Quality Management System

June 2021 - May 2022

AMG Facilities Management Limited

Unit 5, Forward Way
Laker Road
Rochester
Kent
ME1 3QX

T: 01634 790445

hawksafe
Health-Safety-Environmental

DOCUMENT CONTROL

This document will be kept at the main office of AMG FACILITIES MANAGEMENT LIMITED. All amendments will be issued to that office.

DISTRIBUTION SCHEDULE

Issue Date	Designation
05/2020	AMG FACILITIES MANAGEMENT LIMITED
10/2021	AMG FACILITIES MANAGEMENT LIMITED – Revision
08/06/2021	AMG FACILITIES MANAGEMENT LIMITED – New Format

RECORD OF AMENDMENTS

Amendments to the Health and Safety Policy of AMG FACILITIES MANAGEMENT LIMITED will be issued by Hawksafe Ltd. Their incorporation should be recorded below.

Amendment Date	Amended By	Comments
08/06/2021	Hawksafe	Policy update

CONTENTS

INTRODUCTION

This Quality Manual is how AMG FACILITIES MANAGEMENT LIMITED (the 'Organisation') satisfies the requirements of its customers, particularly regarding 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 always implemented and maintained. This Quality Manual is in accordance with the requirements of **BS EN ISO 9001**. All 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 pertaining to the implementation of these procedures.

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

The International Organisation for Standardisation (ISO) has specified the following definitions for use in Quality Management Systems:

- A **product** is defined as the result of a process and may include any services or advice, provided to a customer as well as physical goods.
- A **customer** is an organisation or person that receives a product and may include clients, purchasers, partners, stakeholders, or any other party having a quality related relationship with you and your Organisation.
- A **supplier** is an organisation or person that provides a product. A supplier can be internal or external to the Organisation. In a contractual situation a supplier may be referred to as a contractor.
- A **process** is a set of interrelated or interacting activities, which transforms inputs into outputs.

QUALITY STATEMENT OF INTENT

AMG FACILITIES MANAGEMENT LIMITED (the 'Organisation') aims to provide defect free goods and services to its customers on time and within budget. The Organisation operates a Quality Management System including aspects specific to the building & construction industry.

The management is committed to…

Develop and improve the Quality Management System; Continually improve the effectiveness of the Quality Management System; The enhancement of customer satisfaction

The management has a continuing commitment to…

Ensure that customer needs and expectations are determined and fulfilled with the aim of achieving customer satisfaction; Communicate throughout the Organisation the importance of meeting customer needs and legal requirements; Establish the Quality Policy and its objectives; Ensure that the management review meeting sets and reviews the quality objectives, and reports on the Internal audit results as a means of monitoring and measuring the processes and the effectiveness of the Quality Management System; 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 English and EU legislation and regulations specifically related to its business activities.

The Organisation constantly monitors its quality performance and implements improvements when appropriate.

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

This Quality Policy and Management Review minutes will be made available through the company server with hard copies kept in the main officer. All members of staff will be notified of its location and will be notified of any revisions to the policy or new minutes.

Name Robin Andrew

Signature 

Date JUNE 2021

1 - QUALITY MANAGEMENT SYSTEM

1.1 - General requirements

Summary of Requirements

The ISO 9001 Standard requires that the Organisation establishes and maintains a Quality Management System. In addition to its conventional management disciplines the Organisation must recognise and address quality management. The Quality Management System must provide…

- Management with a reference for the administration of the Organisation
- A benchmark for the performance of management
- A reference against which the performance of the Organisation can be measured

