



Estates  
Division

# LSE Estates Division Quality Manual



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# 1. TABLE OF CONTENTS

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## Contents

1.	TABLE OF CONTENTS.....	2
2.	APPROVAL AND DOCUMENT CONTROL.....	5
3.	INTRODUCTION .....	6
4.	CONTEXT OF THE ORGANISATION .....	6
4.1.	Understanding the organisation and its context .....	6
4.2.	Understanding the needs and expectations of interested parties. ....	7
4.3.	Determining the scope of the Quality Management System .....	7
4.4.	Quality Management System and its processes .....	8
	Clause 4 Reference Documents/Evidence .....	8
5.	LEADERSHIP.....	8
5.1.	Leadership and commitment .....	8
5.1.1.	General.....	8
5.1.2.	Customer Focus.....	9
5.2.	Policy .....	9
5.2.1.	Establishing the Quality Policy .....	9
5.2.2.	Communicating the Quality Policy.....	10
5.3.	Organisational roles, responsibilities and authorities .....	10
	Clause 5 Reference Documents/Evidence .....	11
6.	PLANNING .....	11
6.1.	Addressing Risks and Opportunities .....	11
6.2.	Quality Objectives and planning to achieve them .....	12
6.3.	Planning of changes .....	12
	Clause 6 Reference Documents/Evidence .....	13
7.	SUPPORT .....	14
7.1.	Resources .....	14
7.1.1.	General.....	14
7.1.2.	People .....	14

---

7.1.3.	Infrastructure .....	14
7.1.4.	Environment for the operation of processes .....	14
7.1.5.	Monitoring and measuring resources .....	14
7.1.6.	Organisational knowledge .....	14
7.2.	Competence .....	15
7.3.	Awareness .....	15
7.4.	Communication .....	15
7.5.	Documented information .....	15
7.5.1.	General .....	16
7.5.2.	Creating and updating .....	16
7.5.3.	Control of documented information .....	16
	Clause 7 Reference Documents/Evidence .....	16
8.	OPERATION .....	16
8.1.	Operational planning and control .....	16
8.2.	Requirements for products and services .....	17
8.2.1.	Customer communication .....	17
8.2.2.	Determining the requirements for products and services .....	17
8.2.3.	Review of the requirements for products and services .....	17
8.2.4.	Changes to requirements for products and services .....	18
8.3.	Design and Development of products and services .....	18
8.3.1.	General .....	18
8.3.2.	Design and development planning .....	18
8.3.3.	Design and development inputs .....	18
8.3.4.	Design and development controls .....	19
8.3.5.	Design and development outputs .....	19
8.3.6.	Design and development changes .....	19
8.4.	Control of externally provided processes, products and services .....	19
8.4.1.	General .....	19
8.4.2.	Type and extent of control .....	19
8.4.3.	Information for external providers .....	19

---

8.5.	Production and service provision.....	20
8.5.1.	Control of production and service provision .....	20
8.5.2.	Identification and traceability .....	20
8.5.3.	Property belonging to customers or external providers.....	20
8.5.4.	Preservation .....	20
8.5.5.	Post-delivery activities .....	20
8.5.6.	Control of changes .....	20
8.6.	Release of products and services.....	21
8.7.	Control of non-conforming outputs.....	21
Clause 8	Reference Documents/Evidence .....	21
9.	PERFORMANCE EVALUATION .....	22
9.1.	Monitoring, measurement, analysis, and evaluation .....	22
9.1.1.	General.....	22
9.1.2.	Customer satisfaction .....	22
9.1.3.	Analysis and evaluation.....	22
9.2.	Internal audit.....	22
9.3.	Management review .....	23
9.3.1.	General.....	23
9.3.2.	Management review inputs .....	23
9.3.3.	Management review outputs .....	23
Clause 9	Reference Documents/Evidence .....	23
10.	IMPROVEMENT .....	24
10.1.	General.....	24
10.2.	Nonconformity and corrective action.....	24
10.3.	Continual improvement.....	25
Clause 10	Reference Documents/Evidence .....	25

## 2. APPROVAL AND DOCUMENT CONTROL

The signatures below certify that this management system manual has been reviewed and accepted and demonstrates that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

	Name	Signature	Position	Date
<b>Prepared by:</b>	Allan Blair		Director of Facilities Management	14/5/18
<b>Reviewed by:</b>	Julian Robinson		Director of Estates	14/5/18
<b>Approved by:</b>	Andrew Young		Chief Operating Officer	24/5/18

This quality manual is reviewed to ensure its continuing relevance to the systems and processes that it describes. A record of contextual additions or omissions is given below.

