GIRI autumn members' meeting

7th September 2023

Cliff Smith, Executive Director, GIRI

Working together to eliminate error,
by industry, for industry.

GIRI

getitright.uk.com   @GIRI_UK   @GIRI   Get It Right Initiative

Agenda

- Executive Director welcome and introduction
- **Nick Francis** (GIRI Training & Consultancy): *Train the trainer opportunity*
- **Steffan Speer** (chair of ConSIG): *Opportunities for collaboration with the CQI Construction Special Interest Group*
- **Colin Campbell** (associate director Scottish Futures Trust): *Construction Quality Improvement Collaborative (CQIC) seven months on*
- Break
- **Melissa Zanocco** (Infrastructure Clients Group/Project 13): Achieving better outcomes for people and planet – how to make fewer errors and create space for innovation
- **Ian Richardson** (sector lead British Standards Institute): *The new BS 99001; applying quality management in the built environment*
- **Alison Nicholl** (head of Constructing Excellence): *Procurement as an enabler of better outcomes*
- Lunch/networking

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GIRI

Get It Right Initiative

Strategic aim of GIRI

To **improve construction productivity & quality**, and **reduce costs & waste** by eliminating error.

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GIRI strategic priority themes

- Deliver a strategic awareness campaign to improve sector attitudes to error
- Develop and implement an error reduction skills programme across the sector
- Develop improvements to processes, systems and technology to remove error
- Provide opportunities for members to share experience and network

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Get It Right Initiative

GIRI – The How

Develop and implement an error reduction skills programme across the sector

To date:
Leadership, interfaces, supervision and trainer-training courses

Future focus:
Scale-up via Train-the-Trainer, operatives course
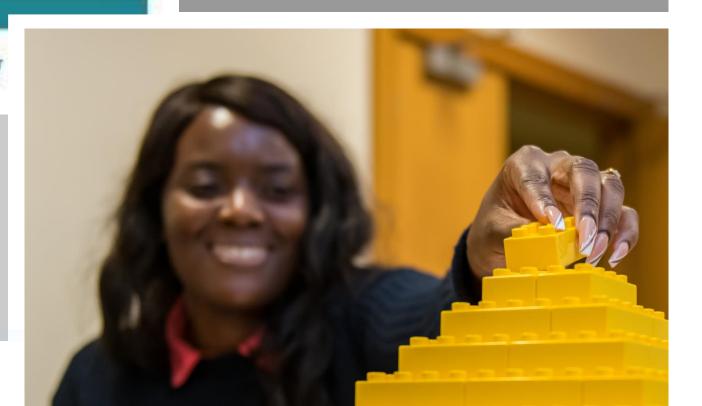
GIRI

GIRI training update and CITB funding opportunity

Nick Francis & Rachel Hogarth
GIRI Training & Consultancy
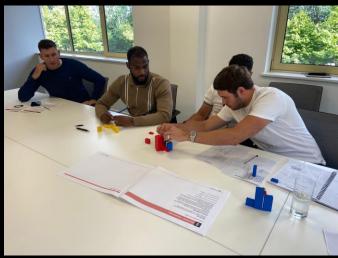
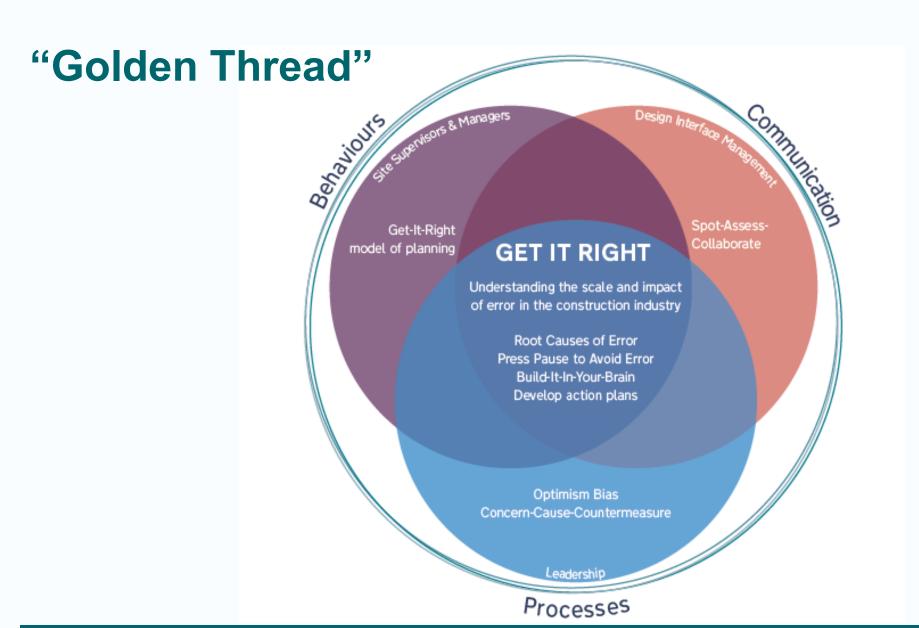**GIRI**

GIRI

Training and Consultancy

Nick Francis and Rachel Hogarth

GIRI

"Golden Thread"

Who we have been working with…

Amco Giffen

Ashe Construction

Bachey Soletanche

BAM Nuttall

Bouygues

Bowmer & Kirkland

Brymor

Countryside Properties

COWI

Croudace Homes

EKFB

Eurovia

Foster & Partners

Galliford Try

GPA

Graham

HS2

ICON

Kier

McLaughlin & Harvey

Ringway Jacobs

Robert Bird Group

Skanska

St James Group

Story Contracting

Tideway

VINCI

Volker Stevin

Wates

GIRI

- **3883** Delegates trained to date
- **Over 90 %** likely or highly likely to recommend GIRI training to a colleague
- **Feedback:**

    "Well researched program, excellent course design and masterful delivery".

    "A behavioural approach to quality is long overdue".

    "Knowing it's ok to pause… knowing it will have less impact than continuing and making errors".

    The LEGO exercises were "very effective in demonstrating interface issues and how best to collaborate to overcome them"

    "The course is relevant to people at all levels of the construction process".

    "Some new tools to create a culture of quality".

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Get It Right Initiative

GIRI Train the Trainer

- Supervisor & Manager training*

- Interfaces training*

- Leadership training

CITB commission funding 2023

Aims: to support and enable;

- **3 to 4 employers** to become GIRI ATPs
- the training / approval of GIRI Trainers
- the ongoing delivery of GIRI training **(2500)**

£338,000 max funding available

Applications for funding

Launch Webinar:	12th September (10.00 a.m. to 11.00 a.m.)
Apply via Delta E-sourcing:	15th September to 10th November 2023
Mid-way clarification webinar:	11th October 2023
Bidders notified of outcome:	1st December 2023
Contracts go live:	1st January 2024
Project completion:	End August 2025

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Get It Right Initiative

Bid writing and Submission: Preparation and Planning

Interested Organisations will require Director Level sponsorship / commitment to the following:

- CITB Bid preparation/ submission
- Becoming a GIRI Approved Training Provider (ATP)
- Project Delivery (CITB contract)
- Providing organisational resources and Trainers
- Ensuring project engagement (3 to 5 per employer)
- Receiving GIRI training (Leadership and Train the Trainer)
- Delivering GIRI training (Sup & Mgr / Interfaces)
- Engagement with CITB to facilitate evaluation

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Get It Right Initiative

Opportunities for collaboration with the CQI Construction Special Interest Group.

