

<p><b>Issue Date:</b> 20 December 2016</p> <p><b>Issue : 3</b></p>	 <p>The logo for ETMS HIGHWAYS features the text 'ETMS' in a bold, black, sans-serif font above a red graphic element consisting of a square and three vertical bars of varying heights, resembling a stylized road or construction site. Below this graphic, the word 'HIGHWAYS' is written in a smaller, black, sans-serif font.</p>	<p><b>Quality Policy</b></p> <p><b>Page 1 of 20</b></p>
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Kent  
DA14 5EU

**Quality Management System Policy**

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## 2 Scope

We take pride in the services we provide and we recognise that the true measure of our quality will always be judged through the eyes of our Customers. The confidence that our Customers have in our products and services and in our people, ultimately defines the success of our business through their continued decisions to use the services and products we provide.

It is our policy to maintain a quality system which aims to continuously improve the performance of the business based on risks to ensure that our products and services conform to the quality needs of our customers, that they fulfil the requirements of their intended use and that they are supported by a prompt, efficient and friendly service with Senior Management commitment. We do this by:-

- a) Ensuring that our quality processes are appropriate to the purpose of our operations.
- b) Being fully committed to comply with all relevant statutory and regulatory and customer requirements and to continually improve the effectiveness of our quality management systems.
- c) Establishing a framework for reviewing our quality objectives and customer requirements through our management review processes.
- d) Ensuring that our Quality Policy and associated processes are communicated throughout our company by way of team meetings and team briefings.
- e) Ensuring that our quality management systems are reviewed for continuing suitability.

It is the achievement of the second of these objectives that has driven the development of our quality systems, although we see quality assurance as thoroughly consistent with our other objectives. The policy applies to all our employees and will be applied accordingly.

**We shall at all times behave as good neighbours in the community of which we are part.**

Signed:-

Operations Manager

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### 3 Distribution and Amendments

#### Amendments

The Operations Manager shall approve amendments, and any significant changes agreed with the Accreditation Authority before implementation.

The Operations Manager will sign the amendments list to authorise the changes. The Operations Manager will approve the Quality Policy and Processes Manual by signing all sections.

Replacement sections shall be identified with the relevant revision number, which may only apply to one section. When necessary, the Quality Manual will be reissued at the next number.

#### Distribution List – Controlled Copies (i.e. maintained up-to-date)

The issue and amendment of this manual will be carried out under the authority of the Operations Manager. All registered owners shall be responsible for the incorporation of any revisions issued to them and ensure that issues are either archived or destroyed. The registered owners shall ensure that issues and amendments of the Quality Manual are understood and disseminated to the appropriate staff in a timely fashion.

Any proposed additions or amendments to the Quality Management System shall be authorised by the Operations Manager prior to approval and issue.

Operations Manager	Master Copy No 1 Held in main office
Office Manager	Electronic copy held on PC

#### Uncontrolled Copies

From time to time the Company may wish to send a copy of the quality manual to Customers etc. These copies shall be marked “Uncontrolled” and will not be maintained up-to-date or appear on this distribution list.

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#### **4 Context of Organisation**

This Management System Manual and associated Processes have been produced to control the services offered by the company. The Quality programme which has been prepared to the policies and the objectives of ETMS Highways Policy Processes and the requirements of BSEN ISO 9001:2015

##### **4.1 Understanding the Organisation and its context**

ETMS Highways serve Councils and Local Authorities in the management of traffic in a professional, safe and proper manner. This can be in the form of major diversions, lane or road closures, one way systems, pedestrian footways, or as simple as hand held 'Stop & Go' boards!

