CREATOR
SCAFFOLD DESIGNS
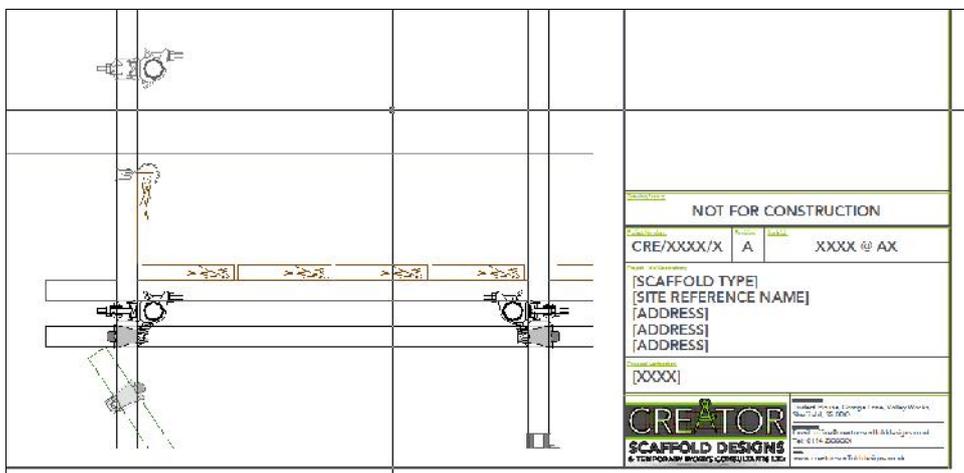### & TEMPORARY WORKS CONSULTANTS LTD

"CREATIVE ENGINEERING WITH COMPLETE CUSTOMER FOCUS IN MIND"

TRIDENT HOUSE, GRANGE LANE, VALLEY WORKS, SHEFFIELD, S5 0DQ
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INTEGRATED QUALITY MANUAL
[PREPARED IN ACCORDANCE WITH ISO 9001]

[DOCUMENT REFERENCE NUMBER: QUALITYMANUAL.CRE.2014.01]
[DATE: APRIL 2014]

[DOCUMENT STATUS: CONTROLLED COPY - FINAL]

ABSTRACT

The Creator Scaffold Designs and Temporary Works Consultants (herein described "Creator") Quality Management System is divided into sections within the same document. The sections within the document cover the requirements of ISO9001:2000 in order to ensure quality in all aspects of the business and are listed herein;

- Quality Manual
- Quality Processes
- Quality Procedures
- Work Instructions

The above sections will be adopted for all aspects of work to ensure quality in the services provided by Creator.

AMENDMENTS

Changes in the organisation of Creator (the Company) or the environment in which it operates may necessitate modifications, amendments, insertions and/or deletions to the overall quality management adopted by the company and its associated documentation. The contents of this Quality Manual (QM) may therefore be altered on an as required basis (following a formal review by management). Changes shall be deemed operational following approval by Directors or other authorized person(s). All changes will be instructed to employees both verbally and in document (both paper and electronic) form which will be stored on the Companies server to enable access for all Employees. The following table records the amendments made to the quality manual in order to ensure the most up to date version is used.

| Rev	Description	By	Date	Checked	Date	Document Status

QUALITY MANUAL DISTRIBUTION

Printed copies of this Quality Manual will be made available to all Employees following each revision by making one master copy available within the office and by a controlled copy of the document which will be made available on the Company server for employees to access locally and remotely. The QM document location on the server is detailed herein:

▸ CREATOR SERVER ▸ 1.0 - DESIGN OFFICE ▸ 1.3 - DOCUMENTS ▸ 1.3.1 - CURRENT

The file will be saved as in a protected portable document format (.pdf) for quality control purposes and will be updated following revisions to the QMS. The native file will be stored in the following location and will be a controlled version of the document;

DOCUMENT CONTROL

All document templates will be saved on the CRE server in the following location;

Document Name / Abbreviation

Year Created / Updated

CRE/**XXXX**/2014/01

Revision
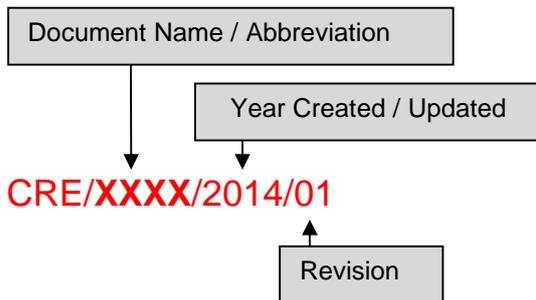
All documents which are 'superseded' will be stored in the following location on the company server;

▸ CREATOR SERVER ▸ 8.0 - INTEGRATED QUALITY MANUAL (CONTROLLED) ▸ 8.2 - SUPERSEDED

ABBREVIATIONS AND ACRONYMS

The following abbreviations and acronyms will be used throughout this document and have been abbreviated to simplify the document.