Steffan Speer
Chair of CQI Construction Special Interest Group

GIRI

Construction Special Interest Group

The Construction Special Interest Group Approach

Vision

To create a world in which construction related organisations of all types and sizes **thrive** by providing **outstanding value** for customers, stakeholders and **society**

Purpose

To ensure **society** has the confidence that the construction sector **delivers quality**

Strategy

Engage with Industry	Facilitate Collaboration	Provide Leadership	Co-ordinate activities	Promote best Practice

Values

Inclusion	Integrity	Innovation

Themes

Culture and	Future Foresighting	Competence	Thought Leadership	Environmental Protection	Governance

Construction Quality Improvement Collaborative (CQIC) seven months on.

Colin Campbell
Associate director, Scottish Futures Trust

GIRI

CONSTRUCTION
QUALITY
IMPROVEMENT
COLLABORATIVE

Creating a sustainable quality culture across construction

CQIC Background

"The fact that no injuries or fatalities to children resulted from the collapse of the gable wall at Oxgangs School was a matter of timing and luck."
Prof John Cole

"...one leisure centre for the price of two..."
Council Leader Elaine Murray

"confusion over who was to deliver quality"
Independent Report

"...quality assurance of materials and people is seriously lacking."
Dame Judith Hackett

CQIC journey

CONSTRUCTION
QUALITY
IMPROVEMENT
COLLABORATIVE
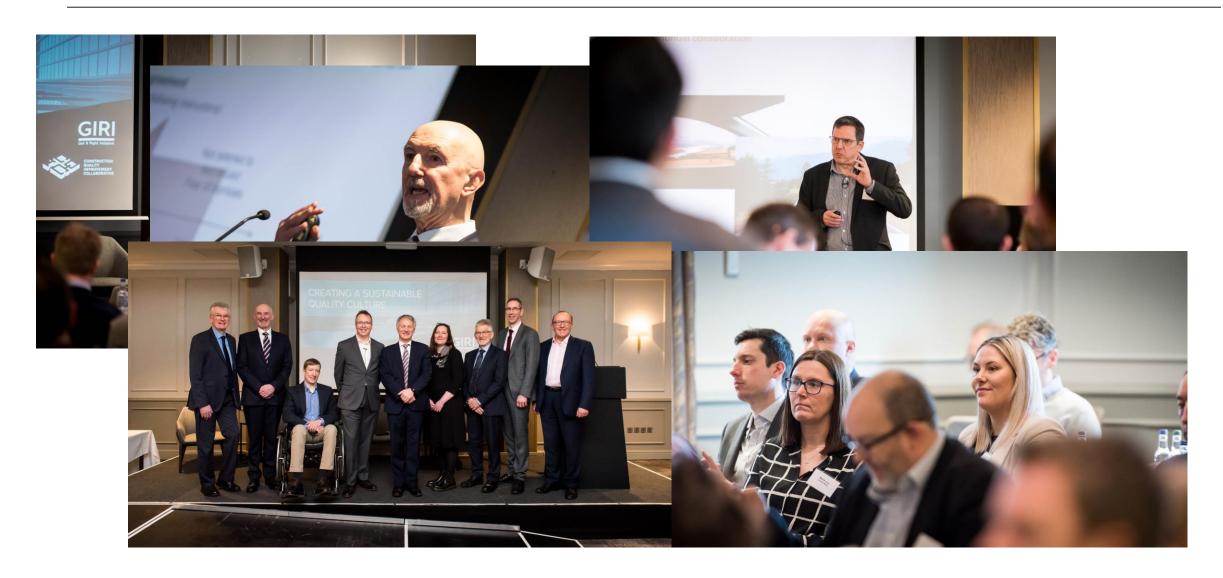
- 1st workshop, **March 2019**

- formation of **Working Group**

  - **Scottish Government**

  - **Construction Scotland**

  - **NHS Rep – NHS GG & C**

  - **Local Authority Reps**

  - **SFT**

  - **Representative Organisations (RIAS, RICS, SBF, CECA and SELECT)**

- taking a **holistic approach**

- integration into the **Scottish Construction Accord**

- **Official launch February 2023 at joint event with GIRI**

Launch Event February 2023
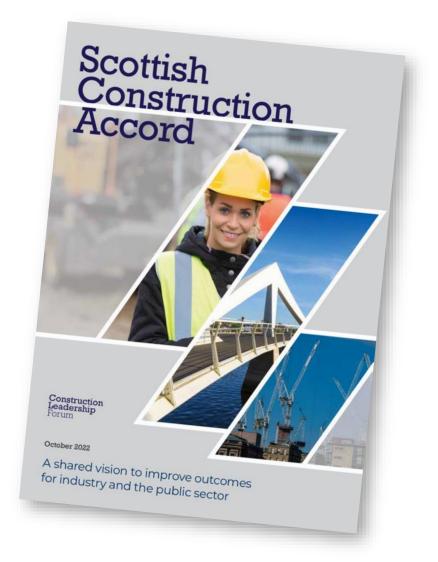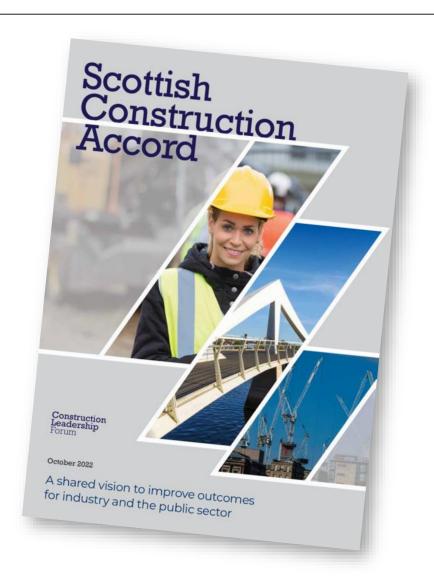
CQIC Vision

The Construction Quality Improvement Collaborative (CQIC) shares a vision for our industry where quality is central to all decision-making to create a sustainable quality culture - a quality culture that supports the ambitions set out in the Scottish Construction Accord.

Accord – Transformation Groups

- Procurement and Supply Chain Management
- Pipeline
- Fairwork
- Quality
- Digital
- Net-Zero
- Supply Chain Development
- Workforce and Skills
- MMC
- Data

Why create a quality culture…?

Good processes and procedures only take you so far. For them always to be effectively implemented you need a quality culture.

With both in place …it's good for:

- **society, communities** and **places**

- **the environment,** including material and product waste

- **customer** and **user satisfaction**

- **safety of buildings** for end users

- **whole life** asset performance

- construction sector **image and reputation**

- **business** - including productivity and profitability

- on-site **safety**

- **creating an attractive industry** for the current and future workforce

Charter to deliver CQIC Vision

WWW.CQIC.ORG.UK

Construction Quality Improvement Charter Scotland

The Construction Quality Improvement Collaborative (CQIC) shares **a vision for our industry** where **quality is central to all decision-making** to **create a sustainable quality culture** - a quality culture that supports the ambitions set out in the **Scottish Construction Accord**.

To support the vision, the CQIC is inviting businesses and organisations across the sector to sign up to a Charter that is founded on key values:

Ambition

Developing a sector that believes in **continuous improvement**, is **willing to change** and is **ambitious** for the industry

Collaboration

Working together to **share knowledge, lessons learned and best practice**

Commitment

Taking **pride** in what we do, **always doing our best**, aiming for **customer satisfaction** and **taking ownership and accountability** when we get it wrong

Openness

Building an industry that is **recognised for its honesty and integrity**

Respect

Working across the industry to build **professionalism, leadership, trust and self-respect**

Every organisation that commits to the **Charter** is undertaking to **embed the improvement of construction quality** across their business activities to achieve a **sustainable quality culture** and to support and implement CQIC Vision.

