C M Ward Ltd

Quality Management System (QMS)

Approved by: Callum Ward

Job Role: Company Director

Signed: Callum Michael Ward

Date: 13 Nov 2023

This policy must be reviewed by the following date: Nov 13, 2024

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General Statement of Intent: Quality

C M Ward Ltd is committed to providing quality services and products for all of its projects regardless of the nature or size and to meeting the needs of all its customers by continually enhancing, reviewing & continuously improving our quality systems with the intention of providing our clients with the quality of service they expect from a professional organisation.

With this in mind, it is our policy to work towards the realisation of the following objectives:

- To provide a professional service.
- Total client satisfaction measured using pre-determined Key Performance Indicators.
- To be recognised by our clients as a professional organisation providing a quality service, therefore increasing the potential for further market development.
- The communication and implementation of the quality policy, system and procedures at all levels of the organisation.
- Develop and maintain a culture that is self-critical, honest and transparent.
- Maintain an adequately resourced Quality Assurance system that enables us to evaluate our strengths and weaknesses accurately and to respond to them accordingly.
- Review our Quality Management system through an effective internal audit and management review process.

The company quality statement will be reviewed on an annual basis.

It is the intention of the Directors that the policies and procedures outlined and detailed within this policy are implemented on every project; adequate resources will, therefore, be made available to ensure this is achieved.

I believe strongly that responsibility for quality assurance lies closest to the point of actual delivery - Therefore all personnel are responsible for ensuring compliance with the requirements of the Quality System which will be formally monitored by all members of Management and Supervision.

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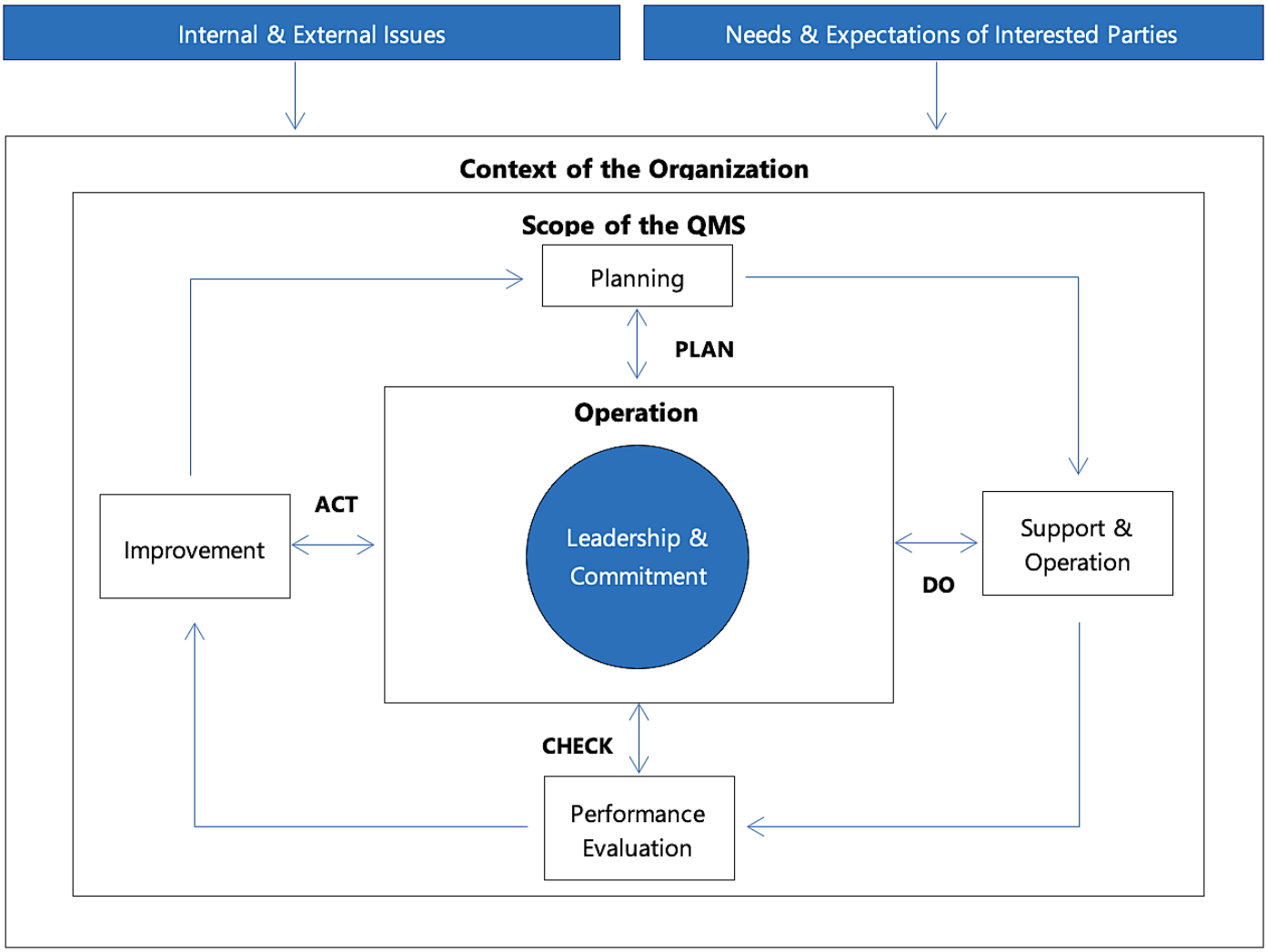
Introduction