Abbreviation	Definition
BS	British Standard
BSc	Bachelor of Science
BSI	British Standards Institute
CAT	Category
Creator	Creator Scaffold Designs and Temporary Works Consultants
docx	Microsoft Word Document
DWT	AutoCAD Drawing Template File
DWG	AutoCAD Drawing File
ISO	International Standards Organisation
MD	Managing Director
MSc	Master of Science
.msg	Microsoft Outlook File
RAMS	Risk Assessment Method Statement
CRE	Creator Scaffold Designs and Temporary Works Consultants Ltd
QM	Quality Manual
QMS	Quality Management System
QP	Quality Procedure
xlsx	Microsoft Excel File

CREATOR DOCUMENTATION REFERENCES

The following table provides the full list of documents which form part of the Companies QMS. Only documents listed in the following table are used within the Company QMS and as such quality processes and documentation are effectively controlled by this document. No deviations from the list will be made and where additional documentation is required a full review of the QMS will be made.

Document Name	Document Reference
Accounts Audit Document	AUDITACCOUNTS.CRE.2014.01
Design Audit Document	AUDITDESIGN.CRE.2014.01
General Audit Document	AUDITGENERAL.CRE.2014.01
CAD Template	CAD.CRE.2014.01
CAD Standards	CADSTANDARDS.CRE.2014.01
Calculations Template	CALCULATIONS.CRE.2014.01
Calendar	CALENDAR.CRE.2014.01
Check Certificate Template	CHECKCERT.CRE.2014.01
Contact Numbers Template	EMPLOYEE-SUPPLIER-CONTACTS.CRE.2014.01
CV Template	CV.CRE.2014.01
Feedback Template	FEEDBACK.CRE.2014.01
Designers' Risk Assessment Template	RISK.CRE.2014.01
Document Folder	FOLDER.CRE.2014.01
Email Template	EMAIL.CRE.2014.01
Employee Handbook	HANDBOOK.CRE.2014.01
Employment Contract	CONTRACT.CRE.2014.01
Employment Contract Health Questionnaire	CONTRACTHEALTH.CRE.2014.01
Employment Contract Letter	CONTRACTLETTER.CRE.2014.01
Expenses	EXPENSES.CRE.2014.01
Facsimile Template	FACSIMILIE.CRE.2014.01
Health and Safety Policy	HSPOLICY.CRE.2014.01
Holiday Request Form	HOLIDAY.CRE.2014.01
Invoice Template /Statement Template	INVOICE-STATEMENT.CRE.2014.01
Issue Sheet Template	ISSUE_SHEET.CRE.2014.01
IT Problem Record Document	ITPROBLEM.CRE.2014.01
Letter Template	LETTER.CRE.2014.01
Marketing Letter	MARKETINGLETTER.CRE.2014.01
Marketing Record	MARKETINGRECORD.CRE.2014.01
Meeting Agenda Template	MEETING.CRE.2014.01
Purchase Orders	PURCHASEORDER.CRE.2014.01
Overtime Template	OVERTIME.CRE.2014.01
Post Record	POSTRECORD.CRE.2014.01
Weekly Time Sheet	TIMESHEET.CRE.2014.01
QPs and WI List	QP&WILIST.CRE.2014.01
Quality Manual	QUALITYMANUAL.CRE.2014.01
Quality Flow Chart	QUALITYFLORCHART.CRE.2014.01
Quotation Template	QUOTATION.CRE.2014.01
Report Template	REPORT.CRE.2014.01
Self Appraisal Template	APPRAISAL.CRE.2014.01
Site Visit Template	SITEVISIT.CRE.2014.01
Scaffold Specification Document	SPECIFICATION.CRE.2014.01
Temporary Works Checking Document	CHECK.CRE.2014.01
Terms and Conditions	TERMSANDCONDITIONS.CRE.2014.01
Training Schedule Template	TRAINING.CRE.2014.01
Work Planning Template	WORKPLANNING.CRE.2014.01

Table 1- CRE Documentation

COMPANY QUALITY POLICY STATEMENT

Creator aims to ensure that its 'products and services' meet the needs of its clients at all times in accordance with contractual requirements and the companies its policies and procedures. The Company operates a Quality Management System which is specific to the provision of temporary works and scaffold engineering services for the construction sector and other sectors alike.

The Management is committed to:

- Producing a QMS which is compliant with ISO9001
- Develop and improve the Quality Management System;
- Continually improve the effectiveness of the Quality Management System;
- The enhancement of client satisfaction;
- Continual improvement of our approach to safety within the workplace.