WWW.CQIC.ORG.UK

The CQIC, a joint initiative by the public and construction sectors has collaborated to develop the CQIC Charter with four key drivers to help to deliver a sustainable quality culture.

| Key Driver	Commitment
01 / Quality control and assurance Doing it right first time – at the right time	• **Processes** are in place to ensure compliance and to prevent errors • **Mechanisms** are in place to detect and address any variations to agreed standards • **Appropriate project resources** are available for budget, programme, design, materials and skills
02 / Behaviour Creating the conditions that embed a "right first time" culture	• **Leadership** demonstrates a commitment to delivering CQIC vision and values at all times • **All personnel** are engaged and committed to create a positive working environment with the right conditions for realising change
03 / Alignment Designing and implementing processes that drive quality and improve performance	• **Policy and guidance** are aligned across the sector • **Project delivery systems**, including procurement, are aligned • Everyone has **access to the right information** at the right time
04 / Competence, Roles & Responsibilities Ensuring that everyone is clear about their roles and responsibilities and is competent to deliver them	• **Appropriate project leadership** and management is in place • **Culture encourages everyone** to accept responsibility for delivering quality • Everyone has the **right skills, experience, and qualifications** to do a quality job • We are **committed to developing people**

Creating a quality culture?

Quality control and assurance
Doing it right first time – at the right time

- Processes are in place to ensure compliance and to prevent errors

- Mechanisms are in place to detect and address any variations to agreed standards

- Appropriate project resources are available for budget, programme, design, materials and skills

Behaviour
Creating the conditions that embed a "right first time" culture

- Leadership demonstrate a commitment to delivering the CQIC vision and values at all times

- All personnel are engaged and committed to creating a positive working environment with the right conditions for realising change

Creating a quality culture?

Alignment
All parts of the process are designed and implemented to drive quality, improve performance and deliver compliance
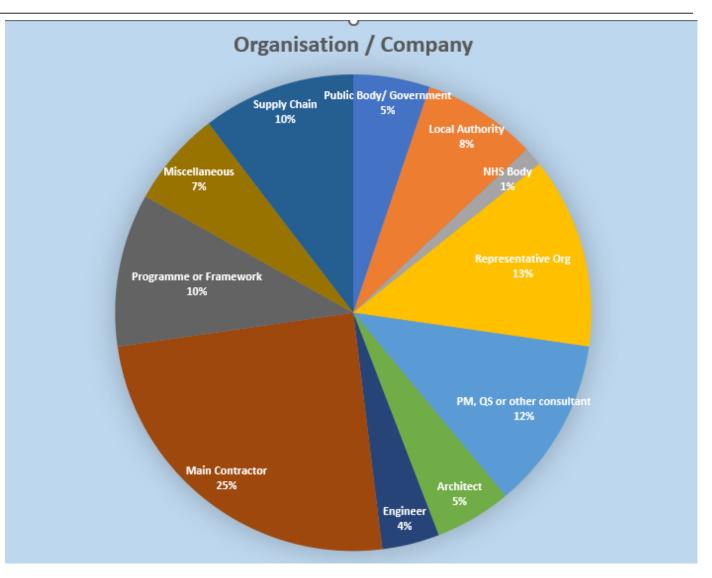
- Leadership support initiatives that are designed to align policy and guidance across the sector

- Project delivery systems, including procurement, are aligned to drive quality

- Everyone has access to the right information at the right time

Competence, Roles & Responsibilities
Ensuring that everyone is clear about their roles and responsibilities and is competent to deliver them

- Appropriate project leadership and management is in place

- Culture encourages everyone to accept responsibility for delivering quality

- Everyone has the right skills, experience, and qualifications to do a quality job

- We are all committed to developing people

Activity Since Launch
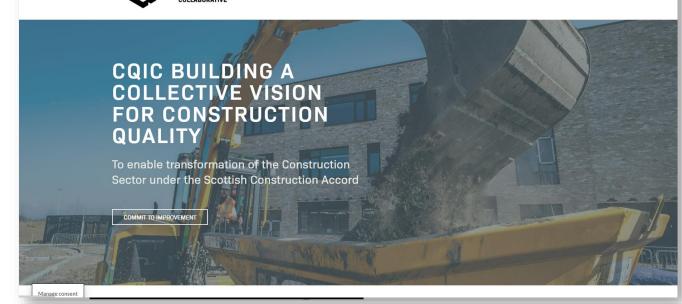
- 77 Organisations committed to the Construction Quality Charter

- 15 are also GIRI Members

- Committed organisations employ circa 30k in construction

- Referenced in the Scottish Government Civils Framework Procurement

- Regional Quality Forums

- Sub-groups and Guidance

Organisation / Company

- Public Body/ Government 5%
- Local Authority 8%
- NHS Body 1%
- Representative Org 13%
- PM, QS or other consultant 12%
- Architect 5%
- Engineer 4%
- Main Contractor 25%
- Programme or Framework 10%
- Miscellaneous 7%
- Supply Chain 10%

Be part of the journey
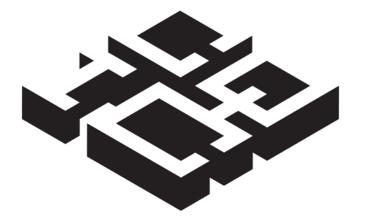
- commit to the **CQIC Charter**

- embed the improvement of **construction quality** across your business activities to achieve a **sustainable quality culture**

- share your **quality experiences** to help others

@CQICScotland / #CQICScot

CONSTRUCTION
QUALITY
IMPROVEMENT
COLLABORATIVE

The CQIC shares a vision for our industry
where quality is central to all decision-making
to create a sustainable quality culture
- a quality culture that supports the ambitions
set out in the Scottish Construction Accord.

www.CQIC.org.uk

Networking break

GIRI

Achieving better outcomes for people and planet – how to make fewer errors and create space for innovation.

