



Business Management System

ISO 9001:2015

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## 1. INTRODUCTION

This document is the Business Management Manual (the Manual) of Tiletec Contracts Limited and for the purpose of this manual will be referred to as 'Tiletec'.

The Manual is the property of Tiletec and is a controlled document.

The purpose of the Manual is to provide an overview of Tiletec, the activities it carries out and the quality standards of operation it conforms to.

It is not designed to act as a procedures manual, although it does carry information about where procedures information is located and the detailed information on documentation requirements for the procedures required by the respective standards.

This Manual is designed to meet the requirements of ISO9001:2015 and any standard which adopts the Annex SL structure

### 1.1 THE ISSUE STATUS

The issue status is indicated by the version number in the footer of this document. It identifies the issue status of this Manual.

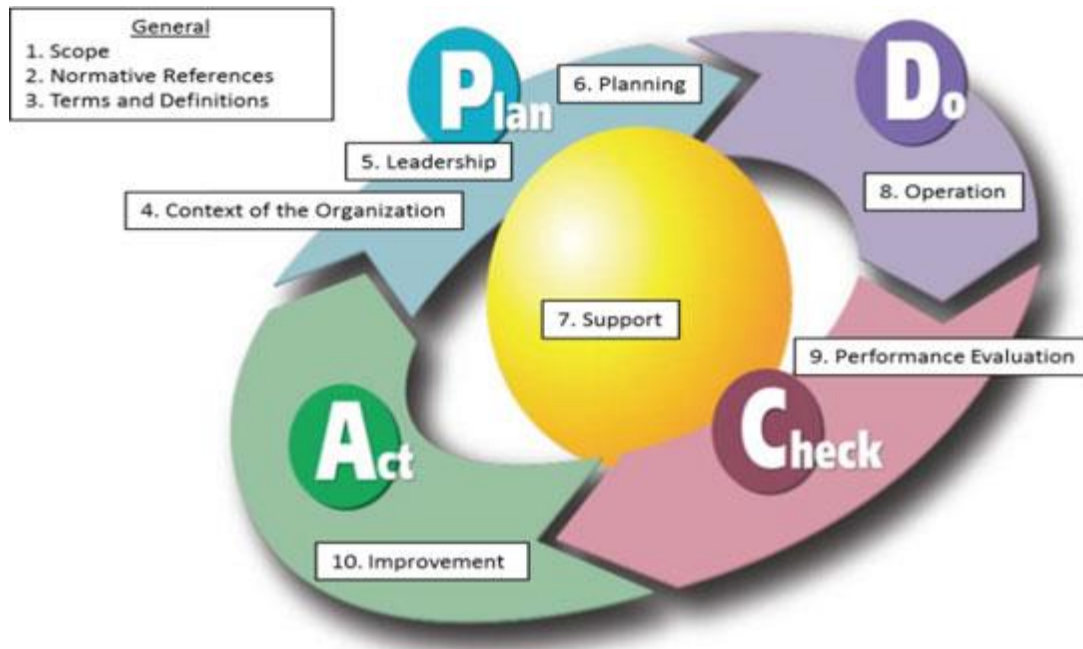
When any part of this Manual is amended, a record is made in the Amendment Log shown below.

The Manual can be fully revised and re-issued at the discretion of the Management Team.

Please note that this Manual is only valid on day of printing.

Issue	Issue Date	Additions/Alterations	Initials
1	19th January 2016	Business Management Manual First Authorised Issue	KT
2	22 <sup>nd</sup> March 2016		KT
3	4 <sup>th</sup> April 2017		KL
4	19 <sup>th</sup> October 2017	Amendments inline with ISO transition	KL
5	28 <sup>th</sup> September 2018	Updates to Legal & Legislation Document List	KL
6	15 <sup>th</sup> October 2019	Updates to Legal & Legislation Document List	KL
7	30 <sup>th</sup> June 2020	Updates to Legal & Legislation Document List and Annual Review	KL

## 1.2 PLAN-DO-CHECK-ACT Model for ISO 9001:2015



### 1.3 QUALITY POLICY

It is the policy of Tiletec to maintain a quality system designed to meet the requirements of ISO 9001:2015 (or any other standard in line with Annex SL Structure) in pursuit of its primary objectives, the purpose and the context of the organisation.

It is the policy of Tiletec to:

- strive to satisfy the requirements of all of our customers, stakeholders and interested parties whenever possible, meeting and exceeding their expectations;
- comply with all legal requirements, codes of practice and all other requirements applicable to our activities;
- the reduction of hazards, prevention of injury, ill health and pollution;
- provide all the resources of equipment, trained and competent staff and any other requirements to enable these objectives to be met;
- ensure that all employees are made aware of their individual obligations in respect of this quality policy;
- maintain a management system that will achieve these objectives and seek continual improvement in the effectiveness and performance of our management system based on "risk".

