VPK LIMITED

QUALITY MANUAL

Unit 4-5

Meridian Business Park

Fleming Road

Waltham Abbey

Essex

EN9 3BZ

VPK LIMITED

QUALITY MANUAL

MANUAL IDENTIFICATION

Copy Number: 1 of 1

Issued to: A CLARK

Title: QUALITY MANAGER

Signed: .....

Quality Manager

VPK LIMITED

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REVISION AND AMENDMENT REGISTER

DATE	PAGE NUMBER	PROCEDURE NUMBER	REVISION DETAILS	ISSUE NUMBER

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FOREWORD

This Quality Manual is the means by which VPK Limited (the 'Organisation') satisfies the requirements of its customers, particularly with regard to management responsibility.

The Organisation is obliged to ensure that its Quality Policy is fully and completely understood by its employees, and that its procedures are implemented and maintained at all times. This Quality Manual is in accordance with the requirements of **BS EN ISO 9001 : 2015**. All of the components of the Quality Management System shall be periodically and systematically reviewed by both internal and external Quality Audit procedures.

The Quality Manager, appointed by the Organisation's Managing Director, is responsible for the control of all matters relating to the implementation of these procedures.

The assurance of quality is fundamental to all the work undertaken by the Organisation. All personnel at every level in the Organisation's structure shall practise the procedures established.

The potential benefits to the Organisation of implementing this Quality Management System are:

a) The ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements
b) Facilitating opportunities to enhance customer satisfaction
c) Addressing risks and opportunities associated with its context and objectives
d) The ability to demonstrate conformity to specified Quality Management System requirements.

The principles upon which this Quality Management System is based, as described in ISO 9000 : 2015, are:

a) Customer focus
b) Leadership
c) Engagement of people
d) Process approach
e) Improvement
f) Evidence-based decision making
g) Relationship management.

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PROFILE

Delivering high end refurbishment & fit out projects for both residential & commercial sectors in and around London since 2007.

Our reputation has been built on quality, reliability and flexibility to be able to bring a Design concept to Life. From the initial design brief we will produce full manufacturing drawings for approval before Manufacture commences. Clients are encouraged to visit us at our manufacturing facility in Waltham Abbey to have the opportunity to see their project evolve from what was once only a vision.

With the interaction of both technology and traditional craftsmanship high -quality solutions to modern day requirements are produced without compromising on aesthetic values.

We strive to develop long term working relationships with both clients and sub-contractors to manage and exceed their expectations on every project we undertake.

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QUALITY POLICY

VPK Limited (the 'Organisation') aims to provide defect free products and services to its customers on time and within budget.

The Organisation operates a Quality Management System that has gained BS EN ISO 9001 : 2015 certification, including aspects specific to the provision of mass produced and bespoke joinery products.

The management is committed to:

1. Develop and improve the Quality Management System
2. Continually improve the effectiveness of the Quality Management System
3. The enhancement of customer satisfaction.

The management has a continuing commitment to:

1. Ensure that customer needs and expectations are determined and fulfilled with the aim of achieving customer satisfaction
2. Communicate throughout the Organisation the importance of meeting customer needs and all relevant statutory and regulatory requirements
3. Establish the Quality Policy and to set Quality Objectives at relevant functions, levels and processes
4. Ensure that the Management Reviews set and review the Quality Objectives, and report on the internal audit results as a means of monitoring and measuring the processes and the effectiveness of the Quality Management System
5. Ensure the availability of resources.

The structure of the Quality Management System is defined in this Quality Manual.

All personnel understand the requirements of this Quality Policy and abide with the contents of the Quality Manual. The Organisation complies with all relevant statutory and regulatory requirements. The Organisation constantly monitors its quality performance and implements improvements when appropriate.

This Quality Policy is regularly reviewed in order to ensure its continuing suitability.

Copies of the Quality Policy are made available to all members of staff and to relevant interested parties. Copies of the minutes of Management Reviews, or extracts thereof, are provided to individual members of staff in accordance with their role and responsibilities as a means of communicating the effectiveness of the Quality Management System.

Signed:_____ **Name:**_____ **Date:**_____.

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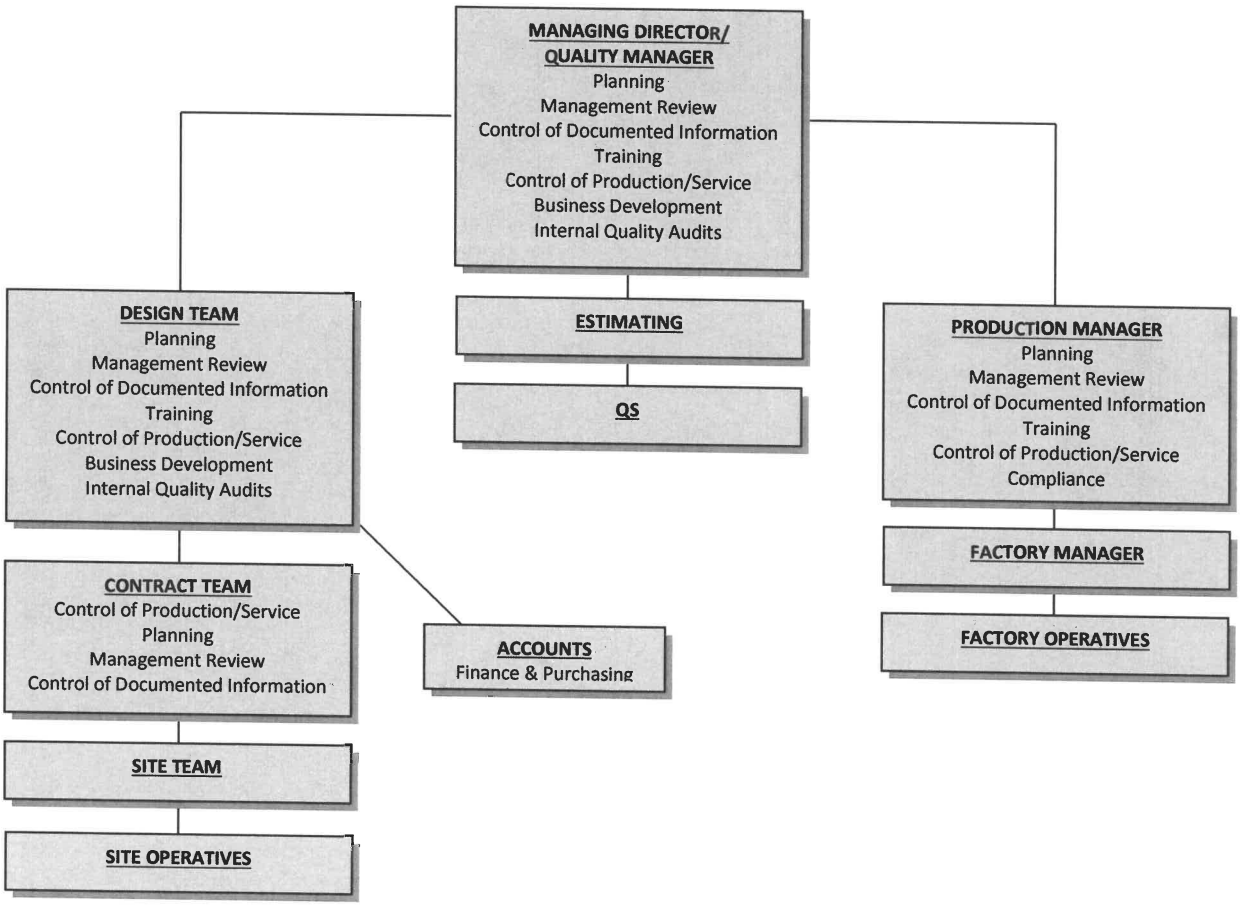
QUALITY STRUCTURE CHART



This chart establishes responsibilities and lines of internal communication within the Quality Management System and does not necessarily portray other management structures.

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1 - SCOPE

The scope of the Organisation's certification is defined within the Quality Policy and is recorded on the ISO 9001 Certificate. As a minimum this Quality Manual addresses all requirements for conformance with BS EN ISO 9001 : 2015 in pursuit of any activities falling within the scope of its certification.

This Quality Manual demonstrates the Organisation's:

1. Ability to consistently provide products and services that meet customer and applicable statutory and regulatory requirements, and
2. Aims to enhance customer satisfaction through the effective application of the Quality Management System, including processes for improvement of the System and the assurance of conformity to customer and applicable statutory and regulatory requirements.

Whenever any requirement(s) of this International Standard cannot be applied they are deemed to be not applicable. The rationale for all such exclusions is clearly set out in this Quality Manual.

Such inapplicabilities do not affect the Organisation's ability, or responsibility, to provide products and services that meet customer and applicable statutory and regulatory requirements.

2 - NORMATIVE REFERENCES

At the time that this Quality Manual was prepared the entire fundamentals and vocabulary relating and applied to ISO 9001 : 2015 are set out in the document titled:

ISO 9000 : 2015, Quality Management Systems — Fundamentals and Vocabulary.

Parties to agreements based on ISO 9001 : 2015 are encouraged to adopt the amendments contained in any subsequent editions of the International Standard that may be published. Members of ISO and IEC maintain registers of currently valid International Standards.

