OCK + ASSOCIATES

Quality Management System Manual

APPROVAL

The signatures below certify that this quality management system manual has been reviewed and accepted and demonstrates that the signatories are aware of all the requirements contained herein and are committed to ensuring their provision.

	Name	Signature	Position	Date
Prepared by	Ian Cragg		Senior Project Manager	
Reviewed by	Jamie Williams		Design Director	
Approved by	Kim Bradbury		Managing Director	

AMENDMENT RECORD

This quality manual is reviewed to ensure its continuing relevance to the systems and process that it describes. A record of contextual additions or omissions is given below:

Page No.	Context	Revision	Date

COMPANY PROPRIETARY INFORMATION

The electronic version of this document is the latest revision. It is the responsibility of the individual to ensure that any paper material is the current revision. The printed version of this manual is uncontrolled, except when provided with a document reference number and revision in the field below:

Document Ref. _____ Rev _____

Uncontrolled Copy ☐ Controlled Copy ☐ Date _____

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1 Introduction

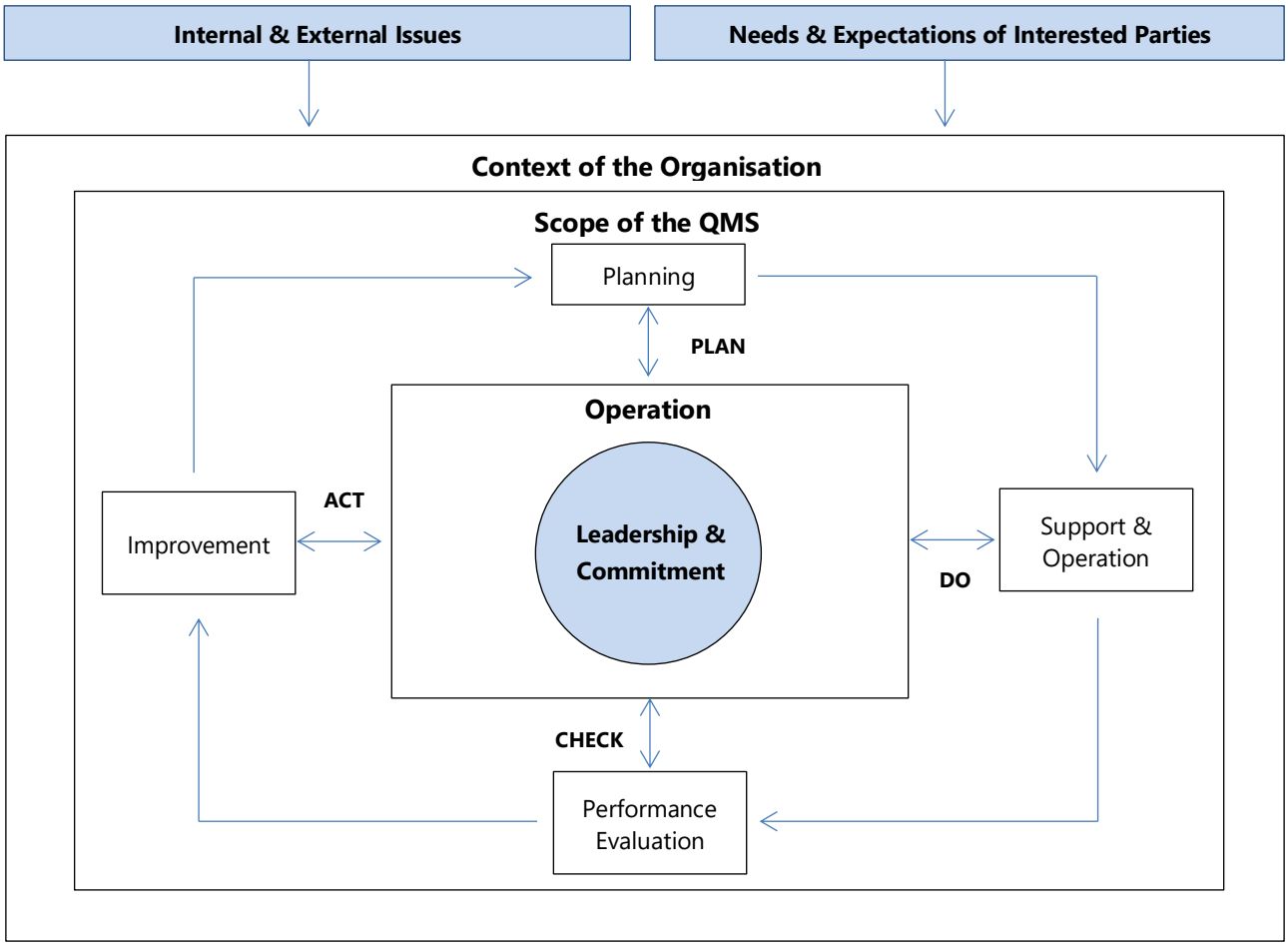
Cook and Associates has developed and implemented a quality management system, based on the principles of ISO 9001:2015 as a framework, that allows Cook and Associates to document and improve our practices in order to better satisfy the needs and expectations of our customers, stakeholders and interested parties.

This quality manual is used to familiarise our customers, interested parties, or individuals with the controls that have been implemented and to assure them that the integrity of our quality management system is maintained and is focused on meeting its intended outcomes.

The quality manual also describes the structure of our quality management system, the sequence and interaction of our key processes, and delineates authorities, inter relationships and responsibilities of personnel who operate within the boundaries of the quality management system, with references to procedures, processes and activities that comprise it.

The Figure below illustrates our methodology for the development of our quality management system, using the plan, do, check and act process approach, to implement and deliver management system objectives, stakeholder requirements and customer satisfaction.

Figure 1: ISO 9001:2015 QMS & PDCA Interaction



Certification to the international standard ISO 9001:2015 will help achieve these intended outcomes and will demonstrate that the quality management system is effective, provides value for Cook and Associates and its interested parties. Our quality management system addresses and supports our wider strategies for design, development, fabrication, installation and service.

Registered address:

15a, Harris Business Park

Hanbury Road

Stoke Prior

Worcestershire

B60 4DJ

Cook and Associates is a global brand experience company serving clients with dynamic design and strategic clarity. Design, development and implementation of exhibitions stands.

The following table identifies any ISO 9001:2015 requirements, that are not applicable to Cook and Associates as well as providing a brief narrative to justify their omission from the scope of our quality management system:

Clause	Justification for Exclusion

2 Quality Management Principles

Cook and Associates has adopted and realises the benefits of the ISO 9000:2015 quality management principles into our daily activities. The intent of the quality management principles is to provide a foundation to continually improve upon our performance.

Subsequent sections of this quality management system manual demonstrate our commitment to the following quality management principles:

1. Customer focus;
2. Leadership;
3. Engagement of our people;
4. Process approach;
5. Improvement;
6. Evidence-based decision making;
7. Relationship management.

3 References & Definitions

In addition to ISO 9001:2015 we also refer to other relevant British and/or international standards as well as customer specifications appropriate to our services and markets.

Standard	Title	Description
BS EN ISO 9000:2015	Quality management systems	Fundamentals and vocabulary
BS EN ISO 9004:2018	Quality management systems	Guidance to achieve sustained success
BS EN ISO 19011:2018	Auditing management systems	Guidelines for auditing management systems

This document does not introduce any new definitions but rather relies on the following:

1. Definitions typically used by our customers, stakeholders or marketplace;
2. Terms typically used in standards and regulations as they relate to our QMS or products;
3. Standard business terminology;
4. Terms and vocabulary commonly used in design and build practices.

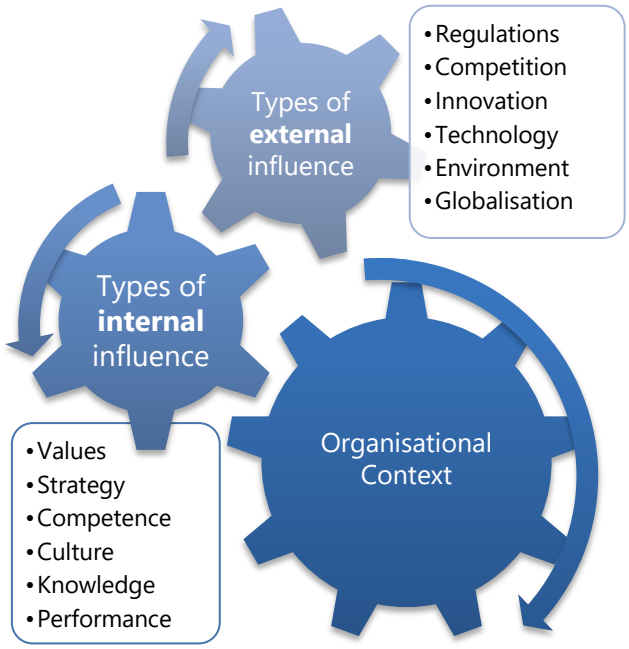
4 Context of the Organisation

4.1 Organisational Context

Cook and Associates is committed to defining our position in the marketplace and understanding how relevant factors arising from legal, political, economic, social and technological issues influence our strategic direction and organisational context.

To ensure that our quality management system is aligned with our strategy, whilst taking account of relevant internal and external factors; we collate and analyse pertinent information in order to determine the potential impact on our context and subsequent business strategy.

Figure 2: Examples of Internal & External Influences



Cook and Associates identifies, analyses, monitors and reviews factors that may affect our ability to satisfy our customers and stakeholders, as well as factors that may adversely affect the stability of our processes and the integrity of the management system. Broadly, these issues are defined as:

Internal issues are conditions related to organisational activities, products, services, strategic direction, culture, people, size, complexity, knowledge, performance, processes and systems.

Using *SWOT analysis* provides Cook and Associates with framework for reviewing and evaluating our strategies, and the position and direction of Cook and Associates, business propositions and other ideas.

External issues are factors that exist outside of Cook and Associates that are related to statutory and regulatory requirements, industry requirements and agreements, competition, globalisation, innovations, technology and natural environment. Using *PESTLE analysis* provides Cook and Associates with framework for measuring our market and growth potential according to external political, economic, social, technological, legal and environmental factors.

Cook and Associates monitors and reviews this information to ensure that a continual understanding of each party's requirements is derived and maintained. To facilitate the understanding of our context, we regularly consider issues that influence our context during management review meetings using the *Context & Interested Party Analysis* document.

The results of which are conveyed via minutes and business planning documents. We maintain and retain; in addition to this document, the following documented information to describe Organisational context and decisions relating to it:

1. Analysis of business plans, strategies, and statutory and regulatory commitments;
2. Analysis of technology, competitors, economic reports from relevant business sectors or from technical experts and consultants;

The outputs from these activities are evident as an input to determining the scope of our management system (4.3) and its processes (4.4), as well as, the consideration of risks and opportunities that may affect the quality management system, and the resulting actions that we take to address them (6.1).

4.2 Relevant Interested Parties

Cook and Associates identifies and classifies its interested parties, based on current information and knowledge held within our business. Each interested party is allocated to one or more categories and is analysed to determine whether any relevant needs or expectations exist; which could impact our business activities or the quality management system, and which must be adopted by the organisation.

Interested parties and their requirements are ranked and scored using simple, subjective criteria to create a Risk Potential Number (**RPN**) and captured using the *Context & Interested Party Analysis* document.

Prioritised relevant needs or expectations are converted into requirements which become inputs to planning and service outputs.

The outputs from this process are typically used to inform the following sections and processes of the quality management system:

1. Management system scope - 4.3;
2. Management system processes - 4.4;
3. Risk and opportunities - 6.1;
4. Communication - 7.4;
5. Operations - 8.0.

