QUALITY POLICY

This Quality Policy covers both Oxford Security Services and Oxford Fire and Security. The scope for each company is referred to separately.
All elements of design are not applicable as the customer is the designer.

Oxford Security Services

Scope of Registration:
The provision of static site guarding and mobile patrols, keyholding and response services and door supervision.

Oxford Fire and Security Services

Scope of Registration:
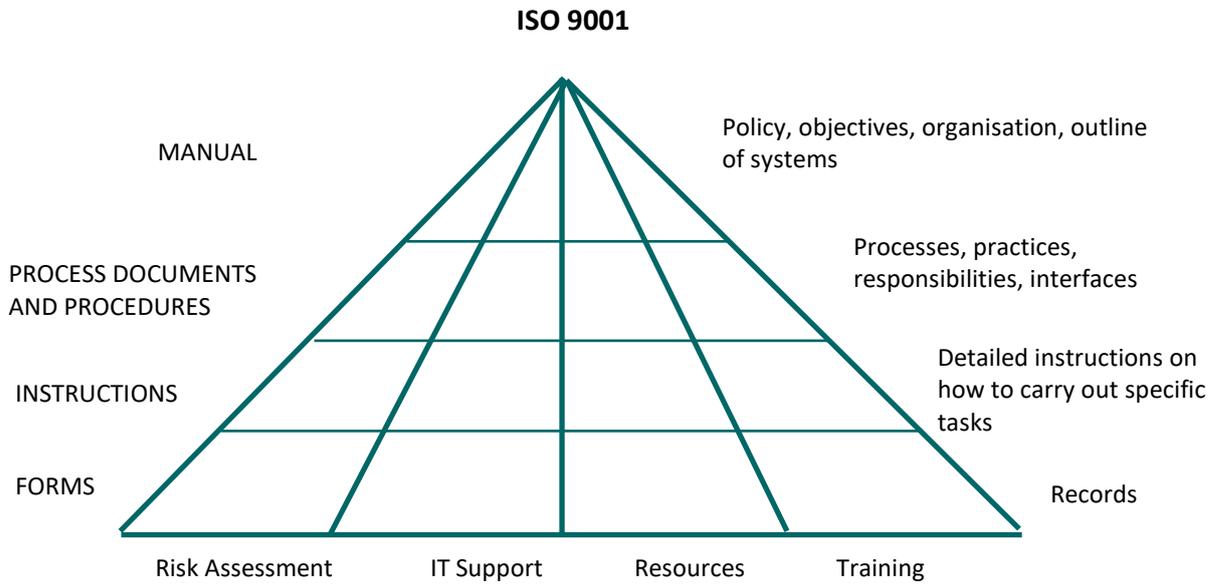The provision and maintenance of fire extinguishers. Meeting the requirements of SP101

Sandford Gate,
Eastpoint Business Park,
Oxford, OX4 6LB

STANDARDS STRUCTURE / INTERACTION CHART

ISO 9001

MANUAL — Policy, objectives, organisation, outline of systems

PROCESS DOCUMENTS AND PROCEDURES — Processes, practices, responsibilities, interfaces

INSTRUCTIONS — Detailed instructions on how to carry out specific tasks

FORMS — Records

Risk Assessment — IT Support — Resources — Training

Contents:

1. Purpose

The purpose of this manual is to describe the Quality Management Systems operating within Oxford Security services Ltd and Oxford Fire & Security Services Ltd. Hereafter referred to as the companies. Additionally, to provide direction to more detailed documentation, where applicable.

The Quality Management System has been developed in line with the requirements of ISO 9001:2015. This manual has been structured in the same manner as the standard to facilitate comparison between the requirements of the standard and the system operating within the Company.

Extracts of the Policy Manual are for circulation within the organisation only. The Manual or extracts of it must not be passed or copied to other companies or persons outside of the organisation without the permission of a Director. Responsibility for the maintenance and circulation of the Manual (or extracts) is that of the Management Representative.

Customers can be supplied with uncontrolled copies for information and reference purposes. Controlled copies will only be supplied for contractual purposes and will only be updated during the course of the contract for which they have been supplied unless otherwise agreed in writing by the Company.

The Management Representative will carry out all changes to the documents in a controlled manner. The contents of this manual should be referred to regularly and used as a reference guide.

2. Scope

The scope of activities covered by the Quality Management System is:

Oxford Security Services: Provision of Static site guarding and mobile patrols, keyholding and response services and door supervision.

Oxford Fire & Security: Provision and maintenance of fire extinguishers Meeting the requirements of SP101

3. Exclusion

All elements of product design are not applicable. We do design the serviced to meet both customer and legal requirements.
Calibration, other than accuracy of timing devices is not deemed to be applicable for Oxford Security Services. It is required within Oxford Fire.

