D. MCLAUGHLIN & SONS LTD

QUALITY MANUAL

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Approved By: 

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FIGURE 1 Company Organisation

FIGURE 2 Process Map

1 QUALITY POLICY

D. McLaughlin & Sons LTD, trading under McLaughlin Construction and DML Engineering and Support Services, is a family owned, leading construction provider who have been building for the housing, leisure, retail, commercial, health and education sectors for over 60 years. It is this unique level of experience, non-confrontational approach and reliability that ensures that we meet all the new, environmental and social challenges required of the construction industry.

Our aim is construction excellence through innovation combined with a proactive approach and understanding of our clients needs and expectations.

The purpose of our Quality Policy is to maintain an effective management system (QMS) that meets client requirements and achieves high levels of client satisfaction by:

• Managing and delivering projects that are defect free, on time and to budget
• Directors and Site Managers maintaining personal contact with the client and being actively involved in the project
• Developing relationships and partnering agreements with clients and suppliers
• Promoting the use of local labour, subcontractors and suppliers
• Continually monitoring and analysing performance to identify process improvements
• Being committed to the competence, development, professionalism and health and safety of our employees
• Listening to our staff, recognising their achievements, giving praise and maximising their potential
• A commitment to continually improving the effectiveness of the QMS
• Learning from experience, correcting mistakes and preventing future problems and complaints

The implementation of and adherence to a framework of policies, procedures and processes that comply with the requirements of ISO 9001:2008 and associated industry codes and regulations

The Directors are responsible for establishing and implementing adequate quality arrangements within. All staff are expected to adhere to the above policy.

The quality policy is supported by Health & Safety, Sustainability, Green Procurement, Waste Management and Equality and Diversity Policies

SIXTY YEARS OF BUILDING FOR THE FUTURE
1.1 Quality Assurance Standard

The QMS complies with the applicable clauses of ISO 9001: 2008. The arrangements that have been established at D. McLaughlin & Sons LTD (DML) to satisfy each clause of ISO 9001:2008 are set out in Appendix A. The section numbers and titles of this document align with those of ISO 9001:2008. The normative references that applies is:


2 QUALITY MANAGEMENT SYSTEM

2.1 Scope of the Quality Management System

The QMS covers all processes that are required to support the provision of construction and engineering supports services to the private and public sectors.

All DML personnel (see Figure 2) and contracted staff are required to comply with the QMS.

There is one clause of ISO 9001: 2008 which cannot be applied vez:

Section 7.5.2 - Validation of processes for production and service provision as the services provided to clients can be verified by subsequent monitoring or measurement.

2.2 The Purpose of the Quality Management System

The QMS provides a framework to ensure that process controls are effective, thus managing business risks and optimising process output.

3 ORGANISATION AND RESPONSIBILITIES

3.1 Management Structures

The Management Structure for DML is shown in Figure 1. Staff responsibilities and duties are defined in Section 5, Job Descriptions and Induction Training which includes a requirement to comply with the QMS.

4 QUALITY MANAGEMENT SYSTEM

4.1 General Requirements

This document and referenced procedures describe the processes implemented at DML and their interaction. The company outsource a number of processes that could, if not adequately controlled, affect the quality of the service provided. Outsourced processes and the associated controlling procedures are listed below:

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<th>Process</th>
<th>Controlling Procedure</th>
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4.2 Documentation Requirements

4.2.1 General

The requirements of the QMS are implemented by the Quality Manual, Management System and Management System Procedures (MSP).

The Company Quality Policy is set out in Section 1 of this document.

Quality objectives are detailed in the Objectives Table held on the Company Server

4.2.2 Quality Manual

This document meets the ISO 9001: 2008 requirements for a quality manual and includes:

- The scope of the Quality Management System
- Reference to documented procedures and a description of the interaction between QMS processes

4.2.3 Control of Documents

Documents and drawings are prepared, verified, approved, issued, amended, reviewed and cancelled in accordance with procedure MSP 01– Control of Documents.

The arrangements to control client supplied documents, drawings and schematics are also described in MSP 01.

A management system document register is maintained by the Office manager. Documents are held on the company server and copies can be accessed by all site managers and supervisors. Staff and subcontractors are issued with hard copies of any documents they require as part of the site packs. Site Managers are responsible for ensuring only current versions are used.

