

Revision History

Revision	Date	Reference	Description of Change
Rev 10	18/11/21	various	1. Removal of references to documents previously withdrawn (changes indicated by a red line in the left margin)
Rev 09	01/11/21	Various	2. BMS Phase 2 launch. Integration of HSS into main flowcharts as presentation in FAQs
Rev 08			1. Updated with new references to reflect BMS refresh
Rev 07	29/09/17	Various	1. Reference to ISO 9001:2008 removed on page 1 2. Some minor amendments to text for clarification purposes 3. Removal of references to people in favour of title 4. Following successful external "Addition to Scope Audit by BSI, the BMS Scope has been changed to include GT Investments 5. Section on Check Sheets enhanced to include the protocol to be followed to introduce a new check sheet to the BMS
Rev 06			First publication to BMS following complete re-write to take account of ISO 9001:2015 transition from ISO 9001:2008

Responsibilities, Arrangements and General Information

This document has been written to reflect how **Galliford Try PLC** addresses the requirements of ISO 9001:2015 through the application of business process described in the company quality management system known as the BMS or Business Management System.

Implementation of the BMS and associated business processes described herein will greatly help us to conform to the standards to which we subscribe.

The Business Management System (BMS) is currently certified by BSI as complying with BS EN ISO 9001:2015 BS EN ISO 14001:2015, BS OHSAS 18001:2007 and ISO 44001.

ISO standards can be downloaded from IHS online via the company intranet.

Contents

Definitions	2
Clause 4.1 - Understanding the Organisation and its Context.....	2
Clause 4.2 - Understanding the needs and expectations of interested parties	4
Clause 4.3 – Determining the scope of the quality management system.....	5
Clause 4.4 – Quality management system and its processes	6
Clause 5.1 – Leadership and commitment	8
Clause 5.2 – Policy	8
Clause 5.3 – Organizational roles, responsibilities, and authorities	9
Clause 6.1 – Actions to address risks and opportunities	11
Clause 6.2 – Quality objectives and planning to achieve them	12
Clause 6.3 – Planning of changes.....	12
Clause 7.1 – Resources	12
Clause 7.2 – Competence	13
Clause 7.3 - Awareness.....	13

Clause 7.4 - Communication	13
Clause 7.5 - Documented Information	13
Clause 8.1 - Operational Planning and Control.....	14
Clause 8.2 – Requirements for Products and Services	15
Clause 8.2.1 - Customer Communication	15
Clause 8.2.2 - Determining requirements for products and services offered to customers	15
Clause 8.2.3 - Review of the requirements for products and services such that we can be sure that we can supply what is required.	16
Clause 8.3 - Design and Development of Products and Services.....	16
Clause 8.4.1 - Control of externally provided processes, products and services	16
Clause 8.4.2 - Type and extent of controls applied to externally provided processes, products and services	16
Clause 8.4.3 - Information for External Providers (Subcontractors, Consultants, Commodities etc)	16
Clause 8.5.1 Control of Production and Service Provision	16
Clause 8.5.3 - Property belonging to customers or external providers	17
Clause 8.5.4 - Preservation	17
Clause 8.5.5 - Post-delivery activities	17
Clause 8.6 - Release of products and services	17
Clause 8.7 – Control of nonconforming output.....	17
Clause 9 - Performance Evaluation.....	18
Clause 9.1 - Monitoring, measurement, analysis and evaluation	18
Clause 9.1.2 - Customer Satisfaction	18
Clause 9.1.3 - Analysis and Evaluation.....	18
Clause 9.2 - Internal Audit	18
Clause 9.3 - Management Review	19
Clause 10 - Improvement	20
Clause 10.2 - Non-conformity (including Complaints) and Corrective Action	20
Clause 10.3 - Continual Improvement	20

Definitions

- BMS = Business Management System
- PQP = Project Quality Plan
- PMP = Project Management Plan
- GT = Galliford Try and its subsidiaries
- ActiveSHEQ – Database used to carry out audits, inspections and record HS&E data
- Numbers in square brackets, e.g. [5.3], at the end of a sentence refer to clause numbers used in ISO 9001:2015

Clause 4.1 - Understanding the Organisation and its Context

Internal and External Issues

Strategic issues are determined through alignment with our Mission, Vision and Values

Our Mission: Working in partnership, we will safely deliver innovative, quality driven and best value solutions in order to meet our customers' needs.

- Partnerships
- Safety
- Innovation
- Quality (Service and Product)
- Value (More for less, Lean), (agreed quality for agreed cost)
- Customer Focus

Our Vision: Our vision is to be the leading service provider in the construction of a sustainable future.

- Leading Service provider
- Sustainable (sustainability) future

Our Values: Excellence, Passion, Integrity, Collaboration.

- Employer of choice
- Right First time
- Supplier of choice
- Time predictability
- Doing the right thing

GT is a PLC and has shareholders. It is the responsibility of the Executive Board to monitor and engage with the needs of the shareholders

The internal and external issues are monitored by the following groups of people;

- Operations Teams
- Support Services - Support Services engage with Regulatory Bodies such as the HSE, SEPA, EA, HMRC
 - Support Services Departments include;
 - Health, Safety and Sustainability (including Environment)
 - Human Resources
 - Secretariat
 - Insurance Risk
 - PI Claims
 - Information Technology
 - Information Services
 - Shared Services Centre
 - Communications
 - Legal Services
 - Legal panel of solicitors who advise and keep a watching brief
 - Accounts and Treasury
 - Tax specialist in house
 - Property
 - Sustainability
 - Fleet
 - Procurement
 - Construction Products Regulations e.g.
- Construction Support Services
 - Quality Management Systems
 - Commercial & Quantity Surveying
 - Change Management
 - Information Management, Design Management & BIM
 - Sustainability
 - Collaboration
- Individual Professionals
- Through engagement with external industry and pan industry bodies, such as;
 - ICE
 - CIOB
 - CECA
 - Temp Works Forum
 - IHS Construction Services updates

- Build UK
- RIBA
- BSI
- BRE
- CIRIA et al

Stakeholder engagement is identified through the following documents where applicable

- Key account plans (Market sectors)
- Relationship management plans
- PQPs
- Business Continuity Plans
- Other plans

Stakeholders are identified from, for instance, Political, Economic, Social, Technological and Internal groups

Internal Stakeholders are grouped around functional teams and provide feedback to the BMS via bms@gallifordtry.co.uk

Market alignment is practiced throughout GT. Many of the businesses are market facing such as Highways, Aviation, Rail, Education, Procure 21/22+ etc. within each of these businesses Key account and business plans include stakeholder and sector engagement.

