Staff Handbook

Section 4

Quality Management Guidance

Holyhead Marine Services Ltd.

Newry Beach Yard

Holyhead

Anglesey LL65 1YB

North Wales, UK.

Contact:

Telephone: +44 (0)1407-760111

Fax: +44 (0)1407-764531

Contents

4. Quality Assurance Supplement.

4.1 Introduction

This Quality Management System Manual is a top level document that describes the overall arrangements for the Quality Management System (QMS) for Holyhead Marine Services. This document defines the processes, procedures and controls that have been implemented to ensure that all products and services provided by Holyhead Engineering Services are carried out under controlled conditions ensuring conformance to customer requirements, continual improvement and in accordance with current legislative duties.

It includes references and detail on:

- Structure of Holyhead Marine Services management system.
- Policy.
- Planning activities.
- Responsibilities.
- Procedures and processes.
- Resources which enable top management to establish, implement, operate, monitor, review, maintain and improve Quality within our scope.
- How ISO 9001 applies at Holyhead Marine Services.

4.2 Foreword

This Quality Manual is designed to assist us to improve Holyhead Marine Services Ltd and meet the requirements of ISO 9001:2015. The company has adopted a risk based approach to managing its quality management system to ensure that business risks are being adequately identified and controlled.

It describes

1. How we oversee the quality management process.
2. The definition of methods and procedures, as part of a Quality Management System (QMS) designed to enable the company's employees to maintain the requirements of the Quality Policy and to safeguard the organisation by addressing risk and opportunity.
3. The described processes and reference documents needed to satisfy the needs of the QMS.
4. Methods adopted to ensure that the operation and control of these processes is effective.
5. Methods adopted to ensure that there are sufficient resources available to support the operation and to uphold the quality of this organisation.

6. Methods adopted to ensure that sufficient information is available at all times to fully support the operation including ways of determining future needs in a timely manner.

7. Methods adopted to monitor, measure and analyse operations.

8. Methods adopted to ensure that actions are implemented to enable planned results to be achieved. Actions taken are subsequently monitored to ensure continual improvement.

4.3 Scope of the QMS

Defined scope

"The management of design and the construction and maintenance of marine craft including on-site and in-house fit out and refit. Manufacture and repair of structures for marine and non-marine applications. Manufacture and repair of machined and fabricated components".

We also take into consideration the following with regards to our scope

- External and internal issues as identified by clause 4.1 of this manual.
- All relevant interested parties as identified by clause 4.2.
- All supported by inclusion and review of ISO 9001 and annexes.
- Our products and services.

4.4 Context of the Organisation

a) Business Issues

As part of the implementation of this Quality Management System, top management has considered the internal and external issues relevant to our organisation and that affect our strategic direction. This is identified and addressed in our Business Issues Register.

Changes or additions to our external and internal issues will be reviewed as part of our management review. Issues that could be considered are:-

- Staff
- Customers
- Products and services
- Legal and regulatory requirements
- Technology
- Plant, equipment and machinery
- Resources
- Competition
- Environment
- Health and safety arrangements
- Economic changes

- Knowledge
- Performance

This list is not exhaustive and any issue of an internal or external nature that could or does affect our Quality Management System will be considered.

References

Business Issues Register – R01
Business Risks Register - R03

b) Needs and expectations of Interested Parties

As part of the implementation of this Quality Management System, top management has considered the interested parties that are relevant to our organisation.

Interested parties include: customers, suppliers, regulators, employees, general public, external auditors, business partners, UK and Local Government, sister organisations, certification and accreditation bodies, subcontractors, external providers, industry bodies, Grant awarding bodies, Natural Resources Wales/Environment Agency, HSE.