The management of the Company has a continuing commitment to;

- Ensure that the client needs and expectations are determined and fulfilled with the aim of achieving client satisfaction;
- Communicate throughout the Practice the importance of meeting client needs and the requirements of all relevant statutory and regulatory requirements;
- Establish the Quality Policy and its objectives;
- Ensure that the Quality Management Reviews are set in order to review the quality objectives and to report on the Internal Audit results as a means of monitoring and measuring the processes and the effectiveness of the Quality Management System.

The Company complies with all relevant statutory and regulatory requirements.

The practice constantly monitors its quality performance and implements improvements when appropriate and systematic review of the Quality Policy in order to ensure its continuing suitability.

Copies of the Quality Manual are made available to all members of staff and ethos imparted on all employees. All Company Employees are vital to the success of the QM and will have the opportunity to critically review the manual and its associated procedures and make suggestions for Management review.

All personnel are required to fully understand the requirements of the Quality Manual and must under all circumstances abide with the requirements of the Quality Manual.

Ryan Berry MSc (Eng) BSc (Hons)
Managing Director
Creator Scaffold Designs and Temporary Works Consultants Ltd

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1.0 – QUALITY ASSURANCE AT CREATOR

The QMS has been issued on the authority of the Managing Director of Creator Scaffold Designs and Temporary Works Consultants Ltd for the use of all employees. The QM defines;

- The overall Quality Policy (QP) adopted by Creator Ltd;
- The systems that have been developed to implement this quality policy;
- The documentation that has been designed to carry out this quality policy.

Other than the permissible exclusions shown in the relevant part of the document, Creator's Quality Management System conforms to the requirements of ISO9001:2008.

Changes in the organisation of Creator, or other factors alike, may result in the requirement to modify, amend, insert or delete sections/items within the QMS adopted by Creator. The contents of the manual may therefore be amended /reviewed on an as required basis. All changes shall be subject to formal review using Document Control to name all documents. Changes shall be deemed operational following approval by the Managing Director and published as updated sections of the quality management system.

Certain technical terms and usage in the QMS, although only reflecting the masculine gender, are, in fact, the idiom of the field and should be interpreted to apply equally to both sexes.

1.1 – Company Profile

Creator is a newly established Private Limited Company with a wealth of experience in, and at the forefront of, the scaffold design and temporary works engineering sector. The Company provides temporary works and scaffolding engineering consultancy services listed herein, but not limited to;

- Design and detailing of scaffold structures;
- Analytical appraisal of scaffold structures;
- Temporary works design and detailing (excluding scaffolding);
- Analytical appraisal of temporary works structures (excluding scaffolding);

- Third party checking;
- Inspections;

Creator is customer focused to provide quality engineering with social, economic and the environmental considerations (the three pillars of sustainability) in mind whilst ensuring exemplary levels of safety and quality in all that we provide. The highest levels of deliverables are supplied and conform to the relevant national and international standards, namely British Standards and Eurocodes.

Creator aims to provide a value for money engineering consultancy service with customer focus in mind. We take pride in being reliable in our day to day dealings with our customers, good communication equates to the delivery of improved product quality.

The following inputs, customer focus, management actions and processes are foremost at Creator in achieving an effective QMS. These inputs are something which Creator strives to ensure at all times in order that the quality of our final product is at the forefront of the temporary works and scaffold design engineering sector.
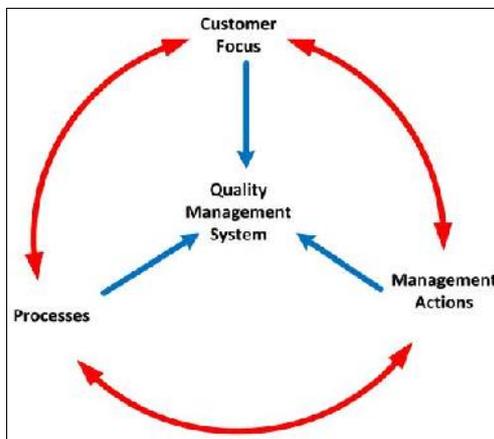
Figure 1 – Creator Scaffold Designs and Temporary Works Consultants Ltd QMS Inputs to Achieve Quality

1.2 – Costs

Each quote and the costs associated with a project are carefully prepared to suit the circumstances of the project. Each project is carefully analysed and accurate costing prepared accordingly. In some instances a cost breakdown may be provided to the customer to highlight the rates charged, this will be on a 'request for breakdown' basis. Where any deviation in cost is required to be made from the agreed budget this will only be done by mutual consent between the two parties under contract (i.e. Creator and Customer). All deviations from the original contract will be formalised in writing, typically by re-quoting for the extra works, and kept on file.

If from our experience and knowledge it is felt that a course of action or design approach is inappropriate, we will advise the customer accordingly. We will not embark on a project if circumstances point to a sub-standard result. From inception through to completion the contract is overseen and carefully controlled through each design stage. The managing director will have overall responsibility to manage and lead staff to meet all customer requirements.