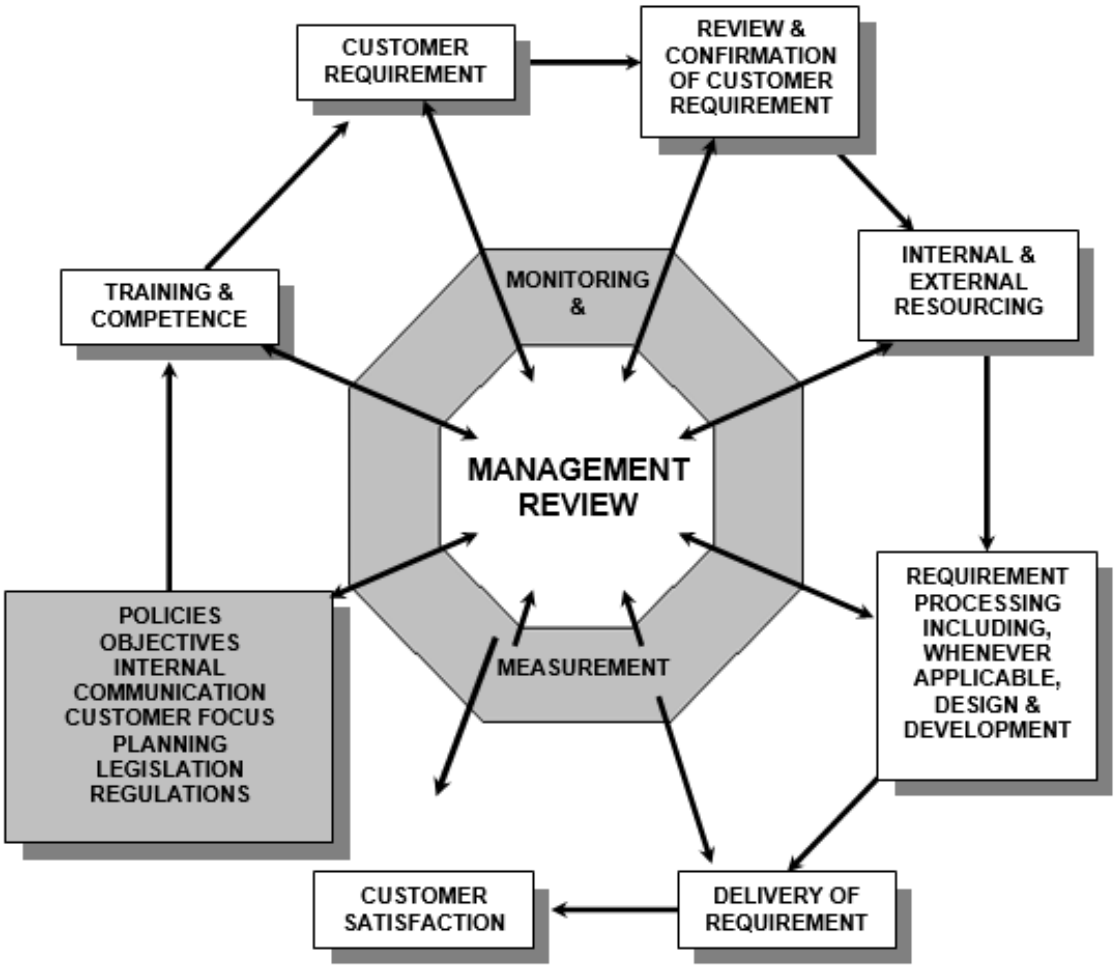
The Quality Management System must establish the goals on which the quality management is based. Amongst other things goals must be established for ensuring that the Organisation's processes are clearly identified, regularly monitored, and recorded and remain effective. The Organisation's management must establish and implement a policy of on-going improvement in the quality of all its activities. The requirements set out above must, if possible, be recognised, adhered to and controlled whenever the Organisation outsources any of its quality related requirements.

Statement/procedure

As part of the implementation of this Quality Management System the Organisation has identified and documented in this Manual…

- The processes needed for the Quality Management System
- The sequence and interaction of these processes
- The criteria and methods used to ensure the effective operation and control of these processes
- The means to ensure the availability of the resources and the information necessary to support the operation and monitoring of these processes
- The processes used to measure, monitor, and analyse these processes and implement action necessary to achieve planned results and monitor continual improvement

The Quality Management System is based on the following process model…



As part of the Management Review process, the Organisation reviews the Quality Management System and, when required, makes changes to ensure that it continues to meet management requirements and market conditions.

2 - DOCUMENT REQUIREMENTS

2.1 - General Requirements

General Summary of Requirements

The International Standard recognises that the extent of the requirements for documented procedures differs according to the characteristics of the individual organisation. However, as a minimum, to satisfy the requirements of the International Standard a formal written Quality Policy and a Quality Manual are generally considered essential.

Statement/procedure

The following documents together define the Organisation's Quality Management System and ensure the effective operation and control of its procedures…

- The Quality Policy
- This Quality Manual

2.2 - Quality Manual

Summary of Requirements

The Quality Manual contains a description of all the components and requirements of the Quality Management System. It also identifies and justifies all exclusions from the requirements of the International Standard. It must also provide a description of how, within the Organisation's activities, the sequence and interaction of processes takes place.

Statement/procedure

Management ensures that this Quality Manual includes…

- The defined scope of the Quality Management System with any exclusions identified and justified
- Documented procedures or reference to them within other documents
- A description of the interaction of processes
- Effective implementation of the quality administration system is monitored, on an informal basis, as part of the Organisation's day to day operations.
- A member of the quality management team deals with instances where the quality administration system is not correctly implemented.
- Persistent breaches of the quality administration system are dealt with in accordance with the Organisation's disciplinary procedures.
- Such breaches are considered when reviewing:
- The overall operation of the Organisation's quality administration systems
- The Quality Manual, to ensure that it is up-to-date and accurately reflects the working practices of the Organisation
- Staff training requirements

2.3 - Control of Documents

Summary of Requirements

Documents that describe and/or record any matter related to the Organisation's Quality Management System must be identified as such and granted 'Controlled' or 'Uncontrolled' status. Such documents must be subject to stringent controls in respect of their approval, identification, issue, availability, revision, and disposal.

