

Webber (NW) Ltd

Quality Manual
23rd June 2018

**Scope: Steel fabrication and installation
specialising in glass balustrade systems and
structural steel, pipe work installations and
construction projects**

ISO 9001:2015

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Contents Review & Approval
Signed: Stephen Griffin
Name & Title: Stephen Griffin – Director
Date: 23.6.18

Each related section is indicated, **in blue for ISO 9001:2015 standard.**

4.0 Context of The Organisation

4.1 Understanding the Organisation & Its Context

Clause 4.1

Webber (NW) Ltd is one of the North West's fastest-growing design, fabrication and installation companies. Specialising in Glass Balustrade systems, Structural steel, Pipe Work Installations and Construction projects, we work with clients in every part of the country to create and build lasting, memorable projects. We have earned an enviable reputation for quality and reliability amongst our expanding customer base. The reason? We know that our customers don't look to us to just supply steelwork. Our clients rely on us for our industry knowledge and our willingness to go the extra mile to meet their requirements and trust us to deliver the best quality product on time and at a competitive price.

Webber (NW) Ltd has determined external and internal issues that are relevant to its purpose and that affect its ability to achieve the intended outcome(s) of its quality management system. These issues include all quality conditions capable of

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affecting or being affected by Webber (NW) Ltd. The external and internal issues are identified and monitored via PEST & SWOT Analysis.

PESTEL	
Political Factors	Political direction in country (Brexit), housing market & monetary policies.
Economic Factors	Economic growth (impact on capital), interest rates (impact on how much capital can be borrowed), inflation (impact on cost of service)
Social Factors	Increased literacy, population growth, age distribution (skilled/experienced staff ageing out of workforce) & increase per capita income.
Technological Factors	Advancement in technology development, technology infrastructure in country (Web/Broadband/Mobile) & improved communication (information and communication can be passed between clients with the use of email, mobile phones/landline phones)
Environmental Factors	Environment issues regarding location (proximity to local rivers) & climate change/extreme weather
Legal Factors	Financial legislation (e.g. Corporation Tax Act 2010), environmental legislation (e.g. Hazardous Waste Regulation 2016), changes in data protection legislation (The General Data Protection Regulation 2018) and health & safety legislation (e.g. Health & Safety at Work Act 1974).
SWOT	
Strengths	Strong leadership, management commitment, motivated workforce, limited borrowing, quick decision making & strong customer focus.
Weaknesses	System auditing.
Opportunities	Flexibility in service delivery, quicker response to customer needs & high growth potential.
Threats	Political direction in country (Brexit) & monetary policies, service delivery, loss of certification, health & safety, training awareness, competition, employee safety, fire risk, enforcement notice, loss of insurance, press statements, complaints, damage to company reputation, loss of IT data, loss of experienced personnel, contractual agreements, health & safety legislation, not making enough profit/poor cashflow, cost of materials & GDPR.

4.2 Understanding the Needs and Expectations of Interested Parties

Clause 4.2

Webber (NW) Ltd has determined interested parties that are relevant to the quality management system, the relevant needs and expectations (i.e. requirements) of these interested parties.

Interested Party	Requirements	Internal/External
Bank	Supply of financial statements.	External
Certification Body	Meeting and maintaining the requirements of the ISO 9001:2015 Standard via internal audits.	External
Customers	Value for money, high quality product, adherence to contractual agreements, on time delivery, effective communication, technical support, supply continuity & defined lead times.	External
Competitors	None.	External
Employees	Terms & conditions. Training & support. Safe working conditions.	Internal
Employee families	Safe working conditions for employees.	Internal
Emergency services (e.g. firefighters)	Fire safety provision. Adherence to health & safety practices.	External
HSE	Compliance with all applicable legislative requirements.	External
Government	Meeting legislative requirements in relation to monetary, employment & quality policies.	External
Media	Issuing statements to reporters from newspapers, radio or television (if and when required).	External
Insurer	Having appropriate insurance such as employer's liability, product liability. Business continuity plan	External
Neighbours	Responsive to complaints & neighbourhood concerns.	External
Owners of the business	Return on capital. Good company image and reputation (i.e. quality, environment and health & safety). Safeguarding premises.	Internal
Suppliers & Sub Contractors	Adherence to payment terms.	External

4.3 Determining the Scope of The Quality Management System

Clause 4.3

Webber (NW) Ltd has determined the boundaries (the range of the company's activities) and applicability (all clauses) of the quality management system to establish its scope. The need for Webber (NW) Ltd to achieve and maintain the specified standards of quality of its customers has led the Company to practise and maintain the quality management system. The Quality Manual & Quality Procedures are intended to serve as an orderly means of presenting policies, procedures and instructions to satisfactorily control the quality management system.

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Scope:

Steel fabrication and installation specialising in glass balustrade systems and structural steel, pipe work installations and construction projects

Exclusions:

Non-Applicable

4.4 Quality Management System**4.4.1****Clause 4.4.1**

Webber (NW) Ltd will endeavour to establish, implement, maintain and continually improve the quality management system, including the processes needed and their interactions. Webber (NW) Ltd shall consider the knowledge of its context when establishing and maintaining the QMS.