Internal issues have been developed around our values EPIC.

A Business Code of Conduct has been established and communicated to all employees (see “Doing the right thing”). This leads into our recruitment and performance management framework

Clause 4.2 - Understanding the needs and expectations of interested parties

Interested parties that are relevant to the BMS (indicative not exhaustive)

Internal

- Champions and functional networks / groups
- Group Services
- All employees
- Directors and senior Management
- Line Managers

External

- Customers
- Subcontractors
- JV Partners
- Insurers
- Lawyers
- Audit Commission
- General Public (freedom of information)
- HSE
- SEPA / EA

Project Level Parties with interest in the BMS

- Subcontractors
- Customers
- Regulatory Bodies; HSE, SEPA / EA
- Insurers
- Designers
- FM Contractors
- Adjudicators, Arbitrators
- Others see stakeholder plans in PQPs

The requirements of the interested parties varies from one to another, often quite significantly. The management and monitoring of these requirements are through various forms, including the Key Account Management Plans, Subcontractor 360 reviews, Pre-Tender Reviews, Feasibility Studies, Project Pre-Start Reviews, Progress Reviews & Reports, Public Consultation and ongoing communications throughout the construction phase, including through the requirements of the Considerate Constructors Scheme (Associate Members). Internally, through People Survey, PDR appraisal process, internal feedback mechanism.

The development of a Stakeholder Communication Plan or elements of the same within Design Management Plans, Project Quality Plans etc. considering Economic, Social, Technological, Internal and Political forces.

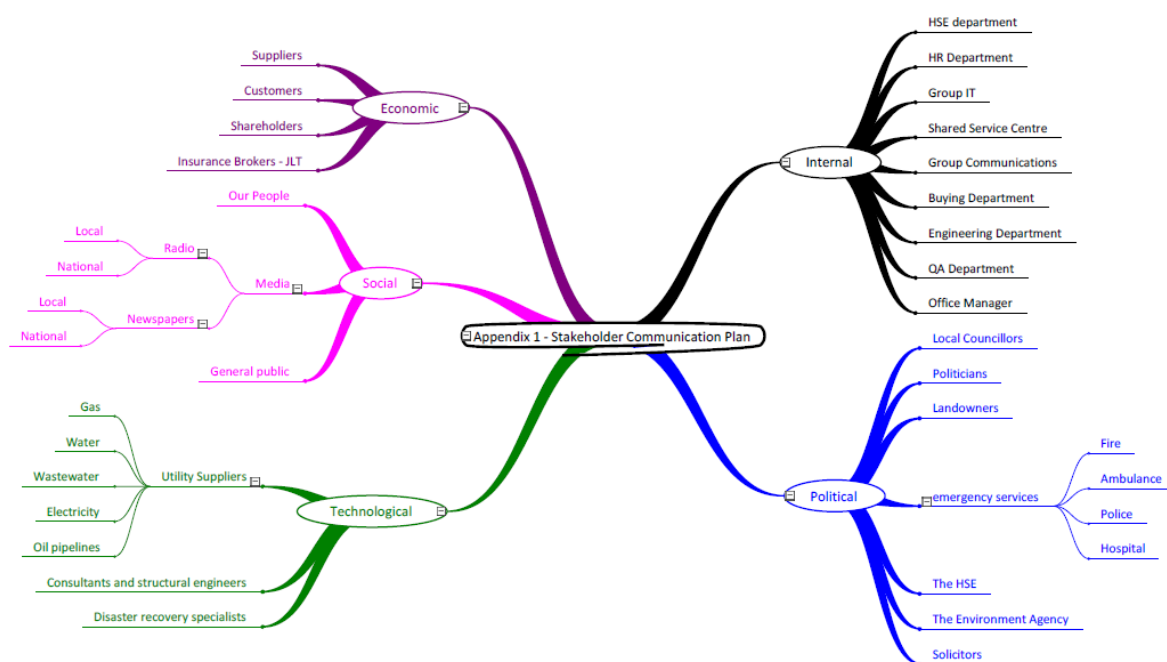


Figure above shows an outline plan for stakeholder identification

Clause 4.3 – Determining the scope of the quality management system

The scope of our Business Management System (BMS) as it appears on our ISO 9001:2015 certificate is;

“The design, construction and maintenance of building, civil engineering and infrastructure projects including working as part of a joint venture.”

“The bidding, securing, investment, managing and divestment of infrastructure projects including Public, Private, Partnerships”

“The installation and maintenance of highway electrical equipment and supporting works-non illuminated traffic signs and associated apparatus, highway lighting columns and posts and other street furniture, cables in trenches and ducts, where

required, highway lighting and illuminated traffic signals in accordance with the National Highway Sector Scheme 8. The laying of asphalt mixers both machine and hand laying in accordance with National Highway Sector Scheme 16.

Our work scope is Construction, Facilities Management and Investments covering both Building and Civil Engineering works

Our client base is wide and varied containing both public and private clients.

Clause 4.4 – Quality management system and its processes

- The BMS is based on a process approach through its level one process maps that show inputs, process and outputs.
- Terms of reference for BMS champions have been included under clause 5.3 below that refer to risk and opportunity assessments for all procedures
- Records of internal and external audit are maintained through Active SHEQ which demonstrate that our processes are used compliantly and that they are compliance tested regularly as planned. [4.4.2]
- The **FM-CON-102 Project Quality Plan (PQP)** is often used as the basis for site audit to ensure that the processes are carried out as planned.

