QUALITY MANUAL

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REGISTER OF AMENDMENTS

VERSION	SECTION	DESCRIPTION	DATE	BY
1	All	Complete review	Nov 2003	D.A. Murphy
2	All	Complete review	Oct 2009	I. Karim
3	All	Complete review	Sep 2012	K. Woodrow
4	All	Complete review	Nov 2015	S. Holtam
5	All	Complete review	Oct 2016	S. Holtam
6	All	Complete review	Oct 2017	S Holtam
7	Front Page	Add Signature box	Feb 2018	O Phillips
8	All	Complete review	Mar 2019	K Abrehart
9	All	Complete review – update policy statement, review and update quality structure,	Oct 20	K Abrehart
10	All	Complete review – Policy statement updated and signed	Sept 21	K Abrehart
11	All	Complete review Policy statement reviewed and signed by MD.	Sept 22	K Abrehart

12	All	Complete review -Policy statement reviewed and signed by S Quinn. Organogram updated to v11	Dec 23	K Abrehart

CONTENTS

1. FOREWORD

This Quality Manual is the means by which Quinn London Limited satisfies the requirements of its customers, particularly about management responsibility.

The company 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 **BSEN ISO 9001:2015**. All the components of the Quality Management System will be periodically and systematically reviewed by both internal and external Quality Audit procedures.

The SHEQ Manager, appointed by the Construction 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 company & the procedures established will be practised by all personnel at every level in the company'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.

COMPANY PROFILE

Quinn London Ltd was founded in 2000 by the present management, to operate as a traditional building contractor in both the public and private sectors throughout London & the south east. The company works in various sectors including cyclical repairs and planned maintenance, refurbishment, fast-track fit-outs and design and build.

The principles have a long and proven history in the construction industry and the company has established a reputation by recognising this extensive experience. Successful contracts have been carried out for local authorities, housing associations and private clients.

2. POLICY STATEMENT

QUALITY POLICY STATEMENT

Quinn London Ltd is a main contractor successfully working within the social housing, education, public buildings & private sectors of the construction industry.

The Directors recognise that quality management is vital to ensure consistency & predictability for our customers & the workforce. As such we implement a quality management system that encompasses the whole lifecycle of our projects, as well as the supporting processes to facilitate every phase.

Quinn London Ltd aims to provide defect free services to its customers that are on time and within budget. We are committed to:

Complying with all applicable statutory laws and regulations.

Continually improve the quality of services provided & maintain a quality management system that is regularly audited with measurable objectives.

Ensure that customer needs and expectations are determined and fulfilled with the aim to achieve complete customer satisfaction.

Communicate the importance of our objectives & performance with all company employees, and our stakeholders.

Train staff in the needs and responsibilities of quality management by providing the right information and advice.

Continually improve site operations and make best use of our resources in all quality matters.

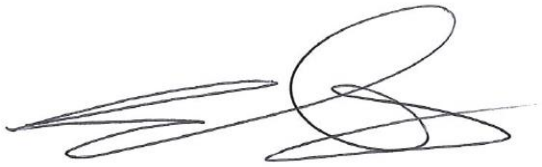
Ensure the availability of resources to meet Client's expectations.

Gather feedback & address complaints from Clients and stakeholders on any quality issues requiring attention.

Adopt a forward-looking view on future business decisions that may affect quality.

To supply our clients with the products & services they require, we have developed a Quality Management System that satisfies the current requirements of ISO 9001:2015.

This policy will be reviewed at least annually or as legislation demands, and changes will be communicated to employees as required.

