Quality Management Systems Manual

PHX001

Contents

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1. Document Control

Purpose of this Manual
To define our Quality Management System (QMS) in accordance with the ISO 9001: 2015 Standard.

Scope
The Quality Management System (QMS) Scope applies to the quality of all software reselling, IT services, Software Asset Management, managed services, systems, and business processes in line with the needs of the interested parties identified in the QMS within Blenheim House, Pocklington, York YO42 1NS.

2. Context Of The Organisation

2.1 Understanding the organisation and its context

Phoenix Software Ltd specialises in end-to-end IT infrastructure solutions including Software Asset Management, software licensing, managed services, licence-management-as-a-service, hardware and devices, cloud services, data storage, data centre infrastructure management, enterprise software, servers, network security, unified communications, and virtualisation.

Established in 1990, the company provides IT solutions to markets including Public Sector, Housing Associations, Voluntary Organisations, Charities, Corporate and Education sectors.

Political Factors
Change of Government political parties and policies affect the spending patterns and decision making within Central and Local Government Authorities along with the NHS and other government bodies. These decisions may affect the timing and budgets of these organisations which may in turn influence the performance of Phoenix Software Ltd.

Economic Factors
The economic climate can influence the timing of purchasing new IT solutions or may reduce the budgets available. Phoenix Software Ltd sales and marketing strategies have the ability to adapt and adjust to reflect these changes by offering alternative cost-effective solutions.

Social Factors
Currently Phoenix Software Ltd are one of the largest employers in the local area. The company ethos is to both employ locally and support local businesses where practicable.

Technology Factors
The rate of technology change is for forever increasing. Phoenix Software Ltd must continually upskill to ensure that they are providing the latest technological advice to customers. Phoenix Software Ltd must maintain their current supplier accreditations in order to remain a

forerunner in the industry. It must also be aware of emerging technology offerings from new sources.

Environmental Factors

Phoenix Software Ltd has drastically reduced products that are physically transported to be replaced with electronic alternatives. Tracking of utilities are carried out and reductions made wherever possible.

Legislative Factors

Phoenix Software Ltd is affected by government policies and legislation that determine the purchasing processes that are imparted onto their government authority customers. Phoenix Software Ltd has a number of issues that can affect the QMS, these include but are not limited to the following:

- **commercially sensitive information** – Phoenix Software Ltd store and process customer information which is commercially sensitive, this needs to be protected from external and internal threats
- **contractual requirements** – Phoenix Software Ltd partners, suppliers and customers require the protection of a robust QMS
- **development** – Phoenix Software Ltd has a team of developers for internal and externally facing systems

2.2 Understanding the needs and expectations of Interested Parties

Phoenix Software Ltd has determined:

a) interested parties that are relevant to the QMS
b) the requirements of those interested parties relevant to a quality system

Interested parties are persons or organisations that can influence the quality processes of Phoenix Software Ltd;

- **Employees**
  We provide guidance, training and understanding to utilise and enhance the organisation's QMS. The Company utilises information gathered from departments such as Sales, Board Management, Bids, Operations and Marketing. This information is gathered via account management, interaction based around scoping and bidding for projects, communications with our vendors/suppliers and events and promotions (i.e. Trade exhibitions) organised in line with our marketing strategy.

- **Shareholders of the business**
  Confidence in the quality and assurance processes of the organisation

- **Sales - Premier and Major Sales Account Managers**
  In order for account managers to influence the Phoenix Software quality process they have the following tools to assist them:
  - o Oasis – order information
  - o Dynamics 365 – forecasting, customer profiling, lead, and opportunity tracking

- o PowerBI – reporting information
- o Office 365 – allow cloud collaboration with customers

Using these tools they can maximise selling power, add value to their customer relationship and feedback to their sector managers.

- **Board Management / Owners**
  Distribute business strategy as directed by the Owners to senior managers through AD/Sales meetings. This is to ensure that the business – employees, systems, processes – are fit for purpose in order to deliver the best services/products to our customers

- **Bids**
  Phoenix Software do not automatically bid on everything requested of us. Due diligence takes place to ensure we are able to provide the right quality, accurate and fit for purpose solutions.

  The Bids Dashboard spreadsheet identifies all bids that have and have not been processed. It identifies if the bid was unsuccessful and the reasons why – including price, solution type, bid quality, or "not defined".

