MANAGEMENT MEETING ISO 9001

Present:

Joe Hoare Clodagh Hanratty Bernard Lennon Niamh Mooney Louise Naughton

Date: May and June 2009. (Last meeting 17th June 2009)

Minutes:

1. Minutes of previous meetings and General discussion items.

- 1. Gerry Mc Namara retired since the last Management Review meeting.
- 2. Clodagh Hanratty has returned form leave.
- 3. Procedures have been developed and approved for the operation of the QMS in Clare and Tipperary, these procedures have been incorporated into the Documented Quality System.

2. SGS Last Audit report findings

The last external SGS audit was a re certification audit it was conducted by Noel Mc Keon on 18th December 2008. The following were the finding raised from this audit.

- 1. Technical Services Department should be replaced by Estates Management in Quality Manual and other relevant documentation
- 2. Consider the need to have several hard copies of the Quality Manual as it is available on the network.
- 3. 5.5.2 Management Representative needs to be updated as Gerry has left
- 4. Quality Policy needs to be re-approved
- 5. Organisation chart to be updated
- 6. Form XXX is referred to in the
- the Document control procedure, please clarify (also in control of NC procedure).

7. There are 2 procedures numbered 302, management review and record control, please clarify, record control looks like an old format

8. P305 Audit programme Form XXX, please clarify, also audit summary sheet XXX.

Corrective action requests number 58 to 66 – were raise from the last SGS audit dated Dec 08.

These issues have all been addressed and closed out.

Action: None.

3. Customer Feedback/ Comments

It was decided at the last Management Review Meeting that Customer Feedback will be collected in future is when a project is completed, the person in charge of the project will contact the Customer and collect and document information relating to the overall satisfaction of the job.

This information will be forwarded to Niamh for filing in a folder and subsequently used at the Management Review Meeting.

See attached Customer Feedback procedure and customer Responses . Action: None.

4. ISO Meetings/ Communications

Regular meeting and communication took place throughout the year in relation to ISO 9001:2008. A major piece of work this year was reviewing all the quality procedures and putting them on electronic format. This has now been completed. **Action**: None.

6. Design and Development

Action from previous Management Review Meeting: Louise to review Quality Manual to refer to drawing office in the Quality Manual under section 7.3. this is now completed and 7.3 Design and Development is no longer an exclusion in the documented quality system. Action: None.

7. Car review

All Car's were reviewed that following CAR's are still open.

- **CAR No 5** Regional Hospital lack of space, **Action**: Gerry to follow up, submission for capital plan **Agreed** Completion Date: 30th June 2008
- **CAR No 31 Drawing Office** (Procedure/ flow chart being developed see separate section of these minutes) Work still underway new date set for completion 1st November 2009.
- CAR No 39 ASSET REGISTER STILL IN PROGRESS Nenagh. Reviewed on 2nd June 2009. Action: Louise to Review during the internal audit planned for Sept 09.
- CAR No 40 ASSET REGISTER STILL IN PROGRESS Ennis. Needs to be checked at internal audit planned for 12th June 2009. This car was closed ount and a new one raised on the 12th June CAR no.67.
- CAR No 41 to 46, 56,57 raise from recent internal audits will be reviewed at the next Management Review Meeting planned May/ June/ July 2010.

8. Internal audits

The internal audit schedule for 2009 is attached to this document. This was reviewed at this meeting no concerns found.

Internal Audit have been completed in the following areas:

Section	Date Completed	CAR raised
Fire Safety	Started but not	No
	completed.	
Quality Management	18 th and 19 th March 09	Yes
Maintenance Regional Hospital	18 th May 09	Yes
Capitol Projects	Started but not	No
	completed.	
Maintenance Ennis	12 th June 2009	No.
Gap analysis audit to ISO	19 th March 09	Yes.
9001:2008		

The finding of the reports was discussed. Car's were raised for all nc's identified during the audit.

Action: None.

9. Management Review (Yearly) Meeting

Action: Next Management Review meeting is due May/ June/ July2010

10. New/ revised procedures

Over the course of the last 12 months, all the procedures in the Quality Management System were reviewed and updated where necessary.

The Internal audits also called for a lot of procedure to be updated.

The full documented system is now set up electronically and will be available shortly on the server for Estates employees to view.

A master document list was also drafted stating the latest version of each procedure. See list attached.

Action: None.

11. Effectiveness of training Carried out over the previous 12 months.

A car has been raised to implement more controls at local level for training records, planning of training and review of the effectiveness of training carried out. CAR no 37 which is open.

12. NEW REGULATIONS/ STANDARDS/ EU/ GOVERNMENT

??????? Gerry was at a national meeting on a draft procedure for waste disposal. Action: Gerry to update us at the next meeting with regard to this new draft. Agreed Completion Date: None

Clinical engineering have decided to go and implement ISO 13485. This project is will resume end 09/10.

Action: Louise to work with Bernard Ryan on ISO 13485 implementation. Agreed Completion Date: July 2010.

13. Objectives and targets

Measure of projects completed

Action: John and Margaret to email Joe and Clodagh Review of jobs on going. Agreed Completion Date:

Introduction of new/ revised procedures

(See separate section in this report)

New Standards etc.

(See separate section in this report)

14. Opportunities for improvement.

- The Capital projects drawing office have started to colour code file inn year order. This is a big asset and will help when finding documents in future. 2008- yellow, 2009 blue.
- Review of all documented procedures is planned. See attachments of this report.

Action assigned: as per documents attached. Expected completion date: Oct 09

15. Quality Policy Review.

We reviewed the quality Policy at this meeting. Action: None.

Next Management Review Meeting planned May/ June/ July 2010.

CUSTOMER FEEDBACK PROCEDURE (NEW 2009).



INTRODUCTION

To define the system in place to collect and utilize Customer feedback.

Scope

This process outlines the steps for collecting and analysed and taking action on Customer Feedback.

Responsibility

The Estates Officer is responsible to ensure that this procedure is implemented.

PROCEDURE

1. Customer Feedback is collected form a number of sources as follows:

- Customer Complaints
- Day to day dealing with the Customer.
- Formal Customer Feedback.

2. Customer Complaints are handled as per the Corrective and Preventative action procedure No 304.

3. After a period of 3-9 months has passed on completion of a project, the Project Manager contacts the Client and together they complete a client feedback information.

4. The Client Feedback information is analysed and action taken accordingly if required, all action taken is recorded.

5. Results of the Client Feedback is fed into the Management Review Meeting for discussion.

References:

Customer Feedback Information.

