



Standards and Procedures

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# Quality Management System

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## Document History

Version	Author	Date	Notes
Version 2	AMION Consulting	May 2011	Proposed draft Operating Manual
Version 1.0	James Saunby	09/06/2017	Initial version to meet ISO 9001: 2015 requirements.
Version 1.1	James Saunby	27/10/2017	Change of address.
Version 1.2	James Saunby	07/08/2019	Update of Operating Manual
Version 1.3	James Saunby	24/01/2020	Review and update
Version 1.4	James Saunby	16/12/2020	Update following first accreditation meeting
Version 1.5	James Saunby	13/01/2021	Update following second accreditation meeting
Version 1.6	James Saunby	30/01/2021	Update following annual review
Version 1.7	James Saunby	07/11/2021	Update following annual review

## 1. Scope

This document forms the central document of GreySky's Quality Management System. It is based around the requirements of ISO9001: 2015.

The aim of this Quality Management System is to provide a clear, documented operating structure for GreySky activity as a basis for consistent operation with our associates, and a base for continuous review and improvement of our operating methodologies and standards, and ongoing business development.

The Quality Management System covers all of the procedures necessary to comply with GreySky policies and standards for delivering professional and high-quality client service, and ongoing development of the GreySky business. All team members are obliged to comply with this manual.

GreySky has an engagement system which responds to various requirements, including:

- the need to manage risk and ensure that professional standards are maintained;
- setting out GreySky's policies and standards for managing and delivering consulting services; and
- the requirements of international quality management standard ISO 9001, at which level GreySky operates.

### 1.1 ISO9001 Standard

The Quality Management System has been developed to address all appropriate areas of the ISO9001 standard in a format that is appropriate to GreySky's business and operation. The relationship between the ISO9001 standard and GreySky's documentation is provided in the Review of Standard. All aspects of the standard are addressed, with the exception of the following areas, which are not applicable to our business:

7.1.6 – Monitoring and measuring resources.

8.5.3 – Property belonging to customers or external providers

## 2. References and Terms

The Quality Management System is based on the requirements, terms and definitions detailed in BS EN ISO 9000:2015, Quality Management System — Requirements.

The Quality Management System also incorporates and references the following documents as core components of the system:

- GreySky Standards and Procedures – Policies  
[www.greysky.biz/documents/Policies.pdf](http://www.greysky.biz/documents/Policies.pdf)
- GreySky Standards and Procedures – Operating Manual  
[www.greysky.biz/documents/Operating-Manual.pdf](http://www.greysky.biz/documents/Operating-Manual.pdf)

## 3. Context of Organisation

### 3.1 Quality Policy

GreySky Consulting Ltd (GreySky) is an independent consultancy specialising in the development and application of advanced digital networks throughout the UK. Working independently, or with other associate individuals and companies, we provide a flexible and developing range of services to support our overall objectives, including:

- Consultancy to support organisations and communities to develop and deploy advanced digital networks.
- Consultancy and related services to support organisations and individuals in the adoption and application of advanced digital networks.
- Research and consultancy to support organisations in the development of policies to promote the development, deployment and application of advanced digital networks.
- Consultancy to support organisations in the development of advanced digital applications and services.

This Quality Policy is supported by our Quality System. The core documents of the Quality System are:

- GreySky Standards and Procedures – Policies  
[www.greysky.biz/documents/Policies.pdf](http://www.greysky.biz/documents/Policies.pdf)
- GreySky Standards and Procedures – Quality Management System  
[www.greysky.biz/documents/QMS.pdf](http://www.greysky.biz/documents/QMS.pdf)
- GreySky Standards and Procedures – Operating Manual  
[www.greysky.biz/documents/Operating-Manual.pdf](http://www.greysky.biz/documents/Operating-Manual.pdf)

#### 3.1.1 Continuous Improvement

GreySky is a developing company and we strive to improve all aspects of our business. This may affect our policies over time, but we aim to remain constantly open to opportunities to improve all aspects of our business in terms of our contribution to our customers, relationships with our suppliers, associates and partners, and contribution to the society in which we operate. We encourage comment and feedback that will help us achieve this.

### 3.2 Meeting Stakeholder Requirements

GreySky's key stakeholders include our clients (previous, current and future) and our associates (individuals and organisations). The Quality Management System (and supporting documents) provides a clear reference system outlining how we will work (independently or with associates) to identify and meet our clients' requirements.

GreySky's Quality Management System requires that team members understand the client's needs fully, that work is properly budgeted and planned, and then delivered to the required quality level and to schedule. Proper files are needed to support this and to provide an adequate audit trail. The procedures set out in the Quality Management System, and supporting Operating Manual are developed to ensure the quality and reliability of the delivery of our services.

