

LH Sleightholme Ltd,
Westfield Works, Helperthorpe, Malton, North Yorkshire YO17 8TQ

Quality Management System

MANUAL

ISO 9001:2008

This Quality Management System Manual has been issued on the authority of the Managing Director of L H Sleightholme Ltd. (LHS) for the use of all staff, subcontractors, Clients and /or regulatory bodies to whom LHS may be required to provide such information to.

Approved for issue :

Date 24th February 2014

Managing Director
LHS

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INTRODUCTION

L H Sleightholme Ltd (LHS) is a private Limited Company established in 1956.

The principal activity of LHS is the design, fabrication delivery and erection of Industrial steel framed buildings in the U.K.

Typically the type of buildings in LHS's scope are as follows:

- Factories with or without over head travelling cranes
- Warehouses
- Water Treatment buildings with or without over head travelling cranes
- Sports Halls and Recreational buildings
- Abattoirs
- Office and Residential buildings up to four stories
- Agricultural Buildings

By reference to EN ISO1990
and EN ISO 1090-2; 2008 Tables B1,B2and B3,
the “Execution Class” specialized in is “EXC2”

LHS developed and implemented this Quality Management System Manual in order to document the company's business practices and to better serve the requirement and expectations of it's customers.

FOREWORD

Structure of L H Sleightholme's Quality Management Documentation

A Quality Management System can only be effective if it is fully documented and followed by all within the Company.

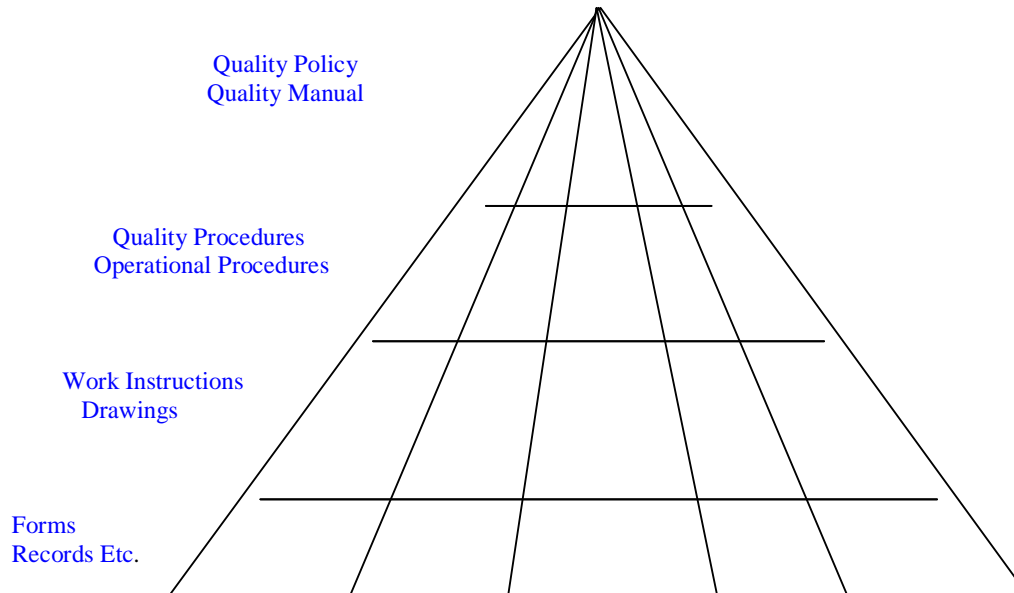
The Quality Management System is not this Manual. This manual is simply a document, whereas a Quality System involves a network of processes that the Company Directors, Managers and Staff carry out. The Manual simply documents your System

LHS's Quality Management System uses a four level documentation system, structured as follows:

- Level 1. The Quality Policy and Manual
- Level 2. Quality and Operating Procedures
- Level 3. Work Instructions, Drawings.
- Level 4. Forms, Checklists Records etc.

QMS Model

ISO 9001:2008 Quality Management System Structure



Sales/Estimating/Contracts Management/Purchasing/Production/Administration

In addition, in order to comply with ISO 1090-1, LHS has added
Factory Production Control Systems as a Sub-set to the above

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SECTION 1.0 SCOPE

1.1. GENERAL

LHS specialize in the design fabrication delivery and erection of structural steelwork for steel framed buildings for customers throughout the U.K.

This manual documents the processes and associated procedures and work instruction requirements of the Quality Control Management System. The system is structured to follow the requirements of EN ISO 9001:2008.

1.2 APPLICATION

LHS has determined that the following requirements are applicable.

