ANGLIA FORMWORK LTD

QUALITY MANUAL

Elm Tree Barn

Hethel Road

Wreningham

Norfolk

NR16 1BB

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MANUAL IDENTIFICATION

Issued to.....

Title.....

Date: ……

Signed: 

Quality Manager

ANGLIA FORMWORK LTD

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REVISION AND AMENDMENT REGISTER

DATE	PAGE NUMBER	PROCEDURE NUMBER	REVISION DETAILS	ISSUE NUMBER

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FOREWORD

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

The Organisation is obliged to ensure that its Quality Policy is fully and completely understood by its employees, and that its procedures are implemented and maintained at all times. This Quality Manual is in accordance with the requirements of **BS EN ISO 9001 : 2008**. All of the components of the Quality Management System shall be periodically and systematically reviewed by both internal and external Quality Audit procedures.

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

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

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PROFILE

Anglia Formwork is one of East Anglia's leading Formwork Contractors. Specialising in the construction of all types of reinforced concrete structures. A leader that has been building its reputation over the last 10 years, whilst developing the trust of many of its long standing customers.

Established in 2004, Anglia formwork offers a complete service for the construction of all reinforced concrete structures. From small individual structures to large concrete framed buildings, we have the skill and expertise to build them all. Working in all major sectors of the construction industry we have the capability and experience to deliver the highest standards of quality and safety, within budget and on program, in any environment.

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QUALITY POLICY

Anglia Formwork Ltd (the 'Organisation') aims to provide defect free products to its customers on time and within budget.

The Organisation operates a Quality Management System that has gained BS EN ISO 9001 : 2008 certification, including aspects specific to the construction of reinforced concrete structures.

The management is committed to:

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

The management has a continuing commitment to:

1. Ensure that customer needs and expectations are determined and fulfilled with the aim of achieving customer satisfaction
2. Communicate throughout the Organisation the importance of meeting customer needs and all relevant statutory and regulatory requirements
3. Establish the Quality Policy and its objectives
4. Ensure that the Management Reviews set and review 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
5. Ensure the availability of resources.

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

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

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

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

Signed: S Watkins **Name: Simon Watkins** **Date: 11th November 2020**

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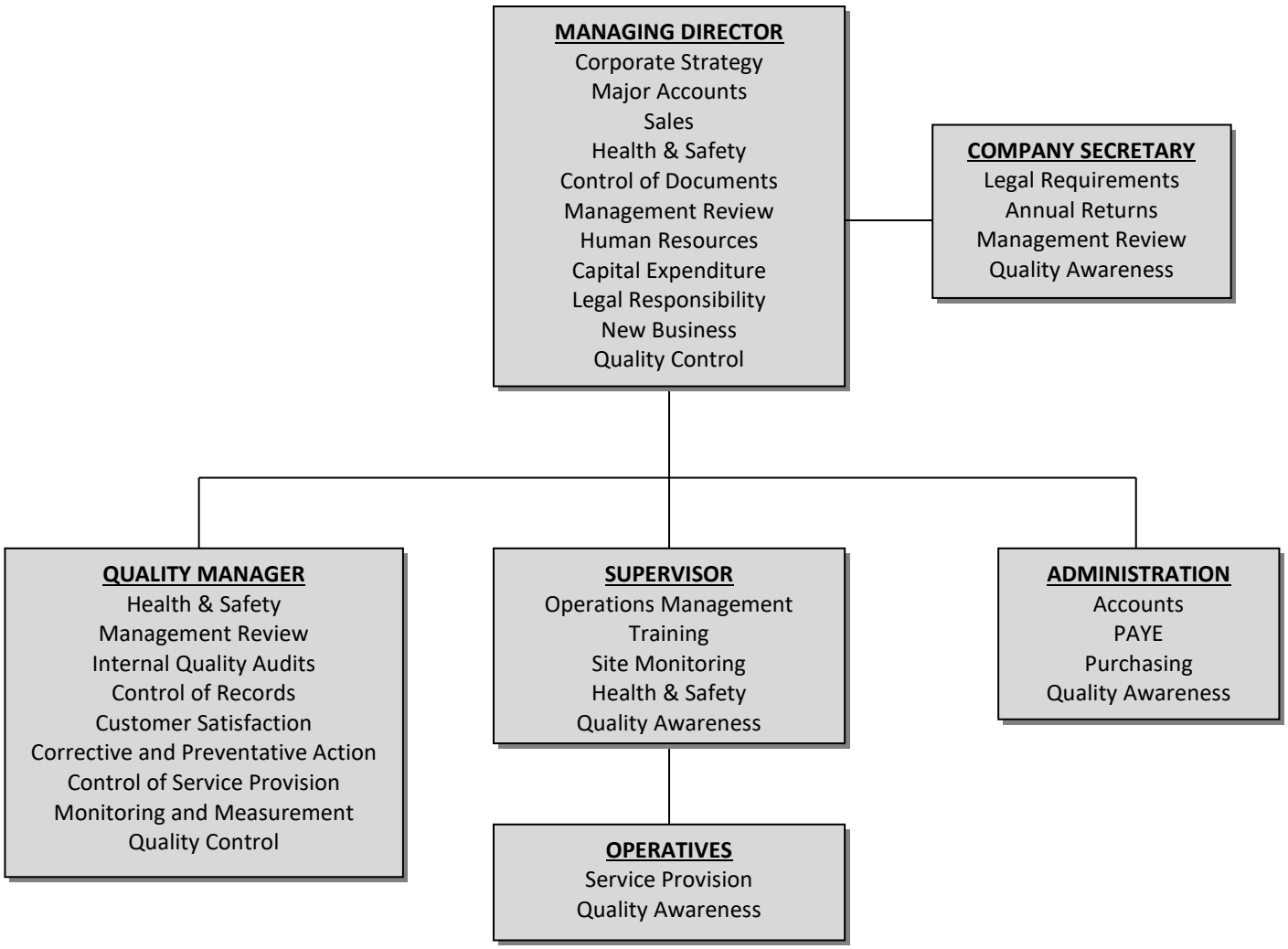
QUALITY STRUCTURE CHART