Statement/procedure

- The Managing Director has approved this Quality Manual and will approve all subsequent issues.
- The only controlled copy of the Quality Manual is that held on the Organisation's computer system and is maintained by the Quality Manager.
- All hard and any other electronic copies are by definition uncontrolled.
- 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 6.
- Proposed changes are reviewed and, where appropriate, adopted by the Managing Director after considering all relevant information.
- 6When adopted, changes are made to the controlled copy of the Quality Manual and the appropriate personnel are notified of the change.
- The Organisation's computer system is regularly backed-up with a copy securely stored.
- The integrity of the computer system and the data held on it is maintained by running background virus protection software. The Organisation should ensure that the virus protection software is updated on a regular basis.
- A Technical Library of Trade Reference Books, Catalogues is maintained and when updates are received, they are filed, and old issues removed from the library.

- Organisation Standard Forms and Work Instructions are maintained in a folder.
- All superseded drawings, forms and instructions are clearly labelled as such and retained in a clearly defined filing area, pending disposal, or updating as required.

2.4 - Control of Records

Summary of Requirements
A schedule of records addressed within the Quality Management System must be prepared and maintained. The schedule must include minimum periods of retention and establish standards for their identification, storage, and disposition.

Statement/procedure
The Quality Manager is responsible for keeping the following records for a minimum period of 12 months or as required by statutory, 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…

- Management Review records
- Quality Audit reports
- Staff training records
- Customer complaints
- Non-conformance records
- Corrective action sheets
- Job/Contract Files
- Tender and Costing Documents
- Purchase Order Books
- Jobbing Work Sheet Books
- Copy Invoices

All records are kept in safe and secure storage in a manner that facilitates ready retrieval, either as hard copy or electronic records.

If contractually agreed longer periods of retention apply, the relevant files and/or documents shall be marked accordingly.

Where quality related or key financial records are kept in computerised/electronic form, back-up copies are made at regular intervals and either stored off-site overnight or secured in a fire-resistant cabinet

3 - MANAGEMENT RESPONSIBILITY

3.1 - Management Commitment

Summary of Requirements
Senior management must…

- Define quality related responsibilities
- Ensure the implementation of the Quality Management System
- Ensure that the customer's quality requirements are reflected in the goods and services provided

Clear evidence of the management's commitment to the Quality Management System, including its development and improvement must be made available. The ability to demonstrate that the importance of meeting both legal and regulatory requirements coupled with those of the Organisation's customers has been communicated throughout the Organisation, together with the provision of evidence of regular Management

Reviews shall satisfy this requirement.

Statement/procedure
The Organisation's Quality Policy includes a commitment from management to develop and improve the Quality Management System by…

- Communicating throughout the Organisation the importance of meeting customers' requirements
- Communicating throughout the Organisation the importance of meeting regulatory and legal requirements
- Establishing the Quality Policy and its objectives
- Conducting Management Reviews
- Ensuring the availability of resources

3.2 - Customer focus

Summary of Requirements
The ability to determine and meet customer's requirements is a prime requirement of the International Standard as described in sections 9.1 and 14.1.

Statement/procedure
Customer focus is ensured by the implementation of the contract review processes set out in Section 9 Customer-related processes.

3.3 - Quality Policy

Summary of Requirements
The significance of the Quality Policy must be understood and communicated throughout the Organisation. Senior management is responsible for ensuring that the Quality Policy remains suited to the Organisation processes, procedures, and general business activities. It must remain as one of the principal agenda items for Management Review.

Statement/procedure
As part of the Management Review process the Quality Policy is regularly reviewed to ensure that it continues to be suited to the Organisation's activities.

To provide evidence of the Organisation's commitment to the Quality Policy, the Policy is regularly reviewed, and any changes approved as part of the formal Management Review proceedings. These reviews and all approved changes are recorded in the minutes of the Management Review meetings.

4 - PLANNING

4.1 - Quality objective Planning

Summary of Requirements
Quality objectives must be established that are measurable, in accord with the Quality Policy and include a commitment to continual improvement. These objectives must also address product requirements.

Statement/procedure
Quality objectives are established as part of the day to day management and are more fully defined by the application of the procedures set out in Section 8.1.

4.2 - Quality Management System planning

Summary of Requirements
Senior management must understand and accept their responsibility to ensure that all quality planning meets with the requirements of this Quality Manual and that any changes to the Quality Management System, however brought about, do not detract from its integrity.

Statement/procedure
Quality Management System planning forms part of the Management Review process described in Section 5.6.

5 - Responsibility, authority, and communication

5.1 - Responsibility and authority

Summary of Requirements
Senior management must ensure that responsibilities and authorities are properly defined and effectively communicated throughout the Organisation

Statement/procedure
Responsibilities and authorities, together with the identity of those responsible for communicating them throughout the Organisation, are illustrated on the quality structure chart in this Manual.

5.2 - Management representative

Summary of Requirements
A member of management must be appointed as the Quality Manager (QM). Except in large organisations this is not necessarily a full-time role. On a day to day basis the QM is responsible for the Quality Management System. The QM must ensure that effective Quality Management System processes are implemented and maintained. Another of the QM's responsibilities is to regularly report on the progress and improvement of the QMS to senior management, at Management Review meetings. The QM promotes awareness of the level of customer satisfaction and monitors and analyses the feedback from customers.