##### **4.2 Understanding the needs and expectations of interested parties**

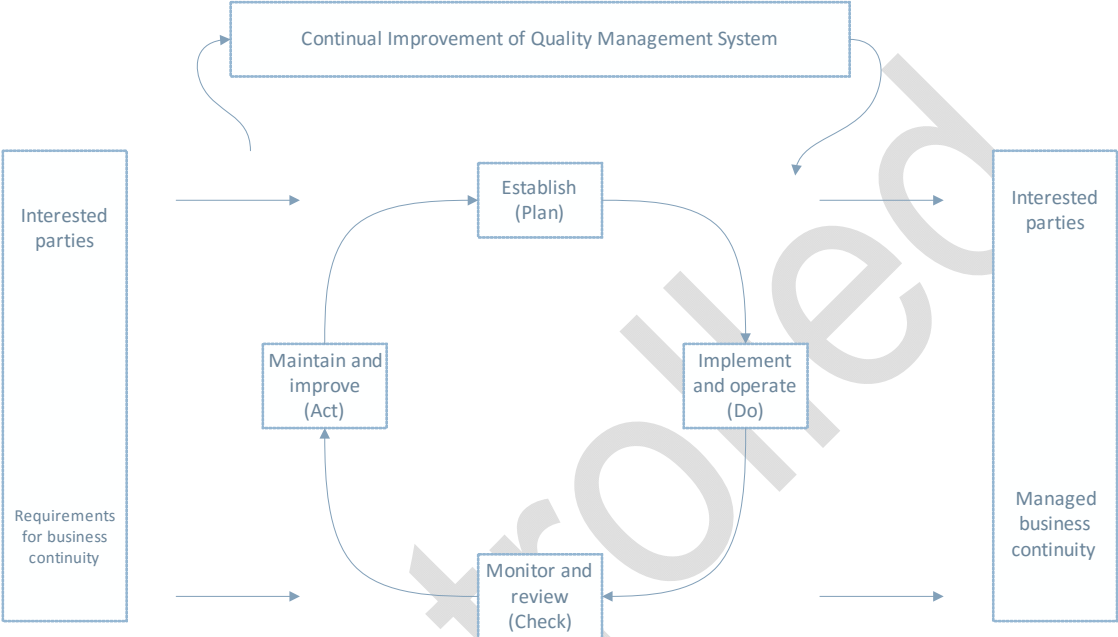
The needs and expectations of our customers are understood at our quotation stage of our process where our Operations Manager obtains detailed instructions of their needs.

##### **4.3 The scope of application is defined as:-**

Total Traffic Management which includes all vehicle access, maintenance and pedestrian control. To incorporate static temporary traffic management on motorways and high speed dual carriageways, installing, maintaining and removing temporary traffic management on rural and urban roads. To include both NHSS and Chapter 8 requirements.

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**4.4 Quality management system and its processes**



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## 5 Leadership

### 5.1 Leadership and Commitment

#### 5.1.1 General

The management of ETMS Highways ensures the commitment to quality, environment, health and safety and regulatory requirements are communicated throughout the organisation by the development and publication of the company's policies, objectives and notices. The management team is also responsible for ensuring that suitable resources are made available for the operation of the Quality Management System, and that the performance of the system is reviewed. To underpin this commitment the Management Team has the responsibility of formally auditing the Quality Management System on a continual basis as defined by the relevant process of documentation.

#### 5.1.2 Customer Focus

The primary function of our Quality Management System is to ensure that the requirements of our customers and other interested parties are determined, clearly defined and are continually satisfied.

### 5.2 Policy

#### 5.2.1 Establishing the Quality Policy

ETMS Highways is committed to the supply of quality of services in order to attain our objectives: See Quality Policy Section 2 of this Quality Manual signed by Operations Manager to demonstrate senior management commitment.

#### 5.2.2 Communicating the Quality Policy

Our Quality Policy is available and maintained as documented information and is communicated to all staff via team briefs and copies available on notice boards and is understood and applied within our organisation by regular team briefs and auditing.

### 5.3 Organisational roles, responsibilities and authorities

Our senior management have weekly meetings with key personnel, these are not minuted. Top management have quarterly management reviews with a set agenda. All our processes and procedures are authorised by top management, communicated to staff and clearly identify roles and responsibilities to which all employees sign up to.



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## **6 Planning**

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

6.1.1 When planning our quality management system, we considered the issues and the requirements of 4.1 and 4.2 in this quality policy we assure that the quality management system achieves its intended results by regular internal audits and quarterly management reviews.

This is an opportunity for us to enhance the desirable effects and prevent and reduce undesirable effects which enables us to achieve improvements within the quality system. These topics are all covered in our management review along with related processes, particularly customer complaints and customer satisfaction.

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

6.2.1 During reviews of the Management Quality System, the company's strategic planning is considered with respect to the impact on the Management Quality System to ensure its continuing integrity.

6.2.2 Objectives set from strategic reviews will cascade into a number of annual objectives. These objectives shall be measurable where possible and shall consider the current and future needs of the organisation and its customers.

### **6.3 Planning of changes**

When ETMS Highways have determined the need for changes to the quality management system it will be achieved by internal auditing, which is planned, and also quarterly management reviews which will then re-set a plan for changes if required.

