Quality Management System Manual

Example Ltd

Quality Management System per ISO 9001:2015

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1. Quality Policy

At Example Ltd, our quality policy is based on delivering electrical and mechanical building services installations that are executed correctly and safely the first time. Our clients — typically main contractors and public-sector organisations — depend on us to reliably meet agreed programme dates and handover milestones. We recognise the significant operational impact if installations are delayed, particularly in environments like schools and NHS sites where access and scheduling can be tightly constrained. Therefore, our commitment starts with thorough pre-start planning: this includes careful job scheduling, complete materials planning, risk assessments, method statements, and clear communication with all project participants. During the project, our site teams use up-to-date technical drawings and specifications to install to the required scope, with ongoing checks at all major stages.

Quality in our company is not just about compliance, but also about accountability: every job is subject to intermediate inspections, followed by final testing and a structured handover procedure. All commissioning, electrical testing (in line with BS 7671 requirements), and documentation — including completion of test certificates and O&M manuals — are prioritised to be finished ahead of final handover, not as an afterthought. Only after passing our own snagging walkthrough do we present the completed area to the client or principal contractor. This method aims to avoid repeat visits, prevent snagging lists from the main contractor, and maintain our reputation for tidy, hassle-free work.

We take seriously all contractual, regulatory, and statutory obligations, including compliance with BS 7671 for electrical works, Gas Safe registration for gas-related tasks, and relevant project CDM requirements. Our workforce maintains valid CSCS or ECS cards and up-to-date training, supported by a proactive system for tracking renewals. Any deviations, safety concerns, or quality issues reported during the job life cycle are logged, investigated, addressed, and, if recurrent, trigger a review of our practices rather than a superficial fix. Our business culture drives continual learning: operational knowledge is systematically documented, and new staff are paired with experienced colleagues to ensure that best practice is consistently applied across teams and projects.

In summary, our quality management approach is operationally anchored and independently audited to fulfil ISO 9001:2015 (Chapters 4 to 10) and client requirements. It is communicated throughout the company — from site operatives to office staff — and systematically reviewed to drive improvement and measurable results.

2. Quality Objectives

QUALITY OBJECTIVES BY END OF 2026

Jobs completed to agreed programme date	80 % → 95 %
Snagging items raised at handover	20 → 10 per job avg
Commissioning/test packs fully completed at handover	60 % → 100 %

We have set clear, measurable objectives to drive continuous improvement and operational reliability in our business. The primary objective is to increase the percentage of jobs completed on or before the agreed programme date. Currently, about 80% of our projects are delivered as scheduled; our target is to raise this to at least 95% by the end of 2026. Meeting this target relies on stricter planning, sequencing of works, and synchronised materials deliveries to avoid downtime and programme drift, particularly on complex or live sites.

A second priority is to reduce the number of snagging items raised at handover, currently averaging approximately 20 per job. Too many snags at this stage represent rework that could have been prevented by our own team. Our target is to halve this rate, ensuring no more than 10 snagging items per job on average, by the end of 2026. This is to be achieved by implementing systematic pre-handover walkthroughs, structured use of checklists, and empowering site teams to identify and close issues as part of their daily workflow.

Our third key objective centres on documentation quality: ensuring that commissioning and test packs are fully completed and available at handover. At present, only around 60% of handovers achieve this standard on time, with the remainder involving incomplete or late paperwork. Our aim is to reach 100% of jobs with complete commissioning and testing documentation by the handover date, supported by earlier coordination and staged document preparation throughout the job.

Progress against these objectives is reported at each annual management review, tracked using both internal dashboards and review of completed job files, and translated into focused operational actions where gaps are found.

3. Scope of the Quality Management System

The quality management system of Example Ltd covers all activities involved in the installation and maintenance of mechanical and electrical building services in commercial premises. This includes heating, ventilation, and electrical system installations — boilers, pipework, controls, distribution boards, wiring, containment, lighting, and all associated commissioning and testing work carried out for schools, NHS sites, offices, and industrial units. The system applies to contracts delivered as a subcontractor for main contractors as well as to direct contracts and public-sector/framework clients. Maintenance and remedial works, supply chain management, procurement, document control, and compliance with legal and regulatory standards (notably BS 7671 for electrical installations) are all included within scope.

The system applies to all staff, including site operatives, project managers, supervisors, and supporting administrative personnel. Excluded from scope are purely domestic works, activities carried out by third-party subcontractors not under the operational control of Example Ltd, and any service or location not falling under our mechanical and electrical building services remit.