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

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1 - SCOPE

The scope of the Organisation's certification is defined within the Quality Policy and is recorded on the ISO 9001 Certificate. As a minimum this Quality Manual addresses all requirements for conformance with BS EN ISO 9001 : 2008 in pursuit of any activities falling within the scope of its certification.

This Quality Manual demonstrates the Organisation's:

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

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

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

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2 - NORMATIVE REFERENCES

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

ISO 9000 : 2005, Quality Management Systems — Fundamentals and Vocabulary.

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

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3 - TERMS AND DEFINITIONS

The International Organisation for Standardisation (ISO) has 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 client 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, that transforms inputs into outputs." In simple terms, what you do to get something.

A **document** is "information and its supporting medium". The medium can be paper, magnetic, electronic or optical computer disk, photograph or master sample, or a combination thereof.

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

Quotation marks on this page denote direct quotations from the Standard.

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4 - QUALITY MANAGEMENT SYSTEM

4.1	**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: 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 ongoing improvement in the quality of all of 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, the Organisation has identified and documented in this Manual: 1. The processes needed for the Quality Management System 2. The sequence and interaction of these processes 3. The criteria and methods used to ensure the effective operation and control of these processes 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 where applicable, monitor and analyse these processes and implement action necessary to achieve planned results and monitor continual improvement.

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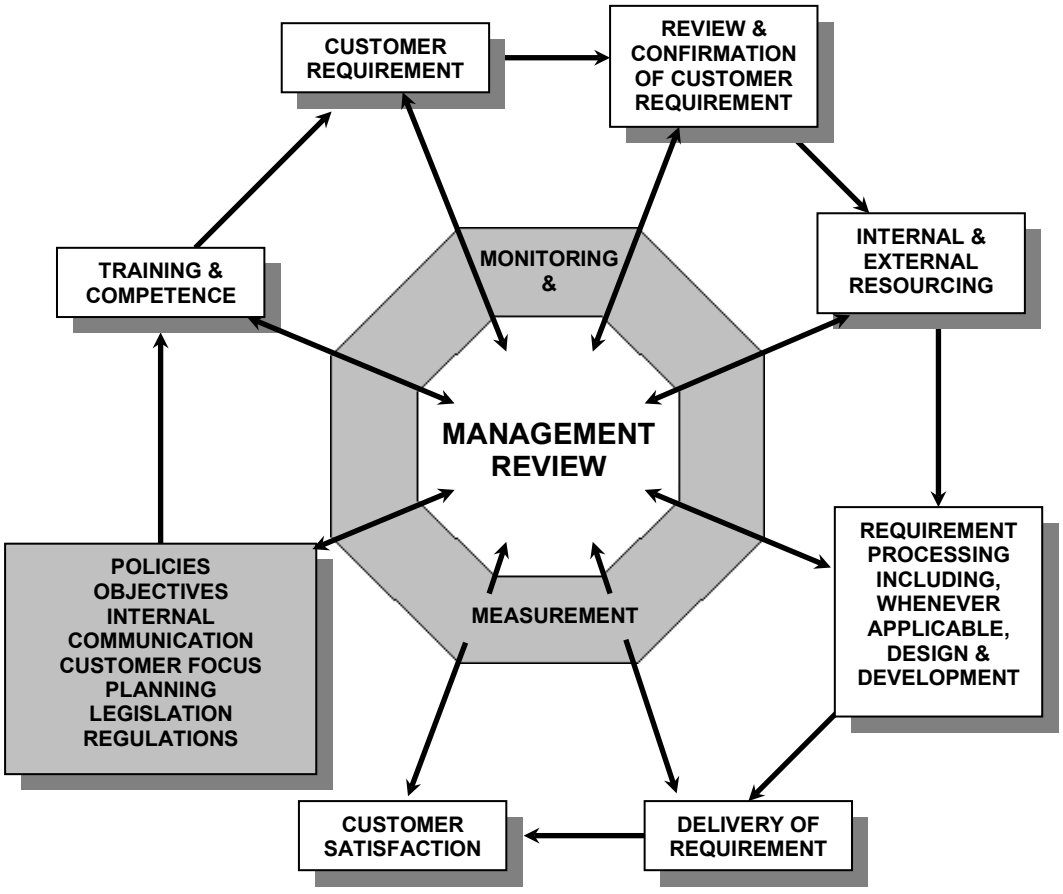
4 - QUALITY MANAGEMENT SYSTEM

4.1	**General requirements (continued)**
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.

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4 - QUALITY MANAGEMENT SYSTEM

4.2	**Documentation requirements**
4.2.1	**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, in order to satisfy the requirements of the International Standard a formal written Quality Policy and a Quality Manual are generally considered essential.

	STATEMENT/PROCEDURE
1.	The following items are particularly significant in contributing to the Quality Management System and ensuring the effective operation and control of its procedures: 1. The Quality Policy 2. This Quality Manual 3. Quality critical records 4. Health & Safety Policy and other Company Policies 5. Internal Guidelines and Work Instructions 6. Customer specifications 7. Copies of relevant standards, legislation and codes of practice 8. Building regulations 9. Safety Data Sheets 10. CoSHH regulations.