C M Ward Ltd has developed and implemented this Quality Management System (QMS) which uses ISO 9001 as a framework with the overall aim and objective of improving how we manage quality factors and to better satisfy the needs and expectations of our customers, stakeholders and interested parties.

When implemented correctly, this QMS shall:

1. Familiarise our customers, interested parties and other individuals with the controls that have been implemented in relation to quality management.
2. Assure all customers, interested parties and other individuals that the integrity of our QMS is maintained and focused on meeting its objectives.

The below figure depicts the methodology used for the development of our QMS. We utilise the plan, do, check and act process approach, to implement and deliver management system objectives, stakeholder requirements and environmental compliance.



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This manual also describes the structure and interactions of our QMS, delineates authorities, inter relationships and responsibilities of personnel who operate within the boundaries of our Quality Management System.

Definitions

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

- Definitions typically used by our customers, stakeholders or marketplace.
- Terms typically used in standards and regulations as they relate to our QMS or products.
- Standard business terminology.
- Terms and vocabulary commonly used in quality and trade practices.

Our Company

Organisational Context

C M Ward Ltd is committed to defining our position in the marketplace and understanding how relevant factors arising from internal and external issues influence our strategic direction, our organisational context, or the ability of our QMS to achieve its intended outcomes. Such issues include factors that are capable of being affected by, or capable of affecting our organization. Broadly, these issues are defined as:

1. **Internal Issues:** conditions related to our company activities, products, services, strategic direction, culture, people, knowledge, processes and systems. Using SWOT analysis provides our organization with framework for reviewing and evaluating our strategies, and the position and direction of our organization, business propositions and other ideas.
2. **External Issues:** conditions related to cultural, social, political, legal, regulatory, financial, technological, economic, competition at local, national or international levels. Using PESTLE analysis provides our organization with framework for measuring our market and growth potential according to external political, economic, social, technological, legal and environmental factors.

Although we acknowledge that ISO 9001 does not require our organizational context to be maintained as documented information, we maintain and retain; in addition to this document, the following documented information that describes our organizational context.

1. Context & Strategy Analysis underpins our policies and provides a pathway to achieve future targets.
2. SWOT Analysis Templates for Internal Issues.
3. PESTLE Analysis Templates for external issues.
4. Business plans, strategy documents, operational procedures.
5. Analysis of technology and competitors.
6. Technical reports from experts and/or consultants.

7. Minutes of meetings, process maps and reports, etc

Where required, C M Ward Ltd collates and assesses information about these influential factors to ensure that a continual understanding of the relevance of each factor is derived and maintained. To facilitate the understanding of our context, we regularly consider issues that influence our business during management review meetings, the results of which are conveyed via minutes and business planning documents.

The output from this activity is evident as an input to determining the scope of our QMS and its processes, as well as, the consideration of risks and opportunities that may affect our QMS, and the resulting actions that we take to address them.

Relevant Interested Parties

C M Ward Ltd recognizes that we have a unique set of interested parties whose needs and expectations (requirements) change and develop over time. Only a limited set of requirements are relevant to our QMS, and which are considered and managed as a Company operation purpose.

Although not specifically required, we maintain an ***Interested Party Matrix*** that aligns a list of relevant interested parties to their corresponding needs and expectations; with an indication of which of these has been accepted as a compliance obligation. Such needs and expectations, and whether they are critical to the success of our QMS, broadly include the examples shown in the table below.