5.1 Leadership & Commitment**5.1.1 General****Clause 5.1.1**

Leadership and commitment will be driven by senior management within Webber (NW) Ltd. The Directors will be responsible for ensuring policies and objectives are established for the QMS and are compatible with the context and strategic direction of Webber (NW) Ltd. The Directors are responsible for promoting the use of the process approach/risk-based thinking, ensuring resources are available, communicating the importance of conforming to the QMS, promoting continual improvement, ensuring the QMS achieves its intended results, engaging, directing and supporting persons who contribute to the effectiveness of the QMS. Senior management will also be responsible for other relevant management roles defined within the QMS.

5.1.2 Customer Focus**Clause 5.1.2**

Senior management (Directors) will be responsible for demonstrating leadership and commitment with respect to customer focus, by ensuring customer and applicable statutory and regulatory requirements are determined, understood and consistently met, determining the risks and opportunities that can affect conformity of services and ensuring the focus remains on customer satisfaction.

5.2 Quality Policy**Clause 5.2.1 & Clause 5.2.2**

Senior management (Directors) will be responsible for developing policies (ensuring they are appropriate to the purpose and context of Webber (NW) Ltd, providing a framework for setting and reviewing objectives, including a commitment to satisfy applicable requirements). Policies will be communicated and available to relevant interested parties. Senior management (Directors) will endeavour to ensure policies are:

- Available and maintained as documented information.
- Communicated, understood and applied within Webber (NW) Ltd.
- Available to relevant interested parties.

5.3 Organisational Roles, Responsibilities and Authorities**Clause 5.3**

Senior management (Directors) will ensure that the responsibilities and authorities for relevant roles are assigned, communicated and understood within Webber (NW) Ltd. These responsibilities will be maintained as documented information within the QMS.

6.0 Planning**6.1 & 6.1.2 Action to Address Risk & Opportunities****Clause 6.1 & 6.1.2**

During the planning phase Webber (NW) Ltd will determine the risks and opportunities that need to be addressed to:

- Provide assurance that the QMS can achieve the intended results.
- Enhance desirable effects.
- Prevent or reduce, undesired effects.
- Achieve improvement.

The plan devised by senior management shall:

- Action to address these risks and opportunities identified.

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- Integrate and implement the Action(s) into its QMS.
- Evaluate the effectiveness of these actions.

6.2 Quality Objectives & Planning to Achieve Them

Clause 6.2

Senior management (Directors) will establish objectives at relevant functions, levels and processes needed for the QMS. Senior management (Directors) when planning to achieve objectives will establish what will be done, what resources will be required, who will be responsible, when will it be completed and how the results will be evaluated.

6.3 Planning of Changes

Clause 6.3

Webber (NW) Ltd will determine the need for changes to the QMS, the changes shall be carried out in a planned manner: The purpose of the change and any potential consequences, the integrity of the QMS, the availability of resources, the allocation or re-allocation of responsibilities and authorities. Webber (NW) Ltd has generated a separate document (Planning of Change) to identify any potential changes to QMS.

7.0 Support

7.1 Resources

Clause 7.1

Webber (NW) Ltd will define and provide the resources needed for the establishment, implementation, maintenance and continual improvement of the quality management system.

7.1.1 General

Clause 7.1.1

Webber (NW) Ltd will consider:

- The capabilities of, and constraints on, existing internal resources.
- What needs to be obtained from external providers.

7.1.2 People

Clause 7.1.2

Webber (NW) Ltd will determine and provide the persons necessary for the effective implementation of its quality management system and for the operation and control of its processes.

7.1.3 Infrastructure

Clause 7.1.3

Webber (NW) Ltd will determine, provide and maintain the infrastructure necessary for the operation of its processes and to achieve conformity of products and services.

Infrastructure can include:

- Buildings and associated utilities.
- Equipment, including hardware and software.
- Transportation resources.
- Information and communication technology.

7.1.4 Environment for The Operation of Processes

Clause 7.1.4

Webber (NW) Ltd will determine, provide and maintain the environment necessary for the operation of its processes and to achieve conformity of products and services.

Suitable environment can be a combination of human and physical factors, such as:

- Social (e.g. non-discriminatory, calm, non-confrontational).
- Psychological (e.g. stress-reducing, burnout prevention, emotionally protective).
- Physical (e.g. temperature, heat, humidity, light, airflow, hygiene, noise).

7.1.5 Monitoring & Measuring Resources

7.1.5.1 General

Clause 7.1.5.1

Webber (NW) Ltd will determine and provide the resources needed to ensure valid and reliable results when monitoring or measuring is used to verify the conformity of products and services to requirements.

Webber (NW) Ltd shall ensure that the resources provided:

- Are suitable for the specific type of monitoring and measurement activities being undertaken.

- Are maintained to ensure their continuing fitness for their purpose. Webber (NW) Ltd will retain appropriate documented information as evidence of fitness for purpose of the monitoring and measurement resources.

7.1.5.2 Measurement Traceability

Clause 7.1.5.2

When measurement traceability is a requirement, or is considered by Webber (NW) Ltd to be an essential part of providing confidence in the validity of measurement results, measuring equipment shall be:

- Calibrated or verified, or both, at specified intervals, or prior to use, against measurement standards traceable to international or national measurement standards; when no such standards exist, the basis used for calibration or verification shall be retained as documented information.
- Identified in order to determine their status.
- Safeguarded from adjustments, damage or deterioration that would invalidate the calibration status and subsequent measurement results.