4. Context of the Organisation

4.1   Understanding the Organisation and its context

Established in 2018 Oxford Security Services was formed with the idea of providing a quality service in a small area. The intention is to concentrate on growing the mobile patrol service and alarm response business working with a small number of clients. This Company aims to establish itself as a market leader in and around Oxfordshire providing high class security services throughout the Thames Valley for both businesses and residential customers. It recognises that security services are essential for any business, particularly when handling large sums of money or valuable goods on your site. The aim is to provide an efficient and reliable service which is flexible enough to meet client's business's needs.

Our high-quality Security Services expertise will be complemented through long term strategic partners such as Plan Day for rostering and communications through GiffGaff and We are Frontline Communications for out of hours call-handling.

It offers a wide range of professional Security Services which include Manned Guarding, Reception Services, Mobile Patrols, Keyholding and Door Supervision.

Due to customer demand Oxford Fire & Security Services was established in February 2021 to provide additional quality products and services relating to fire extinguishers on our customer and other local premises. The aim is to develop that business using the same geographic area and with the support functions that are already in place.

Our service location is Oxford with a dedicated team of professionals operating from our office. This includes a 'call centre' facility that operates 24 hours per day and 7 days per week. We deliver services to a range of sectors including Local Councils and Colleges.

As part of our service delivery, we have recognised that key to our success has been the identification of quality partners and providers to work with. We have also recognised the need to work with our customers closely to ensure that they and their customers receive the highest level of service and that we are able to provide this on a continuing basis - no matter what the prevailing circumstances are. To ensure this continued provision to our customers and consumers, we have positively identified members of our supply chain to ensure that they have the resilience to meet those demands.

We believe that any failure in our supply chain will have an impact on our ability to provide the service we have agreed and subsequently may lead to loss of reputation and even the termination of contracts.

As a result of our commitment to deliver a quality service at all times, we have produced a Risk Register across the business that recognises how our delivery may be affected and have put in place methods to reduce those possibilities.

We are also mindful of our need to comply with legislation and to fulfil applicable requirements that affects or may affect our business or our decision- making process and, to ensure we maintain our legality, it is our aim to maintain close links with the Security Industry Authority and to monitor other applicable legislation through a register.

Key to our service delivery are:

1. **Our Employees;** their professional status, welfare, training, development and job satisfaction.

2. **Our Clients;** their business, objectives, philosophy and needs.

3. **Our Suppliers;** recognising that all of our suppliers play an equally important role in ensuring that our customers always receive the highest level of service and that as a consequence we achieve our objectives.

4. **Our Business;** our continuous development, striving for excellence, to ensure that we achieve and exceed the objectives and demands our internal Clients (our employees) and our external Client (our Clients) expect.

4.2   Understanding the Needs and Expectations of interested Parties

The Company recognises that various interested parties could have an effect on its ability to provide services that consistently meet client and applicable statutory and regulatory requirements. The Company identifies interested parties that are relevant to the Quality Management System together with their requirements. The company understands the need to recognise any relevant information, consider it and if necessary, make authorised changes. This information is reviewed and updated as part of Management Review.

External and Internal parties are recognised as listed but not restricted to:

External Parties

Customers

To meet the needs and expectations of the client/customers/consumers in order to maximise customer satisfaction and build long term relationships.

To only accept contracts for which we have the ability and expertise to satisfy

Shareholders

To operate in an ethical and efficient manner, providing a sufficient return on investment.

Suppliers

To form long term and mutually beneficial relationships with key suppliers.

Community/Neighbours

To provide local employment opportunities.

To minimise any adverse environmental impact by carrying out our activities in such a way that they do not inconvenience or interfere with others.

The risk associated with a failure to adopt any of the above approaches when dealing with external parties is that of the company being seen in a negative light and this may have an impact on our future business opportunities.

Internal Parties

Employees

To provide a suitable and safe working environment, where all employees are considered to perform an important role, and be a member of the team.

The risk associated with a failure to adopt any of the above approaches when dealing with internal parties is that of the company failing to provide an environment where employees can realise their true potential and therefore provide the best possible service to our clients.

4.3   Determining the Scope of the Quality Management System

It is the intention of the Company that the Quality Management System covers all significant activities involved in meeting the requirements of its clients.

The scopes of the Management System are defined in Section 2 of this document and are reviewed as part of the Management Review process.

4.4   Quality Management System and its Processes

The Management System is designed to meet the requirements of ISO 9001: 2015

The organisation's Quality Management System is defined in this Policy Manual. The manual has been tiered in three parts, namely:

Part 1: Policy Manual – includes the documented statement of the Policy and identifies the processes needed and their application throughout the Company.

Part 2: Documented Processes and Procedures - including the identification of records required.

Part 3: Work Instructions and Working Documents - by the organisation to ensure effective planning, operation and control of its processes.

Systematic audits and a review of the processes and procedures recorded in the manual will be carried out to a pre-determined programme. The results of these audits will be recorded and any corrective action due to non-conformance will be documented.