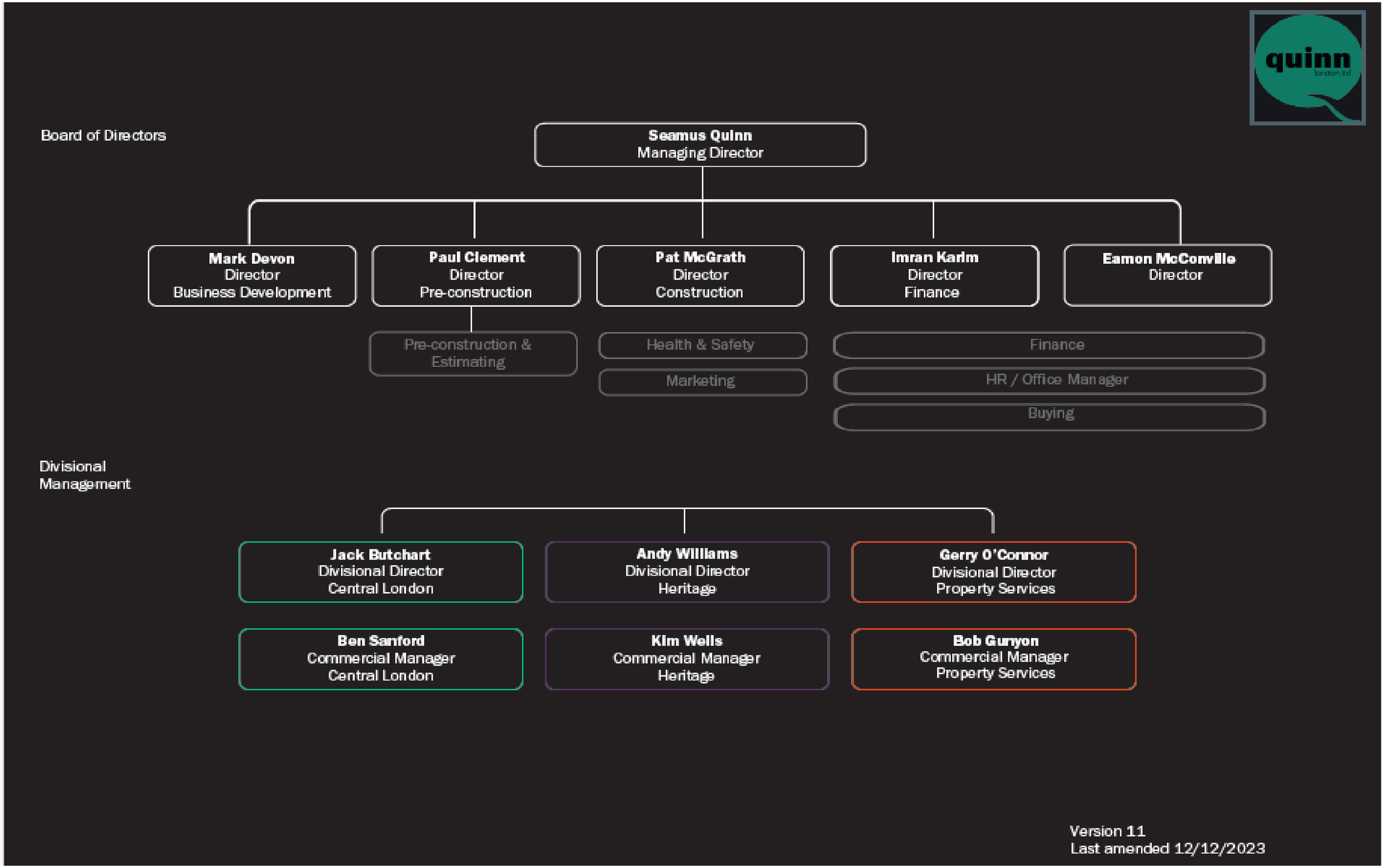


Seamus Quinn

Managing Director

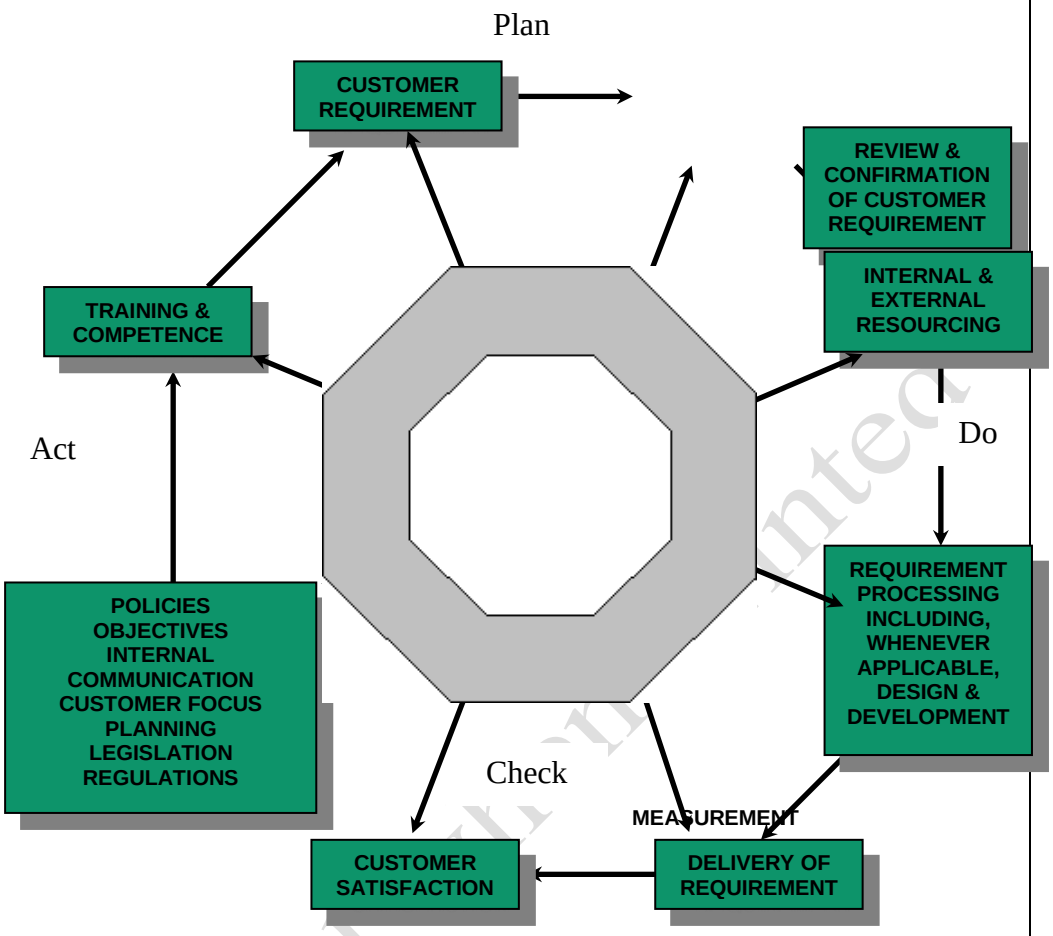
Date: 30 September 2023

3. QUALITY STRUCTURE CHART



4. QUALITY MANAGEMENT SYSTEM

4.1	General requirements
Summary	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: a) Management with a reference for the administration of the Organisation b) A benchmark for the performance of management c) 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
1.	As part of the implementation of this Quality Management System QLL 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. 4. The means to ensure the availability of the resources and the information necessary to support the operation and monitoring of these processes. 5. The processes used to measure, monitor and analyse these processes and implement action necessary to achieve planned results and monitor continual improvement.

2.	The Quality Management System is based on the following process model: 
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.

4.2	**Documentation requirements**
4.2 1	**General**
Summary	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, in order to satisfy the requirements of the International Standard a formal written Quality Policy and a Quality Manual are considered essential.
	STATEMENT/PROCEDURE
1.	The following documents together define the Organisation's Quality Management System and ensure the effective operation and control of its procedures: 1. The Quality Policy Statement 2. This Quality Manual 3. The Health & Safety Policy Manual 4. Risk Assessments & Method Statements 5. The Employee Handbook

	STATEMENT/PROCEDURE
4.2.2	**Quality Manual**
Summary	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
1.	Management ensures that this Quality Manual includes: 1. The defined scope of the Quality Management System with any exclusions 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 SHEQ Manager deals with instances where 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 considered when reviewing: 1. The overall operation of the Organisation's Quality Management Systems 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.