Webber (NW) Ltd will determine if the validity of previous measurement results has been adversely affected when measuring equipment is found to be unfit for its intended purpose and shall take appropriate action as necessary.

7.1.6 Organisational Knowledge

Clause 7.1.6

Webber (NW) Ltd recognises that organisational knowledge is a valuable resource that supports the management activities and ensures continual product and service conformity. To ensure that organisational knowledge is retained and transferred, organisational knowledge is recorded in documented information, and is embedded in the company processes.

Examples of organisational knowledge include:

- Documented information regarding a process, product or service.
- Previous specifications and work instructions.
- The experience of skilled people and their processes and operations.
- Knowledge of technologies and infrastructure relevant to our organisation.

Sources of internal knowledge also include our intellectual property; knowledge gained from experience, lessons learnt from failures and successes; capturing and sharing undocumented knowledge and experience and the results of improvements in processes, products and services. Sources of external knowledge include ISO standards knowledge gathered from customers, stakeholders or other external parties. Webber (NW) Ltd determines and reviews internal and external sources of knowledge, such as:

- Lessons learnt from non-conformities, corrective actions, and the results of improvement.
- Gathering knowledge from customers and suppliers.
- Capturing knowledge existing within the organisation, e.g. through mentoring/succession planning.
- Sharing knowledge with relevant interested parties.

7.2 Competence

Clause 7.2

Webber (NW) Ltd will define the necessary competence of persons doing work under its control that affects the performance and effectiveness of the QMS. Webber (NW) Ltd will ensure that all relevant personnel are competent on the basis of appropriate education, training or experience. Webber (NW) Ltd when applicable will take actions to acquire the necessary competence and evaluate the effectiveness of the actions taken. Webber (NW) Ltd will retain appropriate documented information as evidence of competence.

7.3 Awareness

Clause 7.3

Personnel doing work under the control of Webber (NW) Ltd shall be aware of:

- The quality policy and relevant objectives.
- Their contribution to the effectiveness of the QMS, including the benefits of improved performance.
- The implications of not conforming to the QMS requirements.

7.4 Communication

Clause 7.4

Webber (NW) Ltd will determine internal and external communications relevant to the QMS. Senior management (Directors) will need to consider:

- What it will communicate.
- When to communicate.
- With whom to communicate.
- How to communicate.

Webber (NW) Ltd will communicate pertinent quality information to employees, visitors and other interested parties. Senior management (Directors) will promote participation amongst employees, to ensure that employees are involved in the review of QMS processes and actions to manage quality issues. Employees will be consulted about changes affecting the QMS. Documented information will be retained from these consultations. Senior management (Directors) will endeavour to communicate compliance obligations with employees.

7.5 Documented Information

7.5.1 General

Clause 7.5.1

Webber (NW) Ltd QMS shall include:

Documented information required by this international standard and determined by Webber (NW) Ltd as being necessary for the effectiveness of the QMS.

7.5.2 Creating & Updating

Clause 7.5.2

When creating and updating documented information Webber (NW) Ltd shall ensure appropriate: Identification and description (e.g. a title, date, author, or reference number), format (e.g. language, software version, graphics) and media (e.g. paper, electronic) & review and approval for suitability and adequacy.

7.5.3 Control of Documented Information

Clause 7.5.3

Documented information required by the QMS and by this International Standard will be controlled to ensure:

- It is available and suitable for use, where and when it is needed.
- It is adequately protected.

For control of documented information Webber (NW) Ltd shall address the following activities where applicable:

- Distribution, access, retrieval and use.
- Storage and preservation.
- Control of changes.
- Retention and disposition.

Documented information of external origin is identified as appropriate and controlled by authorised personnel.

8.0 Operation

8.1 Operational Planning & Control

Clause 8.1

Webber (NW) Ltd will plan, implement and control the processes needed to meet requirements for the provision of services, and to implement the actions determined by:

- Determining requirements for services.
- Establishing criteria for the processes and for the acceptance of services.
- Determining the resources needed to achieve conformity to service requirements.
- Implementing control of the processes in accordance with the criteria.
- Requirements are considered in the design process for the development, delivery, use and end-of-life treatment of its products and services.

Determining and keeping documented information to the extent necessary to have confidence that the processes have been carried out as planned and to demonstrate conformity of services to requirements. Webber (NW) Ltd shall control planned changes and review the consequences of unintended changes taking action to mitigate any adverse effects as necessary. Webber (NW) Ltd shall ensure that outsourced processes are controlled.

8.2 Requirements for Services.

8.2.1 Customer Communication

Clause 8.2.1

Webber (NW) Ltd will be in regular contact with customers, communication with customers shall include:

- Providing information relating to products and services.
- Handling enquiries, contracts or orders including changes.
- Obtaining customer feedback, including customer complaints.
- The handling or controlling customer property.
- Establishing specific requirements for contingency actions when relevant.

8.2.2 Determining the Requirements for Products & Services

Clause 8.2.2

When determining the requirements for the products and services to be offered to customers, Webber (NW) Ltd shall ensure that:

- The requirements for the products and services are defined, including.
- Any applicable statutory and regulatory requirements.
- Those considered necessary by the organisation.