Version	Date	Comments	Author
1.0	14/5/18	Original Document	Allan Blair
1.01	6/7/18	Minor amendments	Mandy Hooker
2.0	29/03/21	Minor amendments	Jasinder Sidhu
3.0	08/03/22	Minor amendments	Davinder Ratra

A detailed description of amendments to the above versions is noted below:

Version	Page	Date	Description of Change	Authorisation
1.01	5	6/7/18	Addition of scoping statement to section 3.	Allan Blair
1.01	6	6/7/18	Scoping statement amended.	Allan Blair
2.0	Various	29/03/21	Document review – updated cover photo and details. Updated ED main office location. 4.2 Added 2030 Strategy. 6.1 Added entry regarding COVID. 7.12 Added staff performance awards. Approved at SLT on 19/04/2021	Julian Robinson

3.0		08/03/21	4.1 Updated building numbers. 4.2 Projects updated. 7.1.2: Updated staff numbers for apprenticeship.	
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### 3. INTRODUCTION

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This Quality Manual covers the activities and functions performed by the LSE Estates Division (ED).

The LSE ED aims to provide world class buildings and facilities for the LSE, which are safe, secure and sustainable through effective operational management and excellent quality customer service.

The ED aims to enhance customer satisfaction, through operational excellence, continual improvement, and the delivery of a quality service in a timely manner, ensuring student, staff and visitor safety and satisfaction at all times.

The ED Quality Management System (QMS) is designed to support the Division’s objectives through the compliance of ISO 9001:2015.

### 4. CONTEXT OF THE ORGANISATION

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#### 4.1. Understanding the organisation and its context

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The LSE ED is one of the School’s major service divisions with the objective of developing and managing the School’s buildings, spaces, and facilities to a quality commensurate with its international academic standing.

The LSE ED comprises three main constituent parts: Facilities Management, Capital Development and Property and Space Management, supported by an Administration section. These teams work together to meet the service objectives and endeavor to ensure the safe, secure, and environmentally sound operations and maintenance of LSE assets, considering the human needs of the staff and students, in a cost-effective manner.

The LSE ED main office is based at 3<sup>rd</sup> Floor Clement House, London. The present [estate](#) covers some 157,467m<sup>2</sup> of real estate across:

- The Academic Campus [30 buildings], Aldwych, London
- The LSE managed Halls of Residences [6 buildings] in central London
- Sports Facilities, Windsor Avenue, New Malden.

External and internal issues are considered as part of the planning process e.g. HE/Statutory Regulations, Political landscape.

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## 4.2. Understanding the needs and expectations of interested parties.

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The Director of Estates is responsible for identifying all interested parties and their requirements. The needs of our interested parties are monitored and reviewed and considered in relation to their requirements.

### Strategic Context

In 2019 the School agreed its 2030 Strategy with 3 main priorities.

- Educate for Impact
- LSE Research for the World
- Developing SLE for Everyone

The Estates division will contribute to the delivery of all 3 of these priorities but with a focus on the 3<sup>rd</sup> which has been articulated as follows:

We are committed to providing a world-class campus for our community, investing **over £300 million in capital development** over the next decade. The new Centre Building opened in 2019, bringing new life to the heart of our campus with state-of-the-art teaching, learning and social spaces and a central plaza to complement the wonderful green space of Lincoln's Inn Fields. The Marshall Building followed in 2022, providing a new home for the departments of Management, Accounting and Finance as well as further teaching spaces, a Sports Centre, and arts facilities. We are also working on plans to create a world-class conference and education facility in the recently acquired 35 Lincoln's Inn Fields building, and a Public Realm Plan to improve the overall campus environment.

We are equally committed to providing a world-class digital environment, and we are developing a **framework for technology** to help us meet our ambition of being sector-leading in data and systems, with transformation programmes across education, student experience, research, and our corporate services.

We will continue to champion **sustainable design and practices** across our estate, cut our carbon emissions, improve recycling rates, and reduce waste, buy ethically, engage our community on sustainability issues, and exert our influence with investment fund managers to comply with the UN's Principles for **Responsible Investment** and perform better on environment, social and governance issues.