The cost to a project for travel by means of a car will be charged at the most current HM Revenue & Customs advisory rates for travel. The government rate, in pence per mile, will be checked each financial year for an update on current rates. All other business expenses, travel cost (by public transport) will be charged on a non-profit basis but will be charged against the project as necessary.

All quotations provided by CRE will be provided exclusive of VAT but on invoice will incorporate VAT at the current government rate. The current rate will be monitored and updated during invoicing as necessary.

1.3 – Quality Manual

This Quality Manual (QM) defines;

- The overall quality policy adopted by Creator;
- The organizational structure that has been developed to implement this quality policy;
- The documentation (this quality manual) that has been designed to enable Creator to carry out this policy.

Changes both internally and externally of CRE may necessitate modifications, amendments, insertions and deletions to CREs Quality Procedures and associated responsibilities. The contents of this Quality Manual may therefore be altered on an 'as required' basis by the Quality Assurance Manager providing approval is gained by the authorised person/s and is issued to all employees and stored on the Company server.

Certain technical terms and usage in this Quality Manual, although only reflecting the masculine gender, are, in fact, the parlance of the field and should be interpreted to apply equally to both sexes.

1.4 – Company Organisational Structure

The following organogram, in Figure 2, is adopted within the Company in order to ensure quality and line of command decision making, management decisions and leadership are maintained at all times. The Management team has the primary responsibility of managing and updating the processes, procedures and policies within the Company and sub-ordinates effectively administering the processes detailed within this Manual.

Ryan Berry BSc (Hons) MSc (Eng)
Managing Director / QA Manager

Bradley Berry
Design Office Director

Elizabeth Taylor
Accounts Manager

Design Team and Design Team Support Staff

Accounts Team and Accounts Support Staff
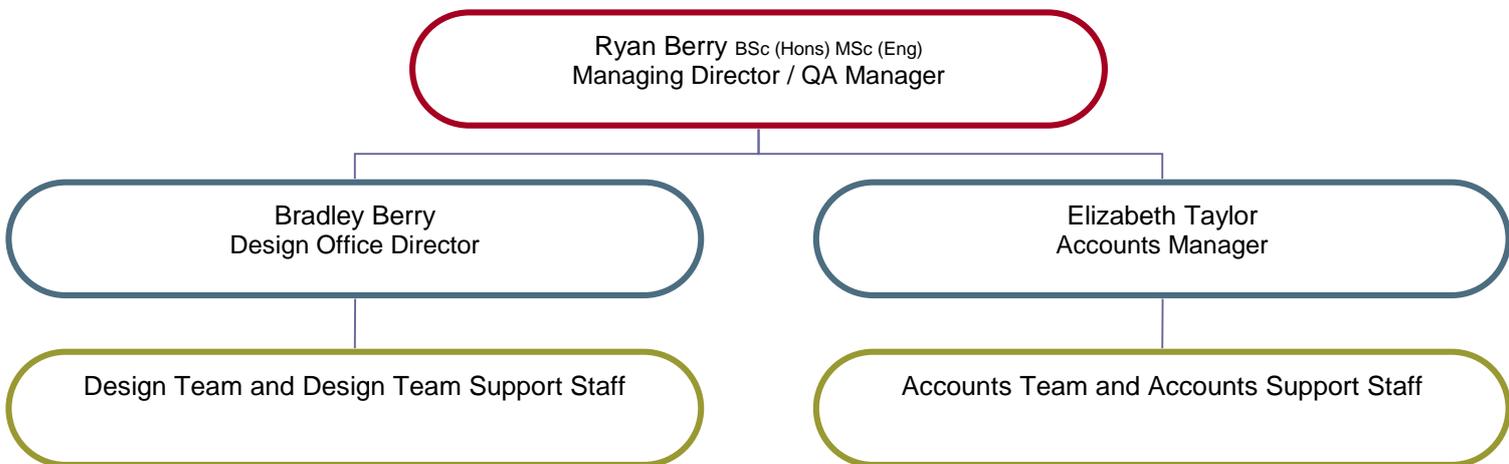
Figure 2 – Company Organogram

1.5 – Employee Roles and Responsibilities

The following sub-section defines the roles and responsibilities for each role within the organisational structure.

1.5.1 – Managing Director / Company Director

In addition to the personal responsibilities he/she has to himself or herself and to others in accordance with the 'Health & safety at Work Act 1974', Statutory Requirements as a director and CDM Regulations 2007, it is his/her responsibility to:

- Define, effectively control and review all procedures for the Regional Design Offices;

- Ensure that standards of design are maintained within the Company;
- Ensure that the Design Office Manager, Engineers and Trainees are competent to perform their duties as defined;
- In consultation with the Board of Directors, recruit and maintain training levels within Design Offices;
- Ensure that Regional Design Offices are supplied with all necessary technical information and necessary resources to carry out their roles and responsibilities;
- Ensure that Regional Design Offices are supplied with the relevant Statutory Instruments, British Standards, Codes of Practice, etc.;
- Provide technical assistance to all staff members and Customers;
- Maintain regular contact with other Board Directors and managers as to performance and needs of the business;
- Effectively set and uphold all quality and health and safety policy statements and approve the Quality Manual and associated quality procedures.
- Carry out the Self-Appraisal process for all sub-ordinates.
- Effectively manage the company finances and accounts department.
- In addition to the above the MD is required to effectively oversee, manage and guide the General Manager and Design Office Manager.
- Maintaining the company's statutory registers;
- Update the records held by Companies House;
- Maintain the registered office;
- Managing and storing the Companies records.