This quality policy provides a framework for setting, monitoring, reviewing and achieving our objectives, programmes and targets.

Customer service is an essential part of the quality process and to ensure this is fulfilled, all employees receive training to ensure awareness and understanding of quality and its impact on customer service.

To ensure the company maintains its awareness for continuous improvement, the quality system is regularly reviewed by "Top Management" to ensure it remains appropriate and suitable to our business. The Quality System is subject to both internal and external annual audits.



Mark Osborne  
Managing Director  
30<sup>th</sup> June 2020

## **2. OVERVIEW OF THE ORGANISATION**

Tiletec Contracts Limited, established in 2009, is a company based on the philosophy of consistent and never ending improvement. We employ 13 people and have team of 25 plus loyal sub-contractors, which are utilised as and when required.

### **2.1 SCOPE OF REGISTRATION**

The management of wall and floor tiling and soft-flooring installation.

### **3. QUALITY OBJECTIVES**

We aim to provide a professional and ethical service to our clients. In order to demonstrate our intentions, Our Management Team will analyse customer feedback data, internal performance data, financial performance data and business performance data to ensure that our Quality Objectives are being met.

We have identified the following Quality Objectives in accordance with SMART (Specific, Measurable, Achievable, Realistic and Timed)

1. We will endeavour to deliver our services to specification, on time and to the price quoted. This is measured by customer feedback data, internal performance data, financial performance data and business performance data.
2. We will conduct our business in an ethical and professional manner. This is measured by customer feedback and number of complaints. We would like to keep our customer complaints consistent at zero.
3. We will endeavour to satisfy our clients' requirements and get things right first time. Should we make a mistake, we will admit it and rectify the situation as quickly as possible. This is measured by number of non-conformances, complaints, corrective action reports and customer feedback.

## 4. CONTEXT OF THE ORGANISATION

### 4.1 Understanding the organisation and its context

The context of the organisation is demonstrated within this Business Management System and all associated processes connected with the services / products offered.

List all Legal and Regulatory Legislation connected with the business	Hyperlink to Legislation etc
Data Protection Act	<a href="https://www.gov.uk/data-protection">https://www.gov.uk/data-protection</a> <a href="#">Staff Handbook V6 300620</a>
The Regulatory Reform (Fire Safety) Order 2005	<a href="https://www.legislation.gov.uk/ukxi/2005/1541/contents/made">https://www.legislation.gov.uk/ukxi/2005/1541/contents/made</a> <a href="#">Fire Safety Policy V2 310317</a>
Freedom of Information Act 2000	<a href="https://www.legislation.gov.uk/ukpga/2000/36/contents">https://www.legislation.gov.uk/ukpga/2000/36/contents</a> <a href="#">Staff Handbook V6 300620</a>
Employment Act 2002	<a href="http://www.legislation.gov.uk/ukpga/2002/22/contents">http://www.legislation.gov.uk/ukpga/2002/22/contents</a> <a href="#">Staff Handbook V6 300620</a>
Computer Misuse Act 1990	<a href="https://www.legislation.gov.uk/ukpga/1990/18/contents">https://www.legislation.gov.uk/ukpga/1990/18/contents</a> <a href="#">Staff Handbook V6 300620</a>
Bribery Act 2010	<a href="https://www.legislation.gov.uk/ukpga/2010/23/contents">https://www.legislation.gov.uk/ukpga/2010/23/contents</a> <a href="#">Staff Handbook V6 300620</a>
Equality Act 2010	<a href="https://www.legislation.gov.uk/ukpga/2010/15/contents">https://www.legislation.gov.uk/ukpga/2010/15/contents</a> <a href="#">Staff Handbook V6 300620</a>
Employers Liability Act 1969	<a href="https://www.legislation.gov.uk/ukpga/1969/57/contents">https://www.legislation.gov.uk/ukpga/1969/57/contents</a> <a href="#">Employers Liability Insurance</a>
COSHH Regulations 2020	<a href="https://www.hse.gov.uk/coshh/">https://www.hse.gov.uk/coshh/</a> <a href="#">Health and Safety Policy V16 300620</a>
Working Time Regulations	<a href="https://www.legislation.gov.uk/ukxi/1998/1833/contents/made">https://www.legislation.gov.uk/ukxi/1998/1833/contents/made</a> <a href="#">Staff Handbook V6 300620</a>
The Information and Consolation of Employees Regulations	<a href="https://www.legislation.gov.uk/ukxi/2004/3426/made">https://www.legislation.gov.uk/ukxi/2004/3426/made</a> <a href="#">Staff Handbook V6 300620</a>
Agency Works Regulations	<a href="https://www.legislation.gov.uk/ukxi/2010/93/contents/made">https://www.legislation.gov.uk/ukxi/2010/93/contents/made</a> <a href="#">Staff Handbook V6 300620</a>
Park Time Workers Regulations	<a href="https://www.legislation.gov.uk/ukxi/2000/1551/contents/made">https://www.legislation.gov.uk/ukxi/2000/1551/contents/made</a> <a href="#">Staff Handbook V6 300620</a>
Modern Slavery Act 2015	<a href="https://www.legislation.gov.uk/ukpga/2015/30/contents/enacted">https://www.legislation.gov.uk/ukpga/2015/30/contents/enacted</a> <a href="#">Anti-slavery and Human Trafficking Policy V1 270819</a>
Pension Schemes Act 2015	<a href="https://www.legislation.gov.uk/ukpga/2015/8/contents/enacted">https://www.legislation.gov.uk/ukpga/2015/8/contents/enacted</a> <a href="#">Employee Contract V1 081014</a>
Health and Safety Regulations 1992	<a href="https://www.hse.gov.uk/legislation/">https://www.hse.gov.uk/legislation/</a> <a href="#">Health and Safety Policy V16 300620</a>
Manual Handling Regulations 1992	<a href="https://www.hse.gov.uk/msd/backpain/employers/mhor.htm">https://www.hse.gov.uk/msd/backpain/employers/mhor.htm</a> <a href="#">Health and Safety Policy V16 300620</a>
Personal Protective Equipment at Work 2002	<a href="https://www.legislation.gov.uk/ukxi/2002/1144/contents/made">https://www.legislation.gov.uk/ukxi/2002/1144/contents/made</a> <a href="#">Health and Safety Policy V16 300620</a>
Provision and Use of Work Equipment 1998	<a href="https://www.hse.gov.uk/work-equipment-machinery/puwer.htm">https://www.hse.gov.uk/work-equipment-machinery/puwer.htm</a> <a href="#">Health and Safety Policy V16 300620</a>