Melissa Zanocco
Infrastructure Clients Group/Project 13

GIRI
Get It Right Initiative

Achieving better outcomes for people and planet
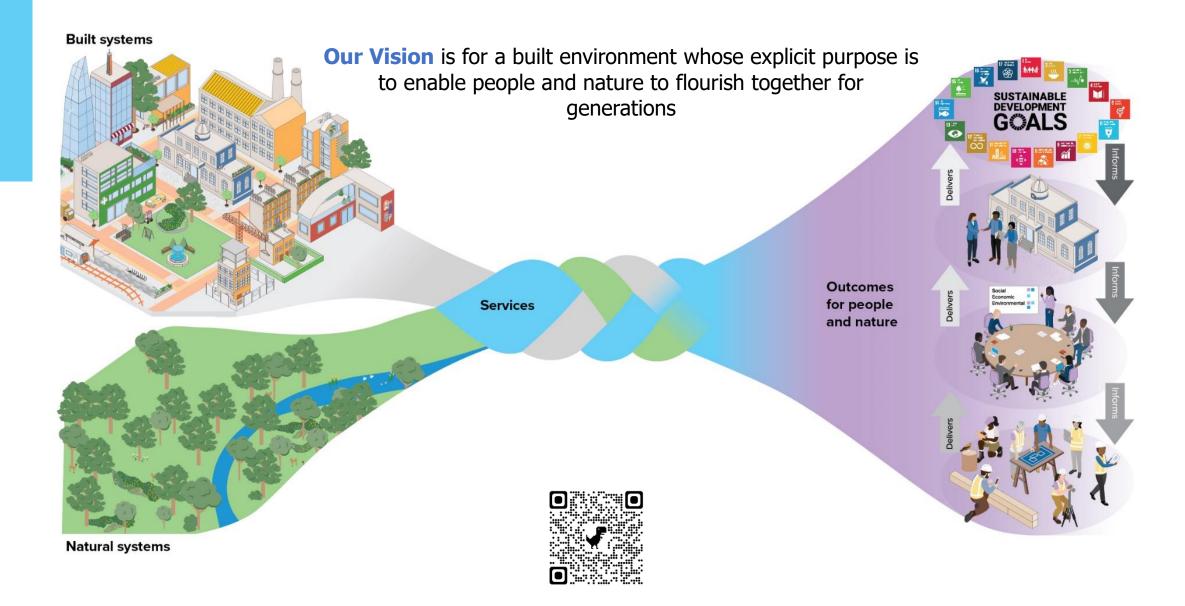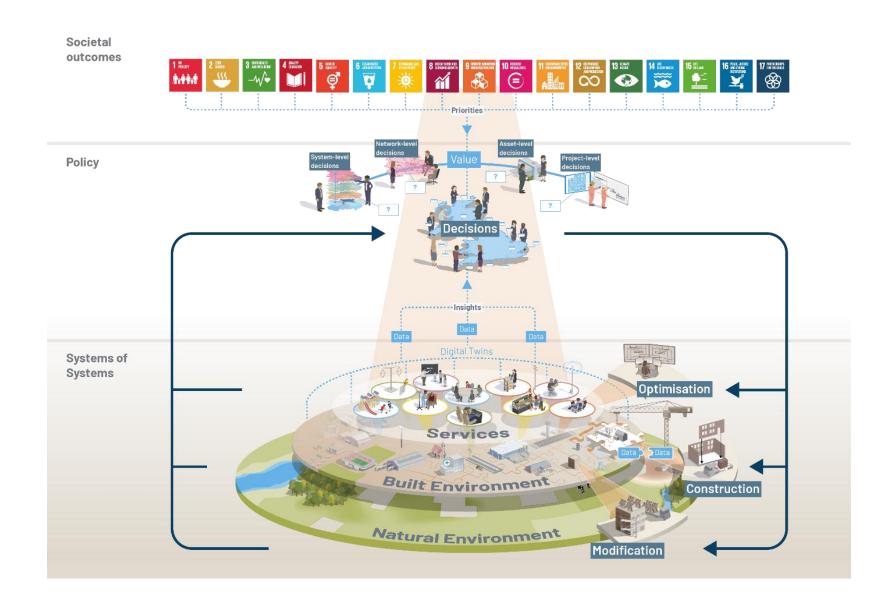
GIRI Members' Meeting

Melissa Zanocco OBE

7 September 2023

Project 13

Our Vision for the Built Environment www.visionforbuiltenvironment.com

Built systems

Our Vision is for a built environment whose explicit purpose is to enable people and nature to flourish together for generations

SUSTAINABLE DEVELOPMENT GOALS

Services

Outcomes for people and nature

Natural systems

IPA's Transforming Infrastructure Performance: Roadmap to 2030

Societal outcomes
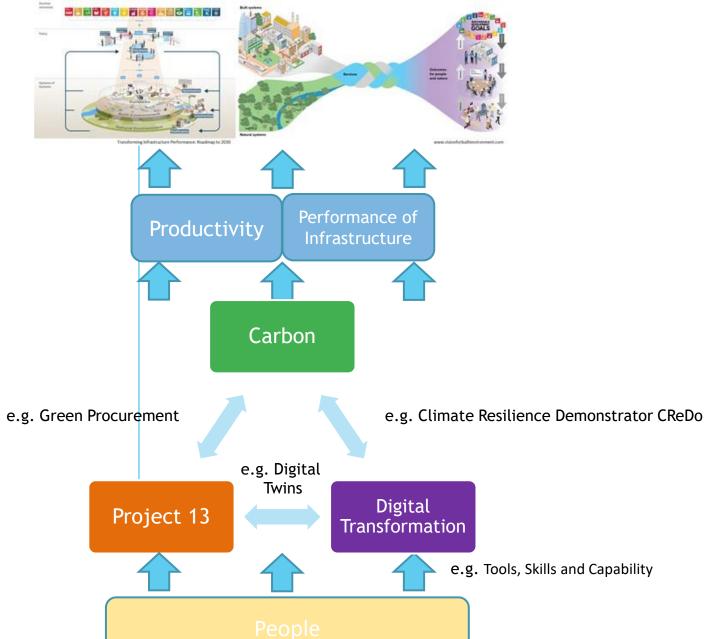
Transforming Infrastructure Performance (TIP)

Our Vision for the Built Environment

ICG Programme

Productivity | Performance of Infrastructure

Carbon

Project 13 ⟷ Digital Transformation

People
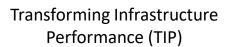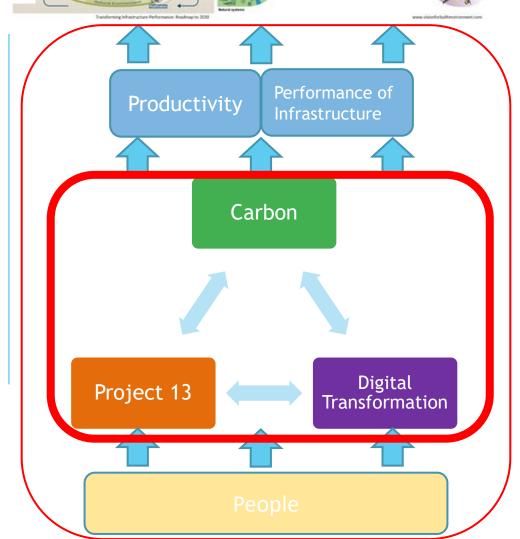
Infrastructure Client Group (ICG)

- identify, share and disseminate best practice in the development and delivery of infrastructure.

- provide a single voice to government and industry.

Why we need a new approach

Chart 1: Productivity Growth – Output per worker (1997=100)

Productivity

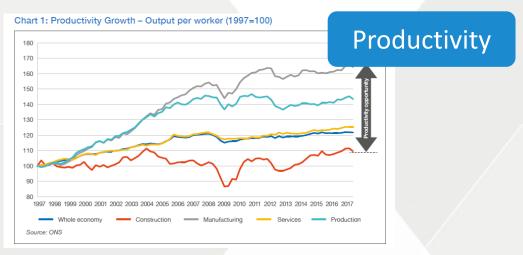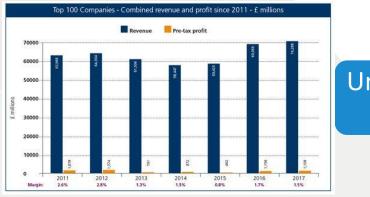Source: ONS

Source: McKinsey&Company, "The construction productivity imperative" By S Changali, A Mohammad and M van Nieuwland, July 2015

Top 100 Companies - Combined revenue and profit since 2011 - £ millions

Unsustainable Industry

Source: Construction Leadership Council, "The Farmer Review – Modernise or Die" By M. Farmer 2016