The BMS is a documented system and includes:

- Policies
- Process Maps
- Standards
- Documented procedures
- Forms to assist in effective planning, operation and control
- Checklists
- Check Sheets
- Guidance notes
- Good practice guides

The roles and responsibility for identification, documentation, implementation and continual improvement of processes needed by the BMS are described below under Clause 5.3 of this document.

The Business Processes outlined in the BMS are owned by top level management representing all disciplines carried out by the company. The BMS describes how we carry out our business through a set of integrated cross functional process maps and detailed procedures. It follows that compliance with the resulting procedures is a prerequisite for consistent delivery of results with no surprises.

The structure of the BMS is outlined in TABLE 1 below:

No.	Function	Abv.	Policies	Process Maps	Standards	Forms	Check Sheets	Guidance
1&2	Health Safety & Environment	HS&E	✓	✓	✓	✓		✓
3	Quality	QAM	✓	✓		✓		✓
4	People	PEO	✓	✓		✓		✓
5	Bid	BID		✓		✓		
6	Design and BIM	DMM		✓	✓	✓		✓
7	Construction	CON		✓		✓	✓	✓
8	Planning and Programing	PPM		✓	✓	✓		
9	IT	IT	✓		✓	✓		✓
10	Buying	BUY		✓		✓		✓
11	Subcontract	SUB		✓		✓		✓
12	Finance	FIN		✓		✓		

No.	Function	Abv.	Policies	Process Maps	Standards	Forms	Check Sheets	Guidance
13	Commercial	QSM		✓		✓		✓
14	Insurance	INS				✓		✓
15	Performance	PFM		✓		✓		✓
16	Delegation	DEL		✓		✓		✓
17	Temporary Works	TWK	✓		✓	✓		✓
18	Legal and Contractual Risk	LEG	✓	✓	✓	✓		✓
19	Oracle Training and Guidance	OTG						✓
20	Rail	RMS	✓		✓	✓		✓
21	Water	WTR			✓	✓		
22	Ministry of Defence (MOD)	MOD	✓		✓	✓		
23	GT Plant (Fleet)	GTP	✓	✓	✓	✓	✓	✓
24	Information Management	IM	✓	✓	✓	✓		✓
25	Shared Service Centre	SSC		✓		✓		✓

The 24 sections represent people groups, departments or functions.

“Process Maps”. These explain the entire business. They tell you what certain groups of people need to do, what information they need to do it, and the outputs that are expected of them. They also show where cross department communication is needed. Process Maps are important tools to enable users of the system to familiarize themselves with inputs, outputs, procedures and guidance available within the BMS.

“Forms” allow records to be formed to ensure legal compliance or to ensure uniformity across the business where it is required.

“Check sheets” see also GN-FV-001

Several check sheets are available in the Construction Section of the BMS. Check Sheets are designed to help people to check or inspect construction work. Your first point of call for checklists should be the BMS. They are a starting point and a minimum standard. They may need to be enhanced with project specific requirements in some circumstances, which is quite acceptable. You can add to the detail where necessary, however, if you find that a check sheet is required for an activity or work package and a suitable check sheet does not exist in the BMS you may seek permission to add a new one. The protocol to be adopted in this instance is as follows;

1. Identify all tests, inspections, hold points etc. using **FM-CON-103 Materials Workmanship Inspection and Test Plan**
2. To achieve this, you will need to use all available sources of information including, but not limited to;
 - a. Guidance in paragraph 8.5.1 of this document,
 - b. Relevant British and ISO standards,
 - c. Manufacturer’s instructions,
 - d. Specialist advice,
 - e. Employers requirements,
 - f. Drawings,
 - g. Specifications,
 - h. Regulations and Directives
 - i. Other sources as necessary
3. Extract the test and Inspections requirements from the Inspection and Test Plan and populate the Standard BMS checklist pro-forma as appropriate to the sequence of works
4. Have this checked by your BU Technical Director / Construction Director.
5. The BU MD must sign to say that the checklist is fit for purpose and can be included in the BMS.

6. Submit the checklist to BMS@gallifordtry.co.uk citing sources of contributing information and name of Technical Director accountable.

“Guidance” notes are there to help explain individual functions, forms or procedures.

Risk and opportunity management is deemed to be included within Levels 1 & 2 of the above and also outlined within clauses 5.3 and 6.1, detailed below.

PM-QAM-255 Review and Action BMS Feedback is the procedure that explains the feedback and maintenance of BMS and is found in Quality, section 3 (QAM). Feedback from end users is delivered via **email** initially to the local QSM for registration and by copy to BMS@gallifordtry.co.uk.

The methodology for the monitoring and measurement of the performance of the BMS and associated processes is outlined with clauses 9 & 10 commentary, detailed below. Changes to check sheets are a special case and this is explained above.

It is everybody’s responsibility to ensure that current versions of documents are in use by reference to the BMS, this being the controlled source for the most up-to-date versions of procedures and forms. Local Quality System Managers distribute controlled copies as instructed.

Improvement of the BMS is also outlined within clause 5.3, as detailed below.

The BMS is structured to enable the Company to meet the requirements of BS EN ISO 9001, BS EN ISO 14001, BS EN ISO 45001 and ISO 44001.

Clause 5.1 – Leadership and commitment

Top management are actively involved in the BMS through the ongoing development of the Business Strategy. Thus, BMS priorities are identified and developed for GT PLC. Actions are prioritised based on perceived risk by senior management who make up the group

BMS is managed by Performance Improvement Manager for Construction who reports directly to the Director for Technical Services

BU Leaders are accountable for their individual Management Systems Review

Quality Systems Managers are accountable for general BMS Awareness Training. Role related training of BMS procedures is delivered by Line Managers. This is explained in **PM-QAM-270 Deliver BMS Awareness Training**.

A set of high level champions are in place to maintain the BMS. The Champions are identified in **FM-BMS-001 BMS Champions** and terms of reference are included in clause 5.3 below. Each section of the BMS, therefore, has a single point of accountability.

BMS Awareness Training is included in the groups “Head Start” induction programme.

The Mission Vision and Values are central to the strategic direction of the company and form a pillar of the BMS and the Intranet

Clause 5.2 – Policy

PO-QAM-130 Quality Policy Statement can be found on the Company Intranet and is an integral part of this PO-QAM-100 Quality Policy document.

