Project:	Republic, Mayfield	**Project No:**	63081
Client:	Landsec Limited	**Region:**	Northwest

Project Quality Plan

Republic, Mayfield Project Number 63081



Document Control

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1. Abbreviations

Abbreviation	Meaning
4P	Viewpoint Document Management System
B+K	Bowmer and Kirkland
BEP	BIM Execution Plan
BIM	Building Information Modelling
CM	Contracts Manager
CE	Conformité Européenne (French), European conformity (English)
DM	Design Manager
ISO	International Organization for Standardization
ITP	Inspection and Test Plan
M&E	Mechanical & Electrical
MS	Management System
PM	Project Manager
PS	Project Surveyor
QM	Quality Manager
RFI	Request for Information
SM	Site Manager
UKAS	United Kingdom Accreditation Service
UKCA	UK Conformity Assessed

2. Purpose and Scope of Project Quality Plan

Bowmer + Kirkland operate an integrated management system that is certified to ISO 9001 (Quality), ISO 14001 (Environmental), and ISO 45001 (Health and Safety) by NQA a UKAS accredited certification body.

This Project Quality Plan, which is created and maintained as part of our management system requirements, is established to ensure our quality and project objectives are established and achieved.

The Project Quality Plan documents the quality processes and controls that the Bowmer + Kirkland project team and designated support team will follow to effectively manage all aspects of the project from planning through design, construction, handover, and aftercare of the project. It is developed in line with ISO 10005: 2018 Quality Management – Guidelines for Quality Plans. It will be amended to reflect project / client specific controls and requirements for each process, with review and audit by B+K Quality team to ensure the effectiveness of the controls is maintained.

Bowmer + Kirkland's established controls enable objectives to be met and opportunities maximised by ensuring:

- all parties understand their roles and responsibilities on the project, and can fulfil their responsibilities,
- risks and opportunities are identified and effectively managed,
- processes are managed in line with the Plan- Do – Check – Act cycle.

The Bowmer and Kirkland Quality Policy underlines our commitment to achieving these objectives.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Bowmer + Kirkland Management System	System	-	Intranet	All
Bowmer and Kirkland Quality Policy	Policy	MMA 1.3	M Sys	All

3. Project Details

New build concrete frame structure with piled foundations and concrete capping. Ground floor, mezzanine floor and 11no floors of Cat A office building. Approximately 230,000ft2 lettable office floor space. Structure will be constructed in concrete with a central core and post tensioned concrete slabs. Visual concrete to circulation space with special finish areas and an enhanced plain finished area. Exposed finished concrete slab soffits, with exposed mechanical and electrical containment and trunking, conduits with equipment.

Façade includes a Ground Floor curtain walling stick system, positioned up to underside of the first floor. An exposed highly polished precast concrete cladding, and polished concrete spandrel section at first floor, supporting above 11no floors of Unitised curtain walling glazing.

Mechanical services, include the ventilation and air handling equipment are located at roof, level, within a steel-frame area enclosed with Louvred screens.

Internal finishes to core areas, rest rooms, toilet facilities, and ground floor reception area.

4. Quality Objectives

Bowmer + Kirkland company quality objectives:

Delivery to required high quality specification standards and finish: zero defects at handover.
Conduct on site quality inspection of all construction areas, utilising B+K inspection checklists, including photographic evidence of the inspection areas.
Deliver project on time: zero days late against agreed programme.
Ensure a fully satisfied client:

Client / project specific objectives:

- Polished concrete finish with precast off site manufactured concrete column cladding.
- Special concrete finish to cast on site frame areas, of the core slab soffits and waffle slabs.
- Unitised curtain walling façade to all floors, and Stick curtain walling at ground floor up to first floor level.

5. Management Responsibilities

Responsibilities are defined throughout the B+K Management System documents and in particular within the documents identified below. The system documents set out the project specific staff and management structure, with roles and responsibilities, to review and maintain current and in date.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Management System Manual	Manual	MM 1.0	M Sys	All
Site management structure chart	Form	MPF 5.1	4P	Construction / PM
Project Directory	Form	MPF 5.2	4P	Construction / PM
Management Procedures & Responsibilities	Form	MPF 5.3	4P	Construction / PM
BIM Procedures Contents and Responsibilities	Form	MMF 1.3	4P	Construction / PM

6. Documented Information

Documented Information includes all documents and records created during all stages of the project. The control of these documents and records is managed in line with the Bowmer + Kirkland Project Execution Plan and Management System process controls such as the Project Plan and the responsibilities documents identified in procedure MPF 5.3.