Statement/procedure
Management ensures that, always, a nominated member of management has responsibility for promoting customer awareness by implementing and ultimately overseeing all aspects of the QMS

5.3 - Internal communication

Summary of Requirements
Effective communications must be established and maintained in order to ensure that all those who are in any way responsible for processes relating to the Quality Management System are aware of those quality processes that have been approved by the Organisation's management.

Statement/procedure
The effectiveness of the Quality Management System is communicated throughout the Organisation by providing all members of staff with copies of the Management Review minutes.

Appropriate methods for internal communication are used according to its nature and may include…

- Memo's
- Verbal communication and where appropriate confirmation by memo

- Letters of appointment
- Telephone calls including mobile telephones
- E-mail

The structure of the Organisation showing reporting responsibilities is shown on the Structure Chart at the front of this manual.

6 – MANAGEMENT REVIEW

6.1 - General

Summary of Requirements
The ISO 9001 Standard places a prime requirement on senior management to review all aspects of its Quality Management System at regular, pre-determined intervals. These reviews must address the on-going effectiveness and suitability of the Quality Management System. All such Management Reviews must be recorded, and the records kept in accordance with the procedures set out in this Manual.

Statement/procedure
As part of the initial implementation of the Quality Management System the revised requirements to comply with ISO 9001 were addressed at the Management Review meeting immediately following the adoption of this Quality Manual.

A Management Review is carried out at least at 4 monthly intervals and addresses, in addition to general matters, the following…

- Non-conformance records
- Status of preventive and corrective actions
- Management Information trend analysis
- Follow up actions from earlier Management Reviews
- Changes in the Organisation's operational environment that could affect the Quality Management System, including requirements for additional or revised resources
- The Organisation's Quality Policy, objectives, and goals to determine whether they remain relevant to the requirements of customers and management
- The overall operation of the Organisation's quality administration systems to determine their continuing suitability and effectiveness
- Plans for continual improvement
- Staff training and competence requirements

6.2 - Review input

Summary of Requirements
The documents, data, reports, and all other similar sources of information required to conduct effective Management Reviews must be identified and documented.

Statement/procedure
Records made available to facilitate the Management Review include, but are not limited to…

- Results of Quality Audits
- Feedback from customers
- Management Information records
- Staff suggestions
- Previous Management Review records

- Non-conformance records including customer complaints

6.3 Review output

Summary of Requirements
Management Review output must address…

- Any identified changes in product and/or process performance
- Meeting the requirements of the marketplace
- Levels of customer satisfaction
- Requirements of, and compliance with any new legislation and/or regulations

Statement/procedure
The findings of every Management Review are recorded and kept in accordance with the procedures set out in Section 2.4 and include details of…

- Actions agreed to improve the Quality Management System and its processes
- Actions agreed to improve the service that the Organisation provides to its customers
- Actions agreed to meet revised resource requirements
- Corrective and preventive actions taken and planned

7 - RESOURCE MANAGEMENT

7.1 - Provision of Resources

Summary of Requirements
Senior management must ensure that adequate resources are provided…

- For the on-going, including future, implementation of the Quality Management System
- To ensure training requirements are met
- To maximise the opportunities for the enhancement of customer satisfaction

Statement/procedure
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 6.

7.2 - Human Resources

Summary of Requirements
Senior management must ensure that all personnel whose work has a direct or indirect effect on any aspect of quality are competent to perform their tasks. Such competency may be based on education and/or experience and/or training and/or skills.

7.3 - Competence, Awareness, and Training

Summary of Requirements
Senior management must, on an on-going basis, be aware of, and react to the training requirements of all personnel whose work has a direct or indirect effect on any aspect of quality. All staff training undertaken must undergo a process of evaluation and be recorded. Refer to Section 2.4 of this Quality Manual.

Statement/procedure
Staff training and competence is assessed considering education, skills, and experience.

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 6.

Appropriate training methods are used that may include…

- Seminars and specialist establishments
- External training consultants and internal training
- A record of staff training, and competence is kept including such details as:
- Level of competence attained
- Date and duration of training or event
- Training/activities undertaken
- Qualifications and/or certificates attained

7.4 - Infrastructure

Summary of Requirements
Senior management is responsible for identifying, providing, and maintaining an adequate infrastructure to achieve conformity to product requirements. The components of the infrastructure may include buildings, workspace and associated utilities, process equipment and supporting services.

Statement/procedure
For the purposes of this Quality Management System, each element of the infrastructure is treated as a resource and provided, maintained, checked, and replaced accordingly. This is administered by the application of the relevant procedures set out in Sections 12.1 and 12.6.

All plant or machinery whose use has a potential effect upon the quality of the service shall be subject to hirers guarantees and manufacturers maintenance schedules.

All vehicles owned by the Organisation are maintained in accordance with the Organisation's instructions and legal requirements. Documents and Records are retained in a secure area.

7.5 - Work environment

Summary of Requirements
The Organisation shall identify, determine, and manage all aspects of the work environment needed to achieve conformity to product requirements.

Statement/procedure
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/or service requirements.