Management Review Procedure no 302

INTERNAL AUDITS PLAN 2009

HSE WEST ESTATES

INTERNAL AUDIT SCHEDULE FROM JAN 09 TO JAN 10 UPDATED 15/12/08, UPDATED 19/3/09, UPDATED 9/5/09, UPDATED 20/5/09, UPDATED 14/6/09

COMPLETED OR STARTED. PLANNED AUDITS DATE TO BE AGREED

SECTION	AREA	AUDITEE	AUDITOR	MONTH SCHEDULED	DATE COMPLETED
CAPITAL PROJECTS	REGIONAL HOSPITAL	JOE HOARE – PLASSEY	LOUISE NAUGHTON	<mark>1 DAY – MAR 09</mark>	Conducted 12 TH May 09 to finalised june/ July 09
MAINTENANCE	VARIOUS	REGIONAL HOSPITAL	LOUISE NAUGHTON	<mark>1 DAY – MAY 09</mark>	CONDUCTED 18 TH May 09
		<mark>ENNIS – Jim Enright</mark>		<mark>1 DAY – SEPT 09</mark>	CONDUCTED June 09
				<mark>1 DAY – june 09</mark>	

FIRE SAFETY	PLASSEY	BERNARD LENNON NIAMH MOOONEY	LOUISE NAUGHTON	<mark>1 DAY – APR 09</mark>	Conducted 6 th May 09 to finalise June/ July 09.
QUALITY MANAGEMENT	PLASSEY	NIAMH MOOONEY	LOUISE NAUGHTON	<mark>1 DAY –MAR 09</mark>	COMPLETED 18 th AND 19 TH MARCH 09
CORPORATE MANAGEMENT FUNCTION	PLASSEY	JOE HOARE	LOUISE NAUGHTON	<mark>1 DAY – Nov 09</mark>	
QUALITY MANUAL	PLASSEY	NIAMH MOOONEY	LOUISE NAUGHTON	<mark>1 DAY – OCT 09</mark>	
ISO 9001:2008 GAP AUDIT	PLASSEY	NIAMH MOOONEY	LOUISE NAUGHTON	<mark>1 DAY – MARCH 09</mark>	COMPLETED 19 TH MAR 09
REVIEW OF MANAGEMENT	PLASSEY	NIAMH BERNARD AND JOE	LOUISE NAUGHTON	Nov 09	

REVIEW SYSTEM					
SGS EXTERNAL AUDITS – REVIEW at the Management Review Meeting	PLASSEY	NIAMH BERNARD AND JOE	LOUISE NAUGHTON	1 DAY - JUN 09	PLANNED 17 th JUNE 09
SGS EXTERNAL AUDITS - REVIEW	PLASSEY	NIAMH BERNARD AND JOE	LOUISE NAUGHTON	1 DAY - NOV 09	

INTERNAL AUDITS 2009

Audit Date:9th March 2009AuditedProcedure: 301 Document and Date Control, dated 9/11/04, Revision 0Auditor:Louise NaughtonAuditee:Niamh Mooney

ref	question	Answer	Nc/obs	Action planned By whom expected completion date	Closed out date and verification details
1	Is the Master document list available to all Estates employees?	Currently a large job has been done on setting up all Estates documents on the server for all Estate staff to view.			
2	Is the Master document list up to date?	Yes the master document list was updated in March 09.			
3	Are document changes controlled through the use of the corrective action form?	A car is raised to control the updates to procedures. One will be raised to control update to procedure 301 to rev 1.			
4.	Do all Estate staff have access by computer to the Estates procedures?	Yes all Estates staff have computer access and will have access to procedures once these are set up on the server.			
5.	Are records on the server backed up?	Yes. Server is backuped up automatically every day.			
6.	Can changes to procedure	A "read only" will be set up			

	only be controlled by the Quality Management Representative or delegate?	for Estate employee to view documents. This is currently being set up.			
7.	Read and review the procedure are there other	Reference are still made to Technical Services and	obs	Remove references to Technical services and Form no xxx.	
	issues with the procedure.	Form no xxx.			

Audit Date:9th March 2009AuditedProcedure: 302 Management Review Procedure, dated 12/9/07, Revision 1Auditor:Louise NaughtonAuditee:Niamh Mooney

ref	question	Answer	Nc/obs	Action planned	Closed out date and
				By whom expected completion date	verification details
1.	Is the Management	Last Management Review			
	Review Meeting	Meeting conducted April 08.			
	conducted at defined	Next Due April 08			
	intervals?				
2.	Do all Managers or	Yes Meeting attended by			
	relevant employees attend	Gerry, Niamh Mooney and			
	the meeting	Louise Naughton.			
3	Did the Management	Yes. The agenda followed			
	Review Meeting follow a	was the same as the previous			
	set agenda?	year.			
4.	Were action items raised	The Management Review			
	at the Management	Meeting scheduled for April			
	Review closed out.	09 will review the action			
		items raised at the previous			
		meeting.			
5.	Read the procedure and	Reference are still being	Obs	Remove these referenced.	
	note any other issue with	made to Technical Services.			
	it.				

Audit Date: 9th March 2009

Procedure: 303 Non Conforming control Procedure, dated 09/11/04, Revision 0 Audited

Louise Naughton Niamh Mooney Auditor:

Auditee:

ref	question	Answer	Nc/obs	Action planned	Closed out date and
1.	Are serious non conformities logged on the car form?	Yes Customer Complaints and internal non Conformities are logged on the car files.		By whom expected completion date	verification details
2.	Are non conformities details logged?	Yes. There are logged and followed up to completion by each area within Estates.			
3.	Are Car analysed and reviewed at the Management Review meeting?	Yes. Last reviewed at the Management Review Meeting dated April 2008.			
4.	Are Non conformities identified including customer Complaints, contractor issues, supplier issues, internal day to day activities.	The Car log shows that nc's have arisen form all these sources.			
5.	Read the procedure and note any issues.	The procedure needs to be reviewed to remove references to Technical Services.	Obs.	Update procedure to remove reference to Technical Services.	