Adherence to instructions and procedures throughout the organisation will prove beneficial towards achieving continual improvements to its effectiveness and quality service.
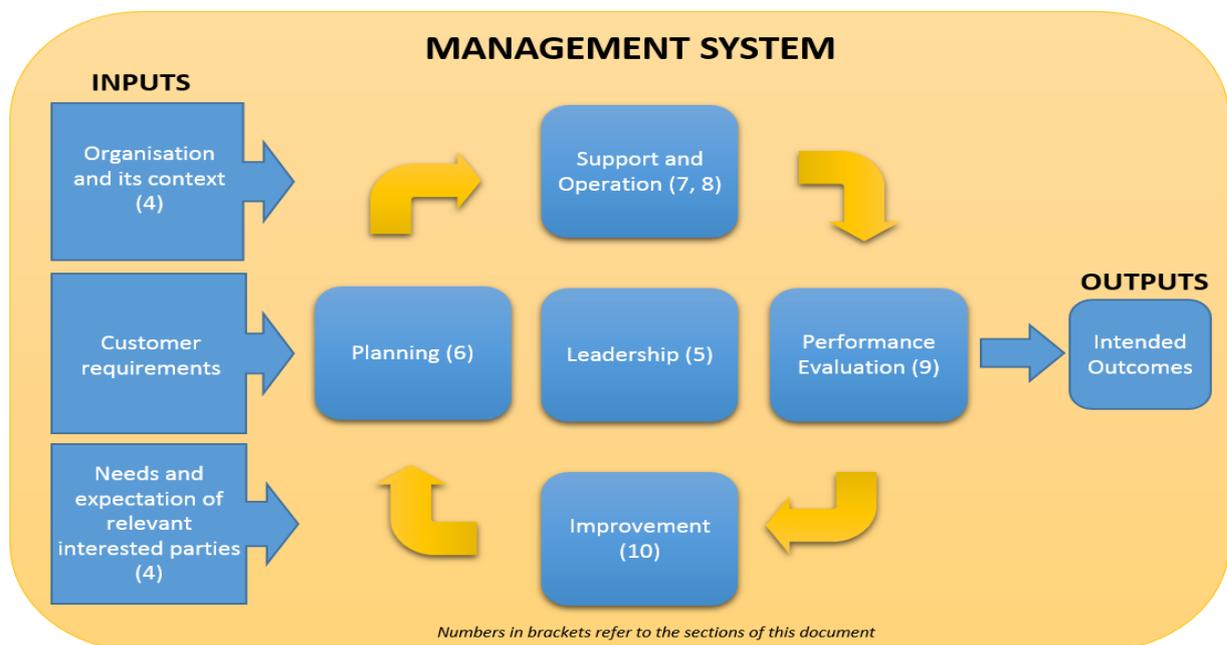
It is Company policy that all its processes, which have influence on the calibre of the service supplied, are documented within this manual or prescribed by documented processes, procedures or instructions as appropriate.

This Policy is implemented by means flow charts (see Appendices) and procedures as laid down by the Management Representative that are in the Procedures Manual. The Manual is operated by a number of procedures that interact with each other to successfully produce a high level of Service. These procedures are documented within our Procedures Manual and subject to regular review.

No changes can be made to the Manual unless authorised by the Management Representative.

The operation of the Management System is described within the Quality Management System. Further detailed information is contained within supporting documentation.

The Management System is designed around the Plan---Do---Check---Act cycle that underpins ISO 9001 Standard.. The overall operation of the Management System is shown in the following diagram:

MANAGEMENT SYSTEM

INPUTS

| Organisation and its context (4) |
| Customer requirements |
| Needs and expectation of relevant interested parties (4) |

Support and Operation (7, 8)

Planning (6) Leadership (5) Performance Evaluation (9)

OUTPUTS

Intended Outcomes

Improvement (10)

Numbers in brackets refer to the sections of this document

5. Leadership

5.1 Leadership and Commitment

The management of The Company recognise that to achieve and sustain a high calibre of service to its customers and consumers, then a commitment to the highest standard is required by all staff. To this end, selection, instruction and personal development of staff are considered important in creating an understanding of the Company ethos of service provision.

Considered crucial to achieving successful long-term partnerships with our customers and consumers is the ability of our management to produce a very high level of service, which meets and indeed exceeds the expectations of our discerning customer base.

The business is co-ordinated by the Directors as defined in the organisation structure. The Company will work in line with the required codes and standards, and insurance provisions and personnel screening requirements will be rigidly adhered to ensuring the confidence of our customers.

Ultimate responsibility for the effectiveness of this Management System rests with the Directors. In ensuring the effectiveness of this Management System, they are responsible for the following:

a)   Ensuring Policy and Objectives are established and that they are compatible with the context and strategic direction of the Company.

b)   Ensuring that the requirements of this Quality Management System are embedded into the business processes of the Company.

c)   Promoting the use of the process approach and risk-based thinking to enhance the effectiveness of the Quality Management System (including the enhancement of customer satisfaction and compliance with any environmental directives or legislation).

d)   Ensuring the resources required for the implementation, operation and improvement of this Quality Management System are available.

e)   Communicating the importance of operating this Quality Management System effectively and of conforming to the requirements of this Management System.

f)   Ensuring that the Quality Management System achieves its intended results.

g)   Engaging, directing and supporting persons to contribute to the effectiveness of the Quality Management System and encouraging other management roles to demonstrate leadership as it applies to their areas of responsibility.

h)   Promoting improvement (including the enhancement of customer satisfaction and compliance with environmental directives and legislation).

i)   Ensuring that the requirements (including legal and other statutory obligations) of customers and other interested parties are determined, understood and met.

j)   Ensuring that the risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and met.