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4 - QUALITY MANAGEMENT SYSTEM

4.2	**Documentation requirements (continued)**
4.2.2	**Quality Manual**
Summary of Requirements	The Quality Manual contains a description of all of 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 Quality Manager deals with instances when the Quality Management System is not correctly implemented.
4.	Persistent breaches of the Quality Management System are dealt with in accordance with the Organisation's disciplinary procedures.
5.	Such breaches are taken into account when reviewing: 1. The overall operation of the Organisation's Quality Management System 2. The Quality Manual, to ensure that it is up to date and accurately reflects the working practices of the Organisation 3. Staff training requirements.

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4 - QUALITY MANAGEMENT SYSTEM

4.2	**Documentation requirements (continued)**
4.2.3	**Control of documents**
Summary of Requirements	There must be documented procedures for: a) Document approval b) Review and update of documents c) Identifying a document's status d) Ensuring document availability e) Ensuring document legibility and identification f) Identifying and distributing required documents of external origin g) Preventing the unintended use of obsolete documents.

	STATEMENT/PROCEDURE
	QUALITY MANUAL
1.	The Managing Director has approved this Quality Manual and will approve all subsequent issues.
2.	The only controlled copy of the Quality Manual is that held on the Organisation's computer system and is maintained by the Quality Manager.
3.	All hard and any other electronic copies are by definition uncontrolled.
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, if appropriate, adopted by the Quality Manager after taking into account all of the relevant information.
6.	When adopted, changes are made to the controlled copy of the Quality Manual and the appropriate personnel are notified of the change.

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4 - QUALITY MANAGEMENT SYSTEM

4.2	**Documentation requirements (continued)**
	OTHER CONTROLLED DOCUMENTS
7.	Internal guidelines and work instructions are developed, monitored and maintained by the Quality Manager, who is responsible for their issue and version control.
8.	Notification of any procedural change is communicated internally by appropriate means (verbal, e-mail or memorandum).
9.	At the point of issue of a revised or amended procedure, the superseded copy is withdrawn from use.
10.	The origination, issue and maintenance of the Organisation's standard form templates are controlled by the Quality Manager.
11.	The Organisation's Health & Safety and other Company Policy documents are subject to annual review and approval by the Managing Director.
12.	Any superseded document retained by the Quality Manager for reference purposes is annotated and transferred to a dedicated folder.
13.	Safety Data Sheets are received from the Organisation's approved suppliers, with the products supplied.
14.	Any new or revised material is immediately issued to the workforce team. The superseded version is withdrawn from use.
15.	Where customer documents are received the customer's version control procedure is used.
	GENERAL CONTROL
16.	The Organisation's computer system is regularly backed-up monthly with a copy securely stored.
17.	The integrity of the computer system and the data held on it is maintained by running background virus protection and firewall software.

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4 - QUALITY MANAGEMENT SYSTEM

4.2	**Documentation requirements (continued)**
4.2.4	**Control of records**
Summary of Requirements	A schedule of quality critical 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 Quality Manager is responsible for keeping the following records and similar documents for a minimum period of 12 months or as required by legal, regulatory and/or contractual requirements, whichever is the longer, in order to demonstrate conformity to the requirements and effective operation of the Quality Management System: 1. Previous Management Review records 2. Quality Audit Reports 3. Management Information records 4. Staff suggestions 5. Staff training records 6. Non-conformance records including customer complaints 7. Customer satisfaction monitoring records 8. Approved supplier records 9. Purchasing records 10. Delivery Notes (inwards) 11. Vehicle records 12. Customer orders 13. Quotations and Tenders 14. Concrete Pour Check Sheets 15. Temporary Works Check Sheets 16. Sales Invoices 17. Risk Assessments & Method Statements 18. Health & Safety records 19. Invoices 20. Labour time allocation records 21. CoSHH records 22. Computer backups.

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4 - QUALITY MANAGEMENT SYSTEM

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

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5 - MANAGEMENT RESPONSIBILITY

5.1	**Management commitment**
Summary of Requirements	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 all relevant statutory 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 Quality Policy includes a commitment from management to develop and improve the Quality Management System by: 1. Communicating throughout the Organisation the importance of meeting customers' requirements 2. Communicating throughout the Organisation the importance of meeting all relevant statutory and regulatory requirements 3. Establishing the Quality Policy and its objectives 4. Conducting Management Reviews 5. Ensuring the availability of resources.

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5 - MANAGEMENT RESPONSIBILITY

5.2	**Customer focus**
Summary of Requirements	The ability to determine and meet customers' 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).
2.	The importance of managing the customer's requirements and expectations is communicated throughout the Organisation by the Managing Director.
3.	Appropriate planning and review programmes are implemented in respect of every order accepted to ensure that all customer expectations are fulfilled.
4.	Feedback from customer monitoring as described in Section 8.2.1 of this Manual is reviewed during Management Review.

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5 - MANAGEMENT RESPONSIBILITY

5.3	**Quality Policy**
Summary of Requirements	The Quality Policy must: a) Be appropriate b) Include a commitment to comply with the Quality Management System c) Include a commitment to continually improve the Quality Management System d) Provide a framework for establishing and reviewing quality objectives e) Be communicated and understood within the Organisation f) Be reviewed for continuing suitability.