4.2.4 Control of records

The arrangements for identifying, collecting, indexing, filing, storage maintenance and disposal of records that fulfill the company’s record policy are defined in MSP 02– Record Control
5 MANAGEMENT RESPONSIBILITY

5.1 Management Commitment

It is the responsibility of the Directors to ensure that adequate resources exist to meet requirements. They are also responsible for ensuring that a quality policy, objectives and targets are established and reviewed. The importance of achieving these plus standards, expectations and priorities shall be communicated to all staff.

The Directors are required to show their commitment to quality through:

- Focusing on the importance of delivering projects on time, defect free and to budget
- Actively promoting quality initiatives for improvement
- Direct involvement in reviews and key processes
- Developing and communicating information on the quality policy, statutory and regulatory requirements and the QMS performance
- Leading by example

5.2 Client Focus

DMLs “product” is the management and delivery of projects within the construction industry services. There are seven external “client” groups viz:

Social and Private Housing, Retail and Leisure, Office and Industrial, Education and Social Services, Health care & Hospitals, Facilities Management and Maintenance and Nuclear Industry, - who expect a prompt service, delivered on time that complies with client and applicable regulatory requirements that is defect free and to budget

DML are also responsive to the need and priorities of:

- Employees contribution to client satisfaction by training, competence development and participation
- The Scottish Environmental Protection Agency and the Health and Safety Executive who expect safe and environmentally sound operation.

The company are members of the following Professional Bodies and take advantage of their training, good practice guidance and inspection processes:

- Constructionline (Approved up to £5 million in any one contract)
- Scottish Building Employers Federation (SBEF)
- Construction Licensing Executive (CLE)
- Homes for Scotland
- National House Building Company
- RICS Chartered Company
5.3 Quality Policy

The policy is stated in Section 1 and the principles of implementation are set out in Section 5.5.3 of this document.

5.4 Planning

5.4.1 Quality Objectives

Quality objectives and targets are developed to support the company strategic aims and client future needs. Staff are made aware of their contribution to achieving the objectives.

5.4.2 Quality Management System Planning

Plans for achieving these objectives are produced annually as part of the Management Review process. The plans identify the responsible person for each objective. Progress towards achieving the objectives and targets is measured using process monitoring and measurement indicators.

The Directors will monitor, progress and review the plans and actions.

Plans are amended as required to embrace changes to activities or regulations, to maintain process control and to provide continual improvement.

5.5 Responsibility, Authority, Communication

5.5.1 Responsibility and Authority

The organizational structure is shown in Figure 1.

5.5.2 Management Representative

The Shaun McLaughlin is the Quality Management Representative to support, develop and promote the QMS, irrespective of other responsibilities. Day to day responsibility has been assigned to the Office Manager supported, as required, by an external consultant who is a Registered IRCA Quality Lead Auditor (Registration Number 1185327) and IEMA Lead EMS Auditor (Registration Number 0010348).

The Quality Management Representative is responsible for:

- Ensuring that the processes needed for the QMS are established, implemented and maintained
- Reviewing the performance of the QMS in consultation with relevant staff and the external consultant
- Making recommendations for its improvement and implementing any necessary corrective and preventive actions
- Ensuring the promotion of awareness of client requirements throughout the company

The Directors are responsible for their own contracts and act as the Contracts Manager for the project with full responsibility for all operations from initial client contact, through the tendering and procurement process to the award of the contract. They are the point of
contact between the client, designer (if applicable) and site in technical and commercial matters.

**Site Managers** have day to day responsibility for all site operations including the preparation of method statements, risk assessments, direct supervision and control of onsite labour and all subcontractors and for liaising with the client representative. They are also responsible for ensuring all necessary tools, plant and materials are available on site, as required and for reporting any issues to the Directors.

**General Responsibilities of Staff**

General post responsibilities are set out in *Job Descriptions* supported by specific responsibilities described in procedures.

All staff will adhere to the requirements of the QMS and supporting documentation.

The responsibility for the satisfactory performance of any task rests with the task performer. Routine inspections are carried out by the relevant Site Supervisor, as work progresses, to ensure standards are maintained.

Staff are required to report any quality problems they may identify in accordance with established arrangements.

5.5.3 **Internal Communications**

Clear and simple communication forms a vital part in an effective working environment. Information on quality issues is communicated to staff using the various existing internal channels, e.g. *direct communication with site managers, labour review meetings, management meetings, site meetings, phone calls, emails and notice boards*.