## 4.3. Determining the scope of the Quality Management System

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The provision of buildings, accommodation and facilities management services for the LSE Estate which are safe, secure, and sustainable through effective operational management and excellent customer service.

Exclusions: The scope of the Design clauses is confined to the procurement of external design services as the LSE ED does not itself design new products and services.

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## 4.4. Quality Management System and its processes

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The LSE ED establish, implement, maintain, and continually improve its processes in accordance with the requirements of ISO9001. Quality objectives are derived from the annual ED Operational Plan.



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## Clause 4 Reference Documents/Evidence

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- BS EN ISO 9001:2015 Quality Management Systems Requirements
- ED Quality Policy
- ED Quality Manual
- ED Quality Manual aide-memoire
- ED/Sub-division/team systems and procedures manuals
- LSE/ED Risk Registers
- ED Operational Plan
- LSE Strategy 2030
- LSE Property Handbook
- LSE Facilities Guide

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## 5. LEADERSHIP

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### 5.1. Leadership and commitment

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#### 5.1.1. General

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The ED is responsible for the development and implementation of LSE's Estates Strategy. This involves the operation and maintenance of our buildings, the construction of new buildings and the management of the School's academic, residential and property portfolios.



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Our Governance outlines how the ED's activities are considered, decided, and monitored within the School. Our policies and procedures explain how we endeavour to ensure the safety of the School community.

The Estates Senior Leadership Team (SLT) shall demonstrate leadership and commitment with respect to the quality management system by:

- taking accountability for the effectiveness of the quality management system;
- ensuring that the quality policy and quality objectives are established for the quality management system and are compatible with the context and strategic direction of the LSE ED;
- ensuring the integration of the quality management system requirements into the LSE EDs business processes;
- promoting the use of the process approach and risk-based thinking;
- ensuring that the resources needed for the quality management system are available;
- communicating the importance of effective quality management and of conforming to the quality management system requirements;
- ensuring that the quality management system achieves its intended results;
- engaging, directing and supporting persons to contribute to the effectiveness of the quality management system;
- promoting improvement;
- supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

### 5.1.2. Customer Focus

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Senior Management shall demonstrate leadership and commitment with respect to customer focus by ensuring that:

- customer and applicable statutory and regulatory requirements are determined, understood and consistently met;
- the risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed;
- the focus on enhancing customer satisfaction is maintained.
- proactively engaging with customers and seeking feedback to generate service improvements.

Our Customer First Service Promise outlines our commitment to ED customers.

## 5.2. Policy

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### 5.2.1. Establishing the Quality Policy

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The ED SLT are jointly responsible for producing and reviewing the [LSE Estates Division Quality Policy](#) and ensuring that the Quality Policy:

- 
- is appropriate to the purpose and context of the LSE ED and supports its strategic direction;
  - provides a framework for setting quality objectives;
  - includes a commitment to satisfy applicable requirements;
  - includes a commitment to continual improvement of the quality management system.

### 5.2.2. Communicating the Quality Policy

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The Quality Policy is circulated to all ED staff, and the current version is displayed on the ED Website. It is reviewed annually. All ED staff are expected to share a commitment to continuous quality improvement.

ED SLT use a variety of channels to communicate service information, including QMS updates and opportunities for improvement to all ED staff. This list provides examples of some of the methods currently used within the Division:

- Minutes of weekly SLT meetings are circulated to all ED staff
- Annual ED Operational Plan is regularly reviewed and shared with ED staff
- Termly ED staff forums, including customer feedback
- Annual Director of Estates Newsletter
- Team meetings [frequency varies within teams]
- ED website is regularly monitored and updated to ensure currency and accuracy of information.
- 'Toolbox' talks and operational team briefings.
- New staff induction folders.

### 5.3. Organisational roles, responsibilities and authorities

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[LSE's School Management Committee \(SMC\)](#) is led by The President & Vice Chancellor of the LSE. The SMC is the decision-making body for management and operational issues and provides recommendations on the School's priorities. The Director of Estates reports to SMC via the Chief Operating Officer.

The ED has three distinct sub-divisions:

- Capital Development
- Facilities Management
- Property and Space Management

The sub-divisions are supported by an administration function and headed by the Director of Estates. Each function within the sub-divisions has a section head for each team, all have responsibility for ensuring delivery of our Quality Policy.

The ED has a Quality Management Team (QMT) comprising representation from all areas within the ED. The QMT report on the performance of the QMS to ED SLT who have overall responsibility for reviewing and approving the QMS.