SECTION 2.0 MANUAL BASIS

This Manual refers to requirements contained in the following documents:

- *EN ISO 9001:2008*

SECTION 3.0 DEFINITIONS

- ⤴ Customer owned property – Any type of instrumentation, accessories, manuals that belong to the customer.
- ⤴ Customer supplied product- Any type of service or material supplied to be utilized in the manufacture, modification or repair of customer owned property.
- ⤴ Product - The end item result of meeting all contract terms and conditions (e.g. manufactured goods, services etc.)
- ⤴ Quality Records – Documentation of those activities wherein records of said activities must be maintained will be specified in the procedure or work instruction level documents, as applicable.

SECTION 4.0 QUALITY MANAGEMENT SYSTEM

4.1 GENERAL REQUIREMENTS

To design and implement a Quality Management System according to the standard ISO 9001:2008, LHS has:

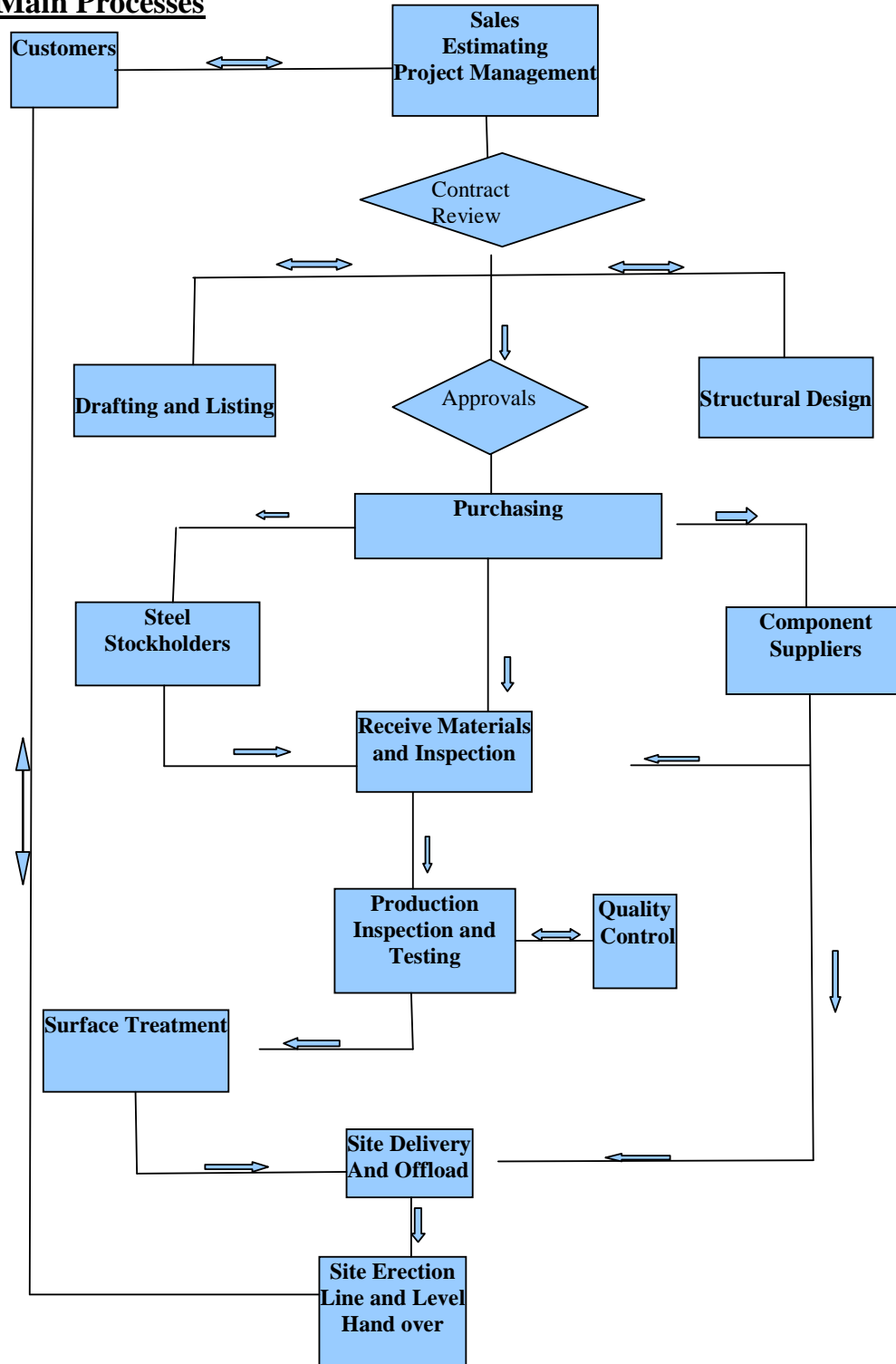
- ⤴ Identified on the following flowchart of the processes needed for the Quality Management System.
- ⤴ The flowchart dictates the sequence and interaction of these processes.