- The organisation can meet the claims for the services it offers.

8.2.3 Review of Requirements for Products & Services

Clause 8.2.3

Webber (NW) Ltd shall ensure that it has the ability to meet the requirements for products and services to be offered to customers. Webber (NW) Ltd shall conduct a review before committing to supply products and services to a customer, to include:

- Requirements specified by the customer, including the requirements for delivery and post-delivery activities.
- Requirements not stated by the customer, but necessary for the specified or intended use, when known.
- Requirements specified by the organisation.
- Statutory and regulatory requirements applicable to the products and services.
- Contract or order requirements differing from those previously expressed.

Webber (NW) Ltd shall ensure that contract or order requirements differing from those previously defined are resolved. The customer's requirements shall be confirmed by Webber (NW) Ltd before acceptance, when the customer does not provide a documented statement of their requirements.

8.2.4 Changes to Requirements for Products & Services

Clause 8.2.4

Webber (NW) Ltd will ensure that relevant documented information is amended, and that relevant persons are made aware of the changed requirements when the requirements for products and services are changed.

8.3 Development of Products & Services

Clause 8.3

8.3.1 General

Clause 8.3.1

Webber (NW) Ltd will establish, implement and maintain a design and development process that is appropriate to ensure the subsequent provision of products & services.

8.3.2 Design & Development Planning

Clause 8.3.2

Webber (NW) Ltd will determine the stages and controls for design and development,

Webber (NW) Ltd will consider:

- The nature, duration and complexity of the design and development activities.
- The required process stages, including applicable design and development reviews.
- The required design and development verification and validation activities.
- The responsibilities and authorities involved in the design and development process.
- The internal and external resource needs for the design and development of products and services.
- The need to control interfaces between persons involved in the design and development process.
- The need for involvement of customers and users in the design and development process.
- The requirements for subsequent provision of products and services.
- The level of control expected for the design and development process by customers and other relevant interested parties.
- The documented information needed to demonstrate that design and development requirements has been met.

8.3.3 Design & Development Inputs

Clause 8.3.3

Webber (NW) Ltd will determine the requirements essential for the specific types of products and services to be designed and developed. Webber (NW) Ltd will consider:

- Functional and performance requirements.
- Information derived from previous similar design and development activities.
- Statutory and regulatory requirements
- Standards or codes of practice that Webber (NW) Ltd has committed to implement.
- Potential consequences of failure due to the nature of the products and services.

Inputs shall be adequate for design and development purposes, complete and unambiguous. Conflicting design and development inputs shall be resolved.

8.3.4 Design & Development Controls

Clause 8.3.4

Webber (NW) Ltd will apply controls to the design and development process to ensure that:

- The results to be achieved are defined.
- Reviews are conducted to evaluate the ability of the results of design and development to meet requirements. Verification activities are conducted to ensure that the design and development outputs meet the input requirements.
- Validation activities are conducted to ensure that the resulting products and services meet the requirements for the specified application or intended use.
- Any necessary actions are taken on problems determined during the reviews, or verification and validation activities.
- Documented information of these activities is retained.

8.3.5 Design & Development Outputs

Clause 8.3.5

Webber (NW) Ltd will ensure that design and development outputs:

- Meet the input requirements.
- Are adequate for the subsequent processes for the provision of products and services.
- Include or reference monitoring and measuring requirements, as appropriate, and acceptance criteria.
- Specify the characteristics of the products and services that are essential for their intended purpose and their safe and proper provision. The Webber (NW) Ltd will retain documented information on design and development outputs.

8.3.6 Design & Development Changes

Clause 8.3.6

Webber (NW) Ltd will identify, review and control changes made during, or subsequent to, the design and development of products and services, to the extent necessary to ensure that there is no adverse impact on conformity to requirements.

Webber (NW) Ltd will retain documented information on:

- Design and development changes.
- The results of reviews.
- The authorisation of the changes.
- The actions taken to prevent adverse impacts.

8.4 Control of Externally Provided Services

8.4.1 General

Clause 8.4.1

Webber (NW) Ltd will ensure that externally provided processes, products, and services conform to specified requirements.

Webber (NW) Ltd will establish the criteria for the evaluation, selection, monitoring of performance and re-evaluation of external providers.

8.4.2 Type & Extent of Control

Clause 8.4.2

Webber (NW) Ltd shall ensure that externally provided processes, products and services do not adversely affect Webber (NW) Ltd ability to consistently deliver conforming products and services to its customers.

8.4.3 Information for External Providers

Clause 8.4.3

Webber (NW) Ltd will ensure the adequacy of requirements prior to their communication to the external provider.

8.5 Service Provision

8.5.1 Control of Service Provision

Clause 8.5.1

Webber (NW) Ltd will ensure that the provision of the services is carried out under controlled conditions.

Webber (NW) Ltd will ensure the availability of documented information that defines the characteristics of the services, the availability of documented information that defines the activities to be performed and the results to be achieved. Webber (NW) Ltd will determine monitoring and measurement activities, at appropriate stages, to verify that criteria for control of processes and process outputs, and acceptance criteria for services, is suitably met. Senior management (Directors) are responsible for ensuring personnel carrying out the tasks are competent and qualified. Webber (NW) Ltd will determine effective methods of ensuring traceability during the operation process. Webber (NW) Ltd will define property belonging to customers or external providers, whilst determining how the property will be effectively controlled.