Audit Date: 9th March 2009 Procedure: 304 Corrective and Preventative Action, dated 09/11/04, Revision 0 Audited

Louise Naughton Niamh Mooney Auditor:

Auditee:

ref	question	Answer	Nc/o	Action planned	Closed out date and
			bs	By whom expected completion date	verification details
1.	Are Corrective and	Yes. CAR/PAR's are raised			
	Preventative actons logged on	throughout the year 2007/8/9.			
	the CAR/ PAR form?				
2	Are all CAR/PAR's logged on	Yes. All CAR/PAR's raised in			
	the CAR/PAR log?	07/08/09 were logged on the			
		CAR/PAR log.			
3.	Are CAR/PAR's followed to	Yes. The log is reviewed at			
	completion by the	least 3 times a year to ensure			
	Management Representative or	the action decided on is			
	delegate?	implemented and effective.			
4.	Are actions taken to address	Yes. The log is reviewed at			
	the car/par effective?	least 3 times a year to ensure			
		the action decided on is			
		implemented and effective.			
5.	Is a review and analysis of all	Yes. CAR/PAR are reviewed			
	car/par carried out at the	and analysed at the			
	Management Review Meeting?	Management Review Meetings			
		last held April 08 April.			
6.	Read the procedure and note	The procedure needs to be	Obs.	Update procedure to remove	
	any issues.	reviewed to remove references		reference to Technical Services.	
		to Technical Services.			

Audit Date:9th March 2009AuditedProcedure: 305 Internal Audit Procedure, dated 09/11/04, Revision 0Auditor:Louise NaughtonAuditee:Niamh Mooney

ref	question	Answer	Nc/o bs	Action planned By whom expected completion date	Closed out date and verification details
1.	Is an audit plan developed for the year?	Yes. Internal Audit schedule in place for 2009.			
2.	Are audits schedule on the basis of the importance of the area to be audit and on results of previous audit conducted in the area.	Yes. QMS and certain other procedures are scheduled to be audited once a year.			
3	Are the auditors independent of the areas being audited?	Yes. External qualified consultant used to conduct internal audits.			
4.	Is an audit checklist used for the audit?	Yes. Standard audit checklist is prepared against each procedure this year.			
5	Is an audit trail maintained	Yes. Audit trail maintained for each audit conducted on the QMS section this march.			
6	If obs/ nc are identified are details of action to be taken decided on and a person assigned to take action?	Yes. Actions to be taken are stated in the audit report of the march 2009 audits on the QMS.			

7	Are nc/obs from internal audits followed up to completion?	Yes. Reviewed all old audit reports and all obs/ ncs raised and			
		signed off as complete.			
8	Is the full iso system audited at	Yes. Reviewed the internal audit			
	least once every two years?	plan for 2009			
6.	Read the procedure and note	The procedure needs to be	Obs.	Update procedure to remove	
	any issues.	reviewed to remove references to		reference to Technical Services.	
		Technical Services.			

19th March 2009 Audit Date: Procedure: 306 Quality Records Procedure, dated 09/11/05, Revision 0 Audited

Louise Naughton Niamh Mooney Auditor:

Auditee:

ref	Question	Answer	Nc/o bs	Action planned By whom expected completion date	Closed out date and verification details
1.	Is there an Quality Records Procedure in place as required by ISO 9001:2008?	Yes there is a quality records procedure and it need updating to remove references to Technical Services.			
2.	Is the CAR/PAR system used to control the introduction and revision to all quality records?	Yes, it is the system that will be used if there are new quality records introduction or revision.			
3	Is there a quality records listing in place? Does it cover retention times, responsibility, disposal filing and location of records?	Yes. Dated Jan 2006.			
4.	Is the Quality Records listing up to date?	Yes at the present time.			
5	Are there any quality records not listed on the Quality records listing?	None identified at present.			
6.	Read the procedure and note any issues.	The procedure needs to be reviewed to remove references to Technical Services.	Obs.	Update procedure to remove reference to Technical Services.	

HSE WEST ESTATES

Date: 19TH MARCH 2009 Auditor: Louise Naughton Scope of Audit: BS EN ISO 9001:2008 Auditable changes

Clause Number	Requirement	Objective Evidence	Action to be taken by Whom and expected completion date.
4.2	Are there references to ISO 9001: 2000.	Checked Quality Policy, Quality Manual and Procedures. There are references in the Quality Manual and the Quality policy to ISO 9001:2000	Update Quality Manual and the Quality Policy to remove referenced to ISO 9001:2000 and add references to ISO 9001:2008
			Responsibility: Louise Naughton Expected completion Date: June 09
4.1	 The control over outsourced processes /sub contractors has /has not been considered in relation to potential impact on achieving product conformity capability of achieving control through application to clause 7.4 Extent to which control is 	All project work is outsourced. There are detailed procedures in place on EU public Procurement that are followed. These procedure are in the existing Quality Management system and are audited. The is also a list of approved contractors maintained by John Magner.	The approved Contractor list need to become a controlled document. Responsibility: Louise Naughton Expected completion Date: June 09

	shared.		
5.5.2	The managements representative is /is not a member of the organisations management	The HSE Estates West Officer Joe Hoare is the Management Representative for the QMS. This is stated in the Quality Manual section 5.5.2. and his responsibilities are stated.	
		No action Required.	
6.2.1	Competency of staff has /has not been established for all tasks that directly or indirectly affect conformity to product or service requirements	Competency needs to be examined with Bernard and Joe.	Action Required: Examine competency requirements for all Estates staff. Assigned To: Bernard Lennon Expected Completion Date: June 2009
6.4	Work environment statement in the DQS does/does not relate to conditions under which work is performed and does/ does not include factors such as: noise, temperature, humidity, lighting or weather	The HSE West Estates have a Safety, Health and Welfare Statement in place that is monitored and followed. <i>No action Required.</i>	
7.2.1	Scope of post delivery activities does /does not include : actions under warranty provisions, maintenance services, recycling, or	Post Delivery activities do not form part of the contract agreements with Customer.	

	final disposals.	No action Required.	
7.5.4	Intellectual property and personal data is /is not now considered a part of customer property.	Quality Manual section 7.5.4. checked. It refers to Confidential handling of customer information.	
8.2.3	The type and extent of monitoring or	<i>No action Required.</i> Entire Quality Management System.	
0.2.5	measurement is /is not appropriate to	Adequate control are in place and	
	each of the processes in relation to their impact on the conformity to product requirements and on the effectiveness	documented and recorded for all stages of the Service processes.	
	of the quality management system.	No action Required.	