8 - PRODUCT REALISATION

8.1 Planning of product realisation

Summary of Requirements
Planning of product realisation is needed to ensure…

- Efficient delivery of the goods and services offered

- Effective communication with customers
- Proper management of any design or development processes

The Organisation shall plan and develop the processes needed for product realisation. Planning of product realisation shall be consistent with the requirements of the other processes of the Quality Management System. Refer to Section 1.1 of this Quality Manual.
In planning product realisation, the Organisation shall determine the following, as appropriate…

- Quality objectives and requirements for the product
- The need to establish processes, documents, and provide resources specific to the product
- Required verification, validation, monitoring, inspection, and test activities specific to the product and the criteria for product acceptance
- Records need to provide evidence that the realisation processes and resulting product meet requirements as described in section 2.4 of this manual.

The output of this planning shall be in a form suited to the Organisation's method of operations.

NOTE: A document specifying the processes of the Quality Management System (including the product realisation processes) and the resources to be applied to a specific product, project, or contract, can be referred to as a quality plan.

NOTE: The Organisation may also apply the requirements given in Section 10 to the development of product realisation processes.

Statement/procedure
The work planning process involves determining and considering 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.

New contracts are subject to a specific review to determine planning and other requirements relating to the work.

All planning activity is an integral part of the Organisation's day to day operations, and therefore, not considered a separate activity.

9 - CUSTOMER RELATED PROCESSES

9.1 - Determination of requirements related to the product

Summary of Requirements
Prior to an order being accepted by the Organisation, and during the continuance of its processing, the Organisation must determine all the product requirements. Such requirements may include legal and/or regulatory constraints and may include delivery and post-delivery stipulations.

9.2 - Review of requirements related to the product

Summary of Requirements
Prior to entering a contract, whether formal or informal, or the submission of a tender, the Organisation must fully investigate and ensure that all the product and contract requirements have been fully established and can be met. In the event of changes to the original requirements the contract or tender must be reviewed to ascertain that the Organisation remains capable and willing to accommodate the requirements. Records of

the initial and any on-going reviews must be recorded as described in section 2.4.

9.3 - Customer communication

Summary of Requirements

Effective communications links with customers must be established and maintained. These links may be required to deal with product information, negotiating contract conditions and the efficient conveyance and review of similar matters. The need to encourage customer feedback, including complaints, must be a prime factor when planning the Organisation's communications.

Statement/procedure

Enquiries are received by…

- Telephone
- Letter
- Invitation to Tender

Appropriate details are recorded on an Enquiry Form where required, such as…

- Date
- Customer's name
- Customer's address
- Customer's contact names
- Customer's telephone numbers
- Customer's fax numbers
- Time considerations
- Contract location
- Customer's requirements

Enquiries are passed to either the Large Works or Small Works General Managers.

Where appropriate, the Customer is asked to provide further information to fully define their requirements. A site inspection may be carried out to provide further information.

Tender documentation is acknowledged, completed, and submitted as required.

The Customer's defined enquiry is reviewed to establish the Organisation's ability and wish to meet their requirements.

Estimating is undertaken based upon standard cost structure in the computerised system, including Labour, Materials, and Equipment required, and adjusted by the market conditions prevailing at the time.

Job specifications, Bills of Quantity, and copy of the Tender application, together with any relevant documentation, form the basis of the uniquely referenced Enquiry Job File pending acceptance by the Customer.

Amendments to existing contracts and negotiated adjustments to the tender documents may be undertaken, reviewed, and confirmed in writing.

Upon formal acceptance from the Customer the Enquiry Job File becomes the Working Job File into which copies of signed contracts and further correspondence and relevant documents are filed.

10 - Design and development

10.1 - Design and development planning

Summary of Requirements

Whenever the Organisation undertakes any activity falling within this category it must ensure that there is effective management control of all aspects and stages of the work. Such controls must determine and address…

- Stage reviews
- The identification of authorities and responsibilities
- Product and planning review procedures
- The establishment of effective communications

10.2 - Design and development inputs

Summary of Requirements

All product inputs must be defined, recorded and reviewed. Product inputs must be clear and unambiguous and may relate to some or all the following…

- Functional and performance requirements
- All relevant legal and regulatory requirements
- Information derived from previous similar designs
- All other requirements essential for design and development

10.3 - Design and development outputs

Summary of Requirements

Prior to its release to production, the customer or any third party, all design and development must fulfil the following stringent criteria to ensure that…

- The design output meets the input requirements
- Product acceptance criteria has been met
- The design output provides sufficient information for manufacturing and service procedures
- The characteristics of the product that are essential for its safe and proper use are specified

10.4 - Design and development review

Summary of Requirements

Throughout the design and development processes the Organisation must ensure that systematic reviews are carried out and documented. These reviews must address the ability of the output to meet the established performance criteria, identify any problem areas and propose appropriate follow-up actions to the management and/or the customer.

10.5 - Design and development verification

Summary of Requirements

Formal verification that the design and development output meet the input requirements must be carried out and documented as described in sections 10.1 and 2.4 of this quality Manual.

10.6 - Design and development validation

Summary of Requirements
Formal validation that the product meets the requirements relating to its intended use must be carried out and documented.