8.5.2 Identification & Traceability

Clause 8.5.2

Webber (NW) Ltd will use suitable means to identify outputs when it is necessary to ensure the conformity of products and services. Webber (NW) Ltd shall identify the status of outputs with respect to monitoring and measurement requirements throughout production and service provision. Webber (NW) Ltd will control the unique identification of the outputs when traceability is a requirement and shall retain the documented information necessary to enable traceability.

8.5.3 Property Belonging to Customers or External Providers

Clause 8.5.3

Webber (NW) Ltd will exercise care with property belonging to customers or external providers while it is under Webber (NW) Ltd control. Webber (NW) Ltd shall identify, verify, protect and safeguard customers' or external providers' property provided for use or incorporation into the products and services. When the property of a customer or external provider is lost, damaged or otherwise found to be unsuitable for use, Webber (NW) Ltd shall report this to the customer or external provider and retain documented information on what has occurred.

8.5.4 Preservation

Clause 8.5.4

Webber (NW) Ltd will preserve the outputs during production and service provision, to the extent necessary to ensure conformity to requirements.

8.5.5 Post-Delivery Activities

Clause 8.5.5

Webber (NW) Ltd will meet requirements for post-delivery activities associated with the products and services. In determining the extent of post-delivery activities that are required, Webber (NW) Ltd shall consider:

- Statutory and regulatory requirements.
- The potential undesired consequences associated with its products and services.
- The nature, use and intended lifetime of its products and services.
- Customer requirements.
- Customer feedback.

8.5.6 Control of Changes

Clause 8.5.6

Webber (NW) Ltd will review and control changes for production or service provision, to the extent necessary to ensure continuing conformity with requirements.

8.6 Release of Products & Services

Clause 8.6

Webber (NW) Ltd will implement planned arrangements, at appropriate stages, to verify that the service requirements have been met. The release of products and services to the customer shall not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, as applicable, by the customer.

8.7 Control of Non-Conforming Process Outputs

Clause 8.7.1 & Clause 8.7.2

Webber (NW) Ltd will maintain documented information on non-conformances and actions taken to address non-conformances.

Webber (NW) Ltd will take appropriate action based on the nature of the nonconformity and its effect on the conformity of products and services. This shall also apply to nonconforming products and services detected after delivery of products, during or after the provision of services.

Webber (NW) Ltd will retain documented information that:

- Describes the nonconformity.
- Describes the actions taken.
- Describes any concessions obtained.
- Identifies the authority deciding the action in respect of the nonconformity.

9.0 Performance Evaluation

9.1 Monitoring, Measurement, Analysis & Evaluation

9.1.1 General

Clause 9.1.1

Webber (NW) Ltd will determine: what needs to be monitored and measured, the methods of monitoring measurement, analysis and evaluation as applicable to ensure valid results, when monitoring and measuring will be performed and when

results from monitoring and measurement shall be analysed and evaluated. Webber (NW) Ltd will evaluate the performance and effectiveness of the QMS.

9.1.2 Customer Satisfaction

Clause 9.1.2

The majority of Webber (NW) Ltd services are supplied for companies who place regular orders. The continued placing of these orders will be a major indication of the customer's ongoing satisfaction with the quality of Webber (NW) Ltd services. Letters of satisfaction are held on file. They, together with any other information, will be used as a means of assessing customer satisfaction during a Management Review meeting and may also be used as marketing/promotional material. When a customer expresses dissatisfaction with Webber (NW) Ltd performance/service in writing, this will be classed as a customer complaint and will be recorded. Examples of monitoring customer perceptions can include customer surveys & customer feedback on delivered services.

9.1.3 Analysis & Evaluation

Clause 9.1.3

Webber (NW) Ltd will analyse and evaluate appropriate data and information arising from monitoring and measurement. The results of analysis shall be used to evaluate: conformity of products and services the degree of customer satisfaction, the performance and effectiveness of the quality management system, if planning has been implemented effectively, the effectiveness of actions taken to address risks and opportunities, the performance of external providers, the need for improvements to the quality management system.

9.2 Internal Audit

Clause 9.2

Webber (NW) Ltd will conduct internal audits at planned intervals to provide information on whether the QMS conforms to the organisations own requirements for its QMS and to this international standard and is effectively implemented and maintained.

9.3 Management Review

9.3.1 General

Clause 9.3.1

Senior management (Directors) will review the QMS, at planned intervals, to ensure its continuing suitability, adequacy and effectiveness. The Agenda for the annual review is:

- a. The status of actions from previous management reviews.
- b. Changes in external and internal issues that are relevant to the quality management system.
- c. Information on the performance and effectiveness of the quality management system, including trends:
 1. Customer satisfaction and feedback from relevant interested parties.
 2. The extent to which objectives quality have been met.
 3. Process performance and conformity of products and services.
 4. Non-conformities and corrective actions.
 5. Monitoring and measurement results.
 6. Audit results.
 7. The performance of external providers.
- d. The adequacy of resources.
- e. The effectiveness of actions taken to address risks and opportunities.
- f. Opportunities for improvement.