Each of these processes has a process operational procedure which identifies the resources and information needed to support and monitor the processes and to ensure that both the operation and control of these processes are effective.

The system is maintained and continually improved through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive action and management review

FLOW CHART OF PROCESSES

Main Processes



Support Processes

Office Admin

Accounting

Health & Safety

4.2 DOCUMENTATION REQUIREMENTS

4.2.1 General

LHS Quality Control management system documentation shall include:

- A statement of LHS quality policy and objectives – see section 5.3.
- This Quality manual.
- Written procedures required by *ISO 9001:2008*
- Procedures and associated forms, work instructions, software, etc. needed by LHS to ensure the effective planning, operation and control of its processes.
- Records to provide evidence of conformity to requirements and the effective operation of the management system.

4.2.2 Quality Management System Manual

The Managing Director is responsible for establishing and maintaining the quality management system manual .

This manual includes:

- ⤴ The scope of the quality Management system (see Section 1)
- ⤴ Details of the documented procedures that need to be established as part of the quality management system.

4.2.3 Document Control [P-4.2-A](#)

LHS Quality management system documents are controlled according to Document procedures ([P-4.2-A](#)). This procedure defines the process for:

- ⤴ Approving documents for adequacy prior to issue
- ⤴ Reviewing and revising as necessary and re-approving documents
- ⤴ Ensuring that changes are current revision status are identified.
- ⤴ Ensuring that relevant versions of applicable documents are available at point of use
- ⤴ Ensuring that documents remain legible and readily identifiable
- ⤴ Ensuring that documents of external origin are identified and their distribution controlled
- ⤴ Preventing the unintentional use of obsolete documents

LHS uses standard forms and a local area network computer system which are updated as required.

Documents which are controlled are as follows:

- ⤴ This Manual
- ⤴ Procedures
- ⤴ Records

Controlled documents are identified with a name and document number:

Procedures are prefixed P

Forms are prefixed F

Work Instructions are Prefixed WI

A list of key management system documents including all quality procedures, forms and other key quality system documents is located in Document Master List [F-001](#)

The Managing Director is responsible for maintaining master lists identifying current revision status of documents.

4.2.4 Control of quality records [\(P-4.2-B\)](#)

Quality records are maintained to provide evidence of conformity to requirements and of the effective operation of the quality management system.

The records are maintained according to Control of Quality Records procedure [\(P-4.2-B\)](#). This procedure requires that quality records remain legible, readily identifiable and retrievable.

The procedure defines the controls needed for identification, storage, protection, retrieval, retention time and disposition of quality records.

Related Procedures

Document Control	P-4.2-A
Control of Quality Records	P-4.2-B
Document Master List	F-001

SECTION 5.0 MANAGEMENT COMMITMENT

5.1 MANAGEMENT COMMITMENT

LHS senior management demonstrates its commitment to the quality management system and to continually improve its effectiveness by the following means:

- By establishing the quality policy (see section 5.3).
- By ensuring that quality objectives are set and implemented (see section 5.4.1).
- By conducting management annual reviews (see section 5.6).
- By ensuring the availability of resources (see section 6.0).
- By communicating the importance of meeting customer, statutory and regulatory requirements to all members of staff.

5.2 CUSTOMER FOCUS

LHS strives to identify current and future customer needs to meet their requirements and exceed their expectations.(see section 7.2.1)

Customer requirements are communicated to the appropriate staff in at a Contract launch meeting (see sections 7.2.3)

Contract reviews and customer reviews, where appropriate, are conducted to ensure customer satisfaction (see sections 8.5.3 and 8.2.1)

5.3 QUALITY POLICY

The overall objective to LHS is to achieve long-term profitability by providing structural steelwork and associated products which conform to the requirements of our customers.

The quality policy and objectives are as follows below:

Policy Statement

Within L H Sleightholme we are committed to provide products and services which consistently satisfy the needs and contractual requirements of it's customers.

This level of quality is achieved through adoption of a system of procedures that reflect the competence of the Company to existing customers, potential customers and independent auditing authorities.

Achievement of this policy involves all staff who are individually responsible for the quality of their own work. This policy is provided and explained to each employee by the Managing Director

The Managing Director has responsibility for the Quality Control System.

We recognize that in order to provide and maintain a consistently high quality, that effective Quality Systems are necessary to ensure proper communication, works control and accountable records

Managing Director

24th February 2014

A copy of this Quality Policy is prominently displayed in the offices and works and is made available for viewing on the company's website.

The ongoing suitability of this Quality Policy is reviewed during the Quality Management Review Meetings (see section 5.6).

The quality management system has been planned and implemented to meet our quality objectives and the requirements of 4.1 of ISO 9001 standard.
Quality planning takes place as changes that effect the quality system are planned and implemented.