  Lessons learned meetings take place within the team. Reasons may include resources, skills gap, and commercial viability. These are discussed with the senior management on a weekly basis and also officially in H1 reviews.

  Pre bid kick off meetings, using the 'Margin Calculator' spreadsheet, are held to identify capability of delivering the solution required – including factors such as technical resources, commercial viability, need for sub-contracting. If the decision is to go ahead executive approval would be requested from senior management.

  Peer to peer approval of final bid is carried out to ensure quality/accuracy of solution.

- **Operations**
  The Operations Department influences the QMS by ensuring a robust supply chain to provide quality/accurate relevant product at the most competitive price available to our customers. Guarantee accurate processing of agreements and orders in order to meet both supplier and customer demands.

- **Marketing**
  The Marketing Department influences the QMS by maintaining the Phoenix brand and identity of our products and services. The department provides customers feedback from events and forums.

- **Owners of the business**
  They require confidence in the quality performance of the organisation and set financial targets/expectations at the start of the financial year. Continuing reviews take place at completion of month end and each financial quarter.

- **Government agencies/regulators**
  We comply with applicable laws and legislation in relation to the organisation; this ensures that the Company operates within legal and ethical parameters. The attainment of ISO 9001, ISO 27001, ISO 20000, ISO 22301, ISO 14001 and Cyber Essentials is governed by external assessment and audits which gives a high level of customer confidence in our internal systems.

- **Customers**
  They expect confidence and compliance with clauses in contracts, quality expectations and general business activities. A significant number of Phoenix Software Ltd customers operate in the Public Sector (this includes NHS and Police) where adherence to contractual requirements is paramount. Other sectors serviced are Charities, Housing Associations, and the Education Sector. Sectors are broken down into major and premier accounts; this is dependent on the level of business. In conjunction with general account management, overlay teams exist to give added expertise and support to the customers around specific areas such as Microsoft, Cloud, VMware, and Infrastructure Solutions.

- **Media**
  We ensure our customers are presented with clear, concise, and accurate information via eShots and the Phoenix Software Website/Blog which are updated on a weekly basis. Quality control of social media output by the Marketing Department is primarily focused on Twitter/LinkedIn and also Google+ and YouTube to drive traffic to the Phoenix Website and vendor/partner sites.

- **Suppliers/vendors**
  Relationships between Phoenix Software and suppliers/vendors are as below;
  - Mainline – a supplier who has been utilised one or more times and is an existing entry on the Oasis or SharePoint Supplier databases
  - One-Off/New One-Off Supplier – a potential new supplier where the purchase is very likely to be a one-off transaction based on a request from a customer and is likely to be ordered from a website
  - Sub-Contractor – a single trader or company supplying services via our IT Services or SAM department
  - Intermittent – only used intermittently as and when required. Similar to one-off but may be used more than once but not enough to onboard them.

- **Competitors**
  Due to the competitive employment landscape and industry move to flexible working models, Phoenix is increasingly vulnerable to staff moving to competitors. To ensure continuity of customer service Phoenix Software limit this occurrence by contract of employment limitations relating to competitors as per clause 21 of Contract of Employment.

2.3 Determining the scope of the Quality Management System

The organisation has determined the boundaries and applicability of the QM to establish its scope. When determining this scope, the organisation considered:

a) the external and internal issues referred to in 4.1 of the Standard and 4.1 of this document
b) the requirements referred to in 4.2 of the Standard and 4.2 of this document
c) two-way confidence and compliance relating to quality management between Phoenix Software Ltd and external organisations

The scope is available as documented information.

The scope of the QMS for Phoenix Software Ltd is as follows:

The Quality Management System (QMS) Scope applies to the quality of all software reselling, IT services, Software Asset Management, manged services, systems, and business processes in line with the needs of the interested parties identified in the QMS within Blenheim House, Pocklington, York YO42 1NS.