	STATEMENT/PROCEDURE
1.	In order to provide evidence of the Organisation's commitment to the Quality Policy, it is regularly reviewed and any changes are approved as part of the formal Management Review proceedings. These reviews and all approved changes are recorded in the minutes of the Management Reviews.
2.	Copies of the Quality Policy are made available to all members of staff. Copies of the minutes of Management Reviews, or extracts thereof, are provided to individual members of staff in accordance with their role and responsibilities as a means of communicating the effectiveness of the Quality Management System.

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5 - MANAGEMENT RESPONSIBILITY

5.4	**Planning**
5.4.1	**Quality objectives**
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
1.	The Organisation's quality objectives are defined in the Quality Policy as "the Organisation aims to provide defect free goods and services on time and within budget".
2.	Measurable quality objectives are set in the Management Review of Quality according to the prevailing needs of the business.
3.	Effective measurement of the defined objectives is achieved by the application of all of the procedures described in Section 8 of this Manual relating to recording, monitoring and analysing customer feedback and non-conformance issues.
4.	Effective review of the defined objectives is an integral part of the Quality Policy review as required by the procedures described in Section 5.6 (Management review).

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5 - MANAGEMENT RESPONSIBILITY

5.4	**Planning (continued)**
5.4.2	**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 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.
2.	The Organisation holds regular management and operational review meetings to set and monitor the quality related objectives. The management team reviews the Quality System in order to ensure that it addresses all relevant processes and verification requirements.
3.	Processes that are necessary to facilitate the service provided, are determined, planned and implemented in accordance with the relevant procedures described in Section 7.1 of this Manual. The effectiveness of the documented procedures is subject to regular Management Review and revisions/improvements are made as necessary.

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5 - MANAGEMENT RESPONSIBILITY

5.5	**Responsibility, authority and communication**
5.5.1	**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
1.	Responsibilities and authorities, together with the job title of those responsible for communicating them throughout the Organisation, are illustrated on the Quality Structure Chart in this Manual.
2.	Specific Quality Management responsibilities are as follows: 1. All administration aspects of the Quality Management System including liaison with QMS International plc 2. Making all records and information available to QMS International plc 3. Ensuring an awareness of the importance of customer requirements 4. Providing guidance to employees in matters relating to the Quality Management System 5. Planning and carrying out internal Quality Audits 6. Controlling the analysis and resolution of problems relating to customer complaints 7. Verification of corrective actions resulting from non-conformance 8. Ensuring internal compliance with retention periods for records 9. Controlling the issue of documents, forms and procedures 10. Performance monitoring of suppliers and sub-contractors.

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5 - MANAGEMENT RESPONSIBILITY

5.5	**Responsibility, authority and communication (continued)**
5.5.2	**Management representative**
Summary of Requirements	A member of management must be appointed as the Management Representative /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 Quality Management System to senior management, in particular at Management Reviews. The QM promotes awareness of the level of customer satisfaction and monitors and analyses the feedback from customers.

	STATEMENT/PROCEDURE
1.	The Managing Director ensures that, at all times, a nominated member of management has responsibility for promoting customer awareness and implementing and ultimately overseeing all aspects of the Quality Management System.

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5 - MANAGEMENT RESPONSIBILITY

5.5	**Responsibility, authority and communication (continued)**
5.5.3	**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
1.	The Quality Policy is displayed on the Organisation's premises in order to ensure that it is made available and brought to the attention of all members of staff.
2.	Any information concerning changes and improvements to the Organisation's work processes is immediately communicated in the course of day-to-day operations.
3.	The effectiveness of the Quality Management System is communicated throughout the Organisation by providing copies of the minutes of Management Reviews, or extracts thereof, to individual members of staff in accordance with their role and responsibilities.
4.	Appropriate methods for internal communication are used according to the nature and required distribution of the information.

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5 - MANAGEMENT RESPONSIBILITY

5.6	**Management Review**
5.6.1	**General**
Summary of Requirements	The Standard places a prime requirement on senior management to review all aspects of its Quality Management System at regular, pre-determined intervals. In particular, these reviews must address the ongoing 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 below.
2.	A Management Review is carried out at not greater than six-monthly intervals and addresses, in addition to general matters, the following: 1. Follow up actions from earlier Management Reviews 2. Non-conformance records analysis – trends, significant or recurring issues 3. Status of preventive and corrective actions 4. Management Information trend analysis 5. Changes in the Organisation's operational environment that could affect the Quality Management System, including requirements for additional or revised resources 6. The Organisation's Quality Policy, objectives and goals in order to determine whether they remain relevant to the requirements of customers and management 7. The overall operation of the Organisation's Quality Management System in order to determine its continuing suitability and effectiveness 8. Plans for continual improvement 9. The performance of suppliers and sub-contractors, including any required actions resulting from unsatisfactory performance 10. Staff training and competence requirements 11. Customer satisfaction levels 12. The Organisation's compliance with all legal and other requirements 13. Review and approval of the Organisation's Health & Safety and other Policies 14. Working procedures and forms; possible need for new or revised material.

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5 - MANAGEMENT RESPONSIBILITY

5.6	**Management Review (continued)**
5.6.2	**Review input**
Summary of Requirements	The Management Review must consider: a) Results of Quality Audits b) Customer feedback c) Process performance d) Product/Service conformity e) Status of preventive and corrective actions f) Follow-up actions from previous Management Reviews g) Changes that could affect the Quality Management System h) Recommendations for improvement.

	STATEMENT/PROCEDURE
1.	Records and similar documents made available in order to facilitate the Management Review include, but are not limited to: 1. Previous Management Review records 2. Quality Audit Reports 3. Management Information records 4. Staff suggestions 5. Staff training and competency records 6. Non-conformance records including customer complaints 7. Customer satisfaction monitoring records 8. Approved supplier and sub-contractor records.
2.	The Quality Manager reviews and summarises quality record trends and highlights areas of concern to be addressed during Management Reviews.