10.7 - Control of design and development changes

Summary of Requirements
All changes to the design and development, initiated or resulting from whatsoever source must be controlled, evaluated, and approved prior to their implementation. Records of all such activities must be kept.

Statement/procedure
This section is not generic to the nature of the Organisation's current activities. The Management Review process monitors this situation.

11 - PURCHASING

11.1 - Purchasing Process

Summary of Requirements
The Organisation must ensure that the quality of purchased products and materials that have a bearing, or in any way, contribute to the quality of the output is strictly controlled.

Therefore, the suppliers of all such products and materials must undergo an approval process and their performance must be regularly monitored. Evidence of these activities must be kept.

11.2 - Purchasing Information

Summary of Requirements
Care must be taken to ensure that when orders are placed for quality critical products and materials such orders include a full description of the requirements. This requirement may be discharged by the provision of drawings, technical specifications, qualifications, and other Quality Management System based criteria.

11.3 - Verification of Purchased Product

Summary of Requirements
A protocol shall be established for making recorded inspections of all purchased products and materials to ensure that they are fit for their intended purpose and that they comply with the order qualifications and specification.

Statement/procedure
A regularly updated schedule of approved suppliers and sub-contractors is maintained.

All suppliers and sub-contractors are selected from the approved list.

Selection is based upon several criteria. These may include…

- Quality
- Qualification
- Track record
- Customer's requirement

- Availability
- Ability to meet legislative requirements
- Technical competence
- Contract location

The performance of sub-contractors is monitored in the same manner as employed staff.
A uniquely referenced authorised purchase order is completed from a Purchase Order Book,

including details such as…

- Date
- Suppliers Name
- Unique Purchase Order Reference
- Required Delivery Date
- Required Delivery arrangements
- Full Specification and Quantities of Goods or Services Required
- Any Special Details

Verbal orders are confirmed by purchase order and dispatched to the supplier by normal means.

Some purchase orders are not confirmed in writing immediately, in these instances the supplier is requested to read back the order details to ensure the Organisation's requirements have correctly interpreted.

A copy is retained in the Order Book to facilitate checking of goods upon arrival and invoice upon receipt.

Incoming deliveries of components are examined to ensure compliance with requirements and conform to Delivery Note specification and appear suitable for the purpose that they have been ordered or supplied.

Items with damage to the outer pack will be opened, and the contents checked for damage prior to the Delivery Note being signed.

Incidents of defective, damaged, or short deliveries are recorded on the Delivery Note and management informed.

The goods are suitably marked awaiting return to the supplier, a Non-conformance Report may be raised if considered appropriate.

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 process to be used is described in the purchasing documents.

12 – PRODUCTION & SERVICE PROVISION

12.1 - Control of production and service provision

Summary of Requirements
Throughout the production processes the Organisation must ensure the availability of sufficient and suitable information concerning product characteristics together with related work instructions. The Organisation must also ensure the availability of suitable production equipment, including measuring and monitoring equipment. Release, delivery, and post-delivery requirements must also be addressed.

Statement/procedure
All staff carry out their work reflecting…

- Agreements with customers
- Their skills, training, qualifications, and experience
- Further instructions from more senior management
- Further instructions from customers

Therefore, documented generic work instructions are not considered appropriate.

The Customer formally confirms their order by fax, letter of acceptance of the tender and/or by issuing signed contract documents.
On receipt of contract confirmation, Allocation of Resources is planned to consider…

- The current contract Programme
- Method Statement
- Relevant skills, experience, and qualifications of direct and sub-contracted labour
- Health & Safety Plan and required notifications
- Direct Labour needs
- Sub-Contractor requirements
- Plant & machinery needed
- Materials required

Any work queries are referred to Management and ultimately the Customer.

The Enquiry File becomes the Contract File, and all contract documentation is referenced with the unique job number and filed accordingly.

For Small Works and Maintenance jobs a uniquely referenced works order sheet is completed from the computer and recorded on the appropriate IT tracking system.

All purchasing, sub-contracted labour together with any specialist contractors is resourced using Section 7.4 (Purchasing procedures)

The contract is executed reflecting…

- The agreement with the Customer
- Architects Instructions
- The written quality policy
- The Method Statement
- Appropriate legislation
- Relevant British and International standards
- The skills, training, experience, and qualifications of the contract team
- Accepted good industry working practice

A Site File is established being a duplicate of the office copy of the Job File.

A Contract Schedule File Sheet is instigated to monitor job progress at the front of each Job File.

Site inspection is undertaken with regular meetings held with the Customer or their appointed representative and documented as appropriate.

Practical completion is achieved with the completion of a snagging list prior to handover to the Customer and the start of any agreed defect retention period.

Upon completion of Small Works, the operative signs the works order sheet and a Repair & Maintenance Works Satisfaction Sheet is signed by both the operative and the Customer or their appointed representative as evidence of satisfactory completion.

The job is reviewed and documented on the Job Completion Schedule attached to the Job File, and approval indicated with the signature name and date of the reviewer.

Certificates of Completion are issued at satisfactory conclusion of the Final Defects Inspection.