ED QMG has operational responsibility and reporting accountability to ED SLT for the following:

- 
- ensuring that the quality management system conforms to the requirements of the ISO9001 International Standard;
  - ensuring that the processes are delivering their intended outputs;
  - reporting on the performance of the quality management system and on opportunities for improvement, in particular to top management;
  - ensuring the promotion of customer focus throughout the ED;
  - ensuring that the integrity of the QMS is maintained when changes to the QMS are planned and implemented.

## Clause 5 Reference Documents/Evidence

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- BS EN ISO 9001:2015 Quality Management Systems Requirements
- ED Quality Policy
- ED Quality Manual
- ED Quality Manual aide-memoire
- ED/Sub-division/team systems and procedures manuals
- LSE/ED Risk Registers
- ED Operational Plan
- LSE Strategy 2030
- Customer First Accreditation
- ED Annual SWOT
- SLT Minutes
- ED Annual Newsletter
- Appraisal documents (CDRs)
- Director of Estates 'Meet the Customer' schedule and analysis.
- Student Forums
- Departmental Cluster Meetings
- ED Director of Estates Communications Policy.

## 6. PLANNING

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### 6.1. Addressing Risks and Opportunities

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The ED aim to ensure that issues referred to in 4.1 and the requirements referred to in 4.2 are considered when determining the risks and opportunities that need to be addressed to ensure that the QMS achieves its intended results of enhancing desirable effects, preventing, or reducing undesired effects and achieving improvement.

Risks and opportunities are considered annually through a high-level SWOT undertaken by the SLT. Sub-divisional and team SWOTs are undertaken by individual areas as applicable. Appropriate audit systems are implemented where risks have been identified and appropriate actions are taken to address risks proportionate to the potential impact on the conformity of products and services. A strategic risk register is maintained and updated annually.

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## 6.2. Quality Objectives and planning to achieve them.

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The ED SLT set strategic quality objectives within the annual ED Operational Plan, linked to the School Priorities and the LSE 2030 Strategy. This is communicated to individual teams, who produce sectional plans incorporating elements from the ED Operational Plan that are relevant to their function. All ED staff have individual and/or team objectives relevant to their own area of responsibility. These objectives will be considered by the ED SLT to be:

- consistent with the ED Quality Policy
- measurable
- applicable to customer and/or legal requirements
- relevant to conformity of services and to enhancement of customer satisfaction
- monitored;
- communicated;
- updated as appropriate.

When planning how to achieve its quality objectives, the ED shall determine what will be done, what resources will be required, who will be responsible, when it will be completed and how the results will be evaluated.

## 6.3. Planning of changes

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When changes to the QMS are deemed to be required, they shall be carried out in a planned manner, considering the purpose of the changes and their potential consequences, the integrity of the QMS, the availability of resources and the allocation or reallocation of responsibilities and authorities. Changes are approved at a level appropriate to the change and communicated to the QMT in the event of materialistic impact to the QMS. Substantive changes will be approved by the Director of Estates.

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## Estates Division Planning for Change cycle:



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## Clause 6 Reference Documents/Evidence

- BS EN ISO 9001:2015 Quality Management Systems Requirements
- ED Quality Policy
- ED Quality Manual
- ED Quality Manual aide-memoire
- ED/Sub-division/team systems and procedures manuals
- LSE/ED Risk Registers
- ED Operational Plan
- LSE 2030 Strategy
- ED Annual SWOT
- SLT Minutes
- ED Annual Newsletter
- Appraisal documents (CDRs)
- Director of Estates 'Meet the Customer' schedule and analysis
- Specific risk assessments for task-based work e.g. H&S related
- Minutes of meetings
- Audit systems.
- ED Planning for Change Cycle

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## 7. SUPPORT

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### 7.1. Resources

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#### 7.1.1. General

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The ED SLT ensures that those with QMS responsibilities are supported with the necessary resources.

#### 7.1.2. People

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Staff are recruited, inducted, and managed in accordance with predefined procedures that aim to ensure provision of the persons necessary for the effective implementation of its QMS and for the operation and control of its processes.

Consistent exemplary staff performance is recognised via the Schools annual contribution awards scheme and one-off instances of exceptional performance are recognised with Spotlight Awards.

