QUALITY MANAGEMENT PLAN

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1.0 Introduction

1.1 This document describes how SEE Facades Limited (SFL hereafter) intends to document, implement and maintain a quality system which describes the processes that enables SFL to deliver its services to the satisfaction of the customer and endeavours to meet the requirements of the ISO 9001:2015 standard.

1.2 This Quality Management Plan (QMP) describes the Quality System, processes, procedures and methods, which are implemented within SFL.

1.3 It is recognised that responsibility for quality lies with everyone within SFL and to stimulate co-operation, interest and pride in their work, the QMP should be a constant reference.

1.4 Whilst quality problems are expected to be resolved at the lowest possible level, following the guidelines of this Manual and Company Procedure, the Quality Assurance Manager hereafter identified as the SHEQ Manager has full authority to decide the outcome of all safety, health, environment and quality system matters.

1.5 It is SFL's intention to ensure prompt and effective action to correct conditions that have created or could create non-conformance of materials or services or deviations from agreed procedures or practices. Where it is found in practice that a process or procedure could cause a non-conformance, then an improved or alternative system is substituted promptly.

2.0 References

BS EN ISO 9001:2008 cross referenced to BS EN ISO 2015

3.0 Terms and Definitions

The use of SFL throughout this document should be read as SEE Facades Limited only and should not be construed as applying to wider members of the SEE Group of Companies.

The SHEQ Manager is responsible for matters relating to Health and Safety, Environmental and Quality within SFL.

4.0 Documentation Structure

4.1 General Requirements

SFL has adopted a process led approach when developing, implementing and improving the effectiveness of the Quality Management System. This is to enhance client satisfaction by meeting the client's expectations and requirements.

A Process map referenced. ESL-QMS-002 has been prepared to identify the sequence and interaction of the top-level Key Processes, Quality System Processes, Specific Support processes, company-wide General Support processes and Support Activities, along with a breakdown of the scope of work. The greyed-out elements are by others.

It is intended that the QMP and its attendant procedures and forms will be used through the company server, therefore enabling system users ease of navigation to understand the flow of processes that enable ultimate customer satisfaction.

SFL will ensure control of the processes carried out by others' (i.e., supplier's, subcontractors and consultants) or other organisations by audit, using the principles defined within their procedures and dependant on the work carried out. Refer to procedure SFL-QMS-006.

In addition, a copy of these documents will be placed on the server attached to any particular project which will be the formally issued documents. Changes thereafter will be notified by formal transmittal. All to be managed by the SHEQ Manager.

4.2 Documentation Requirements

4.2.1 General

The documentation structure and contents consist of:

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1. **Quality Policy,** which is provided as a separate document, and included in this document after clause 5.3.

2. **Quality Management Plan**, whose purpose is to describe in detail all the functions of the Quality System capable of providing a service to meet the requirements of the standard and to act as a map for those people responsible for operating the System and their duties within it.

3. **Procedures**, identified in Appendix 2 of this Plan, which indicate how SFL achieves the commitments stated in the QMP. They also define the quality-related records, which demonstrate effective implementation and ongoing control of the quality system.

4. **Project Quality Plan** (and attendant Inspection & Test Plan) which will be developed by the projects to identify the specific criteria that must be addressed on an individual project basis to ensure that the quality objectives, requirements and procedures are identified to achieve the Client's specifications.

5. **Forms** used for recording activities and controls, providing guidance and checklists.

6. **Instructions**, used to identify SFL directives for a consistent approach to quality requirements, e.g. layout of letters, font usage etc. Information will be issued by email and the relevant information found on the company servers.

4.2.2 Quality Management Plan

1. Scope

SFL**'s** scope of works may be identified as:

"The provision of roofing, facades curtain walling and attendant systems."