Figure 3: Types of Interested Party

Cook and Associates recognises that we have a unique set of interested parties whose needs and expectations change and develop over time, and furthermore; that only a limited set of their respective needs and expectations are applicable to our operational purpose.

4.3 Quality Management System Scope

Based on the scope of our activities described in Section 1 - Introduction and the analysis of the issues and requirements identified in Sections 4.1 and 4.2, Cook and Associates has established the scope of our quality management system in order the implement our objectives and our policies that are relevant to our context, services and interested parties.

In order for our QMS to be robust, all the activities, services undertaken by Cook and Associates are included with in the scope of the QMS. In this way, we are able to control and influence our activities, and services. The functional and organisational boundaries for the different physical locations (where applicable) and the level of control and influence are summarised below:

Physical	Functional	Organisational	Authority
The facilities at our registered address	All activities performed and managed by Cook and Associates which result in service outputs	Complete organisational control over current activities	We have a high degree of authority in order to control or influence related processes
Services performed on site	Implementation of services by Cook and Associates	Complete organisational control over current activities	We have a high degree of authority in order to control or influence related processes
External process performed by 3rd parties	Undertaking process as per our specifications	Purchasing and contractual controls	3rd Parties are controlled and influenced through contractual mechanisms

This document describes our quality management system, delineates authorities, inter-relationships and responsibilities of process owners and personnel that operate within the system. Although we recognise that ISO 9001:2015 does not require a quality manual, we have decided to retain and update our quality manual, as our employees, customers, suppliers and other stakeholders perceive it to add value to our operations.

4.4 Quality Management System Processes

Cook and Associates has implemented the quality management system which exists as part of a broader management landscape that has established, documented and implemented our processes, integrated policies and objectives, whilst satisfying the requirements of ISO 9001:2015.

To achieve this, Cook and Associates has adopted the process approach advocated by the above management system standard by adopting the 'process approach' into our daily operations and by using the PDCA cycle to for process management and to stimulate improvement. The utilisation of risk-based thinking is considered and applied when developing, implementing, and improving the effectiveness of our management system.

By defining key process-groups and by managing their inputs, activities, controls, outputs and interfaces; we ensure that system effectiveness is established and maintained. Refer to *Appendix A.2* which shows the interaction of the process groups within our management system.

The process landscape is defined three key groups and their sub-processes. By managing the inputs, activities, controls, outputs and interfaces; Cook and Associates ensures that management system effectiveness is established, monitored, maintained and improved. The process landscape is described and reported using tools such as documented procedures, process maps, turtle diagrams, matrices, schedules and charts, etc.

Process Landscape		
Key Process	**Sub-processes**	**Output**
Business Management	Business Planning, Sales & Marketing, Quality Assurance, Business Review & Improvement, and Operational Planning	Customer satisfaction and all supporting information, documented information and indicators necessary to demonstrate the ability of the quality management system and processes to achieve planned results.
Design, Operations & Facilities	Order/Quote Fulfilment, Design & Development, Procurement & Supply, and Storage, Packing & Shipping	
Support & Assurance	Facilities & Maintenance, Corrective Action, Internal Audit, Customer Service, Training & Human Resources, and Document Control & Knowledge	

The monitoring of key performance indicators (KPIs), which are linked to our objectives, is used to measure, monitor and communicate process performance. This approach allows management to regularly review quality management system performance and to ensure its ongoing integration with business processes.

As part of the decision-making process; we use trends and statistical data and trends related to non-conformities, customer feedback, targets, objectives and corrective actions, as well as, monitoring and measurement results, audit results, levels of customer satisfaction, process performance data and compliance data, to ensure that objective management decisions can be made.

Where Cook and Associates identifies the requirement to outsource any process, or part thereof, which affects conformity with the stated requirements; Cook and Associates identifies control criteria such as; the competence of workers and contractors, inspection regimes, the provision of product conformity certificates, adherence to specifications and specific job files, etc.

The controls identified do not absolve us of the responsibility to conform to client, statutory and regulatory requirements but instead they enhance our capacity to effectively manage our supply chain. The controls adopted are influenced by the potential impact of outsourcing on meeting customer or stakeholder requirements, and the degree to which control of the process is shared. Outsourced processes are controlled via purchasing and contractual agreements. Refer to Section 8.4.

Refer to the *Process Matrix & Application* document which is used to map out and assign responsibilities for achieving requirements to relevant functions, processes, and departments. This information forms the basis for our internal audit programme.

Supporting documentation:

Ref.	Title & Description
01	Organisational Context Procedure

5 Leadership

5.1 Leadership & Commitment

5.1.1 General

Cook and Associates' leadership is responsible for implementing our QMS, including the development and deployment of our quality policies, subsequent objectives and targets, and product or project-specific plans which are customer focused. Management provides accountability and governance to all activities related to the lifecycle processes including defining the strategic direction, responsibility, authority, and communication to assure the safe and effective performance.

Management ensures that all necessary resources, responsibilities and accountabilities are allocated for the continual improvement of the QMS. Refer to *Appendix A.3* for a copy of Cook and Associates Chart.

Management have appointed and delegated the responsibility and authority for managing our quality processes to the Quality Manager to ensure that the necessary financial, technological and organisational resources are available to implement, monitor and maintain the QMS as required.

Cook and Associates' governance structure provides necessary support for creating and establishing processes that are important for achieving our quality objectives, targets and policies by using the PDCA approach.

Governance activities include the systematic verification of QMS effectiveness by undertaking internal audits and analysing performance data, reviewing trends and KPIs.

Regular reviews and data reporting ensure that our QMS is effective and has the ability to react to emerging issues. Management is committed to implementing and developing the QMS and this commitment is defined by our corporate policies and objectives. Evidence of Management's involvement and commitment may be found in:

Figure 4: Leadership PDCA Cycle

1. Business strategy plans and meetings;
2. Policies, objective and goals; and their communication and incentivisation;
3. Information provided on our website or social media channels;
4. Annual reports;
5. Management meeting minutes.

Cook and Associates ensures that our policies are understood, implemented and maintained throughout at all levels of the organisation through printed distribution of our policy statements and through periodic management review of the policy statements and corporate level improvement objectives. Cook and Associates communicates our mission, vision, strategy, policies and processes to all employees in order to:

1. Create and sustain shared values of fairness and ethical behaviour;
2. Establish a culture of trust and integrity;
3. Encourage commitment to quality;
4. Provide people with the required resources, training and authority to act with accountability;
5. Inspire, encourage and recognise people's contribution.

In addition, our policies, objectives and targets are communicated and deployed throughout the business via individual, team and department performance objectives which are established and discussed during employee performance reviews

5.1.2 Customer Focus

Cook and Associates strives to identify current and future customer needs, to meet their requirements and to exceed their expectations. Management ensures that the focus on improving customer satisfaction is maintained by setting objectives related to customer satisfaction at management review meetings.

Management also ensures that customer requirements are understood and met. Customer requirements are understood, converted into internal requirements, and communicated to appropriate workers and contractors within the organisation, refer to Section 8.2.2.

Customer complaints and other customer feedback are continually monitored and measured to identify opportunities for improvement. We continually look for ways to interact directly with our customers to ensure that we focus on their unique needs and expectations.

5.2 Quality Policy

5.2.1 Establishing the Quality Policy

Cook and Associates' quality policies act as a compass by providing the direction and framework for establishing key corporate level performance measures, as well as related objectives and targets. Management has overall responsibility for defining, documenting, implementing and reviewing our quality policies in consultation with the management teams and other personnel, or their representatives. The policies are reviewed at least annually, as part of the management review programme or at a frequency determined by:

1. The changing needs and expectations of relevant interested parties, Section 4.2.
2. The risks and opportunities that are presented through the risk management process, Section 6.1.1.

Cook and Associates' quality policy is communicated to all employees at all levels throughout Cook and Associates via training, regular internal communications and reinforcement during annual employee performance reviews. Employee understanding of our policies and objectives is determined during internal audits and other methods deemed appropriate.

Cook and Associates is committed to an operating philosophy based on openness in communication, integrity in serving our customers, fairness and concern for our employees and responsibility to the communities within which we operate. Our vision is to exceed customer expectations for quality, sustainability, cost, delivery and value.

Although the activities contained with our quality policy are centrally coordinated from our facilities, success of the policy relies on the participation of everyone, and as such, the policy's aims are embedded into our processes.

5.2.2 Communicating the Quality Policy

Management ensures that our corporate policies are established and documented, and that the policies are available to all interested parties via our website. Our policies are communicated to all employees at all levels throughout Cook and Associates via training, regular internal

communications and reinforcement during annual employee performance reviews. Understanding of our policies and objectives is determined during internal audits and other methods deemed appropriate.

5.2.3 Quality Policy Statement

Cook and Associates is committed to an operating philosophy based on openness in communication, integrity in serving our customers, fairness and concern for our employees and responsibility to the communities within which we operate.

Our vision is to exceed customer expectations for quality, safety, sustainability, cost, delivery and value. Additionally, we are dedicated to creating a profitable business culture that is based on the following principles:

OUR PEOPLE

Cook and Associates is committed to equality in employment opportunity and rewards, embracing wholeheartedly the cultural diversity within the communities we call home.

Our employees' welfare and interests are foremost throughout all aspects of our business and how we conduct our affairs. Cook and Associates is committed to:

1. Creating and nurturing an environment of success based on honesty and integrity;
2. Equitable sharing in the success of the company;
3. Empowerment through training and communication;
4. Individual growth and equal opportunity;
5. Designing and providing a safe and secure work environment.

OUR CLIENTS

Customer needs are paramount and represent the highest priority within our business. Our obligation is to proactively seek out and define customer needs while addressing all requests expeditiously without creating false expectations.

OUR COMMUNITY

Cook and Associates is committed to supporting the communities within which we operate. We believe in the practice of social responsibility and encourage similar behaviour in our employees and suppliers.

We support the conservation of the physical environment and the prevention of pollution at our facilities.

We proactively comply with all applicable safety, environmental, legal and regulatory requirements to which we subscribe.

OUR QUALITY

Cook and Associates is committed to achieving competitive excellence and providing our customers with services designed, produced and maintained to meet or exceed their expectations by:

1. Complying with all customer, statutory and regulatory requirements;
2. Enabling employees to achieve business and professional goals;
3. Continually improving our processes via our QMS;
4. Extending our QMS practices throughout our Supply Chain.

Beginning with a clear definition of customers' expectations, we strive to consistently meet or exceed them. We adhere to all applicable standards and customer specific requirements and endeavour to provide processes that ensure we achieve this in order to build a robust and world class business.

5.3 Role, Responsibilities and Authorities

Organisational structure is defined in *Appendix A.3*. The organisation chart shows the interrelation of personnel within Cook and Associates, whilst job descriptions define the responsibilities and authorities of each role.

Job descriptions and the organisational structure are reviewed and approved by Management for adequacy as determined by the changing needs and expectations of the interested parties identified in Section 4.2, and any risk and opportunities presented through the risk management process, Section 6.1. All roles with QMS accountability and responsibilities are:

1. Documented in job descriptions
2. Documented in responsibility matrices;
3. Included in a QMS organisation chart specific to the business;
4. Documented in organisational charts and available to all employees;
5. Where contractors are involved, areas of accountability and responsibility are clarified.

5.3.1 Top Management

Management are responsible for business planning, development and the communication of our quality policies, quality management system planning, the establishment and deployment of objectives, the provision of resources needed to implement and improve the QMS (Refer to Section 7.1) and for undertaking management reviews (Refer to Section 9.3). Management is also responsible for:

1. Effective implementation and ongoing operation of the QMS to maintain ISO 9001:2015 certification;
2. Ensuring that the responsibilities and authorities for relevant roles are assigned;
3. Allocating resources to ensure that continual improvements can be achieved;
4. Chairing the Management Reviews to ensure the QMS remains effective, suitable and adequate.