Supply of Machinery 2008	<a href="https://www.legislation.gov.uk/ukxi/2008/1597/contents/made/Health%20and%20Safety%20Policy%20V16%20300620">https://www.legislation.gov.uk/ukxi/2008/1597/contents/made/Health and Safety Policy V16 300620</a>
Workplace (Health, Safety and Welfare) Regulations 1992	<a href="https://www.legislation.gov.uk/ukxi/1992/3004/contents/made/Health%20and%20Safety%20Policy%20V16%20300620">https://www.legislation.gov.uk/ukxi/1992/3004/contents/made/Health and Safety Policy V16 300620</a>
Road Vehicles (Construction and Use) Regulation	<a href="https://www.legislation.gov.uk/ukxi/1986/1078/contents/made/Company%20Car%20and%20Driving%20at%20Work%20Policy%20V5%20170720">https://www.legislation.gov.uk/ukxi/1986/1078/contents/made/Company Car and Driving at Work Policy V5 170720</a>
Road Safety Act 2006	<a href="https://www.legislation.gov.uk/ukpga/2006/49/contents/Company%20Car%20and%20Driving%20at%20Work%20Policy%20V5%20170720">https://www.legislation.gov.uk/ukpga/2006/49/contents/Company Car and Driving at Work Policy V5 170720</a>
Road Traffic Act 1988	<a href="https://www.legislation.gov.uk/ukpga/1988/52/contents/Company%20Car%20and%20Driving%20at%20Work%20Policy%20V5%20170720">https://www.legislation.gov.uk/ukpga/1988/52/contents/Company Car and Driving at Work Policy V5 170720</a>
Modern Slavery Act 2015	<a href="https://www.legislation.gov.uk/ukpga/2015/30/contents/enacted/Anti-slavery%20and%20Human%20Trafficking%20Policy%20V1%20270819">https://www.legislation.gov.uk/ukpga/2015/30/contents/enacted/Anti-slavery and Human Trafficking Policy V1 270819</a>
Bribery Act 2010	<a href="https://www.legislation.gov.uk/ukpga/2010/23/contents/Anti%20Bribery%20Policy%20V1%20231219">https://www.legislation.gov.uk/ukpga/2010/23/contents/Anti Bribery Policy V1 231219</a>

Tiletec use an out-sourced Human Resources company, People Business, who keep us up to date with new law changes to ensure that we remain compliant. Any amendments to policies are discussed in Management Review Meetings.