4.2.3	**Control of documents**
Summary	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
1.	The Construction 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 Sharepoint and is maintained by the SHEQ Manager.
3.	All hard and any other electronic copies are uncontrolled.
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 5.6.
5.	Proposed changes are reviewed and, where appropriate, adopted by the SHEQ Manager after considering all 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.
7.	The Organisation's computer system is regularly backed-up to another server within Head Office & a copy is securely stored off site.

8.	The integrity of the computer system and the data held on it is maintained by running background virus protection software.
9.	All internally generated forms are reviewed for technical content and style, prior to their issue, and are subject to review within the Management Review process.
10.	The issue of site drawings by customers is controlled by the issuing authority, as necessary. Any superseded material is either removed or marked accordingly, in order to ensure that only current information is used.
11.	The issue of design drawings by the Organisation's Design Consultant is similarly controlled.
4.2.4	**Control of records**
Summary	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
1.	The SHEQ 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: 1. Management Review records 2. Quality Audit reports 3. Staff training records 4. Customer complaints 5. Non-conformance records 6. Approved supplier/sub-contractor records 7. Customer satisfaction/feedback records 8. Contract files 9. Tender records 10. Contract Sheets 11. Purchasing records 12. Sub-contract orders 13. Site Induction Attendance Sheets 14. Health & Safety Reports 15. Risk Assessments and Method Statements.