2.4 Quality Management System

Phoenix Software Ltd has established and implemented a QMS with processes that determine:

- the required input and output processes
- the sequence and interaction of these processes
- application and reporting of monitoring and measurement of effective operation and controls
- the resources required
- the responsibilities and authorities for these processes
- the risks and opportunities in accordance with all the requirements
- evaluation of these processes and implement any changes needed
- improvement in the processes of the quality management system
- and maintain documented information to support the operation of its processes
- and retain documented information to have confidence that the processes are being carried out as planned

3. Leadership

3.1 Leadership and commitment

Management of Phoenix Software Ltd demonstrate leadership and commitment with respect to the QMS by:

- taking accountability for the effectiveness of the QMS
- ensuring the quality policy and objectives are established and are in line with the strategic aims of the company
- ensuring the integration of the QMS requirements into Phoenix Software Ltd.'s processes
- promoting the use of the process approach and the risk-based thinking
- ensuring that the resources needed are available
- communicating and conforming to the importance of an effective QMS

- ensuring that the system achieves its intended results
- engaging, directing, and supporting all employees to contribute to the effectiveness of the system
- promoting continual improvement
- supporting other relevant management roles to demonstrate their leadership as it applies to their areas of responsibility

Customer Focus

Management of Phoenix Software Ltd demonstrate leadership and commitment to customer focus by ensuring that:

- customer and applicable statutory and regulatory requirements are determined, understood, and consistently met
- risks and opportunities that can affect quality of products and services and the ability to enhance customer's satisfaction are determined and addressed
- the focus on enhancing customer satisfaction is maintained

3.2 Policy

Management of Phoenix Software Ltd has established, implemented, and maintains a quality policy:

PHOENIX SOFTWARE - QUALITY POLICY

Phoenix Software specialises in end-to-end IT infrastructure solutions including software asset management, software licensing, managed services, licence-management-as-a-service, hardware and devices, managed services, cloud services, data storage, data centre infrastructure management, enterprise software, servers, network security, unified communications, and virtualisation.

Phoenix Software services Public Sector including NHS, Charites, Housing and Education. This service can be affected by economic factors relating to budgets, legislative, social, and environmental factors that are important to the relevant sectors.

As new technology emerges it is key that Phoenix Software offers up-to-date and relevant information to ensure customer satisfaction, retention, and licencing compliance.

Phoenix Software believes in the concept of a customer and supplier/interested parties working together in pursuing this policy and in the continual striving for improvements in service/supply quality.

The Quality Policy is based on four fundamental principles:

- *Ensuring that we fully identify and conform to the needs of our customers*
- *Every employee understanding their job and doing it correctly first time*
- *Identifying the potential for errors and taking actions to eliminate them*
- *Ensuring that the QMS enables the Company to achieve its business strategy*

To ensure that the policy is successfully implemented, staff will be responsible for identifying customer requirements and ensuring that the correct processes are followed to meet these requirements.

Objectives needed to ensure that the requirements of the policy are met, and that continued improvement is sought, are set, determined, and monitored by the top management team (Management Review). Phoenix Software believe that leadership and commitment from the top management is critical to the success of the QMS.

The Quality Policy principles and quality objectives are communicated and made available to employees and any other interested parties at all times. Training and awareness are an integral part of the strategy to achieve the quality objectives.

Within this policy we are committed to operating our Company utilising the criteria of a QMS conforming to ISO9001; 2015 which is planned and developed in conjunction with our other management functions utilising a risk/opportunity-based thinking approach.

Phoenix Software is committed to operating to the standard and to maintaining the necessary quality approvals consistent with our customer requirements

The Quality Policy is available for all employees on SharePoint and interested parties on the Company Website.

3.3 Organisation roles, responsibilities, and authorities

Management of Phoenix Software Ltd ensures that the responsibilities and authorities for roles relevant to quality management are assigned and communicated.

Management assign the responsibility and authority for:

- ensuring that the QMS conforms to the requirements of the Standard
- ensuring that the processes are delivering their intended outputs
- reporting on the performance of the system to management
- ensuring of customer focus
- ensuring the integrity of the QMS is maintained when changes to the system are planned and implemented

Quality Management Committee roles, responsibilities and authorities have been clearly identified and communicated to members of staff.