5.3.2 Quality Manager

The Quality Manager is responsible, as delegated by Management, for ensuring that any identified risks to quality are eliminated or reduced at source to As-Low-As-Reasonably-Practicable (ALARP) and that Cook and Associates' strategic development does not compromise the intended outcomes of our QMS by;

1. Providing advice, information, instruction and training on quality management matters to employees and others as applicable;
2. Ensuring that the QMS is established, implemented and maintained in accordance with the requirements of and ISO 9001:2015;
3. Contributing to the annual (publicly available) reports;
4. Ensuring document control of QMS controlled documents;
5. Representation at QMS Improvement Groups;
6. Coordinating and completion of audits according to the internal audit programme;
7. Reporting on the performance of the QMS, progress against objectives
8. Make recommendations for improvement to Management via the agreed governance structure;
9. Increasing the competence and awareness of staff at all levels through the development of training and awareness initiatives and sharing of best practice;
10. Reporting on the operation of the QMS and identifying any opportunities;
11. Ensuring that improvement is taking place;
12. Ensuring that customer focus is promoted throughout the organisation;
13. Ensuring that whenever changes to the QMS are planned and implemented;
14. Ensuring the integrity of the system is maintained during changes;

15. Ensuring that responsibilities and authorities within the QMS are communicated and delegated.

5.3.3 Quality Coordinators

Quality Coordinators support the Quality Manager to deliver the following:

1. Inspecting products on manufacturing line for flaws or defects;
2. Testing items by analysing size, weight, dimensions, etc.;
3. Ensuring the production process meets requirements;
4. Creating reports of quality control tests;
5. Performing statistical analysis and data analysis.
6. Assisting with internal audits;
7. Fulfilling documentation and reporting requirements.

5.3.4 Managers & Supervisors

All department managers demonstrate their commitment to the development and improvement of the QMS through the provision of necessary resources, through their involvement in the internal audit process and through their proactive involvement in continual improvement activities. Emphasis is placed on improving both the effectiveness and efficiency of key system processes.

5.3.5 Employees & Contractors

All employees are responsible for the quality of their work and implementation of our policies and procedures applicable to the processes that they perform. Personnel responsible for product quality have the authority to stop production to correct problems. Employees are motivated and empowered to identify and report any known or potential problems, and to recommend solutions to aid subsequent risk management and corrective action activities.

6 Management System Planning

6.1 Addressing Risks & Opportunities

In order for Cook and Associates to have a successful quality management system, we consider and manage the risks and opportunities relating to our stakeholders, and our external and internal context. This process uses the information collected during context and strategy evaluations (via SWOT & PESTLE analysis) and stakeholder and interested party analysis.

Risk and opportunity management is undertaken as part of Cook and Associates' day-to-day operations to capture and react to perceived risk and opportunity, ensuring each issue is managed at the most appropriate level within Cook and Associates.

The aim of risk and opportunity management within Cook and Associates is to ensure that organisational capabilities and resources are employed in an efficient and effective manner to take advantage of opportunities and to mitigate risk to:

1. Strategic direction and business planning (4.1);
2. Interested parties (4.2)
3. Management system and processes (4.4);
4. Products (8.1);
5. Suppliers (8.4).

Cook and Associates considers and manages the risks and opportunities relating to our stakeholders, our external and internal context, and ultimately the QEHS management system.

Figure 5: Risk Evaluation as a 7-step Process

This process uses the information collected during context and strategy evaluations (SWOT analysis and PESTLE analysis), context and interested party analysis, and from the evaluation of health and safety hazards and environmental aspects.

Cook and Associates considers the risks and opportunities and takes action to ensure that our QEHS management system meets its intended outcomes and achieves continual improvement. All risk and opportunity management activities and related decisions are recorded in the *Risk & Opportunity Register* as well as in *Management Review Minutes*.

Management are responsible for incorporating risk-based thinking in to Cook and Associates' culture. This includes the establishment of risk management procedures and processes to ensure the effective risk and opportunity management principles are undertaken throughout the lifecycle of our management system, products, services and activities by:

1. Providing sufficient resources to carry out risk and opportunity management activities;
2. Assigning responsibilities and authorities for risk and opportunity management activities;
3. Reviewing information and results from audits and risk and opportunity management activities.

Cook and Associates uses a *Risk & Opportunity Register* to help record, assess, respond, review, report, monitor and plan for the risks and opportunities that we perceive to be relevant. The register allows Cook and Associates to methodically assess each risk and to study each opportunity associated with Organisational context, strategy, legal requirements and obligations that relate to the needs and expectations of our customers and interested parties. The register records the control method for each risk and how each opportunity is exploited.

Supporting documentation:

Ref.	Title & Description
02	Risk & Opportunity Procedure

6.2 Quality Objectives & Planning to Achieve Them

6.2.1 Establishing Quality Objectives

Cook and Associates sets out its objectives and targets on a regular basis within the management review minutes where details of programme dates and responsibilities are defined. Improvements in quality performance are incremental and are in keeping with the size and complexity of Cook and Associates. The process for determining our objectives is communicated by the *Objectives, Targets & Indicators Procedure*. Each measurable objective:

1. Is consistent with our established strategies, policies and context;
2. Provides a basis for continual improvement;
3. Enhances customer satisfaction.

Objectives are set in association with the Quality Manager which are based on reported compliance levels, audited deficiencies and legislative requirements, and agreed by the Management. The Quality Manager monitors and reports progress at monthly review meetings. To enable objectives and targets to be met, annual improvement plans are developed, documented and integrated into our overall business planning process and which:

1. Specifies the required resources (both human and financial) needed to meet the objectives;
2. Specifies the roles and responsibilities for implementing improvement plans and actions;
3. Establishes the timeframes for completion of improvement plans and achievement of objectives.

When setting objectives and targets, Management ensures that they are consistent with the needs and expectations of our interested parties, as defined in Section 4.2, and with our corporate targets and policies. In addition, technological options, financial, operational and business requirements are considered.

Progress is reviewed routinely by Management as part of the management review and reporting activities, and incorporates any proposed developments for modified activities, products or services. Management programmes are modified to account for any changes that affect the achievement of our objectives and targets. All proceedings and decisions are recorded in the management review meeting minutes.

In order to determine whether or not our objectives and targets are being met, their related metrics are reported visually as a set of key performance indicators (KPIs). This allows progress over time to be monitored as the metrics are gathered and the data is analysed. KPIs and objectives for Cook and Associates include the following:

1. Turnover and profitability;
2. Sales targets and production efficiency targets:
3. Reject and rework and cost of quality targets;
4. Energy and raw material use targets;
5. Accident and incident frequency rate;
6. Staffing breakdown.

On the basis of our policies, Cook and Associates sets objectives that are specified in the *Register of Quality Objectives & KPIs*. All employees are aware of, and responsible for, the fulfilment of our policies and their subsequent objectives. Managers of all departments are obliged to develop high level objectives into objectives applicable to their departments and employees.

Objective	Target	Measure
Implement training programme	All employees trained by Q4 2020	Feedback, improved performance
Reduce wastage, increase recycling	Increase recycling by 20% by Q4 2020	Reduced waste to landfill

6.2.2 Plans to Achieve Quality Objectives

Top Management are responsible for developing the *Objectives Management Programme* and targets for the whole organisation. The Quality Manager is responsible for monitoring progress against our targets and objectives, and for reporting this data to Management.

Management is responsible for agreeing objectives and targets relating to activities under their control and for approving and endorsing objectives and targets for the organisation. Planning for action to mitigate adverse risk and significant impacts and the leveraging of opportunities is implemented via:

1. Management system objectives;
2. Monitoring, measuring and analysis;
3. Operational controls;
4. Others, as appropriate.

The programme acts as our management action plan that identifies individual objectives, the means by which the objectives are to be achieved, and the timeframe in which the actions are to be achieved. Actions are assigned to suitably authorised and competent employees, who are responsible for ensuring that the actions are completed within the terms specified by the programme.

Supporting documentation:

Ref.	Title & Description
03	Objectives & Indicators Procedure

6.3 Planning for Change

Our quality management system is planned and implemented in order to meet our corporate objectives as well as the requirements of ISO 9001:2015. The planning process involves establishing and communicating our corporate policies, objectives and associated operational procedures.

This document constitutes our overall plan for establishing, maintaining and improving our quality management system. For each instance of management system planning, the output is documented and retained accordingly. Any changes are conducted in a controlled manner to ensure there that no unintended threats affect the quality management system and are documented and assessed using the *Risk & Opportunity Register*.

Whenever management system changes are planned, Management ensures that all personnel are made aware of any changes which affect their process, and that subsequent monitoring is undertaken to ensure that quality management system changes are effectively implemented and that they do not adversely impact other processes.

All identified risks and opportunities that need to be addressed are used to prioritise action our action planning in order to manage and mitigate them. In order to manage the risks associated with any change, the Quality Manager identifies and assesses each change to any business processes that might impact the performance of the quality management system. These types of change may be:

1. Planned or unplanned;
2. Sudden or gradual;

3. Temporary or permanent.

The Quality Manager analyses the risks associated with each change and presents the assessment to Management for consideration. The change process applies to the following activities or items which may foreseeably undergo change:

1. Plant and equipment;
2. Materials used, their composition and properties;
3. Drawings and engineered processes;
4. Operating and maintenance procedures;
5. Emergency procedures or changes to business resilience;
6. Electronic system software;
7. Organisational structures and responsibilities;
8. Personnel changes, training or competency requirements;
9. Individual roles and responsibilities;
10. Regulatory and statutory requirements;
11. Activities, services.

The management review process, change control process, and the internal audit process ensure that the integrity of our quality management system is maintained when significant changes affect key processes. The management review makes recommendations to ensure that risks and opportunities that could affect the intended outcomes of our quality management system are taken into account and planned for via the most appropriate business processes.

7 Support

7.1 Resources

7.1.1 General

Resources at Cook and Associates include human resources and specialised skills, infrastructure, technology, work environment and financial resources. The resource requirements for the implementation, management, control and continual improvement of the quality management system, and activities necessary to enhance customer satisfaction, are defined in our operational procedures, work instructions and the following sections of this quality manual:

1. Planning; Section 6.0
2. Management review; Section 9.3
3. Human resources; Section 7.1.2
4. Infrastructure; Section 7.1.3
5. Work environment; Section 7.1.4
6. Planning of product realisation; Section 8.1
7. Determination of customer requirements; Section 8.2

7.1.2 People

To ensure competence of our personnel, job descriptions have been prepared which identify the qualifications, experience and responsibilities that are required for each position that affects product and quality management system conformity. Qualifications include desired requirements for education, skills and experience. Appropriate qualifications, along with the provision of any required training, provide the competence required for each position.

Qualifications are reviewed upon hire, when an employee changes positions or the requirements for a position change. The Human Resources Department maintains records of employee qualifications. If any differences between the employee's qualifications and the requirements for the job are found, training or other action is taken to provide the employee with the necessary competence. The results of training are then evaluated to determine if it was effective.

Staff training records are maintained to demonstrate competency and experience. The Human Resources Department maintains and reviews the training records to ensure completeness and to identify possible future training needs. Training records are maintained and include as a minimum; copies of certificates for any training undertaken to date, current job description and curriculum vitae. The requirements for training are communicated by the *Competence & Awareness Procedure*.