Digital Transformation
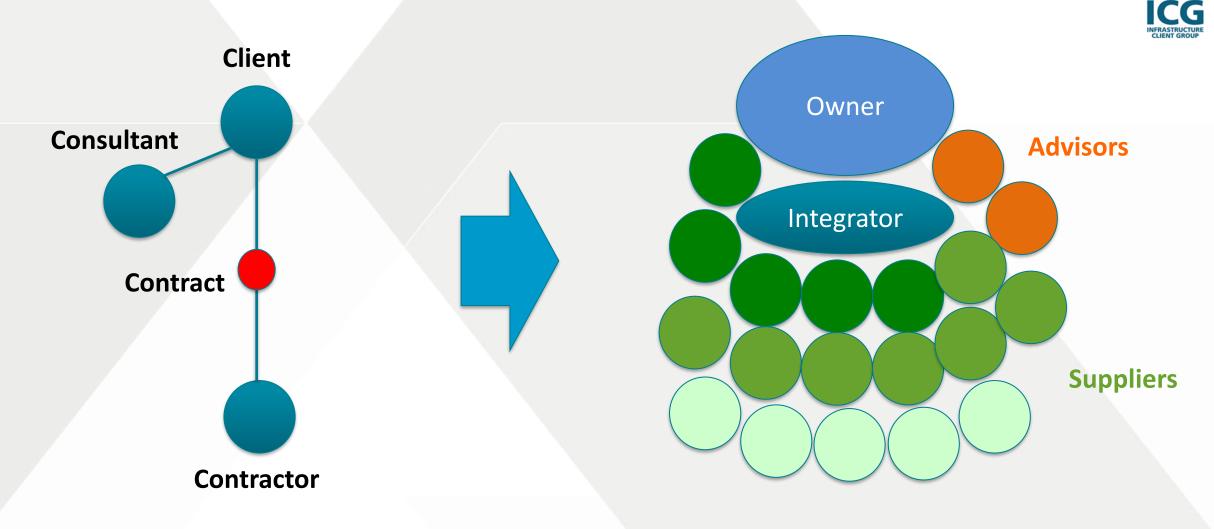
What is Project 13?

- A global industry-change movement to improve the way high performance infrastructure is delivered with a Community of nearly 4,000 members across the world.
- Being adopted by some of the largest infrastructure owners who are sharing their experience of putting the Principles into practice.
- Moving from transactional business models to collaborative operating models bringing together skills and technologies.
- Building a sustainable future for the construction industry, creating a more highly skilled workforce and creating infrastructure that represents better value for all.

From transactions to enterprises

Client

Consultant

Contract

Contractor

Owner

Integrator

Advisors

Suppliers

Five Pillars	Principles

Capable Owner	o Owner develops Enterprises built on long term business to business (b2b) relationships
	o The Enterprise is set up to deliver:
	  - Clearly articulated customer outcomes
	  - Long term asset performance

Governance	o Value is defined at outcome level (through baselines, benchmarks or affordability) o The Enterprise is rewarded for outcome performance o Risk allocation is aligned with capability and where possible jointly owned o The commercial arrangements provide the potential for sustainable returns o There are clear incentives and opportunities for investment
Integration	o The Integrator brings together capabilities that deliver effective solutions through production systems o The Integrator enables a platform approach to delivery o Supply systems are organisationally and commercially aligned with the outcomes to be delivered o The Enterprise has a common and committed approach to health, safety and wellbeing
Organisation	o The integrated Enterprise is aligned with the outcomes to be delivered o Supplier capability is engaged early in developing solutions o The Enterprise integrates the required capability in high performing, collaborative teams
Digital Transformation	o The Enterprise digital transformation strategy enables an integrated digital approach to asset management and delivery. o The Enterprise effectively integrates engineering and digital technology to deliver intelligent solutions o Data and information are recognised and treated as digital assets that enable customer outcomes

Key Commercial Differences

Enterprise reward based on value added through delivery of customer <u>outcomes not scope.</u>

Reward

Owner risks are not transferred to the supply chain – including risk of the <u>actual cost of doing</u> the work required to achieve the outcomes. Supply chain risk exposure capped at Fee.

Risk

Enterprise engaged much earlier in the asset creation lifecycle – typically prior to the confirmation of the solution / preferred option.

Enterprise Engagement

Enterprise selected on the basis of capability, behaviours and alignment (business commitment programme outcomes & outperformance) – low to no price based competition.

Enterprise Selection

Enterprise comprises resources from multiple organisations – including the Owner. Resources selected on a best for task basis – working collaboratively on common processes and systems and under bespoke integrated governance arrangements.

Enterprise Organisation

Enterprise model yields greatest benefits when applied over the long term and across asset portfolios and large programmes.
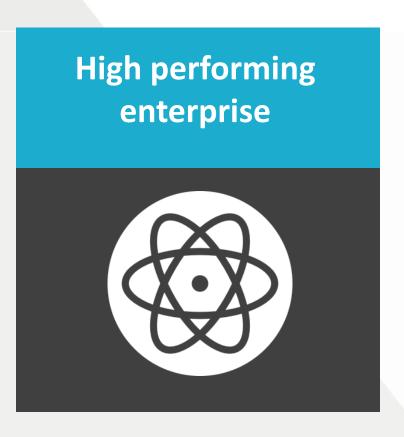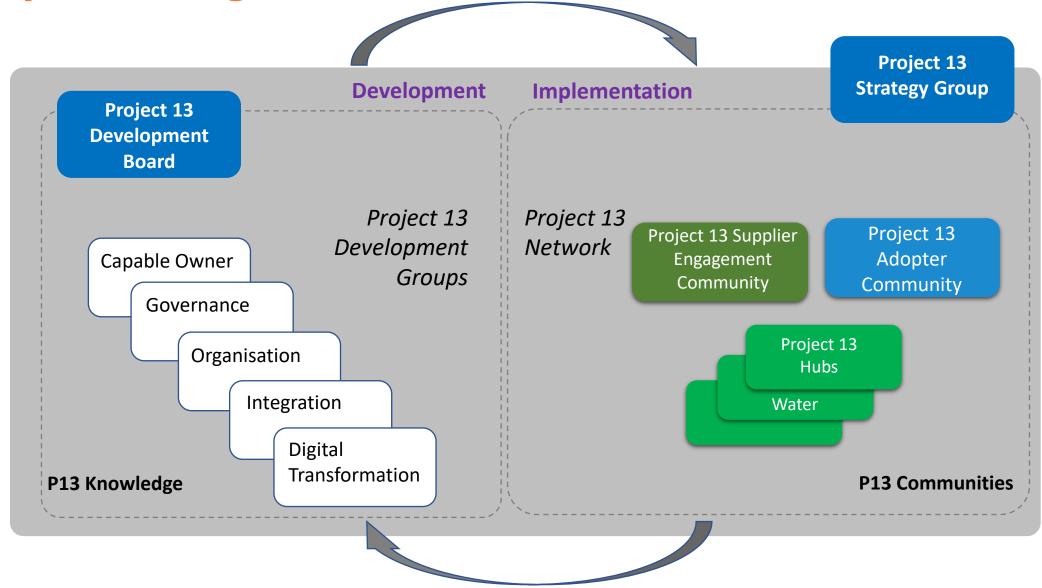
Scope, Scale & Time

Three stages of maturity

| Simple collaboration | Integrated functions and relationships | High performing enterprise |