The **PO-QAM-130 Quality Policy Statement** is signed by the Chief Executive.

The **PO-QAM-130 Quality Policy Statement** is reviewed at least annually.

The **PO-QAM-130 Quality Policy Statement** are posted to the site notice board as a reminder of our commitments and for the benefit of interested parties.

Copies of the **PO-QAM-130 Quality Policy Statement** are sent to interested parties when requested

Clause 5.3 – Organizational roles, responsibilities, and authorities

Roles and responsibilities are developed in individual procedures and standards throughout the BMS and in this document. Levels of Authority are deployed through **FM-DEL-003 Delegated Authorities**

Several job role outlines are available for key positions throughout the company, these are maintained by the HR department. These include the requirement to follow and implement the BMS where appropriate.

Delegation of responsibilities happens mainly through **FM-HSS-C01-03**, **FM-HSS-C01-06** and **FM-CON-102 Project Quality Plan** but there are other appointment letters associated with specialist items such as temporary works control.

To achieve the quality, environmental and safety objectives of the BMS, the level of responsibility, authority and inter-relationships are set out in the various sections of the manual, in flowcharted procedures and in this document. Where it is necessary to enhance the instructions of the BMS to accommodate Customer, Joint Venture or Supplier processes or requirements, further plans are developed. These are described throughout the BMS in each functional area e.g. Construction, Design and BIM, Information Management, Business Continuity, Planning and Programming, Health, Safety and Sustainability / Environmental to name a few.

Safety roles and responsibilities are clearly laid out in the Company's Health and Safety Policy document issued to all employees.

Environmental roles and responsibilities are clearly laid out in the Company's Environmental Policy document issued to all employees.

The following describes the main responsibilities and job requirements, in connection with the BMS, of personnel involved in the key elements.

Titles may vary from business to business but it is important that the Business Unit Leader appoints competent people to cover all the Roles described throughout the BMS.

All Employees

All employees have a responsibility to:

- Be familiar with the Quality, Safety and Environmental Policies and Targets.
- Comply, as appropriate, with the procedures contained within the BMS.
- Suggest improvements to the BMS when they become apparent.
- Be aware of the need to satisfy customer requirements with the aim of enhancing the customers' perception of the Company.

Divisional and BU Boards

The BMS is reviewed both at Divisional level and local level

Executive Board

The Executive Board have established a BMS refresh forum chaired by the Technical Services Director, who also sits on the Technical and Quality Forum

The forum seeks to identify and prioritise business improvements and ensure that they are embedded within the BMS where applicable

Items are escalated by the Divisional MD's to this forum for discussion following local management systems reviews.

Major BMS phased improvements are approved by the Executive Board.

Champions

Each section of the BMS is reviewed and maintained by Champions.

The List of Champions can be found at FM-BMS-001 BMS Champions.

Their main responsibilities are:

- Receiving feedback from external and internal sources.
- Reviewing the manual in light of feedback and other matters, and revising as necessary
- Preparing documentation
- Providing training or information when changes occur

In the following terms of reference the Champion is the accountable person

Champion's terms of reference

1. All sections of the BMS must be reviewed annually as a minimum
2. The accountable person must be given objectives in their PDR that link to the maintenance and upkeep of the BMS
3. The accountable person may delegate (to an author) content creation but remains accountable
4. The accountable person and all named authors should be afforded time to carry out their BMS responsibilities by their Line Manager
5. The accountable person must identify a stakeholder group
 - a. Stakeholder groups should be divided into two parts; those who must be consulted and those who must be informed.
 - b. Stakeholders should represent; function, division, geographical inclusion & diversity groups wherever possible
6. The accountable person must ensure BMS documents comply with applicable laws and regulations applicable to GT operations and conforms to ISO standards and other requirements that GT subscribe to
7. The accountable person must ensure that BMS documents conform to all GT Policies
8. The accountable person must ensure that BMS documents supports the GT Mission, Vision and Values
9. The underlying principle of the BMS is to identify a single way of doing things. Divisional variations are to be avoided. Watchwords should be 'consistency and convergence'.
10. The accountable person or delegate must respond to feedback received from users in a timely manner. Any complaint regarding speed of response must be copied to C&I board.
11. The accountable person or delegate must respond to findings relating to systems issues from internal and external audits within two weeks of notification, suggesting root cause, corrective action, preventive action and suitable timescales for closure of issues. Timescales must be agreed by Executive board or by the Performance Manager for C&I.
12. The accountable person must undertake a risk analysis of approaches taken in terms of criticality explaining mandatory and minimum standards, whilst identifying preventive actions to mitigate identified risks.
13. Overall flow, continuity, consistency and cross functionality is provided through consultation with Performance Manager for C&I who is the overall custodian of the BMS
14. All group services documents that members of C&I are deemed to comply with must be distributed via the C&I BMS
15. All new procedures must be signed off by the C&I board before release for implementation.
16. The CE Construction or FD Construction have authority to instruct changes to the BMS

Local Management

Management Systems Reviews are carried out by each Business Unit and are chaired by a Quality Systems Manager

Senior Management who are accountable for each of the relevant people groups or functional departments attend the meeting to present their review of the BMS implementation and effectiveness including commentary regarding compliance and resolution

of issues and trends.

Senior Management also discuss product compliance and issues including trends.

Management Systems Reviews are conducted every 6 months and recorded using FM-QAM-250 Quality Managers Systems Review and Performance Perception.

The Chief Executive (CE)

The CE is ultimately responsible for the Company's Quality Policy PO-QAM-130 Quality Policy Statement and that the structure is in place for implementing the same.

All BMS roles are described in the Process Maps throughout the BMS

Business Structure

Organisation charts are published on the company intranet.

Note that all line managers and department heads are responsible for ensuring the implementation of business processes by persons reporting directly to them.

Clause 6.1 – Actions to address risks and opportunities

Business Plans are created for each business and are tested by peer review at Executive level. They identify both risk and opportunity.