The way SFL provide this service is summarised within the SFL-QMS-002; the greyed-out elements are by others. In summary, SFL directly supply the following:

- Provision of Health and Safety, Environmental and Quality Management to projects operating throughout the UK and any associated training requirements.
- Provision of general management and administrative support during the execution and delivery of projects during pre-construction and construction phases.
- Procurement of materials (including all designed and fabricated work) and equipment (office consumables, IT equipment, and training,) in accordance with defined requirements laid out within SFL-QMS-002
- Pre-qualification of sub-contractors to work in accordance with SFL requirements.
- Provision of planning for product realization to address the following, e.g.
    - o the need to establish processes and documents & to the provision of resources specific for the project, and
    - o the required verification, validation, monitoring, inspection and test activities associated specific to the product also,
    - o the records needed to provide evidence that the product resulting meets requirements.
- Design and Development, including programmes to complete projects developed to suit the client's requirements.

Whilst the QMP identifies the manner in which SFL carries out their work in spirit of the requirements of ISO 9001:2015 and for their scope of works, in doing so, there is a difference to the requirements of ISO 9015 and how SFL carries out the following:

Production and Service Provision (ISO 9001:2008 Clause 7.5)

This activity is excluded as SFL does not specify processes for production and service provision; this is carried out by others.

Control of monitoring and measuring devices (ISO 9001:2008 Clause 7.6)

This activity is excluded as SFL does not carry out these activities; this is carried out by others.

2. Procedures

SFL's procedures are identified in Appendix 2

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3. Interaction between the Processes

This is outlined in the scope and process chart in SFL-QMS-002:

4.2.3 Control of Documents

1 Control of documents addresses two classes of documentation -
- Quality System documentation
- Project-specific documentation

In both cases processes are in place to ensure that documents are reviewed for adequacy prior to distribution and implementation, and that only the appropriate versions of documents are available to the company personnel via the company server.

Details are provided in procedure ref. SFL-QMS-003 Document Control.

2 Approval of documents is identified in the above procedure.

3 Review of documents is identified on the form ref SFL-QMS-F-001

4 Changes are identified by a thick black bar in the right-hand margin, as shown here. In certain circumstances this may be on the left.

5 All QA documents are identified by a unique number and revision and are stored on the server in relevant folders. Policy documents may not identify the document reference but are saved in the above manner.

6 External documents are tracked using form ref SFL-SHE-010

7 Documents that are superseded are placed in folders on the server. Issuing documentation will also require users to destroy any obsolete and superseded documents. If a superseded document needs to be used it will be annotated as such.

4.2.4 Control of Records

1 Records are generally of two main categories -
- Those that record the effective operation of the system, such as audit reports, training records, corrective & preventive action. These are managed by the SHEQ Manager.
- Those that provide evidence of effective delivery of the contracted service to customers in support of their projects. These are managed by the Project Teams to satisfy the processes agreed on the separate projects.

2 Details, including record back-ups, retention periods, archiving and disposal are provided in company procedure ref. SFL-QMS-003 Document Control.

5.0 Management Responsibilities

5.1 Management Commitment

SFL senior management are committed to ensure that all members of their organisation are aware of the need to meet customer, statutory and regulatory expectations by various forms of communication – e.g. workshops, newsletters, memos, e-mails. Details are defined in procedure ref. SFL-QMS-008 Management Responsibilities and Review

5.2 Customer Focus

SFL senior management shall ensure that customer requirements are determined at the outset of any project and these shall be communicated to the project team at the SFL Internal Pre-Start Meeting as defined in procedure ref. SFL-QMS-021 Meetings

5.3 Quality Policy

SFL senior management have defined their company Quality Policy and Quality Objectives, which are included on the following page.

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Copy of Signed Policy to be inserted as pdf in lieu of this page

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5.4 Planning

5.4.1 Quality Objectives

The quality objectives defined within the policy are reviewed and measured where possible with clients and as a result of internal audit.

They are communicated to the staff by means of roadshows, toolbox talks and the like and are monitored by audit.

5.4.2 Quality Management System Planning

An audit schedule will be prepared annually to address all aspects of work carried out by SFL and their sub-contractors. This includes other members of the SFL Group.