5.4 PLANNING

5.4.1 Quality Objectives

Quality objectives are established to support LHS's efforts in achieving our quality policy and reviewed annually for suitability.

Objectives have been established for the all staff .

These are openly communicated to all relevant staff and are reviewed at regular intervals. In addition the objectives are reviewed and revised at each of the Quality Management Review Meetings (see section 5.6).

5.4.2 Quality Management System Planning

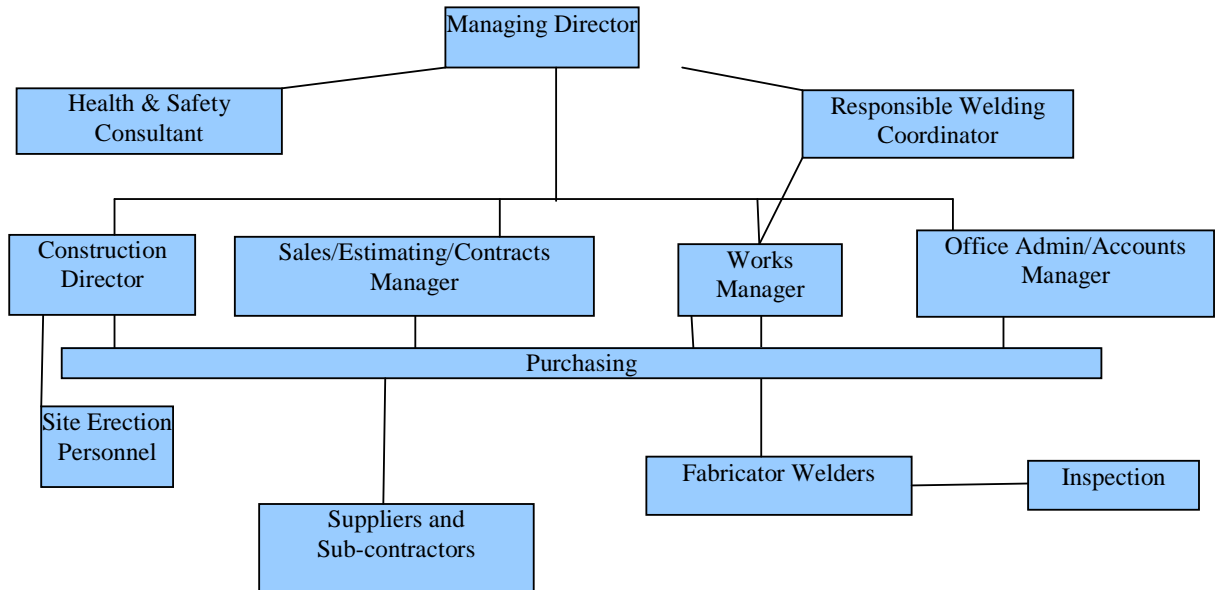
The quality management system has been planned and implemented to meet our quality objectives and the requirements of 4.1 of ISO 9001 standard.
Quality planning takes place as changes that effect the quality system are planned and implemented.

5.5 RESPONSIBILITY, AUTHORITY AND COMMUNICATION

5.5.1 Responsibility and Authority

LHS organisational chart is as below:

COMPANY ORGANISATION CHART



Job descriptions define the responsibilities and authorities of each of the positions on the organization chart. Job descriptions and the organisation chart are reviewed and approved by senior management for adequacy.

5.5.2 Management Representative

The Managing Director is the appointed Management Representative, to manage, monitor, evaluate and co-ordinate the quality management system and has authority and responsibility that includes:

- > Ensuring that the processes needed for the quality management system are established, implemented and maintained.
- > Reporting to management on the performance of the quality management system and any need for improvement. This is achieved by feedback during Internal Audits, as part of the Management Review Meetings.
- > Ensuring the promotion of awareness of customer requirements throughout LHS by the issue of detailed QA Plans, Contract Launch information and other customer requirements.

5.5.3 Internal Communication

Internal communication is facilitated by day to day discussions with employees, internal meetings as required, announcements in the message board and use of internal telephones and email.

5.6 MANAGEMENT REVIEW

5.6.1 General

To ensure that the Quality Management System operated by LHS is suitable, adequate and effective to the current quality policy, the system is subject to an ongoing programme of review. As a minimum Management Review meetings are called by the Managing Director at least annually and are attended by the Directors and Managers .

5.6.2 Review Input

Assessment of the quality management system is based on a review of information inputs to management review

These review inputs shall include (but not limited to):

- ^ Results and follow up actions from earlier management reviews.
- ^ Analysis of process performance.
- ^ Analysis of customer feedback and complaints
- ^ Supplier performance.
- ^ Recommendations for improvements
- ^ New or revised regulatory requirements

5.6.3 Review Output

The review output Shall include:

- ^ Improved product and process performance
- ^ Confirmation of resource requirements and organization structure.
- ^ Market needs
- ^ Continued compliance with the relevant statutory and regulatory requirements.