Risk Registers are developed at a business unit level through facilitated workshops arranged by the Group Risk and Audit Director.

The BMS has been developed over many years. Because of this development with root cause analysis and continual improvement at its core, the BMS has evolved several processes and forms that seek to minimise risks and identify and where possible maximise opportunities, therefore Risk and Opportunity processes are already embedded throughout the BMS e.g.

At tender stage

- FM-BID-106 Tender Launch Agenda
- FM-BID-110 Tender Finalisation Agenda
- FM-RISK-001 Risk and Opportunities Schedule
- FM-BID-104 Board Approval Paper

At Construction Stage

- Contract Review
- Contract Pre-start meetings
- FM-CON-100 Technical, Safety and Environmental Review and further Technical Reviews of individual works packages (see PM-CON-005.
- FM-CON-103 Inspection and Test Plan
- FM-RISK-001 Risk and Opportunities Schedule
- Business Continuity
- Temporary works coordination and the FM-TWK-100 temporary works plan and register.
- Production checklists.
- Method statements and or production control documents.
- Subcontractor inspection and test / quality plans.

- Contract reviews and planning meetings.
- Training and awareness.

Each construction project is required to develop and maintain a risk and opportunity schedule using FM-RISK-001 Risk and Opportunity Register.

Clause 6.2 – Quality objectives and planning to achieve them

The Quality Policy includes objectives or aims such as:

- With our Customers we will.....
- With our People we will.....
- With our Suppliers we will.....

Each Business is required to develop targets to achieve these aims. These are included within the Divisional Sustainability Route Map, along with individual Business Plans including for plans of how each target will be achieved. Progress is planned to be reviewed at various levels of senior management meeting and management review.

PM-QAM-210 ‘Develop and Maintain HSEQ Objectives’ requires HSEQ targets and objectives to be developed. Project objectives and targets can align with time and cost elements such as production outputs. Time, Cost and Quality are three of the main objectives of construction. Customer objectives or desired outcomes should also be considered.

Personal quality objectives and targets can also be set at PDR reviews.

Clause 6.3 – Planning of changes

BMS Champions identify systems improvement needs and test these through discussion and debate with stakeholder groups

The Executive Board prioritises actions for improvement and monitors progress

Board papers (business cases) are required for approvals of new procedures or procedures with significant changes, before work commences on writing or re-writing. Board papers for significant changes require justification explanations and consideration of the consequences (risks).

PM-QAM-255 ‘Review and Action BMS Feedback’ is the procedure that describes all aspects of BMS change management.

Clause 7.1 – Resources

Top management and business leaders determine the level of resources required to implement and maintain the BMS and ensure that these resources are provided. This is done through the business planning process [7.1.1].

Procedures are described in the People section of the BMS under the auspices of Learning and Development for determining competencies and providing any necessary training. [7.1.1].

The infrastructure and environment required for the operation of processes and to achieve conformity of products and services is signposted from the **FM-CON-102 Project Quality Plan** or included in technical aspects of method statements or production control documents as appropriate [7.1.3 & 7.1.4].

PM-CON-014 Measuring Equipment and Instruments (Calibration) describes the procedures for monitoring and measuring resources in general [7.1.5.2].

FM-CON-123 Instrument and Equipment Register is used to record details including certificates and due dates for calibration [7.1.5.2].

It is a requirement to record what the measuring and monitoring equipment has been used for in the works such that when measuring equipment is found to be unfit for its intended purpose appropriate action is taken to check previous works [7.1.5.2].

Access to the Construction Information Service via IHS Technical Standards online is made available through the company intranet. This gives access to international standards and technical literature.

The company are also corporate members of BSI, CWCT and BSRIA. Other Corporate memberships are referenced on the Intranet [7.1.6]. We gather knowledge from association with these and other external professional, trade and industry bodies.

Post Contract Reviews using **FM-CON-132 Project Lessons Learnt Review**/ case studies add to our experiential knowledge by documenting lessons learnt [7.1.6]. These are stored in the 'Inside Knowledge' portal on the intranet.

Clause 7.2 – Competence

Responsibilities and authorities are included in this document [Clause 5.3 – Organizational roles, responsibilities, and authorities].

Further responsibilities are developed in individual procedures and standards throughout the BMS

A number of job role outlines are available for key positions throughout the company, these are maintained by the HR department. These include the requirement to follow and implement the BMS

Clause 7.3 - Awareness

BMS Awareness training includes making note of the Quality Policy and consequences of not conforming to the requirements of the BMS. The procedure for BMS Awareness Training is **PM-QAM-270 Deliver BMS Awareness Training**.

The Quality Policy is posted to the notice board on all sites.

The Divisional objectives are included within the Divisional Sustainability Route Map, from which individual targets are set detailing specific targets, measures, responsibilities and means of achievement. Project Objectives and Targets are included on notice boards

Clause 7.4 - Communication

Procedures throughout the BMS explain processes for internal and external communications relevant to the management system, including what, when, with whom, how and who communicates. These procedures include;

- PM-PFM-100 Customer Project Reviews
- PR Incident Management Protocol
- PM-QAM-260 Complaints and Compliments
- PM-QAM-240 Non-Conformance
- PM-QAM-250 Management Systems Review
- PM-QAM-230 Audits
- PM-QAM-255 Review and Action BMS Feedback (BMS Change)
- PM-QAM-270 BMS Awareness Training

Clause 7.5 - Documented Information

Our BMS is available to all employees via a link from on the company Intranet.