## 3.3 National and International Context

GreySky operates within a technical and legislative context that is determined at local, national and international level. GreySky aims to support our clients in developing and delivering projects compliant with the most current policies and legislation that apply.

### 3.3.1 Legislative

In the UK, the legislative environment in which we operate is determined primarily by Ofcom and DCMS. Through involvement with INCA (Independent Networks Cooperative Association) we will maintain close contact with this legislative environment.

### 3.3.2 Technical

Digital infrastructure projects are necessarily technical in nature. Through our network with clients and other sector stakeholders we will maintain an awareness and understanding of the appropriate standards that apply, and ensure our advice is consistent with appropriate technical standards.

### 3.3.3 Competition and Market

The digital infrastructure sector is increasingly competitive, with new market entrants a regular feature. Through our involvement with INCA, we will maintain an effective understanding of the market and its key operators.

### 3.3.4 Cultural, Social and Economic

The digital infrastructure sector exists within the wider cultural, social and economic context that shapes the sector development. Key industry documents, including the Ofcom Connected Nations documents provide an essential summary of developments and we will ensure we maintain an effective understanding of this market context.

### 3.3.5 Risks

Key high-level economic risks present a potential impact to the market. Through our involvement with INCA, we will maintain an awareness of key market risks as they develop.

## 4. Leadership

GreySky is led by Consulting Director, James Saunby. All core business developments are led by the Consulting Director, and the Consulting Director retains full responsibility for GreySky's policies, operation and development (including this Quality Management System).

### 4.1 Strategic Direction

GreySky maintains the strategic direction of the business in line with developing external requirements and opportunities and its internal capacity and capabilities. This is reviewed annually to ensure the ongoing relevance and sustainability of the business.

The strategic direction and annual review are developed to ensure effective Vision, Mission, Objectives, Strategy and Tactics for the business operation. The strategic direction is documented and communicated internally within the GreySky team.

### 4.2 Core Operational Leadership

Operational leadership is provided by two key roles:

- Consulting Director provides GreySky's overall corporate leadership.
- Lead Consultant provides direct operational leadership at project level.

To provide the capacity and expertise necessary to meet our client requirements, GreySky will work with other associates – including other companies and individuals. GreySky may take the lead, and employ associates as sub-contractors, or may be employed as a sub-contractor to an associate company who will lead the engagement with the client.

#### 4.2.1 GreySky Leadership

Where GreySky takes overall leadership for a project development and delivery, operation will be as detailed in the Operating Manual.

For individual assignments, operational leadership may be delegated by the Consulting Director to a specified Lead Consultant. In these cases, the Lead Consultant will develop and deliver the project according to the Operating Manual.

#### 4.2.2 Associate Leadership

Where GreySky operates as a sub-contractor to an associate organisation we will operate either according to the GreySky Operating Manual, or in accordance with the lead organisation's operating systems and procedures, as agreed.

## 4.3 Business Leadership

GreySky may employ other organisations and individuals from time to time to support specific functional requirements – such as preparation of financial accounts, provision of legal advice, etc. Responsibility for commissioning, management and acceptance of these inputs remains with the Consulting Director.

## 5. Planning

The Quality Management System and the supporting Operating Manual, are based on the operating approaches, processes and systems developed through GreySky's operation.

### 5.1 Key Existing Operations

GreySky has an established existing operation, and has developed a number of successful processes and systems that provide the basis for its operation:

- Effective systems for developing proposals, including:
  - Systems and processes for identifying suitable opportunities
  - Standard approach to proposal writing
  - Standard typical proposal format
  - Documented reference projects
- Project Management systems, including
  - Task management procedures
  - Standard project reporting format
- Standard Terms and Conditions of engagement
- Established business and operating policies
- Established GreySky brand, including sector awareness, and effective online presence.

### 5.2 Monitoring the application of standards

Monitoring of the Quality Management System is carried out through a programme of yearly Internal Reviews by the Consulting Director. This involves a review of completed (and if appropriate, live) projects to facilitate continuous improvement of GreySky's services.

#### 5.2.1 Responsibility for the Quality Management System and its application

Responsibilities for the manual rest with the Consulting Director.

#### 5.2.2 Technical reference material

Technical reference materials which need to be kept up to date will be annexed to the Quality Management System and this list will be updated yearly by the Consulting Director.

## 5.3 Organisational Knowledge

GreySky's organisational knowledge is maintained through our involvement in key industry sector groups (including INCA and the IET) and through an ongoing internal review process as a part of our Continuous Improvement – see section 9.1 Internal Review Process.