5. MANAGEMENT RESPONSIBILITY

5.1	Management commitment
Summary	Senior management must: a) Define quality related responsibilities. b) Ensure the implementation of the Quality Management System c) 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
1.	The Organisation's 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 regulatory and legal requirements. 3. Establishing the Quality Policy and its objectives. 4. Conducting Management Reviews. 5. Ensuring the availability of resources.
5.2	**Customer focus**
Summary	The ability to determine and meet customer's requirements is a prime requirement of the International Standard. (see 7.2.1 and 8.2.1)
	STATEMENT/PROCEDURE
1.	Customer focus is ensured by the implementation of the contract review processes set out in Section 7.2, (Customer-related processes).
5.3	**Quality Policy**
Summary	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, in respect of any changes to the processes, procedures and general business activities of the Organisation. It must remain as one of the principal agenda items for Management Review.
	STATEMENT/PROCEDURE
1.	As part of the Management Review process described in Section 5.6 the Quality Policy is regularly reviewed in order to ensure that it continues to be suited to the Organisation's activities.

2.	In order 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.
5.4	**Planning**
5.4.1	**Quality objectives**
Summary	Quality objectives must be established that are measurable, in accordance with the Quality Policy and include a commitment to continual improvement. These objectives must also address product requirements.
	STATEMENT/PROCEDURE
1.	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 7.1, (Planning of product realisation).
5.4.2	**Quality Management System planning**
Summary	Senior management must understand and accept their responsibility to ensure that all quality planning meets with the requirements of 5.4.2 of this Quality Manual and that any changes to the Quality Management System, however brought about, do not detract from its integrity.
	STATEMENT/PROCEDURE
1.	Quality Management System planning forms part of the Management Review process described in Section 5.6.
5.5	**Responsibility, authority and communication**
5.5.1	**Responsibility and authority**
Summary	Senior management must ensure that responsibilities and authorities are properly defined and effectively communicated throughout the Organisation.
	STATEMENT/PROCEDURE
1.	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.
5.5.2	**Management representative**
Summary	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 & 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 feedback from customers.
	STATEMENT/PROCEDURE
1.	The SHEQ Manager &/or members of the senior management team have responsibility for promoting customer awareness by implementing and ultimately overseeing all aspects of the Quality Management System.
5.5.3	**Internal communication**

Summary	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
1.	The effectiveness of the Quality Management System is communicated throughout QLL by providing all members of staff access to the Management Review Minutes via upload to Procore.
2.	Remote communication is maintained with the Organisation's site-based personnel by means of mobile phone, e-mail and the Procore electronic system.
3.	Changes are identified to personnel via e-mail, SHEQ alert or telephone depending on what is applicable. Changes to project documentation is uploaded onto Procore and all personnel instructed to access blank forms from here.
5.6	**Management Review**
5.6.1	**General**
Summary	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 (see 4.2.4).
	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 in Section 5.6 (Management Review).
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 2. Status of preventive and corrective actions 3. Management Information trend analysis 4. Follow up actions from earlier Management Reviews 5. Changes in the Organisation's operational environment that could affect the Quality Management System, including requirements for additional or revised resources 6. Supplier/sub-contractor review, including any required actions resulting from unsatisfactory performance 7. QLL's Quality Policy, objectives and goals in order to determine whether they remain relevant to the requirements of customers and management 8. The overall operation of the Organisation's quality administration systems in order to determine their continuing suitability and effectiveness 9. Plans for continual improvement 10. Staff training and competence requirements.
5.6.2	**Review input**
Summary	The documents, data, reports and all other similar sources of information required to conduct effective Management Reviews must be identified and documented.

	STATEMENT/PROCEDURE
1.	Records made available in order to facilitate the Management Review include, but are not limited to: 1. Results of Quality Audits 2. Feedback from customers 3. Approved supplier and sub-contractor records 4. Management Information records 5. Staff suggestions 6. Previous Management Review records 7. Non-conformance records including customer complaints.
5.6.3	**Review output**
Summary	Management Review output must address: a) Any identified changes in product and/or process performance b) Meeting the requirements of the marketplace c) Levels of customer satisfaction d) Requirements of, and compliance with any new legislation and/or regulations
	STATEMENT/PROCEDURE
1.	The findings of every Management Review are recorded and kept in accordance with the procedures set out in Section 4.2.4 and include details of: 1. Actions agreed to improve the Quality Management System and its processes 2. Actions agreed to improve the service that the Organisation provides to its customers 3. Actions agreed to meet revised resource requirements 4. Corrective and preventive actions taken and planned.

6 - RESOURCE MANAGEMENT

6.1	Provision of resources
Summary	Senior management must ensure that adequate resources are provided: a) For the on-going, including future, implementation of the Quality Management System b) To ensure training requirements are met c) To maximise the opportunities for the enhancement of customer satisfaction
	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 5.6.
6.2	**Human resources**
6.2.1	**General**
Summary	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.
6.2.2	**Competence, awareness and training**
Summary	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 4.2.4 of this Quality Manual
	STATEMENT/PROCEDURE
1.	Staff training and competence is assessed considering education, skills and experience on appointment to every role within the business. A training matrix is in place for operations staff to identify company requirements. New personnel are assessed considering the matrix & training arranged if required. All new personnel are added to the Training Log.
2.	Requirements for further training are identified as part of day to day management and as part of the Management Review process set out in 5.6.
3.	Appropriate training methods are used that may include: 1. Induction training 2. Toolbox Talks 3. Health & Safety courses 4. First Aid courses 5. Internal training 6. External specialist training 7. CITB courses 8. IT courses
4.	Accredited companies with a proven track record are used to ensure high standards of attainment. Attendance logs are retained for all training arranged in-house.