The Quality Management Committee consists of:

Trevor Hutchinson	Staff Welfare and Engagement Manager	BSI Liaison, brings knowledge of standards, communication, and interpersonal skills
Clare Metcalfe	Operations Director	Liaison and member of the company Board
Geoff McGann	Governance Manager	Maintenance and correlation of the standard

| Fay Mercer | Business Operations Manager | Brings strong business knowledge, understanding of prioritisation. |
| Rebecca Tosler | Governance Administrator | Administration and maintenance |

4. Planning

4.1 Actions to address risks and opportunities

4.1.1 General

When planning for the QMS, the company considers the issues referred to in 4.1 and the requirements referred to in 4.2 and determines the risks and opportunities that need to be addressed to:

a) ensure the system can achieve its intended outcomes
b) enhance desirable effects
c) prevent or reduce undesired effects
d) achieve continual improvement

The company plans actions to address risks and opportunities utilising the QMS processes. This includes measurement and evaluation for effectiveness.

The Quality Management Committee meet regularly to assess and evaluate the system.

4.1.2 Quality Management risk assessment

Phoenix Software Ltd defines and applies a quality management risk assessment process that:

a) establishes and maintains quality management risk plan and action log
b) integrate and implement the risk assessment process within the scope of the system
c) evaluate the effectiveness of the risk assessment process

4.2 Quality Management Objectives and planning to achieve them

Phoenix Software Ltd has established the quality management objectives for relevant functions and levels.

The Quality management objectives shall:

a) be consistent with the quality policy
b) be measurable (if practicable)
c) take into account applicable requirements and results from risk assessment and risk treatment
d) be relevant to customer satisfaction

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e) be monitored
f) be communicated
g) be updated as appropriate

The company shall retain documented information on the quality management objectives.

When planning how to achieve its quality management objectives, the company shall determine:

a) what will be done
b) what resources will be required
c) who will be responsible
d) when it will be completed
e) how the results will be evaluated

Objectives for quality management are documented in the Quality Objectives Policy on SharePoint.

4.3 Planning of Changes to the Quality Management System

Phoenix Software Limited determines the need for any changes to the QMS and carries those out in a planned manner

The company considers:

a) the purposes of the changes and potential consequences
b) integrity of the QMS
c) resources
d) responsibility and authorities

5. Support

5.1 Resources

Phoenix Software Ltd has allocated the resources, responsibilities, infrastructure, and the environment required for the establishment, implementation, maintenance, and continual improvement of the QMS and its processes.

5.1.1 Monitoring and Measuring Resources
Phoenix Software Ltd has determined and provided the resources to monitor and measure the conformity of products/services. Appropriate documented information is produced to illustrate the monitoring and measuring.

Phoenix Software Ltd determines the need for training and improvement of knowledge.

5.2 Competence

The company has:

a) determined the necessary competence of person(s) doing work under its control that affects its QMS
b) ensure that these persons are competent on the basis of appropriate education, training, or experience
c) where applicable, take actions to acquire the necessary competence, and evaluate the effectiveness of the actions taken
d) retained appropriate documented information as evidence of competence

5.3 Awareness

Persons doing work under the company's control are aware of:

a) the Quality policy
b) the relevant quality objectives
c) their contribution to the effectiveness of the QMS, including the benefits of improved information security performance
d) the implications of not conforming with the QMS requirements

All Staff at Phoenix Software Ltd are aware of the QMS.

5.4 Communication

Phoenix Software Ltd communicates with their interested parties in various ways.

Employees receive information relating to the QMS by induction and via the LMS. QMS documentation is available on the company SharePoint site. Training, guidance and understanding of the quality expectation of their job role is delivered from their manager and/or peers which is also enhanced by their licensing/vendor/technical training where appropriate. Training records are held within the LMS.

Government Agencies/Regulators are informed of our ISO 9001 status via our logos on our web site, letter head and email signatures.

Customers have clarification of our ISO 9001 status via tender responses, logos on our web-site, letter head and email signatures.

Media displays our ISO 9001 status where applicable.

Suppliers are informed of our ISO 9001 status via our logos on our web site, letter head and email signatures.

5.5 Documented Information

5.5.1 General
The QMS includes the documented information required by the ISO 9001: 2015 standard as determined by Phoenix Software Ltd as being necessary for the effectiveness of the system.

5.5.2 Creating and Updating
The QMS Committee is responsible for all documentation used in the system.

All documents must be approved by the QMS Committee and the manager responsible for the area covered by the applicable document.