New and updated documentation is controlled by a single champion for each section of the BMS. Terms of reference for the champions are described above in clause 5.3

As a minimum the following documented information is maintained

- Evidence that the BMS is being carried out as planned should be produced from ActiveSHEQ database. [4.4.2].
- The BMS [4.3].
- The Quality Policy [5.5.2].
- Quality Objectives [6.2.1]
- Evidence required by **PM-CON-014 Measuring Equipment and Instruments (Calibration) Part-1 & PM-CON-015 Measuring Equipment and Instruments (Calibration) Part-2**
- Evidence of competence [7.2]
- Handover documentation such as H&S Files and O&M manuals [8.1e]
- **FM-BID-110 Tender Finalisation** [8.2.3.2a]
- Customer Change Notifications [8.2.4] such as CVI's
- **FM-DMM-001 Design Management Plan** [8.3.2 to 8.3.6]
- **PM-QSM-002 Subcontractor and Consultant Onboarding & PM-QSM-001 Management of BU List of Subcontractors and Consultants** [8.4.1]
- **PM-BUY-005 Off-Site Monitoring of Materials and Plant Supplier Performance & PM-BUY-006 Materials (Goods and Services)** [8.4.1]
- **FM-CON-103 Materials Workmanship Inspection and Test Plan** [8.5.1a]
- Information necessary to enable traceability of materials or products visible or covered in the works [8.5.2] covered in **PM-CON-005 Identify and Fulfil Project Specific Training Needs**
- Requirements for the treatment of customer property are developed and described as part of the Inspection and Test Plan [8.5.3].
- Change control is described in several processes and procedures, but is invariably determined by specific conditions of contract [8.5.6]
- Information on the release of products and services including evidence of conformity with the acceptance criteria and traceability to the person authorising the release is retained and included in O&M manuals [8.6]. These requirements are included in the **FM-CON-102 Project Quality Plan**
- Details of non-conforming outputs including description, actions taken, concessions obtained and the authorised person are included on **FM-QAM-241 Improvement Report** [8.7.2]
- **FM-QAM-250 Quality Managers Systems Review Summary Report & Performance Perception** showing evidence of results of performance evaluation of the effectiveness of the quality management system [9.1.1], which also shows; evidence of the implementation of the Audit Programme [9.2.2f], evidence of the results of Management Reviews [9.3.3] and evidence of non-conformities and actions taken, and the results of corrective action [10.2.2]

Procedures for the control of documented information are contained in the Information Management section of the BMS and referenced in individual procedures [7.5.3]. This includes for project specific controls, i.e.; the use of common data environments, i.e. the use of '**Viewpoint for Projects**'. The BMS also holds an archiving procedure, covering the requirements of clause 7.5.3.

Clause 8.1 - Operational Planning and Control

The company plans, verifies, validates and reviews the works using processes described in the Construction, Design and BIM Management, Information Management, Health, Safety and Sustainability and Planning sections of the BMS.

The main documents used in planning these activities are;

- **FM-BID-115 Contract Award Memo**
- **FM-CON-102 Project Management Plan** (see **PM-CON-003 Project Management Planning**), including requirements for Stakeholder Management and Organisation Charts
- **FM-CON-103 Materials Workmanship Inspection and Test Plan** (see **PM-CON-005 Identify and Review Inspection and Test Plans**),
- **HS&S-FRM-A02-04 Asbestos Management Plan Template**

- HS&S-FRM-C01-01 Construction Phase Health & Safety Plan, or HS&S-FRM-C01-05 Minor Works H&S Plan
- HS&S-FRM-C01-10 Principal Designer Plan Template
- HS&S-FRM-D01-03 Demolition Plan Template
- HS&S-FRM-F01-02 Construction Site Fire Plan
- HS&S-FRM-L02-03 Lifting Plan
- HS&S-FRM-P04-02 Project Environmental Plan PEP(E&W), or HS&S-FRM-P04-03 Minor Works PEP, or HS&S-FRM-P04-05 PEP(Scot)
- FM-DMM-001 Design Management Plan
- FM-DMM-023 BIM Execution Plan (ISO19650)
- FM-IM-001 Information Management Plan
- FM-BCM-202 Business Continuity Plan for Site above £5m, or FM-BCM-203 Business Continuity Plan for Site below £5m
- FM-RISK-001 Risk Opportunity Register
- PR-BCM-300 PR Incident Management Protocol
- FM-PPM-001 Project Planning Strategy Matrix
- FM-QSM-740 Procurement Schedule
- Written Planning Commentary
- Site Waste Management Plan
- Traffic Management Plan
- Commissioning plan
- Other plans and programmes as appropriate

Together these plans could be taken to be the Project Management Plan, where one is required.

Plans are collected together in a dynamic folder in Viewpoint for Projects

See also BMS Process Maps in the Planning and Programming Section

Clause 8.2 – Requirements for Products and Services

Clause 8.2.1 - Customer Communication

We communicate with our customers in the following ways;

- Regarding PQQ's and Tenders see section 5 BID of the BMS [8.2.1a & b]
- Obtaining customer feedback relating to products and services, including complaints **PM-PFM-100 Customer Project Reviews**, **PM-QAM-260 Deal with Complaints and Compliments on Site** [8.2.1c]
- Regarding handling and controlling customer property in **FM-CON-102** Project Management Plan and product control documents [8.2.1d]
- Regarding contingency actions e.g. Business Continuity issues, and defects when relevant, [8.2.1e]
- Project progress meetings, Progress Reports, Design Team Meetings
- Handover processes and issuing of O&M Manuals etc., along with associated commissioning and training
- Collaborative Business Relationships Management
- Allowances for Customer required deliverables or processes should be identified in the appropriate plan (PQP, Design Management etc. and can be added to the FM-CON-101 contract completion checklist. Any templates or forms created for the purpose of satisfying customer expectations that are over and above BMS requirements can be referenced and stored locally. Customer required deliverables must not affect BMS requirements.

Clause 8.2.2 - Determining requirements for products and services offered to customers

We review the requirements for products and services in line with **PM-CON-005 Identify and Review Inspection and Test Plans** and complete a **FM-CON-103 Materials Workmanship Inspection and Test Plan** to identify actions and evidence required to achieve specified requirements.

Clause 8.2.3 - Review of the requirements for products and services such that we can be sure that we can supply what is required.

We carry out a review of tender enquiries before we commit to carry out a tender using **FM-BID-106 Tender Launch Meeting Agenda** and additionally **FM-BID-104 Board Approval Paper** is required in order to prepare a tender in accordance with delegated limits of authority

Before a tender is submitted it is subject to a **FM-BID-110 Bid Finalisation Agenda** and an approval to submit a tender **FM-BID-104 Bid Approval Paper** in accordance with delegated limits of authority

Tender clarifications are used to confirm requirements when the customer does not provide documented statement of requirements. A process of formal requests for information and clarification is used by tradition in the construction industry.