## 6. Support

GreySky's support systems have been developed to provide a robust infrastructure for the secure storage and communication of documentation and information between all key stakeholders – including associates and clients.

### 6.1 Supporting Systems

The Quality Management System and its supporting documents are based on key systems that support GreySky's core operation. GreySky is a digital company. Our principal files and systems are online. Hard-copy paperwork is normally only of a supporting nature (providing a back-up of some key documents, for example finance records). The exception is where individual projects have specific documentation retention policies (for example due to European Funding requirements).

Key systems are:

- GreySky website domains [www.greysky.co.uk](http://www.greysky.co.uk) and [www.greysky.biz](http://www.greysky.biz)
- GreySky SharePoint system at <https://greysky-my.sharepoint.com>
- GreySky email systems on <https://outlook.office365.com>

### 6.2 Maintenance of the Quality Management System

The current versions of the manual are to be held on the website to ensure access by all team members and stakeholders.

The core documents are:

- GreySky Standards and Procedures – Policies, [www.greysky.biz/documents/Policies.pdf](http://www.greysky.biz/documents/Policies.pdf)
- GreySky Standards and Procedures – Quality Management System, [www.greysky.biz/documents/QMS.pdf](http://www.greysky.biz/documents/QMS.pdf)
- GreySky Standards and Procedures – Operating Manual, [www.greysky.biz/documents/Operating-Manual.pdf](http://www.greysky.biz/documents/Operating-Manual.pdf)

## 7. Operation

GreySky's operation is based on the effective and focused management of key elements to ensure the overall high quality and robust delivery of client requirements and expectations.

GreySky's operations are separated into two sections – Core Operation and Supporting Systems.

### 7.1 Core Operation

GreySky's Core Operation relates to our development and delivery of consulting assignments for clients. These may be undertaken alone, or in collaboration with one or more associate organisations. The details of the Core Operation are described more fully in the Operating Manual.

Key elements of the Core Operation considered in the Operating Manual include:

- Risk and Quality Management of the key stages of Core Operation:
  - Opportunity Evaluation
  - Proposal development
  - Project delivery
  - Project completion
- Supporting Core Operating methodologies:
  - Project Management
  - Project Reporting
  - Working with associates
  - Confidentiality

### 7.2 Supporting Systems

In addition to the Core Operation activities, GreySky's ongoing operation and development is dependent on key supporting systems, in particular finance systems and marketing systems.

### 7.3 Finance Systems

GreySky's financial systems include the main finance systems as well as supporting systems for the management of business expenses.

## 7.3.1 Main Finance Systems

GreySky's main finance systems maintain the bookkeeping records throughout the financial year for submission for the preparation of annual accounts.

The bookkeeping system uses Sage 50 bookkeeping software, operated on SageDrive to allow coordinated entry on multiple machines. The Sage 50 bookkeeping software references all financial records electronically. All invoices, receipts, etc are stored in pdf form at:

[https://greysky-my.sharepoint.com/personal/james\\_saunby\\_greysky\\_co\\_uk/\\_layouts/15/onedrive.aspx/Documents/Admin/Accounts](https://greysky-my.sharepoint.com/personal/james_saunby_greysky_co_uk/_layouts/15/onedrive.aspx/Documents/Admin/Accounts)

All accounts payable invoices and receipts received are given a unique consecutive reference number and filed in the Accounts Payable folder. The reference numbering starts at 001 at the beginning of each financial year. When invoices are paid, they are moved to the Accounts Payable / Paid folder. Transactions are processed in the Sage 50 software at the earliest convenience – the Sage 50 transactions referencing the unique reference number.

All accounts receivable invoices are given a unique consecutive reference number (Format INVXXX) and stored in the Accounts Receivable folder. When invoices are paid, they are moved to the Accounts Receivable / Paid folder. Transactions are processed in the Sage 50 software at the earliest convenience – the Sage 50 transactions referencing the unique invoice number.

## 7.3.2 Business Expenses

Individual business travel and subsistence expenses are managed separately from the main Sage 50 finance system (to reduce main system entries, and to maintain more appropriate records).

Travel and subsistence expenses are recorded in the Access database:

[https://greysky-my.sharepoint.com/personal/james\\_saunby\\_greysky\\_co\\_uk/\\_layouts/15/onedrive.aspx/Documents/Admin/Time & Expenses Recording.accdb](https://greysky-my.sharepoint.com/personal/james_saunby_greysky_co_uk/_layouts/15/onedrive.aspx/Documents/Admin/Time & Expenses Recording.accdb)

Details of travel and subsistence expenses are recorded throughout the month for all meetings (etc). All receipts, tickets, etc, are retained and scanned to retain a digital (pdf) record. At the end of each month, a single (pdf) report is created from the database showing the travel and subsistence expenses for the month – and a single (Net and VAT) value for travel expenses and for subsistence expenses. The single values are entered into the Sage 50 accounts. The pdf records of the receipts (etc) are appended to the pdf database record, and it is stored in the Accounts Payable / Paid folder.