Audit Date:18th May 2009AuditedProcedure: 101 Contingency ProcedureAuditor:Louise NaughtonAuditee:Tony Mc Bride.

ref	Question	answer	Nc/obs	Action planned	Closed out date and
				By whom expected completion	verification details
				date	
1.	Is the contingency Plan up to date?	Yes. The plan is up			
		to date. Dated 31 st			
		March 2005.			
2.	Is the plan available to each dept./ person	The plan is available			
	who need it?	in the workshops in			
		each location in a			
		folder.			
3.	Is the plan reviewed?	The plan is reviewed	Obs.	Re issue procedure at revision 1	
		when systems in		to show that it was reviewed.	
		place have changed.			
		The systems in place			
		have not changed so			
		the there is no need			
		to update the plan.			
4.	Did the appropriate people in the	Information was got			
	organisation have input into the plan?	from people			

		concerned and incorporated into the plan?			
5.	Is there a record of who in the department received training in the content of the procedure?	No record of training/ attendance in place.	Nc	Review plan with appropriate people in the department and maintain attendance record.	
6.	Read and review the procedure are there other issues with the procedure.	Reference are made to Technical Services.	Obs.	Remove reference to Technical Services form the procedure.	

Audi	Auditee: Tony Mc Bride.					
ref	Question	Answer	Nc/obs	Action planned	Closed out date and	
				By whom expected completion	verification details	
				date		
1.	Is there a maintenance plan available?	Reviewed				
		maintenance plan for				
		2009. Included is all				
		3 hospitals				
		description of work,				
		fire and safety,				
		estates, location of				
		work.				
2.	Is the plan issued out?	This plan has been				
		issued Jan 09 to the				
		Manager - Mark				
		Sparling, Estate				
		Manager - Joe				
		Hoare,				
3.	Was the plan approved?	List and priorities				
		are approved by				
		Manager and Estates				
		Manager.				
4.	Was the plan funded?	Funding was sought				

18th May 2009 Procedure: 104 Procedure for maintenance plan march 2005 Audit Date:

Audited

		by Joe Hoare from Estates Central. Correspondence has been received back on this through Joe. Funding still awaiting.			
5.	Read and review the procedure are there	Reference are made	Nc	Remove references to Technical	
5.	other issues with the procedure.	to Technical	110	Services.	
		Services Supervisor			
		and Officer.			

Audit Date:18th May 2009AuditedProcedure: 106 Procedure for Maintenance Request. Aug 04 rev 0Auditee:Tony Mc Bride.

ref	Question	Answer	Nc/obs	Action planned	Closed out date and
				By whom expected completion	verification details
				date	
1.	Are all calls routed through the Help Desk	Yes all call go			
	in the regional hospital?	through the help			
		desk.			
2	Are all relevant details recorded on the	A standard template			
	system?	is used to record all			
		details.			
3.	Is a work order no allocated to each job?	Yes reviewed work			
		codes allocated for			
		last week. – ok			
4.	Are work orders issued to the foreman 3	Yes. The Forman			
	times a day?	receives work orders			
		three times a day.			
5.	Did the foreman review and report back to	Checked report			
	the help desk?	27/4/09- 14/5/09 -			
		Yes the Forman did			
		report back to the			
		help desk on status			
		of the jobs for the			

		Help desk to update the system.			
6.	Was the backlog reviewed by T.S.S. Foreman?	Yes the backlog was reviewed around every four months by Estates Forman.			
7.	How are jobs issued to Croom And Maternity?	Job are faxed out to Croom and the Maternity Hospitals. This control needs to be incorporated into the procedure.	Nc	Job are faxed out to Croom and the Maternity Hospitals. This control needs to be incorporated into the procedure.	
5.	Read and review the procedure are there other issues with the procedure.	Reference are made to Technical Services Foreman.	Nc	Remove references to Technical Services.	

Audit Date:12th June 2009AuditedProcedure: 107 Procedure for staff Training revision 0

Auditor: Louise Naughton

Auditee: Jim Enright Department.

re	Question	Answer	Nc/	Action planned	Closed out date and
f			obs	By whom expected completion date	verification details
1.	Review contents of the	Procedure was reviewed by Jim			
	procedure to ensure that the	Enright and found to reflect			
	procedure reflect staff training.	practices.			
2.	Is there a designated Health	Rodger Carey acting Forman is			
	and Safety Rep?	the Delegated Health and Safety			
		Representative.			
3.	Are certificates of courses	Yes Abrasive wheel training			
	maintained on file?	conducted 16/6/08 by Michael			
		Brennan. 8 employees attended			
		the course			
4.	Is mandatory training carried	Yes, Safe pass, Abrasive wheels,			
	out with staff?	Fire and Safety training etc			
		reviewed records on file and			
		found ok.			
5.	Is the training matrix up to	Reviewed the training matrix and			
	date?	found it to be up to date today.			
6.	Read and review the procedure	Reference are made to Technical	Obs	Remove reference to Technical	This was done and
	are there other issues with the	Services.		Services form the procedure.	procedure now at rev
	procedure.			Item 4 makes reference to Technical	01 dated 12/6/09

Service.

Audit Date: 12th June 2009

Audited Procedure: 108 Procedure for requesting Maintenance revision 0

Auditor: Louise Naughton

Auditee: Jim Enright Department.

ref	Question	Answer	Nc/	Action planned	Closed out date and
			obs	By whom expected completion date	verification details
1.	Are Maintenance request	Yes all maintenance request are			
	done by phone, email, fax.	received by phone, fax or email.			
2.	Do the maintenance	Reviewed Maintenance request			
	request detail the following	from Shannon social work dept,			
	information include – dept,	dated 4 th feb 2008, request for			
	location, requested by, date	maintenance completed on $5/2/08$			
	work requested, title and	and signed off by foreman when			
	phone number of	completed.			
	requester?				
3.	Do the Forman collect	Yes. This is what happens			
	work request every day?	checked with Claire and Jim.			
4.	Did the foreman sign off	Reviewed Request for			
	the jobs as they are	maintenance from Shannon			
	completed?	Health Centre dated 5/6/08,			
		signed off by foreman when work			
		complete.			
5.	Are the forms put up on the	Yes. A spread sheet is maintained			
	computer system?	to log all maintenance requests			
		reviewed today with Claire.			