Clause 8.3 - Design and Development of Products and Services

See **DMM Design Management Section 6 of the BMS**

Clause 8.4.1 - Control of externally provided processes, products and services

Processes used to control the execution of the works are described in **Construction, Section 7 (CON) of the BMS**.

FM-CON-102 Project Quality Plan and other documents such as the **FM-CON-103 Materials Workmanship Inspection and Test Plan**, **FM-PPM-001 Project Planning Strategy Matrix**, the written planning commentary, work breakdown structure of the **Construction Programme**, **FM-QSM-740 Procurement Schedule** etc. identifies the need for method statements and other process control documents.

Procedures that refer to control of externally provided processes, products and services are included in the Construction, Commercial Subcontract and Purchasing (Buying) sections of the BMS;

Several generic check sheets, check lists and good practice guides are also available to assist the formulation of process control.

Clause 8.4.2 - Type and extent of controls applied to externally provided processes, products and services

Covered by Construction, Commercial Subcontract and Purchasing (Buying) sections of the BMS; [8.4.3f]

Clause 8.4.3 - Information for External Providers (Subcontractors, Consultants, Commodities etc)

- Off-site manufacture controls are covered by **GN-CON-001 Off-Site Manufacture avoiding common issues** [8.4.3f]
- Construction, Commercial Subcontract and Purchasing (Buying) sections of the BMS;
- **TEDS** or Tender Enquiry Documents contained in section 18 LEG of the BMS
- **POMMS** or Pre-Order Meeting Minutes contained in section 18 LEG of the BMS

Clause 8.5.1 Control of Production and Service Provision

When identifying control measures for production and service provision we use check sheets to control conditions that include the following considerations where applicable. Check sheets are in section 7 Construction of the BMS

The following list is used to assist in the creation of check sheets. This list is not exhaustive.

- Named documentation that defines Product Characteristics, or Services to be provided, or Activities to be performed
- Results to be achieved
- Availability and use of suitable monitoring and measuring devices
- Hold points, acceptance criteria and controls
- Infrastructure

- Environment
- Competent People
- Checking and checks to be made
- Actions to prevent human error
- Release, delivery
- Identification and Traceability [8.5.2]
- Requirements for the following at each stage of production [8.5.4]
 - Identification
 - Handling
 - Contamination Control
 - Packaging
 - Storage
 - Transmission or Transportation
 - Protection
 - Preservation
- and post-delivery activities including any
 - Statutory or regulatory requirements [8.5.5], including Construction Products Regulations (CE Marking).
 - potentially undesired consequences associated with its products and services
 - nature, use and intended lifetime of its products and services
 - Customer requirements
 - Customer Feedback
- Communication of the above requirements

Clause 8.5.3 - Property belonging to customers or external providers

Included in 8.5.2 above

Clause 8.5.4 - Preservation

Included in 8.5.2 above

Clause 8.5.5 - Post-delivery activities

Included in 8.5.2 above

Clause 8.6 - Release of products and services

The person or persons responsible for release of products and services is the GT Works Package Technical Specialist

Documented information in evidence of conformity with the acceptance criteria is retained for inclusion in the O&M Manuals. This can include for Inspection & Test Plans (ITP's), work inspection check sheets, test certificates, photographs, as built records, marked up drawings, record sketches, witness and test results etc.

Clause 8.7 – Control of nonconforming output

PM-QAM-240 Non-Conformity describes how we control non-conforming output.

FM-QAM-241 Improvement Report is the form used to record the non-conformity, the actions taken, concessions obtained and the authority deciding the action in respect of the non-conformity

Construction Process Maps contains direction on Quarantine of nonconforming outputs in accordance with [8.7.1]

Clause 9 - Performance Evaluation

Clause 9.1 - Monitoring, measurement, analysis and evaluation

PM-QAM-250 Carry Out a Management Systems Review deals with monitoring, measurement, analysis and evaluation.

Where agreed, materials and workmanship issues are captured using Field View tasks and any subsequent non-conformities are captured on site using **FM-QAM-241 Improvement Report** either in paper or Field View formats. These are reported centrally within each BU

Materials acceptance criteria is identified in Inspection and Test plans, where materials are found to be non-conforming a NCR is sent to the buyer. The buyer supplies information for input to quality reviews / reports

Where materials are bought by an external provider he must report any non-conforming materials to the site team who will provide a copy of the NCR to the buyer. The buyer supplies information for input to quality reviews / reports

Workmanship checks are made and any non-conformities are recorded using **FM-QAM-241 Improvement Report**. Copies of **FM-QAM-241** are sent to the business unit administration team for entry to the NCR database

Quality Systems Managers provide Senior Management with regular reports regarding quality performance. Inputs to this information are provided by the various process owners.

Examples of data to be analysed can include for;

- customer satisfaction & complaints
- nonconforming products and workmanship data
- performance against objectives & targets
- performance against programme
- supplier & sub-contractors performance
- audit results
- effectiveness of corrective actions
- changes / improvements
- risk mitigation processes
- quality KPI's

Clause 9.1.2 - Customer Satisfaction

PM-PFM-100 Customer Project Reviews sets out the procedure to be followed

Clause 9.1.3 - Analysis and Evaluation

See 9.1.1 above

Clause 9.2 - Internal Audit

PM-QAM-230 Internal Audit describes how we comply with this clause, including the requirement for an audit programme, scope, auditors, correction and corrective action.

The internal audit process is described in the section 3 (QAM) of the BMS. The frequency is determined by importance but should be at least one audit per annum for departments and once every six months for sites over 12 weeks in duration and or £100k in value. Individuals with responsibility for implementation of the BMS should be included in the audit programme if not covered by this regime on a quarterly basis e.g. on framework type contracts or if part of a small works business.

The results and analysis of the audits are collated by the QSM and reported to local business boards.