#### 4.2 Understanding the needs and expectation of interested parties

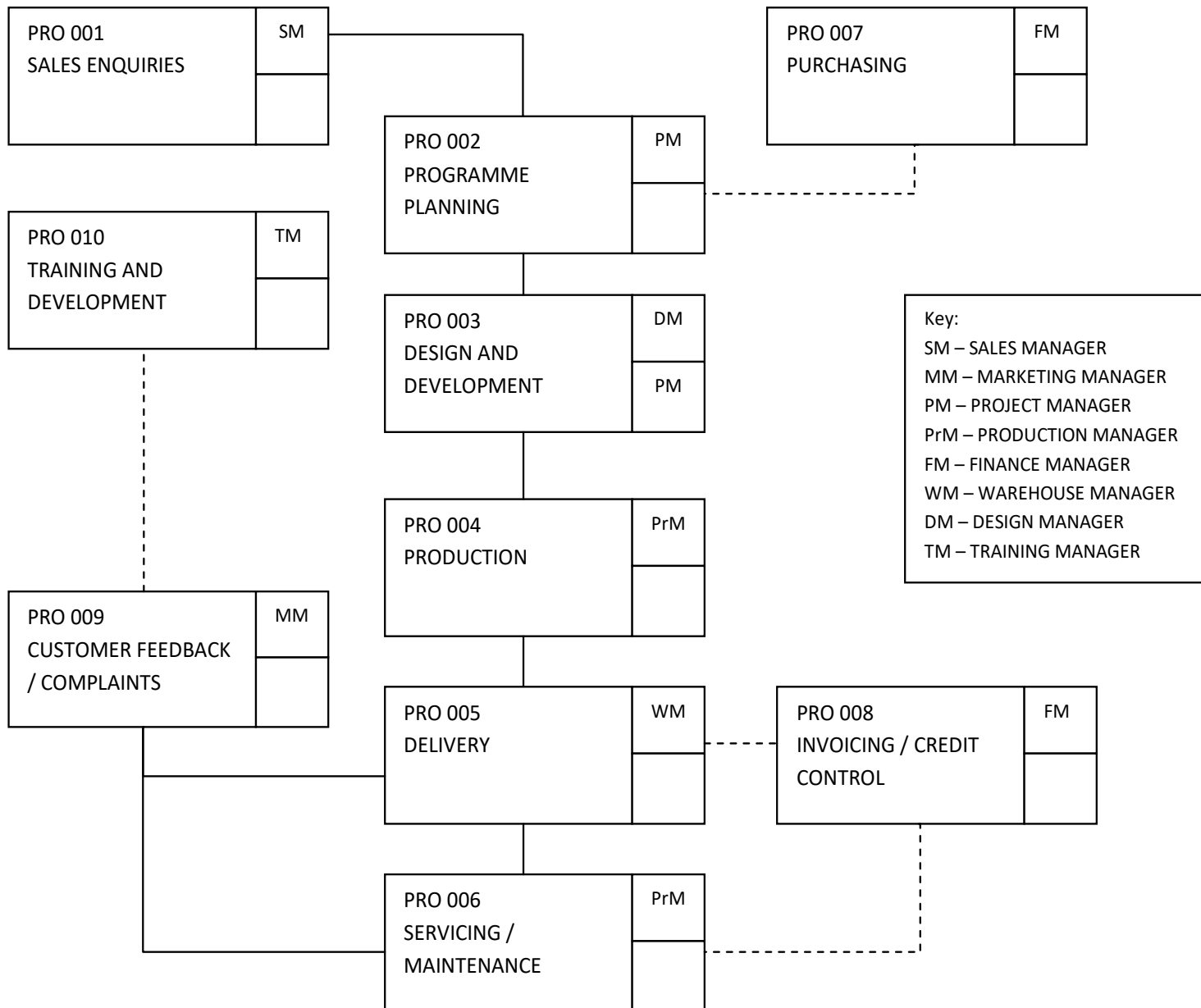
Interested Parties	Information Requirements
Directors	Ensure that the business continues to function in a profitable manner without hindrance and bureaucracy.
Employees	A safe and pleasant work environment, job security, competitive remuneration, recognition and reward
Clients	Expect the business to supply goods as agreed and on time
Contractors	Expect the business to supply goods as agreed and on time
Suppliers	Good long term relationship, profitable to both parties.
Accountants	Mutual financial benefit and continuity. Great relationship.
Regulatory Bodies	Code of practice
Shareholders	Sustained profitability and transparency

#### 4.3 Determining the scope of the quality management system

The Quality Manual shall conform to all the requirements of ISO 9001:2015.