6.	Is an annual report for 2008 drafted with summary of all Maintenance Request's.	Yes. Reviewed report 2008.			
7.	Read and review the procedure are there other issues with the procedure.	Reference are made to Technical Services.	Obs	Remove reference to Technical Services from the procedure. There are reference to Technical Service.	This was done and procedure now at rev 01 dated 12/6/09

Audit Date:12th June 2009AuditedProcedure: 112 Hire of contract Labour on Day Works rev 0Auditor:Louise NaughtonAuditee:Jim Enright Department.

ref	Question	answer	Nc/obs	Action planned By whom expected completion date	Closed out date and verification details
1.	Review annual tenders from Contractors for hourly rates.	Reviewed tenders for painting 16 th Feb 2009. painting tenders issued and returned from 6 contractors, prices got back and tenders sorted according to price. Schedule of tenders received competed on HSE document and signed by Claire Killeen and Jim Enright on n10th Feb 2009 at 3.30pm			
2.	Approval of evening and week end work using the "Hire of Contractors on Day Works Form" or a letter Memo.	Reviewed Hire of Contractors for Day work. Contractor – Joeseph and John Kiely electrical, date January 23 rd 2009. Invoice matched to quote and on file. Request for approval form completed and approved by Care	obs	Include on item one of the procedure that request for Day works are also issued by email.	This was done and procedure now at rev 01 dated 12/6/09

		Manager HSE.			
3.	Are all Day Works recorded on the computer system?	Yes, Excel spread sheet reviewed today for logging of Day Works.			
4.	Is there an annual report compiled for Day Works?	Yes. Reviewed annual report for Day Works today for year 2008.			
5.	Match the Contractors invoice with a quotation and day works request?	Reviewed Hire of Contractors for Day work. Contractor – Joeseph and John Kiely electrical, date January 23 rd 2009. Invoice matched to quote and on file. Request for approval form completed and approved by Care Manager HSE.			
6.	Read and review the procedure are there other issues with the procedure.	Reference are made to Technical Services.	Obs.	Remove reference to Technical Services form the procedure. Item no 2 on the procedure remove reference to A/TSS replace with Maintenance Manager	This was done and procedure now at rev 01 dated 12/6/09

MASTER DOCUMENT LIST

HSE MID-WESTERN AREA

ISO MASTER DOCUMENT LIST

LAST UPDATED 12th June 2009

Capital Projects Section

Proc No	Procedure Title	Reviewed by	Authorised	Approval date	Rev.
	Quality Manual	Louise Naughton	C Hanratty	13/09/07	2
1	Preparation of Project Briefs	C Hanratty	Helen Cuneen	28/02/05	0
2&3	Does not Exist				
4	Engagement of Contractors and settlement of fees	G Mc Namara	C Hanratty	25/10/05	0
5	Does not Exist	G Mc Namara	C Hanratty	Not completed	0
6	EU Public Procurement	G Mc Namara	H Cunneen	01/11/04	0
7	Does not Exist				
8	Planning Permission Application Procedure	C Hanratty	T Mc Bride	09/08/04	0
9	Fire Certificate Application Procedure	C Hanratty	B Lennon	11/04/05	0
10	Preparation of design specification for equipment	H Cunneen	B Ryan	06/09/05	0
11	Does not exist				

12	Post Contract progress and Cost Control	G Mc Namara	C Hanratty	01/03/05	0
13	Equipping Procedure	H. Cuneen	B Ryan	04/01/05	0
14-16	Does not exist				
17	Project Evaluation Stage 8 procedure	C Hanratty	G Mc Namara	16/02/05	0
18	Procedure for Control of Building Workmanship	C Hanratty	T. McBride	20/04/05	0
19	Appraisal of Capital Projects	C Hanratty	J.Mc Namara	14′09/06	0
20	Capital Projects Contract Award Procedure	C Hanratty	J.Mc Namara	14′09/06	0
21	Control of Aspergillus During Construction Works	C Hanratty	J.Mc Namara	14/09/06	0

Maintenance Section

Proc.	Procedure Title	Reviewed by	Authorised	Approval date	Rev.
No					
101	Contingency Procedures (MWRH)	T Mc Bride	L Keehan/J	31/03/05	0
			Ryan		
102	Asset Management Register - Estate	T Mc Bride	L Keehan/J	09/08/04	0
			Ryan		
103	Does Not Exist				

104	Maintenance Plan	G.Mc Namara	C Hanratty	01/03/05	0
105	Equipment Training Procedure	/H Cunneen	G O Rourke	06/09/05	0
106	Maintenance Request System	T Mc Bride	L Keehan/J Ryan	09/08/04	0
107	Procedure for Staff Training (Clare)	Clare Killeen	J.Mc Namara	12/06/09	1
108	Procedure for Requesting Maintenance (Clare)	Clare Killeen	J.Mc Namara	12/06/09	1
109	Equipment Commissioning and Decommissioning	Bernard Ryan	G O Rourke	09/01/06	0
110	Processing Maintenance Tasks (Tipperary)	Helen O'Toole	Jim Ryan	01/06/08	0
111	Procedure for Cleaning Shower Head Protocol	J.Mc Namara	J.Mc Namara	13/02/08	0
112	Procedure in Respect of Hire of Contract Labour on Day Works (Clare)	Jim Enright	Joe Hoare	14/06/09	1
113	Management Of Hygiene Services	Summer Meaney	MW Hygiene Steering Committee	07/2/08	0
114	Medical Equipment Management Policy	Bernard Ryan	J.Mc Namara	01/06/08	0
115	Procedure for Ordering Goods and Services and Payment on a weekly Basis (Tipperary)	Helen O'Toole	J.Mc Namara	01/06/08	0
116	Procedure in Respect of Hire of Contracts Labour on Day Works - (Tipperary)	Jim Ryan	J.Mc Namara	01/06/08	0

Fire Safety Section

Proc.	Procedure Title	Reviewed by	Authorised	Approval	Revisi
No				date	on
201	Fire Prevention and Management in Buildings	B Lennon /	G MacNamara	01/03/05	0
202	Does Not Exist				
203	Construction Safety Management C. Hanratty B. Lennon		B. Lennon	11/7/05	0
204	Fire and Safety Training	B Lennon	G Mc Namara	04/03/05	0
205	Does Not Exist				
206	Does Not Exist				
207	Fire and Safety maintenance programme	G McNamara	C Hanratty (email)	11/07/05	0
208	Control of Fire Hydrants	C Hanratty	B Lennon 11/09/07		2
209	Project for control of Aspergillus during construction	C Hanratty	G Mc Namara 11/08/04		0
210	Procedure for Prevention of Nosocomial Aspergillosis	C Hanratty	G MacNamara	27/04/05	0

Quality Management Section

Proc.	Procedure Title	Reviewed by	Authorised	Approval	Rev.
No				date	
301	Document and Data Control	L Naughton	J. Hoare	09/04/09	1
302	Management Review Procedure	L Naughton /G Mc Namara	J. Hoare	09/04/09	2
303	Non Conformance Control	L Naughton /B.	J. Hoare	09/04/09	1
304	Corrective and Preventative Action	Ryan L Naughton	J. Hoare	09/04/09	1
305	Internal Auditing	Namara L Naughton	J. Hoare	09/04/09	1
306	Record Control	L Naughton	J. Hoare	09/04/09	1
307	Customer Feedback to be done	L Naughton	J. Hoare	01/02/09	0