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## 7 Support

### 7.1 Resources

#### 7.1.1 General

The company is firmly committed to providing adequate resources and assigning trained personnel for this purpose. Suitably qualified personnel are employed for management, servicing and quality auditing activities.

#### 7.1.2 Human Resources

##### **Applicable Documents: QP05 – Training**

The Management Team has responsibility for the effective implementation of the Quality Management System and the provision of suitably trained staff for all activities related to the running of the Company.

Employees performing activities that affect service quality and/or the performance of the Quality System are competent on the basis of appropriate education, training skills and/or experience. It has been made the responsibility of the Management Team to ensure that appropriate Processes are in place for the development and selection of staff for all positions affecting service quality and system performance. Appropriate actions will be documented following each review including a record of training received and any competence checks.

#### 7.1.3 Infrastructure

Infrastructure, including issues such as; buildings, workspace, utilities, process equipment and services such as transport have been provided and are maintained in a manner to enable the achievement of objectives. It is the responsibility of the Management Team to review these when setting objectives and reviewing strategies. Any significant changes or improvements shall be documented.

#### 7.1.4 Work Environment

It is the responsibility of the Management Team to determine and manage their work environments to ensure that they are suitable to meet the needs of their teams and other interested parties. ETMS Highways promote a working environment that is organised in both workflow and appearance, with emphasis on efficiency and communication.

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#### 7.1.5 Monitoring and measuring resources

##### 7.1.5.1 General

This is carried out by internal audits, management reviews inline production process as in sampling, inspections and non conforming materials and products.

##### 7.1.5.2 Measurement traceability

Key processes are monitored and reported on to allow comparison of performance against objectives. It is the responsibility of the Management Team to act on these performance measures, taking necessary action to ensure objectives are met and processes are under control.

#### 7.1.6 Organisational knowledge

##### **Applicable Documents: QP05 – Training**

The organisation determines the knowledge necessary for the operation of its processes and to achieve conformity of products and services.

#### 7.2 Competence

The company is firmly committed to providing adequate resources and assigning trained personnel for this purpose. Suitably qualified personnel are employed for management, servicing and quality auditing activities.

#### 7.3 Awareness

Employees will be made aware of the relevance and importance of their activities and how they contribute to both internal and external Customer Satisfaction.

#### 7.4 Communication

This is carried out through following our processes and procedures as well as training.

**Applicable documents:**

- QP03 – Purchasing
- QP04 – Customer enquiries
- QP05 – Training



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## **8 Operation**

### **8.1 Operational Planning & Control**

The organisation will plan, implement and control the processes needed to meet the requirements for the provision of products and services and to implement the actions by determining the requirements for the products and services and establishing criteria for the processes and the acceptance of products and services.

### **8.2 Requirements for products and services**

#### **8.2.1 Customer communication**

The primary function of our Quality Management System is to ensure that the requirements of our customers and other interested parties are determined, clearly defined and are continually satisfied.

A process is operated to deal with any clients enquiry in a swift and efficient manner, ensuring the clients is fully communicated to at all times. Queries are routed to the relevant person who has internal procedures for dealing with each type of query. All client complaints are investigated; corrective actions documented where appropriate and reported to the Management Team for visibility.

#### **8.2.2 Determining the requirements for products and services**

ETMS Highways undertakes Design and Development projects. ETMS Highways will ensure that product design is completed to the drawings and material list with the minimum potential for issues by using experienced and technically competent personnel in the initial stages. All enquiries involving new product are activities within the scope of this procedure.

#### **8.2.3 Review of the requirements for products and services**

ETMS Highways will ensure they have the ability to meet the requirements for products and services to be offered to their customers. ETMS Highways will conduct a review before committing to supply products and services to a customer.

#### **8.2.4 Changes to requirement for products and services**

ETMS Highways will ensure that relevant documented information is amended, and that relevant persons are made aware of the changed requirements, when the requirements for products and services are changed.

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

#### **8.3.1 General**

ETMS Highways shall ensure that all designs are supplied via an external provider. ETMS Highways shall establish, implement and maintain a design and development process that is appropriate to ensure the subsequent provision of products and services.

#### **8.3.2 Design and development and planning**

In determining the stages and controls for design and development, ETMS Highways shall consider all stages from the duration and complexity, external and internal resources through to completion and the documentation required ensuring that the design and development requirements have been met.