7.1.3 Infrastructure

Cook and Associates is responsible for planning, providing and maintaining the resources needed to achieve product and process conformance, including buildings, workspace and associated utilities; process equipment (hardware and software); and supporting services (such as internal transportation and material handling systems and communications systems).

The Facilities Manager in conjunction with the Quality Manager has overall responsibility for managing our facilities and equipment maintenance programmes which include:

1. Transportation and material handling;
2. Equipment management, maintenance and repair;
3. Process and production equipment management, maintenance and repair;
4. Facilities management, maintenance and repair.

The Facilities Manager in conjunction with the Quality Manager have overall responsibility for managing and mitigating Cook and Associates' use of natural resources (non-renewable electricity, natural gas, and water) to ensure that our operations remain compliant with relevant parts of:

1. Our corporate policies and objectives;
2. Business and strategy planning;
3. Local Authority conditions;
4. Legal requirements:

The operation and maintenance of plant and equipment that have the potential to impact management system performance, as defined through risk analysis, is maintained, inspected and tested to ensure it meets design descriptions and performance specifications. Documentation for critical processes, plant, and equipment is retained and made available, and includes as applicable:

1. Codes and relevant legislation;
2. Hazard assessment reports;
3. Operating procedures and operating criteria;
4. Engineering drawings, specifications and engineering standards;
5. Maintenance, inspection and testing strategies;
6. The characteristics of the product or materials essential for safe and proper use.

7.1.4 Operational Environment

Cook and Associates ensures that our offices and warehouses comply with relevant health and safety regulations. The Facilities Manager carries out regular compliance audits to ensure that appropriate standards are maintained. Management is committed to providing:

1. A place of work that is safe, including all equipment and methods of work;
2. Training, instruction, information and supervision for employees;
3. A means of safe handling, storage, use and transportation of equipment, materials and chemicals;
4. Safe working environment with good lighting, ventilation, safe passageways, stairs and corridors.

Where the work environment or the impact of personnel on the product realisation process are determined to result in risk to products, processes or environment, then risk control measures are defined, documented and implemented. The effectiveness of risk control measures is periodically assessed.

7.1.5 Organisational Knowledge

Cook and Associates recognises that organisational knowledge is a valuable resource that supports our processes and activities, and which helps to assure the conformity of our products, processes, and services. There is a strong link between organisational knowledge and the competence of our people, the latter being our employees' ability to apply knowledge to their work.

We define organisational knowledge as information combined with experience, context, interpretation, and insights that are useful when making decisions and taking action specific to our operations.

To ensure that organisational knowledge relating to our business is captured and disseminated through formal modes of training and communication, organisational knowledge is captured in documented information and is embedded into our processes, services. Examples of organisational knowledge include:

1. Documented information regarding a process, product or service;
2. Previous specifications and work instructions;
3. The experience of skilled people operating their processes;

4. Mentoring and coaching by more experienced employees;
5. Knowledge of new technologies and infrastructure relevant to Cook and Associates, etc.

Sources of internal knowledge also include our intellectual property; knowledge gained from experience and coaching; lessons learnt from failures and successes; capturing and sharing undocumented knowledge and experience; the results of improvements in processes, services. Cook and Associates assimilates and deploys internal and external sources of knowledge, such as:

1. Lessons learnt from non-conformities, corrective actions, and the results of improvement;
2. Gathering knowledge from customers, suppliers and partners
3. Benchmarking against competitors;
4. Capturing knowledge existing within the organisation, e.g. through mentoring/succession planning;
5. Sharing knowledge with relevant interested parties to ensure sustainability of the organisation;
6. Knowledge from conferences, attending trade fairs, networking seminars, or other external events

Sources of external knowledge often include other ISO standards; research papers; webinars from conferences; or knowledge gathered from, or about; our customers, stakeholders or other external parties.

7.2 Competence

Management identifies emerging competency needs during management reviews. Emergent competency needs are converted into job descriptions for the type and number of positions that need to be filled through internal or external recruitment.

To ensure competence of our workers and contractors, job descriptions have been prepared identifying the qualifications, experience and responsibilities that are required for each position that affects product and system conformity. Qualifications include desired requirements for education, skills and experience. Appropriate qualifications, along with the provision of any required training, provide the competence required for each position.

Staff training records are maintained to demonstrate competency and experience. The Human Resources Department maintains and reviews the training records to ensure completeness and to identify possible future training needs. Training records are maintained and include as a minimum; copies of certificates for any training undertaken to date, current job description and curriculum vitae.

Where required; competency training and monitoring is conducted in-house, although for more specialist skills, external seminars or courses are utilised. The effectiveness of training is evaluated and recorded. The company induction includes an introduction to our policies and objectives.

Future competency training needs are identified as part of the management review process by reviewing the *Competency Review Forms*. As a minimum, the following competency-based training is provided:

1. Operational controls (including procedures and/or work instructions);
2. Work place and safety and environmental monitoring;
3. Incident and defect management (including investigation methods as appropriate to the role);
4. Process interactions.

7.3 Awareness

Cook and Associates operates a formal system to ensure that all employees within the organisation are adequately trained and aware to enable them to perform their assigned duties. Those staff whose

work is directly related to achieving Cook and Associates' objectives; understand their particular responsibilities and accountabilities within the context of the management system.

All employees are trained on the relevance and importance of their activities and how they contribute to the achievement of our policies and objectives. We aim to raise quality awareness and encourage involvement with relevant schemes.

Where required, awareness training is conducted in-house to allow the transfer of organisational knowledge but for more specialist skills, external seminars, trainers or courses are utilised. The effectiveness of awareness training is evaluated and recorded using the *Training Evaluation Form*.

The company induction includes an introduction to Cook and Associates' policy statements and objectives. Future training needs are identified as part of the management review process. Employees are also encouraged to undertake personal and professional development with plans reviewed on an annual basis at individual annual performance appraisals undertaken by line management.

It is a requirement for line managers to refer to the training needs analysis during this appraisal to identify any gaps and/or any refresher training which may be due. These are added to the personal and professional development plans for the following year. As a minimum, the following awareness training is provided:

1. Understanding of our policies, the management system and its processes
2. Significant risks, aspects, impacts, hazards and activities;
3. Accountabilities of specific roles and responsibilities;
4. Consequences of departure from specified procedures or standards;
5. Emergency response procedures and business resilience.

Supporting documentation:

Ref.	Title & Description
04	Competence & Awareness Procedure

7.4 Communication

Cook and Associates communicates information internally regarding our quality management system and its effectiveness, through documented training, internal audit reports and continual improvement processes. All managers and supervisors are responsible for establishing regular formal and informal communications as needed to convey to their employees the relevance and importance of their activities; typically, this information is conveyed through team meetings and cross-functional improvement projects.

Communications regarding how employees contribute to the achievement of objectives are also conveyed and reinforced during employee performance reviews. Issues pertaining to our QMS that may be communicated internally include:

1. Day-to-day operations and general awareness;
2. Quality policy;
3. Information on achieving objectives and targets;
4. Risk and opportunities.

Management and their direct reports are responsible for communicating the corporate policies as well as the importance of meeting customer, statutory and regulatory requirements to employees within their respective departments. They ensure the quality policy is understood and applied to the daily work of the organisation through the establishment of measurable goals and objectives. Internal communication occurs on an on-going basis and is achieved through various mechanisms as appropriate:

1. Regular meetings and briefings;

2. Training sessions and training material;
3. Display boards, memorandums, letters;
4. Website, intranet, internal e-mails;
5. Product and process performance data analysis and audit results;
6. Targets, objectives, scorecards, KPIs, management system manual and procedures;
7. Corrective action and non-conformance reports.

Cook and Associates determines the need to communicate information externally to our interested parties, as defined in Section 4.2, regarding the effectives of our quality management system. In most instances, external interested parties are the main driving force for Cook and Associates to implement our quality management system. The various processes or means of external communication may include as appropriate:

Interested Parties	Needs & Expectations	Possible modes of Communication
Clients	Innovation, reliability & value	Publications in the media and focus groups
Owners/shareholders	Profitability & growth	Annual reports or newsletters of performance
Suppliers	Beneficial relationships	Publications on our website, meetings or questionnaires
Regulatory & statutory	Compliance & reporting	Regulatory compliance submissions or results of audits

Cook and Associates ensures that all external communications are authorised prior to release. Where required, advice appropriate to the context of the communication may be sought concerning the content and dissemination of certain external communications.

1. **Website** - Information about our quality management system is communicated externally to interested parties via our website.
2. **Enquiries** - Cook and Associates is subject to the Freedom of Information Act which requires a response to external requests for information within specific timescales.
3. **Social Media** - Cook and Associates manages social media accounts to share information, encourage behavioural change and promote events. All social media is coordinated by our Marketing Department.

Responses to external communications are recorded if they are transmitted by email or letter. In each case the response is retained and controlled in accordance with the requirements for documented information.

7.5 Documented Information

7.5.1 Management System Documents

Cook and Associates ensures that our quality management system includes the documented information that is required to be maintained and retained by ISO 9001:2015, and additionally, any documented information identified by Cook and Associates that demonstrates the effective operation. Refer to the *Master Document & Record Index*.

Cook and Associates applies the following criteria to all types of documented information in order to assess whether the information is necessary for demonstrating the effectiveness of our quality management system, and whether it should be formally controlled. Should any of the criteria apply, Cook and Associates ensures that this information is retained and/or maintained as a form of 'documented information'.

1. Communicates a message internally or externally;
2. Provides evidence of process and product conformity;
3. Provides evidence that planned outputs were achieved;
4. Provides knowledge sharing.

Should any of the above criteria apply, Cook and Associates ensures that this information is retained and/or maintained as a form of 'documented information'

7.5.2 Creating & Updating

Cook and Associates ensures that when we create documented information it is appropriately identified and described (e.g. title, date, author, reference number) and is available in an appropriate format (e.g. language, software version, graphics, etc.) and on appropriate media (e.g. paper, electronic).

All documented information is reviewed and approved for suitability and adequacy. Where permanent changes to a document are required, a *Document Change Request* form is completed and submitted for the document owner to consideration and implementation.

7.5.3 Controlling Documented Information

Documented information is retained to provide evidence of conformity to the requirements specified by ISO standards, customer requirements and of the effective operation of our integrated management system. We use *Document Issue Sheets* to record the transmittal of documents to external parties.

Cook and Associates uses standard forms and documents that are accessed via a local area network computer system. An electronic document management system, which is backed up and updated as required, is used to retain documented information ensuring only the current versions are available to users. All management system documents are controlled and communicated according to the *Control of Documented Information* procedure which defines the process for:

1. Approving documents for adequacy prior to issue;
2. Reviewing and revising as necessary and re-approving documents;
3. Ensuring that changes and current revision status of documents are identified;
4. Ensuring that relevant versions of applicable documents are available at points of use;
5. Ensuring that documents remain legible and readily identifiable;
6. Ensuring that documents of external origin are identified and their distribution controlled;
7. Preventing the unintended use of obsolete documents;
8. Ensuring that documents of external origin are identified and their distribution controlled.

Supporting documentation:

Ref.	Title & Description
05	Documented Information Procedure

8 Operation

8.1 Operational Planning & Control

Cook and Associates establishes and implements documented plans and procedures that describe the processes identified in Section 4.4 and the controls required for the provision of services in cognisance to our objectives, the potential for planned or unintended change, and the risks and opportunities identified in Section 6.1. During the planning phase, Management, the Quality Manager and other responsible personnel identify the following parameters:

1. Objectives and requirements for the design or service;
2. Verification, validation, monitoring, inspection and test requirements;
3. Documented information to demonstrate conformity;
4. Related life risks and opportunities;
5. Documented information to demonstrate conformity;
6. Necessary resources; or outsourced processes and their controls;
7. Criteria for process performance and product/service acceptance;
8. Potential consequences and mitigation to change affecting input requirements;
9. Resources necessary to support the ongoing operation and maintenance of the product.