## 7.4 Marketing Systems

GreySky's principal marketing activities are through the website at [www.greysky.co.uk](http://www.greysky.co.uk), and through presentations and appearances at conferences, etc.

### 7.4.1 [www.greysky.co.uk](http://www.greysky.co.uk)

The website, including design and content is managed by the Consulting Director.

The website is reviewed annually to ensure that it is appropriate, accurate, and up-to-date. The review is the responsibility of the Consulting Director.

### 7.4.2 Presentations and Conferences

GreySky will aim to maintain an appropriate and high-quality presence at relevant conferences, seminars, etc. Presentations will be undertaken by the Consulting Director. Format will be appropriate to the particular event, as agreed between the Consulting Director and the event organisers.

## 8. Performance Evaluation

Performance will be evaluated at key events, routinely as a part of project management, and annually to review overall business performance.

### 8.1 Key Events

Performance will be evaluated in relation to the completion of proposals, and the completion of live project assignments.

#### 8.1.1 Proposals

Where appropriate, feedback may be sought on all completed proposals. This will be reviewed to determine our performance relative to competitors, particularly in respect of:

- Understanding of the project background, specification and requirements
- Our presentation of the expertise and experience of our team
- Description of methodology and proposed approach
- Value for money

#### 8.1.2 Completed Projects

Feedback will be sought on all completed projects. This will be reviewed to determine our performance relative to client expectations, particularly in respect of:

- Understanding of the project background, specification and requirements
- The expertise and experience of our team applied to the project
- The effectiveness of our approach
- Outputs and outcomes against expectations
- Value for money

### 8.2 Ongoing Evaluation of Delivery

Performance will be evaluated throughout project delivery to ensure completion as agreed, and the effectiveness of project delivery in-life. This is a standard part of project management, and detailed in the Operating Manual.

#### 8.2.1 Capacity and Financial Performance

The ongoing evaluation of delivery will include the high-level ongoing monitoring of capacity to deliver current, pending and potential projects. Revenue and gross profit performance and projections will be assessed to ensure the effective management of capacity against future commitments.

## 9. Improvement

GreySky aims to continue to improve the delivery and effectiveness of its Core Operation. The Consulting Director will work with project teams to continue to identify areas for improvement of all aspects of the Core Operation. This is addressed in the Operating Manual.

### 9.1 Internal Review Process

Internal Reviews will be undertaken annually to ensure the Quality Management System and supporting processes, procedures and documentation are meeting GreySky's business requirements and the requirements of the ISO9001 standard.

#### 9.1.1 Annual Review

The review will be undertaken each year during December/January for input to the following financial year.

The review will be undertaken by GreySky's Consulting Director and communicated to the wider GreySky team as appropriate. The review will be documented and stored electronically with other core QMS documentation.

Any changes identified in the review will be reflected in the QMS documentation, including the Strategic Review, Operating Manual and policies as appropriate.

The Internal Review will consider:

- Overall performance review, including:
  - Areas for improvement in Core Operation
  - Core financial focus for the following year
  - Areas for strategic development for the following year
- Strategic review, including:
  - Assessment of any change of conditions (PEST)
  - Assessment of any high-level change of commercial opportunity or priority
  - Success in delivery of strategic objectives and possible opportunities for improvement
  - Review of GreySky's strategic direction to accommodate and reflect above (VMOST)
- Delivery review, including:
  - Status and impact of changes following previous Internal Reviews.

- Review of submitted project proposals, identifying possible areas for improvement in proposals format and content and review of possible areas for focus or to avoid for future proposals.
- Review of completed project assessments identifying any requirements and opportunities for improvement.
- Review of any customer complaints and resulting actions.
- Review of performance of GreySky team, including skills and capacity to deliver future expected business opportunities
- Review of any strategic change and associate requirements for change or development.
- Systems review, including:
  - Quality Management System, Policies and Operating Manual.
  - Website, files and online systems.
  - Computers and other systems and tools.

## 9.1.2 Ad-hoc reviews

Ad-hoc performance reviews are undertaken on completion of all projects. If appropriate these are used immediately to inform key improvements. The project reviews are also used as input to the annual review.

Ad-hoc strategic reviews may also be taken at any time in response to specific and significant changes in operating conditions – for example in response to the changing impact of COVID-19 or Brexit.



### **GreySky Consulting**

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