#### **8.3.3 Design and development inputs**

The organization shall determine the requirements essential for the specific types of products and services to be designed and developed.

#### **8.3.4 Design & development controls**

ETMS Highways formally communicates with its clients as required on matters such as projects changes, clients satisfaction etc. in an appropriate way. It is the responsibility of the Management Team to promote the awareness of client's requirements as appropriate throughout the organisation.

#### **8.3.5 Design and developments outputs**

ETMS Highways shall ensure that design and development outputs, meet the input requirements, are adequate for the subsequent processes for the provision of products and services, include or reference monitoring and measuring requirements, as appropriate, and acceptance criteria and will specify the characteristics of the products and services that are essential for their intended purpose and their safe and proper provision.

ETMS Highways shall retain documented information on design and development outputs.

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#### 8.3.6 Design and development changes

The organization shall identify, review and control changes made during, or subsequent to, the design and development of products and services, to the extent necessary to ensure that there is no adverse impact on conformity to requirements.

### 8.4 Control of external provided processes products and services

#### 8.4.1 General

The organization shall ensure that externally provided processes, products and services conform to requirements.

#### 8.4.2 Type and extent of control

A process is operated to deal with any customer enquiry in a swift and efficient manner, ensuring the customer is fully communicated to at all times. Queries are routed to the relevant person who has internal procedures for dealing with each type of query. All customer complaints are investigated; corrective actions documented where appropriate and reported to the Management Team for visibility.

#### 8.4.3 Information for external providers

External suppliers are evaluated via our supplier evaluation Process when taken on and at regular intervals.

The organization shall ensure the adequacy of requirements prior to their communication to the external provider.

### 8.5 Production and service provision

#### 8.5.1 Control of production and service provision

The information raised by the measuring and monitoring of our process together with performance data is reviewed by the Management Team at appropriate intervals.

It is the intention of the Management System to provide a framework for continual improvement. Improvement may be made by way of small incremental improvements in the effectiveness and efficiency of our operation. Each opportunity shall be considered on its merits to determine the most appropriate approach to be applied.

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#### 8.5.2 Identification and traceability

ETMS Highways shall use suitable means to identify outputs when it is necessary to ensure the conformity of products and services.

ETMS Highways shall identify the status of outputs with respect to monitoring and measurement requirements throughout production and service provision.

The Company shall control the unique identification of the outputs when traceability is a requirement, and shall retain the documented information necessary to enable traceability.

The information raised by the measuring and monitoring of our process together with performance data is reviewed by the Management Team at appropriate intervals.

It is the intention of the Management System to provide a framework for continual improvement. Improvement may be made by way of small incremental improvements in the effectiveness and efficiency of our operation. Each opportunity shall be considered on its merits to determine the most appropriate approach to be applied.

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

ETMS Highways shall exercise care with property (Customers goods prior to delivery, Intellectual Property and Data) Personal belonging to customers or external providers while it is under the company's control.

The company shall identify, verify, protect and safeguard customers' or external providers' property provided for use or incorporation into the products and services.

When the property of a customer or external provider is lost, damaged or otherwise found to be unsuitable for use, the organization shall report this to the customer or external provider and retain documented information on what has occurred.

#### 8.5.4 Provision

ETMS Highways shall preserve the outputs during production and service provision, to the extent necessary to ensure conformity to requirements.

#### 8.5.5 Post delivery activity

ETMS Highways shall meet requirements for post-delivery activities associated with their products and services.

In determining the extent of post-delivery activities that are required, the Company shall consider:

- a) Statutory and regulatory requirements;
- b) The potential undesired consequences associated with its products and services;
- c) The nature, use and intended lifetime of its products and services;



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- d) Customer requirements;
- e) Customer feedback.

#### 8.5.6 Control of change

ETMS Highways shall review and control changes for production or service provision, to the extent necessary to ensure continuing conformity with requirements. We shall retain documented information describing the results of the review of changes, the person(s) authorizing the change, and any necessary actions arising from the review.

#### 8.6 Release of products and services

ETMS Highways shall implement planned arrangements, at appropriate stages, to verify that the product and service requirements have been met.

The release of products and services to the customer shall not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by The Operations Manager and, as applicable, by the customer.

ETMS Highways shall retain documented information on the release of products and services. The documented information shall include:

- a) Evidence of conformity with the acceptance criteria;
- b) Traceability to the person(s) authorizing the release.