All documents must include the following document controls:

- title
- revision date
- revision number
- reference

Where possible all documents are electronic using standard company applications.

5.5.3 Control of documented information
Phoenix Software Ltd ensures the documentation required is controlled to ensure the relevant information is available and suitable for use and is adequately protected from loss of confidentiality, improper use, or loss of integrity.

The documented information is accessible for all members of staff however only authorised personal can make amendments.

All documentation is stored in a controlled manner and disposed of at agreed points.

External documents e.g. customer purchase orders are also retained in a controlled manner.

6. Operation

6.1 Operational planning and control

Phoenix Software Ltd has planned, implemented, and controlled the processes needed to meet the requirements for the provision of products and services to the customer and to implement the actions determined in Clause 6:

a) determining the requirements for products and services
b) establishing criteria for the processes and the acceptance of products and services

c) determining the resources needed to achieve conformity to the product and services requirements
d) implementing control of the processes in accordance with the criteria
e) determining, maintaining, and retaining documented information to the extent necessary to have confidence that the processes have been carried out as planned and to demonstrate the conformity of products and services to their requirement

The output of this planning shall be suitable for the company's operations.

Phoenix Software Ltd controls planned changes and review the consequences of unintended changes, taking action to mitigate any adverse effects.

Phoenix Software Ltd ensures that outsources processes are controlled.

6.2 Requirements for Products and Services

6.2.1 Customer Communication
Communication with customers shall include:

a) providing information relating to products and services
b) handling enquiries, contracts, or orders, including changes
c) obtaining customers feedback relating to products and services, including customer complaints
d) handling or controlling customer property
e) establishing specific requirements for contingency actions, when relevant

6.2.2 Determining the requirements for products and services
Phoenix Software Ltd determines the requirements for the products and services to be offered to customers by ensuring:

a) The requirements for products and services defined, including:
    - Any applicable statutory and regulatory requirements
    - Those considered necessary to the company
b) The company can meet the claims for the products and services it offers

6.2.3 Review of the Requirements for Products and Services
Phoenix Software Ltd ensures that it has the ability to meet the requirements for products and services offered to the customers. The company conducts a review before committing to supply products and services to customers that include:

a) requirements specified by the customer, including the requirements for delivery and post-delivery activities
b) requirements not stated by the customer, but necessary for the specified or intended use, when known
c) requirements specified by the company
d) statutory and regulatory requirements applicable to the products and services
e) contract of order requirements differing from those previously expressed

Phoenix Software Ltd ensures that contract or order requirements differing from those previously defined are resolved.

The customer's requirements shall be confirmed by Phoenix Software Ltd before acceptance, when the customer does not provide a documented statement of their requirements.

Phoenix Software Ltd retain documented information, as applicable:

a) on the results of the review
b) on any new requirements for products and services

6.2.4 Changes to Requirements for Products and Services
Phoenix Software Ltd ensures that relevant documented information is amended and that relevant persons are made aware of the changed requirements.

6.3 Design and Development of Products and Services

6.3.1 General
Phoenix Software Ltd has established, implemented, and maintains a design and development process that is appropriate to ensure the subsequent provision of products and services.

6.3.2 Design and Development Planning
When determining the stages and controls for design and development, Phoenix Software Ltd considers:

a) the nature, duration and complexity of the design and development activities
b) the required process stages, including applicable design and development reviews
c) the required design and development verification and validation activities
d) the responsibilities and authorities involved in the design and development process
e) the internal and external resource needs for the design and development of products and services
f) the need to control interfaces between persons involved in the design and development process
g) the need for involvement of customers and users in the design and development process
h) the requirements for subsequent provision of products and services
i) the level of control expected for the design and development process by customers and other relevant parties
j) the documented information needed to demonstrate that design and development requirements have been met

6.3.3 Design and Development Input
Phoenix Software Ltd determines the requirements essential for the specific types of products and services to be designed and developed. The company considers:

a) functional and performance requirements
b) information derived from previous similar design and development activities
c) statutory and regulatory requirements
d) standards or code of practice that the company has committed to implement
e) potential consequences of failure due to the nature of the products and services. Inputs shall be adequate for design and development purposes, complete and unambiguous.

Conflicting designs and development inputs shall be resolved.

The company shall retain documented information on design and development inputs.