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5 - MANAGEMENT RESPONSIBILITY

5.6	**Management Review (continued)**
5.6.3	**Review output**
Summary of Requirements	The Management Review output must address: a) Any identified changes in product/service and/or process performance b) Meeting the requirements of the market place c) Levels of customer satisfaction d) Requirements of, and compliance with, any new legislation and regulations.

	STATEMENT/PROCEDURE
1.	The findings of every Management Review are recorded and kept in accordance with the procedures described in Section 4.2.4 of this Manual 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 5. Targets and responsibilities for implementing any agreed action.
2.	In addition to Management Reviews, regular informal meetings take place. Significant issues are discussed and appropriate action is agreed and implemented, as necessary.

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6 - RESOURCE MANAGEMENT

6.1	**Provision of resources**
Summary of Requirements	Senior management must ensure that adequate resources are provided: a) For the ongoing implementation of the Quality Management System b) To ensure that 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.
2.	In addition to Management Reviews, regular informal meetings take place. Significant issues are discussed and appropriate action is agreed and implemented, as necessary.

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6 - RESOURCE MANAGEMENT

6.2	**Human resources**
6.2.1	**General**
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, experience, training and skills.
6.2.2	**Competence, training and awareness**
Summary of Requirements	Senior management must, on an ongoing 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.	All new members of staff receive appropriate induction training during their probationary period. This includes an introduction to the Quality Policy and their individual role in the operation of the Quality Management System.
2.	Staff training and competence are assessed taking into account each individual's education, skills and experience.
3.	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 5.6.
4.	Training and competence requirements may be identified as a result of: 1. Performance reviews 2. New personnel 3. New equipment and/or technology 4. Revised legal and/or regulatory requirements (e.g. Health & Safety) 5. Revised industry standards 6. Employee request.

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6.2	**Human resources (continued)**
5.	Appropriate training methods and aides are used that may include: 1. New starter induction training 2. Internal training by suitably trained staff 3. External training by an approved training provider 4. Practical demonstrations 5. Supplier hardware and software demonstrations 6. Technical manuals 7. Demonstrations 8. Toolbox Talks 9. Site inductions.
6.	A record of staff training and competence is kept including such details as: 1. Level of competence attained 2. Date of training or event 3. Training and/or activities undertaken 4. Duration 5. Qualifications and/or Certificates attained 6. Ongoing and/or future training and/or re-certification requirements.
7.	Qualified staff are responsible for undertaking and recording all continuing professional development training as required by their particular professional body.

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6.3	**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 (both hardware and software), transport equipment, information and communication systems.

	STATEMENT/PROCEDURE
1.	The Organisation's computer system is monitored in use. Any malfunction or system failure is immediately investigated. Short term fixes are carried out internally. Overall system maintenance is contracted to an external provider.
2.	Computer based software is subject to periodic review, maintenance and upgrade.
3.	The Organisation's vehicles are serviced in accordance with the manufacturer's recommendations.
4.	Quality related computer files are maintained in accordance with the relevant procedures described in Section 4.2.3 (Control of documents).
5.	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 equipment).

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6.4	**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
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.
2.	The Health & Safety Policy is reviewed at least annually. Safety guidelines are provided in all areas.
3.	All staff are instructed in the Organisation's Health & Safety requirements as part of new starter induction and ongoing training.
4.	Staff facilities and the workplace are maintained in an acceptable condition in order to ensure that all staff can carry out their duties effectively and efficiently.
5.	CoSHH Assessments are carried out for any potentially hazardous materials and chemicals.
6.	Risk Assessments and Method Statements are prepared for all site-based activities.
7.	All necessary safety instruction is given in Site Inductions and 'Toolbox Talks', according to the designated responsibilities. Records of attendance are maintained.
8.	Appropriate personal protective equipment (PPE) is issued to staff according to the nature of their duties.

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7.1	**Planning of product realisation**
Summary of Requirements	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 and documents, and provide resources specific to the product c) Required verification, validation, monitoring, measurement, 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 the 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.

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7.1	**Planning of product realisation (continued)**
	STATEMENT/PROCEDURE
1.	The work planning process involves determining and taking into account the Quality Policy, objectives and the requirements of the product and/or service requirements. This is achieved by the application of the documented Quality Management System and related processes and includes the provision of any necessary resources and validation and verification methods.
2.	New contracts are subject to contract specific review to determine planning and any other requirements relating to the deliverables.
3.	All contracts are planned and scheduled to an agreed programme.
4.	Human resources are identified and actions taken to ensure availability at contract start date.
5.	All pending jobs are entered in the Job register and scheduled for customer appointments.
6.	Sub-contractors are engaged when required by the application of procedures described in Section 7.4.
7.	Stock is purchased as required for specific jobs using the application of procedures described in Section 7.4.
8.	Risk Assessments and Method Statements are prepared and issued to the supervisor as part of the Site File.
9.	Any unforeseen risks encountered at site are referred to a competent person for appropriate action. If necessary a special Risk Assessment is prepared.
10.	Holidays are planned and scheduled to ensure adequate staff coverage to meet the customer expectations and the agreed deliverables.