3.1 Context of the Organisation

Several themes shape the context of our business. Externally, regulatory requirements such as the Construction (Design and Management) Regulations (CDM), BS 7671 for all electrical installation works, Gas Safe registration for applicable gas tasks, and mandatory training credentials (CSCS/ECS cards) define many operational constraints. We are also directly affected by public-sector procurement rules, as several clients now require ISO 9001 certification for framework selection. Internally, our relatively small team (19 staff) creates vulnerability to resource shortages if staff are absent or key operatives are redirected mid-project. There is also a recognised dependence on individual knowledge that has historically not been consistently documented, an area we are actively addressing through this quality management system.

3.2 Interested Parties

Our quality management system recognises and systematically addresses the expectations of all interested parties.

INTERESTED PARTY	KEY REQUIREMENTS	HOW THE COMPANY MEETS THEM
Customers	Reliable delivery to programme, safe completion, compliant documentation, minimal site disruption	Detailed planning, strict progress tracking, BS 7671-compliant testing, thorough handover packs
Suppliers	Clear orders, timely payments, defined specification, feedback on performance	Centralised procurement, delivery checks, annual supplier reviews, transparent resolution of delivery issues
Employees	Safe working conditions, job security, appropriate training, recognised qualifications	Ongoing training, paid-for card renewals (CSCS/ECS), clear briefings, supervised mentorship for new staff
Authorities / Regulators	Legal compliance, accurate records, safe site operation, certified personnel	CDM documentation, Gas Safe registration, test certificates, regular internal checks and audits

3.3 Risks and Opportunities

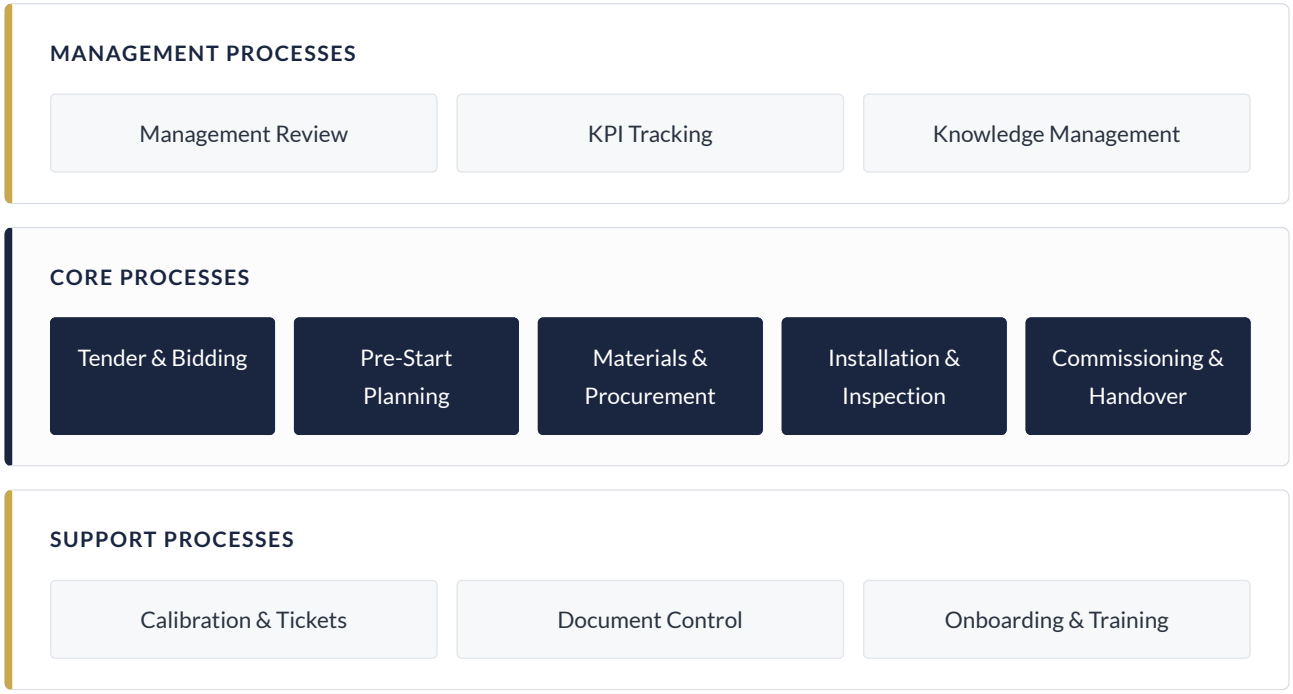
Risks to our business are continuously monitored and responded to through defined prevention and mitigation measures.