The outputs of the management review shall include

- a. Opportunities for improvement.
- b. Any changes to the quality management system.
- c. Resource needs.

10.0 Improvement

10.1 General

Clause 10.1

Webber (NW) Ltd will determine and select opportunities for improvement and implemented the necessary actions to meet customer requirements with a view to enhance customer satisfaction.

10.2 Non-Conformity & Corrective Action

10.2.1

Clause 10.2.1

When a nonconformity occurs, including those arising from complaints, Webber (NW) Ltd will react to the nonconformity. Where a non-conforming product is identified, the cause of the problem will be determined and recorded on a Non-Conformity Report. The need for corrective action to address the non-conformity will be assessed. Where it is determined that such action is required, the appropriate corrective action will be established and, if practicable and cost effective, introduced at the earliest opportunity. Details of these actions will be entered onto the Non-Conformity Report. The process will be monitored to confirm the effectiveness of the actions taken. If necessary, further corrective actions will be considered. When a customer makes a written complaint to Webber (NW) Ltd it is dealt with by the Quality Manager who raise a Non-Conformity Report. The Quality Manager then monitors the investigation of the complaint and, if agreeing that the complaint is valid, determines and verifies implementation of the appropriate corrective actions. These will be entered onto the report. The problem will be monitored to ensure that the corrective actions were effective. When the complaint has been resolved to the customer's reasonable satisfaction, the Non-Conformity Report will be dated and signed as completed. Customer complaints will be reviewed during each Management Review to determine whether or not there is a trend in them.

10.3 Continual Improvement

Clause 10.3

Webber (NW) Ltd is committed to the continually improvement of the QMS. Webber (NW) Ltd will consider the results of analysis and evaluation, and the outputs from management review, to determine if there are needs or opportunities that shall be addressed as part of continual improvement.

Quality Policy Statement

Top management have established policy which outlines the company’s commitment to quality. To ensure that this policy is clearly defined, understood and effectively implemented at all stages of the company’s operations, a documented quality system has been developed to comply with the requirements of ISO 9001:2015 to which this manual is correspondingly referenced. The manual specifies the organisation and procedures upon which, Webber (NW) Ltd quality policy is based on. The procedures, which apply to all products/services of Webber (NW) Ltd, have been authorised by the undersigned and must be adhered to for the relevant activity at all stages of Webber (NW) Ltd operations. All the company procedures are relevant to the expectations and needs of the customers. Webber (NW) Ltd will review this policy and the quality objectives at the management review meeting. Webber (NW) Ltd is committed to a continuous improvement programme. A copy of this statement will be issued or made available to all employees of Webber (NW) Ltd. This policy statement and the integrated manual will be reviewed at the management review meeting.

The quality policy statement is:

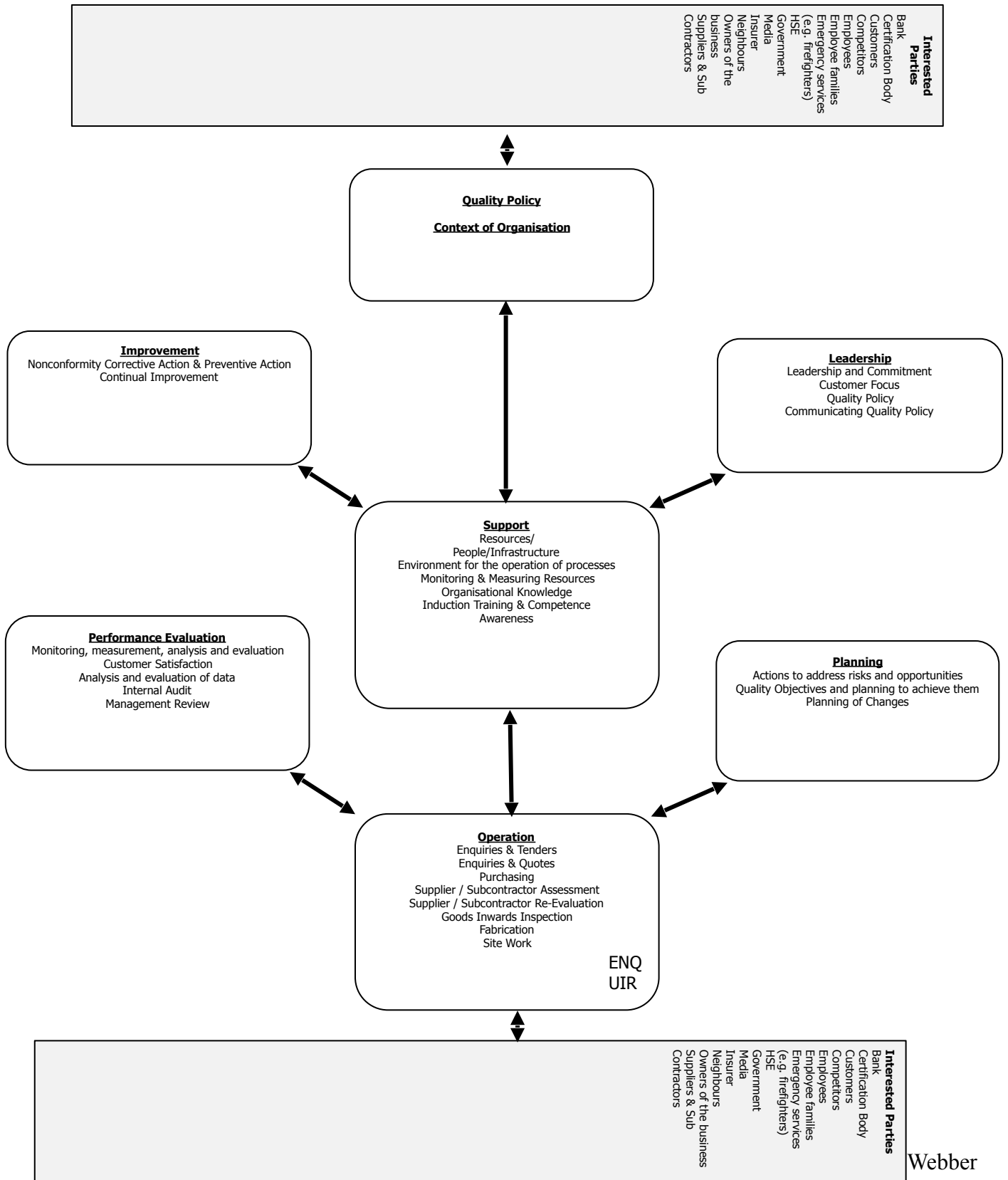
- Appropriate to the purpose and context of Webber (NW) Ltd and supports its strategic direction.
- Committed to provide a framework for setting quality objectives.
- Committed to satisfy applicable requirements.
- Committed to continual improvement of the quality management system.
- Available and be maintained as documented information.
- Communicated, understood and applied within Webber (NW) Ltd.