Interested Parties	**Requirements**
Customers	Price and Value
Distributors	Quality, Price and Logistics
Owners/Shareholders	Profitability, Growth and Reputation
Employees	Shared Values & Security
Suppliers	Mutually Beneficial Relationships
Regulatory & Statutory	Compliance & Reporting

To ensure that our services continue to meet all relevant requirements, we identify and assess the potential impact of any relevant needs and expectations that may be elicited from interested parties.

Management System Scope

C M Ward Ltd has assessed and established the scope of out QMS so we can implement our objectives and overall Quality Policy General Statement of Intent.

This QMS covers all activities and services undertaken by C M Ward Ltd as we are able to either control or influence the standard of quality in relation to these activities and services.

Despite there being no legal requirement to keep an QMS manual, we do so to help demonstrate control of Quality

Management to our Employees, Customers and for External auditing purposes.

Management System Processes

C M Ward Ltd has implemented a QMS that exists as part of a larger strategy which encompasses Health, Safety and Environmental Management which also benefits from additional manuals, procedures, policies and objectives.

To achieve this C M Ward Ltd has adopted the process approach advocated by ISO 9001 for Quality Management and determining and achieving our desired outputs.

The key process groups are as follows:

1. Management & Review.
2. Operation & Production.
3. Support & Assurance

These process groups are supported using tools such as objectives, templates, diagrammes, specification documents and schedules.

It is understood that defining, implementing and documenting our QMS is only the first step towards fully implementing the requirements of the system. The overall effectiveness of each process and the respective output is measured and evaluated as required.

The monitoring of Key Performance Indicators (KPI's) which are linked to our objectives, is used to measure and communicate performance.

We will perform an annual review of these processes to determine the strengths of our approach and also identify any potential areas for improvement. The annual review will be supported by regular proactive monitoring by all, the records of which may not always be recorded.

Where available, C M Ward Ltd will use trends and statistical data related to non-conformities, obligations, targets, objectives and corrective actions, as well as, monitoring and measurement results, audit results and compliance data, to ensure that objective, and responsible management decisions are made.

Where we identify any outsorced process which has the opportunity to influence conformity with any stated requirements, C M Ward Ltd identifies and assesses control criteria such as the competence of personnel, inspections, procision of conformity certificates adherence to specification and job specific files etc.

Leadership & Governance

Leadership & Commitment

The Company Director/s provide positive leadership for the implementation and maintenance of this QMS. This positive leadership encompasses the development and implementation of:

- Business strategy.
- Policies.
- Objectives & Targets.
- Project-specific plans.

This includes defining the relevant responsibilities, accountability, authority and methods of communication to ensure effective and safe performance.

The Policies that are either developed or ratified by the Company Director are communicated to all Stakeholders within the company in order to:

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

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

Customer Focus

C M Ward Ltd strives it identify any current, prospective and future customer needs to meet their requirements and to exceed any expectations where possible.

Customer satisfaction will be maintained by setting objectives concerning customer satisfaction. We shall ensure that customer requirements are understood, converted into internal requirements and communicated to appropriate personnel within the company.

Customer complaints, suggestions and feedback are continually monitored and measured to identify opportunities for improvement.

Quality Policy

The quality policy general statement of intent is our direction and framework for establishing key corporate level performance measures, as well as related objectives and targets.

The Company Director ensures that our corporate policies are established and documented, and that the policies are available to all interested parties on a case by case basis.

In addition to this, the Company Director has overall responsibility for defining, documenting, implementing and reviewing our quality policy in consultation with the management teams and other personnel, or their representatives. This policy will be reviewed at regular intervals and no later than the date specified in the footer of this document as part of the management review programme or at a frequency determined by changes in:

- Organisational context.
- Needs and expectations of relevant interested parties.
- Risk & Opportunities within the company.

Our quality policy is communicated to all employees at all levels throughout the company via training, regular internal communications and reinforcement during performance reviews. Employee understanding of our policies and objectives is determined during any methods deemed appropriate.

C M Ward Ltd is committed to transparent in relation to communication, maintaining integrity in relation to serving our customers, fairness and concern for all employees and any sub-contractors (if used) and responsibility to the communities within which we operate. Our vision is to exceed customer expectations for quality, environmental, safety, sustainability, cost, delivery and value.