RISK	RATING	MEASURE	OWNER
Delayed or missing materials/plant	high	Early ordering, delivery tracking, prompt escalation for shortfalls	Joanne Clarke
Incomplete/late commissioning or test records at handover	high	Milestone review of paperwork, staged completion checks, final sign-off required by site lead	Lee Hammond
High snagging rates at handover	medium	Pre-handover walkthrough, use of checklists, clear team accountability	Lee Hammond
Expired operative tickets or test/calibration certificates	medium	Expiry tracker in office, supervisor checks monthly, reminders issued ahead of expiry	Ricky Obeng
Jobs slipping behind main contractor's programme	high	Weekly alignment meetings, resource reallocation if drift detected	Gareth Pryce

Opportunities include leveraging ISO 9001 certification to access more public-sector framework contracts and establishing a systematic onboarding approach to capture and transfer practical site knowledge between experienced staff and new recruits.

4. Process Overview

Our operations are structured around a set of defined processes that ensure all projects progress smoothly from tender through handover, supported by robust leadership and resource management procedures. Leadership ensures objectives, programmes, and standards are clear and upheld, while support functions guarantee resource, information, and compliance needs are proactively met.



Customer requirement flows through the core processes, supported by management and support functions.

4.1 Leadership Processes

Day-to-day leadership processes are overseen directly by Gareth Pryce, Owner and Managing Director. All new projects are reviewed upon contract award: Gareth confirms, in conjunction with Lee Hammond and Joanne Clarke, that resource levels are sufficient for the expected programme and that client or main contractor requirements are fully understood. Annual management reviews are conducted each winter before the next tendering cycle. These reviews analyse achievement against our headline KPIs — programme adherence, snagging rates, and on-time documentation. During the review, operational staff are invited to contribute feedback on recurring site or documentation issues, and data on snagging and customer feedback is consolidated to inform decisions.

Operational decisions, such as whether to accelerate a slipping job, redirect key personnel, or escalate with a supplier, are made through weekly meetings between Gareth, Lee, and Joanne. If programme risk or compliance concerns are identified — for example, crew shortages or critical plant being unavailable from a supplier — Gareth makes the final call with input from those directly affected. Gareth also maintains client relationships, consulting with main contractors or clients when deviations threaten handover dates. All deviations from plan trigger a root cause review: if an issue is due to process or resource failures, corrective and, if needed, preventive measures are tracked to completion and their effect reviewed at the next management meeting.

Leadership also covers knowledge management. Gareth leads the initiative to systematically document working methods, commissioning steps, and lessons learned from each project, drawing these into checklists and standard forms. This ensures that knowledge is structured and accessible for onboarding and that quality is not dependent on individuals holding tacit know-how.

4.2 Core Processes

The core operational workflow begins with Gareth leading the tender stage, preparing bids, and negotiating project terms with clients or main contractors. Once a contract is secured, Gareth and Lee Hammond conduct the pre-start planning, which involves developing a detailed programme, compiling a materials and plant schedule, and preparing all required risk assessments and method statements. Joanne Clarke sources materials, plant, and hire equipment, with all orders checked against planned requirements. Delivery dates are matched to the planned schedule and confirmed with suppliers; in case of anticipated delays, Gareth is informed for early intervention.

As site mobilisation begins, Lee Hammond briefs the site crew, distributing up-to-date drawings and documents and highlighting programme expectations and safety requirements. Installation progresses through first fix, second fix, and final fix stages, each checked for conformance with designs and client specifications. Lee oversees regular on-site progress reviews, organises first-fix and subsequent installation inspections, and ensures site logbooks and test records are kept up to date throughout the job.

When installation nears completion, Lee leads a pre-handover snagging walkthrough with the team. Issues found are assigned to crew members for immediate resolution. Electrical installation testing is executed in strict accordance with BS 7671; mechanical systems undergo pressure, safety, and operational checks per the relevant regulations. Joanne Clarke coordinates the collation and completion of test certificates, commissioning records, and O&M information, ensuring all required signatures are in place before handover. Only when these packs are complete does Gareth (or Lee, if delegated) formally present the finished area or system to the main contractor or client. Any outstanding snags or documentation issues are logged, prioritised for closure, and addressed before a job is marked as complete in our internal records.