Bowmer + Kirkland use Viewpoint for Projects (4P) document management system as our Common Data Environment Platform to make information available to the design and delivery teams and the Client.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
BIM Policy	Policy	MMA 1.6	MS	ALL
BIM Guidance and Process Chart	Guidance	MMA 1.5	MS	Construction Team
Project BIM Execution Plan (BEP) / Project Execution Plan	Form	BPF 1.17 / 1.18	4P	Construction Team
Project Plan – Contents	Form	MPF 5.0	4P	Construction Team
Project Filing List	Form	MPF 5.7		Construction Team

7. Resources

Project resource requirements are defined at preconstruction stage and included in the Contract Preliminaries. Resource requirements are also detailed in the B+K Management System Manual. Training and development are managed through B+Ks Personal Development process and the Training Manager portal.

Details and records of site team and labour force on site are captured and logged with the site access portal M-Site, with competence records CSCS and CPCS details.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Management System Manual	Manual	MM 1.0	MS	B+K Regional Director
Training and Recruitment procedure	Procedure	MP 7.0	MS	B+K Regional Director

8. Understanding Client Requirements

Tender and Construction Stage Project Plans are developed. These plans ensure that Quality, Health, Safety and Environmental requirements are identified on each Project, and are reviewed to ensure they are maintained.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Project Plan – Tender Stage	Form	MPF 2.2	4P	Pre-construction DM
Construction Procedure	Procedure	MP 5.0	MS	Construction PM
Project Plan – Contents	Form	MPF 5.0	4P	Construction PM

9. Client Communication

The Contracts Manager has lead responsibility for communication with the client. Communication will include:

- Monthly reporting of project status
- Monthly review of project status
- Specific workshops / meetings such as:
  - End user coordination workshops.
  - Coordination of client led activities / fit out.
  - Pre-handover workshops / soft landing

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Contractor's Report	Report	MPF 5.13	4P	Construction CM
Meetings Schedule	Procedure	MPF 5.16	MS	Construction CM
Meeting Minutes (General)	Plan	MPF 5.17	4P	Construction CM

10. Design / Design Development, MP 4.0 Procedure

Design and development activities are managed in line with our Design Procedure, Design Management Plan and BIM / Project Execution Plan.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Design Procedure	Procedure	MP 4.0	MS	Pre-construction DM
Design Management Plan	PLAN	MPF 4.8	4P	PRE-CONSTRUCTION DM
Project BIM Execution Plan (BEP) / Project Execution Plan	Plan	BPF 1.17 / 1.18	4P	B+K PM

11. Procurement, MP 3.0 Procedure

Procurement activities include procurement of Design Consultants' services, Sub-Contract works, and Materials to ensure that the product delivered conforms to specified / Contract requirements. Procurement processes are managed in line with our Procurement procedure.

A comprehensive Procurement Schedule showing all key activities associated with the construction process is compiled by the Contracts Manager or nominated Managing Surveyor following award of the contract. The scheduled procurement dates are cross related to the proposed Construction Programme.
The schedule is used for determining essential procurement dates and priorities, for action by the construction team. The schedule is regularly reviewed and updated by the Project Quantity Surveyor and as part of the B+K Internal Review. MPF 5.26 and MPF 5.6.

Sub-contractors and consultants are selected and appointed in line with the procurement procedure. Key documentation such as the B+K Assessment of Contractor Competence and the CDM Regulations Assessment of Design Consultant Competence forms must be completed. An additional Task Team Capability Assessment is also required where BIM is to be implemented.

Sub- contractors are procured through back-to-back sub-contracts in line with main contract conditions. Pre-Contract meetings are held to ensure works are fully scoped, and requirements are understood and can be delivered. The B+K Code of Conduct and Health & Safety Requirements for Contractors documents must be issued to all sub-contractors. Management of sub-contractor's post award of contract is covered under Section MP5.0 Construction. Only the Divisional Director, Project Manager or Managing Surveyor may sign orders.