5.2 Policy

We maintain a Quality Policy Statement that is appropriate and details our commitments with regard to the Quality Management System. The requirements are communicated within the Company. They are also made available to other interested parties.

5.3 Organisational Roles, Responsibilities and Authorities

The Directors are ultimately responsible for all matters concerned with the provision of services to meet customer requirements although they are supported by the relevant departments.

The Management Representative is responsible for all matters concerning the administration of the Quality Management System.

It is the policy of the Company that all in house activities, which have an influence on the quality of the service provided, are prescribed by documented flow processes, charts, procedures or instructions as appropriate.

This Policy is implemented by means of the totality of the flow controlled documented procedures, work instructions and quality controlled forms / working documents. All personnel, their responsibilities and authorities are defined and communicated throughout the company.

6. Planning

6.1 Actions to address Risks and Opportunities

The development of the Quality Management System is planned to ensure that issues relating to the context of the organisation (see Section 4.1) and the requirements of interested parties (see Section 4.2) are considered.

Where appropriate, action is taken to ensure the Quality Management System can achieve its intended results and to achieve improvement through the enhancement of desirable effects and the reduction of undesirable effects.

As part of the Management Review (see Section 9.3), these issues are kept under review and appropriate action taken.

6.2 Objectives and Planning to achieve them

The Company sets objectives for the Quality Management System. These are reviewed and updated as part of the Management Review process (see Section 9.3)

Objectives are documented and communicated throughout the Company.

Whenever objectives are set then The Company undertakes a review including who is responsible for attaining and retaining those objectives and what factors could prevent them from being achieved.

Planning is undertaken to assist in the achievement of Objectives. These plans are reviewed and updated as part of the Management Review process (see Section 9.3) and routinely throughout the year.

6.3 Planning of Changes

Where changes to the Quality Management System are required, these are carried out in a planned manner to ensure that the changes are effective and the integrity of the Management System is maintained.

7. Support

7.1 Resources

The Company is committed to providing sufficient resources for the establishment, implementation, maintenance, and continual improvement of the Quality Management System. Where there are insufficient internal resources, the Company utilises the services of external providers.

The Directors ensure that the necessary infrastructure and environment for the operation of processes is provided. They also ensure that arrangements to maintain and update the infrastructure and environment are implemented as required. They also ensure that when required devices that require calibration are managed to ensure accuracy of delivery.

The adequacy of resources and the arrangements to maintain infrastructure is reviewed as part of the Management Review process (see Section 9.3).

7.2 Competence

Senior management are totally committed to ensuring personnel receive the appropriate training to carry out their duties and meet the requirements of both the Quality and Environmental Objectives.

Where an individual does not have the required experience, the Company shall establish the individuals training needs and take necessary action to ensure they receive the training.

All Security Officers will receive adequate training, conforming to the requirements of BS 7499 and Door Supervisors to meet BS 7960 and to any other relevant Security Industry Authority requirement. In addition, all relevant staff will be trained to BS 7984-3 requirements for Keyholding and response services. All other personnel will receive training to ensure they remain competent to carry out the tasks associated with their role.

Only persons who can demonstrate sector experience shall measure competences.

7.3 Awareness

The Company ensures that all persons working under its control are aware of the Quality Management System Policy, relevant objectives and their own responsibilities.

7.4 Communication

Communications relevant to the Quality Management System are undertaken by the relevant Director or Management Representative in line with their areas of responsibility (see Section 5.3). On occasion, these duties may be delegated to a more appropriate but suitably qualified member of the management team.

Communications are undertaken in a variety of methods and may be verbal or by electronic or hardcopy. In communicating with clients, the format of the communication is normally based upon Client preferences. The Company also maintains a website containing general information about its services. It also communicates with employees, customers and other stakeholders via regular email and newsletters.

7.5 Documented Information

The Company maintains documented information necessary for the effective operation of the Management System, including documented information required by ISO 9001. The process for the control of such information is documented.

All processes relevant to the control of service will be identified and documented. Records will be maintained as objective evidence that the documented procedures are operational in practice. Changes to controlled documents require the approval of the Management Representative.

The controls shall ensure that:

- The Management Representative for adequacy prior to issue shall approve all documents.

- All documents are reviewed and updated as necessary and re-approved by the Management Representative.

- Changes to documents are reviewed and approved and details of the change are recorded, ensuring the current issue and revision status of each document is logged on the master list or contents page.

- Pertinent issues of appropriate documents are available at locations where operations essential to the effective functioning of the Quality Management System are performed.

- All documents remain legible and readily identifiable.

- Any external documents, i.e. British Standards or International Standards, are identifiable and their distribution controlled.