The needs and expectations of interested parties are documented in the Interested Parties Register and considered in the Business Risk Register. **References**

Interested Parties Register - R02
Business Risk Register - R03

c) Scope of the Quality Management System

Scope has been defined in section 3 of this manual.

d) Processes

The processes required to effectively implement this quality management system have been defined and documented to describe the interaction between all levels of the organisation and to ensure their application throughout the organisation. Processes include:

1) OVERALL BUSINESS PROCESS
2) ENQUIRY AND TENDERING
3) DESIGN CONTROL
4) PRODUCTION CONTROL
5) PURCHASING / MATERIAL CONTROL
6) CALIBRATION
7) SUPPLER / CONTRACTOR SELECTION

We shall maintain documented information to support the operation of our processes and shall retain documented information to provide confidence that processes are being carried out as planned.

The overall business process and the interaction of the individual processes are shown in process PR-101.

References

Overall Business Process – PR0-101

4.5 Leadership

e) Policy

Top Management shall demonstrate leadership and commitment by ensuring that the quality policy is established, implemented and maintained. The policy will support the strategic direction of the organisation and will be communicated, understood and applied within the organisation and available to interested parties as required.

The Managing Director shall ensure the satisfactory implementation and maintenance of the QMS and its Policy by allocating adequate staff time and supporting staff to ensure that the QMS achieves its intended results and to enhance customer satisfaction. Commitment to the Quality Management System shall be demonstrated by visible action. We will constantly monitor the performance of our quality management system as part of the management review process to ensure that we achieve our intended results.

References

Quality Policy

f) Roles, responsibilities and authorities

Top management ensure that responsibilities and authorities for roles relevant to the Quality Management System are in place.

We do this by

a) Having a Quality Management representative in place, who in turn decide on the conformity towards ISO 9001 with respect to Holyhead Marine Services.

b) Having inductions for staff and promote awareness of our management system.

c) Ensuring that processes are responsibly assigned by promoting responsibilities through operational procedures and training.

d) Increasing communication and awareness for opportunities relating to continual improvement.

e) Ensuring that the QMS is properly controlled, especially when changes are required, implemented and potentially documented.

Reporting of the QMS performance to top management is proven by:

- Internal audits
- Management review
- External certification body visits

The Managing Director shall ensure that the responsibilities and authorities for relevant roles are assigned and communicated and understood within the organisation. Roles and responsibilities have been defined on the organisation chart.

References

Organisation chart (detailing roles and responsibilities)

4.6 Planning

g) Business Risks

When planning for the QMS we have taken into consideration our business issues and the needs and expectations of interested parties as highlighted in 4.1 and 4.2 and determined the risks and opportunities that need to be addressed. This will ensure that our QMS can achieve its intended results by enhancing desirable effects within Holyhead Marine Services, preventing or reducing undesirable causes and effects and focusing on improvement.

We have addressed our risks and opportunities by developing and documenting a Business Risk Register and have developed processes to integrate and implement the actions and to evaluate the effectiveness of any actions taken.

The business risk register will be reviewed at least annually or if changes occur within the organisation such as new clients, new technology, new equipment, system changes, new legislation or new geographic location, to ensure that risks are being identified and addressed and to give confidence to the company that these are being carried out as planned.

References

Business Risk Register - R03

h) Quality Objectives

Quality objectives shall be established by top management at relevant functions and levels within the organisation, in line with the requirements of the Standard. These objectives and associated management programmes shall be presented on appropriate documentation

When setting quality objectives, results of previous audits, customer/client communications, requirements of interested parties and organisational requirements and developments will be considered. Programmes shall be compiled to detail the steps involved in achieving the objectives and targets along with relevant timescales and responsibilities and shall be presented in tabular format. The Managing Director shall approve the objectives and targets and the associated programme. Progress in the achievement of the objectives shall be checked at the regular management review meetings.

References

Management Review
Non-conforming product & Customer complaints Register R05

i) Planning of changes

We address our risk and opportunities through planning. When we require any changes to the Quality Management System such as introducing any new products or services or new ways of working, we shall introduce the changes in a planned manner.