5.5 Responsibility, Authority & Communication

5.5.1 Responsibility and Authority

Responsibility for implementation of the QMP resides with all SFL staff. Responsibilities are defined in Appendix 2.

5.5.2 Management Representative

The SHEQ Manager has the responsibility and authority to ensure that the Quality Management System is developed, implemented, maintained and improved.

5.5.3 Internal Communication

Specifically, the SHEQ Manager reports on the operation of the Quality Management system to the directors, identifying potential improvements in the system. This is done as and when necessary, and also to support the Management Review process.

The SHEQ Manager acts as the point of contact and coordination for company in respect of the Quality Management System, in particular facilitating audits by customers.

Documents are issued under cover of a document transmittal and by email.

5.6 Management Review

5.6.1 General

The Management Review process is implemented at least once per annum.

5.6.2 Review Input and Output

Details of the Management Review process, including the definition of relevant inputs and outputs are provided in procedure SFL-QMS-008

6.0 Resource Management

6.1 Provision of Resources

In order to satisfy customer expectations, SFL senior management will provide personnel of sufficient experience that are available from within the company or from the marketplace.

6.2 Human Resources

The company will keep records of Curriculum Vitae for all staff in a manner that will enable SFL senior management to establish competence and suitability for any particular project.

In addition, SFL senior management assisted and with input from employees establish any training requirements required. The SFL Office Manager will assist to maintain these records. Refer to procedure ref. SFL-QMS-010 Employment and Training and Health and Safety Procedures.

6.3 Infrastructure

SFL senior management will provide adequate office space and welfare facilities to carry out the services, along with any computers and software and communication equipment in areas under direct SFL control. It should be noted that when on site this aspect is generally outside of SFL control.

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6.4 Work Environment

As part of the tender process for projects, the office space and attendant requirements will be determined in line with client's budgets and the needs of the individual project.

7.0 Product Realisation

7.1 Planning of product realization

SFL's process for planning the delivery of their services to clients is defined by the process map in SFL-QMS-002. The key processes are:

- Contract acquisition.
- Operations Start up and Planning.
- Operations.
- Contract Closure.

Supported by several support activities, general support processes and Quality System Processes.

Each project, once awarded, shall develop a Quality Plan and attendant Inspection & Test Plan, that satisfies the requirements of the SFL QMP and procedures, and any requirements defined by the client.

All other aspects of this part of the process are carried out by others.

7.2 Customer related processes

7.2.1 Determination of requirements relating to the product.

SFL will identify these requirements from the client from documentation received and record them for onward transmission to their project team, for review and inclusion within the Project Quality Plan as necessary. If SFL considers they cannot meet the requirements for whatever reason, this shall be recorded and forwarded to the client.

7.2.2 Review of requirements relating to the product.

When submitting a tender for any project, SFL will review their submission against the requirements defined by the client. It is SFL's intent that all issues are resolved before entering contract.

Once the contract is awarded, communication with the client is carried out by the SFL Project Teams by a formal review of the project on a frequent (generally monthly) at a meeting or by report, which should address the requirements accordingly.

If SFL considers they cannot meet the requirements for whatever reason, this shall be recorded and forwarded to the client.

7.2.3 Customer communication

Issue of information relating to the product is carried out by the SFL project teams through the processes identified on a particular project.

Enquiries and contracts are dealt with by SFL in accordance with the requirements of documentation received.

Customer feedback is achieved through the meeting and by the customer review procedure ref. SFL-QMS-009 Complaints and Customer Feedback.

7.3 Design and Development

7.4 Purchasing

SFL carries out procurement of basic materials and equipment to support the execution of the project off site and on site. Sub-contractors are pre-qualified to ensure their competence with their appointment to the project is carried out by the procurement department.

Other procurement activity involves the procurement of office consumables, IT equipment, and training.

A procedure ref. SFL-QMS-030 Procurement and Commercial Management has been defined to enable provision of an evaluated list of suppliers and sub-contractors.