All Review meetings will be documented and signed by the Managing Director before distribution to all participants for action. Records will be maintained of the Review Meeting and will be reviewed to ensure that the appropriate actions have been implemented and are efficient.

Related Procedures

Customer Related Processes [P-003](#) [P-016](#)

Management Responsibility See Appendix B

Planning of Product Realization Processes [P-001](#)

SECTION 6.0 RESOURCE MANAGEMENT

LHS shall identify and make available all the resources required to meet customer requirements

6.1 PROVISION OF RESOURCES

LHS ensures that it implements the processes described within this quality management system and continues to improve the system.

LHS determines and ensures that adequate resources are provided in a timely manner so as to meet and continue to meet, and where possible, to exceed customer requirements and expectations.

To this aim, additional resources in the form of sub-contracted design, drafting, fabrication and erection will be utilised by LHS. As such these processes are controlled by LHS so as to ensure that the customer and product requirements are met.

6.2 HUMAN RESOURCE

6.2.1 General

To ensure competence of our personnel, job descriptions have been prepared identifying the qualifications required for each position that affects product quality. Qualifications include requirements for education, skills and experience. Appropriate qualifications, along with required training, provide the competence required for each position.

6.2.2 Competence, Awareness and Training

Qualifications are reviewed upon hire, when an employee changes positions or the requirements for a position change. The Office Manager maintains records of employee qualifications. If any differences between the employee's qualifications and the requirements for the job are found, training or other actions taken to provide the employee with the necessary competence for the job.

Personnel are made aware of the relevance and importance of their activities to the achievement of the quality objectives and targets.

Training is reviewed at the Quality Management Review Meeting (see section 5.6).

6.3 INFRASTRUCTURE

LHS defines, provides and maintains the infrastructure needed to ensure the conformity of products.

These include:

- Offices, workshops and site facilities;
- Process equipment, machinery and software;
- Supporting services for handling, storage and delivery; and
- Suitable maintenance so as to ensure continuing process capability.

6.4 WORK ENVIRONMENT

The work environment needed to achieve product conformity to requirements is determined and managed. These are guided by regulatory requirements and industry practises and considers:

- Health and Safety conditions including the use of protective equipment.
- Working methods and ergonomics.
- Ambient working conditions such as heat, humidity, light, air flow, noise, vibration etc.
- Work ethics such as office layout etc. to facilitate opportunities for involvement in improving the realisation processes.

7.0 PRODUCT REALISATION [P-001](#)

7.1 Planning of product realization

Quality planning is needed before new products or processes are implemented. The planning includes the determination of:

- The quality objectives and requirements for the product.
- The required resources, documents and processes needed to make the product.
- The required verification, validation, monitoring, inspection and test activities specific to the product and the acceptance criteria.
- The records needed to provide evidence that the realisation processes and resulting product meet requirements.

7.2 CUSTOMER RELATED PROCESSES

7.2.1 *Determination of Requirements Related to the Product*

LHS has established and maintains a process for identifying customer requirements.

The process considers:

- Requirements not specified by the customer but necessary for fitness of purpose.
- Obligations related to the product, including regulatory and legal requirements.
- The completeness of product requirements specified by the customer.
- Customer requirements for site-works, delivery and maintenance of the product.
- Additional requirements determined by LHS are determined.

7.2.2 *Review of Requirements Related to the Product*

Customer requirements, including any requested changes, are reviewed before a commitment to supply a product is provided to the customer, e.g. prior to submission of a tender or acceptance of a contract or order, to ensure that:

- Customer requirements are clearly defined for the product.
- Contract or order requirements differing from those previously expressed, e.g. in a tender or quotation, are resolved.
- LHS has the ability to meet the customer requirements for the product.
- Records of the results of reviews and subsequent follow up actions are produced.

Where required the above requirements are confirmed to the customer by appropriate tender documentation and specification.

If any customer changes are made, the relevant personnel are informed by the use of variation orders with revisions to the appropriate documentation.

7.2.3 *Customer Communication*

LHS has implemented effective procedure for communicating with customers in relation to::

- Product Information and Enquiries - Sales staff provide product information, handle enquiries and product quotations and tender submissions.
- Contracts and order handling - Project Management deal with order or contract handling and contract amendments together with any customer complaints.
- Customer feedback - All departments provide customer feedback via contract review meetings.

7.3 DESIGN AND DEVELOPMENT

7.3.1 *Design and Development Planning*

LHS does not employ, within the Company, Structural designers or Draftsmen.