This will include (as required) ensuring effective communications with the workforce, meetings with clients and other interested parties, involvement of staff, training, education and awareness with staff and those working for or on behalf of the organisation, management meetings and reviews and internal and external auditing. When necessary these changes will be documented and communicated as appropriate.

4.7 Support

j) Resources

Holyhead Marine Services Ltd decides on what is required to effectively operate the QMS and maintains the resources necessary to ensure that it is effective with regards to performance, this includes people, infrastructure and environmental factors. We do this by considering the capabilities and constraints on Holyhead Marine Services and by ensuring that our operations are properly financed where appropriate, adhered to and maintained in order to fulfil compliance with ISO 9001 and to improve Holyhead Marine Services. Where appropriate we source external providers in order to support our operational capability.

k) Monitoring and Measuring Equipment

The company holds a list of inspection equipment which requires monitoring, calibrating and maintaining. The mechanism for ensuring inspection equipment is being effectively controlled is detailed in the Calibration Procedure. All monitoring equipment is checked to ensure that it is working as part of a calibration programme. Any problems identified outside of calibration are reported to the Supervisor to be remedied.

References

Calibration Procedure - PRO-106
Calibration Register - R04

l) Organisational Knowledge

The organisation shall determine the knowledge necessary for the operation of its processes and to achieve conformity of products and services. This knowledge shall be maintained and made available to interested parties as required. Organisational knowledge includes :

- knowledge specific to the organisation gained by experience
- intellectual property
- lessons learned from past experience
- sharing undocumented knowledge and experience
- results of improvements to products and services
- knowledge from customers
- knowledge from external providers
- knowledge from academia
- trade journals and industry benchmarking
- knowledge transferred from new employees

Where this poses a potential risk to the organisation this knowledge will be documented and communicated to all relevant persons if deemed necessary.

m) Competence, Training, Awareness and Communication

Holyhead Marine Services will ensure that the competency of persons acting for and on behalf of our QMS management is competent on the basis of experience. If not, adequate training will be provided and records obtained where qualification is sought.

We shall ensure that all of our personnel who are assigned responsibilities defined in the QMS are competent to perform the tasks required of them. We shall always provide appropriate training and education to suit our needs and requirements and will regularly review competence within the organisation to ensure we can continue to comply with our QMS.

We have developed a training procedure detailing how training and competence is managed throughout the organisation. We also maintain a competence and training matrix to identify training requirements.

All persons working for or on behalf of our organisation will be made aware of our QMS responsibilities. This includes communicating the Quality Policy, relevant Quality objectives, ensuring personnel understand the importance of their contribution to the QMS and its

effectiveness and to communicate the implications of not conforming with the QMS requirements.

The organisation shall determine the internal and external communications relevant to the QMS to ensure clear communication arrangements on what will be communicated, when to communicate, with whom to communicate, how to communicate and who to communicate. This will be documented dependant on the risk to the organisation of not doing so and will be regularly reviewed to ensure that internal and external communication arrangements are working effectively.

References

Training Procedure - PR-03
Training matrix

n) Documented Information

Any documented information necessary for the effectiveness of the QMS in Holyhead Marine Services will be controlled to ensure it is available and suitable for use where and when it is needed and that it is adequately protected. All of our controlled QMS documents shall be Identified and described in a format suitable for Holyhead Marine Services and reviewed and approved when required. All documents required by our QMS shall be effectively protected and controlled.

The arrangements for ensuring documented information is adequately controlled is detailed in the Document Control Procedure. A master list of controlled documents will be maintained to detail distribution and use, control of changes and retention and disposal arrangements.

References

Document Control Procedure - PR-01
List of controlled documents - R06

4.8 Operation

o) Operational Planning and Control

Documented processes have been developed in order to meet the requirements for the provision of our products and services which are relevant to the organisations activities. We shall implement, monitor and review the processes necessary to satisfy our products and services and meet our customers' requirements.