Roles & Responsibilities

The following general roles and responsibilities are determined and implemented throughout the company:

Company Director

The Company Director is responsible for:

1. Development and approval of the QMS and General Statement of Intent for quality management

2. Effective implementation and ongoing operation of the Quality Management System.
3. Ensuring resources are available for to obtain or update specialised skills to manage and reduce non-confirmances that arise from our work.
4. Allocating resources to ensure that continual improvements can be achieved.
5. Ensuring that the QMS remains effective, suitable and adequate.

Managers & Supervisors

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

All Managers & Supervisors are responsible for the execution of the plan and the implementation of this QMS manual.

Employees & Sub-Contractors

All employees are responsible for actioning our policies and procedures applicable to the processes that they perform. Personnel responsible for service quality have the authority to stop the job so that they can correct environmental related issues. 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.

Management System Planning

Addressing Risk & Opportunities

General

We recognise for this QMS to be successfully implemented and executed, we must 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.

Using Risk & Opportunity Registers, responsible managers consider relevant risks and opportunities in order to help determine any necessary action that ensures our QMS meets its intended outcomes; manages external environmental conditions and achieves continual improvement.

Once the significant or material risks and opportunities are identified from the activities that we undertake, C M Ward Ltd plans actions to avoid or mitigate perceived risks, or to take advantage of opportunities. Action is taken in a variety of ways using our QMS system processes via management reviews, setting objectives, targets and policies, operational control or emergency preparedness planning, supplier evaluation, and other appropriate processes.

The Company Director is responsible for incorporating risk based thinking in to our organization's 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 QMS, our 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.

The scope of our risks and opportunities is communicated to all required stakeholders and captured with the following hierarchy:

Business Hierarchy Level	Risk or Opportunity Type
Strategic	Budgets & Profitability
Programme	Performance & Efficiency
Department	Resources & Targets
Process	Evaluation & Assurance

Establishing the above hierarchy for capturing risks and opportunities ensures that we are able to manage each at the appropriate level within the company.

C M Ward Ltd has developed and "acceptable" level of risk to the company. Opportunity has an element of risk and we will assess by considering the following factors:

1. Risk Management philosophy and tolerance for failure.
2. Capacity to add additional risk or means to mitigate the risk.
3. Our objectives, business plans and respective stakeholder demands.
4. Evolving Industry and Market conditions.

QMS Objectives

Quality Objectives

C M Ward Ltd sets out our objectives and targets and this information can be found within the General Statement of Intent: Quality. Improvements in quality-related performance are generally incremental and proportionate to the size of our company and the activities that we undertake.

The Objectives and Targets that we set will:

- Be consistent with our existing policies and context.
- Contribute to the prevention of incidents and reduce their impact(s).
- Eliminate (where possible) Non-Conformances.
- Provide a basis for continual improvement.

To determine whether our objectives are being met, the following aspects are considered:

- Turnover & Profitability.
- Sales Targets & Efficiency.
- Staffing.
- Rejected and Rework in relation to quality.
- Customer retention.

Planning for change

When setting objectives and targets, we will ensure that they are consistent with the needs and expectations of our interested parties, and with our corporate targets and policies. In addition, technological options, financial, operational and business requirements are considered.

Progress will be reviewed routinely and incorporates any proposed developments for modified activities, products or services.

Wherever management system changes are planned, C M Ward Ltd ensure that all personnel that might be affected by the change are informed and made aware of the changes.

All risks and opportunities that require resource are used to prioritise action planning so they can me mangaged, mitigated or eliminated. Examples of changes that need to be managed include:

- Planned or Unplanned.
- Sudden or Gradual.
- Temporary or Permanent.

The risks associated with each change are assessed and considered. The change process applies to the following activities or factors which may foreseeably change:

- Plant and equipment.
- Materials used, their composition and properties.
- Drawings and engineered processes.
- Operating and maintenance procedures.
- Emergency procedures or changes to business resilience.
- Electronic system software.
- Organizational structures and responsibilities.
- Personnel changes, training or competency requirements.
- Individual roles and responsibilities.
- Regulatory and statutory requirements.
- Activities, products and services.

The management review process, change control process, and the internal audit process ensure that the integrity of our QMS 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 QMS are taken into account and planned for via the most appropriate business processes.

Support

Resources

Resources at C M Ward Ltd include human resources and specialized skills, infrastructure, technology, work environment and financial resources and include the requirements for the establishment, implementation, maintenance and continual improvement of the QMS.