Quality Awareness training is given, as required, to ensure that everyone understands their responsibility for achieving company standards, expectations and objectives.

5.6 **Management Review**

DML arranges for periodic reviews of the QMS to confirm its ongoing adequacy and effectiveness. The monthly Directors Meetings agenda includes topics such as Health and Safety and financial issues, client satisfaction and other QMS issues. The annual strategic meeting reviews policy, determines the audit program and forward objectives and targets. The arrangements for such reviews are set out in MSP 03– *Management Review, Preventive Action and Improvement*.

6.0 **RESOURCE MANAGEMENT**

6.1 **Provision of Resources**

It is the responsibility of the Directors to ensure that an adequate resource exists to enable the delivery of services. Site Managers have the responsibility for ensuring that resource requirements for the sites, staff and services they control are met.

6.2 **Human Resources**
Personnel are competent to perform work affecting conformity to service requirements.

Appropriate education, induction, safety, general and specialised competence training is provided to all staff to ensure the satisfactory performance of work. Competence of subcontractors is verified prior to starting work and managed in accordance with procurement procedures.

Directors and Site Managers are responsible for assessing training needs, maintaining skills and competencies, maintaining training records and for arranging training.

Training needs and competence requirements for each post are defined in the relevant Skills Matrix held in the Database. New starts are given Induction Training that includes relevant quality, health, safety and environmental training. Additional training and competence requirements are established at this stage and training provided, as required.

Site Managers are responsible for identifying the need, and arranging for, specialised competence training required to carry out specific tasks to meet contract requirements e.g. IOSH, Working at Heights, CITB, Nuclear Installations, PTW systems etc.

Ongoing continuation skills and competent enhancement training is given, as and when required, in response to:

- changes in regulations
- process, equipment and technology changes
- accident and incident investigations, non-conformities, complaints or other performance issues
- changes in roles and responsibilities
- contractual requirements

A program of tool box talks are given to site staff by their Site Manager and details recorded on the DATABASE.

Staff development training is provided, when it is considered by the Directors to be of benefit to the company and individual, to ensure continuing professional development, enhance management skills, career progression etc

Directors, who are members of relevant professional bodies, are responsible for maintaining their CPD logs.

Apprentices undergo a Modern Apprenticeship scheme which is subject to assessment by colleges which is CITB administered.

Competence, tool box and training records and certificates are maintained by the Office Manager on the DATABASE and on site, if required by the contract. The system can provide the Directors with routine status reports such as refresher dates.

Directors and site managers are responsible for ensuring that their staff are competent to perform their assigned tasks. They are also responsible for ensuring effective teamwork, communicating openly and honestly, listening to the needs of their teams and actively looking for ways to improve individual and team performance.

Internal auditors are trained in ISO 9001:2008 auditing to enable the verification of quality policy, its objectives and targets and the requirements of the QMS.
Awareness

Suitable awareness training will be given to personnel stressing the importance of:

- Compliance with procedures, process controls and meeting regulatory and contract requirements
  - Compliance with all company policies
- The potential consequences of failure to comply with procedures and ISO 9001: 2008

Awareness training will be reinforced by information passed through the communication channels.

6.3 Infrastructure

Adequate facilities for providing services are provided. Facilities include a modern office located in Irvine, fleet of vans, tools, plant and test equipment. Software and hardware systems include:

Microsoft Office 2007, SAGE (accounting system) and Construction Manager.

6.4 Work Environment

The human and physical factors within the work environment have been considered and health and safety controls implemented. (refer to the H & S policies, procedures, risk assessments and method statements for details).

7 PRODUCT REALIZATION

7.1 Planning of Product Realisation

The core processes at DML are SECURE CONTRACT, PLANNING AND SERVICE DELIVERY. Core processes are supported by processes such as IT systems, administration support and finance. Their sequence, interaction and key measures are shown in Figure 2.

7.2 Client-related Processes

7.2.1 Determination of Requirements Related to the Product

It is the policy of DML to ensure that client and applicable statutory and regulatory requirements are met at every stage of service delivery as part of the Client Interface and Contract Review process. The needs of the clients are used to determine the required deliverables. Work schedules and work packages are compiled and amended to enable DML to meet their client’s requirements.