Specifically we shall:

a) Determine the requirements for the products and services

b) Establish criteria for the process and acceptance of products and services

c) Determine the resources needed to achieve conformity to the product and service requirements

d) Implement and control processes

e) Determine maintain and retain documented information to ensure that processes have been carried out as planned and that products and services are conforming to their requirements. Any planned changes or unintended changes will be controlled under planned arrangements and actions taken to mitigate any adverse effects will be implemented and addressed as necessary.

References

Tender / Quotation Processes - PRO-102
Design Control Processes - PRO-103
Production Control Processes - PRO-104
Purchasing / Material Control - PRO-105
Calibration - PRO-106

p) Requirements for Products and Services

We shall ensure adequate communications with our customers to ensure that their needs and expectations are known and that products and services can be delivered in line with their requirements. Communication to customers shall be completed through a variety of methods.

This shall include:

a) Information relating to our products and services.

b) The handling of queries and enquiries.

c) The obtaining of feedback relating to our products and services.

d) The handling or controlling of customer property.

e) Contingency plans if necessary.

When determining our products and services we take into account our own requirements, as well as that of our customers and any applicable statutory and regulatory requirements. When reviewing our products and services we ensure that they still conform to what our customers want and to ensure that customer satisfaction is upheld.

Any changes to the requirements for products and services will be sufficiently documented, relevant documented information amended and that relevant persons are made aware of the changed requirements.

q) Design and Development of Products and Services

Design and development processes are in place to support Holyhead Marine Services' products and services. When we design, we shall take into consideration our experience of the product. This is detailed in the Design Control Procedure.

References

Design Control - PRO-103

r) Control of externally provided processes, products and services

The organisation ensures that any externally provided products and or services are adequately controlled. Any suppliers/subcontractors used by the organisation are evaluated on their ability to provide a quality product or service. The mechanism for determining and reviewing suppliers and subcontractors is through supplier/subcontractor questionnaires or through historic relationship and previous experience. The criteria for the evaluation, selection, monitoring and performance of subcontractors is covered in the subcontractor / supplier evaluation form. Performance is also reviewed at management review meetings. Records of approved suppliers and sub-contractors will be maintained.

The mechanism for purchasing goods and services affecting the quality of our products and services is given in Process PRO-105 Purchasing and Material Control Process. The purchase process is documented and structured to meet the following requirements:

- Ensure that purchase documents clearly describe the product/service ordered
- Ensure that purchased product conforms to purchase requirements
- Communicate to suppliers the appropriate product, quality and delivery requirements
- Ensure that purchased materials and services used meet current legislation
- Ensure that finished product / service meets the provisions of regulatory and customer requirements

Purchasing information shall be adequate to describe the product and/or service requirements. Orders shall be appropriately authorised to ensure that the adequacy of specified purchase requirements is satisfactory.

Inspection and test shall be carried out as appropriate to ensure that all purchased goods and services meet the specified requirements. Any non-conforming items will be reported and documented.

References

Purchasing and Material Control Process - PRO-105
Nonconformity Register - R05
List of approved suppliers / contractors
Supplier Selection Process- PRO-107

s) Production and Service Provision

Appropriate information shall be provided to the workforce in order for them to carry out the work in accordance with the customer's requirements. For larger jobs this information shall be held in an electronic and hard copy file and communicated to relevant staff.

The work shall be supervised to an appropriate level to ensure conformance and the planned inspection and test shall be carried out to confirm compliance. Appropriate records shall be maintained to confirm that work has been carried out to customer expectations. Jobs are planned to ensure that customer requirements are fully met when delivering the work. This is detailed in the Production Control Process PRO-104.

The company shall ensure that any equipment required to carry out the work is suitable for the task and has been maintained accordingly.

Customer Property

Any materials or components purchased or supplied by the customer shall be recorded & controlled by Goods Inwards to ensure identification and traceability is maintained. Items supplied by the customer to be included in the service provision shall be suitably identified and protected. Appropriate control and protection shall be put in place to prevent any damage. Any intellectual property and data records will be stored in such a way that they are protected and stored in a safe and secure manner.