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3 - TERMS AND DEFINITIONS

The International Organisation for Standardisation (ISO) has defined 138 terms for use in Quality Management Systems and these can be found in ISO 9000 : 2015 - Quality Management Systems — Fundamentals and Vocabulary. The following, however, may be helpful:

A **management system** is a 'set of interrelated or interacting elements of an organisation to establish policies and objectives, and processes to achieve those objectives.'

An **objective** is a 'result to be achieved.'

A **product** is the 'the output of an organisation that can be produced without any transaction taking place between the organisation and the customer.'

A **service** is the 'the output of an organisation with at least one activity necessarily performed between the organisation and the customer.'

A **customer** is a 'person or organisation that could or does receive a product or a service that is intended for or required by this person or organisation.'

A **provider (alternatively known as a supplier)** is an 'organisation that provides a product or service.'

A **process** is 'a set of interrelated or interacting activities that use inputs to deliver an intended result." In simple terms, what you do to get something.

A **procedure** is 'a specified way to carry out an activity or process.'

A **document** is 'information and the medium on which it is contained.'

A **record** is a 'document stating results achieved or providing evidence of activities performed.'

Documented information is 'information required to be controlled and maintained by an organisation and the medium on which it is contained.'

Context of the organisation is a 'combination of internal and external issues that can have an effect on an organisation's approach to developing and achieving its objectives.'

Interested party is 'a person or organisation that can affect, be affected by, or perceive itself to be affected by a decision or activity.'

3 - TERMS AND DEFINITIONS (continued)

Improvement is 'activity to enhance performance.'

Non-conformity is 'non-fulfilment of a requirement.'

Corrective action is 'action to eliminate the cause of a non-conformity and to prevent recurrence.'

Preventive action is 'action to eliminate the cause of a potential non-conformity or other potential undesirable situation.'

Risk is the 'effect of uncertainty.'

A **Quality Plan** is a 'specification of the procedures and associated resources to be applied when and by whom to a specific object.'

An **Audit** is a 'systematic, independent and documented process for obtaining objective evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled.'

Quotation marks on this page denote direct quotations from ISO 9000 : 2015.

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4 - CONTEXT OF THE ORGANISATION

4.1	**Understanding the Organisation and its context**
Summary of Requirements	The Organisation is to determine both the external and internal contexts in which it operates and shall monitor and review the issues which arise.

	STATEMENT/PROCEDURE
1.	The Organisation's external context has been evaluated and documented, taking into account such factors as: 1. The social and cultural environment 2. The political environment 3. The legal and regulatory environment 4. The market environment 5. The technological environment 6. The economic environment 7. The natural environment 8. The competitive environment 9. The geographical scope of each environment 10. Key drivers and trends.
2.	The Organisation's internal context, within which it seeks to achieve its objectives, has been evaluated and documented, taking into account such factors as: 1. Governance 2. Organisational structure, roles and accountabilities 3. Policies, objectives and the strategies that are in place to achieve them 4. Capabilities, in terms of resources and knowledge 5. Information systems, information flows and decision-making processes 6. Organisational culture 7. Standards, guidelines and models 8. Contractual relationships.
3.	The external and internal context is reviewed at least annually and the documentation updated accordingly.

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4 - CONTEXT OF THE ORGANISATION

4.2	**Understanding the needs and expectations of interested parties**
Summary of Requirements	The Organisation shall determine its relevant interested parties, along with their requirements with regard to the Quality Management System.

	STATEMENT/PROCEDURE
1.	The interested parties that are relevant to the Quality Management System are defined as: 1. Customers 2. Employees 3. Providers 4. Management 5. Shareholders 6. Statutory and Regulatory bodies - Constructionline etc.
2.	The significant requirements of these interested parties include: 1. The consistent provision of products and services which meet customer requirements 2. The continual enhancement of customer satisfaction 3. A safe and pleasant working environment 4. Adherence to legal and regulatory requirements 5. Exercising control over the performance of field-based personnel.

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4 - CONTEXT OF THE ORGANISATION

4.3	**Determining the scope of the Quality Management System**
Summary of Requirements	The scope of the Quality Management System shall be determined and documented using: a) The context of the Organisation b) The requirements of relevant interested parties c) The Organisation's products and services.

	STATEMENT/PROCEDURE
1.	Taking into account the output from Sections 4.1 and 4.2 above, along with the products and services offered by the Organisation, management ensures that this Quality Manual includes: 1. The defined scope of the Quality Management System with any non-applicable clauses identified and justified 2. Documented procedures or reference to them within other documents 3. A description of the interaction of processes.
2.	Effective implementation of the Quality Management System is monitored on an informal basis, as part of the Organisation's day-to-day operations.
3.	The Quality Manager deals with instances when the Quality Management System is not correctly implemented.
4.	Persistent breaches of the Quality Management System are dealt with in accordance with the Organisation's disciplinary procedures.
5.	Such breaches are taken into account when reviewing: 1. The overall operation of the Organisation's Quality Management System 2. The Quality Manual, to ensure that it is up to date and accurately reflects the working practices of the Organisation 3. Staff training requirements.

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4 - CONTEXT OF THE ORGANISATION

4.4	**Quality Management System and its processes**
4.4.1	
Summary of Requirements	The Organisation shall fully establish and operate a Quality Management System in accordance with the requirements of the International Standard, including the determination of required processes and their application throughout the Organisation.
4.4.2	
Summary of Requirements	The Organisation shall document its processes and maintain sufficient documented information to provide evidence that the processes and associated operations are being carried out.

	STATEMENT/PROCEDURE
1.	As part of the implementation of this Quality Management System, the Organisation has identified and documented in this Manual: 1. The processes needed for the Quality Management System 2. The sequence and interaction of these processes 3. The criteria and methods used to ensure the effective operation and control of these processes, including responsibilities and authorities 4. The means to ensure the availability of the resources and the information necessary to support the operation, monitoring and continual improvement of these processes 5. The risks and opportunities as determined in accordance with the requirements of Section 6.1 6. The processes used to measure where applicable, monitor and analyse these processes and implement action necessary to achieve planned results and monitor continual improvement.

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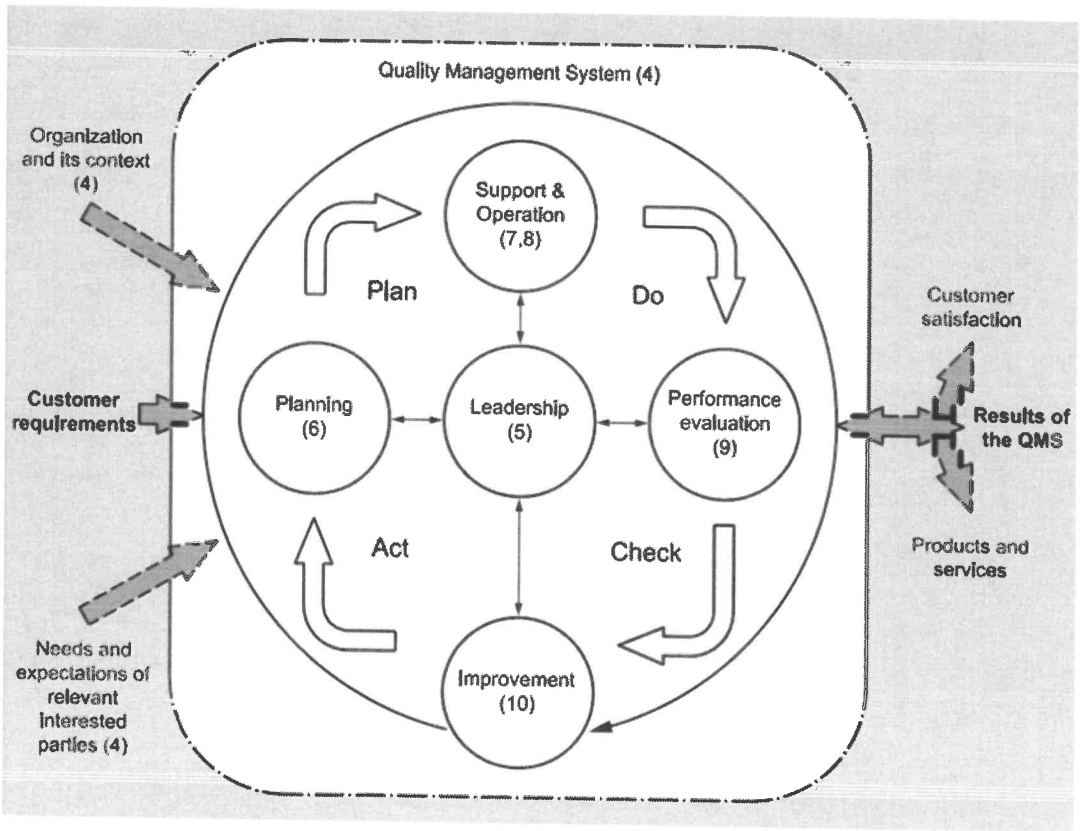
4 - CONTEXT OF THE ORGANISATION

4.4	**Quality Management System and its processes (continued)**
2.	The Quality Management System is based on the following process model:  Note: Numbers in brackets refer to the clauses in the International Standard.
3.	As part of the Management Review process, the Organisation reviews the Quality Management System and, when required, makes changes in order to ensure that it continues to meet management requirements and market conditions.