7.2.2 Review of Requirements Related to the Product

The objectives of contract review is to ensure:

- deliverable requirements are defined and understood by both DML and their client
• any variations to original requirements are understood and agreed
• the company has the ability and resources to meet the client’s requirements

Although there are slight variations within each contract, review steps are given below:

(i) Enquiries/ITT received from the client (including specifications, drawings etc) are registered in the tender log and given a unique identifier following the decision to tender for the project.

(ii) A Pre-qualification questionnaire is completed and submitted to the client, if required

(iii) The decision is made by the relevant Contract Director to price based on business risk, potential profit and the ability to meet contract requirements.

(iv) The tender enquiry document is divided into packages and issued to potential sub-contractors and material suppliers for quotations using a standard letter.

(v) Received quotes are recorded and reviewed by the Contract Director. The quotations received are used when pricing the tender.

(vi) Clarification and variations from the original specification are discussed with the client and an agreement on contract details given to the client.

(vii) A Form of Tender (legally binding document) which includes conditions of contract etc is prepared and issued to the client using relevant master templates.

7.2.3 Client Communication.

DML maintains close relations and effective communications with their clients on all matters relating to the supply of their services. The level, formality and frequency of the communication is commensurate with contract requirements. Examples include: web-sites, client pre-commencement meetings, routine progress meetings, informal personal contacts, appointments, emails and letters.

Client complaints are recorded, investigated and responded to in writing. The Management Representative has overall responsibility for the complaints procedure and ensuring that any complaints received are thoroughly investigated and subject to Management Review so that lessons can be learnt and action taken to prevent recurrence. The arrangements are detailed in procedure MSP 04 – Complaints and Property Damage Procedure. Post contract defect snagging is managed as part of day to day construction activities and are not included in the complaints procedure.

7.3 Design and Development

The design function is outsourced to specialist consultants. The selection of the consultants is managed in accordance with the procurement process. Checks are in place to ensure contracted design work is carried out by companies who hold adequate Professional Indemnity Insurance.

The designer is issued with a design brief containing copies of any functional and performance specifications supplied by the client or DML, as required. A list of the actual documents and their issue status submitted to the designer is included in the design brief.
Additional documents are issued as the design work progresses, as required. The designer is informed of any amendments and issued with a copy of the revised documents.

Applicable regulatory and statutory requirements are determined by the contracted designer and included within the design deliverable (drawings, calculations, materials specifications etc).

Design deliverables produced by the consultants are reviewed by the Contract Director to ensure the content meets input specification. Staged design reviews are carried out with the client and designer, as and when required. The client also receives copies of the design deliverables for review and comment.

On completion of satisfactory review by the Contract Director and client, the Contract Director informs the designer, in writing (usually an email), authorizing them to submit the drawings to the Local Authority or other nominated Design Authority for planning permission and/or construction consent. The drawing is appropriately stamped by the Design Authority as evidence of approval. The status of the drawing is changed by the design consultant to “Construction Issue”, sent to the Contract Director for inclusion in the site packs.

Validation of the design is carried out as part of routine final inspections in accordance with controlled check sheets prior to handover to the client. Records of inspection, review and validation are maintained.

Any design changes are managed as new designs. The client are issued with sufficient manuals, drawings etc to ensure safe use and maintenance of the design.

7.4 Purchasing

7.4.1 Purchasing Process

DML have established arrangements to ensure that purchased items and services conform to specified requirements.

7.4.2 Purchasing Information

Purchase Orders for materials and plant are generated by the Director or the Site Managers assigned a unique number and specification details listed. Purchase Orders are emailed or faxed to the preferred supplier. Sub-contractors are given a formal acceptance of their quotation and awarded a contract.

Evaluation of Suppliers

Suppliers of items and services are selected on their ability to meet specified requirements.

A list of all suppliers is maintained in the SAGE Accounts system. A list of Business Critical Suppliers is extracted from general list based on those that routinely used, receive substantive orders and are critical to the business. The Business Critical Suppliers list (Excel spreadsheet) is routinely reviewed and maintained and available to staff in the Company Server for information.

The Business Critical List is supported by the sub-contractors spreadsheet. The performance of Business Critical Suppliers and sub-contractors is monitored as part of management review.
Performance Criteria include:

- Ability to meet supply deadlines
- Ability to meet material and plant specifications
- Favorable prices, terms and conditions
- Competency and performance of subcontractors

Suppliers repeatedly supplying non-conforming material or services may be removed from the vendor list. The process for managing sub-contractors is defined in procedure MSP 07 – *Sub-contracted Services*.