Therefore LHS work to designs either provided by Customers or provided by external subcontract Engineers and Drafting companies.

This part of the Standard therefore does not apply.

7.4 PURCHASING

7.4.1 Purchasing Process [P-005](#)

LHS ensures that products or consumables that are, intended to be used in the manufacture of the product, conform to the specified purchase requirements by purchasing them from approved suppliers.

Suppliers are evaluated and approved based on their ability to supply product in accordance with our requirements. This may be based on previous service records and experience, by formal assessment carried out by LHS, or by nomination by the customer.

Suppliers shall *only* be re-evaluated after *a period of 2years has elapsed from last use* depending on the intended use of the supplied product or service. Records of the results, of evaluations and re-evaluations, and any necessary actions arising from the evaluation, are maintained by the purchasing department.

7.4.2 Purchasing Information

Purchase orders raised by LHS contain information clearly describing the product or service being ordered and includes where appropriate:

- Any requirements for approval of the product, equipment or service.
- Any requirements for qualification of personnel such as welders or erection personnel.
- Any quality management system requirements such as certificates of conformity or inspection records required.

All purchase orders are reviewed and approved for the adequacy of specified purchase requirements prior to their release to the supplier.

7.4.3 Verification of Purchased Product [F-009](#)

LHS undertakes inspection or other activities to ensure that the purchased product meets the specified purchase requirements, prior to acceptance.

Where it is necessary to inspect or to allow the customer to inspect products at the suppliers premises, such arrangements will be clearly indicated on the purchase order together with details of the process for product release.

7.5 PRODUCTION AND SERVICE PROVISION

7.5.1 Control of Production and Service Provision

In order to ensure proper control of all operations involved in the provision of the product, LHS utilise the following controls, where appropriate:

- The availability of information that describes the characteristics of the product, e.g. fabrication drawings, cutting lists, etc.
- The availability of work instructions, e.g. welding procedure specifications, etc.
- Use of suitable equipment, e.g. welding machines, tacking jigs, etc.
- Availability and use of monitoring and measuring devices, e.g. tapes, thickness meters, NDT equipment.

- Monitoring and measurement by both operators and independent inspectors.
- Implementation of release, delivery and post delivery activities, e.g. final release inspection, site handover etc.

7.5.2 Validation of Processes for Production and Service Provision

Where the resulting output of any of the production and service provision processes cannot be verified by subsequent monitoring or measurement then the process is validated by the most appropriate process, as follows:

- Approval of equipment and qualification of personnel, e.g. welder qualifications and welding plant validation.
- Use of specific methods and procedures, e.g. welding procedure specifications.
- Defined criteria for review and approval of the processes.

In all cases the need for appropriate records and re-validation will be considered such that the validation process demonstrates the ability of these production processes to achieve the planned results.

7.5.3 Identification and Traceability

LHS identifies all items of product, including sub-assemblies throughout all stages of production by use of hard-stamping, tagging and temporary marking as appropriate.

Inspection boxes on detail drawings and form F-012 are used to identify the product status with respect to monitoring and measurement requirements.

Where traceability is required LHS has established processes to trace and record all items of steelwork to their material test certificates via their manufacturers cast numbers.

7.5.4 Customer Property

Where a customer supplies materials or pre-fabricated items for use or incorporation into the final product, the product will be:

- Identified as belonging to the customer.
- Verified for quantity and lack of damage at time of receipt.
- Uniquely identified and traceable to suitable records.

If any customer property is lost, damaged or otherwise found to be unsuitable for use, this will be reported to the customer and records of the action taken shall be produced.

Any surplus materials will only be disposed of or otherwise used after obtaining the approval of the customer.

For the purposes of definition LHS include customer sites and intellectual property as customer property. As such the above processes are also applicable to these items.

7.5.5 Preservation of Product

LHS ensures the conformity of the product by preventing any damage to any consumables or components being incorporated into the product, to the unique identification mark and to the product itself whilst it is manufactured, inspected, tested, packaged, delivered and erected.

This also applies to the consumables and components being incorporated into the product, as well as work in progress and finished goods.

7.6 CONTROL OF MONITORING AND MEASURING EQUIPMENT

LHS has determined the monitoring and measurement to be undertaken and the monitoring and measuring devices needed to provide evidence of conformity of product to the required standard.

Inspection processes are carried out, as required by the contract specification in accordance with relevant British and International Standards at the appropriate manufacturing stage.

In order to ensure valid results are obtained the measuring equipment is:

- Calibrated or verified at specified intervals, or prior to use against measurable standards traceable to national or international standards *where required*. Where no such standards exist, the basis used for calibration or verification shall be recorded.
- Adjusted or re-adjusted as necessary.
- Identified to enable the calibration status to be determined.
- Safeguarded from adjustments that would invalidate the measurement result.
- Protected from damage and deterioration during handling maintenance and storage.