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5 - LEADERSHIP

5.1	**Leadership and commitment**
5.1.1	**Leadership and commitment for the Quality Management System**
Summary of Requirements	Top management shall demonstrate its leadership and commitment with regard to the Quality Management System by: a) Defining quality related responsibilities b) Ensuring the implementation of the Quality Management System and its integration into the Organisation's business processes c) Ensuring that the customer's quality requirements are reflected in the products and services provided. Clear evidence of top management's commitment to the Quality Management System, including its development and improvement, must be made available.

	STATEMENT/PROCEDURE
1.	The Quality Policy includes a commitment from management to develop and improve the Quality Management System by: 1. Communicating throughout the Organisation the importance of meeting customers' requirements 2. Communicating throughout the Organisation the importance of meeting all relevant statutory and regulatory requirements 3. Establishing the Quality Policy and its Objectives 4. Promoting improvement 5. Conducting Management Reviews 6. Ensuring the availability of resources.
2.	Management also commits to: 1. Promote the use of risk-based thinking 2. Ensure that the Quality Management System performs as intended 3. Support other relevant management roles with regard to their delegated responsibilities.

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5 - LEADERSHIP

5.1	**Leadership and commitment (continued)**
5.1.2	**Customer focus**
Summary of Requirements	Top management shall ensure that the Organisation: a) Understands and meets its customer and compliance requirements b) Determines the risks and opportunities with regard to product and service conformity, and customer satisfaction. c) Focuses on continual improvement in customer satisfaction.

	STATEMENT/PROCEDURE
1.	Customer focus is ensured by the implementation of the contract review processes set out in Section 8.2.2 (Determination of requirements for products and services).
2.	Feedback from customer monitoring as described in Section 9.1.2 of this Manual is reviewed during Management Review.
3.	The risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed as part of Section 6.1.

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5 - LEADERSHIP

5.2	**Policy**
5.2.1	**Establishing the Quality Policy**
Summary of Requirements	Top management is to create and implement a Quality Policy that: a) Takes into account the purpose and context of the Organisation b) Supports the strategic direction of the Organisation c) Provides a suitable framework for the setting of Quality Objectives d) Commits top management to satisfy applicable requirements e) Commits top management to continual improvement of the Quality Management System.
5.2.2	**Communicating the Quality Policy**
Summary of Requirements	The Quality Policy shall be: a) Documented and made available to all interested parties b) Communicated, understood and implemented throughout the Organisation.

	STATEMENT/PROCEDURE
1.	The Organisation's Quality Policy is documented earlier in this Quality Manual and fulfils the requirements summarised above.
2.	In order to provide evidence of the Organisation's commitment to the Quality Policy, it is regularly reviewed and any changes are approved as part of the formal Management Review proceedings. These reviews and all approved changes are recorded in the minutes of the Management Reviews.
3.	Copies of the Quality Policy are made available to all members of staff. Copies of the minutes of Management Reviews, or extracts thereof, are provided to individual members of staff in accordance with their role and responsibilities as a means of communicating the effectiveness of the Quality Management System.
4.	Copies of the Quality Policy are made available to relevant interested parties, where considered appropriate to do so.

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5 - LEADERSHIP

5.3	**Organisational roles, responsibilities and authorities**
Summary of Requirements	Top management shall ensure that the responsibilities and authorities for roles within the Quality Management System are defined and understood throughout the Organisation.

	STATEMENT/PROCEDURE
1.	Responsibilities and authorities, together with the job titles of those responsible for communicating them throughout the Organisation, are illustrated on the Quality Structure Chart in this Manual.
2.	The Managing Director ensures that, at all times, a nominated member of staff, referred to in this Manual as the Quality Manager, has responsibility for: 1. Ensuring that the Quality Management System accurately reflects the requirements of the International Standard 2. Ensuring that all processes deliver their intended results 3. Providing reports on the performance of the Quality Management System and reporting opportunities for improvement back to Top Management 4. Prioritising customer focus 5. Evaluating and implementing planned changes to the Quality Management System.

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6 - PLANNING

6	**Planning**
6.1	**Actions to address risks and opportunities**
6.1.1	
Summary of Requirements	The Organisation shall consider the context of the Organisation and the requirements of interested parties in order to define all relevant risks and opportunities associated with the operation of the Quality Management System.
6.1.2	
Summary of Requirements	The Organisation shall: a) Take appropriate actions to address the risks and opportunities b) Integrate and implement those actions throughout the Quality Management System c) Evaluate the effectiveness of those actions.

	STATEMENT/PROCEDURE
1.	Quality Management System planning forms part of the Management Review process described in Section 9.3.
2.	The Organisation holds regular management and operational review meetings to set and monitor the quality related objectives, ensuring that risks and opportunities are included as part of this process to the extent considered necessary. The management team reviews the Quality System in order to ensure that it addresses all relevant processes and verification requirements.
3.	Processes that are necessary to facilitate the service provided, are determined, planned and implemented in accordance with the relevant procedures described in Section 8.1 of this Manual. The effectiveness of the documented procedures is subject to regular Management Review and revisions/improvements are made as necessary.

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QUALITY MANUAL

6 - PLANNING

6.1	Planning (continued)
4.	The risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed by inclusion in all relevant decision-making processes to the extent considered necessary.
5.	Wherever risks and opportunities are identified, and where considered appropriate by management, suitable treatment is documented on a Business Risk Plan and implemented.

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6 - PLANNING

6.2	**Quality objectives and planning to achieve them**
6.2.1	
Summary of Requirements	The Organisation shall establish Quality Objectives at relevant functions, levels and processes throughout the scope of the Quality Management System.
6.2.2	
Summary of Requirements	The Organisation shall develop suitable plans for achieving the Quality Objectives, including required actions and resources, responsibilities, timescales and evaluation of results.

	STATEMENT/PROCEDURE
1.	The Organisation's primary Quality Objective is defined in the Quality Policy as "the Organisation aims to provide defect free products and services on time and within budget".
2.	Quality Objectives are established and documented at relevant functions, levels and processes needed for the Quality Management System.
3.	Effective measurement of the defined Objectives is achieved by the application of all of the procedures described in Sections 9 and 10 of this Manual relating to recording, monitoring and analysing customer feedback and non-conformance issues.
4.	Effective review of the defined Objectives is an integral part of the Quality Policy review as required by the procedures described in Section 9.3 (Management review).

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QUALITY MANUAL

6 - PLANNING

6.3	Planning of changes
Summary of Requirements	The Organisation shall plan any necessary changes to its Quality Management System.

	STATEMENT/PROCEDURE
1.	The Quality Manager is responsible for assessing all proposed changes to the Quality Management System in accordance with the criteria summarised above.
2.	Proposed changes are documented on a Process Change Document and, where necessary, circulated to relevant interested parties for comment. The form reflects: 1. The purpose of the changes and their potential consequences 2. Resource availability 3. Responsibilities and authorities.
3.	When made, all changes are reflected in the Quality Manual and communicated to relevant interested parties.
4.	The Quality Manager monitors the impact of any change and proposes further change in the event of adverse consequences.

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7 - SUPPORT

7.1	**Resources**
7.1.1	**General**
Summary Of Requirements	The resources needed for the establishment, implementation, maintenance and continual improvement of the Quality Management System shall be determined and provided.
7.1.2	**People**
Summary of Requirements	The persons necessary for the effective implementation of the Quality Management System and for the operation and control of its processes shall be determined and provided.

	STATEMENT/PROCEDURE
1.	The identification of revised or additional resources required to implement and improve the processes of the Quality Management System takes place as part of day-to-day management as well as part of the Management Review procedures described in Section 9.3.
2.	The Organisation considers: 1. The level of existing internal resources in terms of their capabilities and constraints 2. Resources which need to be obtained from external providers.
3.	In addition to Management Reviews, regular formal and informal meetings take place. Significant issues are discussed and appropriate action is agreed and implemented, as necessary.

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7 - SUPPORT

7.1	**Resources (continued)**
7.1.3	**Infrastructure**
Summary of Requirements	The infrastructure necessary for the operation of the Organisation's processes and to achieve conformity of products and services shall be determined, provided and maintained.

	STATEMENT/PROCEDURE
1.	Fitters and supervisory staff monitor the performance of workshop tools and equipment on a daily basis. Any required preventive maintenance is carried out in-house in order to ensure continuing process capability.
2.	Quality related computer files are maintained in accordance with the relevant procedures described in Section 7.5.3 (Control of documented information).
3.	The Production Manager is responsible for all engineering requirements relating to the maintenance of production equipment including: 1. Defining the Planned Preventive Maintenance (PPM) of all new and existing production equipment 2. Scheduling the frequency of equipment maintenance 3. Maintaining PPM records 4. Identifying requirements of first line spare parts 5. Arranging appropriate maintenance requirements.
4.	Users of production equipment ensure its regular cleaning both when in use and in particular, after each period of use.
5.	Maintenance in accordance with the record schedule for each piece of equipment or repair as necessary is undertaken. All actions are endorsed and signed on the record.
6.	Under no circumstances is unserviceable or suspected faulty equipment activated or operated without prior authority or instructions.