1.5.2 – General Manager

In addition to the personal responsibilities he/she has to himself or herself and to others in accordance with the 'Health & safety at Work Act 1974', Statutory Requirements and CDM Regulations 2007, it is his/her responsibility to:

- Effectively control all procedures for the appropriate Regional Design Office.
- Ensure that all designs provided by the Regional design office team will safely withstand the imposed loading, will remain stable, and are fit for the purpose intended in accordance with relevant Statutory Instruments, British standards, Codes of Practice, Company procedures etc.
- Ensure that standards of design are maintained within the Regional Design Offices.
- Ensure that all defined procedures are maintained within the Regional Design Offices.
- Supervise and discipline Regional Design staff
- Ensure that reporting Engineers and Trainees are competent to perform their duties as defined.
- Provide liaison with Customers as and when required.
- Assist the Managing Director in maintaining training levels within the Design Office.
- Carry out the Self-Appraisal process for all sub-ordinates.
- Ensure the quality manual is reviewed (in line with the QM procedures), maintained and adhered to within Regional Design Offices.
- Liaise with the accounts department and MD with regards to bad debtors.
- In addition to the above the General Manager is required to effectively oversee, manage and guide the Design Office Manager.

1.5.3 – Design Office Manager

In addition to the personal responsibilities he/she has to himself or herself and to others in accordance with the 'Health & safety at Work Act 1974', Statutory Requirements and CDM Regulations 2007, it is his/her responsibility to:

- Effectively control all procedures for the appropriate Regional Design Office.
- Ensure that all designs provided by the Regional design office team will safely withstand the imposed loading, will remain stable, and are fit for the purpose intended in accordance with relevant Statutory Instruments, British standards, Codes of Practice, Company procedures etc.
- Ensure that standards of design are maintained within the Regional Design Offices.
- Ensure that all defined procedures are maintained within the Regional Design Offices.
- Supervise and discipline Regional Design staff
- Ensure that reporting Engineers and Trainees are competent to perform their duties as defined.
- Provide liaison with Customers as and when required.
- Effectively manage, co-ordinate and maintain training levels within the Design Office.

1.5.4 – Senior Engineer

In addition to the personal responsibilities he/she has to himself or herself and to others in accordance with the 'Health & safety at Work Act 1974' Statutory Requirements and CDM Regulations 2007, it is his/her responsibility to:

- Effectively administer all aspects of a Regional Design Office in accordance with current procedures as instructed.
- Ensure that all designs provided by the Regional Design Office will safely withstand the imposed loading, will remain stable, and are fit for the purpose intended in accordance with relevant Statutory Instruments, British standards, Codes of Practice, Company procedures etc.
- Ensure that designs adequately indicate the use of equipment in a safe manner, and contain notes which clearly define the responsibilities of the Customer.
- Ensure that checking of all design work is carried out in accordance with the defined checking procedures.
- Inspect erected structures, if requested, and provide documentation relating to their integrity.
- Provide liaison with Customers as and when required.

1.5.5 – Design Engineer

In addition to the personal responsibilities he/she has to himself or herself and to others in accordance with the 'Health & safety at Work Act 1974' Statutory Requirements and CDM Regulations 2007, it is his/her responsibility to:

- Effectively administer all aspects of a Regional Design Office in accordance with current procedures as instructed, in the absence of the Design Office Manager.
- Ensure that all designs provided by himself/herself and his/her subordinates will safely withstand the imposed loading, will remain stable, and are fit for the purpose intended in accordance with relevant British standards, Codes of Practice, Company procedures etc.
- Ensure that designs adequately indicate the use of equipment in a safe manner, and contain notes which clearly define the responsibilities of the Customer.
- Ensure that checking of all design work is carried out in accordance with the defined checking procedures.
- Inspect erected structures, if directed by the Regional engineer, and provide documentation relating to their integrity.
- Provide liaison with Customers as and when required.