Consultants' services are procured through an Appointment for Consultant, supported by an agreed Schedule of Services.

Warranties are obtained for goods supplied as part of the main contract as specified by the client and/or their agents. Warranties will be tracked using the B+K Warranty Tracking Schedule. Sub-sub-contracts, where there would be elevated risk introduced due to no contractual link, a collateral warranty may be used to provide a contractual link.

Materials are ordered through the B+K Group Buying Department, using Materials Requisition Forms.

Permanent utilities supplies required for the project are managed through the Incoming Services Tracking Schedule.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Procurement Procedure	Procedure	MP 5.0 and 3.0.	MS	CM
Procurement Schedule	Schedule	MPF 5.6	4P	Project QS
Assessment of Contractor Competence	Form	MPF 3.18	4P	Project QS and CM/PM
CDM Regulations Assessment of Design Consultant Competence	Form	MPF 4.1	4P	Project QS and CM/PM

Task Team Capability Assessment	Form	BPF 1.9	4P	Construction Pm
Pre-contract meeting minutes	Form	MPF 3.3	4P	Project QS and CM/PM
Code of Conduct	Policy	MPF 3.15	MS	ALL
Health & Safety Requirements for Contractors	Policy	-	MS	ALL
Warranty Tracking Schedule	Schedule	MPF 3.12	4P	Project QS and CM/PM
Sub-sub-contractor/Supplier Collateral Warranty to Beneficiary	Form	MPF 3.44 / 3.45	4P	Project QS and CM/PM
Materials Requisition	Form	MPF 5.18	4P	Project QS and CM/PM
Incoming Services Tracking Schedule.	Schedule	MPF 3.13	4P	Project QS and CM/PM

12. Construction, MP5.0 Procedure

The B+K Contracts Manager has lead responsibility for delivering construction management processes in line with the B+K Management System, and particularly the B+K Construction Procedure.

A Site Commencement Checklist is provided to ensure all pre-start activities are identified and actioned prior to construction phase commencing.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Construction Procedure	Procedure	MP 5.0	MS	Construction PM
Site Commencement Checklist	Checklist	MPF 5.4	4P	Construction PM

Specific controls for the aspects of construction management which affect achievement of objectives, delivery of product and services to the required standard and customer satisfaction are covered below:

12.1 Risk Management

The Risk Register is developed based on risk and opportunity identified at preconstruction stage which has not been “managed out” prior to construction. The Risk Register will be shared as part of the monthly Contractor’s report to the Client and reviewed at monthly Client Meetings as detailed in Section MP 5.0.

The Site Daybook will be generated using the Work Wallet App, to compile data such as weather conditions, site photos, details on site progress and general site management. The Site Manager will complete the Site Daybook, focusing on key information that will help the B+K management team in reviewing the Project’s status / key risks and influences.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Risk Register	Register	MPF 5.27	4P	Construction PM

Site Daybook	Form	MPF 5.9	WORK WALLET	Construction SM

12.2 Programme Management

Programme is managed through creation of the Construction Programme, monitoring progress against programme and taking appropriate action to address risk and opportunity within the programme. Programme is reviewed as part of the B+K internal project review. (See Sections MPF 5.26). Programme updates are provided as part of the monthly Contractor's report to the client and reviewed at monthly Client Meetings as detailed in Section MP 5.0.

Key sub-contractor's provide input into the overall Contract Programme throughout its development to ensure each activity can be delivered to the programme. Programme requirements are reviewed at pre-order, and requirements are passed down within orders. Progress is reviewed at weekly sub-contractor meetings and actions identified to manage programme risks and opportunities.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Construction Programme	Programme	Asta	4P File 1.02	Construction CM

12.3 Design Management

Following contract award, the Contracts Manager will review contract documentation and identify any outstanding information on the Information Required Schedule. This will include Contractor Design Portions, any outstanding Client / End user detail choices such as colours, material submission for approval, façade selection, and assembly approval with sign off. This project requires a full-size sample constructed to include, polished concrete cladding and curtain walling installed and concrete elements finish in a site location. This will perform as the approved material and quality benchmark required, by B+K and the client team.

Any clarifications or changes required in the design information will be managed using Requests for Information (RFIs) through the Viewpoint RFI system.