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7 - SUPPORT

7.1	**Resources (continued)**
7.	The Organisation's computer system is serviced and maintained by an external IT provider. (Inspire IT Solutions).
8.	All portable electrical equipment is PAT tested in accordance with the current regulations.
9.	A supplier on the List of Approved Suppliers services test equipment in accordance with the manufacturer's recommendations and all legal and regulatory requirements.
10.	The Organisation's delivery vehicles are serviced in accordance with the manufacturer's recommendations, currently every six months and the driver flags this.
11.	All working lifting equipment available for sale or hire is thoroughly examined at six-monthly intervals in accordance with the relevant legal and regulatory requirements and before issue and after return.
12.	For the purposes of this Quality Management System, all other elements of the infrastructure are treated as resources and provided, maintained, checked and replaced accordingly. This is administered by the application of the relevant procedures set out in Sections 8.5.1 (Control of production and service provision) and 7.1.5 (Monitoring and measuring resources).

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7 - SUPPORT

7.1	**Resources (continued)**
7.1.4	**Environment for the operation of processes**
Summary of Requirements	The work environment required to achieve conformity with product and service requirements shall be identified, determined, provided and managed.

	STATEMENT/PROCEDURE
1.	Senior management ensures that a suitable environment is maintained that provides for safe systems of work and the ability to achieve conformity to product and service requirements.
2.	The office area is regularly cleaned to provide a pleasant working environment for staff and for safety reasons.
3.	Staff facilities and the workplace are maintained in an acceptable condition in order to ensure that all staff can carry out their duties effectively and efficiently.
4.	The stores/workshop are regularly cleaned to provide a pleasant working environment for staff and for safety reasons.
5.	First aid kits and fire extinguishers are provided and maintained throughout the Organisation.
6.	Social and psychological factors affecting the staff are also taken into account in order to ensure a suitable working environment.

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7.1	**Resources (continued)**
7.1.5	**Monitoring and measuring resources**
7.1.5.1	**General**
Summary of Requirements	The resources needed to ensure valid and reliable monitoring and measuring results shall be determined and provided. Appropriate documented information shall be maintained to demonstrate fitness for purpose of the monitoring and measurement resources.
7.1.5.2	**Measurement traceability**
Summary of Requirements	In circumstances in which measurement traceability is a requirement, or is essential in providing confidence in the validity of measurement results, equipment shall be accurately calibrated or verified, or both. Equipment shall also be uniquely identified and safeguarded from factors which would invalidate the calibration and hence the measurement results.

	STATEMENT/PROCEDURE
1.	Whenever equipment is used for final verification, it is calibrated and traceable to National Standards or, if not possible, the methods of calibration are defined.
2.	A Calibration Log is maintained listing all calibrated instruments and recording their calibration status including such details as: 1. Date of calibration 2. Unique identity of equipment 3. Identity of calibrator 4. Date re-calibration required.
3.	Copies of all Calibration Certificates are maintained on file.

7 - SUPPORT

7.1	Resources (continued)
4.	When a test instrument is identified as faulty, the fault is rectified or the instrument withdrawn from use. Consideration is given to the validity of all previous checks made with the test equipment since its last successful calibration and appropriate corrective action taken. All such instances are recorded on a Management Information Report and dealt with in accordance with the procedures described in Section 8.7 (Control of non-conforming outputs).

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7.1	**Resources (continued)**
7.1.6	**Organisational knowledge**
Summary of Requirements	Sufficient knowledge shall be determined by the Organisation in order to operate its processes and to ensure that its products and services suitably conform. Maintenance and availability of this knowledge to the necessary degree shall be ensured. The Organisation shall consider its existing knowledge when dealing with changing requirements and trends and determine how any extra knowledge needed and necessary updates may be obtained or how access may be gained to these.

	STATEMENT/PROCEDURE
1.	The Organisation's knowledge is mainly vested in: 1. Its staff 2. It's Partners 3. It's Professional Skills 4. Its documented information.
2.	Levels of competence and awareness are improved at every opportunity, in accordance with Sections 7.2 and 7.3 of this Quality Manual.
3.	Staff are encouraged to share knowledge with colleagues as frequently as necessary so that a high level of knowledge is sustained throughout the Organisation.
4.	New staff would bring new Organisational knowledge into the business via their experiences in industry and new qualifications and technological advancements.
5.	An environment of learning is created, with staff being encouraged to train in a range of skills, both those essential for their current job and those which permit individual self-development.
6.	Information is communicated to all levels of the Organisation using the principles embodied in Section 7.4.

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7 - SUPPORT

7.1	**Resources (continued)**
7.	Documented information is created as far as practicable to reflect the knowledge possessed by the Organisation's staff and is controlled in accordance with Section 7.5.

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7 - SUPPORT

7.2	**Competence**
Summary of Requirements	The following shall be undertaken by the Organisation: a) The competence required of person(s) doing activities under its control affecting the performance and effectiveness of the Quality Management System shall be determined b) The Organisation shall ensure that such persons are competent as regards suitable education, training, or experience c) Actions shall be taken to gain the competence required and to assess the effectiveness of actions taken, where applicable d) As evidence of competence, appropriate documented information shall be kept.
7.3	**Awareness**
Summary of Requirements	It shall be ensured by the Organisation that persons doing work under the Organisation's control are aware of: a) The Quality Policy b) Relevant Quality Objectives c) Their role in relation to the effectiveness of the Quality Management System, including the advantages of improvements in performance d) The consequences of failing to meet the Quality Management System requirements.

	STATEMENT/PROCEDURE
1.	All new members of staff receive appropriate induction training during their probationary period. This includes an introduction to the Quality Policy and their individual role in the operation of the Quality Management System and the achievement of relevant Quality Objectives, in addition to the implications of not conforming with the Quality Management System requirements.
2.	The Company Induction includes personal details, medical questionnaire, PPE issue, permit to work if required, passport and driving license request and review period.
3.	Staff training and competence are assessed taking into account each individual's education, skills and experience.

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7 - SUPPORT

7.2 7.3	**Competence (continued)** **Awareness (continued)**
4.	Requirements for further training are identified as part of day-to-day management and as part of the Management Review process set out in Section 9.3.
5.	Training and competence requirements may be identified as a result of: 1. Performance reviews 2. New personnel 3. New equipment and/or technology 4. Revised legal and/or regulatory requirements (e.g. Health & Safety) 5. Revised industry standards 6. Employee request.
6.	Appropriate training methods and aides are used that may include: 1. Internal training by suitably trained staff 2. External training by an approved training provider 3. Electronic media 4. Technical Manuals 5. Demonstrations 6. Product Training Courses 7. Product Manuals 8. Webinars.
7.	A record of staff training and competence is kept including such details as: 1. Level of competence attained 2. Date of training or event 3. Training and/or activities undertaken 4. Duration 5. Qualifications and/or Certificates attained 6. Ongoing and/or future training and/or re-certification requirements.
8.	Qualified staff are responsible for undertaking and recording all continuing professional development training as required by their particular professional body. Appropriate staff have their qualifications recorded.

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7 - SUPPORT

7.2 **7.3**	**Competence (continued)** **Awareness (continued)**
9.	All staff are subject to an Induction Checklist and a Contract of Employment.
10.	All staff training records and qualifications are stored on the Organisation's Training file on their computer.

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7 - SUPPORT

7.4	Communication
Summary of Requirements	The internal and external communications relating to the Quality Management System shall be determined, including: a) The subject of its communications b) When communications take place c) With whom communications should be carried out d) How communications are carried out e) Who takes part in communications.

	STATEMENT/PROCEDURE
1.	The Quality Policy is displayed on the Organisation's premises in order to ensure that it is made available and brought to the attention of all members of staff.
2.	The effectiveness of the Quality Management System is communicated throughout the Organisation by providing copies of the minutes of Management Reviews, or extracts thereof, to individual members of staff in accordance with their role and responsibilities.
3.	Appropriate methods for internal communication are used according to the nature and required distribution of the information.

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7.5	**Documented information**
7.5.1	**General**
Summary Of Requirements	The following shall be included in the Organisation's Quality Management System: a) Documented information as dictated by the International Standard b) Documented information determined as being essential for the effectiveness of the Quality Management System by the Organisation.

	STATEMENT/PROCEDURE
1.	The following items are particularly significant in contributing to the Quality Management System and ensuring the effective operation and control of its procedures: 1. The Quality Policy 2. This Quality Manual 3. Quality critical records 4. Health & Safety Policy 5. Company Policy 6. Internal Procedures.

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7.5	**Documented information (continued)**
7.5.2	**Creating and updating**
Summary of Requirements	The following shall be ensured by the Organisation when documented information is created and updated: a) That it is suitably identified and described (e.g. a title, date, author, or reference number) b) Format (e.g. language, software version, graphics) and media (e.g. paper, electronic) c) Review and approval for suitability and adequacy.

	STATEMENT/PROCEDURE
1.	All created and updated documented information includes the following: 1. Title 2. Date 3. Author 4. Template reference 5. Reference number 6. Version number.
2.	New document templates are approved by the Quality Manager and recorded on the Document Template Control Schedule, to ensure that up-to-date templates are used consistently throughout the Organisation.
3.	Where necessary, documents are approved at an appropriate level before release from the Organisation.