- Audits are managed through the ActiveSHEQ database and follow these process maps,
 - PM-QAM-230-01 Produce and Maintain an Audit Programme
 - PM-QAM-230-02 Manage an Audit
 - PM-QAM-230-03 Close out an Audit
- Auditors are selected from a list of trained auditors on the basis of independence of the activities being audited in accordance with ISO 19011
- The distribution list always includes the relevant line management and senior management
- Undue delay in taking appropriate action is included in board reports?
- Audit reports identify whether the BMS is effectively implemented and maintained.

Clause 9.3 - Management Review

The management review procedure **PM-QAM-250 Carry Out a Management Systems Review** is described in Section 3 (QAM) of the BMS.

- Management systems review is carried out by each business at a frequency of once every six months

Management Systems Review is a core requirement of the standards to which we are certified, namely ISO 9001, ISO 45001, ISO 14001, ISO 44001, and ISO 19650.

Whilst a combined Management Systems Review could be attempted this sometime leads to a biased or unbalanced review, which should be avoided. It is, therefore, envisaged that separate reviews will be undertaken for HSE (probably combined but could be separate) and Quality.

This being the case the Quality Systems Managers will be responsible for Quality Systems Reviews and the BU HSS Lead will be responsible for HS&E Management Systems Reviews.

Management Systems Review inputs are directly related to the requirements of other clauses. In ISO 9001; this includes the analysis and evaluation of data (see ISO 9001:2015, 9.1.3). Where a clause reference is available this has been added to 'FM-QAM-250 Quality Managers Systems Review and Performance Perception' for clarity.

Guidance on the requirements for inputs to the Management Systems Reviews can be found by reference to the following standards: for Quality; ISO 9002:2016 at Clause 9.3. The inputs should be used to determine trends to make decisions and take actions related to the BMS."

Both ISO 9001 and ISO 9002 are available from the IHS Technical Services Online portal

Attendees to the various reviews are identified on the 'FM-QAM-250 Quality Managers Systems Review and Performance Perception' template.

The BU MD should identify owners for all inputs to the review so that inputs are made available to the Quality Systems Manager in good time to analyse and prepare the report. The delegation of responsibilities for inputs includes but is not limited to the following: BU Supply Chain Manager (performance of external providers), Central Complaints Administrator (Complaints and Compliments), Customer Project Review Representative (Customer Satisfaction Scores), Quality Systems Manager (Objectives and Targets, Audits, Nonconformities and Corrective Actions, effectiveness of actions to address risk and opportunities) BU Viewpoint Specialist (Archive of Records), BU Business Continuity Manager (Business Continuity), or other delegates for additional review items pertinent to the business.

The initial perception report shall be prepared and circulated before the meeting. A rating is offered by the Quality Systems Manager (for Quality) or the BU HSS Lead (for HSE) against each item on the agenda prepared to provoke discussion and debate during the meeting(s).

The meeting shall be attended by the BU MD and other senior managers and owners of each data set being discussed.

The actions from previous reviews should be checked to establish that they have been actioned in a timely manner.

The BU MD should then provide an update on changes to external and internal issues at the start of the meeting before the main section of the meeting unfolds. The meeting is designed to encourage discussion and to form a consensus about the performance against each discussion point.

Actions will be required where it is identified that a discussion point is “Likely to attract Nonconformity” or there is “room for improvement”.

A monthly report should be provided to the BU MD to highlight progress against agreed actions. Not all actions will be able to be undertaken where resources are limited. Mapping the actions against risk and value (to customer) may influence which ones are tackled first.

A separate (non-BU related) high-level review that looks at feedback from BU Reviews and takes actions from the Executive Board may also be convened by the Technical Services Director.

As a minimum, the FM-QAM-250 Quality Managers Systems Review and Performance Perception shall be updated to accord with the consensus of management team opinion and, together with the corresponding Improvement Plan (included in the workbook template) the two documents constitute the report.

As well as the standard distribution identified on the form the report shall be forwarded to the BMS admin team via bms@gallifordtry.co.uk. Any direct BMS feedback will be highlighted in the communication. Under no circumstances shall the BMS be committed to make any changes through either of these documents.

Appropriate members of the Senior Management team and or department heads, shall be co-opted to the Management Systems Review.

Actions shall be delegated and closed out in a timely manner (which doesn't mean just in time for the next meeting).

Clause 10 - Improvement

Opportunities for improvement are identified through analysis of;

- NCR's
- Feedback
- Risk assessment
- Reorganisation
- External Influences e.g. Insurance Company input, Customers, Complaints, Regulations etc.
- Support Services Strategic Forum
- Management Review
- Audit / assessment results
- Sharing best practice

Clause 10.2 - Non-conformity (including Complaints) and Corrective Action

Non-conformance is described in procedure **PM-QAM-240 Non-Conformity**

The Complaints procedure is **PM-QAM-260 Deal with Complaints and Compliments on Site**.

Clause 10.3 - Continual Improvement

By measuring performance, learning the lessons and delivering continual improvement we will achieve best value solutions. It is important that we identify performance indicators that analyse all aspects of our operations and systems & processes that drive continual improvement throughout the business. The approach requires two fundamental elements: "Measurement and Evaluation of Performance" and "Methods for Delivering Continual Improvement."

Measurement and Evaluation of Performance

We employ a combination of internal and external measures, including:

- Audits (Internal)
- Audits (External)
- Benchmarking through trade bodies such as the Build UK and CECA
- British Quality Foundation
- BS:11000 Collaboration
- Considerate Constructors Scheme
- Constructing Excellence
- Construction Benchmarking through KPIs
- Customer Project Reviews
- Complaints
- Employee Surveys
- Excellence Awards
- Lean: Enhancing Value to all our Customers
- Lunch and Learn
- Non-conformity Reporting
- Lessons Learnt at Bid Stage and Construction Stage
- Performance Development Reviews

Methods for Delivering Continual Improvement

A number of mechanisms are used to encourage the continual improvement process for the potential benefit of our clients and the business. To ensure ideas for improvement and innovation are appropriately captured, assessed, publicised and implemented across the business, please forward your feedback to your local quality manager.

- Through BMS champions
- Feedback
- Output from Management Systems Review
- Audit results etc
- Strategic Reviews