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7.5   Production and service provision

As defined above this work is carried out by others.

8.0   Measurement analysis and improvement

8.1   General

The process approach defined in SFL-QMS-002 and attendant procedures, allows SFL to implement the monitoring, measurement, analysis and any improvements necessary to ensure SFL carry out their scope of works in an exemplary manner, by audit.

8.2   Monitoring & Measurement

8.2.1   Customer Satisfaction

Customers will be surveyed at least once during any project using form ref.SFL-QMS-F-005 Customer Satisfaction Review, and actions required as a result followed up in accordance with procedure SFL-QMS-009 Complaints and Customer Feedback.

8.2.2   Internal Audit

Internal audits shall be carried out when required by the SHEQ Manager or his nominee, in accordance with procedure ref. SFL-QMS-006 Internal Audit.

8.2.3   Monitoring & Measurement of Processes

The SHEQ Manager shall review the results of any audits carried out and identify any shortfalls in the procedures and amend same accordingly, in accordance with corrective action procedures.

8.2.4   Monitoring and Measurement of Product

The SHEQ Manager shall monitor application of the procedures on all projects, and report on any shortfalls to Senior Management.

The SHEQ Manager shall ensure that all projects have produced a Quality Plan which has been signed off by the SFL Project Manager, along with a programme before review and sign off by the client or his nominee.

8.3   Control of Nonconforming Product

SFL ensures that control of nonconforming products are managed in accordance with procedure ref. SFL-QMS-009 Complaints and Customer Feedback and attendant Non-Conformance Report Forms.

8.4   Analysis of Data

The SHEQ Manager shall endeavour to analyse all data provided from audits, customer feedback, conformity to product requirements and report at least once a year to SFL senior management the status and any trends and improvements required.

8.5   Improvement

8.5.1   Continual Improvement

The SHEQ Manager is responsible for identifying areas of improvement and implementing the procedures necessary.

8.5.2   Corrective Action

Corrective action to any identified shortfall in product realisation is identified within SFL procedure ref SFL-QMS-009 Complaints and Customer Feedback.

8.5.3   Preventative Action

Preventative action is identified in SFL procedure ref SFL-QMS-009 Complaints and Customer Feedback.

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APPENDIX 1 – Management Responsibilities

MANAGEMENT RESPONSIBILITIES FOR DELIVERY OF THE QUALITY MANAGEMENT SYSTEM

Managing Director

Person appointed by the SFL Board to take overall responsibility for SFL and to ensure compliance with the Quality Management System establishing the Quality Policy and Control Statement. Responsible for marketing, for contractual agreements, commissions and financial performance of each project. Reports to the SFL Board.

Operations Director.

Person appointed by the SFL Board to be responsible for the line management of a service(s) and the enhancement of client satisfaction. Reports to the Managing Director.

Project Manager.

The Project Manager appointed by the SFL Board and shall be responsible for all management disciplines and functions of the projects and shall ensure compliance with procedures. Initiates corrective action and defines the action to prevent recurrence of the non-conformity of the product, process or quality system.

Site Manager.

The appointed Site Manager will be instructed by the Project Manager to undertake the duties, responsibilities and authority of those functions required to comply with the Quality Management System on site.

SHEQ Manager – Safety, Health, Environment and Quality

The person who will regularly review the quality system for effectiveness and suitability. Controlling the issue of quality system documentation. Ensure that good office administrative practices are used for the indexing, filing and retention of records and documents. Ensure that records and documents, including those provided by clients, consultants and appointed contractors, are monitored to ensure their legibility and that they are stored under conditions which provide for preservation and ready access.

Schedule and control audits of sites, company departments and procedures and carry out periodic reviews of the organisational relationships as they affect the Quality Management System. Develop proposals and make improvement recommendations to the Managing Director. Report to the Managing Director and provide guidance on the resolution of any conflicts, which arise in respect of the implementation of the Quality Management System.

