

LEY HILL CONSULTANCY GROUP

CASE STUDY

DBS GROUP: FROM ISO ADOPTION TO OPERATIONAL EXCELLENCE



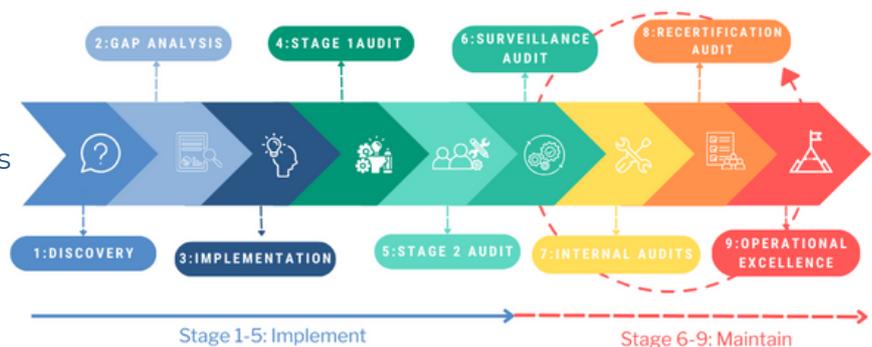
At Ley Hill Consultancy Group, we see ISO Standards support as a journey through nine distinct stages, from initial discovery to full integration into an organisation’s culture. Our ultimate goal is to help clients reach Stage 9: Operational Excellence, where ISO becomes second nature. DBS is a prime example of this transformation.

This case study examines how DBS - a company that provides contracted design, installation, service and repair for heating, ventilation, air-conditioning, and refrigeration equipment - transitioned from having a management system that technically met requirements to implementing one that delivers meaningful and measurable performance outcomes.

“ISO is no longer a framework for DBS, it’s their way of working.”

Jaimie, Business Operations Director @ Ley Hill

9 Stages: ISO Certification



Background: Committed to High Standards

DBS began its ISO journey several years ago and was already certified to ISO 9001 (Quality), ISO 14001 (Environmental), and ISO 45001 (Occupational Health & Safety) when Ley Hill was invited to support them. The organisation was committed to excellence but needed help to streamline operations and embed best practices more effectively. Their Integrated Management System (IMS) was in place but not functioning as smoothly as it could.

The Journey

DBS's commitment to internationally recognised standards was clear from the outset. However, following a previous consultancy engagement, their IMS had become fragmented and difficult to manage. Ley Hill stepped in to restore clarity, consistency, and confidence, transforming the IMS into a practical, effective tool that supports the business.

"Clarity, consistency, and confidence, these were the foundations of DBS's transformation."

Raj, Quality Management Consultant
@ Ley Hill

Key Actions Taken:

- ✓ Simplified documentation to reflect real-world operations and remove unnecessary complexity.
- ✓ Clarified roles and responsibilities, empowering the team to take ownership and actively manage the IMS.
- ✓ Introduced practical tools and routines that made compliance and continual improvement achievable and sustainable.

As capability and confidence grew, DBS advanced through their ISO journey, moving beyond heavy external maintenance to a model of light-touch support, where Ley Hill provides impartial oversight while ISO principles are embedded into everyday operations and strategic thinking.



Today: Operational Excellence

DBS has moved beyond compliance to fully embracing ISO standards as the foundation of how they operate. Their IMS is now a living, breathing part of the organisation, driving quality, environmental responsibility, and health & safety at every level. This commitment is demonstrated by strong leadership engagement, with Steve Byrne (DBS Group Chairman) and John Herbert (DBS Operations Director) taking full ownership of the IMS and its implementation.

Ley Hill's ongoing support includes:

- ✓ **Internal Audits:** Impartial audits to confirm compliance and uncover opportunities for improvement. DBS sees these as a tool for growth, not just a requirement.
- ✓ **External Audit Support:** Real-time guidance during external certification audits with NQA, turning a stressful process into a showcase of excellence.
- ✓ **Management Review Assistance:** Structured, documented reviews that drive strategic decisions and continuous improvement.
- ✓ **Corrective Action Support:** Monthly reviews to ensure timely, effective actions and root cause resolution, keeping the IMS strong and relevant.

"When supporting corrective actions and continual improvement efforts, I'm always impressed by organisations like DBS that recognise the true value of a quality framework and integrate it seamlessly into their day-to-day operations."

Ria, Quality Management Consultant @ Ley Hill

Customer Confidence

DBS's journey reflects the ideal outcome of ISO consultancy: an organisation that not only meets the standards but lives them. Reaching Stage 9 means ISO is embedded in every aspect of the business, from operations to culture to strategy.

This is an organisation that sets itself high standards and consistently delivers. The integration of ISO 9001, ISO 14001, and ISO 45001 demonstrates a proactive approach to quality, environmental responsibility, and health & safety. Customers can be confident that DBS operates with integrity, transparency, and a continuous drive for improvement.



Future Support Model

A fully embedded IMS naturally requires less day-to-day consultancy input, but Ley Hill remains available to provide objective insight when needed. Great organisations value this impartial perspective because it helps maintain integrity and continual improvement.

"Empowerment, not dependency, that's the ethos of a sound consultancy."

Graham, MD @ Ley Hill

Looking Ahead

Ley Hill's support will continue to uphold Operational Excellence while remaining agile in how support is delivered. Notably, with ISO 9001 and ISO 14001 due to transition to new versions in 2026, Ley Hill will incorporate the updated requirements into DBS's Integrated Management System seamlessly and without disruption.

Ongoing, Ley Hill's support will focus on:

- ✓ **Impartial Oversight** through internal audits and management reviews.
- ✓ **Strategic Guidance** on evolving standards and integration.
- ✓ **Continuous Improvement** via corrective action reviews and proactive updates.
- ✓ **On-Demand Expertise** during external audits or new challenges.

This approach guarantees that DBS's IMS remains robust, future-ready, and aligned with international best practice, without reverting to heavy consultancy reliance.



"Raj, Ria and the rest of the Ley Hill team have helped us transform our old system into a leaner more efficient Integrated System. They have achieved this through a strong partnership focusing on both professionalism and friendly support."

John Herbert, Group Operations Director @ DBS