5.	A record of staff training, and competence is kept in an electronic format on a Training Log and paper copies retained for ease of reference, 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.	Expiry dates are monitored, and refresher training arranged as required from the Training Log.
6.3	**Infrastructure**
Summary	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 (both hardware and software), and supporting services.
	STATEMENT/PROCEDURE
1.	Hand tools & portable electrical equipment require regular electrical checks & are therefore PAT tested by an external contractor at regular intervals as per HSE guidance.
2.	The current status of every item of electrical equipment can be checked by inspection of the affixed label, indicating the next test date.
3.	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 7.5.1 (Control of production and service provision) and 7.6 (Control of monitoring and measuring devices).
6.4	**Work environment**
Summary	The Organisation shall identify, determine and manage all aspects of the work environment needed to achieve conformity to product requirements
	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/or service requirements.

7. PRODUCT REALISATION

7.1	Planning of product realisation
Summary	Planning of product realisation is needed to ensure: a) Efficient delivery of the goods and services offered. b) Effective communication with customers c) 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 4.1 of this Quality Manual. In planning product realisation, the Organisation shall determine the following, as appropriate: a) Quality objectives and requirements for the product b) The need to establish processes, documents, and provide resources specific to the product. c) Required verification, validation, monitoring, inspection and test activities specific to the product and the criteria for product acceptance. d) Records needed to provide evidence that the realisation processes and resulting product meet requirements (see 4.2.4) The output of this planning shall be in a form suited to the Organisation's method of operations. NOTE 1: A document specifying the processes of the Quality Management System (including the product realisation processes) and resources to be applied to a specific product, project or contract can be referred to as a Quality Plan. NOTE 2: The Organisation may also apply the requirements given in 7.3 to the development of product realisation processes.
	STATEMENT/PROCEDURE
1.	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.
2.	A Contract Programme & Project Quality Plan is established for each project, based on the contracted scope of works.
3.	During the client's pre-start & regular progress meetings, the Programme is reviewed and revised as necessary. Progress Reports are prepared for clients.
4.	Minutes are issued by clients and agreed actions reflected in the scheduling of further works.

5.	Daily work planning is undertaken by the Contracts Manager and Project Manager.
7.2	**Customer related processes**
7.2.1	**Determination of requirements related to the product**
Summary	Prior to an order being accepted by the Organisation, and during the continuance of its processing, the Organisation must determine all the product requirements, whether or not specified by the customer. Such requirements may include legal and/or regulatory constraints and may include delivery and post-delivery stipulations.
7.2.2	**Review of requirements related to the product**
Summary	Prior to entering into 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 in order 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. Refer to Section 4.2.4 of this Quality Manual.
7.2.3	**Customer communication**
Summary	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
1.	Enquiries are received or acquired by the following means: 1. Telephone, letter or e-mail 2. Established customer (direct customers and main contractors) 3. Established industry contacts. 4. Approved contractor status e.g. Construction Line 5. Invitation to Tender 6. Website
2.	Details of a new Tender enquiry are entered in the Tender Register.
3.	The scope of works is assessed, and all necessary in-house and sub-contracted resources are identified.
4.	As part of the pre-tendering process, quotations are obtained from approved sub-contractors & the project is costed.
5.	Every Tender is processed in accordance with the customer's prescribed format and submitted by the stipulated deadline.
6.	The customer notifies QLL of the outcome by appropriate means, normally in the form of a Letter of Intent.
7.	A contract is signed by both parties and a copy placed on file.
8.	The Tender Register is updated as necessary.
9.	Any subsequently agreed changes or additional works are formalised in writing.