#### 8.7 Control of non conforming outputs

8.7.1 The organization shall ensure that outputs that do not conform to their requirements are identified and controlled to prevent their unintended use or delivery.

ETMS Highways shall take appropriate action based on the nature of the nonconformity and its effect on the conformity of products and services. This shall also apply to nonconforming products and services detected after delivery of products, during or after the provision of services.

The organization shall deal with nonconforming outputs in one or more of the following ways:

- a) Correction;
- b) Segregation, containment, return or suspension of provision of products and services;
- c) Informing the customer;
- d) Obtaining authorization for acceptance under concession.

Conformity to the requirements shall be verified when nonconforming outputs are corrected.

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8.7.2 The organization shall retain documented information that:

- a) Describes the nonconformity;
- b) Describes the actions taken;
- c) Describes any concessions obtained;
- d) Identifies the authority deciding the action in respect of the nonconformity.

## **9 Performance evaluation**

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

#### **9.1.1 General**

ETMS Highways is committed to continual improvement of services that are monitored and reported on. This includes the audits of the Management System and opportunities for improvement.

Key processes are monitored and reported on to allow comparison of performance against objectives. It is the responsibility of the Management Team to act on these performance measures, taking necessary action to ensure objectives are met and processes are under control.

#### **9.1.2 Customer Satisfaction**

Client satisfaction is of paramount importance to the Management Team and is measured and monitored to allow customer perception to be considered during Management Review activities. One way in which customer satisfaction is measured is by monitoring and analysing customer external failure; another method is the use of client feedback in the form of emails and telephone calls which are reviewed at Management Review Meetings.

### **9.2 Internal Audits**

Internal audits are carried out to determine whether activities conform to planned arrangements. When non-conformities are detected the management of the function or activity is responsible for timely and appropriate actions to be taken to eliminate the causes. Internal non-conformities are subject to follow up reviews to ensure that the corrective actions taken have been effective. Audits are planned to ensure that the entire Management System is audited on an annual basis, with responsibility being placed on the entire Management Team in order to underpin their understanding of the business and commitment to Quality.

A system has been established and documented for the planning, conducting and recording of internal audits.

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### 9.3 Management Review

#### 9.3.1 General

The management of the organisation conducts regular reviews to ensure the continued suitability, adequacy and effectiveness of the Management Quality System and that the Quality Objectives are being met. The reviews consider opportunities for improvement and the need for changes to the Management Quality System.

#### 9.3.2 Management Review inputs

The Company Quality Policy is to be reviewed regularly to ensure that it reflects the Company's intentions and objectives will be reviewed as appropriate. The data assessed during the review shall include:

- Follow-up on Identified Quality Actions and review of last minutes
- Audit review
- Customer Feedback
- Customer Complaints
- Effectiveness of System
- Status of preventative and corrective actions.
- Operational changes that could affect the quality management system
- Human Resources
- Training
- Team Briefings
- Staff feedback
- Internal Quality Issues
- Supplier performance
- Recommendation for improvement

Note: Not all items will be reviewed each meeting, but all will be reviewed at least twice per year

#### 9.3.3 Management review outputs

Minutes will be taken at all Management review meetings and these will be kept electronically and sent via the same medium to all attendees. These minutes will be discussed at the next meeting.

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## **10 Improvement**

### **10.1 General**

ETMS Highways determine and select opportunities for improvement and implement any necessary actions to meet customer requirements and enhance customer satisfaction.

### **10.2 Non conformity and corrective action**

If a project does not conform to the clients requirements the management team will investigate.

Where the potential of non-conformances of services processes or the Management System is identified, appropriate action is taken to prevent their occurrence. The nature and extent of the preventative action shall be determined by the nature of the risk. Preventative actions planned and undertaken are recorded and monitored and include such things as internal audits, management reviews, planned maintenance of plant and equipment.

Where non-conformances of services of the Management System are identified appropriate action shall be taken to prevent re-occurrence. The nature and extent of the corrective action taken shall be determined by the nature of the non-conformity. Corrective actions planned and undertaken are recorded and monitored.

### **10.3 Continuous improvement**

When non-conformities are detected the management of the function or activity is responsible for timely and appropriate actions to be taken to eliminate the causes. Internal non-conformities are subject to follow up reviews to ensure that the corrective actions taken have been effective. Audits are planned to ensure that the entire Management System is audited on an annual basis, with responsibility being placed on the entire Management Team in order to underpin their understanding of the business and commitment to Quality.