The output of this planning activity includes documented plans, resource schedules, processes, equipment requirements, procedures and design outputs. Design and development activities targeted at controlling risks are supported by documented information. This documentation relates the design activities to identified risks in a way that provides objective evidence that the nature and extent of the design control is reasonable and appropriate to the degree of risk.

8.2 Customer Requirements

8.2.1 Customer Communication

In accordance with our commitment to exceed our customer's expectations, Cook and Associates highlights effective customer communication as an essential element of delivering customer satisfaction. Appropriate handling of customer communication helps to reduce customer dissatisfaction and, in many cases, turn a dissatisfying scenario into a satisfying experience. Customer communication occurs through the following formats, events and processes:

1. Brochures, specifications or technical data sheets relating to our services;
2. Enquiries, quotations and order forms, invoices and credit notes;
3. Confirmation of authorised orders and amended orders;
4. Delivery notes and certificates of conformity;
5. E-mails, letters and general correspondence;
6. When customer property is handled or controlled;
7. Customer feedback and complaints management process;

The Operations Department and Sales & Marketing Department are responsible for establishing methods of communication with our customers to ensure enquiries, contracts or order handling; including amendments, customer feedback and complaints are handled expeditiously and professionally.

8.2.2 Determining Requirements

Cook and Associates develops appropriate requirements to ensure that we satisfy the needs and expectations across the socio-technical environment including those of our customers, stakeholders or relevant interested parties. Cook and Associates ensures that customer requirements are clearly articulated and that their requirements are captured and understood before the acceptance of an order. Customer requirements include the following:

1. Previous customer requirements which pertain to current projects;
2. Statutory and regulatory obligations related to the project's lifecycle;
3. Other non-customer specified performance requirements;
4. Any additional requirements determined by Cook and Associates;
5. Requirements not stated by the customer, but which are necessary for specified or intended use.

Cook and Associates controls the stages of the project lifecycle by establishing requirements for each project during its design and development phase. This is customer-driven process requires clear, and often repeated, customer interaction to understand the customer's needs.

8.2.3 Review of Requirements

Prior to committing to the customer, Cook and Associates ensures and confirms our capacity to supply the required product or service. Pre-acceptance reviews are conducted to ensure that:

1. Product requirements are defined and are appropriate;
2. Requirements are defined for delivery and post-delivery activities such as product or service support;
3. Requirements not stated by the customer, but which are necessary for intended use are appropriate;
4. Any additional requirements determined by Cook and Associates are appropriate;
5. Contract or order requirements differing from those previously expressed are resolved;
6. Cook and Associates has the ability to meet the defined requirements;
7. Documented information is retained and maintained showing the results of the review.

Customer requirements are confirmed before acceptance by the exchange of contracts, purchase orders via appropriate electronic or hard copy formats.

8.2.4 Changes in Requirements

Cook and Associates ensures that all relevant documented information; relating to changes in product or service requirements, are authorised and amended where necessary, and that all relevant personnel are made aware of the documented changes to customer requirements. In order to manage the risks associated with any change to business processes, the Quality Manager identifies and assesses each change that may impact on performance.

8.3 Design & Development

8.3.1 General

The design and development activities transform the input requirements into conforming product or service outputs. Design and development plans ensure that risk management activities are conducted during the design and development process by identifying the inter-relationship(s) between appropriate risk management activities, and design and development activities, as well as the resources needed, including the appropriate expertise required to ensure sufficient coverage of potential concerns.

The design and development process is carried out under controlled conditions; all activities are planned and all outputs are documented. Design and development activities targeted at controlling risk and mitigating adverse impacts are supported by documented information.

All designs are reviewed at appropriate stages and, where applicable, are validated. The design and development outputs are verified before it is released to production. The design and development outputs are verified before it is released for production. Our design and development practices incorporate appropriate review activities where required, including; reviews of relevant standards and codes of practice, peer review, creator self-review, or independent review as appropriate.

8.3.2 Planning

At the start of the design process Cook and Associates reviews the available requirements and specifications and identifies the key stages of the design process. Design and development stages including organisation, task sequence, mandatory steps, significant stages and methods of configuration control are established. Where appropriate, Cook and Associates considers and implements to the following activities:

1. Assigning responsibilities and authorities for the design and development process;
2. Determining and scheduling required design review meetings;
3. Verification and validation activities appropriate to each stage;
4. Determining the nature, duration and complexity of the design and development activities;
5. Identification of internal and external resources;
6. Determining the need to control interfaces between personnel involved;
7. Identification of multi-disciplinary interfaces whose input is required;
8. Determining the need for involvement of customers and users in the process;
9. Determining the requirements for subsequent provision of services;
10. Determining the level of control expected by customers and other relevant interested parties;
11. Determining the documented information needed to demonstrate that requirements have been met.

By structuring the design effort into significant elements and by analysing the elements and the necessary resources for design and development, Cook and Associates identifies responsible personnel, design content, input data, planning constraints and performance conditions. The input data specific to each element is reviewed to ensure consistency with customer requirements.

8.3.3 Inputs

Design inputs such as customer data, drawings, specifications, standards, regulations, obligations, and quality requirements, etc. are checked to confirm they are adequate and unambiguous. Any conflicting or ambiguous requirements are discussed and resolved with the originator and the outcome retained as documented information. Cook and Associates also considers the following:

1. Functional and performance requirements;
2. Information derived from previous, similar designs;
3. Statutory and regulatory requirements;
4. Commitments to implement any standards or codes practice;
5. Consequences of failure due to the nature of the products or services.

If the project involves modifying an existing company design then the impact of the changes on component parts, stocks and delivered products is also evaluated. When establishing design and development inputs, the need for risk control measures is considered. When risk control measures are determined to be necessary and are initially defined and become an output as part of the iterative lifecycle of the products.

8.3.4 Controls

Cook and Associates controls the design and development process to ensure that the results to be achieved are defined and that corrective action is taken where problems or changes are identified during design reviews and verification or validation activities.

Our designs are verified by reference to similar, proven designs, or by carrying out alternative calculations to ensure that the input requirements are met. Verification is usually carried out as part of the design review process, the results of which are retained as documented information.

Design and development verification generate objective evidence that the identified risks were addressed, risk control measures were implemented as necessary, and risk control measures were verified to be effective so that the end result meets the defined acceptability criteria.

Design and development validation is performed to ensure that resultant the products or services are capable of meeting the requirements for the specified application or intended use, where known, prior to release for delivery or implementation. Validation confirms the services meets user needs, intended uses, and that any residual risk meets the overall acceptability criteria.

1. Where it is impossible to perform full validation prior to delivery or implementation, partial validation is performed to the extent applicable. Where tests are necessary for verification and validation, tests are planned, controlled, reviewed and documented to ensure and prove the following: The correct configuration of the product is submitted for testing;
2. The requirements of the test plan and the test procedures are observed;
3. The acceptance criteria are met.

At appropriate stages, the design is reviewed to ensure it meets the specified input requirements and identifies and resolves any problems. These actions are recorded. The review includes all relevant stakeholders. Records of key decisions are retained. The design review includes the:

1. Evaluation of results to determine whether they fulfil requirements;
2. Identification of problems and proposals for corrective actions;
3. Authorisation to progress to the next design and development stage.

Design and development reviews determine if any individual residual risks as well as any overall residual risk are adequately communicated to appropriate individuals including users.

8.3.5 Outputs

The documented outputs of the design and development process are retained as documented information and expressed in terms of compliance with requirements and validated assumptions, approved drawings and calculations, external analysis, or other means that can be verified against the input requirements.

The resulting outputs satisfy the design requirements, provide adequate information on production and service operations, make reference to acceptance criteria and specify characteristics essential for safe and proper use of the product.

During the design and development process, when inherent safety and/or design for protective measures are not possible or practical, additional risk control measures such as labelling, training and residual risk communication may be necessary design outputs.

8.3.6 Changes

Cook and Associates ensures that changes made during or after the design and development requirements are identified and retained as documented information. Any changes are reviewed, verified, validated and approved. The review of design development changes includes evaluating the adverse effects of those changes upon constituent products already delivered. Where a design

change results from changes in a risk control measure, any current risk assessments are reviewed and updated as necessary.

8.4 Control of Suppliers & External Processes

8.4.1 General

The purchasing process is essential to Cook and Associates' ability to provide our customers with services that meet their requirements. Cook and Associates ensures that all purchased products, services and outsourced processes that are incorporated in to our final products, or which impact management system performance, conform to specified quality requirements.

Cook and Associates accomplishes control by closely working with a network of external suppliers, providers and contractors. Their performance and capability are continually assessed through periodic, 2nd party audits, performance data analysis, verification of the supplied products or services, and the inspection of the work of contractors.

The type and extent of control applied to our contractors and suppliers are dependent upon the effect that the supplied product or outsourced process or service may have on our final product output. The following considerations are taken in to account by:

1. Ensuring that we understand the capabilities and competencies of potential suppliers and contractors;
2. Ensuring that we clearly communicate the roles and responsibilities to suppliers and contractors;
3. Defining the quality requirements for the outsourced process, activity, or product;
4. Establishing upfront the criteria for and review of deliverables, frequency of inspections, audits, and other appropriate methods of validation;
5. Selecting and qualifying appropriate suppliers, outsourced process providers and contractors.

Additionally, other internal resources may be called upon to assist as required. The criteria for the selection, evaluation and re-evaluation are defined and communicated, while records of the results of evaluations and any necessary actions arising from the evaluation are retained.

8.4.2 Purchasing Controls

Cook and Associates ensures that externally provided processes, services do not adversely affect our ability to consistently deliver conforming services to our customers. Where appropriate, quality control measures are applied to outsourced processes and purchased products. These controls are documented within the purchasing information and clearly communicated to the supplier.

Supplier performance and capability are monitored and assessed through periodic, 2nd party audits, performance data analysis, and inspection and/or verification of the purchased product or outsourced process. Suppliers who demonstrate inadequate audit and delivery performance are required to implement corrective actions.

Poor performing suppliers are replaced. The frequency of supplier contract reviews varies depending on their performance and the criticality of the products supplied but the interval between each review is no more than 12 months.

The type and extent of control required for purchased products depends on the effect of the purchased product on the subsequent realisation of the end product. To ensure that all purchase order requirements are met prior to the material being released for use, purchased items and delivery notes are checked against the purchase order to confirm that the identity and quantity are correct. Activities to verify conformance to requirements may include:

1. Obtaining evidence of quality conformance from the supplier in the form of inspection documentation, certificates of conformity, test reports and/or record of statistical process control;
2. Inspection and audit at supplier's facilities;
3. Review and acceptance of required documentation;
4. Inspection of product upon receipt;
5. Verifying test report data against applicable specifications;
6. Periodic third party testing maybe performed on materials to verify accuracy of supplied test reports.

All purchased product inspections are recorded and retained along with copies of any applicable conformance information described above. Satisfactory purchased items are placed in stock. In the event that items are rejected on receipt, a non-conformance report is raised, and the supplier contacted to arrange replacement or credit.

Where purchased product is released for production, pending completion of all required verification activities, it is identified and recorded to allow recall and replacement if it is subsequently determined that the purchased product does not meet requirements.

8.4.3 Purchasing Information

Cook and Associates uses purchase orders to describe the product or service to be purchased. Designated individuals within the company create purchase orders using the company system. They also ensure the adequacy of the requirements that are specified by the purchase order prior to release. Each purchase order includes where appropriate:

1. Identification of product or service to be delivered, quantity, delivery date, and cost;
2. Requirements for approval or qualification of product, procedures, processes or equipment;
3. Requirements of the supplier's management system
4. Competence of contractors;
5. Contractual requirements and operating criteria.