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7.5	**Documented information (continued)**
7.5.3	**Control of documented information**
7.5.3.1 Summary of Requirements	The Organisation is to control documented information essential for the Quality Management System and for ISO 9001 : 2015 to ensure: a) Its availability and suitability for use, where and when it is required b) Adequate protection of this documented information (e.g. from loss of confidentiality, unsuitable use, or loss of integrity).
7.5.3.2 Summary of Requirements	The following activities shall be addressed by the Organisation for the control of documented information, as applicable: a) Distribution, access, retrieval and use b) Storage and preservation, including preservation of legibility c) Control of changes (e.g. version control) d) Retention and disposition. The Organisation shall identify, as appropriate, and control documented information of external origin which it determines to be necessary in order to plan and operate the Quality Management System. The Organisation shall protect documented information kept as evidence of conformity from unintentional amendments.

	STATEMENT/PROCEDURE
	QUALITY MANUAL
1.	The Managing Director has approved this Quality Manual and will approve all subsequent issues.
2.	The only controlled copy of the Quality Manual is that held on the Organisation's computer system and is maintained by the Quality Manager.
3.	All hard and any other electronic copies are by definition uncontrolled.

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7.5	**Documented information (continued)**
4.	Proposed changes to the Quality Manual are identified during the day-to-day activities as well as more formally during the Management Review process described in Section 9.3.
5.	Proposed changes are reviewed and, if appropriate, adopted by the Quality Manager after taking into account all of the relevant information.
6.	When adopted, changes are made to the controlled copy of the Quality Manual and the appropriate personnel are notified of the change.
	OTHER CONTROLLED DOCUMENTS
7.	All controlled documents are subject to the Organisation's internal protocols for identification, file set up and version control.
8.	Documents and forms may be held in electronic or hard copy format. Electronic documents are held in a dedicated folder on the Organisation's computer server for the information of all staff. Any confidential files are held in secure locations and are permission granted.
9.	The development of internal procedures and forms is controlled by the Quality Manager who has responsibility for maintaining up to date information.
10.	All internally generated forms are reviewed for technical content and style prior to issue and are subject to management approval.
11.	Notification of any change is communicated by appropriate means (verbal, e-mail or memorandum). The superseded version is withdrawn and any hard copy stocks are immediately discarded.
12.	The Organisation's policy documents are subject to annual review and approval by the Directors.
13.	The latest versions of third party issued technical literature, legal requirements, codes of practice, safety and environment guidelines are accessed on the websites of the issuing authorities (e.g. Environment Agency, HSE etc.).

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7.5	**Documented information (continued)**
	GENERAL CONTROLS
14.	The Organisation's computer system is regularly backed up to an internal server and to a cloud system (Cloud 7) and an external source with a copy securely stored.
15.	The integrity of the computer system and the data held on it is maintained by running background virus protection software and the maintenance of effective and regularly updated firewalls.
	RECORDS
16.	The Quality Manager is responsible for keeping the following records and similar documents for a minimum period of 12 months or as required by legal, regulatory and/or contractual requirements, whichever is the longer, in order to demonstrate conformity to the requirements and effective operation of the Quality Management System: 1. Previous Management Review Records 2. Quality Audit Reports 3. Management Information Records 4. Staff suggestions 5. Staff Training Records 6. Non-conformance Records including customer complaints 7. Customer Satisfaction Monitoring Records 8. Job File 9. Drawings 10. Installation Guide 11. RAMS 12. Small Tool Register 13. Weekly Plant Inspection 14. Harness Inspection Sheet 15. Pop up/Podium Steps 16. Calibration Log 17. Induction Register 18. Schedule/Tracker Document 19. O & M Manual

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7.5	Documented information (continued)
16./ continued	20. Snagging List 21. Door Schedule 22. Purchase Order 23. Warranty 24. Invoice.
17.	The Quality Manager is responsible for: 1. Identifying and specifying the records that are subject to control 2. Nominating individuals responsible and accountable for every record 3. Specifying the contents of records (through procedures) 4. Record disposal.
18.	The Organisation's storage system, both in electronic and hard copy, ensures that all quality records and similar documents are adequately protected, remain legible and identifiable. Records are stored and maintained in a manner to make them readily retrievable, in facilities that provide an environment to minimise deterioration or damage and to prevent loss.
19.	The Quality Manager maintains a Record Control Schedule with document specific requirements, as appropriate, for the identification, collating, indexing, filing, storage and maintenance of records.
20.	Quality records are reviewed annually by the Quality Manager and those retained in excess of the specified retention period are disposed of or are appropriately marked to show their superseded status.

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8.1	**Operational planning and control**
Summary of Requirements	Planning, implementation and control of the processes (see 4.4) necessary to meet the requirements for the provision of products and services, and to implement the actions determined in Clause 6, shall be carried out as the Organisation: a) Determines the requirements for the products and services b) Establishes criteria for: a. The processes b. The acceptance of products and services. c) Determines the essential resources to conform to the product and service requirements d) Implements control of the processes based on the criteria e) Determines and keeps documented information as required: a. To be sure that the processes have been executed according to plan b. To be able to show that products and services conform to their requirements. The output of this planning shall suit the Organisation's operations. Planned changes shall be controlled and the results of unintentional changes evaluated by the Organisation, taking action to lessen any adverse effects, as necessary. It shall be ensured that outsourced processes are controlled by the Organisation (see 8.4).

	STATEMENT/PROCEDURE
1.	The work planning process involves determining and taking into account the Quality Policy, Objectives and the requirements of the product and/or service requirements. This is achieved by the application of the documented Quality Management System and related processes and includes the provision of any necessary resources and validation and verification methods.
2.	Order process is conducted with the Organisation's customers and staff, in accordance with their requirements.
3.	Staff holidays are discussed in the weekly management meetings and recorded on the Organisation's holiday diary. Sufficient staff are available meet the anticipated or projected workload.

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8.1	**Operational planning and control (continued)**
4.	Planning is conducted by the Organisation's computer system and access is available to all staff who need to use the information.
5.	Day to day planning is conducted where priorities are determined and schedules changed where necessary in order to meet job requirements and deadlines, such as reactive and emergency works.
6.	All information is backed up to the Organisation's server as described in section 7.5.

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8.2	**Determination of requirements for products and services**
8.2.1	**Customer communication**
Summary of Requirements	The following activities relate to communication with customers: a) The provision of information relating to products and services b) The handling of enquiries, contracts or orders, including changes c) Acquiring customer feedback relating to products and services, including customer complaints d) The handling or control of customer property e) Establishing particular requirements for contingency actions, when relevant.
8.2.2	**Determining the requirements related to products and services**
Summary of Requirements	The Organisation shall ensure the following when determining the requirements for the products and services for customers: a) Description of the requirements for the products and services, including: a. Any applicable statutory and regulatory requirements b. Those considered essential by the Organisation. b) The Organisation can realise the claims for its products and services on offer.
8.2.3	**Review of requirements related to products and services**
8.2.3.1	
Summary of Requirements	The Organisation's ability to fulfil the requirements for products and services to be offered to customers shall be ensured. A review shall be conducted by the Organisation before it commits to supplying products and services to a customer, which shall include the following: a) Requirements as described by the customer, which include the requirements for delivery and post-delivery activities b) Requirements not specified by the customer, but essential for the stated or intended use, when known

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8.2	**Determination of requirements for products and services (continued)**
8.2.3	**Review of requirements related to products and services (continued)**
8.2.3.1 (cont'd)	
Summary of Requirements (continued)	c) The Organisation's stated requirements d) Statutory and regulatory requirements which apply to the products and services e) Contract or order requirements that are different to previous ones. Resolution of contract or order requirements that are different from requirements previously defined shall be ensured by the Organisation. Before acceptance, the Organisation shall confirm the customer's requirements in the event that the customer fails to provide a documented statement of their requirements.
8.2.3.2	
Summary of Requirements	Documented information shall be kept by the Organisation, as applicable: a) On the outcomes of the review b) On any further requirements for the products and services.
8.2.4	
Summary of Requirements	Relevant documented information shall be amended by the Organisation whenever the requirements for products and services are changed. Relevant persons shall also be made aware of the changed requirements.

	STATEMENT/PROCEDURE
1.	Enquiries are received or acquired by the following means: 1. Telephone and e-mail 2. Established customer (direct customers and main contractors) 3. Established industry contacts 4. The Organisation's website and other marketing initiatives.

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8.2	**Determination of requirements for products and services (continued)**
2.	At the point of enquiry customer contact details and an outline of the proposed services are recorded on the Organisation's computer system.
3.	All enquiries are dealt with by all staff depending on complexity.
4.	Most enquiries are quoted bespoke.
5.	All subsequent communications with the customer are kept with the project for reference.
6.	If successful the customer's instructions are normally received as an Purchase Order. These are checked against the quotation specification. Any special instructions concerning requirement, lead times and legislation requirements are entered on the Organisation's computer system.
7.	Subsequent contact review is conducted by means of regular telephone and e-mail contact.
8.	Any variations or changes to the customer's original Quotation require notification by the Amendment Notice by e-mail or telephone conversation.
9.	Payment terms are arranged - usually 30 days.