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APPENDIX 2 - Procedures / ISO 9001:2008 Cross-References to ISO 9001:2015

ISO Ref:	ISO Standard	SFL Procedure Ref. and Title	
4.0	**Quality Management System**		
4.1	General Requirements *(ISO 9001:2015 clause 4.4)*	SFL-QMS-001	QMP & All Procedures
4.2	Documentation Requirements *(ISO 9001:2015 clause 7.5)*	SFL-QMS-025	Project Quality Plan
4.2.1	General *(ISO 9001:2015 clause 7.5.1)*	SFL-QMS-001	QMP
4.2.2	QMP *(ISO 9001:2015 clause 4.3, 4.4, 7.5.1)*	SFL-QMS-001	QMP
4.2.3	Control of Documents *(ISO 9001:2015 clause 7.5.2 and 7.5.3)*	SFL-QMS-003	Document Control
4.2.4	Control of Records *(ISO 9001:2015 clause 7.5.2 and 7.5.3)*	SFL-QMS-003	Document Control
5.0	**Management Responsibility** *(ISO 9001:2015 clause 5 Leadership)*		
5.1	Management Commitment *(ISO 9001:2015 clause 5.1, 5.1.1)*	SFL-QMS-001 SFL-QMS-008	QMP Management Responsibilities and Review
5.2	Needs and expectations of interested parties. *(ISO 9001:2015 clause 5.1)*	SFL-QMS-001 SFL-QMS-008	QMP Management Responsibilities and Review
5.3	Quality Policy *(ISO 9001:2015 clause 5.2)*	SFL-QMS-001 SFL-QMS-008	QMP Management Responsibilities and Review
5.4	Planning *(ISO 9001:2015 clause 6.1, 6.2, 6.3)*	SFL-QMS-001 SFL-QMS-008	QMP Management Responsibilities and Review
5.5	Responsibility, authority and communication *(ISO 9001:2015 clause 5.3 and 7.4)*	SFL-QMS-001 SFL-QMS-008	QMP Management Responsibilities and Review
5.6	Management Review *(ISO 9001:2015 clause 9.3)*	SFL-QMS-001 SFL-QMS-008	QMP Management Responsibilities and Review
6.0	**Resource Management**		
6.1	Provision of resources *(ISO 9001:2015 clause7.1)*	SFL-QMS-001	QMP
6.2	Human resources *(ISO 9001:2015 clause 7.1.2, 7.2, 7.3)*	SFL-QMS-010	Employment and Training
6.3	Infrastructure *(ISO 9001:2015 clause 7.1.3)*	SFL-QMS-001	QMP

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ISO Ref:	ISO Standard	SFL Procedure Ref. and Title	
6.4	Work Environment *(ISO 9001:2015 clause 7.1.4*	SFL-QMS-001	QMP
7.0	**Contracted Service Realisation**		
7.1	Planning of service realisation *((ISO 9001:2015 clause 8.1* *)*	SFL-QMS-002	Process Map and Scope of Works
7.2	Customer-related processes *(ISO 9001:2015 clause 8.2)*		
7.3	Design and Development *(ISO 9001:2015 clause 8.3)*		
7.4	Purchasing *(ISO 9001:2015 clause 8.4)*		
7.5	Production & service provision *(ISO 9001:2015 clause 8.5)*		
7.6	Control of monitoring & measuring equipment. *(ISO 9001:2015 clause 7.5.1)*		
8.0	**Measurement, Analysis & Improvement**		
8.1	General *(ISO 9001:2015 clause 9.1.1)*	SFL-QMS-001	QMP
8.2	Monitoring & Measurement *(ISO 9001:2015 clause 8.6, 9.1, 9.2)*	SFL-QMS-001 SFL-QMS-025	QMP Project Quality Plan
8.3	Control on non-conforming product *(ISO 9001:2015 clause 8.7, 1.1, 10.2)*		
8.4	Analysis of data *(ISO 9001:2015 clause 9.1.3)*		
8.5	Improvement *(ISO 9001:2015 clause 6.1, 10.1, 10.2)*		

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