Project 13 Adopters
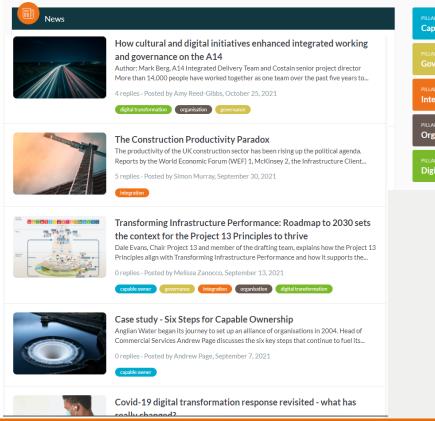
- **Anglian Water:** Strategic Pipeline Alliance
- **British Antarctic Survey**
- **East West Rail**
- **Environment Agency's** Next Generation Supplier Arrangements
- **Heathrow** Infrastructure Programme
- **National Grid** London Power Tunnels project
- **National Highways** Smart Motorway Programme

- **Network Rail:**
  - Transpennine Route Upgrade
  - Southern CP7 Renewals
  - Levenmouth
- **Scottish Water** Delivery Vehicle 1&2
- **Sellafield Ltd** Programme & Project Partners (PPP)
- **Sydney Water** Partnering 4 Success P4S
- **Yorkshire Water** Capital Programme Delivery

Project 13 Network www.project13.info

Anglian Water – Strategic Pipeline Alliance

National Highways – Smart Motorway Alliance

Global outcomes

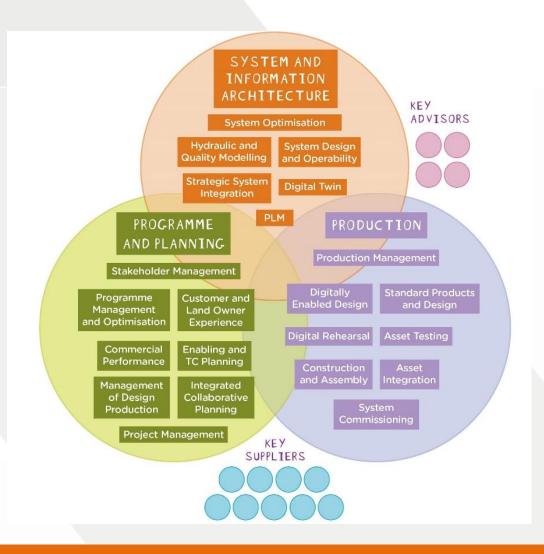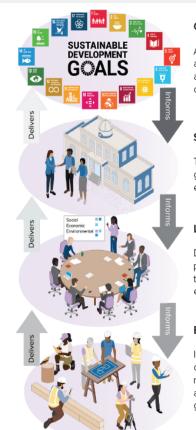At the global level, the Sustainable Development Goals provide a blueprint to achieve a better and more sustainable future for all - a balance between environmental, social and economic outcomes.

Strategic priorities

The strategic priorities of national governments should align with global goals, informing, for example, 'net zero' targets and built environment strategies.

Local requirements

Decision-makers in the built environment must satisfy national priorities and address local requirements - the needs of the users, the communities and the environment. Participatory processes empower individuals and communities to shape their 'place'.[2]

Effective interventions

Investment decisions for individual interventions (whether for operation, maintenance, asset creation, repair or retrofit) are more effective when they are aligned with delivering outcomes at the local, national and global levels. Environmental, social, and governance (ESG) frameworks can assist with tracking alignment.

https://www.visionforbuiltenvironment.com/

Network Rail – Southern Region

Our outcomes

Happy customers and stakeholders

We satisfy the needs and work to exceed the expectations of our customers, our train operating partners, and our lineside neighbours.

Being healthy and safe

We are industry-leading in the safety, health and wellbeing of our workforce, customers and stakeholders.

Being affordable and profitable

We deliver an affordable and exemplary renewals portfolio that meets the ambitions of the Industry's strategic business plan and our supply partners business aims.

Being cleaner and greener

We create a cleaner, greener region by reducing our carbon footprint, using our resources efficiently, and protecting and enhancing biodiversity.

Leaving a positive legacy
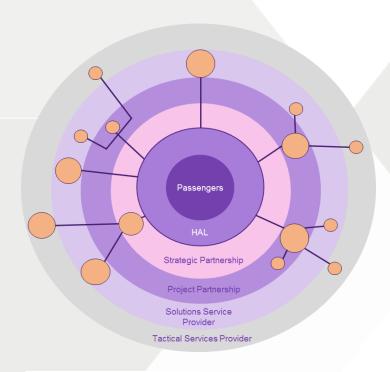
We deliver immediate benefits for our people, passengers and local communities, and ensure we leave a positive legacy for the next generation.

NetworkRail

Happy Customers

Safe, Fit & Healthy

Affordable & Profitable

Cleaner & Greener

Positive Legacy
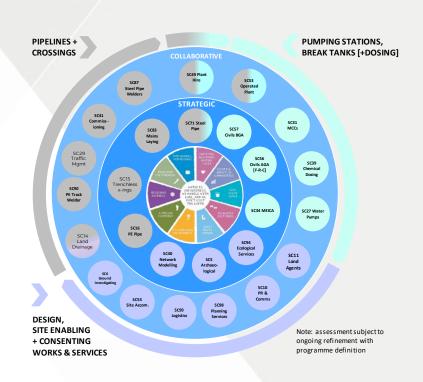
Engaging with the Wider Ecosystem
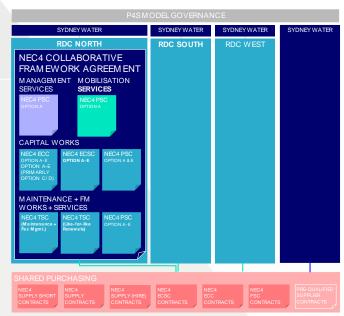
Questions?

The new BS 99001; applying quality management in the tbuilt environment.

Ian Richardson
Sector lead, British Standards Institute

GIRI

Get It Right Initiative

Quality management in the built environment sector & BS 99001

Ian Richardson, Sector Lead - Built Environment, BSI

By Royal Charter

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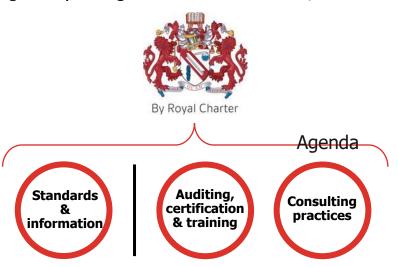
● Who are BSI? …
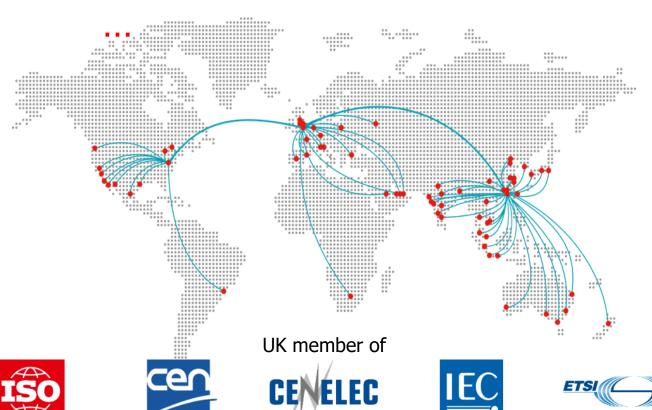
… BSI - shaping standards for business, consumers and society

BSI has a presence on every continent, with 87 offices in 31 countries across the world. Our clients range from globally recognized brands to small, local businesses.

By Royal Charter

Agenda

Standards & information | **Auditing, certification & training** **Consulting practices**

Formed in 1901, BSI was the world's first National Standards Body. We were responsible for originating many of the world's most commonly used management standards and publish around 2,000 standards annually.

84,000 clients in **93** countries …

UK member of

ISO cen CENELEC IEC ETSI

bsi.