Any damage or loss of customer property shall be recorded on appropriate contract documentation and as a non-conformance and the customer informed immediately on the proposed method of action to deal with the issue.

References

Production Control Process - PRO-104
Nonconformity Register - R05

Non-conformance and corrective action procedure (including customer complaints) procedure - PR-02

t) Release of Products and Services

To ensure that products and services meet customer requirement, we shall verify that suitability of what has been provided is checked periodically. Authority for release of product arrangements in place this is detailed in the Production Control Process PRO-104.

References

Production Control Process - PRO-104

u) Nonconformities

Outputs that do not conform to requirements shall be identified and controlled, wherever possible, to prevent their unintended use or delivery. The organisation shall take appropriate action based on the nature of the nonconformity and its effects on the conformity of products and services. This also applies to nonconforming products and services detected after the delivery of products and during or after the provision of services.

Any nonconformity's raised shall be entered onto the nonconformity register and dealt with accordingly, identifying the root cause of the problem whenever possible. Potential risks / opportunities for the organisation as a result of nonconformity will be considered in the Business Risk Register.

References

Nonconformity Register - R05
Business Risk Register - R03
Non-conformance and corrective action procedure (including customer complaints) procedure - PR-02

4.9 Performance Evaluation

v) Monitoring, measurement, analysis and evaluation

The Organisation shall decide what needs to be monitored and measured in accordance with our contractual and organisational requirements in order to evaluate the performance

and effectiveness of the QMS. Monitoring information will be documented for review, analysis and evaluation. Monitoring information will include results of:

- Customer satisfaction monitoring via a brief email following completion of work
- Monitoring and managing business risks
- Nonconformities & Customer complaints
- Supplier performance
- Subcontractor performance

Monitoring and measurement requirements will be carried out by reviewing the information in the nonconforming products & customer complaints spreadsheet & reviewing customers response following completion of work.

References

Monitoring and Measuring Requirements
Business KPI's
Customer satisfaction monitoring

w) Internal Audit

An audit programme will be developed in order to ensure that internal audits will be undertaken at planned intervals to ensure that the QMS is being effectively implemented and maintained and is conforming to the Organisations and ISO 9001:2015 Standard requirements. The programme will detail the frequency of audits, responsibilities, and reporting criteria.

Specifically we shall

a) Plan the audits, maintain an audit programme, audit our processes and consider the results of past audits.

b) Decide on the reporting method.

c) Define the audit criteria and scope for the audit.

d) Select auditors to conduct audits in a sensible and respectful fashion.

e) Ensure that results are reported to relevant staff.

f) Take appropriate improvement actions to a suitable timeframe, or a timeframe requested of us.

g) Retain documented information of audit programme and audit results.

References

Internal Audit Schedule
Internal Audit reports
List of Internal Auditors

x) Management Review

The Managing Director shall ensure that a review of the Quality Management System is carried out at planned intervals, at least once per year but more frequently when possible. The review inputs and outputs shall be in line with the requirements of the 'Standard'. The agenda for the review meeting shall contain, but is not restricted to, that shown below. Routine management and planning meetings shall also be used to review appropriate items

The input to our management review includes

- The status and follow up actions from previous reviews.
- Changes in external and internal issues relevant to the QMS.
- Information on the performance and effectiveness of the QMS.
- Customer satisfaction and feedback from relevant interested parties.
- The extent to which Quality objectives have been met.
- Old objectives.
- New objectives.
- Process performance and conformity of products and services.
- Review of our products and services, are they suitable?
- Are any new requirements of products and services required?
- Nonconformities and corrective actions.
- Monitoring and measurement results.
- Audit results.
- The performance of external providers.
- Adequacy of resources / resource needs.
- Training and development issues.
- Review of Quality Policy.
- Infrastructure and work environment.