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7.2	**Customer related processes**
7.2.1	**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 of the product requirements, whether or not specified by the customer. Such requirements may include legal and/or regulatory constraints applicable to the product and may include delivery and post delivery stipulations.
7.2.2	**Review of requirements related to the product**
Summary of Requirements	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 of 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 ongoing reviews must be recorded. Refer to Section 4.2.4 of this Quality Manual.
7.2.3	**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
1.	Enquiries are received or acquired by the following means: 1. Telephone, letter, e-mail and fax 2. Established customer 3. Established industry contacts 4. Referrals 5. The Organisation's Website and other marketing initiatives.

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7.2	**Customer related processes (continued)**
2.	On the receipt of a general enquiry, the prospective customer's fully defined requirements are reviewed in order to determine the Organisation's ability and wish to carry out the work.
3.	Appropriate details are recorded including: 1. Date 2. Prospective customer's name 3. Prospective customer's address and contact numbers 4. Full description of the service required 5. Timescales.
4.	The Organisation typically provides the prospective customer with an Organisation background and work history together with process information.
5.	Whenever appropriate, the prospective customer is asked to provide further information in order to fully define their requirements.
6.	Where necessary the salesperson arranges a visit to the customer to fully establish their needs.
7.	Supplier's maybe contacted by email or phone for quotations of stock not held.
8.	A uniquely referenced Quotation is sent to the customer. A copy of the quotation is held in the Quotation Log.
9.	Customer orders are requested in writing. A purchase order number and contact name maybe accepted from an established customer. The order is reviewed against the original Quotation and any anomalies are agreed and confirmed in writing before proceeding.
10.	Details of the order are entered into the Job Register. A unique Job reference is entered into the Sage accounting system.
11.	Any changes in customer requirement are re-quoted and processed on receipt of a revised or supplementary order. In the absence of a written order, the requirement is confirmed by e-mail.

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7.2	**Customer related processes (continued)**
12.	Credit checks are carried out before proceeding with the order.
13.	If the order cannot be fulfilled from stock an order is raised by the application of the purchasing procedures in Section 7.4 and delivery dates are established. The customer is informed of any undue delay.
14.	Tender proposals are delivered in the prescribed format and submitted prior to the closing date.
15.	Tender awards are confirmed in writing agreeing start dates.

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7.3	**Design and development**
7.3.1	**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: 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 of Requirements	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 of the following: a) Functional and performance requirements b) All relevant statutory 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 of Requirements	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.

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7.3	**Design and development (continued)**
7.3.4	**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.
7.3.5	**Design and development verification**
Summary of Requirements	Formal verification that the design and development output meets 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 of Requirements	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 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
1.	The design function of the Organisation covers the production of sketches, drawings (both outline and detail design), specifications and calculations.
2.	Design inputs in the form of a design brief or less formal input are documented on the Job File.

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7.3	**Design and development (continued)**
3.	Where design elements are identified the Job is assigned to the agreed personnel reflecting: 1. The agreement with the customer 2. The particular nature of the project 3. Specialist skills 4. Specialist experience 5. Specialist training 6. Specialist qualification.
4.	Where appropriate design output is verified by sub-contracted engineers, appointed by application of the procedures described in Section 7.4. Any findings are reported on the Job File and may act as further inputs into the design process.
5.	Records of the design process are kept on the Job File.
6.	Design output in the form of sketches, drawings, specifications and calculations are generated as the design process moves forward.
7.	Design review records are kept in the form of minutes or file notes on the Job File.
8.	Design outputs are validated in conjunction with the customer and/or their advisors to confirm that the customer requirements have been met.
9.	The customer acceptance of the design output is confirmed by the signing of the Temporary Works Check Sheet. A copy is held in the Job File.
10.	Design changes are administered as additional design inputs and subsequently administered accordingly.

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7.4	**Purchasing**
7.4.1	**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.
7.4.2	**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.
7.4.3	**Verification of purchased product**
Summary of Requirements	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 List of Approved Suppliers and Sub-contractors is maintained on file, details including: 1. Name 2. Date of approval/account opened 3. Type of goods and/or services 4. Contact details 5. Other account information.

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7.4	**Purchasing (continued)**
2.	Before a new supplier is added, the Organisation's approval procedure is followed.
3.	Selection is based on a number of criteria, which may include: 1. Historic supply performance 2. Quality of service/product 3. Price 4. Product test/trial 5. Samples 6. Technical support 7. Specialist suppliers 8. Delivery capability and reliability 9. Environmental criteria 10. ISO Standards 11. Qualification, competence and experience 12. Material traceability.
NOTE	The ISO 9001/14001 status of any prospective supplier is considered in the assessment process although the absence of certification does not necessarily preclude approval if all other critical assessment criteria have been met.
4.	Orders are raised for both specific requirement and to maintain stock goods holding levels.
5.	Orders are confirmed verbally or in writing according to the size and nature of the order and the supplier's requirements.
6.	The supplier is provided with full order details including: 1. Required delivery date if necessary 2. Required delivery arrangements 3. Delivery address 4. Quantities 5. Descriptions 6. Any special details.

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7.4	**Purchasing (continued)**
7.	Where an order is not confirmed in writing or by inspection at point of sale, the supplier is asked to read back the order details if they have not already done so.
8.	Incoming materials are checked for condition and quantity against the accompanying delivery documents.
9.	Goods found to be unsatisfactory during goods inwards or quality inspection are segregated from approved stocks, with arrangements made for their return at the earliest opportunity.
10.	Prospective sub-contractors maybe required to provide a written Quotation for the proposed works.
11.	Instructions are issued to sub-contractors by the agreed means.
12.	Any significant or persistent deficiencies in the goods or services supplied are treated as non-conformances and processed in accordance with the procedures described in Section 8.3.
13.	A review of the performance of key suppliers and sub-contractors is included in the six monthly Management Reviews.
14.	Suppliers and sub-contractors that continually fail to meet the Organisation's quality, safety and environmental standards may be removed from the Approved List, at the discretion of the Management Team.