6.3.4   Design and Development Controls
Phoenix Software Ltd applies controls to the design and development process to ensure that:

a) The results to be achieved are defined;
b) Reviews are conducted to evaluate the ability of the results of design and development to meet requirements;
c) Verification activities are conducted to ensure that the design and development outputs meets the input requirements;
d) Validation activities are conducted to ensure that the resulting products and services meet the requirements of the specified application or intended use;
e) Any necessary actions are taken on problems determined during the reviews, or verification and validation activities;
f) Documented information of these activities is retained.

6.3.5   Design and Development Outputs
Phoenix Software Ltd ensures that design and development outputs:

a) Meet the input requirements;
b) Are adequate for the subsequent processes for the provision of products and services;
c) Include or reference monitoring and measuring requirements, as appropriate, and acceptance criteria;
d) Specify the characteristics of the products and services that are essential for their intended purpose and their safe and proper provision.

6.3.6   Design and Development Changes
Phoenix Software Ltd identifies, reviews and controls 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.

The company retains documented information on:

a) Design and development changes
b) The results of the reviews
c) The authorisation of the changes

d) The actions taken to prevent adverse impacts

6.4 Control of Externally Provided Processes, Products and Services

6.4.1 General
Phoenix Software Ltd ensures that externally provided processes, products and services conform to requirements.

The company determines the controls to be applied to externally provided processes, products, and services when:

a) Products and services from external providers are intended for incorporation into the company's own products and services;
b) Products and services are provided directly to the customer(s) by external providers on behalf of the company
c) A process, or part of a process, is provided by an external provider as a result of a decision by the company.

Phoenix Software Ltd determines and applies criteria for the evaluation, selection, monitoring of performance, and re-evaluation of external providers, based on their ability to provide processes or products and services in accordance with requirements. The company shall retain documented information of these activities and any necessary actions arising from the evaluations.

6.4.2 Type and Extent of Control
Phoenix Software Ltd ensures that externally provided processes, products and services do not adversely affect the company's ability to consistently deliver conforming products and services to its customers.

The company:

a) Ensures that externally provided processes remain within the control of its quality management system;
b) Define both the control that it intends to apply to an external provider and those it intends to apply to the resulting output: Take into consideration:
    a. The potential impact on the externally provided processes, products, and services on the company's ability to consistently meet customer and applicable statutory and regulatory requirements;
    b. The effectiveness of the controls applied by the external provider;
c) Determine the verification, or other activities, necessary to ensure that the externally provided processes, products and services meet requirements.

6.4.3 Information for External Providers
Phoenix Software Ltd ensures the adequacy of requirements prior to their communication to the external provider. The company communicates to external providers its requirements for:

a) The processes, products, and services to be provided;
b) The approval of:
    a. products and service
    b. methods, processes, and equipment
    c. the release of products and services
c) competence, including any required qualification
d) the external providers' interactions with the company
e) control and monitoring of the external providers' performance to be applied by the company
f) verification or validation activities that the company, or its customer, intends to perform at the external providers' premises

6.5 <u>Production and Service Provision</u>

6.5.1 <u>Control of Production and Service Provision</u>
Phoenix Software Ltd implements production and service provision under controlled conditions. Controlled conditions shall include, as applicable:

a) the availability of documented information that defines:
    a. the characteristics of the products to be produced, the services to be provided, of the activities to be performed
    b. the results to be achieved
b) the availability and use of suitable monitoring and measuring resources
c) the implementation of monitoring and measurement activities at appropriate stages to verify that criteria for control of processes or outputs, and acceptance criteria for products and services, have been met
d) the use of suitable infrastructure and environment for the operation processes
e) the appointment of competent persons, including any required qualifications
f) the validation, and periodic revalidation, of the ability to achieve planned results of the processes for production and service provision, where the resulting output cannot be verified by subsequent monitoring or measurement
g) the implementation of actions to prevent human error
h) the implementation of release, delivery, and post-delivery activities

6.5.2 <u>Identification and Traceability</u>
Phoenix Software Ltd uses suitable means to identify outputs when it is necessary to ensure the conformity of products and services.

Phoenix Software Ltd identifies the status of outputs with respect to monitoring and measurement requirements throughout production and service provision.