**Procurement Records**

Where required, suppliers will provide documentary evidence that purchased items and materials meet the requirements i.e. certificates of conformance, Material Safety Data Sheets etc.

**Verification of Purchased Product**

The Site Manager has the authority to procure miscellaneous items from local builders merchants that have an account with the company, as required. Purchased materials and plant are normally delivered straight to site and recorded on the purchase register.

Purchased items are checked on receipt to ensure that the invoice aligns with the order and that all requisite documentation is included at the time of delivery. Should any discrepancies be identified at the time of delivery all such items kept aside and a Materials Return Form raised. Goods are either removed by the supplier, as soon as reasonably practical, or scrapped. The delivery notes are passed weekly to the Accounts Administrator for filing and reconciliation with invoices received. Materials held on site is appropriately stored in designated areas. Staff are responsible for routinely checking materials held on site to ensure they are fit for purpose and any material nearing end of shelf life prioritized to be used.

Suppliers are required to provide DML with details of items ordered and any delivery shortfalls on the delivery note. The Site Managers inform the Account staff of any shortfalls that could impact on service delivery schedules by comments on the delivery note. Accounts Administration staff monitor “on time delivery”. Supplier Performance is subject to Management Review and appropriate action taken to improve performance.

### 7.5 Service Provision

#### 7.5.1 Control of Service Provision

Control of service provision is achieved through:

- The development of effective processes that meet the needs of the clients (see sections 7.1 and 7.2).
- The use of suitable tools, plant and equipment,
- The availability of required information, e.g. drawings, specifications, work instructions, work packs, reports, industry codes and standards
- Trained and competent staff
Written or otherwise documented instructions in the form of “Site Packs” containing risk assessments, method statements, drawings, specifications, bill of quantities, day work books etc are provided to site staff. The following describes the general process for managing contracts.

**New Contract**

On the receipt of Letter of Acceptance or equivalent, the Contract Director arranges for a contract file to be set up and estimates the resources necessary to meet contractual requirements e.g. site team members, tools, plant, materials, subcontractors etc. This is facilitated by carrying out an internal contract meeting with the prospective Site Manager who will be issued with a copy of the relevant contract documentation. The Contract Director shall prepare, maintain and update a project bar chart programmes containing, as necessary, critical path programmes, labour resources and projected dates.

A contract pre-start meeting is held, using the relevant agenda sheet, to ensure that details are known and agreed between the Director, Site Manager and the Client Representative.

Site packs, are prepared and issued to site, as required. The work is prioritised and scheduled by the Directors and Site Managers to optimise capacity and to make the best use of resources.

**Ongoing Management**

Site Managers produce weekly site meeting reports for discussion with the Contract Director to address emergent issues such as H & S issues, scheduling, staffing, procurement, performance, complaints and corrective actions. Routine contract meetings are also held with the Client Representative. The Contracts Director maintains frequent contact (usually daily) with the Site Manager to address emergent issues as they arise.

The Site Manager allocates day to day tasks based on priorities, staff competencies and contract specifications. The Site Manager also maintains a site diary and day work sheets. They have the authority to issue Confirmation of Verbal Instructions (CVIs) and Technical Queries, as appropriate.

**Note:** Site Diaries, Day work sheets, Technical Queries and Confirmation of Verbal Instruction sheets are uniquely numbered and available in duplicate books

Documents, drawings, correspondence and any other related contract file information are stored in contract files.

Staff and sub-contractors are required to carry out work as instructed by the Site Manager and in accordance with relevant drawings, specifications, method statements, relevant standards and codes of practice and to the best current industry practice.

Plant brought onto site is registered detailing plant hire company, item of plant, plant number etc and test and inspection status.

**Supervision**
The Site Manger is responsible for the direct supervision of staff and sub-contractors under their control. Routine site inspections are carried out by Site Managers to assess service delivery performance and to ensure that all staff and sub-contractors adhere to safe working practices.

DML operate a “No Blame” culture. Consequently, all staff are required to report any concerns (including health safety and environmental issues), actual or perceived defects, unusual or high risk considerations to their supervisor who will then inform the Director so that appropriate action may be taken.

**Variations**

Variations are usually requested by the client through the issue of an Architects Instruction (AI) which includes a description of the variation. A copy of the AI is sent to the Site Manager for action. Verbal instructions from the client are recorded, by the Site Manager, in the Confirmation of Instruction book and copy forwarded to the Client Representative. Monthly valuations are carried out which includes the cost of any variations and instructions issued.