We are proud to be part of the Apprenticeship Scheme and currently employ 7 members of staff who are working towards a qualification. In 2018 the LSE ED introduced key values for all staff:- PRIDE, RESPECT and going the EXTRA MILE.

#### 7.1.3. Infrastructure

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The ED Office Manager and/or sub-divisional Line Manager uses a New Starter Checklist to ensure arrangements are in place before commencement of new starters. This includes the provision of PPE, equipment and other resources as required by the role to meet requirements of the QMS.

#### 7.1.4. Environment for the operation of processes

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The ED SLT shall determine, provide, and maintain an environment necessary for the operation of its processes and to achieve conformity of services. Social, psychological and physical needs are addressed through embedded procedures and processes e.g. Health & Safety and other School policies and procedures.

#### 7.1.5. Monitoring and measuring resources

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The ED shall determine and provide suitable resources to monitor and measure conformity of products and services to requirements. Appropriate documentation will be retained as evidence of fitness of purpose.

#### 7.1.6. Organisational knowledge

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Ultimately, the Director of Estates defines the working relationship, role, and responsibilities for all Estates staff. Working relationships are summarised in our organisational charts and individual reporting arrangements and key responsibilities are outlined in job descriptions for each employee.

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All employees are responsible for complying with legal and regulatory requirements. The LSE ED employs c.400 people across six key areas:

- Capital Development and LTM
- Property and Space Management
- Planned and Reactive Maintenance
- Facilities Management
- Environmental and Waste Management
- Room Bookings

## 7.2.Competence

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Staff are recruited to job descriptions that outline the requirement of the role. This is supported by a Person Specification that details the attributes the postholder should possess. Handover notes are provided where this is practicably possible. A 6-month probationary period (12 months for Senior Managers at Bands 8-10) allows time to ensure that these persons are competent on the basis of appropriate education, training or experience. Where applicable actions are taken to acquire the necessary competence and evaluate the effectiveness of the actions taken.

The School's Capability Health and Capability Performance processes are followed where a capability issue has been identified.

Competence of external contractors is assessed through Service Agreements and ongoing project-based evaluation.

## 7.3.Awareness

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All ED staff will be made aware of the Quality Policy. Staff will be made aware of the relevant quality objectives relating to their role, and via training, allocation of resources and competency understand their contribution to the effectiveness of the QMS, including the benefits of improved performance and the implications of not conforming to the QMS requirements.

## 7.4.Communication

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The Estates Division hold an array of 1-2-1, team and cross-team meetings. Termly Staff Forums are held for all Estates Division staff where feedback is given about divisional performance during 'Meet the Customer' sessions held by the Director of Estates. The ED Communications Policy outlines the ED approach to communication.

## 7.5.Documented information

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The ED QMS includes documented information required by ISO9001 International Standard, and a range of documented information determined as being necessary for the effectiveness of the QMS

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### 7.5.1. General

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In addition to documented information required in specific clauses in the ISO9001 International Standard and operational procedures, each section has identified an agreed list of documented information determined as being necessary for the effectiveness of the QMS.

### 7.5.2. Creating and updating

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When creating and updating documented information, the ED ensures a consistent approach with appropriate identification, description, format, and review and approval for suitability and adequacy.

### 7.5.3. Control of documented information

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Documented information required by the QMS and by the ISO9001 International Standard will be controlled to ensure it is available and suitable for use where and when it is needed, and that it is adequately protected.

## Clause 7 Reference Documents/Evidence

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- BS EN ISO 9001:2015 Quality Management Systems Requirements
- ED Quality Policy
- ED Quality Manual
- ED Quality Manual aide-memoire
- ED/Sub-division/team systems and procedures manuals
- LSE/ED Risk Registers
- ED Operational Plan
- LSE Strategy 2030
- Appraisal documents (CDRs)
- Specific risk assessments for task-based work e.g. H&S related
- Minutes of meetings
- Audit systems
- Training records
- ED Induction folders.

## 8. OPERATION

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### 8.1.Operational planning and control

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The ED plans, implements and controls the processes needed to meet the requirements for the implementation of the actions stemming from the ED Operational Plan by determining the requirements and establishing criteria for its processes and the acceptance of products and service. Resources to achieve conformity are determined at the outset, processes are controlled in accordance with agreed criteria and documented information is maintained and retained as required.



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Outsourced processes are controlled and assessed through procurement, tendering, Service Agreements and ongoing evaluation and review meetings.