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8.3	**Design and development of products and services**
8.3.1	**General**
Summary Of Requirements	An appropriate design and development process to ensure the provision of products and services shall be set up, put into place and maintained by the Organisation.
8.3.2	**Design and development planning**
Summary of Requirements	The Organisation shall consider the following as it determines the stages and controls for design and development: a) The nature, duration and complexity of activities relating to design and development b) The necessary process stages, including applicable design and development reviews c) The necessary activities relating to design and development verification and validation d) The responsibilities and authorities playing a role in the design and development process e) The internal and external resource requirements for the design and development of products and services f) The necessity to control interfaces between individuals playing a role in the design and development process g) The need to ensure that customers and users are involved in the design and development process h) The requirements for future provision of products and services i) The anticipated degree of control that customers and other relevant parties should have over the design and development process j) The documented information necessary to prove the fulfilment of design and development requirements.

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8.3	**Design and development of products and services (continued)**
8.3.3	**Design and development inputs**
Summary of Requirements	The necessary requirements for the particular kinds of products and services to be designed and developed are to be determined by the Organisation. The following are to be considered by the Organisation: a) Requirements related to function and performance b) Information resulting from earlier similar activities in design and development c) Statutory and regulatory requirements d) Standards or codes of practice that the Organisation has pledged to put into practice e) Possible effects of failure due to the nature of the products and services. Inputs shall be sufficient for design and development purposes, complete and unambiguous. Where there are conflicting design and development inputs, a decision shall be reached. Documented information on design and development inputs shall be kept by the Organisation.
8.3.4	**Design and development controls**
Summary of Requirements	Controls shall be applied to the design and developments process by the Organisation to ensure the following: a) Definition of results to be accomplished b) Reviews are carried out to assess the ability of the results of design and development to fulfil requirements c) In order to ensure that the design and development outputs are in line with the input requirements, verification activities are carried out d) In order to ensure that the resulting products and services are in line with the requirements for the specified application or intended use, validation activities are carried out by the Organisation e) When difficulties are determined during the reviews, or verification and validation activities, any suitable actions are taken f) Documented information of these activities is kept.

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8.3	**Design and development of products and services (continued)**
8.3.5	**Design and development outputs**
Summary of Requirements	It shall be ensured that design and development outputs shall do the following: a) Fulfil the input requirements b) Are sufficient for the ensuing processes for the provision of products and services c) Comprise or make reference to monitoring and measuring requirements, as appropriate, and acceptance criteria d) Give details of the characteristics of the products and services that are required for their specific purpose and their safe and correct provision. Documented information on design and development outputs shall be kept by the Organisation.
8.3.6	**Design and development changes**
Summary of Requirements	Changes made during or after the design and development of products and services shall be identified, reviewed and controlled by the Organisation to the degree required so that no detrimental impact on conformity to requirements is experienced. Documented information shall be kept by the Organisation on: a) Changes to design and development b) Review results c) The authorisation of the changes d) Preventive actions for detrimental impacts.

	STATEMENT/PROCEDURE
1.	All design works are stored on the Organisation's Senior Designer's D Drive in their own Drawing Register.
2.	The customer or customer's architect would supply a rough draft of the internal/external fit-out.

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8.3	**Design and development of products and services (continued)**
3.	The Senior Designer would create an Elevation Plan for Design approval in AutoCad.
4.	The Elevation Plan would be submitted to the customer for approval.
5.	The customer will make changes, and the Senior Designer will alter the drawings to suit and give the drawing a revision number.
6.	Upon approval by customer the approved final drawing is held until production commences.

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8.4	**Control of externally provided products and services**
8.4.1	**General**
Summary of Requirements	The conformity of externally provided processes, products and services to requirements shall be ensured by the Organisation. The controls to be applied to externally provided processes, products and services shall be determined by the Organisation when: a) There is an intention to incorporate products and services from external providers into the Organisation's own products and services b) There is a direct provision of products and services to the customer(s) by external providers on behalf of the Organisation c) Provision of a process, or part of a process, is made by an external provider due to a decision made by the Organisation. Criteria for the evaluation, selection and monitoring of performance and re-evaluation of external providers shall be determined and put into practice by the Organisation, according to their ability to provide processes or products and services in line with requirements. Documented information of these activities and any required actions arising from the evaluations shall be kept by the Organisation.
8.4.2	**Type and extent of control**
Summary of Requirements	The Organisation shall ensure that its ability to consistently deliver conforming products and services to its customers shall not be adversely affected by externally provided processes, products and services. The following shall be carried out by the Organisation: a) The Organisation shall ensure that externally provided processes stay within the control of its Quality Management System b) Both the controls that it intends to apply to an external provider and those it intends to apply to the resulting output shall be defined

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8.4	**Control of externally provided products and services (continued)**
8.4.2	**Type and extent of control (continued)**
Summary of Requirements (continued)	c) The following shall be considered: a. The way in which the externally provided processes, products and services might potentially impact the Organisation's position regarding its consistent fulfilment of customer and applicable statutory and regulatory requirements b. The degree to which the controls applied by the external provider are effective. d) It shall be ensured that the externally provided processes, products and services fulfil requirements through the determination of the required verification or other activities.
8.4.3	**Information for external providers**
Summary of Requirements	The suitability of requirements shall be ensured by the Organisation before they are communicated to the external provider. The Organisation's requirements for the following shall be communicated to external providers: a) The provision of processes, products and services b) The approval of the following: a. Products and services b. Methods, processes and equipment c. The release of products and services. c) Competence, which includes any essential qualification of persons d) The external providers' interactions with the Organisation e) The Organisation's application of control and monitoring of the external providers' performance f) Activities relating to verification or validation that the Organisation, or its customer, plans to carry out at the external providers' premises.

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8.4	Control of externally provided products and services (continued)
	STATEMENT/PROCEDURE
1.	A regularly updated system of approved suppliers/personnel is maintained in the Origination's computer system. Any critical information obtained in the assessment process is held in a supplier folder(s).
2.	The Organisation's Managing Director have overall responsibility for assessing and approving quality critical suppliers.
3.	When new suppliers, personnel or sub-contractors are required the following criteria are considered: 1. Quality of product or service 2. Reputation 3. First hand assessment 4. Price 5. Lead times 6. Reliability 7. British/European/Worldwide Standards 8. Technical support 9. Specialist skills/services/items 10. Qualifications, competence and experience.
4.	The ISO 9001 and 14001 status of any prospective supplier is considered in the assessment process although the absence of this certification does not necessarily preclude approval if all other critical assessment criteria have been met.
5.	Orders are placed by e-mail and telephone.
6.	When placing an order verbally care is taken at the point of order to ensure a clear understanding of its content.
7.	The organisation purchases its goods and services from a supplier on the approved suppliers list.

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8.4	**Control of externally provided products and services (continued)**
8.	If the product is delivered to the organisation, checks are carried out for satisfactory condition and quantity against the relevant delivery note.
9.	Any unsatisfactory goods are rejected or quarantined pending return to the supplier. Details are noted on the Delivery Note pending further action.
10.	Significant deficiencies in the goods or services received from suppliers are treated as non-conformances, in accordance with the procedure described in Section 8.3.
11.	The performance of key suppliers is monitored in the course of contract delivery and is subject to Management Review.
12.	Suppliers that fail to maintain the Organisation's Quality, Safety and Environmental standards may have their approval status removed.
13.	Should there be a requirement for verification at the supplier's premises, by either the Organisation or the customer's representative, then the details of the verification processes to be used are described in the purchasing documents.

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8.5	**Production and service provision**
8.5.1	**Control of production and service provision**
Summary of Requirements	Production and service provision shall be put into practice by the Organisation under controlled conditions. Controlled conditions include the following, as applicable: a) The availability of documented information, defining: a. The characteristics of the products to be manufactured, the services to be delivered, or the activities to be carried out b. The results to be accomplished b) The availability and use of appropriate monitoring and measuring resources c) In order to ensure that criteria for control of processes or outputs, and acceptance criteria for products and services, have been met, monitoring and measurement activities shall be put into practice at appropriate stages d) Suitable infrastructure and environment shall be used for the operation of processes e) Competent persons shall be appointed, which includes any necessary qualification f) The ability to achieve planned results of the processes for production and service provision, where the resulting output cannot be verified by monitoring or measurement carried out afterwards, shall be validated and periodically revalidated g) Preventive actions shall be carried out to avert human error h) Release, delivery and post-delivery activities shall be put into practice.

	STATEMENT/PROCEDURE
1.	All staff carry out their work reflecting: 1. Agreements with customers 2. Their skills, training, qualifications and experience 3. Further instructions from more senior management 4. Further instructions from customers. Therefore documented generic work instructions are not considered appropriate.