Opportunities for continual improvement, resource needs, decisions, general opportunities for improvement and need for changes to the QMS, will be documented throughout the minutes.

References

Management review meeting minutes
Management review agenda

4.10 Improvement

y) General

In order to continually improve our QMS performance, meet customer requirements and enhance customer satisfaction we constantly examine opportunities for improvements, such as improvements to our products and services to meet future expectations and identifying and addressing corrective actions.

z) Nonconformity and Corrective Action

We shall regularly maintain and improve our QMS by reviewing and implementing any corrective actions. When a non compliance or 'nonconformity' occurs e.g. non fulfilment of a requirement, we shall take action to control and correct it. This includes accepting and dealing with potential consequences, contacting and communicating with any relevant parties, evaluating if a corrective action is needed elsewhere, review and analyse the non-conformance, determine the causes (root cause) and use further action if required, review the effectiveness of the action taken to determine if similar non-conformances can occur elsewhere, re-address risks and opportunities at management review, make changes to the QMS as appropriate.

References

Nonconformity Register - R05
Management review meeting minutes

aa) Continual Improvement

We have a commitment to continually improve the suitability, effectiveness and adequacy of the QMS by implementing actions required in a timely manner. We shall consider all outputs to determine if there are opportunities for continual improvement.

We shall retain documented information on non-conformances and their nature by using the following as evidence of continual improvement

References

Internal Audits
Management Review meeting minutes

4.11 List of Quality Assurance Procedures

HMS PROCEDURE PR02 - CONFORMANCE AND CORRECTIVE ACTION PROCEDURE

HMS SUPPLIER / CONTRACTOR ASSESSMENT

HMS PROCEDURE PR002 - CONFORMANCE AND CORRECTIVE ACTION PROCEDURE

Purpose:

The purpose of this procedure is to ensure that mistakes and errors which may occur during the implementation of the Company's policies, procedures and services are addressed in a manner which not only allows for appropriate action to rectify the error but provides a means by which the cause of the error can be determined and the error prevented from reoccurring. By addressing non-conformances in a meaningful way, the company can demonstrate continual improvement in its quality performance. The procedure below sets out the mechanism to be followed for addressing non-conformances, including complaints, associated with the implementation of its Quality Management System.

Responsibility:

It is the responsibility of all staff to ensure that they deliver a quality service to customers. If any non-conforming products or services are identified it is the responsibility of the Quality Manager to investigate and review the actions.

Procedure:

Non-conformities can be identified during internal audits, during manufacture, during routine inspections, during normal operating circumstances or as a result of investigations. Nonconformities should be addressed in the manner set out below.

2.1 Product non-conformities

Customer complaints

2.1.1 Customer complaints may be received directly into the company as a letter, fax or email or may be communicated verbally to a member of staff. The complaint may relate to the general behaviour or performance of the company or to a quality related concern.

2.1.2 All complaints shall be recorded onto the 'Nonconforming products & customer complaints' register by the project manager involved, identifying the customer details, details of the complaint, etc. The issue should then be brought to the attention of the Quality Manager.

2.1.3 The Project Manager, Quality Manager or Managing Director, whoever is best placed to respond soonest, shall respond to the complaint urgently to minimise the risk to the company and to ensure that the complainant recognises the importance the company places on customer satisfaction.

2.1.4 Details of the findings, corrective and preventative action taken and any associated information shall be entered on the 'Nonconforming products & customer complaints' register. The Quality Manager or Managing Director shall liaise with the project manager and/or supervisor and any other appropriate personnel to ensure the satisfactory implementation of the actions identified and shall follow up the complaint after the action has been taken to ensure that the complainant is satisfied with the outcome (using discretion as appropriate, dependent on individuals involved).

Non-conforming work

2.1.5 Any work completed which does not comply or meet with specifications, etc. shall be reported to the Quality manager by the project manager or supervisor and the details recorded in the 'Nonconforming products & customer complaints' register. In addition, if deemed necessary and where appropriate, photos shall be taken to show details of the non-conformance.