The quality policy statement shall:

- Take accountability of the effectiveness of the QMS.
- Ensure that the quality policy and objectives are established for the QMS and are compatible with the context and strategic direction of organisation.
- Ensure the integration of the QMS requirements into the organisation’s business processes.
- Promote the use of the process approach and risk-based thinking.
- Ensuring that the resources needed for the QMS are available.
- Communicate the importance of effective integrated management and of conforming to the QMS requirements.
- Ensuring that the QMS achieves its intended results.
- Engage, direct and support persons to contribute to the effectiveness of the QMS.
- Promoting continual improvement.
- Support other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility.

Authorised:	Stephen Griffin
Date:	23.6.18

Interaction of Processes



Webber

Business Risk Register

	1	2	3	4	5
1	1	2	3	4	5
2	2	4	6	8	10
3	3	6	9	12	15
4	4	8	12	16	20
5	5	10	15	20	25

Likelihood	Severity	Rating
5=Inevitable	5 = Business is at high risk with immediate effect	20 & Above – High Risk
4= High Likely	4 = Business is at risk, Action required	15-19 – Substantial Risk
3=Possible	3 = Will cause harm to the business in the near future	10-14 – Moderate Risk
2= Unlikely	2 = May cause harm to the business in the foreseeable future	5-9 – Tolerable Risk
1=Very Unlikely	1 = Very unlikely to cause harm or minor business impact	Below 5 – Trivial Risk

Likelihood

Risk Rating = Likelihood x Severity

Severity

Title: Quality Manual

Issue: 1

Date: 23.6.18 App By: Webber

(NW) Ltd

Note: Any risks which score 15 or above on the "final risk score", will be accompanied by an objective.

Risk / Interested Party	Internal/External Issue	Needs & Expectations	Compliance Obligation	Initial Risk Score Likelihood X Severity	Action to Meet Requirements / Opportunity	Final Risk Score Likelihood X Severity
Political direction in country (Brexit) & monetary policies / government.	External.	Meeting legislative requirements in relation to fiscal policies.	Legal Compliance (e.g. Corporation Tax Act 2010).	3 x 5=15	The company endeavours to follow sound financial management Effective financial management can help safeguard the company from financial risk and potential prosecution.	2 x 5=10

Service delivery / customers.	External.	Value for money, high quality product, adherence to contractual agreements, on time delivery, effective communication, technical support, supply continuity & defined lead times.	N/A.	4 x 5=20	Promote the on time / right first-time principle. This can provide the company with a competitive advantage.	3 x 5=15
Loss of certification / certification body.	External.	Meeting and maintaining the requirements of the ISO 9001:2015 Standards via internal audits.	N/A.	4 x 5=20	Bespoke QMS developed, implemented and maintained via internal audits. Certification can act as an effective business promotional tool.	3 x 5=15
Health & safety / employees.	Internal.	Terms & conditions. Training & support. Safe working conditions.	Legal Compliance (health & safety legislation e.g. health & safety at work act 1974).	4 x 5=20	Approved codes of practices are followed to protect employees. This can reduce accidents and helps with staff retention.	2 x 5=10
Training awareness / employees	Internal.	Delivering training awareness to employees.	N/A.	3 x 5=15	Awareness training carried out during inductions. Can help educate employees about quality policy and procedures.	2 x 5=10
Competition / competitors.	External.	None.	N/A.	3 x 5=15	Provide a distinctive service based on delivery, quality & price. This can allow the company to maximise all commercial opportunities.	2 x 5=10