12.2 - Validation of Processes for Production & Service Provision

Summary of Requirements
The arrangements for the validation of the Organisation's processes, activities, equipment, and record must be defined and, whenever appropriate, documented.

Statement/procedure
Continuing process validity is monitored as part of day to day management and is not considered a separate process.

12.3 - Identification & Traceability

Summary of Requirements
Procedures must be established and maintained to ensure that the Organisation can identify the product, including its status with regard to monitoring and traceability throughout product realisation.

Statement/procedure
All jobs are identified by a unique job reference number and/or the Customer's name.

The inspection and test status of a job can be clearly established by inspection of the Customer File and the relevant Site Diary.

The appointed Contract Manager holds and documents regular site meetings with either the Customer and/or appointed representatives.

Copies of meeting minutes are kept in the Job File.

12.4 - Customer Property

Summary of Requirements
Procedures must be established and maintained to ensure that the receipt of all customer provided material and other property, including intellectual property, is properly recorded. Procedures are also required to provide suitable protection and security for such property whilst it is in the Organisation's possession.

Statement/procedure
All data and information provided by customers is treated as confidential in accordance with the requirements of the Data Protection Act 1998 and is protected using suitable physical and electronic protection methods.

Customers are notified of any loss, corruption or other damage to their data or information.

Free issue goods or materials are checked for suitability for its purpose and the Customer is informed if this is not the case.

During the period Free issue goods are held, it is the Organisation's responsibility to ensure they are clearly identified as such, and are held in a secure area, so as to ensure no deterioration or misuse.

12.5 - Preservation of Products

Summary of Requirements
Procedures must be established and maintained to ensure that adequate and suitable materials are available to identify, handle, protect and store products, during their manufacture and subsequent storage and delivery.

Statement/procedure
Handling
The Organisation provides suitable equipment to facilitate the handling of materials and goods, whilst at the same time affording them protection against damage.

Storage
The Organisation ensures the availability of safe storage facilities for all material and goods which provides security, and environmental protection.

Where re-packing or handling is required, appropriate materials and handling equipment are used to minimise damage, such as…

- Manufacturers original materials
- Any special requirements which may be required to ensure safe transit of goods

12.6 - Control of monitoring and measuring equipment

Summary of Requirements
Whenever considered necessary to ensure product conformity monitoring and measuring equipment used throughout the Organisation's processes must be calibrated in accordance with a pre-determined schedule or its level of use. Calibrations may be carried out by the Organisation or by an external specialist. Whenever possible calibrations must be traceable to National or International Standards. Records of all calibrations, including the degree of error detected, must be kept.

Statement/procedure
This section is not generic to the nature of the Organisation's current activities. The Management Review process monitors this situation.

Nonetheless, should equipment be used for final verification it is calibrated and traceable to National Standards or, if not possible, the methods of calibration are defined.

13 - MEASUREMENT, ANALYSIS, AND IMPROVEMENT

13.1 - General

Summary of Requirements
Procedures are required to provide management with the feedback required to ensure continual improvement in the Quality Management System and to provide an auditable record of its implementation. The Organisation must formally define the activities needed to measure and monitor product improvement

and conformity. This shall include the determination of applicable methods, including statistical techniques, and the extent of their use.

Statement/procedure
The Organisation monitors, measures, analyses, and improves its processes in order to…

- Demonstrate conformity of its activities
- Ensure conformity to the Quality Management System
- Continually improve the effectiveness of the Quality Management System

14 - MONITORING & MEASUREMENT

14.1 - Customer satisfaction

Summary of Requirements
The Organisation shall establish procedures for ensuring and monitoring customer satisfaction.

Statement/procedure
All personnel monitor levels of customer satisfaction by one or more of the following methods…

- Maintenance of close relationships with each customer
- Independent monitoring by an independent specialist Organisation
- Other appropriate methods selected by senior management

All observations received, whether positive or negative, are recorded on a Management Information Report and subsequently administered accordingly.

14.2 - Internal audit

Summary of Requirements
Internal Quality Audits are a fundamental requirement of this International Standard. They must be conducted at regular pre-determined intervals and, as a minimum, address the…

- Degree to which the Organisation conforms to the requirements of the Standard
- Level of conformance of the Organisation's activities to the Quality Management System as set out in this Quality Manual

Documented procedures must be maintained covering all the procedures relating to Internal Quality Audits. Follow-up activities shall include the verification of the actions taken and the reporting of verification results as described in Section 15.2 of this Quality Manual.

Statement/procedure
A Quality Audit programme is maintained by the Quality Manager ensuring that each section of the Quality Management System is verified at least annually.

More frequent Quality Audits may be organised by the Quality Manager depending on the importance of the activities being audited.

Internal Quality Audits are carried out according to the following procedures…

At the beginning of each 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.

A member of staff, wherever possible independent of the activity to be audited, is appointed by the Quality Manager.

The auditor refers to the Quality Manual and determines the activities to be audited.

The auditor selects a representative number of records to be audited on a random basis.

The auditor advises any personnel concerned that a Quality Audit is being undertaken and answers any questions they may have regarding the audit.
The auditor examines the records selected to determine whether the activities identified above have been carried out correctly.

