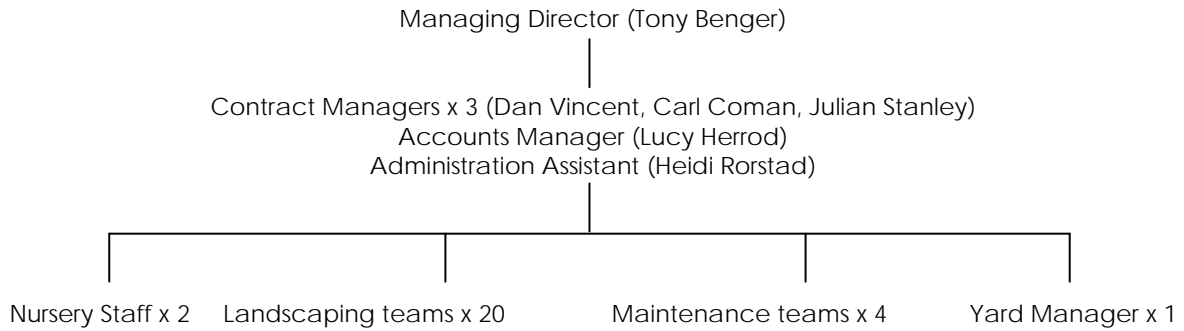
Everyone is responsible for quality within the company and for maintaining high standards.