Risk / Interested Party	Internal/External Issue	Needs & Expectations	Compliance Obligation	Initial Risk Score Likelihood X Severity	Action to Meet Requirements / Opportunity	Final Risk Score Likelihood X Severity
Employee safety / employees & employee families.	Internal/External.	Safe working conditions for employees.	Legal Compliance (health & safety legislation e.g. health & safety at work act 1974).	3 x 5=15	Approved codes of practices are followed to protect employees. This can help provide assurance to employee families.	2 x 5=10
Fire risk / emergency services (e.g. firefighters).	Internal.	Fire safety provision. Adherence to health & safety practices.	Legal Compliance (health & safety legislation e.g. The Regulatory Reform Fire Safety Order 2005).	3 x 5=15	A completed fire risk assessment is in place (reviewed annually). This will assist the company in mitigating the risk.	2 x 5=10
Enforcement notice / HSE.	External.	Compliance with all applicable legislative requirements.	N/A.	4 x 5=20	Suitable Health & Safety practices are in place to satisfy independent watchdog (HSE). Successful report from HSE can help reduce insurance premiums.	2 x 5=10
Loss of insurance / Insurer	External	Meeting policy requirements. Payment of premiums. Reporting changes in circumstances.	Legal Compliance (insurance legislation e.g. The Employers' Liability (Compulsory Insurance) (Amendment) Regulations 2008).	3 x 5=15	The required employer's liability insurance is in place. This insurance will enable the company to meet the cost of compensation for employees' injuries or illness.	2 x 5=10
Press statements / employees & media.	Internal/External.	Issuing statements to reporters from newspapers, radio or television (if and when required).	N/A.	3 x 5=15	Develop clear reporting boundaries within the employee handbook. Boundaries on press statements can help safeguard the company from bad publicity.	2 x 5=10

Risk / Interested Party	Internal/External Issue	Needs & Expectations	Compliance Obligation	Initial Risk Score Likelihood X Severity	Action to Meet Requirements / Opportunity	Final Risk Score Likelihood X Severity
Complaints / Neighbours.	External.	No odours or excessive noise. Responsive to complaints & neighbourhood concerns.	Legal Compliance (environment legislation e.g. Clean Neighbourhoods and Environment Act 2005).	3 x 5=15	Develop practices to promote a clean environment and procedures to respond to compliant about excessive noise and odours.	2 x 5=10
Damage to company reputation / owners of the business.	Internal.	Return on capital. Good company image and reputation (i.e. quality practices).	N/A.	3 x 5=15	Develop QMS to meet quality standards, which can enhance company reputation.	2 x 5=10
Loss of IT data / owners of the business.	Internal.	Safeguarding IT data.	N/A.	3 x 5=15	IT back-up system is in place with backed-up data retained offsite. Safeguarding IT data will allow the company to operate at alternative location (in the event of a disaster).	2 x 5=10
Loss of experienced personnel / owners of the business.	Internal.	Safeguarding the business from loss experienced personnel.	N/A.	3 x 5=15	Develop operations manuals, job descriptions. and consider cross training. These measures could help offset the loss of experienced personnel.	2 x 5=10
Contractual agreements / suppliers & sub-contractors.	External.	Adherence to payment terms.	N/A.	3 x 5=15	Develop clear procurement and external provider policies, thus reducing issues with suppliers & sub-contractors.	2 x 5=10
Health & safety legislation / government & employees	External.	Meeting legislative requirements in relation to health & safety policy.	Legal Compliance (health & safety legislation e.g. health & safety at work act 1974).	3 x 5=15	Development of clear health & safety policy, thus protecting employees from the working environment.	2 x 5=10

Risk / Interested Party	Internal/External Issue	Needs & Expectations	Compliance Obligation	Initial Risk Score Likelihood X Severity	Action to Meet Requirements / Opportunity	Final Risk Score Likelihood X Severity
Not making enough profit/poor cashflow / Bank	External.	Supply of financial statements.	N/A.	3 x 5=15	The company produces cashflow forecasts. For new customers payment in advance is requested. Good cash flow management allows the company to honour its debts and make payments on time.	2 x 5=10
Cost of materials / suppliers.	External.	Adherence to payment terms.	N/A.	3 x 5=15	Consistently review prices with suppliers. This can lead to cheaper prices and improved cash flow.	2 x 5=10
The General Data Protection Regulation 2018 (GDPR) / Government	External.	Meeting legislative requirements.	Legal Compliance (e.g. The General Data Protection Regulation 2018).	4 x 5=20	New processes will encourage the company to take a proactive approach to privacy and daily data management, this will help to demonstrate compliance with GDPR.	3 x 5=15

List of QMS Procedures

<u>Procedure</u>	<u>Title</u>
QP1	Quality Management System Internal Document Control External Document Control Retention Periods / Computer Back Up Legislation / Regulation
QP2	Support Provision of Resources / Human Resources Staff Recruitment Training & Development Infrastructure Maintenance Work Environment
QP3	Operation Enquiries & Tenders Enquiries & Quotes Purchasing Supplier / Subcontractor Assessment Supplier / Subcontractor Re-Evaluation Goods Inwards Inspection Fabrication Site Work
QP4	Performance Evaluation & Improvement Customer Requirements, Satisfaction / Feedback, Complaints Internal Audit Non-Conformance Monitoring & Measurement Management Review

Organisation Chart