- Obsolete documents are promptly removed from all points of use and that any obsolete documents retained for legal and/or knowledge preservation purposes are suitably identified.

It is the organisation's policy that records, which furnish documentary evidence of conformity to requirements and of the effective operation of the Quality Management System, are controlled and systematically collated identified, indexed, stored and maintained.

These records shall remain legible, readily identifiable and retrievable.

The documented processes and procedures shall identify the type and extent of the records to be kept and their disposition.

8. Operation

8.1 Operational Planning and Control

It is the Company's policy to ensure Quality Objectives and requirements for the service are met.

The Company plans and develops the processes required for service realisation to ensure that sites are staffed to the agreed levels as specified by the customer. These processes are identified in a series of documents and supported by documented procedures where required.

Should the customer make any specific demands, which are outside the usual scope of service being provided, new processes or a plan shall be drawn up.

The Management Representative shall ensure that the criteria for workmanship for all personnel is defined. Security Officers and Mobile patrolmen are defined via BS 7499 and for Door Supervisors by BS 7960, training and Codes of Conduct (in addition to the Security Industry Authority and any Regulation that organisation may impose.) Keyholding and response services is defined by BS 7984. SP101 provides the reference for competency relating to fire extinguishers and technicians.

Senior Management ensures that inspections are regularly carried out and documented and the resultant reports contain sufficient information to show whether the service provided is in accordance with agreed requirements.

The Company supplies a range of services within its area of expertise in accordance with a framework of processes defined by the Quality Management System. The nature of the work undertaken by the Company is such that each contract will, to some extent, be unique in terms of its requirements. The relevant Manager ensures that the appropriate arrangements are put in place to ensure the requirements of the client are met within the framework of the Quality Management System.
These arrangements include:

a)   Determining how the contract is to be mobilised and serviced

b)   Ensuring appropriate resources are available

c)   Managing the contract to ensure the criteria described in (a) above are met

d)   Maintaining appropriate documentation

8.2   Requirements for Products and Services

Due to the nature of its services, it is essential that the Company works closely with its clients to determine their requirements prior to entering into a commitment to supply services to them. The process for determining the customer's requirements is documented.

8.3   Design and Development of Products and Services

All elements of design relating to product have been excluded.

8.4   Control of Externally Provided Processes, Products and Services

The Company shall ensure the purchasing of products for inclusion in the service or in the support of the activities, which form part of the Company's Quality Management System, are as defined within the manual by carrying out an evaluation of suppliers by continuous monitoring of their performance.

The Company ensures that products conform to specific requirements by evaluating all new suppliers' capability to meet the Company's specified requirements. This entails the checking of the delivery against the first three orders supplied to verify that the agreed requirements have been met. The results of this evaluation shall be recorded. A list of Approved Suppliers shall be maintained; new suppliers shall only be included on the Approved list after being satisfactorily evaluated.

Performance of suppliers and products used can affect the service provided to our customers. Therefore, suppliers' performance shall be reviewed at the Management Review meetings and the results recorded in the minutes.

All products shall be purchased as per the Company's established process.

Before issuing an order, it is the responsibility of the person raising the order to satisfy him/herself that the Company approves the proposed supplier. Reference must be made to the relevant List of Approved Suppliers.

Purchasing documents shall record adequate specifications of material, products and/or services to the supplier. Purchase orders convey to the supplier all the information they need to fulfil the requirements of the order and meet our customer needs.

All purchasing documents shall be reviewed and approved prior to issue. Records are held electronically.

When the Company wishes to verify purchased products at the supplier's premises, the Company shall specify verification arrangements and the method of product release in the purchasing documents.

When required, the Management Representative or Head of Department is responsible for liaison with the supplier to arrange with the customer's representative to visit and verify the quality. This also applies to customers wishing to visit the Company to verify quality.

The Company shall allow the customer or his representative the following:

- Access to those areas where personnel are working.

- Verification at any time of any procedure / process.

- Assistance from the Company's personnel in any verification.

- Access to any records or documentation as may be specified or implied to form part of a contractual requirement.

- Copies of the Company's screening documents as may be required by the contract.

The Company shall ensure that purchased products meet specified purchase requirements by carrying out receipt inspections.

The Company ethos is that the use of sub-contractors is restricted and that only those companies that have been previously the subject of a review may be used. This review includes the provision of documents to ensure that the sub-contractor is competent to carry out the services requested.

Records are held to show the companies previously accredited to perform work on behalf of The Company and these are reviewed on a regular basis.

In the event that the approved list does not include a company that is able to complete our current needs then provided the required review is undertaken then they may be added to the approval list.

It is an absolute condition that only those companies holding a current Approved Contractor Status with The SIA may be used as a sub-contractor within Security. In the event that a sub-contractor loses that accreditation then they will be removed from the list and carry out no further work on behalf of The Company.

8.5   Production and Service Provision

Prior to providing a service, the Company shall, at the customer's discretion, carry out a site survey/risk assessment of the site in order to advise of their ability to provide the service required.