1.5.6 – Team Leader

In addition to the personal responsibilities he/she has to himself or herself and to others in accordance with the 'Health & safety at Work Act 1974' Statutory Requirements and CDM Regulations 2007, it is his/her responsibility to:

- Carry out all responsibilities as required by the assigned Engineer Status (i.e. Design Engineer or Senior Engineer) and;
- Effectively guide and mentor assigned engineer(s) so that a specific point of contact is available with regards to design advice and/or procedural advice.
- Effectively participate in Planning Meetings as and when required by the Design Office Manager.
- Communicate projects/tasks assigned by the Design Office Manager to your assigned engineer (it is not the team leaders responsibility to assign or take responsibility for the projects assigned but relay the information to the engineer and provide guidance on achieving what is to be done within the required timescale).
- Communicate directly with the Design Office Manager, as and when required/requested, in order that the status of all projects are known, as and when requested for the sub-team in question.

1.5.7 – Accounts and Administration Support

In addition to the personal responsibilities he/she has to himself or herself and to others in accordance with the 'Health & safety at Work Act 1974' and Statutory Requirements, it is his/her responsibility to:

- Effectively administer all aspects of the 'accounts department' and carry out all quality procedures as party of this Quality Manual;
- Effectively understand all aspects of the design office procedure;
- Provide administration assistance to the design team;
- Provide telephone support for the design team;
- Effectively control all stationary, equipment and general office purchasing.

1.6 - Employee Roles and Responsibilities

1.6.1 – Policy

Creator shall define and manage the processes necessary to ensure that all project deliverables conform to customer requirements. As a means of continually improving project performance, CRE shall establish a Quality Management System covering the requirements of ISO 9001:2008. This QMS shall be implemented, maintained, continually improved and have the full support of company Director(s). CRE shall prepare procedures that describe the processes required to implement the Quality Management System. These shall include:

- Core Business Processes and Supporting Processes
- Quality Procedures that describe the methods adopted to manage the Core Business Process and Supporting Processes
- Work Instructions that describe the operating methods, practices and control of core business processes and supporting processes.

1.6.2 – Objectives

The main objective of the Creator Quality Management System is to ensure that company activities, whether they are organisational (e.g. management and organisation) or technical (e.g. design work) comply with the Quality Manual and the Quality Plans.

In cases of non-compliance, (e.g. if part of the design work is not carried out in accordance with the appropriate procedures), a quality audit will be carried out by the Design Office Manager to determine root cause of the non-compliance. This process shall include the determination of root causes, remedial action, review of Creator procedures and, if necessary, their adjustment and modification.

The Quality Manager plays an important part in this process. His/her role shall be to suggest alternative solutions and help the Company Director(s) to take the necessary remedial action. Summarised, the Quality Management System (QMS) shall include:

- Clear responsibilities for each activity and task associated with the business;
- Confirmation that each activity is defined and controlled by a Quality Procedure;
- Confirmation that staff are trained as defined in the Quality Manual;
- Confirmation that compliance with the processes and procedures detailed in the Quality Manual are audited;
- Confirmation that remedial action is taken whenever appropriate;
- Confirmation that the Quality Processes and Quality Procedures in the Quality Manual are regularly reviewed.

1.6.3 – Implementations

Quality Management at Creator is based on the Quality Management System described in ISO9001:2008. The purpose of the quality system is to define the policy, organisation and responsibilities for the management of quality within Creator.

All aspects of Creators Quality Management System are to be found in the CRE Integrated Quality Manual (i.e. this document) which describes, in detail, how the main elements of ISO 9001:2008 are catered for. The Quality Manual also includes all Quality Processes and Procedures associated with the Company.

A copy of this document is stored on the Company server as detailed in '**DISTRIBUTION**'.

1.6.4 – Overall Responcibility

All of those who have a leading role have the responsibility of ensuring compliance with the Quality Manual. It is however the responsibility of the Company Director(s) to ensure all necessary resources are available to implement the policy.

1.6.5 – Responsibility for the Quality System

The Quality Management System forms an integral part of overall Creator Management and the role of the Quality Manager within the company is to provide confidence that application of contract management is efficient, comprehensive and effective in ensuring that Creator delivers the service:

- On time,
- To the agreed specifications ,
- And within budget.

The Company Directors have appointed the Quality Manager to implement and maintain CRE quality system. The Quality Manager has the responsibility and the authority to ensure that adequate procedures, plans and instructions are drawn up so as to provide a common approach to quality assurance throughout CRE and to ensure that the quality system is continuously monitored and improved by means of internal audits and management reviews.

1.6.6 – Responsibility for Contract Quality

This responsibility for the development of contract quality rests with Creator directors via the company managers (as appropriate).

1.6.7 –Responsibility for Product Quality

This responsibility lies with ALL Creator personnel.

1.6.8 – Responsibility for Subcontractor Quality

Specialised areas of operation and technical expertise may be required to meet the needs of Creator. In many specialist cases, subcontractors may be required to provide expert advice. The subcontractor will need to supply and prove their QMS is to a reasonable level but where possible conforms to ISO9001:2008.