## 8.2. Requirements for products and services

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### 8.2.1. Customer communication

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The ED communicates with its customers to:

- provide information about its products and services
- handle enquiries, contracts and orders (including changes)
- obtain customer feedback relating to deliverables and services (including complaints)
- handle or control customer property
- establish specific requirements for contingency actions, when relevant.

Examples of communication include:

- Strategic, generic, or School community via Website or Newsletters
- Operationally in person via email, phone, or face to face meetings
- Through the Estates Help-Desk
- Prepared action plans, exhibitions, events
- Pre-determined by Service Level Agreements.

Customer feedback is gathered via the above, plus:

- Structured face to face interviews (Academic Departments, Research Centres, Service Divisions, and students)
- Post project lessons learned exercises
- Auto generated feedback forms/surveys
- Outsourced/independent Post Occupancy Surveys
- Customer surveys
- Student forum
- Academic Research Centre and Departmental Cluster Meetings
- Monitoring of Student Social Media Platforms
- ED Customer complaints/compliments log

### 8.2.2. Determining the requirements for products and services

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The ED considers organisational and statutory requirements when determining the requirements for products and services.

### 8.2.3. Review of the requirements for products and services

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The ED ensures it can meet requirements for products and services by reviewing customer requirements including delivery and post-delivery through:

- Consultation

- 
- Provision of strategic papers for committees including any additional requirements not specified by the customer, but necessary to fulfil the requirement;
  - Specifications
  - Post occupancy evaluations
  - Customer feedback
  - Consideration of statutory and regulatory requirements applicable to the products and services.

#### 8.2.4. Changes to requirements for products and services

The ED endeavors to ensure that relevant documentation is amended and that relevant persons are made aware of any changed requirements.

### 8.3. Design and Development of products and services

#### 8.3.1. General

The ED establishes, implements, and maintains processes that ensure the delivery of the requirements of the LSE Strategy 2030 and the ED Operational Plan. The requirements of the design clauses are only met in the context of the ED procurement of design services.

#### 8.3.2. Design and development planning

The ED will determine the stages and controls for design and development via:

- Consultation with the internal and external interested parties
- Responding to end-user and customer feedback information
- Compliance with regulatory requirements including The Environmental Regulations Register.
- Working in a safe way, in accordance with legislative requirements and good working practice.

#### 8.3.3. Design and development inputs

The ED shall determine the requirements essential for the specific types of products and services to be designed and developed by reviewing our services on a regular basis through:

- Consultation with internal and external interested parties
- Post occupancy evaluations (POEs) and any other customer feedback
- Actions and responses to strategic committee papers
- Auditor's reports
- Revisions due to regulatory change
- Response to major strategic and academic initiatives
- Internal fora and review of documentation and processes e.g. Specifications.

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### 8.3.4. Design and development controls

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The ED shall apply controls to the design and development process to endeavor to ensure that changes and revisions will:

- Occur through various standard change control procedures for which documented information will be retained
- Be integrated and embedded into the QMS
- Be communicated through website, procedure, and advisory notifications as well as face to face meetings and fora for major academic initiatives.

### 8.3.5. Design and development outputs

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The ED shall endeavor to ensure that procured design and development outputs meet ISO9001 requirements through Specifications (design and development, service contracts, scoped services for consultants), drawings, service level agreements (SLAs), contracts and performance reviews.

### 8.3.6. Design and development changes

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The ED identifies, reviews and controls changes made during, or subsequent to the design and development of products and services to the extent necessary to endeavor to ensure that there is no adverse impact on conformity to requirements.

## 8.4. Control of externally provided processes, products, and services

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### 8.4.1. General

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The ED endeavors to ensure that externally provided processes, products and services conform to the requirements by determining appropriate controls.

### 8.4.2. Type and extent of control

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The ED endeavors to ensure that externally provided processes, products and services do not adversely affect the ED's ability to consistently delivery conforming products and services to its customers through its procurement processes, its pre-qualification processes and ensuring the use of suitably qualified and competent staff.

### 8.4.3. Information for external providers

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The ED communicates its requirements to external providers through the procurement process and contract specification.

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## 8.5. Production and service provision

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### 8.5.1. Control of production and service provision

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The ED implement controlled conditions for service delivery through contracts and work instructions. Outputs are monitored and measured at various stages through:

- workshops and meetings
- Planon – control
- Helpdesk feedback
- POE (Post Occupancy Evaluations)
- lessons learnt exercises
- risk assessments
- human error – picked up by customer/spot checks
- supervisor and environmental operational controls.