2.1.6 If possible, and deemed necessary, the non-conforming work shall be appropriately marked to prevent use, incorporation, etc. before the non-conformance has been assessed and appropriate action identified – by labelling and then being placed in quarantine in goods inwards if appropriate. All relevant personnel shall be informed of the situation.

2.1.7 The action to be taken to deal with the non-conformity and to prevent recurrence shall be recorded and addressed.

2.1.8 The company shall ensure that the customer is made aware of any product non-conformities as appropriate to the contractual terms.

2.2 Supplier non-conformities

2.2.1 Supplied non-conforming products or services shall be addressed as a nonconformity and recorded and reported as above. Nonconforming products should be labelled and placed in quarantine in goods inwards upon discovery of the nonconformity. (see also Purchasing Process PR-105) The purchasing and goods inwards departments should notify the Quality manager via email of any nonconformity of purchased items or services, who can then enter

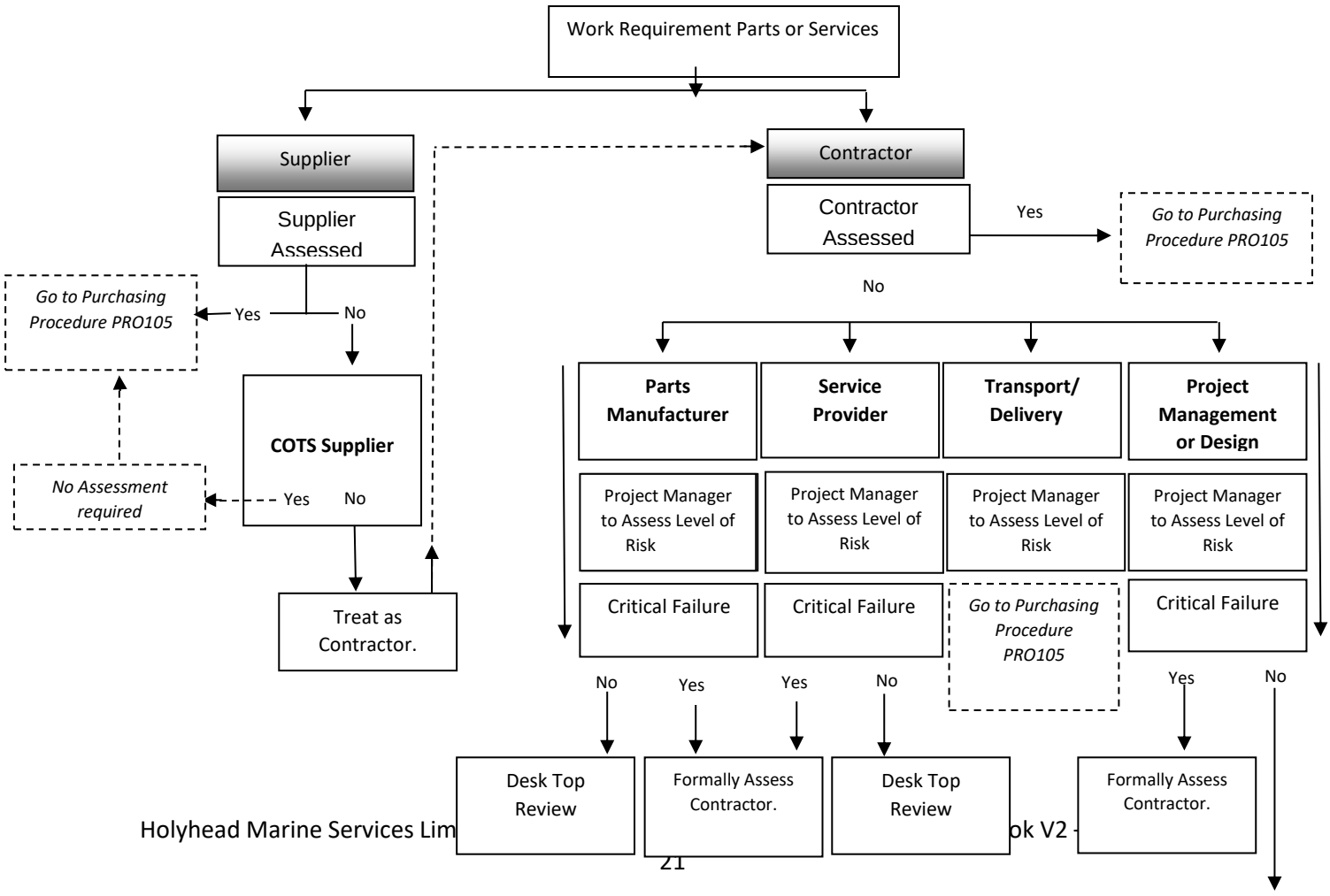
the details into the Non-conforming products and customer complaints register at the Quality Manager's discretion, or, alternatively, the Buyer can enter the details directly into the non-conforming products and customer complaints register. There may be instances when a 'nonconforming product' although not exactly as specified can be modified or adapted by the Company and used at the Project Manager's discretion.