10.	Each project is entered on Evolution & a unique, sequential contract number is issued.
11.	A Contract Start-up Sheet is completed with essential contract information, including the contact details for all key parties & is circulated to key staff members to initiate project start-up procedures.
7.3	**Design and development**
7.3.1	**Design and development planning**
Summary	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: a) Stage reviews b) The identification of authorities and responsibilities c) Product and planning review procedures d) The establishment of effective communications
7.3.2	**Design and development inputs**
Summary	All product inputs must be defined, recorded (see 4.2.4) and reviewed. Product inputs must be clear and unambiguous and may relate to some or all the following: a) Functional and performance requirements b) All relevant legal and regulatory requirements c) Information derived from previous similar designs d) All other requirements essential for design and development
7.3.3	**Design and development outputs**
Summary	Prior to its release to production, the customer or any third party, all design and development must fulfil the following stringent criteria in order to ensure that: a) The design output meets the input requirements b) Product acceptance criteria has been met c) The design output provides sufficient information for manufacturing and service procedures d) The characteristics of the product that are essential for its safe and proper use are specified
7.3.4	**Design and development review**
Summary	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.
7.3.5	**Design and development verification**
Summary	Formal verification that the design and development output meet the input requirements must be carried out and documented. Refer to Sections 7.3.1 and 4.2.4 of this quality Manual.
7.3.6	**Design and development validation**
Summary	Formal validation that the product meets the requirements relating to its intended use must be carried out and documented.
7.3.7	**Control of design and development changes**

Summary	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
1.	Design requirements are identified at the initial enquiry phase of each project.
2.	Whenever design elements are identified QLL's approved Design Consultant is instructed in accordance with the relevant procedures described in Section 7.4.
3.	The form of design inputs and outputs are agreed with the Design Consultant.
4.	Design changes are treated as revised design inputs.
5.	The method of conducting and documenting the following processes is agreed with the Design Consultant: 1. Progress review 2. Internal verification 3. Customer validation 4. Design amendment or revision.
6.	The design process is planned with the Design Consultant and a record is kept in the project's filing system of the following: 1. Responsibilities 2. Target programme 3. Review processes 4. Verification processes 5. Validation processes
7.	The design process proceeds according to the Design Plan.
7.4	**Purchasing**
7.4.1	**Purchasing process**
Summary	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.
7.4.2	**Purchasing information**
Summary	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.
7.4.3	**Verification of purchased product**

Summary	A protocol shall be established for making recorded inspections of all purchased products and materials in order to ensure that they are fit for their intended purpose and that they comply with the order qualifications and specification.
	STATEMENT/PROCEDURE
1.	A regularly updated spreadsheet of pre-qualified, preferred sub-contractors & suppliers is maintained, with details including: 1. Name 2. Date approved 3. Contact details 4. Other account information.
2.	QLL require all suppliers & sub-contractors to go through a pre-qualification procedure before they are added to our preferred list. This requires potential suppliers / sub-contractors to (at the discretion of relevant management personnel) complete a Company Profile Questionnaire &/or Sub-contractors Pre-Qualification Questionnaire.
3.	Selection to our preferred list is based on several criteria, which include: 1. Performance 2. Quality 3. ISO 9001/14001/18001 status 4. Skills, experience and qualifications 5. Health & Safety 6. Product range 7. Price 8. Delivery capability 9. Samples or materials trial 10. Reliability
4.	Materials suppliers are generally selected as recognised major trade suppliers.
5.	The approval details of sub-contractors are held on file, including the following: 1. Insurance certificate & details 2. Health & safety policy & other supporting evidence 3. Completed questionnaires 4. QLL assessment forms / status letters
6.	Project teams requisition materials &/or equipment required through the Buying team, ensuring that company procedures are followed.
7.	All orders are placed by the issue of a standard Purchase Order.
8.	If the order cannot be confirmed in writing at the point of purchase, read back procedures are employed, in order to ensure the complete understanding of the order content by both parties. A Purchase Order is subsequently issued at the earliest opportunity.
9.	Instructions to sub-contractors are placed by the issue of a Sub-contract Order. Work instructions are issued in accordance with the relevant procedures described in Section 7.5.1.
10.	Formal instructions are issued to QLL's Design Consultant in writing.

11.	The performance of the Organisation's suppliers and sub-contractors is continuously monitored by the Project Manager and formally as part of the Management Review process (Section 5.6).
12.	Incoming materials are checked by the Project Manager against the delivery documents. The Delivery Note is signed and passed to the Buying Team.
13.	Materials found to be unsatisfactory are retained separately from approved stocks, pending their return or replacement.
14.	Should there be a requirement for verification by QLL or the customer's representative upon delivery, then details of the verification process is described in the purchasing documents.
7.5	**Production and service provision**
7.5.1	**Control of production and service provision**
Summary	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
1.	All staff carry out their work reflecting: 1. Agreements with customers 2. Their skills, training, qualifications and experience 3. Further instructions from senior management 4. Further instructions from customers. Therefore, documented generic work instructions are not considered appropriate.
2.	A Contract Programme is established in accordance with the relevant procedures described in Section 7.1.
3.	Risk Assessments and Method Statements are prepared or obtained from the relevant sub-contractor & agreed to prior to work activities starting on site. Sub-contractors may be expected to attend a pre-start meeting to ensure arrangements are well planned prior to contracts being signed.
4.	All operatives, whether directly employed or sub-contracted, are required to attend a Site Safety Induction. Attendance is confirmed by signing the Attendance Sheet, a copy of which is held in the Contract File.
5.	Toolbox Talks are held at appropriate intervals and are similarly documented.
6.	All materials needed on site are requisitioned from QLL's Buying team, in accordance with the relevant procedures described in Section 7.4.
7.	All works are directly supervised by the site-based Project Manager.
8.	Progress is reported to the client as part of contract progress review, in accordance with the relevant procedures described in Section 8.2.4.