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7.5	**Production and service provision**
7.5.1	**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
1.	All staff carry out their work reflecting: 1. Agreements with customers 2. Their skills, training, qualifications and experience 3. Further instructions from more senior management 4. Further instructions from customers.
2.	All members of staff are either qualified or trained in their appropriate field of work. Therefore documented generic work instructions are not considered appropriate.
3.	All members of staff are briefed regarding customer's requirements and the job specification.
4.	Staff are assigned to jobs based on the following criteria: 1. Skills required 2. Qualifications 3. Work load 4. Location.
5.	On receipt of any confirmed job, the job details are entered onto the Job Register. A Concrete Pour Check Sheet with job specifications is then generated and forwarded to the allocated supervisor.

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7.5	**Production and service provision (continued)**
6.	Start dates are confirmed with the customer.
7.	Existing stocks are checked and allocated where available. If necessary a stock order is raised in accordance with the procedures described in Section 7.4.
8.	Goods received are dealt with in accordance with the procedures outlined in Section 7.4
9.	The supervisor completes and signs the Concrete Pour Check Sheet and gets the customer to sign the sheet to confirm that the job has been carried out to their satisfaction.
10.	In the absence of the customer being on site at the work completion stage, the Concrete Pour Check Sheet is signed off by the allocated supervisor, the privilege afforded due to their skill, training and experience.
11.	Invoices and interim invoices are sent out as stipulated in the quotation or contract.

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7.5	**Production and service provision (continued)**
7.5.2	**Validation of processes for production and service provision**
Summary of Requirements	If the product cannot be checked before being released to the customer, the production or service process should be checked to ensure that the customer gets what they ordered.

	STATEMENT/PROCEDURE
1.	The Organisation does not carry out any special processes that require specific control features in order to ensure product conformity. The product conformity of all of the Organisation's output is readily verifiable by conduct of the appropriate inspection or test on completion. Therefore, this Section is not applicable to the Organisation's current activities. The Management Review process monitors this situation and should these circumstances change, procedures shall be introduced to address and comply with the requirements of the Standard as summarised above.

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7.5	**Production and service provision (continued)**
7.5.3	**Identification and traceability**
Summary of Requirements	Whenever appropriate, the status of the product within the process should be identifiable throughout the realisation process. If required by customers, the product and its component parts should be identifiable and traceable. Records should be maintained.

	STATEMENT/PROCEDURE
1.	Unique identification is achieved through the use of: 1. Customer name 2. Job name 3. Invoice records 4. Quote reference.
2.	The current status of work can be determined by reference to: 1. Job name 2. Job register 3. Concrete Pour Check Sheet 4. Invoice records 5. Labour time allocation records.

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7.5	**Production and service provision (continued)**
7.5.4	**Customer property**
Summary of Requirements	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.	On its receipt by the Organisation, customer property is clearly identified and subsequently processed in accordance with the relevant procedures set out in Section 7.5.5.
2.	All data and information provided by customers are treated as confidential in accordance with the requirements of the Data Protection Act 1998 and are protected using suitable physical and electronic protection methods.
3.	Customers are notified of any loss, corruption, or other damage to their data, information or property.

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7.5	**Production and service provision (continued)**
7.5.5	**Preservation of product**
Summary of Requirements	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
	IDENTIFICATION
1.	The manufacturer's coding, original packaging and labelling provide the identification of any equipment, parts or materials installed or used in the provision of the Organisation's services.
	PROTECTION
2.	The Organisation provides both personal protective and specialised handling equipment to facilitate the safe handling of materials and goods received, whilst at the same time affording them protection against damage or deterioration.
3.	The manufacturer's original packaging provides the protection of any equipment, parts or materials up to the delivery and installation at the customer's premises.
4.	Products are stored in accordance with the manufacturers' recommendations for the type of product being stored.
	HANDLING
5.	Handling of all items within the Organisation is undertaken via recognised safety methods, full consideration must be given to the potential dangers of any chemical or materials labelled as hazardous mindful of the size and type of outer packaging.

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7.5	**Production and service provision (continued)**
6.	All equipment is used with due regard to the relevant Health & Safety guidelines and subsequent risk assessments in operation at the time.
7.	All materials are handled with due regard to any relevant CoSHH Data Sheet advice.
	STORAGE
8.	The Organisation ensures the availability of bonded safe storage facilities for all materials on site giving both security and environmental protection, and with specific reference to requirements of any materials identified through CoSHH assessment.
9.	The preservation of raw materials will be maintained through controls relevant to the type of material and its stability, as described in the appropriate CoSHH Data Sheet.

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7.6	**Control of monitoring and measuring equipment**
Summary of Requirements	If fine tolerance monitoring or measurement is required, the equipment used must be checked before use. If fine tolerance monitoring or measurement equipment is used to establish product conformity it must be calibrated or verified at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards. Where no such standards exist, the basis used for calibration or verification must be recorded. Records of all calibrations, including the degree of error detected, must be kept.

	STATEMENT/PROCEDURE
1.	The Organisation does not use any equipment that requires any accurate measuring/monitoring requirements. Therefore, this Section is not generic to the nature of the Organisation's current activities. The Management Review process monitors this situation.
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 defined.

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8 - MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.1	**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 to requirements. This shall include the determination of applicable methods, including statistical techniques, and the extent of their use.

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

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8 - MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.2	**Monitoring and measurement**
8.2.1	**Customer satisfaction**
Summary of Requirements	Levels of customer satisfaction must be monitored and considered during Management Review.