A P Bengger
Managing Director

Organisation Chart

Tony Bengner Landscaping Ltd

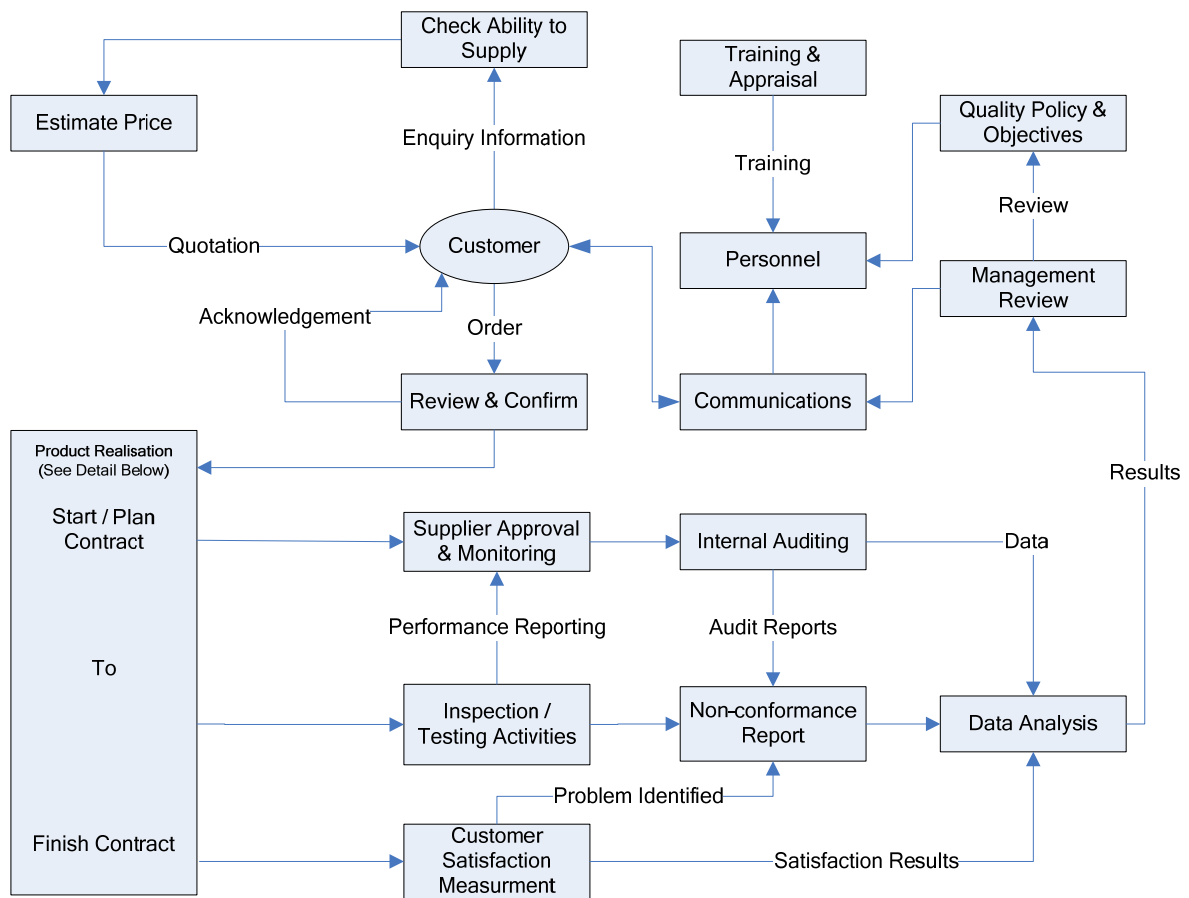


Team: Team leader and landscape operatives organised in flexible team size, according to work requirements and skills needed

Vehicles: 4 x Ford Transit/Iveco MWB Tipper, 5 x Ford Transit/Iveco LWB Dropside, 3 x Ford Transit Vans, 1 x Vauxhall Astra Van, 1 x Diahatsu Van, 2 x 4Wheel Trailers.

APPENDIX C

Business Process Flowchart



Operational Processes

1. Schedule and plan job
2. Allocate staff with appropriate skills
3. Brief team leader and staff using job specification, plans and drawings
4. Conduct briefing with team leader and staff on site
5. Arrange supply of materials and resources
6. Liaise with customer/site agent
7. Direct and monitor progress of work
8. Inspect and test quality
9. Complete Work
10. Complete customer satisfaction interview

Management Review Meeting

Attendance:				Date:
Item	Agenda Item			Action by
1	Actions from previous meeting			
1.1	"Discuss and detail progress and closure of actions from the previous meeting"			
2	Internal audit results			
2.1	"Discuss the results for the internal audits that you have undertaken during the previous period. Show analysis of results where possible"			
3	Customer complaints			
3.1	"Discuss customer complaints and actions taken and to be taken. Show analysis where possible."			
4	Company Performance (Client Satisfaction)			
4.1	"Discuss the results of the customer satisfaction surveys. Show analysis where possible."			
5	Trends in Non-conformances			
5.1	"Discuss what has gone wrong and show analysis of results and any actions required."			
6	Company Training Requirements			
6.1	"Unless dealt with elsewhere consider discussing any training requirements for the organisation's personnel"			
7	Approved Suppliers / Contractors			
7.1	"Show review of data pertaining to suppliers (unless adequately covered elsewhere)"			
8	Preventive Actions / Suggestions			
8.1	"Discuss and record what steps have been and will be taken to avoid the occurrence of any problems that are likely to rise."			
9	Review and Set Company Quality Objectives			
9.1	Overall Objective	Specific Action	Target Date / Measure of completion	Action
10	The applicability of the Quality Policy			
10.1	"Is the quality policy still adequate state if it is or propose changes as required."			
11	Resources			
11.1	"Discuss resources and decide whether any changes need to be made to the resource levels currently in place."			
12	Next Meeting			DD/MM/YY
Record and retain the Management Review Minutes.				

Customer Satisfaction Questionnaire



Dear

We value your comments.

We hope you will take the time to complete our short customer survey and provide us with feed back about our performance. We take all comments seriously and will use the information to help improve our service to customers, our training and development of staff and our quality management systems.

Thank you for your assistance.

Please complete the form below and return to us for review and action as necessary.