Resource allocation is undertaken in consideration of the capability and constraints on existing internal resources, as well as needs related to supplier or interested party expectations. Resources and resource allocation are assessed during management reviews and include the following as required:

- People.
- Infrastructure.
- Work environment.
- Information.
- Suppliers and partners.
- Natural and financial resources.

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 QMS 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. 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.

Infrastructure

C M Ward Ltd 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). Equipment maintenance programmes on the following will be maintained:

- Transportation and material handling.
- Equipment management, maintenance and repair.
- Process and production equipment management, maintenance and repair.
- Facilities management, maintenance and repair.

The Company Director is responsible for managing the company's facilities in accordance with the following:

1. Quality policies.
2. Quality management plans.
3. Statutory and other requirements:
    a. The Climate Change Act.
    b. The Energy Performance of Buildings (England and Wales) Regulations.
    c. The Renewable Heat Incentive Scheme Regulations.
    d. Water Resources Act.
    e. Building Regulations.
    f. BREEAM.
    g. CRC Energy Efficiency Commitment Scheme.
    h. Climate Change Levy Regulations.

Operational Environment

C M Ward Ltd will ensure that all premises under our control comply with all relevant health and safety regulations. Regular inspections are complete and we are committed to providing:

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

Where the work environment or the impact of personnel 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.

Monitoring and Measurement Tools

C M Ward Ltd have identified the monitoring and measurement activities that need to be undertaken within the company. The frequency of maintenance, cleaning and calibration etc. Will align with the manufacturer's instructions unless an inspection report requires more frequent maintenance and inspection.

Where necessary, to ensure the validity of results, measuring and monitoring equipment is:

- Calibrated or verified at specified intervals, or before use.
- Calibrated against measurement standards traceable to appropriate measurement standards.
- Software used for monitoring and measurement is validated using defined parameters before use.
- Protected from damage and deterioration during handling, maintenance and storage.
- Safeguarded from adjustments that would invalidate the measurement result.
- Identified to enable the unit’s calibration status to be determined.
- Safeguarded from use when a unit is found to be out of calibration and the results re-validated.
- Adjusted and re-adjusted as necessary.

Company Knowledge

C M Ward Ltd recognise that company knowledge is a valuable resource that supports the management of quality within our company.

We actively encourage all people to apply their knowledge to work and help C M Ward Ltd to improve systems and

processes.

Examples of company knowledge include:

1. Documented information regarding a process or service.
2. Previous specifications & work instructions.
3. The experience of skilled people.
4. Knowledge of relevant technologies & infrastructure.

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, products and services.

Sources of external knowledge often include other ISO standards; research papers; webinars from conferences; or knowledge gathered from customers, stakeholders or other external parties. C M Ward Ltd determines and reviews internal and external sources of knowledge, such as:

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

Competence

Competency needs are identified within the company training procedure. Core competencies for roles are located within Job Descriptions.

To ensure competence of our personnel, 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.

All employees are made aware of the relevance and importance of their activities and how they contribute to the achievement of our policies and objectives. The company operates a formal system to ensure that all employees within the company are adequately trained to enable them to perform their assigned duties.

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

Awareness

All employees are trained on the relevance and importance of their activities and how they contribute to the achievement of our policies and objectives. The company operates a formal system to ensure that all employees within the organization are adequately trained to enable them to perform their assigned duties.

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Where required; awareness training and monitoring is conducted in-house, although for more specialist skills, external seminars or courses are arranged. The effectiveness of awareness training is evaluated and recorded. The company induction includes an introduction to our organization's policy statements and objectives.

Communication Support

General

C M Ward Ltd communicates information internally regarding our QMS and its effectiveness, through documented training, Proactive monitoring such as inspections, general walkabouts and continual improvement processes.

Internal Communication

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

- Day-to-day operations and general awareness.
- Environmental policy.
- Information on achieving objectives and targets.
- Risk and opportunities.

Top 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 organization through the establishment of measurable goals and objectives. Internal communication occurs on an on-going basis and is achieved through various mechanisms as appropriate:

- Regular meetings and briefings.
- Training sessions and training material.
- Display boards, memorandums, letters.
- Website, e-mails.
- Product and process performance data analysis and audit results.
- Targets, objectives, scorecards, KPIs, management system manual and procedures.
- Corrective action and non-conformance reports.
- Minutes of ad-hoc and scheduled meetings.