Where measuring equipment is found not to conform to requirements the previous measuring results are assessed and recorded for validity and appropriate action taken on any equipment or product affected.

Calibration and validation records are maintained.

If any computer software is used for monitoring or measurement of specified requirements, the ability of the computer software to satisfy the intended application is confirmed prior to initial use, and reconfirmed as necessary.

SECTION 8.0 MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.1 GENERAL

LHS has planned and implemented monitoring, measurement, analysis and improvement processes so as to:

- Demonstrate conformity of the product by inspection and testing.
- Ensure conformity of the quality management system by internal audits, external audits and by management review.
- Continually improve the effectiveness of the quality management system by analysis of nonconformities and trends and customer complaints and by implementation of improvement initiatives.
- Where necessary the above methods shall include relevant statistical techniques.

The above processes are reviewed as part of the Quality System Management Review (see section 5.6).

8.2 MONITORING AND MEASUREMENT

8.2.1 Customer Satisfaction

LHS reviews customer related information so as to measure and monitor customer satisfaction. This information is obtained during meetings with customers, from feedback on service performance and from analysis of customer complaints.

Appropriate action is decided, based upon the reviews conducted, so as to ensure that the levels of customer satisfaction are as high as reasonably possible.

Review of the customer perception as to whether LHS has met their requirements is undertaken as part of the Quality System Management Review (see section 5.6).

8.2.2 *Internal Audits* [\(P-8.2-A\)](#)

LHS has established a process for performing objective audits of its quality management system in order to determine if the system has been effectively implemented and maintained and conforms to ISO 9001:2008. In addition audits may be carried out to identify any potential opportunities for improvement.

LHS audit process, including the schedule, is based on the status and importance of the activities, areas or items to be audited and the results of previous audits.

The detailed documented procedure for internal audit covers the audit scope, frequency and methodologies, as well as the responsibilities, requirements for conducting audits, recording and reporting results to management. Audits are performed by personnel, other than those who perform the work being audited.

Following each audit, the results are recorded and brought to the attention of the relevant manager responsible for the activity being audited. Any non-conformity will be dealt with promptly and the activity re-audited as appropriate.

Records of audit, actions and verification will be maintained.

The results of audits will be discussed at the Quality Management Review Meeting to ensure that the quality management system is effectively implemented and maintained.

8.2.3 *Monitoring and Measurement of Processes*

LHS monitors and, where applicable, measures the quality management system processes by the use of internal audits and management review in order to demonstrate the ability of the processes to achieve the planned results.

Where the planned results are not achieved, appropriate corrective action and correction are undertaken so as to ensure conformity of the product.

8.2.4 *Monitoring and Measurement of Product* [P-013](#) [WI-001](#) [WI-002](#) [WI-003](#) [WI-004](#) [WI-005](#) [WI-006](#) [WI-007](#)

LHS monitors and measures the characteristics of the product to verify that the product requirements have been met. The project quality plan is used to define the appropriate stages of the product realisation process when monitoring and measurement will take place, together with the quality characteristics required.

Records of the monitoring and measurement undertaken are maintained in order to provide evidence of conformity with the acceptance criteria and indicating the person(s) authorising release of the product.

Product is not released to the customer until all the inspections have been carried out, unless approval is given by the appropriate senior manager and where applicable by the customer.

8.3 CONTROL OF NONCONFORMING PRODUCT [\(P-8.3-A\)](#)

LHS has developed and implemented detailed procedures to ensure that product which does not conform to product requirements is identified and controlled to prevent its unintended use or delivery.

These procedures detail the controls and related responsibilities and authorities for dealing with nonconforming product and covers material receipt, in-process inspection and final inspection and site handover.

Nonconforming product is dealt with in one or more of the following ways:

- By taking action to eliminate or repair the detected nonconformity.
- By authorising its use, release or acceptance under concession by the relevant authority and, where applicable, by the customer.
- By taking action to preclude its original intended use or application, e.g. by scrapping the item or returning it to the supplier.

Records are kept of all nonconformities found and any subsequent actions taken, including concessions obtained.

Any nonconforming product that has been corrected will be subject to re-verification to demonstrate conformity to the requirements.

Any nonconforming product delivered to site will be repaired and re-inspected, either on site or returned to the workshop, depending on the nature of the nonconformity, so as to ensure that the final product conforms to requirements.

8.4 ANALYSIS OF DATA

LHS determines, collects and analyses appropriate data in order to demonstrate the suitability and effectiveness of the quality management system.