Where appropriate, the roles and responsibilities for risk management on the part of the manufacturer or supplier are defined as part of the purchasing requirements. In addition, prescribed risk control measures are included in the purchasing requirements as part of the purchasing information which clearly communicated to the supplier or manufacturer.

8.5 Production & Service Provision

8.5.1 Control of Production & Service Provision

In order to control the planning, administrative support and implementation of work, Cook and Associates' policy is to describe the work methods, the controls applied, and the records required. The process control activities are quality related, with many aspects that also relate to quality control. The following controlled conditions are applied where applicable:

1. Quality control checks are performed using appropriate methods;
2. Handling, storage and transportation;
3. Evidence of completed inspections;
4. Detailed process work instructions and specifications for all products;
5. Criteria for workmanship, competence and plant maintenance.

In cases where special processes are employed where the results of which cannot be easily checked, including any processes where deficiencies become apparent only after the product is in use. Validation demonstrates the ability of these processes to achieve planned results by:

1. Defining qualification criteria and approval of special processes prior to use;
2. Defining criteria for review and approval of the processes;

3. Approval of equipment and qualification of personnel;
4. Use of specific methods and procedures;
5. Requirements for records;
6. Revalidation.

Production information such as the rate of non-conformities, the rate of rework, scrap, yield, and other sources of quality data are evaluated and or compared against the current risk management output to confirm adequacy and completeness of risk controls.

8.5.2 Identification & Traceability

In order to preserve the conformance of products to customer requirements during internal processing and delivery, Cook and Associates identifies the product throughout the product realisation process:

1. Stored equipment and materials are identified as to type, description and inspection status;
2. Unacceptable items are identified as such and are removed from the normal work flow;
3. All enquiries are identified with a unique estimate number, allocated on receipt;
4. Subsequent orders are identified by contract number.

Where appropriate, the Quality Manager has implemented an identification system allows for traceability from finished product back to incoming material records and customer specifications. All parts, materials, either purchased or manufactured, are identified with part numbers and or job numbers and where applicable, serial numbers, which link the parts, and materials to their respective documentation.

When required by the customer, traceability is maintained from receipt of parts to delivery of the final products. The Quality Manager maintains records that trace part numbers to their corresponding drawings, specifications and any other relevant documentation such as product configuration records that trace serial numbers of products to their parts lists. Final product serial numbers are recorded on shipping documentation to provide traceability to the end user (customer) and to the originating work order.

8.5.3 3rd Party Property

Cook and Associates identifies, verifies, protects and maintains customer property provided for use. The Quality Manager ensures that lost, damaged or unsuitable customer property is recorded and immediately reported to the customer and in cases where the customer provides drawings, specifications, etc., they are managed as documented information.

Customer property can also include customer-owned materials, tools (including packaging), tooling (including test/inspection tooling and equipment), and intellectual property.

1. Unless otherwise defined by contract, upon receipt of customer property, Cook and Associates will examine items for completeness, proper identification and possible transit damage and identifies these items as the property of the relevant customer;
2. Items found to be non-conforming are quarantined, tagged and recorded as defined in accordance with the *Non-conforming Output Procedure* and brought to the immediate attention of the customer;
3. No customer property is released for further processing or storage until such time as all required verification and testing activities are completed and the results are found to be acceptable;
4. After receipt, care is exercised to ensure the protection of customer property against loss or damage until such time as it is incorporated into the product or returned to the customer;
5. The identification, segregation, handling, and protection of customer property from time of receipt, subsequent storage, maintenance, during the entire realisation cycle are performed in accordance with any applicable contract requirements.

In the event that customer property is lost, damaged or otherwise identified as unsuitable for use while under our control, these conditions are recorded and reported to the customer.

8.5.4 Preservation

Cook and Associates ensures that all products and materials are handled and stored appropriately at all stages of the development cycle to prevent damage or deterioration. Products and materials are stored in designated storage areas with appropriate control of inbound receipts and outbound releases. Products in storage are periodically assessed to detect deterioration. All packaging is sufficient to ensure product quality while in storage and during delivery to the customer:

1. Components are handled and stored in a manner that prevents damage or deterioration, pending use or delivery;
2. Each department ensures controls are implemented to prevent mixing conforming and non-conforming materials;
3. Packing ensures specified or original manufacturing packaging is utilised;
4. All products are suitably packed to prevent deterioration or damage during storage and delivery.

Only products with the proper identification and inspection status are accepted into and released from storage by authorised stockroom staff. Limited shelf life items are issued on a 'first in, first out' basis and the condition of long shelf life material in stock is assessed every three months to prevent product deterioration. Completed products awaiting packaging and shipping are protected to prevent damage from vibration, shock, abrasion, corrosion, humidity, temperature, or any other conditions that may occur during handling or storage.

8.5.5 Post-delivery Activities

Cook and Associates determines the customer's requirements for post-delivery activities before accepting an order. In determining the extent of post-delivery activities that are required, we consider:

1. Statutory and regulatory requirements;
2. The potential undesired consequences associated with our services;
3. The nature, use and intended lifetime of our services;
4. Customer requirements and feedback.

Post-delivery activities also include, as appropriate actions under warranty provisions, contractual obligations such as maintenance services, and supplementary services such as recycling or final disposal.

8.5.6 Control of Changes

Changes to the production and service provision requirements are identified, communicated and recorded as appropriate.

Any unplanned changes are reviewed, verified, validated and approved to ensure that services continue to meet their specified requirements, in such a way that conformity with requirements is maintained. Changes are documented and information is retained about changes, including who authorised the change, and the actions arising from the change.

8.6 Release of Products & Services

The Quality Manager has overall responsibility for planning and implementing the inspection and test activities needed to verify that product requirements are met at appropriate stages of the product realisation process.

Products are not used until they are inspected or verified as conforming to requirements, except when the product is released under positive-recall procedures pending completion of all required measurement and monitoring activities.

The amount and nature of inspection and test are based on the importance of the product characteristic, the process control exercised and the specified requirements. All inspection and test activities are carried out by competent, authorised workers. Cook and Associates uses the following methods as a means to ensure product acceptance.

1. **Incoming inspection** - Incoming material is withheld pending completion of required inspection or receipt of objective evidence of conformance from the supplier;
2. **First-article inspection and testing** - Typically the first produced unit that both the customer or supplier agree to use as the required base-line standard for all following units;
3. **In-process inspection and testing** - Products are withheld from further processing until there is objective evidence that the required inspection and test have been performed;
4. **Final inspection and testing** - Evidence that all inspections and tests that were required during previous stages of manufacturing were performed and documented as meeting the requirements.

Measurement and acceptance criteria that are necessary for product acceptance are retained as documented information; subsequent acceptance records form the production documentation evidence which includes the following information:

1. Criteria for acceptance and rejection;
2. Locations in the process sequence where measurement and testing operations were performed;
3. Types of measurement instruments used, including any instructions associated with their use;
4. Test records showing actual test results where required by the specification or acceptance test plan.

Documented information is retained to indicate the person authorising the release of the product. Product release and service delivery does not proceed until all the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority, and where applicable by the customer.

8.7 Control of Non-conforming Outputs

Cook and Associates ensures that provisions are made for the identification and control of all non-conforming outputs and materials including non-conforming product return by a customer, in order to prevent the inadvertent use or shipment of non-conforming products and the unnecessary costs associated with the processing of non-conforming products.

The *Non-conforming Outputs Procedure* defines the responsibilities, authorities and methods used for the identification, segregation, review and disposition of non-conforming products, as well as the implementation of corrective action in order to prevent recurrence of the non-conformance, and action appropriate to the effect, or potential effects, of the non-conformity when non-conforming product is detected after delivery or use has started.

Records, clearly identifying the product, the nature and extent of nonconformance, the approved disposition and corrective action taken are maintained and as documented information in

accordance with Section 7.5. Disposition of 'use-as-is' or 'repair' is only used after approval by an authorised representative of the organisation responsible for the design.

Documented information concerning the nature of any non-conformances, the resolving authority, and the resulting corrective actions is retained. Where necessary, details concerning any authorised concessions are documented as evidence of acceptance.

Supporting documentation:

Ref.	Title & Description
06	Non-Conforming Outputs Procedure

9 Performance Evaluation

9.1 Monitoring, Measurement, Analysis & Evaluation

9.1.1 General

Cook and Associates applies suitable methods for determining which aspects of the quality management system and its processes are to be monitored, measured and evaluated. The frequency and methods by which our processes are monitored, measured and evaluated is determined and informed by:

1. Statutory and regulatory requirements;
2. Customer feedback and specification requirements;
3. Process and QMS requirements;
4. Process performance and audit results;
5. Level of risk and types of control measure;
6. Trends in non-conformities or corrective actions;
7. Criticality for product conformity.

All monitoring, measuring and evaluation outputs are documented and analysed to determine process effectiveness and to ensure their effectiveness in achieving in-tolerance results, and to identify opportunities for improvement.

1. In-process checks relate to both quality control and productivity checks;
2. Provision is made for the identification and resolution of non-conformances;
3. The emphasis is to prevent any problems which might affect customer satisfaction;
4. In-process checks are performed and documented;
5. Where specific inspection points are required these are identified at the contract planning phase.

Where applicable, test and inspection records are retained as documented information for a minimum of three years. This documented information includes derails of the final inspection authority to confirm that all critical parameters were in accordance with established requirements and specifications. Additionally, product samples are stored for a minimum of five years.

Products are not normally released or delivered until all planned inspections and tests have been completed and that documented information exists to provide evidence of conformity with acceptance criteria and identifying the person(s) authorising release. In rare cases (due to customer requirements and/or production emergencies) unverified product may be released or delivered under controlled conditions of positive recall, as documented and authorised by the Quality Manager and, where applicable, approved by the customer.

9.1.2 Customer Satisfaction

The success in meeting our customer's requirements and in achieving a high level of customer satisfaction with Cook and Associates' services is evaluated on a regular basis, at least monthly. This is done using, but is not limited to, on-time delivery performance, warranty analysis, in-service performance monitoring, customer complaint analysis, annual customer satisfaction surveys, and other appropriate means. The customer satisfaction results are summarised for discussion at management reviews.

Cook and Associates has developed and implemented plans for customer satisfaction improvement that address any deficiencies identified by these evaluations and to assess the effectiveness of the results. Cook and Associates has implemented a method of handling customer enquiries and is established to provide a rapid response to customers who have an urgent need for assistance, or a complaint, which would adversely affect customer satisfaction.

Customer complaints, whether received in writing, verbally or electronically through using the *Customer Feedback Form* which is immediately forwarded to appropriate manager for action. If the problem cannot be resolved, the complaint is escalated to the Sales Manager or to a director for resolution.

Customer survey data along with other customer feedback, including written or verbal complaints and information collected via the *Customer Satisfaction Form* and is reviewed by the Quality Manager who initiates appropriate corrective actions. The level of customer satisfaction is monitored using various customer data points:

1. Product returns and warranty claims;
2. Repeat customers and trends in market share;
3. Analysis of customer complaints and customer satisfaction surveys;
4. Recognition and consumer awards.

The Quality Manager monitors information and trends relating to customer perception as to whether the organisation has fulfilled the customers' requirements in accordance with the *Customer Satisfaction Procedure*.