External Communication

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

C M Ward Ltd determines the need to communicate information externally to our interested parties regarding the effectiveness of our QMS. In most instances, external interested parties (such as customers, neighboring

communities, etc.) are the main driving force for our organization to implement our QMS. The various processes or means of external communication may include as appropriate:

Interested Parties	Needs & Expectations	Possible methods of Communication
Customers	Price, Value, Quality	Emails, Publications, Questionnaires, Telephone calls
Owners & Shareholders	Profitability & Growth	Annual reports
Suppliers	Beneficial relationships	Emails, Publications, Questionnaires, Telephone calls
Regulatory & Statutory	Compliance & Reporting	Regulatory Compliance Reports, verbal discussion during inspection/audits

All external communications must be authorised before being released. Where required, advice appropriate to the context of the communication may be sought concerning the content and dissemination of certain external communications.

Internet - Information on our QMS, the identified significant environmental aspects and an overview of the sustainability related activities are communicated externally to interested parties via our website.

Enquiries - C M Ward Ltd is subject to both the Freedom of Information Act which requires a response to external requests for information within specific timescales.

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

Documented Information

Management System Documents

C M Ward Ltd applies the following criteria to all types of documented information so we can assess whether the information is required for demonstrating the effectiveness of our QMS and whether it should be formally controlled.

1. Communicates a message internally or externally.
2. Provides evidence of conformity with our QMS.
3. Provides knowledge sharing.

Should any of the above criteria be met C M Ward Ltd will ensure that it is retained and/or maintained as a form of documented information.

Creating & Updating

When documented information is created, C M Ward Ltd will ensure that it remains legible and clearly described. All Documented Information is subject to inspection to ensure that it is adequate and suitable.

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Controlling Documented Information

Where required, documented information will be retained.

C M Ward Ltd has access to various standard templates and forms that are utilised to ensure that we meet the quality management standards and objectives that we set. These may be internal (Created by C M Ward Ltd) or external (Created by a trade industry body or other).

Operation

Operation Planning & Control

C M Ward Ltd considers the environmental impact and requirements that can be controlled and influenced during each phase of the lifecycle. These include phases:

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

Customer Requirements

Customer Communication

In accordance with our commitment to exceed our customer's expectations, effective customer communication has been identified 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:

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

Determining Requirements

Appropriate requirements are developed to ensure that C M Ward Ltd satisfies the needs and expectations across the socio-technical environment including those of our customers, stakeholders or relevant interested parties. We ensure 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:

- Previous customer requirements which pertain to current parts being ordered.
- Statutory and regulatory obligations related to the product's lifecycle.
- Other non-customer specified performance requirements.
- Any additional requirements determined by your organization.
- Requirements not stated by the customer but which are necessary for specified or intended use.

Review of Requirements

Before committing to the customer, we will confirm our capability to supply the service to a level that aligns or exceeds the client's expectations.

Pre-acceptance reviews are undertaken to ensure that:

- Requirements are defined and are appropriate.
- Requirements are defined for delivery and post-delivery activities such as product or support.
- Requirements not stated by the customer but which are necessary for intended use are appropriate.
- Any additional requirements determined by us are appropriate.
- Contract or order requirements differing from those previously expressed are resolved.
- Our Company can meet the defined requirements.
- 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.

Change in Requirements

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 in requirements.

Design & Development

General

Design and development planning ensures 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

output is verified before it is released to production. The design and development output is verified before it is released for production.

Our design and development practice incorporates appropriate review activities where required, including; reviews of relevant standards and codes of practice, peer review, creator self-review, or independent review as appropriate.

Planning

At the start of the design process C M Ward Ltd reviews the available requirements and specifications, and identifies the key stages of the design process. Design and development stages including company, task sequence, mandatory steps, significant stages and methods of configuration control are established. Where appropriate, we will consider and implement the following activities:

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

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. We also consider the following:

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

Outputs

The outputs of the design and development process may be retained as documented information and expressed in terms of requirements, calculations, analysis, or other means that can be verified against 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.

Changes

Changes made during or after the design and development requirements are identified and may be 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.

Control of Suppliers & External Processes

General

The purchasing process is essential to our ability to provide our customers with products and services that meet their requirements. We ensure that all purchased products or services that are incorporated in to our final products; conform to our specified requirements.

The type and extent of control applied to our suppliers and the purchased product is dependent upon the effect that the outsourced product or service may have on our final product or service. The following considerations are taken into to account by:

- Ensuring that we understand the capabilities and competencies of potential outsourcing suppliers.
- Ensuring that we clearly communicate the roles and responsibilities of the outsourcing supplier.
- Defining the quality requirements for the outsourced process, activity, or product.
- Establishing upfront the criteria for and review of deliverables, frequency of inspections and audits.
- Selecting and qualifying appropriate outsourcing suppliers.