#### 4.4 Quality Management system and its processes

**Tiletec** is responsible for the planning and delivery of its service. We work closely with our partner suppliers and customers to satisfy mutual requirements. We have a flow chart to illustrate the interaction of our core business processes, as shown below:



## **5 LEADERSHIP**

### **5.1 Leadership & Commitment**

Tiletec's Top Management Team are committed to the development and implementation of a Quality Policy and the Quality Management System which are both compatible with the strategic direction and the context of the organisation, the whole system is frequently reviewed to ensure conformance to the standard. Responsibility has been assigned to ensure that the QMS conforms to the requirements of the respective standard and the provision to report on performance to the top management team has been defined.

The designated senior Management Representative(s) will ensure that Tiletec staff are aware of the importance of meeting customer as well as statutory and regulatory requirements, and overall, to contribute to achieving Tiletec's Quality Policy and Objectives which are aligned with the current business plan.

The Senior Management Team is responsible for implementing the QMS and ensuring the system is understood and complied with at all levels of the organisation.

In summary, the Senior Management Team will ensure that:

#### **5.1.1 Leadership and commitment for the quality management system**

- The company has a designated Senior Management Representative who is responsible for the maintenance and review of the Quality Management Systems.
- The ongoing activities of Tiletec are reviewed regularly and that any required corrective action is adequately implemented and reviewed to establish an effective preventative process.
- Measurement of our performance against our declared Quality Objectives is undertaken.
- Resources needed for the BMS are available and employees have the necessary training, skills and equipment to effectively carry out their work.
- Internal audits are conducted regularly to review progress and assist in the improvement of processes and procedures.
- Objectives are reviewed and, if necessary amended, at regular Review meetings and the performance communicated to all staff.
- The BMS is integrated into the organisations business processes.
- Communication covering the importance of the effective BMS and conformance to the BMS requirements is in place.
- Continual improvement is promoted.
- The contribution of persons involved in the effectiveness of the BMS is achieved by engaging, directing and supporting persons and other management roles within their area of responsibility.

#### **5.1.2 Customer Focus**

- Customer requirements and applicable statutory and regulatory requirements are determined and met
- The risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed
- The focus on consistently providing products and services that meet customer and applicable statutory and regulatory requirements is maintained
- The focus on enhancing customer satisfaction is maintained

### **5.2 Quality Policy**

The Quality Policy of Tiletec is located within section 1.3 of this Manual – Quality Policy.

### **5.3 Organisational roles, responsibilities and authorities**

**TILETEC** has an organisation chart in place and employee contracts together with job descriptions to ensure that the appropriate personnel are in place to cover the whole context of the organisation and strategy of the business.

[..Management Structure\Tiletec Management Structure 160320 V7.pdf](#)

## **6 Planning for the Quality Management System**

### **6.1 Actions to address risk and opportunities**

We have identified the following process as a means of identifying and determining the risks and opportunities that are relevant to our Business Management system. The Risk & Opportunities document is separate to this manual.

Within each of the areas the risks (if any) are identified together with a rating as to the importance of the risk. The associated consequence, severity & mitigation of the risk is also noted together with the probable likelihood of the risk occurring.

We use an Excel spreadsheet to collect and analyse the risks and opportunities

The Risk and opportunities document is reviewed frequently by the Senior Management Team to ensure the effectiveness of the actions have been fulfilled.

Please see below document as demonstration:-

[Risk Management & Opportunities Matrix](#)

### **6.2 Quality Objectives and planning to achieve them**

The Quality Objectives and methods of achieving the objectives is located within section 3 of this Manual – Quality Objectives.

### **6.3 Planning of Changes**

The Management Team of Tiletec will identify any potential changes, this is then delegated to a responsible person as a “Project Manager”.

He or she will conduct a “research background” to determine the feasibility of the changes with regards to:-

- Purpose of the change
- Any potential consequences
- Integration of the quality management system
- The availability of resources
- The allocation or reallocation of responsibilities and authorities
- Technical Skills
- Timescales
- Risks
- Impact



Once completed this then forms part of the Management Review together with including within the internal audit schedule.

## **7 Support**

### **7.1 Resources**

#### **7.1.1 General**

Tiletec determines and provides the resources needed for the establishment, implementation, maintenance and continual improvement of the quality management system.

We ensure that the below elements are taken into account when completing an evaluation:

- The capabilities of, and constraints on, existing internal resources;
- What needs to be obtained from external providers

#### **7.1.2 People**

Operation and context of the organisation is taken into account when we determine the relevant persons necessary for the effective operation of the quality management system.