Phoenix Software Ltd control the unique identification of the outputs when traceability is a requirement and retains the documented information necessary to enable traceability.

6.5.3 <u>Property Belonging to Customers or External Providers</u>
Phoenix Software Ltd exercises care with property belonging to customers or external providers while it is under the company's control or being used by the company.

Phoenix Software Ltd identifies, verifies, protects, and safeguards customers' or external providers' property provided for use it 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 company will report this to the customer or external provider and retain documented information of what occurred.

6.5.4 Preservation
Phoenix Software Ltd exercises care with property belonging to customers or external providers while it is under the company's control or being used by the company.

Phoenix Software Ltd identifies, verifies, protects, and safeguards customers' or external providers' property provided for use it 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 company will report this to the customer or external provider and retain documented information of what occurred.

Phoenix Software Ltd preserves the outputs during production and service provision, to the extent necessary to ensure conformity to requirements.

6.5.5 Post Delivery Activities
Phoenix Software Ltd meets requirements for post-delivery activities associated with the products and services:

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
d) customer requirements
e) customer feedback

6.5.6 Control of Changes
Phoenix Software Ltd reviews and controls changes for production or service provision, to the extent necessary to ensure continuing conformity with requirements.
Phoenix Software Ltd retains documented information describing the results of the review of changes, the person(s) authorising the change, and any necessary actions arising from the review.

6.6 Release of Products and Services

Phoenix Software Ltd implements planned arrangements, at appropriate stages, to verify that the products and service requirements have been met.

The release of products and services to the customer will not proceed until the planned arrangements have been satisfactorily completed, unless otherwise approved by a relevant authority and, as applicable, by the customer.

Phoenix Software Ltd retains 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) authorising the release

6.7 Control of Nonconforming Outputs

6.7.1   Phoenix Software Ltd ensures that outputs that do not confirm to their requirements are identified and controlled to prevent their unintended use or delivery.

Phoenix Software Ltd takes appropriate action based on the nature of the nonconformity and its effect on the conformity of products and services. This shall also apply to nonconformity products and services detected after delivery of products, during or after the provision of services.

The company 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 authorisation for acceptance under concession

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

6.7.2   Phoenix Software Ltd retains 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

7. Performance Evaluation

7.1 Monitoring, measurement, analysis, and evaluation

7.1.1   Phoenix Software Ltd has determined what needs to be evaluated, monitored, and measured taking into account the methods used when it is performed and the analysis of the results relating to the QMS.

The company determines:

a) what needs to be monitored and measured, including quality processes and controls

b) the methods for monitoring, measurement, analysis, and evaluation of the risk, as applicable, to ensure valid results

NB: the methods selected should produce comparable and reproducible results to be considered valid.

c) when the monitoring and measuring shall be performed
d) who shall monitor and measure
e) when the results from monitoring and measurement are analysed and evaluated
f) who shall analyse and evaluate these results

The organisation retains appropriate documented information as evidence of the monitoring and measurement results.

Phoenix Software Ltd collects and analyses customer satisfaction data to determine our performance against customer expectation. Analysis also reviews conformity of products/services, risk analysis, performance of external providers and continual improvement.

7.2 <u>Internal Audit</u>

Phoenix Software Ltd conducts internal audits at planned intervals to provide information on whether the QMS:

a) conforms to
    a. the company's own requirements for its QMS
    b. the requirements of the BSI 9001:2015 Standard
b) is effectively implemented and maintained

Phoenix Software Ltd:

a) plans, establishes, implements, and maintains an audit programme, including the frequency, methods, responsibilities, planning requirements and reporting. The audit programme takes into consideration the importance of the processes concerned, changes affecting the company and the results of previous audits
b) defines the audit criteria and scope for each audit
c) selects auditors and conducts audits that ensure objectivity and the impartiality of the audit process
d) ensures that the results of the audits are reported to the relevant management
e) take appropriate correction and corrective actions without undue delay
f) retains documented information as evidence of the audit programme and the audit results

7.3 <u>Management Review</u>

Management shall formally review the company's QMS at least every 12 months to ensure its continuing suitability, adequacy, effectiveness, and alignment with the company strategy.