Supporting documentation:

Ref.	Title & Description
07	Customer Satisfaction Procedure

9.1.3 Analysis and Evaluation

In order to identify opportunities for improvement, Management and senior managers, as appropriate, collect and analyse data using appropriate statistical and non-statistical techniques to determine the suitability and effectiveness of key quality management system processes using data points that are applicable to their area(s) of responsibility.

At a minimum, data is analysed to assess achievement of the corporate level objectives and customer requirements.

A process is effective if the desired results are measurably achieved. Effectiveness is measured in terms of product quality, process performance, process accuracy, delivery schedule performance, cost and budgetary performance; employee performance against established objectives and levels of customer satisfaction.

In order to identify strengths, weaknesses, threats and opportunities within our integrated management system, Cook and Associates monitors and analyses trends using the following data points:

1. Characteristics of processes, products and their trends;
2. Conformity to product, customer, and legal requirements;
3. Customer satisfaction and perception data;
4. Supplier and external provider performance data;
5. Results of actions taken to address risks and opportunities;
6. Effective implementation of integrated management system planning;
7. Improvement opportunities identified during internal audits and management reviews.

Control limits for process and product performance are expressed as objectives and targets and are disseminated via documented information as appropriate.

Cook and Associates undertakes corrective action when the data shows a trend toward the pre-defined control limit. Employees, who utilise statistical tools to analyse; measure and verify outputs, are sufficiently competent to ensure proper deployment of these techniques.

9.2 Internal Audit

9.2.1 General

Internal audit results are critical inputs that help to assess the effectiveness of our management system. Cook and Associates' internal audits use risk-based thinking and the notion of continual improvement as the main drivers.

Internal audits are conducted at planned intervals to determine whether the management system conforms Cook and Associates' planned arrangements and to the requirements of ISO 9001:2015. The selection of trained auditors and their conduct ensures objectivity throughout the audit process and that:

1. The results of each are reported to the Quality Manager;
2. That timely appropriate corrective action undertaken where required;
3. They retain documented information such as audit checklists and audit reports as evidence of the effective implementation of the audit programme in respect of each audit.

Internal auditors are selected to ensure objectivity and impartiality of the audit process. This is achieved by selecting a team of auditors from cross-functional departments who have received the appropriate training in the auditing process.

9.2.2 Internal Audit Programme

The internal audit programme, coordinated by the Quality Manager, details the frequency and general focus of each internal audit and is recorded and communicated within the *Internal Audit Programme*. Cook and Associates' internal audit programme is based upon a strategy that considers the status and importance of each process comprising the quality management system.

The audit frequency is also based upon process performance trends, results from previous audits, levels of customer satisfaction, rates of non-conformity and corrective action, etc. to ensure that Cook and Associates focuses on the aspects that affect product and process conformity the most. The criteria, scope, frequency and methods of each audit are defined in the audit reports.

The audit is conducted according to the *Internal Audit Procedure* and to ensure that timely corrective actions are implemented to correct any deficiencies found. The results of the audits are recorded and submitted to the personnel having responsibility in the area audited. The results of the internal quality audits are summarised for discussion at management reviews.

Supporting documentation:

Ref.	Title & Description
08	Internal Auditing Procedure

9.3 Management Review

9.3.1 General

To ensure the continuing suitability, adequacy and effectiveness of our QMS in meeting Cook and Associates' strategies, Management conducts formal management review meetings at planned internals. The requirements for conducting management review are defined and communicated using the *Management Reviews Procedure*.

In summary; a Senior Director chairs the QMS Review Meeting. The review group is coordinated and recorded by the Quality Manager. To ensure that the review group includes each of the requirements of ISO 9001:2015, a *Management Review Agenda & Minutes* is prepared issued and distributed by the Quality Manager as appropriate.

9.3.2 Inputs

The primary inputs that are reviewed comprise data from conformance and performance measurements that are gathered at key quality data points from various processes. Subsequent recommendations for improvement are based on the evaluation of such measurements.

Conformance is primarily assured through internal audits and demonstrated through a review of audit results and our demonstrated ability to detect, correct and to prevent problems. Performance is primarily assured through the deployment of corporate and operational level objectives, and through the review of our demonstrated ability to achieve desired results.

9.3.3 Outputs

The primary outputs of management review meetings are management actions that are taken to make changes or improvements to our quality management system. During management review meetings, management will identify appropriate actions to be taken regarding the following issues:

1. Improvement of the effectiveness of the quality management system and its processes;
2. Improvement of product related to customer requirements;
3. Opportunities and risks;
4. Resource needs.

The primary outputs of management review meetings are the actions necessary to make changes or improvements to our quality management system and the provision of resources needed to implement these actions. Responsibilities for required actions are assigned to members of the management review team. Any decisions made during the meeting, assigned actions and their due dates are recorded in the management review minutes.

Supporting documentation:

Ref.	Title & Description
09	Management Review Procedure

10 Improvement

10.1 General

The Quality Manager uses a range of the performance evaluation tools highlighted in Section 9 to make recommendations for improvement and to achieve the intended outcomes of our quality management system. For example, recommendations may emerge from the review groups and from findings raised in internal audits.

In order to determine and select opportunities for improvement or to implement any necessary actions to meet the requirements of customers and relevant interested parties, or to enhance customer satisfaction, Cook and Associates drives improvement via the analysis of relevant data. The data inputs for the improvement process include:

1. Risk and opportunity evaluations;
2. Assessment of the changing needs and expectations of interested parties;
3. The conformity of existing services;
4. The effectiveness of our quality management system;
5. Supplier performance;
6. Reducing unintended consequences;
7. Increasing beneficial impact and opportunities;
8. Levels of customer satisfaction, including complaints and feedback;
9. Internal and external audit results;
10. Corrective action and non-conformance rates;
11. Data from process and product characteristics and their trends.

Cook and Associates also ensures that opportunities for improvement from daily feedback on operational performance are evaluated by the Quality Manager as appropriate. Changes are typically implemented through the corrective action system. Opportunities for improvement from analysis of longer-term data and trends are evaluated and implemented through the management review process and are prioritised with respect to their relevance for achieving our quality objectives.

The overall effectiveness of continual improvement program (including corrective actions taken as well as the overall progress towards achieving corporate level improvement objectives) is assessed through our management review process.

10.2 Non-conformity & Corrective Action

Non-conformities with aspects of quality and the requirements of ISO 9001:2015 are reported to the Quality Manager in order that an investigation can be initiated, in which case, the *Non-conformity & Corrective Action Procedure* is referred to.

The appropriate manager documents the non-conformity using the *Non-conformance Report* and considers the root-cause of the non-conformity. If necessary, other responsible parties will be consulted to identify the root cause and plan appropriate action. The Quality Manager records the report together with any agreed corrective action within the *Corrective Action Log*. The results of the corrective action are recorded within the *Corrective Action Report*.

The appropriateness of actions taken is reviewed during document reviews and the internal audit process and reported as necessary to the Management Review. Evidence of non-conformance, customer dissatisfaction or process weakness is used to drive our continual improvement system. Since problems may already exist, they will require immediate correction and possible additional action aimed at eliminating or reducing the likelihood of its recurrence.

Follow-up audits are conducted in accordance with the internal audit process to ensure that effective corrective action is taken and that the action is appropriate to the impact and nature of the problem

encountered. In addition, the Quality Manager summarises and analyses corrective action data to identify trends in order to assess the overall effectiveness of the corrective action system and to develop related recommendations for improvement.

The resulting corrective actions are reviewed for effectiveness and are reported to Management in order to determine if changes to the quality management system are required, or whether any new risks or opportunities need to be considered during planning.

The corrective actions are considered effective if the specific problem was corrected and data indicates that the same or similar problems have not recurred. Results of data analysis and subsequent recommendations are presented to Management for review.

Supporting documentation:

Ref.	Title & Description
10	Non-conformity & Corrective Action Procedure

10.3 Improvement

Cook and Associates continually improves the effectiveness of its quality management system through the effective application of the corporate policies, objectives, auditing and data analysis, corrective and preventive actions and management reviews.

The continual improvement process begins with the establishment of our corporate policies and objectives for improvement, based on objectives contained in our business plan and client targets and goals. Customer satisfaction, internal audit data, process and product performance data, and the cost of poor quality or risk control are then compared against objectives or KPIs to identify additional opportunities for improvement.

The overall effectiveness of continual improvement program, including corrective actions taken, as well as the overall progress towards achieving corporate level improvement objectives, are assessed through our management review process.

Appendices

A.1 Correlation Matrix

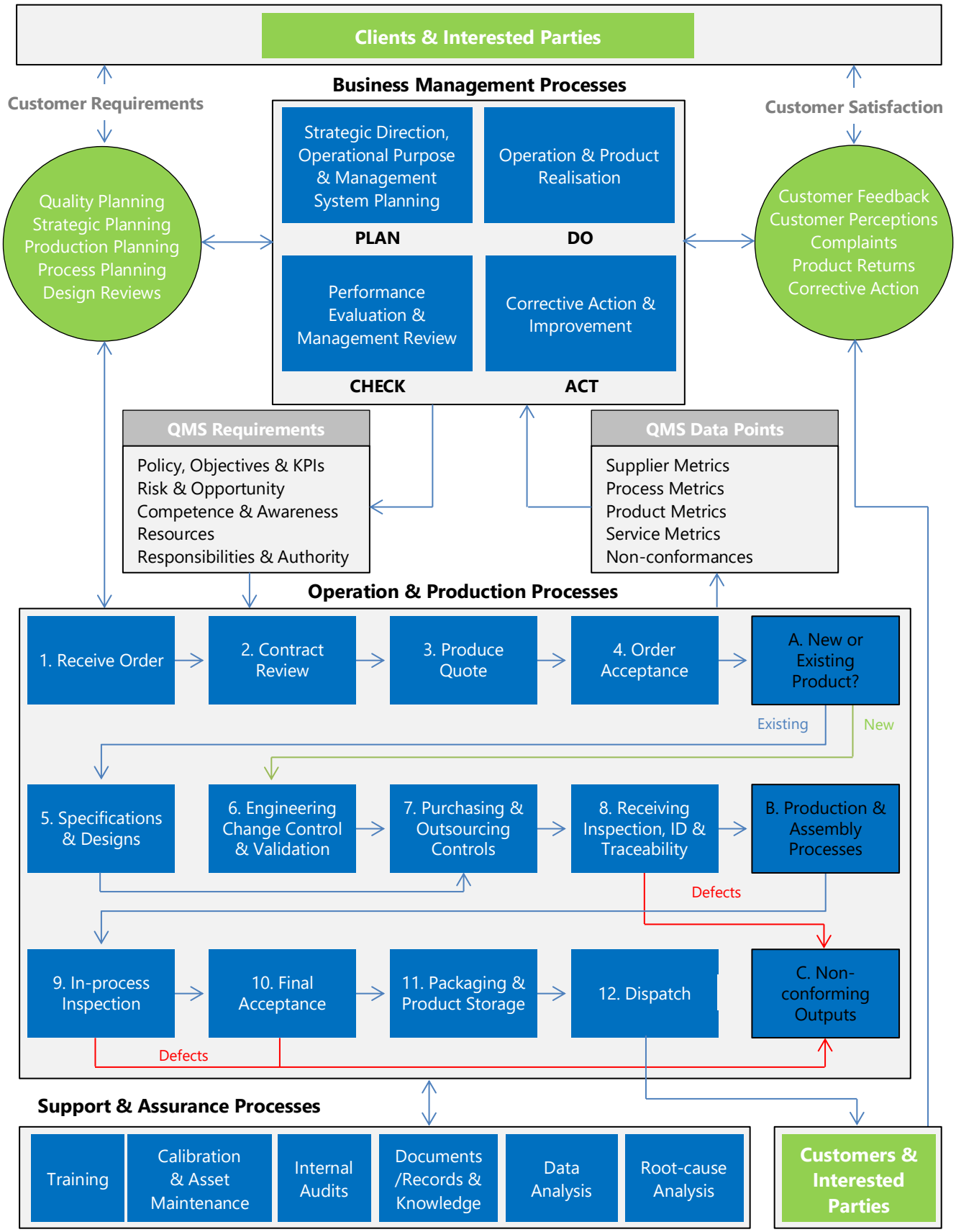
This section provides a matrix to correlate the requirements of ISO 9001:2015 against the relevant sections in this document and should be used to determine where the new and amended clauses are located.