	STATEMENT/PROCEDURE
1.	All staff maintain close relationships with customers and actively monitor their level of satisfaction with the Organisation's activities.
2.	Site teams maintain close working relationships with customers and any problems are immediately dealt with.
3.	Customer feedback is sought from all customers who are willing to cooperate in completing a satisfaction questionnaire. This is normally conducted by telephone or in face-to-face meetings using a questionnaire with graded (1 – 5) questions. A suggestion for improvement is invited.
4.	All returned Questionnaires are collated, analysed and passed for Management Review.
5.	All observations and feedback received, whether positive or negative, are recorded in a Customer Satisfaction File and subsequently administered accordingly.

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8 - MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.2	**Monitoring and measurement (continued)**
8.2.2	**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: 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 of 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 Quality Manager ensuring that every Section of the Quality Management System is verified at least annually.
2.	More frequent Quality Audits may be organised by the Quality Manager depending on the importance of the activities being audited.
3.	Internal Quality Audits are carried out according to the following procedures:
4.	At the beginning of every month, the Quality Manager consults the Quality Audit Programme and establishes which, if any, parts of the Quality Management System are to be audited during the coming month.
5.	A member of staff, whenever possible independent of the activity to be audited, is appointed by the Quality Manager.
6.	The Auditor refers to the Quality Manual and determines the activities to be audited.
7.	The Auditor selects a representative number of records to be audited on a random basis.

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8.2	**Monitoring and measurement (continued)**
8.	The Auditor advises any personnel concerned that a Quality Audit is being undertaken and answers any questions they may have regarding the audit.
9.	The Auditor examines the records selected in order to determine whether the activities identified above have been carried out correctly.
10.	The Auditor keeps a record of the process and the findings of the Quality Audit.
11.	The Quality Audit record and all other documents relating to internal audits are passed to the Quality Manager.
12.	The Quality Audit record and all other documents relating to internal Quality Audits are retained for inspection by QMS International plc at the annual external Quality Audit.
13.	All issues arising from the internal Quality Audit requiring immediate attention are discussed with the appropriate personnel and a record is kept on a Quality Audit Report or Management Information Report as appropriate.
14.	The Quality Manager ensures that the Quality Audit results are discussed at the next Management Review.

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8.2	**Monitoring and measurement (continued)**
8.2.3	**Monitoring and measurement of processes**
Summary of Requirements	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 are achieved by implementation of the procedures set out in Sections 8.2.2 (Internal audit) and 5.6 (Management review).
2.	Documents used to facilitate the monitoring and measurement of processes include but are not limited to: 1. Quality Audit records 2. Customer feedback records 3. Non-conformance records.

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8.2	**Monitoring and measurement (continued)**
8.2.4	**Monitoring and measurement of product**
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. Records must indicate the identity of the individual authorising release of product for delivery.

	STATEMENT/PROCEDURE
1.	The Concrete Pour Check Sheet is signed off by the supervisor and/or the customer on completion of the job.
2.	The Job Register is updated with the completion date.
3.	Invoices are sent out on completion of the work or as agreed in the contract.

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8.3	**Control of non-conforming product**
Summary of Requirements	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 or release for reuse.

	STATEMENT/PROCEDURE
1.	All activities not meeting the requirements of the Quality Management System or agreements with customers are suspended pending further action.
2.	All materials, products, services and sub-contractor performance not meeting the required specification are clearly identified and/or segregated pending a decision regarding their further disposition.
3.	Significant issues arising in the following areas are processed as non-conformances: 1. Quality control issues 2. Supplier or sub-contractor issues 3. Administrative errors 4. Customer complaints 5. Health & Safety issues.
4.	A record of each issue is entered on the on the Non-conformance Log, describing the occurrence and its cause.
5.	Any complaint received from a customer is referred to the Management Team and processed in accordance with the Organisation's complaints procedure.

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8.4	**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 for consideration during Management Review.

	STATEMENT/PROCEDURE
1.	The following data is analysed in order to identify trends and opportunities for preventive and/or improvement actions: 1. Customer satisfaction monitoring records 2. Product and/or service conformity records 3. Product and/or service trends 4. Results of internal Quality Audits as a measurement of the effectiveness of the Quality Management System 5. Non-conformance records.
2.	The analysed data is presented as critical input into the Management Review process set out in Section 5.6.

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8 - MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.5	**Improvement**
8.5.1	**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
1.	The effectiveness of the Quality Management System 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.

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8 - MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.5	**Improvement (continued)**
8.5.2	**Corrective action**
Summary of Requirements	Documented procedures must be established and maintained to address: a) Identifying non-conformities b) Determining their cause(s) 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 of Requirements	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.	As a fundamental component of their role, senior management is responsible for identifying situations within the Organisation's activities that may create non-conformances.
2.	Whenever such a situation is identified, preventive action is formulated and applied.
3.	All such action is recorded on a Non-conformance Log and its cause and effect are subject to Management Review in addition to routine monitoring.
4.	The action taken to correct any non-conformances is recorded on the Non-conformance Log.
5.	An investigation is undertaken to determine the cause of the non-conformance.

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8.5	**Improvement (continued)**
6.	The preventive action taken in order to prevent recurrence of any such activities is similarly recorded.
7.	The collective actions taken to prevent recurrence of non-conformances, and those records and reports generated, are regularly reviewed at Management Reviews in order to identify any trends and to determine the effectiveness of preventive measures taken.
8.	Revised procedures are developed and implemented as considered appropriate and are reviewed accordingly.