9.	Regular health, safety & environmental inspections are carried out by the SHEQ team. Inspection reports are provided to the Project Manager for action & performance provided to the client at contract progress review meetings.
10.	Payment applications and the associated inspections are processed in accordance with the relevant procedures described in Section 8.2.4.
7.5.2	**Validation of processes for production and service provision**
Summary	The arrangements for the validation of the Organisation's processes, activities, equipment and records must be defined and whenever appropriate, documented.
	STATEMENT/PROCEDURE
1.	Continuing process validity is monitored as part of day to day management and is not considered a separate process.
7.5.3	**Identification and traceability**
Summary	Procedures must be established and maintained in order to ensure that the Organisation can identify the product, including its status regarding monitoring and traceability throughout product realisation.
	STATEMENT/PROCEDURE
1.	All tenders are logged on the Tender Register.
2.	All quotations used for tender are identified by a unique Estimating number.
3.	A unique contract number is issued at the point of instruction for every project and is always maintained as the consistent means of identification for the duration of the contract.
4.	The status of the programme of works can be ascertained by reference to the following: 1. Contracts Manager 2. Project Manager 3. Contract Programme 4. Project's workspace on Procore
5.	Information is collected during every project with regards to any equipment & systems that are installed, along with materials & products that are used. These are collated within an Operations & Maintenance (O&M) Manual, which is issued to the client upon completion of the project, for future reference in using & maintaining the building(s).
7.5.4	**Customer property**
Summary	Procedures must be established and maintained in order 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
1.	Prior to commencing contracted works a visual site inspection is carried out to ensure safe working conditions. Any significant issues or concerns are resolved with the client prior to work commencing.

2.	All data and information provided by clients 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.
3.	Clients would be notified of any loss, corruption or other damage to their data or information.
7.5.5	**Preservation of product**
Summary	Procedures must be established and maintained in order 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
1.	QLL does not maintain any centralised storage facility, arrangements are made on each project for temporary lay-down & storage areas but these are kept to a minimum. Special arrangements may be required due to the nature of the products & this will be identified on an ad hoc basis.
2.	All materials are delivered directly to the site by the supplier, preferably in a 'just in time' capacity to minimise storage requirements.
3.	Materials are handled in accordance with health & safety requirements, which may be identified by QLL, client or sub-contractor. These could include but are not limited to manual handling, storage & application of COSHH materials.
7.6	**Control of monitoring and measuring devices**
Summary	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
1.	QLL does not use equipment that requires accurate measuring/monitoring requirements as standard practice. The Management Review process ensures this situation is monitored.
2.	Should these circumstances change any equipment used for final verification would be calibrated and traceable to National Standards or, if not possible, the methods of calibration are defined.

8. MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.1	General
Summary	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
1.	QLL monitors, measures, analyses and improves its processes to: 1. Ensure legal compliance; 2. Demonstrate conformity of its activities; 3. Ensure conformity to the Quality Management System; 4. Continually improve the effectiveness of the Quality Management System.
8.2	**Monitoring and measurement**
8.2.1	**Customer satisfaction**
Summary	The Organisation shall establish procedures for ensuring and monitoring customer satisfaction.
	STATEMENT/PROCEDURE
1.	QLL staff have direct contact with client teams & maintain close working relationships. Any significant positive or negative feedback, received in the course of day to day contact, is addressed by the relevant manager and passed for Management Review (Section 5.6).
2.	A Client Satisfaction Form is issued to every active client on a quarterly basis, inviting graded responses to questions relating to all aspects of QLL's service.
3.	All returned forms are collated, analysed and passed for Management Review.
4.	Client Satisfaction forms may also be sent to tenants, as part of QLL's contractual responsibility for managing a project.
8.2.2	**Internal Audit**
Summary	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: a) Degree to which the Organisation conforms to the requirements of the Standard b) 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. Refer to Section 8.5.2 of this Quality Manual.
	STATEMENT/PROCEDURE
1.	A Quality Audit programme is maintained by the SHEQ Manager ensuring that each section of the Quality Management System is verified at least annually.