### 8.5.2. Identification and traceability

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The ED holds documented information for compliance items. Products provided by the ED are identifiable and traceable to suppliers through internal documented records and formal purchase orders and delivery documentation.

### 8.5.3. Property belonging to customers or external providers

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The ED exercises care with property belonging to customers or external providers whilst under its control through adherence to relevant procedures, policies and contracts.

### 8.5.4. Preservation

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Service provision undertaken in a safe way, employing risk management systems in accordance with legislative requirements and good working practice.

### 8.5.5. Post-delivery activities

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The ED meets requirements for post-delivery activities associated with its products and services through feedback mechanisms, e.g. customer feedback and project close out documentation. *as in 8.3, snagging, building handover, e.g. O&M manuals, warranties and duty of care re waste. See also 8.6 below, post occupancy evaluations.*

### 8.5.6. Control of changes

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The ED actively obtains feedback on products and services to monitor performance (sources include customer feedback, internal audits, etc.). This feedback is reviewed by relevant service leaders - when it identifies that a product / service needs to be changed, the service leader will identify the most effective way to do so.

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That decision will have regard to (as applicable): benefits to the organisation and stakeholders; resource implications; risks; feasibility; input from relevant stakeholders (e.g. Senior leadership, delivery teams, customers). Decisions will be documented. The level of detail in the decision-making is proportional to the size of the decision.

## 8.6. Release of products and services

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The ED implements planned arrangements, at appropriate stages, to verify that the product and service requirements have been met. Release to the customer is dependent on satisfactory conclusion of one or more of the following building/projects close out arrangements:

- Certification
- O&Ms
- Warranties
- Observation schedules
- Post Occupancy Evaluations
- Site Audits
- Soft landings/handover arrangements including end user involvement
- Other feedback mechanisms as appropriate
- Rectification and/or review/revision of the product or service as required
- Conformance to relevant legislative standards

## 8.7. Control of non-conforming outputs

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The ED endeavors to ensure that non-conforming outputs are identified and controlled to prevent unintended use or delivery. Appropriate action is taken at, during or after delivery of provision based on the nature of the nonconformity and its effect on the conformity of products and services. Nonconforming outputs are responded to through correction, withdrawal of product or service, informing the customer or obtaining authorisation for acceptance under concession.

Records of nonconformities are retained through appropriate documentation, and conformity to the requirements is verified when nonconforming outputs are corrected.

## Clause 8 Reference Documents/Evidence

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- BS EN ISO 9001:2015 Quality Management Systems Requirements
- ED Quality Policy
- ED Quality Manual
- ED Quality Manual aide-memoire
- ED/Sub-division/team systems and procedures manuals
- LSE/ED Risk Registers
- ED Operational Plan
- LSE Strategy 2030
- Financial regulations, School procurement process
- Customer complaints and compliments.

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- School wide policies and procedures e.g. asbestos, environmental, inclusivity, ethics, data protection
  - Specifications, drawings, scope of works documentation
  - Contracts, codes of practices/guides and operational controls
  - Procedures, work instructions and forms
  - Close out documentation
  - Audit systems
  - O&Ms
  - ED Communications Strategy
  - Student Surveys

## 9. PERFORMANCE EVALUATION

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### 9.1. Monitoring, measurement, analysis, and evaluation

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#### 9.1.1. General

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The ED determines what needs to be monitored and measured. In addition to the ED Operational Plan objectives, individual sub-divisions will determine processes and outputs that require regular monitoring, measurement, analysis, and evaluation to ensure legal compliance and customer satisfaction where appropriate.

#### 9.1.2. Customer satisfaction

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The ED monitors customers' perceptions of the degree to which their needs and expectations have been fulfilled through a wide range of feedback mechanisms. E.g. Meet the Customer, post occupancy evaluations, auto-generated Helpdesk feedback requests, customer surveys.

The LSE ED has received renewed Customer First accreditation and Investors in People status since 2011. Putting the Customer First® is a national standard for customer service. It comprises 30 Statements in three categories which explore the components of excellent service provision: Customer Relationships, Market Awareness and People.

#### 9.1.3. Analysis and evaluation

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The ED approach to monitoring and measurement of performance is section specific. Information is analysed and evaluated to inform approaches to continuous improvement. See Clause 9 – Collated information.