4.3 Support Processes

Support processes underpin every project. Joanne Clarke manages purchasing of all materials and plant based on Lee's schedules; orders are placed in advance of predicted need, with deliveries tracked daily against the job programme. Upon receipt, deliveries are checked on site by the crew or Lee for accuracy, quantity, and specification; any discrepancies are flagged and reported to Joanne, who communicates with suppliers to resolve issues. Plant and electrical test instruments are managed by Ricky Obeng, who keeps an up-to-date log of calibration certificates (including for PAT testers, multifunction testers, and pressure test equipment) and schedules annual recertification with a third-party provider. Any instruments found out of date or faulty are withdrawn from use and replaced or recalibrated before further deployment.

Document control, including version tracking for drawings and commissioning templates, is coordinated between Joanne and Lee. Joanne maintains a trade software system for job management and archiving records; only live and correct drawings and documents are issued to site, with any revisions tracked and previous versions marked as superseded. Disposal of obsolete documentation is documented, and security for all project files and compliance certificates is maintained.

Induction and onboarding for new staff are handled by pairing them with experienced crew members on site, augmented by formal briefings by Lee and training arranged by Ricky. Essential organisational knowledge, such as standard installation methods and documentation requirements, is embedded into checklists and operational forms that are provided to all new operatives and apprentices. This ensures critical know-how is retained and accessible, and not dependent on individuals. Where site incidents or non-conformities reveal procedural gaps, Ricky and Joanne update method statements, checklists, or induction materials accordingly.

5. Roles and Responsibilities

The leadership of Example Ltd is held by Gareth Pryce, Owner and Managing Director. Gareth is responsible for setting the quality policy, approving process changes, and making all final decisions regarding resources, scheduling, and compliance. He takes direct ownership of client relationships, project oversight, overall risk management, and represents the company at annual management reviews and in communications with public-sector clients or main contractors.

On-site leadership is the responsibility of Lee Hammond, Site Manager. Lee is the operational point of contact for all site operatives, responsible for translating project requirements into daily and weekly job plans. He oversees the sequence of installation, ensures site teams follow correct procedures, coordinates the timing of inspections, snagging, and handover readiness, and escalates any site-level issues to Gareth when needed. Lee also has specific responsibility for pre-handover snag walks and for confirming that all routine and post-completion testing work, including BS 7671 electrical inspections, is completed in line with programme and recorded.

Joanne Clarke, Office Manager, handles all procurement, materials, and plant ordering, maintaining central records of orders and deliveries. She liaises with suppliers and tracks deliveries to ensure timely arrival matched to the work programme. Joanne is also responsible for administration of job documentation, including test records, project files, and O&M handover packs, and ensures that completed project documentation is archived and retrievable for audit purposes or regulatory checks.

Ricky Obeng, Plant and Equipment Controller, manages calibration and compliance for all plant and electrical test equipment, issues reminders regarding expiring CSCS, ECS, or Gas Safe registrations, and maintains an accessible log of equipment status. Ricky carries out regular checks of plant and equipment condition, removes non-compliant items from use, and arranges external calibration as required.

All site operatives are required to uphold quality and safety standards, follow designated installation procedures, check their work against provided drawings and specifications, and participate in pre-handover snagging walks. Operatives raise material or procedural issues to Lee as they occur and ensure their training credentials and cards are current.

Securing organisational knowledge is addressed through structured onboarding and pairing of new staff or apprentices with experienced team members. Installation standards, critical steps, and lessons learnt are codified into workflow checklists and templates, which anchor core know-how within the company and reduce dependency on individuals.

6. Document Control Procedure

Document control at Example Ltd is managed centrally by Joanne Clarke. When a new project starts, the current set of drawings, method statements, and programme milestones are issued by Joanne, ensuring that only the latest versions are distributed to the site crew. Any updates received from the main contractor or design team are logged, cross-checked, and only released to Lee Hammond and the crew when they are reviewed for relevance.

All standard forms — such as inspection checklists, commissioning and test record templates — are version controlled. Any revision triggers Joanne to archive the superseded version and notify operatives of the updated document. Only authorised, signed versions of test certificates and statutory records are accepted in the project closeout file. Electronic files are stored within the trade software package, backed up regularly, and access is secured to prevent unauthorised modification or deletion.