Site audits shall be carried out and any requests by the customer to improve the service provided by the Company shall be recorded and the appropriate action taken.

Should the customer make any specific demands, which are outside the usual scope of service being provided, new processes or a plan shall be drawn up.

The Management Representative shall ensure that the criteria for workmanship for all personnel is defined.

Senior Management ensures that inspections are regularly carried out and documented, and the resultant reports contain sufficient information to show whether the service provided is in accordance with agreed requirements.

Senior Management is committed to establishing and ensuring regulatory/legal requirements associated with the service provided are determined and implemented, i.e. Risk Assessments, Employer & Public Liability insurances, etc. The Management Representative will monitor and maintain records for discussion with the Directors.

The Company shall review the customer's requirements related to the service to be provided. This review shall be conducted prior to the Company's commitment to supply a service to the customer.

It is the Company's policy to ensure that:

- The contract requirements are adequately defined. The Company shall ensure there is always a written statement of requirements, either from the customer or issued by the Company to the customer.

- Any requirements differing from those previously expressed are resolved and that the Company has the capability to meet the defined requirements.

- All permanent amendments to the contract shall be acknowledged to the relevant personnel in writing.

- Records of the review and actions arising from the review shall be maintained and retained for a defined minimum period.

- Identification and traceability.

The Company maintains full traceability of all of its personnel and the locations they have been deployed at and all hours worked. A software programme records all hours worked together with trained personnel.

8.6   Release of Products and Services

All products and services are reviewed by the relevant manager for conformance to customers' requirements and the requirements of the Quality Management System. This review takes place at the commencement of each contract and is reviewed at least monthly to maintain expected levels of delivery.

8.7   Control of Non-conforming Outputs

Any products or services that do not conform to specified requirements are identified and controlled to protect their unintended use or delivery. It is the Company's policy that, if the service provided and products used do not conform to specified requirements, they are controlled to prevent inadvertent use or supply against contracts.

When applicable, customers and Regulatory bodies will be informed of any relevant non-conformity. When non-conformances are identified, these shall be controlled as per the documented procedure.

A documented system is in place to assist in identifying the root cause in order to eliminate non-conformances, prevent recurrence, to improve the service provided to our customer and implement a method of measuring continuous improvement.

Where non-conformances are identified, corrective action is subject to re-verification to demonstrate product conformity. Under no circumstances shall non-conforming products be regarded for alternative application or a concession applied for. Rejection caused through unsatisfactory procedure methods shall be corrected immediately to ensure the error is not perpetuated.

9. Performance Evaluation

9.1 Monitoring, Measurement, Analysis and Evaluation

The Company undertakes monitoring and measurement to provide data for analysis. The data is used to evaluate:

a)   Conformity of products and services

b)   The degree of customer satisfaction

c)   The performance and effectiveness of the Quality Management System

d)   If planning has been implemented effectively

e)   The effectiveness of actions taken to address risks and opportunities

f)   The performance of external providers

g)   Compliance with Legislation

h)   The need for improvements to the Quality Management System.

The measurements to be taken and the methods used are varied and determined by management taking into account the quantity of data generated. The outcomes of the data analysis and the need for any changes to the monitoring and measurement regime are considered as part of management review (see Section 9.3).

The acceptance criteria is defined in the following but not limited to BS 7499, BS 7960, BS 7858, BS 7984 and ISO 9001 as well as SP101

Where applicable, product release and service delivery shall not proceed until the planned arrangements have been satisfactorily completed - unless otherwise approved by a relevant authority and where applicable by the customer.

A Health & Safety Risk Assessment shall always be carried out before acceptance of a contract.

Performance of all personnel is monitored on an ongoing basis via regular site visits and by appraisal.

No incoming product shall be utilised until it has been inspected or otherwise verified as conforming to specified requirements. The Company shall undertake receipt inspection in the same manner irrespective of the amount of control exercised at the sub-contractors premises. Therefore, under no circumstances, shall incoming products be released urgently without being verified.

9.2 Internal Audit

A regime of internal audits has been established to determine whether the operation of the Quality Management System:

a)   Conforms to ISO 9001 and the Quality Management System established by the Company

b)   Is effectively implemented and maintained.

An audit programme is established based upon the status and importance of the areas to be audited. The audit programme ensures that all areas are audited at least once per annum.

The process for planning and performing audits, reporting audit results, acting upon audit findings and maintaining records is documented.

9.3   Management Review

Senior management shall carry out reviews at least annually. The object of the review is to verify continuing suitability, adequacy and effectiveness of the Quality Management System and involve the assessing of opportunities for improvement and the need for changes to the Quality Management System. An agenda is available identifying the contents of the review.

Minutes shall be taken at these meetings that shall be retained as a permanent record of the organisation's performance, and as documentary evidence that the review took place. Copies shall be circulated internally for discussion and action as appropriate. Wherever possible, these shall be distributed electronically in line with Quality Objectives. An agenda is in place, which specifies the Management Review inputs and the agenda detailed below is not necessarily restricted to, but may include the following and is also recorded:

The management review shall include consideration of:

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 in:
    1. customer satisfaction and feedback from relevant interested parties;
    2. the extent to which quality objectives 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 (see 6.1);
f) opportunities for improvement.
g) any need for changes to the quality management system;
h) resource needs.