#### **7.1.3 Infrastructure**

All of our administration is conducted at our Head Office. This includes:-

- Management of financial matters
- Handling of client orders
- Personnel records

In terms of equipment used to deliver our product / service, asset registers and maintenance records are kept for the following:

- Office Space (enter the size)
- Utilities
- Hardware / software
- Technology
- Machinery (list)
- Vehicles
- Plant equipment

#### **7.1.4 Environment for the operation of processes**

The office environment consists of a 150 square metre area with temperature controls in place and HVAC systems. All equipment is maintained and certificate evidence of maintenance for the HVAC system. The office space consists of 8 staff members. We monitor our employees through appraisals and general meeting for their wellbeing which includes stress. Cleanliness is very good with sub-contract cleaners visiting the site once per week. The ergonomic layout is very good minimising any impacts to the environment.

#### **7.1.5 Monitoring and measuring resources**

We ensure that all relevant equipment and personnel are monitored and measured to ensure that equipment and personnel are effective for the services / products we offer:-

Equipment: We ensure that all equipment is serviced, maintained and where applicable calibrated to statutory and regulatory requirements (see documented evidence within our maintenance, service and calibration records).

Personnel: We ensure that all personnel are monitored on a regular basis (please see personnel records for training etc). We maintain a monitoring / training matrix as evidence.

#### **7.1.6 Organisation Knowledge**

We ensure that "Job Specifications" are produced which include knowledge requirements for each individual role. Specific tests are implemented to ensure that persons are knowledgeable with the specific elements of the role. This could include telephone interview, tests, internal training or vocational certificates.

#### **7.2 Competence**

All employees have the training and skills needed to meet their job requirements. All employees are monitored on an ongoing basis to identify any training and development needs. Competences and training needs are identified / satisfied by using:

Please see below "hyperlinked documentation as demonstration of compliance:

- Job descriptions which set out the competences required
- Contracts of employment which set out contractual and legal requirements
- [Induction checklists to ensure / check understanding](#)
- [Appraisal reviews to monitor performance](#)
- Development plans to set objectives
- On the job reviews to ensure / check levels of competence
- Tests of understanding
- [A training / competency matrix](#)

#### **7.3 Awareness**

We ensure that all employees are aware of all policies and their contribution to the effectiveness of the Quality Management System through:

- Notice Boards
- Employee Handbook
- Awareness Training
- Induction

#### **7.4 Communication**

For staff the company communicates via emails and quarterly newsletters.

Any communication which is sent external to emails is designated through the appropriate line manager.

For external persons, the company website and Twitter page are a source of information and are updated regularly to ensure that information is up-to-date. E-Brochures are sent out regularly to our client list to show recent projects.

## **7.5 Documented Information**

### **7.5.1 General**

Tiletec demonstrates documented compliance to ISO 9001:2015 (or any other standard in line with Annex SL Structure) through this Business Management System Manual (which includes processes & procedures) on an electronic system which is available on the company access drive to all employees. All information is read only and only accessible via the document owner for amendment.

### **7.5.2 Creating and updating**

The creation of documentation to support the Business Management System is primarily the responsibility of the designated "Top Management Representative".

Identification will be sought by a document number, date and author. To aid the approval and suitability of documents, the Managing Director of Tiletec authorises the release and delegates any training required to the "Top Management Team".

### **7.5.3 Control of documented information**

All documentation is controlled by version and date and is listed on a "Master Document List".

Tiletec has Viper Anti-Virus Software in place to avoid the loss of confidentiality, improper use or loss of integrity. All computers and laptops are backed up daily to tape on a local server. Remote office computers / laptops are backed-up monthly to suitable magnetic or digital media.

Control of documents can be seen on the Master Document List and encompasses the following elements:-

- Distribution, Access, Retrieval and use
- Storage and preservation, including preservation of legibility
- Control of changes (e.g. version control)
- Retention and disposition

Documents can be retrieved by authorised personnel from the storage locations specified and from folders on the network. Customer records are identified by customer name.

On or after the retention period stated, the relevant records will be reviewed by Top Management and will either remain in-situ, be archived or destroyed.

If records are to be destroyed, they will be disposed of in a controlled manner; sensitive hard copies will be shredded and soft copies will be deleted from the system. If records are to be archived, they will be identified and stored appropriately

## **8 Operation**

### **8.1 Operational planning and control**

Tiletec has determined the requirements and controls implemented for all processes detailed in section 4.4. Any planned changes are controlled through section 6.3 (Planning for Changes)

### **8.2 Determination of requirements for products and services**

#### **8.2.1 Customer Communication**

Capability, facility and service information is supplied to customers via web site, brochures, email and through direct sales / personal contact.