2.	More frequent Quality Audits may be organised by the SHEQ Manager depending on the importance of the activities being audited.
3.	The SHEQ Manager creates a Quality Audit Programme and establishes which, if any, parts of the Quality Management System are to be audited at regular intervals.
4.	The SHEQ Manager (or appointed auditor) selects a representative number of records to be audited on a random basis, will advise any personnel concerned that an audit is being undertaken and answer any questions they may have.
5.	The auditor examines the records selected in order to determine whether the activities identified have been carried out correctly & keeps a record of the process and the findings.
6.	All Quality Audit records, and related documents are retained by the SHEQ Manager for inspection by QMS at the annual external Quality Audit.
7.	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.
8.	The SHEQ Manager ensures that the Quality Audit results are discussed at the next Management Review.
8.2.3	**Monitoring and measurement of processes**
Summary	Procedures must be established and maintained to measure and monitor the Quality Management System processes in order to ascertain the extent to which they meet customer requirements and satisfy their intended purpose.
	STATEMENT/PROCEDURE
1.	Monitoring and measurement of processes is achieved by implementation of the procedures set out in Sections 8.2.2 (Internal Audit) and 5.6 (Management Review).
8.2.4	**Monitoring and measurement of product**
Summary	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
1.	The Project Manager undertakes daily works supervision. Key progress is reported to the Contracts Manager by phone & weekly progress reports.
2.	Works are also monitored by the Contracts Manager by means of regular site visits & progress meetings.
3.	Regular client contract meetings are undertaken, along with progress meetings with other key parties as required. Minutes are issued and all action points reflected in the revised Programme of Works.
4.	Payment applications are submitted in accordance with the contracted terms.
5.	A Snagging List is prepared in conjunction with the client.
6.	A Certificate of Practical Completion is received from the client or the client's representative.
7.	Following the stipulated defects period, a further inspection is carried out and confirmed as satisfactory by the issue of Certificate of Making Good of Defects.

8.	The final Payment Certificate is issued for the retention sum.
9.	Final file review is carried out by the Managing Surveyor and summarised on an Analysis of Completed Contract Sheet. The surveyor's signature confirms satisfactory completion of all works.
***8*.3**	**Control of non-conforming product**
Summary	Procedures are required to ensure that non-conforming products are identified and segregated in order to prevent their unintentional delivery, issue or use. Procedures must also address their disposal.
	STATEMENT/PROCEDURE
1.	All activities not meeting the requirements of the Quality Management System or the agreement with a client will be suspended pending appropriate action. Significant instances from the following are included: 1. Site based problems 2. Supplier/sub-contractor issues 3. Client complaints 4. Administrative matters
2.	The occurrence is investigated in order to establish its cause.
3.	A record is kept on file of the occurrence and its cause & all consequences of the occurrence are similarly recorded.
8.4	**Analysis of data**
Summary	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
1.	The following data is analysed in order to identify trends and opportunities for preventive and/or improvement actions: 1. Client satisfaction 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.
2.	The analysed data is presented as critical input into the Management Review process set out in Section 5.6.
8.5	**Improvement**
8.5.1	**Continual improvement**
Summary	The Organisation shall plan, manage and do everything in its power to ensure the continual improvement of the Quality Management System.
	STATEMENT/PROCEDURE
1.	The effectiveness of the QMS is continually reviewed and improved through the Management Review process set out in Section 5.6 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 and preventive actions 6. Circulation of Management Review Minutes.
8.5.2	**Corrective action**
Summary	Documented procedures must be established and maintained to address: a) Identifying non-conformities b) Determining their cause c) Evaluating the requirement for the introduction of preventive action(s) d) Implementing any such action e) Reviewing and recording all such activities
8.5.3	**Preventive action**
Summary	Documented procedures must be established and maintained to address: a) Identifying potential non-conformities b) Implementing appropriate preventive action c) Recording and reviewing all such activities
	STATEMENT/PROCEDURE
1.	Actions taken to correct any activities not meeting the requirements of the Quality Management System or agreements with customers is recorded in the relevant management report.
2.	The preventive action taken to prevent recurrence of any activities not meeting the requirements of the Quality Management System or agreements with clients is similarly recorded.
3.	Non-conformance and/or customer complaint records are reviewed to determine the cause of the problem and identify any trends at the time they are reported & during Management Review meetings.
4.	Revised procedures are implemented as necessary.
5.	Preventive action may be determined as the direct result of a non-conformance, or in the Management Review process, as detailed in Section 5.6.