



Ladbroke Consulting and Training has been recognised to the Standard ISO 9001:2015 by LRQA having made the transition from ISO 9001:2008 this autumn. For those of you currently making the transition we thought we would share with you how we did it!

The good news is that we did not need to change very much! The most work is in the upfront planning which we did as we reviewed the business plan.

1. Firstly we carried out a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). This was a really good brainstorming exercise as it got us thinking about the key issues quickly.
2. Then we carried out an analysis of external and internal issues facing us and used that to help us identify the interested parties relevant to the System. There is a useful note in the ISO 9001:2015 Standard (look at clause 4.1) which helps with this. *This bit is important – if you miss out any relevant interested parties you may miss out important process controls later on.*
3. We then carried out an analysis of business risks and opportunities considering the analysis completed in 1 and 2 above and applied a business impact level to each risk or opportunity. We applied a reference to each risk and opportunity.
4. We then went back to our analysis of interested parties and prioritised them in the order in which they affect our business and client service.

5. We used the findings of the risk and opportunities analysis to identify business objectives (including quality objectives) to address the risks and opportunities according to the impact level. We then cross referenced the relevant risk or opportunity to the relevant business objectives.
6. Our business plan includes a number of KPIs (Key Performance Indicators) which we also cross referenced throughout the business plan.
7. We *did not* need to make any significant changes to our operational procedures. ISO 9001:2015 does not require any specific documented procedures, but ours work for us so we kept them. However we did reference the relevant KPIs on the business critical processes, to clarify how we are measuring the performance of the processes.
8. We removed the preventive action procedure as this is no longer required and replaced this with a risk management procedure – you don't have to do this but we found it helpful to clarify the process.
9. We kept the document and record control procedure. The Standard has removed the distinction between documents and records, but we preferred to keep them. However we did clarify what we mean by documents and what we mean by records.
10. We *did not* make any significant change to the manual either – we have always used a simple overview manual which refers to the procedures (documented separately). We chose to re-name it 'Quality Management System Overview' as this suits us – however if you prefer to keep your manual in its current format, then there is no need to change it.
11. We made a minor change to the policy to refer to Interested parties and how we make the policy available to them.
12. Finally we carried out a full round of internal audits and a management review including a review of actions taken to address risk and opportunities in the management review which was a really useful exercise as it pulled it all together and showed us what was effective and what we need to do to improve.

That's it really! ISO 9001:2015 has improved the way we use business risk to drive our business and its processes, so the changes have been helpful rather than onerous.

We can help you make the changes and train your internal auditors so that they are equipped to use a risk based approach to auditing. Contact us on 01926 812172