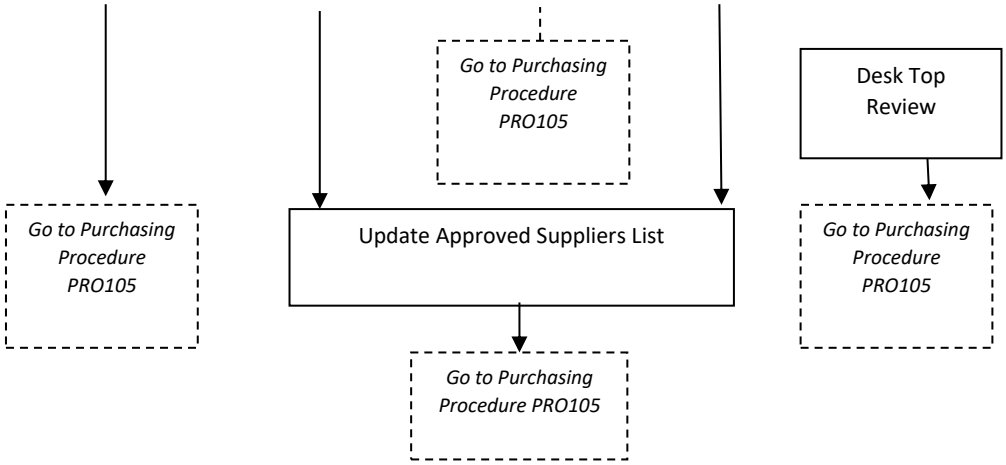
Following any supplier or sub-contractor non-conformities, the buyer shall email the supplier with a non-conformance report where the supplier can respond with root cause and corrective action information.

2.3 Review of the effectiveness of the corrective and preventative actions

2.3.1 All non-conformances shall be reviewed and closed off by the Project Manager, Quality Manager or Managing Director. In addition, all non-conformances raised shall be reviewed at the management review meetings and the effectiveness of the actions taken confirmed. Where trends in non-conformances are detected, changes to the management system shall be introduced or implementation reinforced. In the case of supplier or sub-contractor non-conformities, the supplier/subcontractor may be removed from the approved suppliers / sub-contractors list.

SUPPLIER / CONTRACTOR ASSESSMENT





Definitions

COTS - Commercially Off The Shelf, an item which is non-developmental and sold in the commercial marketplace.
Critical Failure – Follow process for Critical Failure if the product or services is considered to present Critical or High Severity outcome if failure occurs.
Desk Top Review – Project Manager's basic consideration for Low Risk procurement items that would have minimal impact on service provision/company if failed.

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