● What are standards?

- Standards are an agreed way of doing something
- Standards could be about making a product, managing a process, or delivering a service
- Standards are open, consensus-based documents, developed by thought-leaders who share an interest in improving how things are done
- Standards represent the distilled wisdom of what 'good' looks like, helping to make things work properly, and improve the way organizations do things

What standards do

Improve productivity	Increase efficiency	Reduce costs
Fine tune performance	Accelerate innovation	Agree good practice
Build trust with consumers	Enable international trade	Embed sustainability
Create a common technical understanding	Ensure interoperability	Manage risk and compliance

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Background to development of BS 99001

- BS 99001 is similar in concept to other industry-specific quality management systems standards such as Aerospace, Automotive, Petrochemical, and Medical Devices, which have been introduced in recent years and have been widely taken up by those sectors

- Post Grenfell & Hackitt Report/Recommendations

- Additional help for the benefit of everyone, including clients, contractors, sub-contractors and end users of assets

- Acknowledges the project based nature of the industry and provides clarity in interpretation of QMS requirements in the context of the sector

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Going beyond ISO 9001

- ISO 9001 is a generic standard, derived from manufacturing industry, but its implementation in Construction, at times, may not entirely deliver on customer and end user expectations of product quality

- Adding specific requirements to ISO 9001 clauses would recognise the unique features of the built environment sector

- ISO 9001 provides a standard organization framework but does not acknowledge project based nature of the BE sector

Our stakeholders and experts

BSI Standards Publication

Quality management systems — Specification for the application of BS EN ISO 9001:2015 in the built environment sector

Scope

This British Standard specifies requirements for the application of BS EN ISO 9001 in the built environment sector based on the requirements of BS EN ISO 9001:2015.

It is applicable to systems relating to both the organization and the entire life cycle of projects under its control, including services, temporary works and built environment deliverables.

NOTE 1 This document does not modify or replace the requirements of BS EN ISO 9001.
NOTE 2 This document is structured to align with the clauses of BS EN ISO 9001.
NOTE 3 In this British Standard, the organization can mean a single legal entity or a group of entities working together to deliver a project

Structure and use

- The standard lists ISO 9001 as normative and uses the same terms and definitions – and follows ISO model for sector specific application of ISO 9001

  - Written using Fundamentals and Vocabulary set out under ISO 9000:2015 and language consistent with ISO and BS standards

- It has been produced as a "requirements standard" to supplement ISO 9001 implementation in the Built Environment sector

- References to Built Environment sector standards included

  - Workmanship (BS 8000 series)

  - Temporary Works (BS 5975)

  - BIM (ISO 19650 series)

  - Digital Management of Fire Safety information – BS 8644-1 (Clause 8.5.6 *Control of changes*)

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Clauses

Contents

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Key sections of BS 99001: 4.1

4   Context of the organization

BS EN ISO 9001:2015

4.1   Understanding the organization and its context

The organization shall determine external and internal issues that are relevant to its purpose and its strategic direction and that affect its ability to achieve the intended result(s) of its quality management system.

The organization shall monitor and review information about these external and internal issues.

NOTE 1   Issues can include positive and negative factors or conditions for consideration.

NOTE 2   Understanding the external context can be facilitated by considering issues arising from legal, technological, competitive, market, cultural, social and economic environments, whether international, national, regional or local.

NOTE 3   Understanding the internal context can be facilitated by considering issues related to values, culture, knowledge and performance of the organization.

4.1   Understanding the organization and its context

In meeting the requirements of BS EN ISO 9001:2015, 4.1, the organization shall determine internal and external issues related to the context of projects the organization is involved in, or is planning to be involved in, including consideration of information management, security and sustainability.

The organization shall take into account national and international commitments to social, economic and environmental sustainability, including progress towards net zero emissions.

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Key sections of BS 99001: 5.1.2

BS EN ISO 9001:2015

5.1.2   Customer focus

Top management shall demonstrate leadership and commitment with respect to customer focus by ensuring that:

a)   customer and applicable statutory and regulatory requirements are determined, understood and consistently met;

b)   the risks and opportunities that can affect conformity of products and services and the ability to enhance customer satisfaction are determined and addressed;

c)   the focus on enhancing customer satisfaction is maintained.

5.1.2   Customer focus

In meeting the requirements of BS EN ISO 9001:2015, **5.1.2**, top management shall demonstrate leadership and commitment with respect to customer focus by ensuring that:

a)   product and service conformity is measured;

b)   quality is prioritized when considering on-time and on-budget delivery; and

c)   action is taken if planned results are not, or will not be, achieved throughout the project life cycle, by the organization and its supply chain.

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Key sections of BS 99001: 5.3

5.3   Organizational roles, responsibilities and authorities

In meeting the requirements of BS EN ISO 9001:2015, 5.3, top management shall ensure that a competent person is appointed as the management representative with oversight of quality for projects the organization is involved in or plans to be involved in. The management representative shall have responsibility and authority for oversight of the requirements given in 5.2.1 and 5.2.2 on a project basis. The management representative shall be supported by the organization to ensure that quality management of data is sufficient for the needs of the project.

The organization shall clearly define the governance and support arrangements between project roles and the wider organizational roles.

Top management shall ensure roles, responsibilities and authorities that are relevant to the project(s) are identified and defined in accordance with the project's nature and complexity (see Clause 4), considering the organization's existing policies. Top management shall ensure that the management representative with oversight of quality has organizational freedom and unrestricted access to the project leadership to resolve quality management issues.

The organization shall ensure that the management representative with oversight of quality has the authority to pause operations in order for quality issues to be addressed.

NOTE 1   The responsibility of a management representative with oversight of quality might include liaison with external parties on matters relating to the quality management system.

NOTE 2   The number of people appointed as management representatives can vary according to the number of roles and responsibilities relating to the project. In a very small or simple project, a single person can represent a number of roles. In a more complex project, a number of people can take on the individual roles.

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Key sections of BS 99001: 6.2.1

6.2   Quality objectives and planning to achieve them

BS EN ISO 9001:2015

6.2.1   The organization shall establish quality objectives at relevant functions, levels and processes needed for the quality management system.

The quality objectives shall:

a)   be consistent with the quality policy;

b)   be measurable;

c)   take into account applicable requirements;

d)   be relevant to conformity of products and services and to enhancement of customer satisfaction;

e)   be monitored;

f)   be communicated;

g)   be updated as appropriate.

The organization shall maintain documented information on the quality objectives.

6.2.1   In meeting the requirements of BS EN ISO 9001:2015, **6.2.1**, the organization shall establish quality objectives for each project, to reflect contractual and other requirements, including social, economic and environmental commitments. The organization shall take into account scope, time, cost and the project life cycle when setting quality objectives. Where appropriate, objectives shall be developed in collaboration with relevant interested parties.

The organization shall maintain and retain documented information in relation to the requirements of BS EN ISO 9001:2015 Clause **6** and the requirements in this document.

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Key sections of BS 99001: 7.2

BS EN ISO 9001:2015

7.2   Competence

The organization shall:

a) determine the necessary competence of person(s) doing work under its control that affects the performance and effectiveness of the quality management system;

b) ensure that these persons are competent on the basis of appropriate education, training, or experience;

c) where applicable, take actions to acquire the necessary competence, and evaluate the effectiveness of the actions taken;

d) retain appropriate documented information as evidence of competence.

NOTE   Applicable actions can include, for example, the provision of training to, the mentoring of, or the reassignment of currently employed persons; or the hiring or contracting of competent persons.