Communications such as enquiries, quotes, orders and amendment details are appropriately stored and identified by customer and reference number.

Any technical documentation required for products / services offered by Tiletec are forwarded to our clients on closure of the contract. The documentation is then filed within the client file.

Customer feedback is proactively sought via direct contact and satisfaction monitoring.

Complaints are documented and recorded.

Please see below document(s) as demonstration of compliance:

[Customer Satisfaction](#)

[Customer Complaints Form](#)

[Customer Complaints Summary](#)

#### **8.2.2 Determination of requirements related to products and services**

Tiletec ensures that applicable statutory and regulatory requirements are met which can be evidenced within section 4.1 of this document.

Should we issue any legal documentation (i.e. calibration document – traced back to national standards) in connection with the products / services offered then this is forwarded to the clients at the closure of the contract. All documentation is filed within the client file for archive purposes.

#### **8.2.3 Review of requirements related to products and services**

Tiletec has processes in place to ensure that client details are collected at “Contract Review”. This to ensure that all details are correct and any additional information is collected etc.

Any statutory and regulatory requirements applicable to the service / products offered are also documented within the contract review.

The contract review will be reviewed mid-way through the process to validate the client's requirements.

Any change required either through client requirements or product / service design will be fully documented through the “Planning of changes” within section 6.1 of this document.

### **8.3 Design and development of products and services**

Tiletec does not manufacture a specific products, however, for the service element this is interlinked with clause 4.4 Quality Management System and its processes and clause 6.3 Planning of changes.

### **8.4 Control of externally provided products and services**

#### **8.4.1 General**

Tiletec ensures that externally provided processes, products and services conform to specified requirements and also reviewed as part of Tiletec's risk and mitigation matrix.

#### **8.4.2 Type and extent of control of external provision**

Tiletec have controls in place to ensure that external provisions are approved before using the service or product. This is done via the Supplier Quality Questionnaire together with the Supplier visit report.

Please see below document(s) as demonstration of compliance:

[Supplier Quality Questionnaire](#)

[Supplier Review Report](#)

#### **8.4.3 Information for external provision**

Communication of any applicable requirements which are deemed appropriate and are provided through the contract review with the provider. (i.e. T&C's, performance, competence etc)

### **8.5 Production and service provision**

#### **8.5.1 Control of production and service provision**

TILETEC ensures that controls are in place for conditions for production and service provision, including delivery and post-delivery activities.

E.G. If a product requires refrigeration then controls are in place for verification and temperature controls

#### **8.5.2 Identification and traceability**

Note what traceability methods you have for your supplier products and service

E.G. If a product came in it should be properly labelled and stored in the correct conditions (date of delivery etc).

#### **8.5.3 Property belonging to customers or external providers**

Note how you identify, verify, protect and safeguard any customer or external provider's property provided for use or incorporation into the products and services.

#### **8.5.4 Preservation**

Note how you handle, package and store

#### **8.5.5 Post-delivery activities**

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Note what post-activities you have which can include actions under warranty provision, contractual obligations such as maintenance services and supplementary services such as recycling or final disposal.

#### **8.6 Release of products and services**

**TILETEC** ensures that the appropriate documentation is provided to the client on release of the product / service and this is also retained for traceability.

Add the appropriate documentation for compliance (E.G signed acceptance on delivery etc)

### **8.7 Control of nonconforming process outputs, products and services**

The Tiletec Management Action Log is used to identify non-conformances and any actual or potential shortfalls in quality standards or internal processes/ procedures, suggest improvements and track any actions to ensure improvements have taken place, or potential problems are avoided.

These areas are reviewed within the agenda for the Management Review meetings and typically cover the action taken to control and correct any non conformances noting any consequences of the action taken and themes which may be evident. In terms of continual improvement, we also review the suitability, adequacy and effectiveness of our Business Management System.

Tiletec has various processes and procedures in place to ensure that preventative action against nonconformities can be introduced, documented and seen through to completion in order to address the initial problem. The complex nature of the clients we work with demands that we have flexible, but effective, processes and procedures in place.

However, Tiletec also uses internal and external audits and risk assessments to continuously improve its service delivery, financial, HR and operational functions.