Analysis of data is obtained from:

- Customer complaints and satisfaction measures.
- Nonconformity reports and site rectification reports and other conformity to product requirement measures.
- Performance of suppliers.
- Characteristics and trends of the processes and products, including opportunities for preventive actions.

The analysis of data is also used to evaluate where continual improvement of the effectiveness of the quality management system can be made and forms part of the Quality System Management Review (see section 5.6).

8.5 IMPROVEMENT

8.5.1 *Continual Improvement*

LHS has a system for ensuring continual improvement of the quality management system through:

- The use and review of quality objectives and targets.
- The analysis of nonconformities, including process measures, audit reports, corrective and preventive actions.
- The analysis and review of customer complaints and levels of customer satisfaction.
- Contract performance and review meetings.

8.5.2 *Corrective Action* [P-8.5-A](#)

LHS ensures that appropriate and timely corrective action is taken whenever nonconformities are discovered in order to prevent re-occurrence. The actions taken are appropriate to the magnitude of the problem and commensurate with the risks involved.

The procedure defines the requirements for:

- Reviewing nonconformities (including customer complaints).
- Investigating the causes of non-conformance relating to the product, process or service.
- Determining the corrective action needed to eliminate the cause of the nonconformity.
- Implementing the corrective action.
- Recording the results of the action taken.
- Applying the required controls to ensure that the corrective action is effective.

8.5.3 *Preventive Action* [P-8.5-B](#)

LHS maintains a system of determining potential causes of nonconformities and for implementing the necessary action in order to prevent their occurrence. Where appropriate, action is taken, based on consideration of costs, the likelihood of occurrence and the consequences of the potential nonconformity.

The procedure details the requirements for:

- Determining potential non-conformities and their causes.
- Evaluating the need for action to prevent occurrence of the nonconformity.
- Determining and implementing the action needed.
- Recording the results of the action taken.
- Applying the required controls to ensure that the preventive action is effective.

SECTION 9.0 DOCUMENT HISTORY

ISSUE	DATE	COMMENTS	BY	APPROVED
1		Original Issue		
2	06/03/14	Foreword Added	RAR	SM

APPENDIX A - LHS Personnel Responsibilities

1. Managing Director

The Managing Director is responsible for the overall management of LHS. He is responsible for the overall and final success of all contracts undertaken, for providing guidance on all major issues and for ensuring that all LHS's products and services are produced and delivered to the highest possible level.

In a Company the size of LHS's this is very much a "hands on" roll and the MD supports all departments as the need arises.

The Managing Director is responsible for:

- ▲ Supervising the day to day running of LHS
- ▲ The overall progress of work with which he has been entrusted and the budget placed at his disposal.
- ▲ Controlling budget, time schedules, Quality Plans, resources and quality within the company
- ▲ Approving changes to agreed time schedules, resources, and budgets.
- ▲ Maintain overall responsibility for all departments of the company.
- ▲ Ensuring that the company's Quality Management Systems are implemented, audited and monitored.
- ▲ Ensuring that the quality message is transmitted and understood by everyone

2) Department Managers

Department Managers and Foremen are appointed by the Managing Director and are responsible for the general progress of their department, the organising the work of their section and distributing this work between the sectional members according to the directives, procedures and instructions making up LHS's Quality Management and Factory Production Control systems.

Section Managers shall report directly to the Managing Director and their tasks shall include:

- ▲ Control the time schedules, work packages and quality requirements of their department
- ▲ Ensure that their department will, at all times, meet the business needs and objectives of LHS.

3) Subcontractors and Consultants

When the work of a department falls outside the scope of the department staff, the Managing Director may authorise co-operation of sub-contractors and consultants. Structural design and Drafting are the principal areas where this facility is used.

3.1 Responsible Welding Coordinator (RWC)

Magma Inspections have been retained by LHS as responsible welding coordinators. Their staff have the necessary qualifications, technical knowledge and experience to supervise LHS's welding activities.

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The RWC tasks shall include but not be limited to :

- ▲ Review of contractual/technical welding requirements
- ▲ Ensuring welding personnel are appropriately qualified
- ▲ Suitability of welding associated equipment
- ▲ Development/qualification of welding procedures
- ▲ Writing welding procedure specifications

5) Health and Safety

Alcumus Compliance have been retained by LHS as health and safety consultants. Their staff have the necessary qualifications, technical knowledge and experience to advise on all matters relating to health and safety matters across the range of all LHS's activities.

Quality Procedures

- [P-4.2-A](#) - Control of Documents
- [P-4.2-B](#) - Control of Records
- [P-8.2-A](#) - Internal Audits
- [P-8.3-A](#) - Control of Nonconforming Product
- [P-8.5-A](#) - Corrective Actions
- [P-8.5-B](#) - Preventive Actions

(see Document Master List [F-001](#) for list of all documents)