7.2   Competence

In meeting the requirements of BS EN ISO 9001:2015, **7.2**, the organization shall ensure that people working on behalf of the organization:

a) are given the appropriate authority to approve all aspects of operation as relevant to their role, including processes, design, production, inspection and tests; and

b) are competent to make the approvals related to the role.

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Key sections of BS 99001: 7.2 (Cont.)

The organization shall ensure external providers provide competent people to work on projects under its control (see 8.4). The organization shall:

1) determine the competence requirements of the appointed management representative(s) with oversight of quality;

2) establish processes to assess and verify the competence of individuals;

3) implement processes to develop the competence of individuals as necessary;

4) ensure the representative with oversight of quality is competent to verify that quality requirements are being met at all stages of a project; and

5) assign the representative authority to approve all aspects of operation as appropriate to their level of competence, including processes, design, production, inspection and tests.

In determining the competency requirements, the organization shall take into account the requirements of relevant interested parties as applicable.

The organization shall maintain and retain documented information to demonstrate conformity to the requirements in this clause, including how competence requirements have been determined.

NOTE 1   Evidence of competence can be provided at an individual level or at an organizational level via a demonstration of an appropriate competence management framework at the stage of pre-qualification or procurement. Further information on the competence of individuals is provided in BSI Flex 8670. For further information on the Built Environment Competence Standards, see https://www.bsigroup.com/en-GB/industries-and-sectors/construction-and-the-built-environment/built-environment-competence-standards/

NOTE 2   National or regional regulations can provide competence requirements.

NOTE 3   Competence can be verified by a third party.

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Key sections of BS 99001: 8.3 (Cont.)

Clause 8.3 Design and development of products and services

- **8.3.1 General**

- **8.3.2 Design and development planning**

- **8.3.3 Design and development inputs**

- **8.3.4 Design and development controls**

- **8.3.5 Design and development outputs**

- **8.3.6 Design and development changes**

Key sections of BS 99001: 8.5.5

BS EN ISO 9001:2015

8.5.5 Post-delivery activities

The organization shall meet requirements for post-delivery activities associated with the products and services. In determining the extent of post-delivery activities that are required, the organization shall consider:

a) statutory and regulatory requirements;

b) the potential undesired consequences associated with its products and services;

c) the nature, use and intended lifetime of its products and services;

d) customer requirements;

e) customer feedback.

NOTE   *Post-delivery activities can include actions under warranty provisions, contractual obligations such as maintenance services, and supplementary services such as recycling or final disposal.*

8.5.5 Post-delivery activities

In meeting the requirements of BS EN ISO 9001:2015, 8.5.5, the organization shall consider collection and analysis of operational data that meets pre-determined information requirements (e.g. asset performance, reliability, lessons learned).

The organization shall take appropriate action, including investigation and reporting, when issues are detected post-delivery.

The organization shall establish, maintain and retain documented information relating to the products and services it provides to ensure the customer has up to date and accurate information on handover. The organization shall ensure continuing access to relevant information is available post-delivery. This shall include documented information relating to:

a) what has been supplied; and

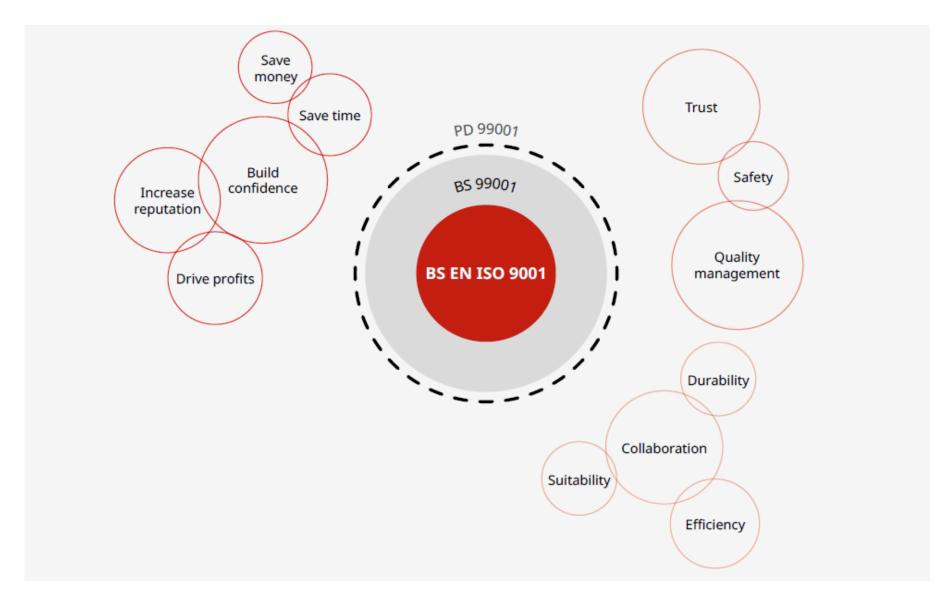b) safe maintenance and operation of that which has been supplied.

Key features and benefits of BS 99001

- Includes appropriate requirements / interpretation to meet specific industry challenges and draw the links to associated standards and guidance i.e. "join the dots"

- Top management required to put quality above cost and time

- Documented information (+ data) at the heart of everything, throughout the project lifecycle

- Provides an expanded and consistent approach to the implementation and application of ISO 9001 across the sector

- "Tighter" guidance for auditing the application and implementation of the standard ensuring greater consistency

- Demonstrate your commitment to quality assurance

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Benefits of BS 99001

Thank you for listening!

For more information, and to obtain your copy of BS 99001 or PD 99001, please visit: knowledge.bsigroup.com

Join us at future BSI events, by visiting www.bsigroup.com/events (includes on-demand access to past webinars)

Track all our standards development activity https://standardsdevelopment.bsigroup.com/

07/09/2023

Questions?

Procurement as an enabler of better outcomes.

Alison Nicholl
Head of Constructing Excellence

GIRI

Constructing Excellence

Procurement as an enabler

Using procurement as a mechanism to incentivise the supply chain to deliver better quality and outcomes

6 SEPTEMBER 2023

Constructing Excellence

Constructing Excellence is a platform from which to stimulate, debate and drive much needed change in the Construction sector. Our thought leading members from the entire supply chain – clients, industry and users – share a vision for change through innovation and collaboration.

Insight
Push Boundaries

Inspiration
Demonstrate the art of possible

Implementation
Practical Implementation

Constructing Excellence

Theme Group

Procurement

Procurement as an enabler

CHAIR: REBECCA REES,
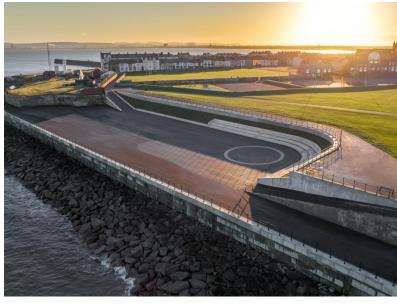TROWERS & HAMLINS

What is strategic procurement?

- Strategic procurement aggregates demand and provides the market and suppliers with the information and certainty they need to invest in capacity and capability.

- Strategic procurement drives better outcomes – as demonstrated by the Value Toolkit the decisions that are made early in the project have a huge influence on project outcomes.

- Strategic procurement sets the conditions for better relationships with project partners including fair payments, incentivising performance, unlocking innovation and delivering to time cost and quality.

Successful Projects - Awards

Red Kite View

Integration & Collaborative Working Winner 2022

Elephant Rock

Value Award Winner 2022

HMP Five Wells

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