2.0 – CREATOR MANAGEMENT SYSTEMS

2.1 – Requirements

Figure 3 – "QUALITY" Inputs

The Creator Quality Management System (QMS) is the organised structure of responsibilities, activities, resources and events that together provide procedures and methods of implementation to ensure the capability of Creator meets the quality requirements of our customers. CRE has to develop, establish and implement a QMS in

order to ensure that the overall objectives and company policies are met.

To achieve these requirements, CRE involves all aspects of the "QUALITY" inputs from the initial identification of the requirement to the final satisfaction of the customer's requirements and expectations.

Within Creator, an effective QMS ensures that all activities are fully understood, controlled and documented and that everyone knows exactly what and how to execute a task following one of the Creator Procedures.

There are four main requirement sections making up the ISO 9001:2008 standard ranging from how to control a design process to how to audit an activity - but the most important element is the first one which demands that everyone shall be involved in quality in order for it to succeed and that it must be management led and that there must be a commitment to quality at the highest level. Within Creator we have this commitment. It stems from Creators decisions in this respect and manifests itself throughout Creator management, at all levels.

The following six documented procedures, as required by ISO 9001:2008 will be covered within the Quality Manual, these being;

- Control of Document (ISO 9001:2008, Cl. 4.2.3)
- Control of Records (ISO 9001:2008, Cl. 4.2.4)
- Internal Audit(s) (ISO 9001:2008, Cl. 8.2.2)
- Control of non-conforming product(s) (ISO 9001:2008, Cl. 8.3)
- Corrective Action (ISO 9001:2008, Cl. 8.5.2)
- Preventative Action (ISO 9001:2008, Cl. 8.5.3)

Each of the above will be covered by associacted quality procedures and work instructions.

2.2 – Organisational Goals

The primary goal of CRE shall, at all times, be the quality of the end product and service. To succeed, CRE must be able to offer products and services that:

- Meet the need, use and purpose of the Quality Policy;
- Satisfy the customer's requirements and expectations;
- Comply with all applicable national and Pan-European quality standards and guidance notes.

In order to meet these objectives, CRE has to organise itself in such a way that the technical, administrative and human factors affecting the quality of CRE products and services are always under control.

It is imperative that this control is orientated to the reduction, elimination and - of paramount importance - the prevention of quality deficiencies. The CRE QMS, therefore, has to be developed and implemented for the purpose of accomplishing the objectives set out in Quality Policy Statement. Above all, and to achieve maximum effectiveness, it is essential that this QMS is designed so that it is appropriate to all contracts and services being offered by CRE. Demonstration of the continued success of the QMS shall be achieved via regular audits and reviews.

2.3 – Purpose

The purpose of a QMS is to ensure that the end product (i.e. the deliverable) conforms to the customer's requirements. The CRE QMS, therefore, involves all CRE functions, wherever and however instigated (e.g. Managing Director, General Manager, etc.) that directly, or indirectly, effects CRE deliverables and contracts.

In essence, this QMS essentially consists of the documented rules, procedures and instructions prepared in accordance with ISO 9001:2008. These are stated in this Quality Manual (QM) as well as the associated Core

Business Processes (CP), Supporting Processes (SPs), Quality Procedures (QPs) and Work Instructions (WIs).

The Creator audit team consisting of the Directors and Management may decide if additional documents are required for individual Projects. In these cases, the requirement for an additional document shall be clearly identified in the project file i.e. if a document is needed in order to conform to a customer's quality management system. This following section of the manual describes CRE QMS and demonstrates how it meets the requirements of ISO 9001:2000.

2.4 – Purpose

The Quality Manual (QM) is designed in such a way that all Quality Processes and Procedures are defined within the QM mitigating the need to revise multiple documents and provide better control over the documentation. The following aspects are documented within this QM.
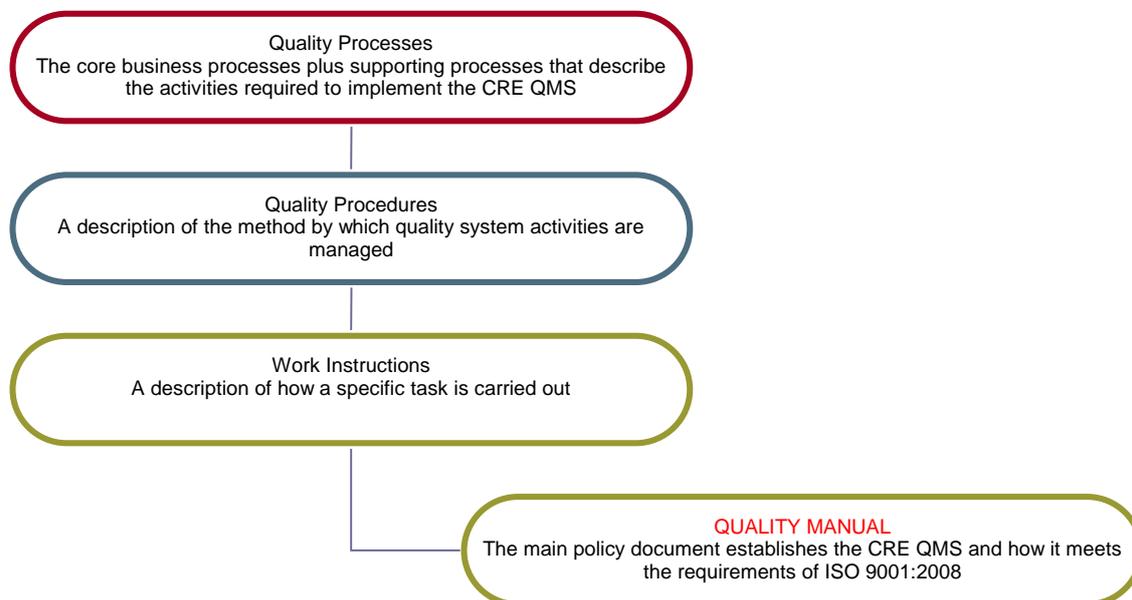