Potential suppliers are evaluated using the Supplier Evaluation Form and are added to the Approved Supplier list after successful evaluation. Suppliers are evaluated and selected based on their ability to supply products or services in accordance with specified quality requirements to ensure that our operations remain compliant with our:

- Quality Policy.
- Quality Management Plan(s).
- Statutory, legal and other requirements.
- Risk and opportunities.

Additionally, other internal resources may be called on to assist as required.

Purchasing Controls

C M Ward Ltd ensures that externally provided processes, products and services do not adversely affect our ability to consistently deliver conforming products and 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 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, and the Approved Supplier list is updated. 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 realization 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:

- 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.

- Inspection and audit at supplier's facilities.
- Review and acceptance of required documentation.
- Inspection of product upon receipt.
- Verifying test report data against applicable specifications.
- Periodic third party testing may be performed on materials to verify the accuracy of supplied test reports.

Production & Service Provision

Control of Production & Service Provision

In order to control the planning, administrative support and implementation of work, our 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:

- Quality control checks are performed using the appropriate measuring equipment.
- Handling, storage and transportation.
- Evidence of completed inspections.
- Detailed process work instructions and specifications for all products.
- 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:

- Defining qualification criteria and approval of special processes before use.
- Defining criteria for review and approval of the processes.
- Approval of equipment and qualification of personnel.
- Use of specific methods and procedures.
- Requirements for records.
- Revalidation.

Identification & Traceability

So that we can preserve the conformance of products to customer requirements during internal processing and delivery, we ensure that all equipment is identifiable at all times:

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

Preservation

Steps are taken to ensure 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:

- Components and products are handled and stored in a manner that prevents damage or deterioration, pending use or delivery.

- Each department ensures controls are implemented to prevent mixing conforming and non-conforming materials.
- Packing ensures specified or original manufacturing packaging is utilized.
- All products are suitably packed to prevent deterioration or damage during storage and delivery.

Post-delivery Activities

C M Ward Ltd determines customer requirements before accepting an order/contract. Customer requirements include the following:

- Previous customer requirements which pertain to current part numbers being ordered.
- Requirements not stated by the customer but necessary for specified use or intended use.
- Statutory and regulatory requirements related to the product.
- Requirements required for delivery and post-delivery activities such as product support.
- Any additional requirements determined by C M Ward Ltd.

Control of Changes

Changes to the design and development requirements are identified and may be recorded. Any changes are reviewed, verified, validated and approved. The review of design development changes includes evaluating the effects of those changes upon constituent products already delivered. All results relating to the review of changes are retained as documented information.

Release of Services

When using sampling inspection as a means of product acceptance, we ensure that the inspection plan is based on sample size and method of inspection that will yield statistically valid results. The plan precludes the acceptance of lots whose samples have known non-conformities. When required, the plan is submitted for customer approval.

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:

- Criteria for acceptance and rejection.
- Locations in the process sequence where measurement and testing operations were performed.
- Types of measurement instruments used, including any instructions associated with their use.
- Test records showing actual test results where required by the specification or acceptance test plan.
- Documented information is retained to indicate the person authorizing 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.

Control or Non-Conforming Outputs

Where possible we will attempt to detect, control and rectify any aspect of an output that does not conform as quickly and efficiently as possible. Where necessary, any product or service output that does not conform to requirements is properly identified and controlled to prevent unintended use or delivery. The non-conformity is analysed and the cause(s) are investigated.

Improvement actions are implemented to ensure the non-conformance does not reoccur. Once the non-conforming

outputs are corrected, the outputs are then verified for conformity against requirements. Documented information concerning the nature of any non-conformances, the resolving authority, and the resulting corrective actions is retained. Where necessary, details concerning any authorized concessions are documented as evidence of acceptance.

Performance Evaluation

Monitoring, Measurement, Analysis & Evaluation

General

C M Ward Ltd applies adequate methods for determining which aspects of the QMS and its processes are to be monitored, measured and evaluated. The frequency and method that the processes are monitored, measured and evaluated is determined 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.