Criteria	Quality Rating (Please tick)				
	Excellent	Good	Satis- factory	Could be better	Poor
Quotation and contract process					
Overall Project - The End Result					
Time Span of Project					
Value for Money					
Quality and Workmanship					
Customer Communication – Site staff					
Customer Communication – Contract Manager/ Office					
Health & Safety Awareness					
Staff Performance					

Remarks (How can we improve our service? Please comment on any processes, people or work?)

**If you would prefer to telephone us – please call on 01404 831844
and speak to our Quality Director – Tony Bengier**

**Please return in the stamped addressed
envelope attached to :**

**Tony Bengier Landscaping Ltd
Burrow Farm Gardens
Dalwood, Axminster
Devon EX13 7ET**

From: Name / Address

Thank you for your valuable feedback.

APPENDIX E

Vehicle Fleet Management System

Level 1 Management (Named Driver/Responsible Person)

Named Driver/Responsible Person with designated tasks:

- Daily roadworthiness checks
 - Tyres
 - Lights
 - Water
 - Brakes
 - Handling/Steering
 - Oil
 - Fuel

- Cleanliness
 - Exterior
 - Interior
 - Body/Bed

- Vehicle Responsibility

Phil Lacey	Transit	NX 03 MZE	John Bridge	Transit	X 207 GBH
Stan Bale	Kramer	Q 401 LDV	Callum Farquhar	Transit	X 922 YGR
Phil Mills	Transit	HT 05 MDZ	Jeff Hazell	Transit	P 960 NOK
Jamie Grant	Transit	T 985 UOW	Craig Seward	Transit	R 228 AOR
Peter Harvey	Iveco	KE 05 KFG			
Jerry Low	Iveco	NX 03 NKN			
Matt Dancsecs	Iveco	NX 04 DLV	Tony Bengier	Escort	P 334 ATA
Richard Thorne	Transit	BP 05 EAF	Dan Vincent	Vectra	P 411 VBF
Steve Webb	Daihatsu	FX 03 FNR	Carl Coman	Astra	FL05 BCY

Level 2 Management (Contracts Manager/ Fleet Manager)

Overall responsibility for Administration, Maintenance and Legal Requirements:

- Ensuring Level 1 Checks are carried out
- Ensuring defects found in Level 1 checks are corrected
- Ensuring Level 2 Checks are carried out weekly (Perhaps outside normal working hours and using assistance from volunteer trained staff)
- Planned maintenance and servicing
- Ongoing cleanliness and checks
- Ordering replacement parts and keeping a stock of spare tyres, parts and consumable items
- Keeping a schedule of MOT dates and ensuring all vehicles have current certificates
- Keeping a schedule of Tax Disc dates and ensuring all vehicles have current Road Fund Licences
- Keeping records of all maintenance and replaced parts etc for all vehicles
- Planning vehicle replacements for the fleet
- Reporting to the MD

Level 3 Management (Managing Director)

Management responsibility for all the above:

- Planning and decision making
- Finance
- Reporting and administration
- Problem solving and advice
- Cleanliness checks

Equipment and Machinery Management System

Level 1 Management (Users)

- Daily operational checks
- Daily maintenance, care and correct use of equipment
- Cleanliness
- Reporting defects

Level 2 Management (Contracts Manager/ Equipment Manager)

Overall responsibility for Administration, Maintenance and Replacement Requirements:

- Ensuring 'User Checks' are carried out on a daily basis
- Ensuring defects found in 'User Checks' and through normal operational use are corrected
- Ensuring 'Planned Maintenance Checks' are carried out six monthly at least for each
- Maintaining a library of manuals and instruction books from suppliers
- Ordering replacement parts and keeping a stock of spare parts and consumable items
- Keeping records of maintenance and replaced parts etc for all equipment
- Problem solving and advice to users
- Planning replacements for worn out, damaged or defective equipment
- Reporting and administration

Level 3 Management (Managing Director)

Management responsibility for all the above:

- Planning and decision making
- Finance