The outputs from the Management Review meetings shall be recorded, where appropriate, within the minutes, identifying person(s) responsible for implementation. As necessary, new or modified Objectives will be set at the review.

10.   Improvement

10.1   General

Through the application of the Quality Management System, the Company seeks to identify and implement improvements with the objective of better meeting client requirements and enhancing client satisfaction.

10.2   Non-conformity and Corrective Action

When non-conformities occur, the Company takes action to:

a)   React to the non-conformity

b)   Evaluate the need for action to eliminate the causes of the non-conformity in order that it does not recur or occur elsewhere

c)   Implement any action needed

d)   Review the effectiveness of any action taken

e)   Update identified risks and opportunities, if necessary

f)   Make changes to the Quality Management System, if necessary

All non-conformances shall be investigated and analysed in accordance with the procedures. Corrective action and controls shall be authorised by the Management Representative, in accordance with agreed procedures.

Any changes to procedures as a result of the above shall be authorised, recorded and issued to all affected personnel in writing.

It is the Company's policy to ensure that:

- Customer and consumer complaints and reports of non–conforming items are effectively handled and reviewed appropriately

- Non–conformances shall be investigated to identify the cause. The results of the investigation shall be recorded and discussed at management review meetings.

- A Senior Manager shall evaluate the need for corrective action to eliminate the cause of non-conformities and prevent recurrence.

- A Senior Manager shall determine the action required and ensure that any corrective action taken effective and record the results.

- Records are to be available to demonstrate the results of the corrective action taken.

- All corrective action is to be reviewed by management to ensure that preventative action has taken place.

The Company:

a)   Shall use appropriate sources of information to detect, analyse and eliminate potential causes of non-conformities.

b)   Shall determine the steps required to deal with any problems requiring preventative action.

c)   Is responsible for the initiation of preventative action and application of controls to ensure that it is effective.

d)   Is responsible for ensuring that accurate records of any action taken are maintained.

e)   Is responsible for ensuring that relevant information is submitted to management / workforce.

The process for non-conformity and corrective action is documented. Documented information detailing the non-conformity and action taken is maintained.

10.3   Continual Improvement

The identification of continual improvement opportunities is one of the outputs of the Management Review process. This is achieved through the use of the Policy, Objectives, audit results, analysis of data, and corrective and preventive actions. The actions associated with any continual improvement initiatives are documented as part of the Management Review process output.