- In-process checks relate to both quality control and productivity checks.
- Provision is made for the identification and resolution of non-conformances.
- The emphasis is to prevent any problems which might affect customer satisfaction.
- In-process checks are performed and documented.
- 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 per established requirements and specifications. Additionally, product samples are stored for a minimum of five years.

Customer Satisfaction

Customer complaints, whether received in writing, verbally or electronically through using the Customer Feedback Form is immediately forwarded to appropriate person for action. If the problem cannot be resolved, the complaint is escalated to the Director for resolution.

Analysis & Evaluation

In order to identify opportunities for improvement. We, as appropriate, collect and review 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 reviewed 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 management system, C M Ward Ltd monitors and reviews trends using the following data points:

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

Internal Audit

General

Internal Audits or reviews are critical inputs that help us determine how effective the QMS is in relation to how we work. Internal audits are undertaken regularly throughout the year and focus on specific environmental topics such as waste management etc.

Management Review

General

To ensure the continuing suitability, adequacy and effectiveness of our QMS in meeting our strategies, C M Ward Ltd conducts formal management review meetings at regular internals. The requirements for conducting management review are defined and communicated.

Inputs

Data from conformance and performance measurements that are gathered at key environmental data points from various processes and activities is the core input into the Management Review of the QMS. Subsequent reported recommendations for improvement are based on the evaluation of such measurements.

Performance is primarily assured through the deployment of objectives, and through the review of our demonstrated ability to achieve desired results. The management review evaluates the need for change and to establish actions to improve our QMS, its processes and resource needs. The management review considers the following:

1. The suitability of our QMS policies.
2. The impact of changes in compliance obligations.
3. The management of risk and opportunity.
4. QMS objectives, targets and performance indicators.
5. Changing expectations and requirements of relevant interested parties.
6. Changes in the products or organizational activities.
7. Changes to the organizational structure or change management effectiveness.

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8. Communication and feedback from stakeholders.
9. Workplace, environmental, and health and safety monitoring.
10. The status of non-conformities and corrective actions.
11. Performance statistics, including summaries of safety statistics and environmental monitoring results.
12. Findings of completed audits and reviews.
13. Follow up on actions from previous management reviews.
14. Recommendations and opportunities for improving the effectiveness of the QMS.

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 objectives, and through the review of our demonstrated ability to achieve desired results.

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, appropriate actions to be taken regarding the following issues are determined:

1. Improvement of the effectiveness of the QMS and its processes.
2. Improvement of product related to customer requirements.
3. Opportunities and risks.
4. Significant environmental aspects.
5. Resource needs.

The primary outputs of management review meetings are the actions necessary to make changes or improvements to our QMS.

Relevant outputs from the management reviews are made available for communication and consultation throughout the company.

Improvement

General

A range of performance evaluation tools are used to make recommendations for improvement and to achieve the intended outcomes for the QMS.

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, C M Ward Ltd 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 products and services.
4. The effectiveness of our QMS.
5. Supplier performance.
6. Environmental performance.
7. Reducing adverse environmental impacts.

8. Increasing beneficial impacts and opportunities.
9. Levels of customer satisfaction, including complaints and feedback.
10. Internal and external audit results.
11. Corrective action and non-conformance rates.
12. Data from process and product characteristics and their trends.

C M Ward Ltd also ensures that opportunities for improvement from daily feedback on operational performance are evaluated as required.

Non-Conformity & Corrective Actions

All reported non-conformities are investigated to that corrective action can be identified.

Where necessary, other competent parties are consulted to identify the root cause and plan appropriate action.

The non-conformance will be recorded together with any agreed corrective action.

Our QMS is continually improved using evidence of non-conformity, customer dissatisfaction or process weakness. Since problems may already exist, they require immediate correction and possible additional action aimed at eliminating or reducing the likelihood of its re-occurrence.

C M Ward Ltd will take steps to eliminate non-conformances where possible using the following requirements:

1. Reviewing non-conformities, including customer complaints and product returns.
2. Determining the causes of product non-conformities and process deficiencies.
3. Evaluating the need for action to ensure that non-conformities do not recur.
4. Determining and implementing action needed.
5. Recording and reviewing the results of actions taken.

The resulting corrective actions are reviewed for effectiveness and are reported to determine if changes to the QMS are required, or whether any new risks or opportunities need to be considered during planning. Documented information concerning the nature of any non-conformances and their resulting corrective actions is retained.

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

Improvement

C M Ward Ltd continually improves the effectiveness of this QMS through the application of policies, objectives and feedback. The overall effectiveness of the 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.

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