#### **Steps**

- The Management Representative maintains and monitors the Action Log.
- If any person discovers a shortfall, or potential shortfall in the written processes/procedures or a problem in the practical application of them, the details must be documented in the Action Log. The relevant person who is responsible for the action is informed. Action required as a result of Customer Feedback, Customer Complaint, Information Security incident or Management Review is also logged and tracked via the company Action Log.
- Each entry in the Action Log to include:
  - a. Sequential numbering
  - b. Category of issue
  - c. Person/Date recorded
  - d. Overview of the issue, problem or concern
  - e. Person responsible
  - f. Action taken
  - g. Date completed
  - h. Initialled when complete

For products the following actions must be also followed:-

- Segregation, containment, return or suspension of provision of products

The Senior Management Representative is responsible for checking the “non-conforming products or services form” and ensuring that people with allocated responsibilities are aware of them and actions are progressing.

Once all actions on a log sheet have been completed the Management Representative archives it as a Quality Record

#### **Related records**

[Non Conforming Products or Services](#)

Management Review meeting records

## **9 Performance Evaluation**

### **9.1 Monitoring, measurement, analysis and evaluation**

Monitoring is based on Risk and is linked to the risk & opportunities register.

#### **9.1.1 General**

Tiletec has deemed the following elements (9.1.2, 9.2 & 9.3) for monitoring, measuring, analysis & evaluation to ensure the quality performance and the effectiveness of the quality management system.

#### **9.1.2 Customer Satisfaction**

Tiletec collates data on customer satisfaction through various means. This includes customer contact, emails and customer satisfaction survey.

The customer satisfaction survey is sent to clients yearly, analysed and evaluated at the Management review meeting by "Top Management" as it is a reportable requirement.

Please see below document as demonstration of compliance:

[Customer Satisfaction Questionnaire](#)

#### **9.1.3 Analysis and Evaluation**

Results of feedback which includes customer satisfaction questionnaire, internal audits, conformity of products & service, planning, suppliers, risk & opportunities matrix is evaluated through the management review meeting and actioned as applicable should any non-conforming areas be present.

### **9.2 Internal Audit**

An internal audit schedule is prepared on an annual basis year and covers the requirements of any ISO standards in which Tiletec wish to be certified. Internal audits are carried out through "risk or claused based" auditing.

Appropriate personnel are allocated to complete the internal audits and must record appropriate evidence for completeness. All audits completed must be authorised by Top Management as complete once any non-conforming areas have been dealt with (without any undue delay). Internal audit documentation must be kept and filed appropriately.

Please see below document as demonstration of compliance:

[Internal Audit Report / Non-conformance Report](#)

[Internal Audit Schedule](#)

### **9.3 Management Review**

Management reviews take place on a quarterly basis. The attendees present are "Top Management" and any other appropriate persons of the business.

All inputs / outputs are full documented and minuted in line with the requirements of the specific ISO standard in which Tiletec wish to be certified. Any actions arising from the meeting must be completed without any undue delay and appropriate evidence filed with the Management review documentation.

Please see below document as demonstration of compliance:

[Management Review Agenda](#)

Version Number: 7

Dated: 30/06/20

## **10 Improvement**

### **10.1 General**

Tiletec ensures that improvement processes are completed and actioned as necessary. Analysis methods include various elements which include:-

- [Customer Satisfaction Analysis and Evaluation](#)
- [Internal Audits](#)
- [Planning changes to the Quality Management System, Products & Services](#)
- 3<sup>rd</sup> party assessments for certification purposes
- [Results of non-conforming products](#)
- [Risks & Opportunities](#)

### **10.2 Nonconformity and corrective action**

Should a nonconformity occur, including those arising from complaints, internal audits & external 3<sup>rd</sup> part assessment Tiletec designate the appropriate “Top Management” representative to ensure that corrective action including root cause analysis is completed and implemented to avoid any further occurrences. This is then analysed and should the risk to the business pose to be “high” then this is then entered onto the “Risk & Opportunities” matrix to assist in mitigating the risk to the business.

Should any non-conformance’s occur then the internal audit report / non-conformance report must be completed to ensure that a full analysis of the problem is resolved. Should any changes to the Business Management System, Products or Services be required then the “Planning changes” document shall also be completed.

The corrective action plan summary must be completed, as this then forms part of the Management Review meeting.

**Please see below document(s) as demonstration of compliance:**

[Internal Audit Report / Non-conformance Report](#)

[Corrective Action Plan Summary](#)

### **10.3 Continual Improvement**

Continual Improvement will be ongoing through various elements of the Business Management System which is encompassed within this document. The list below is not exhaustive:-

- Risk & Opportunities Analysis – Evaluated at several stages (clause 5.1, 6.1)
- Quality Policy / Objectives
- Planning of Changes
- Competency Matrix
- Customer Satisfaction
- Production & Service Provision (Supplier Evaluation)
- Internal Audits
- 3<sup>rd</sup> Party External Audits
- Management Review