Corporate Management Function

Proc. No	Procedure Title	Reviewed to	Authorised by	Approval date	Rev.
401	Energy Management	G Mc Namara	T Mc Bride	08/03/05	0
402	Payments Procedure for technical services	J Nash	G Mc Namara	06/10/04	0
403	Health Care Risk Waste Management	G Mc Namara	J Hoare	01/11/04	0
404	Procedure for Opening of Tenders	C Hanratty	J.G. MacNamara	27/04/05	0
405	Low Value Purchases (Less than €1300)	Brian Long	J.G. MacNamara	01/03/05	0
406	Intermediate Value Purchases (>€1300 & <€25400)	Brian Long	J.G. MacNamara	01/03/05	0
407	High Value Purchases (Greater than €25400)	Brian Long	J.G. MacNamara	01/03/05	0
408	EU Public Procurement Directives	Brian Long	J.G. MacNamara	01/03/05	0
409	Opening Tenders	Brian Long	J.G. MacNamara	01/03/05	0
410	Asset Disposal	Brian Long	J.G. MacNamara	01/03/05	0
411	Debriefing Suppliers	Brian Long	J.G. MacNamara	01/03/05	0

412	Awarding Contracts	Brian Long	J.G. MacNamara	01/03/05	0
413	Purchase Approval	Brian Long	J.G. MacNamara	01/03/05	0
414	Standardisation of Goods and Services	Brian Long	J.G. MacNamara	01/03/05	0
415	Building Condition Survey	J Kenny	J.G. MacNamara	21/06/05	0
416	HSE Property Disposals	J Kenny	J.G. MacNamara	20/06/05	0
417	HSE Property Acquisitions	J Kenny	J.G. MacNamara	20/06/05	0
418	HSE Approval for Lease	J Kenny	J.G. MacNamara	30/05/05	0
419	Internal Approval for Lease	J Kenny	J.G. MacNamara	30/05/05	0
420	Internal Approval for Other Property Transactions	J Kenny	J.G. MacNamara	18/07/05	0

CORRECTIVE ACTIONS LOG

C/PAR log form updated 13th June 09

C/PAR no	Responsibility	Action type C OR PAR	Date opened	Date closed	Time elapsed	Current status open/closed
01	C Hanratty	Customer complaint	04/01/06			Work under Construction
02	C Hanratty	Public complaint	04/01/06	04/01/06	N/C	Closed
03	C Hanratty	Customer Complaint	04/01/06	04/01/06	N/C	Closed
04	C Hanratty	Output from Data analyses	04/01/06	04/01/06	N/C	Closed
<mark>05</mark>	C Hanratty	Customer complaint	<mark>04/01/06</mark>			Open (reviewed 20/04/07)
06	G McNamara	Employee Suggestion	15/12/06	13/10/06	10 months	Closed
7	N Mooney	SGS	06/02/06	6/10/06	8 months	Closed
08	N Mooney	SGS	06/02/06	1/05/06	3 months	Closed
09	N Mooney	SGS	06/02/06	20/04/07	14 months	Closed
	N Mooney	SGS	06/02/06	27/09/06	7 months	Closed
11	N Mooney	Internal Audit	09/06/06	13/10/06	4 months	Closed
12	R Mangan	Employee suggestion	23/01/06			
13	N Mooney	Internal Audit	09/06/06	13/10/06	8 months	Closed
14	G McNamara	QMS	02/02/06	15/10/06	8 months	Closed
15	C Hanratty	SGS	02/02/06	13/10/06	N/C	Closed
16	L Naughton	Internal Audit	09/06/06	12/10/06	4 months	Closed
17	L.Keehan	Internal Audit	22/06/06	2/6/09	3 years	Closed
18	L. Keehan	Internal Audit	22/06/06	2/6/09	3 years	Close
19	L. Keehan	Internal Audit	05/10/06	2/6/09	3 years	Closed
20	C. Hanratty	Customer Complaint	04/01/06	01/05/06	4.5 months	Closed
21	N. Mooney	SGS	20/04/07	04/09/07	4.5 months	Closed
22	N. Mooney	SGS	20/04/07	04/09/07	4.5 months	Closed
23	N. Mooney	SGS	20/04/07	04/09/07	4.5	Closed

					months	
24	N. Mooney	SGS	20/04/07	04/09/07	4.5	Closed
	i (i ivio one)		20/01/07	0 1/ 0 / 0 /	months	Closed
25	N. Mooney	SGS	20/04/07	21/02/08	10	Closed
	5				months	
26	L. Naughton	SGS	12/09/07	21/02/08	5	Closed
					months	
27	L. Naughton	SGS	12/09/07	21/02/08	5	Closed
					months	
28	J. Hoare	SGS	12/09/07	21/02/08	5	Closed
20	D I		10/00/07	21/02/00	months	
29	B. Lennon	SGS	12/09/07	21/02/08	5	Closed
30	I Noughton	SGS	12/09/07	21/02/08	months 5	Closed
30	L. Naughton	202	12/09/07	21/02/08	months	Closed
<mark>31</mark>	R. Mangan	SGS	12/09/07		monuis	Open- last
	r. mangan					reviewd 2 nd
						june 09
32	L. Naughton	SGS	12/09/07	21/02/08	5	Closed
	E E				months	
33	Joe Hoare	SGS	12/09/07	21/02/08	5	Closed
					months	
34	L. Naughton	SGS	15/12/08	01/03/09	3	Closed
				0.1.10.0.10.0	months	
35	L.Naughton	SGS	15/12/08	01/03/09	3	Closed
26	T NL 14	800	15/12/09	01/02/00	months	Cleard
36	L.Naughton	SGS	15/12/08	01/03/09	3 months	Closed
37	L.Naughton	SGS	15/12/08		monuis	open
38	L.Naughton	SGS	15/12/08	01/03/09	3	Closed
50	Lintaughton	505	13/12/00	01/05/07	months	Closed
<mark>39</mark>	L.Naughton	Internal	15/12/08			Open as of
		audit feb 08				2/6/09
		- Nenagh				
40	L.Naughton	Internal	15/12/08	12/6/09	6 mths	Closed
		audit feb 08				13/6/09
		- Ennis				
<mark>41</mark>	L.Naughton	Internal	May 09			Open as of
		audit May				<mark>2/6/09</mark>
		09 –				
		<mark>Maintenance</mark> Limk				
<mark>42</mark>	L.Naughton	Internal	May 09			Open as of
	Lanaughton	audit May	may 07			2/6/09
		09 -				
		Maintenance				
		Limk				
<mark>43</mark>	L.Naughton	Internal	May 09			Open as of
		<mark>audit May</mark>				<mark>2/6/09</mark>
		09 -				
		Maintenance				