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8.5	**Production and service provision (continued)**
2.	Upon receipt of a firm order, the order details are compared to the specification details on the Purchase Order. Any alterations are noted and the cost passed on.
3.	The Organisation uses the Design for the works as created in Section 8.3.6
4.	Any necessary external or specialist people is sourced as required.
5.	A Job File is created for the works to be undertaken.
6.	The Production Manager creates a program (if an existing order, from the program registry) to machine the sheets of chipboard. The program is sent to the necessary machine to be tooled.
7.	The organisation's operatives would draw the correct materials under supervision and commence the job.
8.	The Production Manager will check to ensure Quality Control at various intervals during the production run.
9.	The program controls the number of units to be produced. Upon the completion, the machine stops, awaiting a new program.
10.	The organisation's operatives flat pack the units by size and stack onto pallets with protective packaging.
11.	If there is a requirement for bespoke kitchens, they would be assembled at the factory.
12.	If the units require spraying or edge banding, this is done prior to packing.
13.	The units are checked onto the organisation's transport vehicle and delivered to site/customer.
	IF ASSEMBLY AND FITTING IS REQUIRED
14.	The organisation's contract manager sends the RAMS to the Principle Contractor for approval. If no alterations the work is clear to commence.

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8.5	**Production and service provision (continued)**
15.	The organisation's operatives check the units against the delivery note upon arrival.
16.	The organisation's Contract Manager issued site specific drawings to specific plots.
17.	The organisation's fitters commence assembly and fitting of the units.
18.	Scheduled Work in Progress meetings are conducted weekly, and general meetings are conducted daily.
19.	On completion of the works, a Snag List would be issued to have the works corrected.
20.	When the works comply, a handover sheet is issued to the main contractor, per item and per plot.
21.	The main contractor signs off the handover sheet.
22.	Payment is via staged payments for scheduled works or on completion of work for bespoke items.

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8.5	**Production and service provision (continued)**
8.5.2	**Identification and traceability**
Summary of Requirements	Suitable means shall be used by the Organisation to identify outputs when it needs to ensure that products and services conform to requirements. The status of outputs regarding monitoring and measurement requirements throughout production and service provision shall be identified by the Organisation. When traceability is a requirement, the unique identification of the outputs shall be controlled and in order to enable traceability, the required documented information shall be kept.

	STATEMENT/PROCEDURE
1.	Work in progress is calculated by the relevant documents that identifies the amount of hours worked and the anticipated hours required to be worked.
2.	All documentation is kept up to date.
3.	Records - such as meeting minutes, schedules and allocated personnel - are contained in this way.

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8.5	**Production and service provision (continued)**
8.5.3	**Property belonging to customers or external providers**
Summary of Requirements	While under the Organisation's control or in use by the Organisation, care shall be exercised with customer-owned property or property owned by external providers. The identification, verification, protection and safeguarding of customers' or external providers' property which has been provided for use or is to be incorporated into the products and services. The customer or external provider shall be notified in the event that the property of a customer or external provider is lost, damaged or otherwise found to be unsuitable for use, and documented information on what has occurred shall be kept.

	STATEMENT/PROCEDURE
1.	On its receipt by the Organisation, customer property is clearly identified and subsequently processed in accordance with the relevant procedures set out in Section 8.5.4.
2.	All data and information provided by customers are treated as confidential in accordance with the requirements of the Data Protection Act 1998 and are protected using suitable physical and electronic protection methods.
3.	Customers are notified of any loss, corruption, or other damage to their data, information or property.

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8.5	**Production and service provision (continued)**
8.5.4	**Preservation**
Summary Of Requirements	In order that conformity to requirements is ensured, outputs shall be preserved by the Organisation during production and service provision to the extent necessary.

	STATEMENT/PROCEDURE
	IDENTIFICATION
1.	Identification is by serial number, label and product markings and by the Organisation's reference number, and by Delivery Note.
	PROTECTION
2.	Product/component is protected by the manufacturers wrapping and box/pallet procedure.
	HANDLING
3.	The allocated operative is responsible for handling product, under the Organisation's guidelines.
	STORAGE
4.	The order determines where the products are stored in accordance to the customers instructions.

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8.5	**Production and service provision (continued)**
8.5.5	**Post-delivery activities**
Summary of Requirements	Requirements for post-delivery activities related to the products and services shall be fulfilled by the Organisation. The Organisation shall consider the following as it determines the extent of post-delivery activities required: a) Any requirements of a statutory or regulatory nature b) The possible unwanted consequences related to its products and services c) The products' and services' nature, use and planned lifetime d) Customer requirements e) Customer feedback.

	STATEMENT/PROCEDURE
1.	Any further or subsequent changes to the work or service would come under the remit of the duration of the contract, warranty or as required.

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8.5	**Production and service provision (continued)**
8.5.6	**Control of changes**
Summary of Requirements	Changes for production or service provision shall be reviewed and controlled by the Organisation to the extent necessary so that continuing conformity with requirements is ensured. Documented information which details the results of the review of changes, the person(s) authorising the change, and any necessary actions resulting from the review shall be kept by the Organisation.

	STATEMENT/PROCEDURE
1.	A formal change control process is in place to ensure the proper evaluation and approval of all proposed significant changes to production and service provision.
2.	Change Control process is detailed in Section 8.3.6.

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8.6	**Release of products and services**
Summary of Requirements	In order to verify that the product and service requirements have been fulfilled, planned arrangements shall be put into practice by the Organisation at appropriate stages. Unless given approval by an appropriate authority and, as applicable, by the customer, the release of products and services to the customer shall not take place before the satisfactory completion of planned arrangements. Documented information shall be kept by the Organisation regarding the release of products and services. The documented information includes: a) Evidence of conformity with the acceptance criteria b) Traceability to the person(s) having authority to allow the release.

	STATEMENT/PROCEDURE
1.	Works requirements are detailed in Section 8.5.
2.	Intermediate inspection is performed by the Organisation's Production Manager.
3.	All product is inspected on receipt of delivery to the Organisation's premises. A record is made as appropriate as detailed in section 8.5.
4.	Assessment of service is performed on completion of the works.
5.	Records are kept of all monitoring and measuring.

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8.7	**Control of non-conforming outputs**
8.7.1	
Summary of Requirements	When outputs do not conform to their requirements, the Organisation shall ensure that these are identified and controlled for the prevention of any unintended use or delivery. Based on the nature of the non-conformity and its effect on the conformity of products and services, appropriate action shall be taken by the Organisation. Any appropriate action shall also be taken by the Organisation regarding any non-conforming products and services detected after delivery of products, during or after the provision of services. Non-conforming outputs shall be dealt with in one or more of the following ways: a) Correction b) Segregation, containment, return or suspension of provision of products and services c) Notifying the customer d) Acquiring authorisation for acceptance under concession. When non-conforming outputs are corrected, conformance with any requirements shall be ensured through verification.
8.7.2	
Summary of Requirements	Documented information shall be kept by the Organisation that: a) Details the non-conformity b) Details any actions taken c) Details any concessions obtained d) Designates the authority deciding the action regarding the non-conformity.

	STATEMENT/PROCEDURE
1.	All activities not meeting the requirements of the Quality Management System or agreements with customers are suspended pending further action.
2.	All materials, products, services and sub-contractor performance not meeting the required specification are clearly identified and/or segregated pending a decision regarding their further disposition.

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8.7	**Control of non-conforming outputs (continued)**
3.	Significant issue arising in the following areas is processed as a non-conformance: 1. Quality, safety and other issues at work 2. Serious customer complaints 3. Poor performance of staff 4. Poor performance of supplier/sub-contractors/equipment.
4.	The Non-conformance process has methods to identify the various non-conformances.
5.	All such issues arising in the course of its operations must be immediately reported to the Quality Manager.
6.	A record of the issue is entered on the Non-conformance Log on the Organisation's computer system, describing the occurrence and its cause.
7.	All complaints received from customers are referred to the Quality Manager and are subject to further investigation by the Directors if required.
8.	All incoming and outgoing correspondence relating to a formal complaint is held on file.

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9 - PERFORMANCE EVALUATION

9.1	**Monitoring, measurement, analysis and evaluation**
9.1.1	**General**
Summary of Requirements	The following shall be determined by the Organisation: a) Items requiring monitoring and measurement b) In order to ensure valid results, any required methods for monitoring, measurement, analysis and evaluation c) Scheduling of the monitoring and measuring d) Scheduling of analysis and evaluation of the results from monitoring and measurement. The performance and effectiveness of the Quality Management System shall be evaluated by the Organisation. Appropriate documented information shall be kept by the Organisation as evidence of the results.

	STATEMENT/PROCEDURE
1.	The Organisation monitors, measures, analyses and improves its processes in order to: 1. Demonstrate conformity of its activities 2. Ensure conformity to the Quality Management System 3. Continually improve the effectiveness of the Quality Management System.
2.	The Organisation continuously employs statistical analysis techniques to measure and monitor product improvement and conformity. These techniques may relate to: 1. Data analysis 2. Performance testing 3. Defect analysis 4. Design process review 5. Design verification.

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9 - PERFORMANCE EVALUATION

9.1	**Monitoring, measurement, analysis and evaluation (continued)**
3.	Information obtained by such statistical analysis may relate to: 1. Trends 2. Operational performance 3. Levels of customer satisfaction 4. Overall effectiveness and efficiency.
4.	Monitoring and measurement of processes are achieved by implementation of the procedures set out in Sections 9.2 (Internal audit) and 9.3 (Management review).
5.	Documents used to facilitate the monitoring and measurement of processes include but are not limited to: 1. Quality Audit Records 2. Customer Feedback Records 3. Non-conformance Records 4. Company Records.