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| Reference: | PHX001 | Revision Date: | 25th April 2023 | Page | 20 |

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This forms the basis of the QMS Management Review and shall include consideration of:

a) the status of actions from previous management reviews
b) changes in external and internal issues that are relevant to the QMS
c) feedback on the QMS performance, including trends in:
   a. nonconformities and corrective actions
   b. monitoring and measurement results
   c. process performance and conformity of products and services
   d. audit results
   e. fulfilment of QMS objectives
   f. customer satisfaction and feedback from interested parties
   g. performance of external providers
d) effectiveness of actions taken to address risks and opportunities
e) opportunities for continual improvement
f) provision of resources

The outputs of the management review shall include decisions and actions related to continual improvement opportunities, resources, and any need for changes to the QMS.

The company retains documented information as evidence of the results of management reviews.

The agenda and documentation are put together by the QMS Committee prior to review.

8. Improvement

8.1 General

Phoenix Software Ltd determines opportunities for improvement that enhances customer satisfaction and improves the effectiveness of the QMS, these include:

a) The organisation continually seeks to improve the quality of the services we provide to our customer and enhance the customer experience by incrementally innovating the offerings within the IT market place to address customer future needs. This is achieved by partnering with the major vendors who introduce new technologies to the customer via Phoenix Software.
b) The organisation continually evaluates customer feedback to ensure the correct levels of service and satisfaction.
c) The sales in-house system is continually being developed and improved to ensure a smooth transaction of business.

8.2 Nonconformity and corrective action

When a nonconformity occurs, Phoenix Software Ltd shall:

a) react to the nonconformity and as applicable:

        a. take action to control and correct it

        b. deal with the consequences

b) evaluate the need for action to eliminate the causes of nonconformity, in order that it does not re-occur elsewhere, by:

        a. reviewing the nonconformity

        b. determining the causes of the nonconformity

        c. determining if similar nonconformities exist or could potentially occur

c) implement any action needed

d) review the effectiveness of any corrective action taken

e) update risks and opportunities

f) make changes to the QMS, if necessary

Corrective actions shall be appropriate to the effects of the non-conformities encountered, Phoenix Software Ltd retains documented information as evidence of:

a) the nature of the nonconformities and any subsequent actions taken

b) the results of any corrective action

Non-conformities and corrective actions are recorded in the Nonconformity and Corrective Action log.

8.3 Continual Improvement

The company continually improves the suitability, adequacy, and effectiveness of the QMS. This is based on the following:

a) The context of the organization, leadership, planning, and support - plan phase

b) operations - do phase

c) performance evaluation - check phase

d) improvement - act phase

Continual Improvement is reviewed as part of the QMS Management Review.

Version Control

Author	Version	Date	Description
QMC	1.0	2016	Original Document
QMC	2.0	June 2017	Interested Parties updated
QMC	3.0	June 2017	Scope update
QMC	4.0	July 2017	Update Quality Policy
QMC	5.0	January 2018	Removing Corporate Sector
QMC	6.0	February 2018	Annual Review – no changes
QMC	7.0	January 2019	Update Quality Policy
QMC	8.0	March 2020	Update Quality Policy
QMC	8.0	March 2021	Annual Review – no changes
QMC	9.0	November 2021	Addition of Shareholders to Interested Parties
QMC	10.0	28/11/2022	Removal of the 4 "P's", revised competitors to reflect hybrid working, updated the committee attendees
QMC	10.1	25/04/2023	Amended Governance Manager and added ISO 22301

Document Approval

Name	Version	Date	Position
Sam Mudd	1.0	2016	Managing Director
Sam Mudd	2.0	June 2017	Managing Director
Sam Mudd	3.0	June 2017	Managing Director
Sam Mudd	4.0	July 2017	Managing Director
Sam Mudd	5.0	January 2018	Managing Director
Sam Mudd	6.0	February 2018	Managing Director
Sam Mudd	7.0	January 2019	Managing Director
Sam Mudd	8.0	March 2020	Managing Director
Sam Mudd	8.0	March 2021	Managing Director
Sam Mudd	9.0	November 2021	Managing Director
Clare Metcalfe	10.0	28/11/2022	Operations Director
Clare Metcalfe	10.1	25/04/2023	Operations Director

Signed: *Clare Metcalfe*   Clare Metcalfe, Operations Director

Dated: 25/04/2023

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