		Limk				
44	L.Naughton	Internal audit May 09- Maintenance Limk	May 09			<mark>Open as of</mark> 2/6/09
<mark>45</mark>	L.Naughton	Internal audit May 09- Maintenance Limk	<u>May 09</u>			Open as of 2/6/09
<mark>46</mark>	L.Naughton	Internal audit May 09 - Maintenance Limk	<u>May 09</u>			Open as of 2/6/09
47	L.Naughton	Internal audit March 09 – Quality System	March 09	June 09	3 months	Closed 14/6/09
48	L.Naughton	Internal audit March 09 – Quality System	March 09	June 09	3 months	Closed 14/6/09
49	L.Naughton	Internal audit March 09 – Quality System	March 09	June 09	3 months	Closed 14/6/09
50	L.Naughton	Internal audit March 09 – Quality System	March 09	June 09	3 months	Closed 14/6/09
51	L.Naughton	Internal audit March 09 – Quality System	March 09	June 09	3 months	Closed 14/6/09
52	L.Naughton	Internal audit March 09 – Quality System	March 09	June 09	3 months	Closed 14/6/09
53	L.Naughton	Internal audit March 09 – Quality System	March 09	June 09	3 months	Closed 14/6/09
54	L.Naughton	Internal audit March 09 – Quality System	March 09	June 09	3 months	Closed 14/6/09
55	L.Naughton	Internal audit March 09 Gap Analysis to	March 09	June 09	3 months	Closed 14/6/09

		iso				
		9001:2008				
56	L.Naughton	Internal audit March 09 Gap Analysis to iso 9001:2008	March 09			Open as of 2/6/09
57	L.Naughton	Internal audit March 09 Gap Analysis to iso 9001:2008	March 09			Open as of 2/6/09
58	SGS	Audit dated Dec 08	Dec 08	16/6/09	6 months	Closed 16/6/09
59	SGS	Audit dated Dec 08	Dec 08	16/6/09	6 months	Closed 16/6/09
60	SGS	Audit dated Dec 08	Dec 08	16/6/09	6 months	Closed 16/6/09
61	SGS	Audit dated Dec 08	Dec 08	16/6/09	6 months	Closed 16/6/09
62	SGS	Audit dated Dec 08	Dec 08	16/6/09	6 months	Closed 16/6/09
63	SGS	Audit dated Dec 08	Dec 08	16/6/09	6 months	Closed 16/6/09
64	SGS	Audit dated Dec 08	Dec 08	16/6/09	6 months	Closed 16/6/09
65	SGS	Audit dated Dec 08	Dec 08	16/6/09	6 months	Closed 16/6/09
66	SGS	Audit dated Dec 08	Dec 08	16/6/09	6 months	Closed 16/6/09
<mark>67</mark>	L.Naughton	Internal Audit dated June 09 Maintenance Ennis	June 09			<mark>Open</mark> 13/6/09
68	L.Naughton	Internal Audit dated June 09 Maintenance Ennis	June 09	13 th Jun 09	1 day	Closed on 13/6/09

DOCUMENT REVIEW AND APPROVAL 2009

Design Review/ Document Review	Date 16 th June 2009
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Procedure : Fire Safety Section. (Please review and return this cover sheet only with any comments on to Louise Naughton)								
•		ments below or on e written if appropri	<u> NIČNNE</u>	e, and add y	our signatu	are and date. "	NO	
Please return signature and o			ton at 087 2596476	at your conve	enience . To	gether with ty	'ped	
Distribution	Procedu	re For Review and Approval				Signature	Date	
B.Lennon	Proc. No	Procedure Title	Authorised	Approval date	Rev.			
	201	Fire Prevention and Management in Buildings	G MacNamara	01/03/05	0			
	202	Does Not Exist						
	203	Construction Safety Management	B. Lennon	11/7/05	0			
	204	Fire and Safety Training	G Mc Namara	04/03/05	0			
	205	Does Not Exist						
	206	Does Not Exist						
	207	Fire and Safety maintenance programme	C Hanratty	11/07/05	0			
	208	Control of Fire Hydrants	B Lennon	11/09/07	2			
	209	Project for control of Aspergillus during construction	G Mc Namara	11/08/04	0			
	210	Procedure for Prevention of Nosocomial Aspergillosis	G MacNamara	27/04/05	0			
Comments: (P	lease list o	employees in your department that were involved in the do	cument review proce	ss)				

	Design Review/ Document Review							
Procedure	Procedure : Capital Projects . (Please review and return this cover sheet only with any comments on to Louise Naughton)							
Please write your comments below or on COMMENT" should be written if appropri								
Please return this form with your comments or 'No comment'' to Louise Naughton at 087 2596476 at your convenience . Together with typed signature and date.								
Distribution	Procedure For Review and Approval		Signature	Date				

oare, Pr o	OC D	Procedure Title	Authorised	Approval date	Rev.
anratty,		Quality Manual	C Hanratty	13/09/07	2
unneen, 1		Preparation of Project Briefs	Helen Cuneen	28/02/05	0
28	& 3	Does not Exist			
4		Engagement of Contractors and settlement of fees	C Hanratty	25/10/05	0
5		Does not Exist		doe	0
6		EU Public Procurement	H Cunneen	01/11/04	0
7		Does not Exist			
8		Planning Permission Application Procedure	T Mc Bride	09/08/04	0
9		Fire Certificate Application Procedure	B Lennon	11/04/05	0
10)	Preparation of design specification for equipment	B Ryan	06/09/05	0
11		Does not exist			
12	2	Post Contract progress and Cost Control	C Hanratty	01/03/05	0
13	6	Equipping Procedure	B Ryan	04/01/05	0
14	-16	Does not exist			
17	,	Project Evaluation Stage 8 procedure	G Mc Namara	16/02/05	0
18	5	Procedure for Control of Building Workmanship	T. McBride	20/04/05	0
19)	Appraisal of Capital Projects	J.Mc Namara	14′09/06	0
20)	Capital Projects Contract Award Procedure	J.Mc Namara	14′09/06	0
21		Control of Aspergillus During Construction Works	J.Mc Namara	14/09/06	0