### 9.2. Internal audit

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As part of our commitment to continuous improvement, the ED possesses a formalised internal audit procedure to conduct internal audits at planned intervals to ensure conformance with procedures and outputs. This will commence with BSI pre-Stage 1, Stage 1 and Stage 2 audit during 2018. Our current commitment is to conduct informal audits via:

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- Issues collected via customer feedback, complaints, etc.,
  - Logged issues, (e.g. maintenance on Planon)
  - Section specific processes to remedy mistakes
  - Campus walkabouts – spot checks including snagging
  - Don't walk past initiative

Where issues have been identified these are reported to relevant management and appropriate correction and corrective action is taken without undue delay.

There should have been an internal audit in 2020 but with the campus on lockdown and majority of staff on furlough this has been postponed until normal operations are reintroduced.

## 9.3. Management review

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### 9.3.1. General

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The ED QMT meets regularly to review data ('inputs') and make suggestions ('outputs') regarding changes in procedure, resource allocation, strategic direction, which are ratified by SLT for adoption.

### 9.3.2. Management review inputs

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The management review will be planned and carried out, taking into consideration:

- The status of any actions from previous management reviews;
- Changes in external and internal issues that are relevant to the QMS;
- Information on the performance and effectiveness of the QMS including trends;
- The adequacy of resources;
- The effectiveness of actions take to address risks and opportunities;
- Opportunities for improvement.

### 9.3.3. Management review outputs

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The outputs of the management review will include decisions and actions related to:

- Opportunities for improvement;
- Any need for changes to the QMS;
- Resource needs.

Electronic and or paper-based documented information will be retained as appropriate.

## Clause 9 Reference Documents/Evidence

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- BS EN ISO 9001:2015 Quality Management Systems Requirements
- ED Quality Policy
- ED Quality Manual
- ED Quality Manual aide-memoire
- ED/Sub-division/team systems and procedures manuals

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- LSE/ED Risk Registers
  - ED Operational Plan
  - LSE Strategy 2030
  - Financial regulations, School procurement process
  - Schoolwide Risk Register, ED section Risk registers, Asbestos register
  - Customer complaints and compliments.
  - School wide policies and procedures e.g. asbestos, environmental, inclusivity, ethics, data protection, lost property procedure
  - Specifications, drawings, scope of works documentation
  - Contracts, codes of practices/guides and operational controls
  - Procedures, work instructions and forms
  - Audit systems (BSI Audits)
  - Close out documentation

## 10.IMPROVEMENT

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### 10.1. General

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The ED determines and selects opportunities for improvement and implements any necessary actions to meet customer requirements and enhance customer satisfaction in accordance with the School's strategic goals to improve the experience and environment of its stakeholders especially its students via elements of LSE Strategy 2030 and LSE Education Strategy.

The ED will check from time to time that suitable and satisfactory improvements are made to its QMS by monitoring through:

- Customer feedback including Student Surveys, Meet the customer, POEs etc.
- Regular review of critical processes and criteria
- External Benchmarking e.g. Cubane and ERM
- Meeting criteria for other standards – e.g. Customer First, ISO9001
- SMC review of the ED including Self Evaluation Document (every 5 years).

And responding via:

- SWOT analysis, risk registers and derived action plans from Away Days
- Regular review and revisions to processes and procedures such as Planon, procedure notes, compliance items
- Project based solutions e.g. Capex project, Planned preventative maintenance (PPM) and Long term maintenance (LTM).

### 10.2. Nonconformity and corrective action

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When a nonconformity occurs, including any arising from complaints, the ED will react as applicable by:

- taking action to control or correct the nonconformity and deal with the consequences



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- evaluating the need for action to eliminate the cause(s) of the nonconformity in order that it does not recur or occur elsewhere
  - implementing any action needed
  - reviewing the effectiveness of any corrective action taken;
  - updating the risks and opportunities determined during planning if necessary
  - make changes to the QMS if necessary.

Documented information will be retained as appropriate.

### 10.3. Continual improvement

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Quality performance is enhanced through analysis and evaluation of outputs through management review. ISO9001 group annually review non-conformities as part of QMS review process. A report is presented to Estates SLT for final review. Operational processes are reviewed at least annually.

#### Clause 10 Reference Documents/Evidence

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- BS EN ISO 9001:2015 Quality Management Systems Requirements
- ED Quality Policy
- ED Quality Manual
- ED Quality Manual aide-memoire
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