ISO 9001:2015		Related Documentation		
Clause	Title	Quality Manual	Procedures	Forms
4.0	Context of the Organisation	4.0	N/a	N/a
4.1	Understanding the Organisation and its Context	4.1	PR-01	FO-01
4.2	Needs and Expectations of Interested Parties	4.2	PR-01	FO-01
4.3	Scope of the Quality Management System	4.3	PR-01	N/a
4.4	Quality Management System and its Processes	4.4	PR-01	FO-02
5.0	Leadership	5.0	N/a	N/a
5.1	Leadership and Commitment	5.1	N/a	N/a
5.1.1	Quality Management System	5.1.1	N/a	N/a
5.1.2	Customer Focus	5.1.2	N/a	N/a
5.2	Quality Policy	5.2	N/a	N/a
5.2.1	Establishing the Quality Policy	5.2.1	N/a	N/a
5.2.2	Communicating the Quality Policy	5.2.2	N/a	N/a
		5.2.3	N/a	N/a
5.3	Roles, Responsibilities and Authorities	5.3	N/a	N/a
		5.3.1	N/a	N/a
		5.3.2	N/a	N/a
		5.3.3	N/a	N/a
		5.3.4	N/a	N/a
6.0	Planning for the Quality Management System	6.0	N/a	N/a
6.1	Actions to Address Risks and Opportunities	6.1	PR-02	FO-03/04/05
6.2	Quality Objectives & Planning to Achieve Them	6.2.1	PR-03	FO-06
		6.2.2	PR-03	FO-07
6.3	Planning of Changes	6.3	N/a	N/a
7.0	Support	7	N/a	N/a
7.1	Resources	7.1	N/a	N/a
7.1.1	General	7.1.1	N/a	N/a
7.1.2	People	7.1.2	N/a	N/a
7.1.3	Infrastructure	7.1.3	N/a	N/a
7.1.4	Environment for the Operation of Processes	7.1.4	N/a	N/a
7.1.5	Monitoring and Measuring Resources	7.1.5	N/a	N/a
7.1.6	Organisational Knowledge	7.1.6	N/a	N/a
7.2	Competence	7.2	PR-04	FO-08/09/10
7.3	Awareness	7.3	PR-04	FO-08/09/10
7.4	Communication	7.4	N/a	N/a
7.5	Documented Information	7.5	N/a	N/a

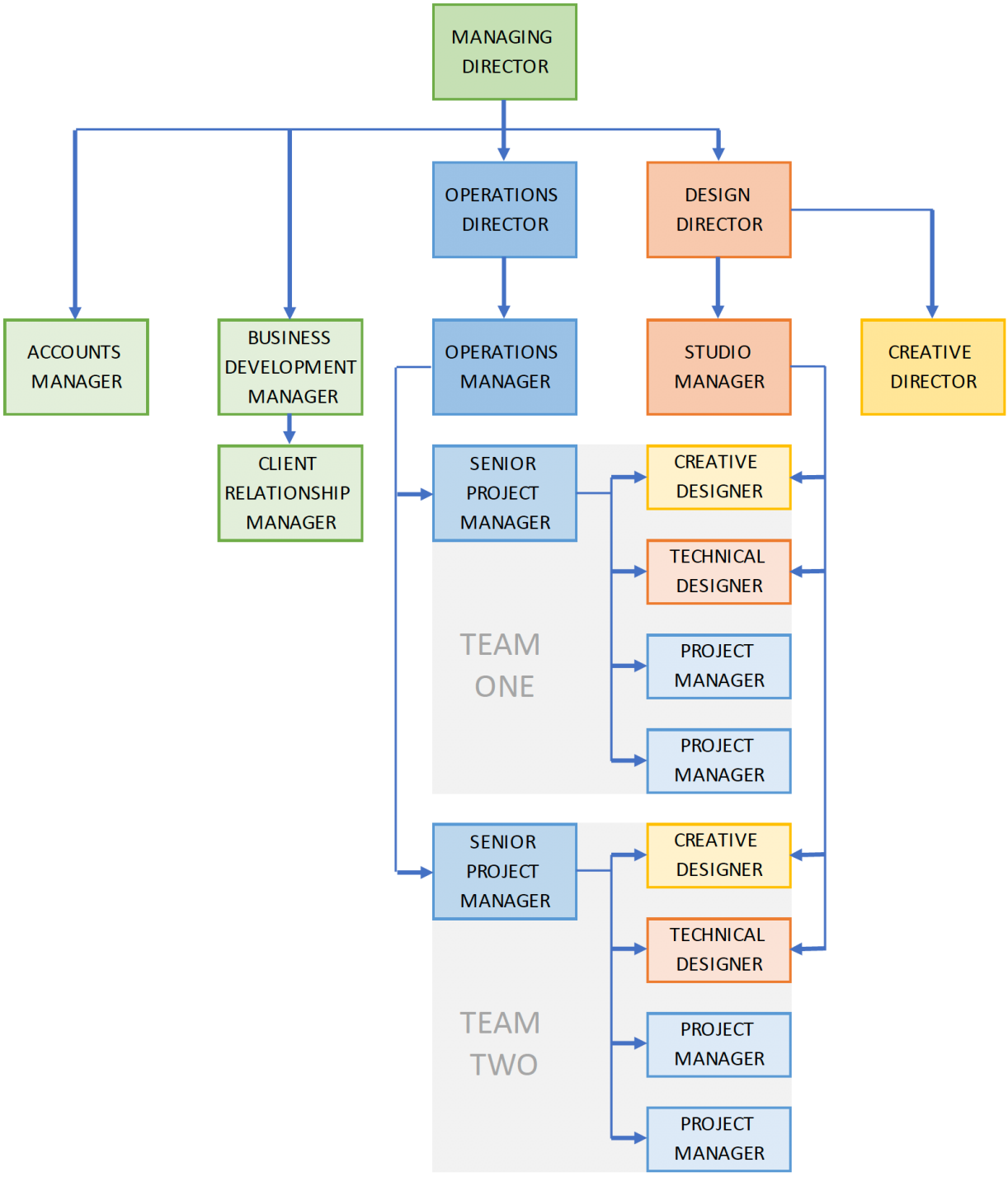
ISO 9001:2015		Related Documentation		
Clause	Title	Quality Manual	Procedures	Forms
7.5.1	General	7.5.1	PR-05	FO-11/12/13
7.5.2	Creating and Updating	7.5.2	PR-05	FO-11/12/13
7.5.3	Control of Documented Information	7.5.3	PR-05	FO-11/12/13
8.0	Operation	8.0	N/a	N/a
8.1	Operational Planning and Control	8.1	N/a	N/a
8.2	Requirements for Services	8.2	N/a	N/a
8.2.1	Customer Communication	8.2.1	N/a	N/a
8.2.2	Determining Requirements Related to Products	8.2.2	N/a	N/a
8.2.3	Review of Requirements Related to the Products	8.2.3	N/a	N/a
8.2.4	Changes to Requirements for Products/Services	8.2.4	N/a	N/a
8.3	Design and Development of Products	8.3	N/a	N/a
8.3.1	General	8.3.1	N/a	N/a
8.3.2	Design and Development Planning	8.3.2	N/a	N/a
8.3.3	Design and Development Inputs	8.3.3	N/a	N/a
8.3.4	Design and Development Controls	8.3.4	N/a	N/a
8.3.5	Design and Development Outputs	8.3.5	N/a	N/a
8.3.6	Design and Development Changes	8.3.6	N/a	N/a
8.4	Externally Provided Products & Services	8.4	N/a	N/a
8.4.1	General	8.4.1	N/a	N/a
8.4.2	Type & Extent of Control of External Provision	8.4.2	N/a	N/a
8.4.3	Information for External Providers	8.4.3	N/a	N/a
8.5	Production and Service Provision	8.5	N/a	N/a
8.5.1	Control of Production and Service Provision	8.5.1	N/a	N/a
8.5.2	Identification and Traceability	8.5.2	N/a	N/a
8.5.3	Customer or External Provider's Property	8.5.3	N/a	N/a
8.5.4	Preservation	8.5.4	N/a	N/a
8.5.5	Post-Delivery Activities	8.5.5	N/a	N/a
8.5.6	Control of Changes	8.5.6	N/a	N/a
8.6	Release of Services	8.6	N/a	N/a
8.7	Non-conforming Process Outputs and Products	8.7	PR-06	FO-14/15/16/17
9.0	Performance Evaluation	9.0	N/a	N/a
9.1	Monitoring, Measurement, Analysis & Evaluation	9.1	N/a	N/a
9.1.1	General	9.1.1	N/a	N/a
9.1.2	Customer Satisfaction	9.1.2	PR-07	FO-18/19
9.1.3	Analysis and Evaluation	9.1.3	N/a	N/a
9.2	Internal Audit	9.2	PR-08	FO-20
9.3	Management Review	9.3	PR-09	FO-21/22
9.3.1	General	9.3.1	PR-09	FO-21/22
9.3.2	Management Review Inputs	9.3.2	PR-09	FO-21/22
9.3.3	Management Review Outputs	9.3.3	PR-09	FO-21/22

ISO 9001:2015		Related Documentation		
Clause	Title	Quality Manual	Procedures	Forms
10.0	Improvement	10.0	N/a	N/a
10.1	General	10.1	N/a	N/a
10.2	Non-Conformity and Corrective Action	10.2	PR-10	FO-23/24
10.3	Continual Improvement	10.3	N/a	N/a

A.2 QMS Processes Interaction



A.3 Organisation Chart



A.4 Quality Management System Document Index

A.4.1 Schedule of Procedures

Ref.	Title & Description	Ref.	Title & Description
01	Context of the Organisation Procedure	06	Non-conforming Outputs Procedure
02	Risk & Opportunity Procedure	07	Customer Satisfaction Procedure
03	Objectives & Indicators Procedure	08	Internal Audit Procedure
04	Competence & Awareness Procedure	09	Management Review Procedure
05	Documented Information Procedure	10	Non-Conformity & Corrective Action Procedure

A.4.2 Schedule of Report & Forms

Ref.	Title & Description	Ref.	Title & Description
01	Context & Strategy Document	13	Document Issue Sheet
02	Process Matrix & Application	14	Defective Part Report
03	SWOT Analysis Document	15	Defective Service Report
04	PESTLE Analysis Document	16	Concession Request Form
05	Risk & Opportunity Register	17	Defect & Concession Request Log
06	Register of Quality Objectives & KPIs	18	Customer Satisfaction Survey
07	Quality Objectives Programme	19	Customer Feedback Log
08	Competency Review Form	20	Internal Audit Report
09	Training Evaluation	21	Management Review Programme
10	Training Attendance	22	Review Agenda & Minutes
11	Documented Information Register	23	Corrective Action Request
12	Document Change Request	24	Corrective Action Log

A.4.3 Schedule of Audit Documents

Ref.	Title & Description
01	Internal Audit Programme (10-year & 2-year programmes)
02	Internal Audit Checklist (with compliance charts)
03	ISO 9001-2015 Gap Analysis Checklist