	Design Review/ Document Review	Date 16 th June 2009						
Procedure	Procedure : Maintenance (Please review and return this cover sheet only with any comments on to Louise Naughton)							
Please write your comments below or on COMMENT" should be written if appropri								
Please return this form with your comments or 'No comment'' to Louise Naughton at 087 2596476 at your convenience . Together with typed signature and date.								
Distribution	Procedure For Review and Approval		Signature	Date				

Tony Mc Bride	Proc. No	Procedure Title	Authorised	Approval date	Rev.	
Jim Enright	101	Contingency Procedures (MWRH)	L Keehan/J Ryan	31/03/05	0	
im Ryan	102	Asset Management Register - Estate	L Keehan/J Ryan	09/08/04	0	
2	103	Does Not Exist				
	104	Maintenance Plan	C Hanratty	01/03/05	0	
	105	Equipment Training Procedure	G O Rourke	06/09/05	0	
	106	Maintenance Request System	L Keehan/J Ryan	09/08/04	0	
	107	Procedure for Staff Training (Clare)	J.Mc Namara	12/06/09	1	
	108	Procedure for Requesting Maintenance (Clare)	J.Mc Namara	12/06/09	1	
	109	Equipment Commissioning and Decommissioning	G O Rourke	09/01/06	0	
	110	Processing Maintenance Tasks (Tipperary)	Jim Ryan	01/06/08	0	
	111	Procedure for Cleaning Shower Head Protocol	J.Mc Namara	13/02/08	0	
	112	Procedure in Respect of Hire of Contract Labour on Day Works (Clare)	Joe Hoare	14/06/09	1	
	113	Management Of Hygiene Services	MW Hygiene Steering Committee	07/2/08	0	
	114	Medical Equipment Management Policy	J.Mc Namara	01/06/08	0	
	115	Procedure for Ordering Goods and Services and Payment on a weekly Basis (Tipperary)	J.Mc Namara	01/06/08	0	
	116	Procedure in Respect of Hire of Contracts Labour on Day Works – (Tipperary)	J.Mc Namara	01/06/08	0	

	Design Review/ Document Review	Date 16 th June 2009						
Procedure	Procedure : Corporate Management. (Please review and return this cover sheet only with any comments on to Louise Naughton)							
Please write your comments below or on COMMENT" should be written if appropri								
Please return this form with your comments or No comment" to Louise Naughton at 087 2596476 at your convenience. Together with typed signature and date.								
Distribution	Procedure For Review and Approval		Signature	Date				

	Proc.	Procedure Title	Authorised by	Approval	Rev.
Joe Hoare	No			date	
C. Hanratty	401	Energy Management	T Mc Bride	08/03/05	0
	402	Payments Procedure for technical services	G Mc N	06/10/04	0
	403	Health Care Risk Waste Management	J Hoare	01/11/04	0
	404	Procedure for Opening of Tenders	G Mc N	27/04/05	0
	405	Low Value Purchases (Less than €1300)	G Mc N	01/03/05	0
	406	Intermediate Value Purchases (>€1300 & <€25400)	G Mc N	01/03/05	0
	407	High Value Purchases (Greater than €25400)	G Mc N	01/03/05	0
	408	EU Public Procurement Directives	G Mc N	01/03/05	0
	409	Opening Tenders	G Mc N	01/03/05	0
	410	Asset Disposal	G Mc N	01/03/05	0
	411	Debriefing Suppliers	G Mc N	01/03/05	0
	412	Awarding Contracts	G Mc N	01/03/05	0
	413	Purchase Approval	G Mc N	01/03/05	0
	414	Standardisation of Goods and Services	G Mc N	01/03/05	0
	415	Building Condition Survey	G Mc N	21/06/05	0
	416	HSE Property Disposals	G Mc N	20/06/05	0
	417	HSE Property Acquisitions	G Mc N	20/06/05	0
	418	HSE Approval for Lease	G Mc N	30/05/05	0
	419	Internal Approval for Lease	G Mc N	30/05/05	0
	420	Internal Approval for Other Property Transactions	G Mc N	18/07/05	0

Comments: (Please list employees in your department that were involved in the document review process)

	Desi	gn Review/ Document Review	Date 16 th J	une 2009					
Procedure	: Quali	ity Management Section . (Please rev	iew and return this c	over sheet only with any	comments on	to Louise Naughton)		
	Please write your comments below or on COMMENT" should be written if appropri								
Please return signature and c		with your comments or No Comment" to Do	uise Naughton at	$057 \sum 96476$ at your of	convenience . T	Cogether with typed			
Distribution	Procedur	e For Review and Approval				Signature	Date		
L.Naughton	Proc. No	Procedure Title	Authorised	Approval date	Rev.				
C.Hanratty	301	Document and Data Control	J. Hoare	09/04/09	1				
	302	Management Review Procedure	J. Hoare	09/04/09	2				
	303	Non Conformance Control	J. Hoare	09/04/09	1				
	304	Corrective and Preventative Action	J. Hoare	09/04/09	1				
	305	Internal Auditing	J. Hoare	09/04/09	1				
	306	Record Control	J. Hoare	09/04/09	1				
	307	Customer Feedback	J. Hoare	01/02/09	0				
Comments: (P)	Comments: (Please list employees in your department that were involved in the document review process)								

QUALITY POLICY

Quality Manual APPENDIX B: QUALITY POLICY

The Estates Department is a Department of the HSE West Area that is responsible for providing expert advice and support in relation to technical issues, including estate management, energy management, fire safety, technical training compliance auditing, quality assurance, value for money, and standard setting so as to ensure effective implementation of policy and legislation and to manage selected projects in consultation with line management.

Business Objectives are:

- * To ensure a safe and well maintained environment and infrastructure for Patients and staff
- To liase with service procedures in managing and prioritizing capital investment programmes for minor and Major capital projects

Each year the objectives are reviewed. Programmes are developed in line with the business Objectives.

The Management and staff of the Organisation aim to:

- Provide a service, which continually meet the agreed requirements and expectations of our clients.
- Allocate sufficient and appropriate resources to establish and maintain a Quality Management System to achieve and retain ISO 9001 Certification.
- Continually improve the effectiveness of the Quality Management System

The Quality Assurance System is in line with the requirements of EN ISO 9001 2008.

Date of Issue: _____ Approved By: _

Joe Hoare.