The auditor keeps a record of the process and the findings of the Quality Audit.
The Quality Audit record and all other documents relating to internal audits are passed to the Quality Manager.

The Quality Audit record and all other documents relating to internal Quality Audits are retained for inspection by QMS Quality Management Systems at the annual external Quality Audit.

All issues arising from the internal Quality Audit requiring immediate attention are discussed with the appropriate personnel and a record kept on a Quality Audit Report or Management Information Report as appropriate.

The Quality Manager ensures that the Quality Audit results are discussed at the next Management Review.

14.3 - Monitoring & Measurement of Processes

Summary of Requirements
Procedures must be established and maintained to measure and monitor the Quality Management System processes to ascertain the extent to which they meet customer requirements and satisfy their intended purpose.

Statement/procedure
Monitoring and measurement of processes is achieved by implementation of the procedures set out in Sections 14.2 Internal Audit and 6 Management Review.

14.4 - Monitoring & Measurement of Products

Summary of Requirements
Procedures must be established and maintained to monitor and measure the characteristics of the product against the acceptance criteria and these activities must be documented. Control procedures must ensure that product is not released until the acceptance criteria have been met.

Statement/procedure
In-process Inspection
Site inspection is undertaken regularly by management and documented as appropriate.

Final Inspection
Practical completion is achieved with the completion of a snagging list prior to handover to the Customer and the start of any agreed defect retention period.

Upon completion of Small Works, the operative signs the book copy of the Job Sheet and a Repair &

Maintenance Works Satisfaction Sheet is signed by both the operative and the Customer or their appointed representative as evidence of satisfactory completion.

The job is reviewed and documented on the Job Completion Schedule attached to the Job File, and approval indicated with the signature name and date of the reviewer.

14.5 - Control of non-conforming product

Summary of Requirements
Procedures are required to ensure that non-conforming products are identified and segregated to prevent their unintentional delivery, issue, or use. Procedures must also address their disposal

Statement/procedure
All activities not meeting the requirements of the Quality Management System or agreements with customers are suspended pending appropriate action.

The occurrence is investigated to establish its cause.

A record is kept on a Customer Complaint Form or Non-compliance Report of the occurrence and its cause. All consequences of the occurrence are similarly recorded.

Incoming goods with damage to the outer pack will be opened, and the contents checked for damage prior to the Delivery Note being signed.

Incidents of defective, damaged, or short deliveries are recorded on the Delivery Note and management informed.

The goods are suitably marked awaiting management's decision and/or return to the supplier.

Where considered necessary a copy of the Non-conformance Report will be sent to the supplier for his action.

Copies of all Non-conformance Reports will be forwarded by the Quality Manager for analysis at future Management Review Meetings.

14.6 - Analysis of data

Summary of Requirements
Data received and held by the Organisation relating to customer satisfaction levels, product conformance requirements and any trends that may introduce opportunities for preventive action must be securely held and analysed.

Statement/procedure
The following data is analysed to identify trends and opportunities for preventive and/or improvement actions…

- Customer satisfaction records
- Product and/or service conformity records
- Product and/or service trends
- Results of internal Quality Audits as a measurement of the effectiveness of the Quality Management System
- The analysed data is presented as critical input into the Management Review process set out in Section

15 - Improvement

15.1 - Continual improvement

Summary of Requirements
The Organisation shall plan, manage, and do everything in its power to ensure the continual improvement of the Quality Management System.

Statement/procedure
The effectiveness of the Quality Management System is continually reviewed and improved through the Management Review process set out in Section 6 and by…

- The application of the Quality Policy
- The application of the Quality objectives
- Quality Audits
- Analysis of data
- Corrective and preventive actions
- Circulation of Management Review Minutes

15.2 - Corrective action

Summary of Requirements
Documented procedures must be established and maintained to address…

- Identifying non-conformities
- Determining their cause
- Evaluating the requirement for the introduction of preventive action(s)
- Implementing any such action
- Reviewing and recording all such activities

15.3 - Preventive action

Summary of Requirements
Documented procedures must be established and maintained to address…

- Identifying potential non-conformities
- Implementing appropriate preventive action
- Recording and reviewing all such activities

Statement/procedure
Significant contract specific complaints, both from Customers and internally generated are noted on a Corrective Action Report investigated to determine the cause of the problem and discussed with member of staff responsible to prevent recurrence where applicable.

The action taken to correct any activities not meeting the requirements of the Quality Management System or agreements with customers is recorded on the Corrective Action form and a record is kept on the Contract File of the findings of the investigation.

The preventive action taken to prevent recurrence of any activities not meeting the requirements of the Quality Management System or agreements with customers is similarly recorded.

Copies of all Corrective Action Reports will be forwarded by the Quality Manager for analysis at future Management Review Meetings to determine the nature of the problem and identify any trends.

The collective actions taken to prevent recurrence of non-conformances, and those records and reports generated, are regularly reviewed at Management Review Meetings to identify any trends and determine the effectiveness of preventive measures taken.

Revised procedures are developed and implemented as considered appropriate.