Completed paperwork — including electrical test certificates, Gas Safe certificates, commissioning reports, and O&M data — is received by Joanne ahead of the planned handover, checked for completeness, signed by the relevant parties, and included in the official handover pack. If documentation is found to be incomplete or incorrect, Joanne returns it to the responsible person (usually Lee or the installing operative) for correction before final filing.

Obsolete project documentation is securely destroyed or transferred to a restricted-access archive. The document control process is periodically reviewed to ensure compliance with legal and contract requirements and to reflect lessons learned from audits or project debriefs.

7. Internal Audit Procedure

Internal audits are conducted annually or as triggered by major non-conformities, failures, or significant client feedback. Gareth Pryce initiates the audit schedule at the start of each year, ensuring coverage of all operational, support, and compliance processes. Where possible, audits are assigned to staff not directly involved in the process being reviewed, to maintain independence.

The audit process starts with a review of previous findings and follow-ups. Audit scope is defined, checklist prepared (including programme adherence, documentation compliance, equipment calibration, and training certifications). Joanne Clarke retrieves the relevant records, and audits are carried out through document review, interviews, and site observation. Findings are documented, categorised by severity (minor non-conformity, major non-conformity, opportunity for improvement), and presented at the next management review.

Number and severity of findings are recorded per audit and compared across years to track progress and recurring issues. For each non-conformity, a corrective action is assigned — usually to the process owner (Lee, Joanne, or Ricky) — with deadlines for closure. Gareth oversees sign-off of corrections and verifies effectiveness on repeat audit or via targeted spot checks. Audit outcomes feed directly into annual improvement actions and, where required, updates to workflow documents or training content.

8. Management Review Procedure

Management review is held annually, usually in December or January, led by Gareth Pryce. Joanne Clarke prepares documentation on programme performance, documented KPIs, supplier and operative issues, audit findings, and outstanding corrective actions. Lee Hammond contributes feedback from site, including recurring operational pain points or procedure gaps. Ricky Obeng provides data on plant calibration, ticket expiry, and site safety issues.

During the management review meeting, performance against each quality objective is compared to the prior year's results. Particular focus is placed on jobs that failed to meet programme, persistent snagging issues, or repeat documentation delays. Customer feedback, including commissioning responses, complaints and handover survey results, is reviewed as a consolidated measure of customer satisfaction and helps direct future improvement actions.

Actions resulting from the review are recorded, assigned to accountable staff, and monitored quarterly for completion. The review findings are communicated to the wider team at toolbox talks and office meetings to ensure all staff understand where improvement is needed and what changes may be implemented.

9. Continuous Improvement Procedure

Continuous improvement is driven by structured feedback, audit outcomes, and day-to-day problem reporting. Any staff member can initiate an improvement suggestion or raise a non-conformity, either verbally to line management or in writing. Issues such as recurring material delivery problems, documentation gaps, or process errors are logged by Joanne Clarke and escalated to Gareth for review.

For each improvement initiative, the root cause is identified with input from site staff and relevant process owners. Solutions may include updating procedures, revising checklists, conducting toolbox talks, or changing supplier arrangements. Actions are implemented quickly for minor improvements or scheduled as part of quarterly reviews for broader changes. Effectiveness of changes is monitored through KPIs, reduced recurrence of the original issue, and positive verification at the next audit cycle.

Management maintains a continuous improvement register, which is reviewed and updated at management reviews and toolbox talks. Completed improvements are documented and, where relevant, fed back into training and onboarding processes to ensure company-wide benefit.

Appendix A: Sample Inspection Record

This form is used at final inspection before handover to confirm compliance with installation and documentation requirements.

INSPECTION STEP	RESULT	COMMENT
Visual inspection (first fix complete)	Pass/Fail	
Cable containment checked against drawings	Pass/Fail	
Termination and labelling of wiring	Pass/Fail	
Functional test of circuits to BS 7671	Pass/Fail	
Gas/pressure test (as applicable)	Pass/Fail	
Completion of test certificates and commissioning records	Pass/Fail	
Snagging walkthrough complete, issues closed	Pass/Fail	
Sign-off by site manager	Pass/Fail	

Appendix B: Supplier Evaluation

Suppliers are reviewed annually for ability to meet quality and delivery needs. Unsatisfactory suppliers are replaced.

SUPPLIER	QUALITY	ON-TIME DELIVERY	STATUS
Electrical wholesaler 1	Good	Good	Approved
Electrical wholesaler 2	Satisfactory	Satisfactory	Approved
Heating/ventilation merchant	Good	Good	Approved
Plant hire company	Good	Variable	Monitor