**Close-out**

A Post Contract Review Meeting is held, as required, on completion of work and handover to the client. The meeting reviews all aspects of the project from the tender stage to sign-off, including H & S aspects. Performance is reviewed and the level of client satisfaction determined. Actions are recorded and monitored to completion. Lessons learnt are subject to Management Review and improvements made to the QMS, as necessary.

**7.5.2 Validation of Processes for Production and Service Provision**

Excluded from the scope.

**7.5.3 Identification and Traceability**

DML identify their services, procedures and maintain traceability of purchased items, equipment by:

- Estimate and Contract Numbers
- Part and Serial Numbers
- Tags and labels
- Invoice Numbers
- Purchase Order Numbers
- Drawing and Specifications numbers
- Client supplied part numbers
- Test status labels and tags

**7.5.4 Client Property**

Client supplied documentation, drawings and any supplied intellectual property or personal data are managed in accordance with procedure MSP 02 – *Document Control* and MSP 02 – *Record Management*, as applicable. Site staff exercise control over the safekeeping of any property, equipment and facilities associated with service delivery. Any client damage must be reported to the Site Manager so that it can be recorded, investigated and appropriate action taken. This action includes informing the client of the incident and proposed action. Refer to procedure MSP 04 – *Complaints and Client Property* for details.
7.5.5 Preservation of Product

All installations and maintenance work is subject to final testing and inspection prior to handover to the client. All defects are addressed within the guarantee period where a Defect Liability Period applies. The client is provided with a “Handover Manual” on completion of installation work containing certificates, as built drawings, operation and maintenance details.

7.6 Control of Monitoring & Measuring Equipment

Measuring and test equipment is used to demonstrate conformance to specified requirements. They are controlled in accordance with MSP 08– *Inspection, Measuring and Test Equipment*.

8 MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.1 General

The Directors gather information from various sources. It is analysed and converted into knowledge that is beneficial to the management of the Company. Decisions are then made on the basis of fact. This helps bring about continual improvement in the QMS, the quality of service delivery, client satisfaction and the eventual achievement of the Company objectives.

The Directors have established various monitoring, measurement, analysis and improvement processes. Examples include:

- Client growth and lost business
- Process monitoring and product conformity
- The achievement of Quality Objectives
- Review by external bodies such as client and certification audits
- Internal Auditing and Management Review processes.
- Loss investigations, e.g. accidents, incidents, etc..
- Supplier performance monitoring.
- Client feedback (positive and negative)
- Staff feedback.

8.2 Monitoring and Measurement

8.2.1 Client Satisfaction

DML have established arrangements to determine client’s perception as to whether DML has met client requirements. (see also Section 8.1). The following information is monitored during the Directors Meetings, as applicable.

- Responses to client enquiries, complaints and non-conformities
- Meeting estimated costs and work programmes
- Post Contract Review
- Variations or re-work
- Property Damage Claims
- Written or verbal client comments and reports (positive and negative)
- Repeat or lost business
8.2.2 Internal Audit

A program of audits is established annually to verify that quality assurance activities comply with the arrangements set out in the QMS and supporting documentation. (See Procedure MSP 06– Internal Audit, Non-conformity and Corrective Action)

Audit reports are reviewed by the Directors. Appropriate corrective actions are agreed with the Auditor. The Auditor is responsible for verifying the effectiveness of corrective actions.

Progress with the implementation of corrective actions is monitored by the Auditor and reported regularly to the Directors and other relevant staff.

Results from Quality Audits are analysed as part of the Management Review process.

8.2.3 Monitoring and Measurement of Processes

Key measures have been established to monitor process performance. The measures are reviewed and updated to reflect changing business conditions and priorities. The information is analysed to identify risks, determine forward strategy and opportunities for improvement. (see Sections 8., 8.2.1 and the Process Overview in Figure 2).

8.2.4 Monitoring and Measurement of Product

DML check their services at various stages, as required. The checks to be carried out are determined as part of contract review and are detailed in various check sheets contained in the Work Packs. This information is analyzed at the management review meetings to identify and implement improvements that reduce defects, minimize losses and prevent client complaints.