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QUALITY MANUAL

9 - PERFORMANCE EVALUATION

9.1	**Monitoring, measurement, analysis and evaluation (continued)**
9.1.2	**Customer satisfaction**
Summary of Requirements	Customers' perceptions of the extent to which their requirements and expectations have been met shall be monitored by the Organisation. The methods for acquiring, monitoring and reviewing this information shall be determined by the Organisation. Customer surveys, customer feedback on delivered products and services, meetings with customers, market-share analysis, compliments, warranty claims and dealer reports are all examples of monitoring customer perceptions.

	STATEMENT/PROCEDURE
1.	A Customer Satisfaction Questionnaire is issued to every customer at least annually, inviting graded responses to questions relating to all aspects of the Organisation's service.
2.	All returned Questionnaires are collated, analysed and passed for Management Review.

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QUALITY MANUAL

9 - PERFORMANCE EVALUATION

9.1	**Monitoring, measurement, analysis and evaluation (continued)**
9.1.3	**Analysis and evaluation**
Summary of Requirements	Appropriate data and information arising from monitoring and measurement shall be analysed and evaluated by the Organisation. The following shall be evaluated using the results of analysis: a) Conformity of products and services b) The level of customer satisfaction c) The performance and effectiveness of the Quality Management System d) The extent to which planning has been put into practice effectively e) How effective any actions taken to address risks and opportunities have been f) External providers' performance g) The necessity for improvements to the Quality Management System.

	STATEMENT/PROCEDURE
1.	The following data is analysed in order to identify trends and opportunities for preventive and/or improvement actions: 1. Customer Satisfaction Monitoring Records 2. Product and/or Service Conformity Records 3. Product and/or service trends 4. Results of internal Quality Audits as a measurement of the effectiveness of the Quality Management System 5. Non-conformance Records.
2.	The analysed data is presented as critical input into the Management Review process set out in Section 9.3.

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QUALITY MANUAL

9 - PERFORMANCE EVALUATION

9.2	**Internal audit**
9.2.1	
Summary of Requirements	Internal audits shall be carried out at planned intervals by the Organisation for the provision of information regarding whether the Quality Management System: a) Conforms to: a. The Organisation's own requirements for its Quality Management System b. The requirements of the International Standard b) Is put into practice and maintained effectively.
9.2.2	
Summary of Requirements	The following shall be carried out by the Organisation: a) An audit programme(s), including the frequency, methods, responsibilities, planning requirements and reporting shall be planned, set up, put into practice and maintained, taking into consideration the importance of the related processes, changes affecting the Organisation, and previous audit results b) For each audit, the audit criteria and scope shall be defined c) Auditors shall be selected and audits conducted to ensure objectivity and the impartiality of the audit process d) The Organisation shall ensure that relevant management are notified of audit results e) Appropriate correction and corrective actions shall be undertaken in a timely manner f) Documented information shall be kept to demonstrate that the audit programme and the audit results are being put into practice.

	STATEMENT/PROCEDURE
1.	A Quality Audit Programme is maintained by the Quality Manager ensuring that every Section of the Quality Management System is verified at least annually.
2.	More frequent Quality Audits may be organised by the Quality Manager depending on the importance of the activities being audited.

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QUALITY MANUAL

9 - PERFORMANCE EVALUATION

9.2	**Internal audit (continued)**
3.	Internal Quality Audits are carried out according to the following procedures:
4.	At the beginning of every month, the Quality Manager consults the Quality Audit Programme and establishes which, if any, parts of the Quality Management System are to be audited during the coming month.
5.	A member of staff, whenever possible independent of the activity to be audited, is appointed by the Quality Manager.
6.	The Auditor refers to the Quality Manual and determines the activities to be audited.
7.	The Auditor selects a representative number of records to be audited on a random basis.
8.	The Auditor advises any personnel concerned that a Quality Audit is being undertaken and answers any questions they may have regarding the audit.
9.	The Auditor examines the records selected in order to determine whether the activities identified above have been carried out correctly.
10.	The Auditor keeps a record of the process and the findings of the Quality Audit.
11.	The Quality Audit Record and all other documents relating to internal audits are passed to the Quality Manager.
12.	The Quality Audit Record and all other documents relating to internal Quality Audits are retained for inspection by QMS International at the annual external Quality Audit.
13.	All issues arising from the internal Quality Audit requiring immediate attention are discussed with the appropriate personnel and a record is kept on a Quality Audit Report or Management Information Report as appropriate.
14.	The Quality Manager ensures that the Quality Audit results are discussed at the next Management Review.

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QUALITY MANUAL

9 - PERFORMANCE EVALUATION

9.3	**Management Review**
9.3.1	**General**
9.3.2	**Management Review inputs**
9.3.3	**Management Review outputs**
Summary of Requirements	At planned intervals the Organisation's Quality Management System shall be reviewed by top management so that its ongoing suitability, adequacy, effectiveness and alignment with the strategic direction of the Organisation may be ensured.

	STATEMENT/PROCEDURE
1.	As part of the initial implementation of the Quality Management System, a Management Review was held during the first two months of its adoption in accordance with the procedures set out below.
2.	A Management Review is carried out at not greater than six-monthly intervals and addresses, in addition to general matters, the following: 1. Non-conformance Records - trends, reoccurring issues 2. Status of corrective actions 3. Management Information trend analysis 4. Follow up actions from earlier Management Reviews 5. The extent to which Quality Objectives have been met 6. Monitoring and measurement results, including audits 7. The effectiveness of actions taken to address risks and opportunities 8. Changes in the external and internal issues that could affect the Quality Management System, including requirements for additional or revised resources 9. The Organisation's Quality Policy, Objectives and goals in order to determine whether they remain relevant to the requirements of customers and management 10. The overall operation of the Organisation's Quality Management System in order to determine its continuing suitability and effectiveness

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QUALITY MANUAL

9 - PERFORMANCE EVALUATION

9.3	**Management Review (continued)**
2./ continued	11. Opportunities for improvement 12. Legal Compliances 13. Working Procedures 14. The performance of external providers, including any required actions resulting from unsatisfactory performance 15. Staff training and competence requirements 16. Customer satisfaction and feedback from relevant interested parties.
3.	The agenda and minutes of Management Reviews are retained in accordance with Section 7.5.3.

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QUALITY MANUAL

10 - IMPROVEMENT

10.1	General
Summary of Requirements	Opportunities for improvement shall be determined and selected by the Organisation and any necessary actions to fulfil customer requirements and improve customer satisfaction shall be carried out. Included in these are: a) The improvement of products and services to fulfil requirements as well as for addressing future needs and expectations b) Correcting, preventing or reducing unwanted effects c) The improvement of the performance and effectiveness of the Quality Management System.

	STATEMENT/PROCEDURE
1.	The effectiveness of the Quality Management System is continually reviewed and improved through the Management Review process set out in Section 9.3 and by: 1. The application of the Quality Policy 2. The application of the Quality Objectives 3. Quality Audits 4. Analysis of data 5. Corrective actions 6. The evaluation and treatment of risks and opportunities 7. Circulation of Management Review Minutes.

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QUALITY MANUAL

10 - IMPROVEMENT

10.2	**Non-conformity and corrective action**
10.2.1	
Summary of Requirements	In the event of a non-conformity, including any resulting from complaints, the Organisation shall do the following: a) Respond to the non-conformity and, as applicable: a. Take measures to control and correct it b. Handle the outcomes. b) Assess the requirement to act to remove the cause(s) of the non-conformity, to prevent its occurrence or recurrence elsewhere, through: a. The review and analysis of the non-conformity b. The determination of the causes of the non-conformity c. The determination of whether similar non-conformities exist, or could potentially occur. c) Put any necessary action into practice d) Review the effectiveness of any corrective action carried out e) If necessary, update risks and opportunities ascertained at planning stage f) If necessary, make changes to the Quality Management System Corrective actions shall be appropriate to the effects of the non-conformities in question.
10.2.2	
Summary of Requirements	Documented information shall be kept as evidence of the following: a) The nature of the non-conformities and any actions taken subsequently b) The results of any corrective action.

	STATEMENT/PROCEDURE
1.	The nature of, and action taken to correct, any non-conformances is recorded on the Non-conformance Document.
2.	An investigation is undertaken to determine the cause of the non-conformance.

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QUALITY MANUAL

10 - IMPROVEMENT

10.2	**Non-conformity and corrective action (continued)**
3.	The corrective actions taken to prevent recurrence of non-conformances, and those records and reports generated, are regularly reviewed at Management Reviews in order to identify any trends and to determine the effectiveness of preventive measures taken.
4.	Revised procedures are developed and implemented as considered appropriate and are reviewed accordingly.

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QUALITY MANUAL

10 - IMPROVEMENT

10.3	Continual improvement
Summary of Requirements	The suitability, adequacy and effectiveness of the Quality Management System shall be continually improved by the Organisation. The results of analysis and evaluation, and the outputs from Management Review, shall be considered by the Organisation so that any needs or opportunities requiring attention as part of continual improvement may be determined.

	STATEMENT/PROCEDURE
1.	The Organisation ensures continual improvement of the suitability, adequacy and effectiveness of the Quality Management System by application of the procedures documented in Section 10.1.