11. Appendices

POLICY MANUAL / ISO 9001 CLAUSE	SUPPORTING DOCUMENTATION
CONTEXT OF THE ORGANISATION	
4.1 Understanding the organisation and its context	---
4.2 Understanding the needs and expectations of interested parties	---
4.3 Determining the scope of the Quality Management System	---
4.4 Quality Management System and processes	---
LEADERSHIP	
5.1 Leadership and commitment	Business Plan, Customer Meetings
5.2 Policy	Quality Policy
5.3 Organisational roles, responsibilities and authorities	Procedures Manual, Organisation Chart
PLANNING	
6.1 Actions to address risks and opportunities	---
6.2 Quality objectives and planning to achieve them	Quality Objectives
6.3 Planning of changes	Management Review, Internal Meetings
SUPPORT	
7.1 Resources	Site Surveys, Risk Assessments, calibration records
7.2 Competence	Assignment Instructions, Training Records
7.3 Awareness	---
7.4 Communication	Newsletters
7.5 Documented information	Control of documented information
OPERATION	
8.1 Operational planning and control	---
8.2 Requirements for products and services	Enquiries and sales order processing
8.3 Design and development of products and services	Excluded
8.4 Control of externally provided products, processes and services	Approval of external providers. Purchasing Ledger
8.5 Production and service provision	Monthly welfare and site visits
8.6 Release of products and services	Assignment Instructions
8.7 Control of nonconforming outputs	Nonconformity and corrective action reports
PERFORMANCE EVALUATION	
9.1 Monitoring, measurement, analysis and evaluation	Internal audits, Site audits
9.2 Internal Audit	Internal audit
9.3 Management Review	Management review
IMPROVEMENT	
10.1 General	Customer KPI, Internal Audits, Management Review
10.2 Nonconformity and corrective action	Nonconformity and corrective action
10.3 Continual improvement	---
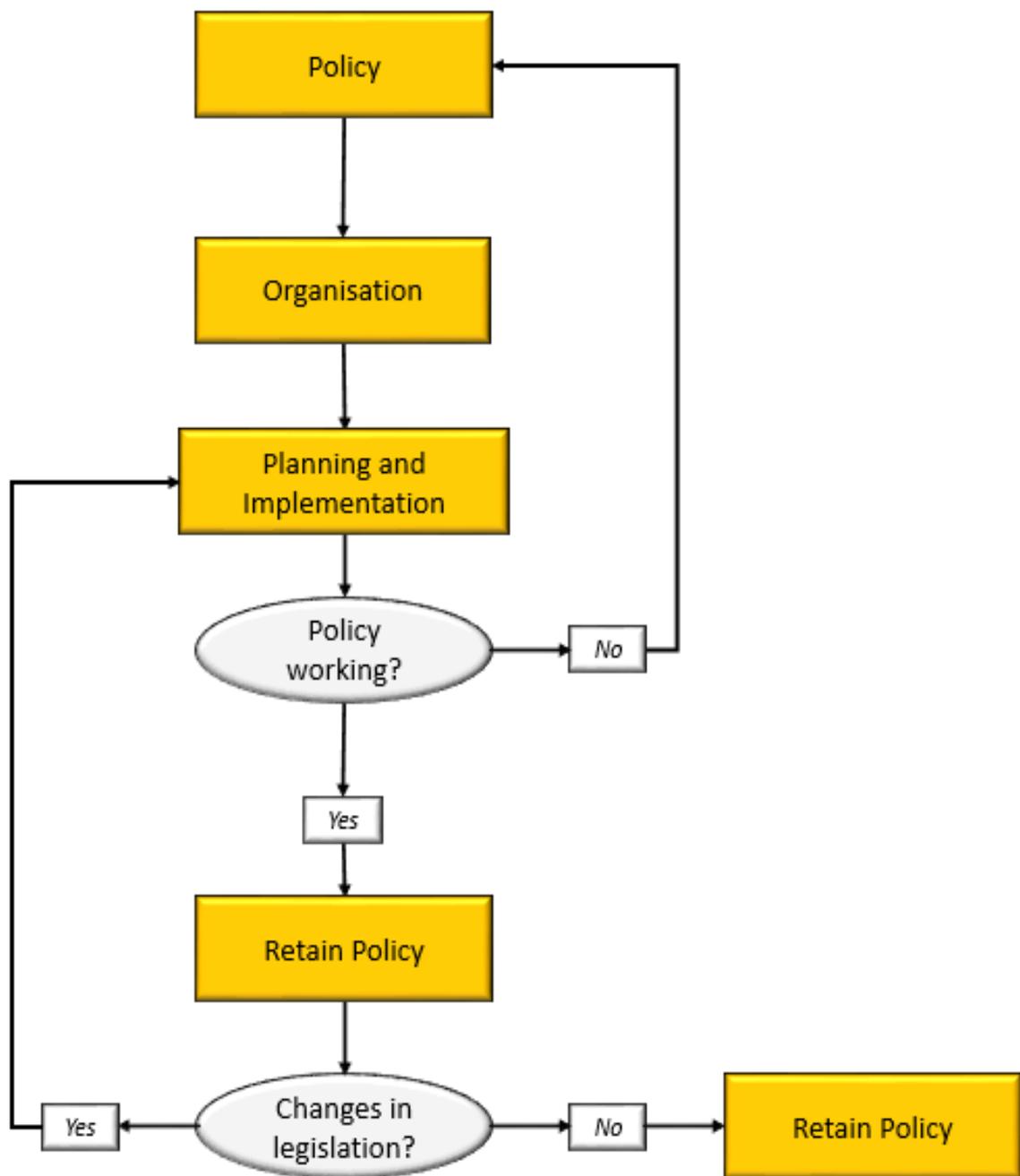
Policy Review and Management Flowchart

Risk Assessment Flowchart

```
┌──────────────────┐
│  Identify hazards │◄──────────────────────────────────────────────┐
└──────────────────┘                                                 │
         │                                                            │
         ▼                                                            │
    ╭─────────╮        ┌─────┐     ┌──────────────────┐               │
    │ Remove  │───────►│ Yes │────►│  Stop assessment │               │
    │ hazards?│        └─────┘     └──────────────────┘               │
    ╰─────────╯                                                       │
         │                                                            │
       ┌────┐                                                         │
       │ No │                                                         │
       └────┘                                                         │
         │                                                            │
         ▼              ┌─────┐     ╭──────────────╮      ┌─────┐      │
┌──────────────────┐    │ No  │     │ Has control  │      │ Yes │──────┘
│ Estimate /evaluate│◄──└─────┘◄────│measure created│────►└─────┘
│  consequences    │               │ new hazard?  │
└──────────────────┘               ╰──────────────╯
         │                                 ▲
         ▼                                 │
┌──────────────────┐              ┌──────────────────┐
│ Estimate/evaluate│              │ Implement plan to│
│       risk       │              │   reduce risk    │
└──────────────────┘              │ (control measures)│
         │                        └──────────────────┘
         ▼                                 ▲
    ╭─────────╮        ┌─────┐              │
    │ Is risk │───────►│ No  │──────────────┘
    │acceptable?│      └─────┘
    ╰─────────╯
         │
       ┌─────┐
       │ Yes │
       └─────┘
         │
         ▼
┌──────────────────┐
│ Review periodically│
│ and when changes │
│      occur       │
└──────────────────┘
```