8.3 Control of Non-conforming Product

Arrangements have been established at DML for the reporting, review, resolution and recording of non-conformities. These arrangements include, for non-conformances with significant quality implications, the identification of root causes and actions to prevent recurrence. (see Procedures MSP 04 and MSP 06 for details)

Non-conforming items are categorized as work that failed inspection or did not meet requirements. The items are controlled, as appropriate, to prevent further processing or inadvertent use. The evaluation of non-conforming items covers the following:

- Rework or repair
- Material being destroyed
- Acceptance of use by the client

Additional arrangements include:

(i) Staff Complaints

Staff are encouraged to report poor practices, quality deficiencies and potentially unsafe conditions to their Site Manager. Reports will be reviewed by the Contracts Director and appropriate action taken to correct and to prevent recurrence.

(ii) Audit Non-Conformities
Non-conformances raised by QA audits will be dealt with in accordance with the arrangements set out in procedure MSP 06.

(iii) Purchased Non-Conforming Items

Goods found not to be in accordance with specifications are suitably identified as unusable and returned to the supplier. A Non-Conformity form is raised for the item to be replaced, scrapped or removed.

(iv) Client Complaints and Property Damage

Client complaints and property damage are recorded and managed in accordance with procedure MSP 04.

8.4 Analysis of Data

See Sections 5.6, 7.2.2, 8.1, 8.2, 8.2.1, 8.2.2, 8.2.3, 8.2.4 and 8.3

8.5 Improvement

8.5.1 Continual Improvement

Improving the effectiveness of the QMS is implemented by means of the collection and analysis of data from monitoring and measurement sources. Sources can include:

• Feedback from Management review
• Analysis of Key Measures
• Data from Client Interfaces
• Reports on non-conformities
• Outputs from planning and contract review
• Results of any risk analysis relating to quality

Outputs from the analysis may include proposals for changes to the quality policy, objectives and associated improvement plans.

8.5.2 Corrective Action

When a breakdown in quality is identified, causes are determined and corrective action taken to prevent recurrence in accordance with procedure MSP 06. (see Section 8.3).

8.5.3 Preventive Action

DML actively seek to eliminate the potential causes of process losses, business losses, client complaints and non-conformities by carrying out an effective Management Review which includes analysis of data. The result of the analysis is used when considering the action required to improve the effectiveness of the Quality Management system. (see Procedure MSP 03 – Management Review, Preventive Action and Improvement)
Figure 1  Company Management Organisation Chart

Director
Shaun McLaughlin  
(Management Representative )

Director
Paul McLaughlin

External H & S Advisor

Site Managers
(Number ?)

To be appointed
Office manager

Operatives
(Number ?)

External Quality Consultant
Anne Wall
Figure 2 Process Overview

D. MCLAUGHLIN & SONS LTD

Secure Contract
- Receive enquiry / ITT.
- Pre-qualification.
- Determine requirements.
- Estimate.
- Tender Letter / Quotation.
- Agree conditions of contract.

Planning
- Assign to Site Manager.
- Assign labour resources.
- Client prestart meeting.
- Internal prestart meeting.
- Procure plant, subcontractors, and equipment.
- Develop project / Work plan.
- Project Design (if applicable).

Service Delivery
- H S & E Management.
- Control Subcontractors, material & labour.
- Issue consumables / work packs.
- Supervision and Client Meetings.
- Inspection and testing.
- Control of calibrated equipment.
- Monitor work progress.
- Handover (Certificates, manuals etc).

Planning
- Assign to Site Manager.
- Assign labour resources.
- Client prestart meeting.
- Internal prestart meeting.
- Procure plant, subcontractors, and equipment.
- Develop project / Work plan.
- Project Design (if applicable).

Key Measures
- Secure Contract
  - Customer Base.
  - Spend.
  - Tender Success Rate.
- Planning
  - Meeting Project Work Plans.
  - Supplier / Subcontractor Performance.
  - Variations.
- Delivery
  - Client Satisfaction.
  - Complaints.
  - Meeting Contract requirements.
  - Accidents, Incidents & Regulatory Concerns.
  - Non Conformances / damage claims.
  - Service Delivery Monitoring Data.

Support Processes

Results
- Satisfying Client Requirements.
- Maintaining Regulatory Compliance.
- Meeting Objectives, Targets & Business Plans.
- Securing new business.
- Making a profit.

Clients
- Potential
- Existing

Figure 2 Process Overview
## APPENDIX A  CROSS REFERENCE TO BS EN ISO 9001:2008.

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