Quality Processes
The core business processes plus supporting processes that describe the activities required to implement the CRE QMS

Quality Procedures
A description of the method by which quality system activities are managed

Work Instructions
A description of how a specific task is carried out

QUALITY MANUAL
The main policy document establishes the CRE QMS and how it meets the requirements of ISO 9001:2008

Figure 4 – Processes and Procedures Covered by Quality Manual

A QMS can only be effective if fully documented, understood and followed by all. Within Creators QM there are four levels of documentation within the QMS and are structured as detailed in Figure 4. In essence the quality processes, procedures and work instructions make up the quality manual which defines the Quality Policy.

2.4.1 – The Quality Manual

Management within Creator is based on the quality system described in ISO 9001:2008.

The purpose of the QMS is to define the policy, organisation, and responsibilities for the management of quality within Creator.

Creators QM provides a definitive statement of the policy, objectives, operating systems and procedures established by CRE for use in all projects managed by our organisation. The QM describes a number of systematic controls and procedures for the staff in fulfilling their duties and responsibilities. It defines the lines of traceable accountability and responsibility and exists primarily as an internal management control document. It recognises the established elements of modern formalised quality management as expressed in national and international standards and as appropriate to the nature of the work undertaken.

The QM also stands as a formal statement of CREs QMS, which has been established in response to the specified system requirements. As such, it provides a statement of commitment to customers to which CRE may be required to provide such information.

2.4.2 – Quality Processes

The CRE QMS relies on the eight quality management principles contained in ISO 9001:2008 to enable a continual improvement of our business, our overall efficiency and to make us capable of responding to customer needs and expectations. These eight principles are:

- Customer focused organisation - CRE depends on our customers and is committed to understanding, anticipating and responding to all customer requirements with product and service excellence.
- Leadership – To establish unity of purpose, direction, and create the environment in which people can become fully involved in achieving CRE objectives.
- Involvement of people - CRE have created an environment which makes every employee a team member and encourages participation in achieving our goals.
- Process approach - Achieved by relating resources and activities to Customer requirements.
- System approach to management - Identifying, understanding and managing a system of interrelated processes to achieve the stated objective.
- Continual improvement - Continual improvement is an important and permanent objective of CRE.
- Factual approach to decision making - Effective decisions are based on the logical and intuitive analysis of the information and data to hand.
- Mutually beneficial supplier relationships - Mutually beneficial relationships between CRE and its customers enhance the ability of both organisations to create value.

The organisational processes making up the CRE QMS comprise of Core Business Process (CP) supplemented by a number of Supporting Processes (SPs) which describe the infrastructure required to complete CRE projects on time and within budget.

To ensure achievement of process objectives, a process owner with full responsibility and authority for managing the process and achieving process objectives is appointed. This is currently the responsibility of the Managing Director.

2.4.3 – Quality Procedures

Quality Procedures (QPs) form the bulk of the QMS and describe how the policy objectives of the QM can be met in practice and how these processes are controlled. QPs contain the basic documentation used for planning and controlling all activities that impact on quality. For example, procedures for project checking, etc.

Each QP is unique as it contains details of procedures directly applicable to CRE. The QPs must, of course, cover the specific requirements contained in ISO 9001:2008, although in reality they often cover more as they are an efficient method of controlling every aspect of CREs business.

These documented procedures are made available in electronic format and published on CRE Server.

2.4.4 – Work Instructions

Work Instructions (WIs) describe how to perform specific operations and are produced for all of the relevant activities of CRE so as to ensure that the whole partnership can work to the same format. They describe how individual tasks and activities are to be carried out.

WIs describe in detail, procedures such as what is to be done, who should do it and when it has to be completed. They can, for example, cover simple issues such as saving a document on the server using the required project