Information requirements are updated and progressed at Design Team meetings and/or Client Site Meetings, as applicable, until the Design process is concluded.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Information Required Schedule	Plan	MPF 5.8	4P	Construction PM
RFI	Form	-	4P	Construction PM
Meetings Schedule	Procedure	MPF 5.16	MS	Construction CM
Meeting Minutes (General)	Plan	MPF 5.17	4P	Construction CM

The B+K design team, including the Architect will conduct an internal review of all material submission and review to include suitability of quality, specification, and planning condition compliance, ahead of presenting to Planning Case Officer.

A constructed visual mock-up is reviewed by B+K and the novated design team including the Architect and Façade Engineer. Once an acceptable agreed sample is achieved it will be presented for review by Client team, Architect and Planning Officer, along with the "Sample Submission" document, which will provide the information on the presented samples.

In the event of planning queries being raised, during this approval process, the planning consultant's response will be referred back to the Architect and wider design team. Dependent on the nature of the query a response may be able to be provided, sufficiently for close out, or if the query is more substantial in nature, such as alternative products. The design team will be engaged and options assessed in terms of viability – with multiple options drafted.

Typically, this would be assessed by the Client team (including further architectural and façade engineering resource) and the planning consultant. At this point this would be submitted to the planners to understand if acceptable. This may require further site visits or testing of alternatives to reach approval.

Submission of approval documentation, currently is a process of detailing the element or material, product that requires to be discharged by planning, and to support the application the submission document provides the detail information, photographs, comparison of samples, technical support, as an example for the VMU pack. It provides clarity in the submission, reference to the comments, and response in achieving approval.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Sample Submission	Form	MPF 4.	4P File 1.03	Construction CM Design DM

12.4 Quality Control Management

12.41. Inspection and Test Plan

Bowmer + Kirkland develop the Project Inspection and Test Plan (ITP) prior to works commencing and identify the inspection and testing requirements for the project work areas, based on contract requirements identified within contract documents, specifications, drawings, and relevant standards and work scope. The Inspection and Test requirements will identify specialist design and material approval for all elements, and appropriate methods of installation, inspections, and testing requirements.
Each subcontract work package and subcontractor are to submit their detailed trade ITP. This will ensure requirements are understood and achieved by our sub-contractors. Sub-contractor ITPs are received and reviewed by the B+K Site Management team prior to work commencing, (as stated within pre-order meeting). The information is input into the B+K, Project Inspection and Test Plan.

Inspection and testing plan will record and identify, the quality areas that are inspected, the key stages of conducting the check and by whom, identifying the method of recording. i.e. checklist reference.

B+K operate a system named Rdrive, which holds the company quality inspection checklists, which will be generated digitally as set within each trade procedure. This includes all activities e.g. Piling, Concrete, Façade Installation, Curtain Walling, Precast concrete, Fire Doors, Joinery, Dry Walling, Flooring, Decoration.

12.42. Quality Checklists

Bowmer + Kirkland's standard of Quality Checklists is implemented with engagement with subcontract trades prior to commencing work areas. Establish the checklist to be used for the work packages and include the subcontractors to the Rdrive software. The checklists system in place will control construction activities, and these are completed as work progresses using the set Hold points set within the checklists. Once the work phases and ready for inspection the quality checklist will be reviewed by the B+K Site Management team and third parties where relevant as work progresses and once satisfied the quality is achieved the work areas can be progressed to the next stage of construction.

The Rdrive digital portal system allows photographic evidence and other evidential documents to be captured alongside the checks made, thereby ensuring identification and traceability of products used and creating the golden thread of evidence, recording the quality inspection on site, ensuring products used comply with specification, and they are stored, handled, and assembled in line with the quality requirements.

Rdrive system is also used for final works inspection (snagging) with a sign-off procedure of the works (see Section 15 Handover).

12.43. Third party Inspections

Inspections include reviews or inspections from third party inspectors for high-risk elements such as the fire stopping, façade construction, fire doors, which can also include manufacturers, Building Control, and representatives of the design team, representatives from the client and the quality team. Where third party inspections are required, these will be identified within the Inspection and Test Plan. 3rd Party consultants will be involved in the design, procurement, and sample approval process pre commencement on site, assisting with additional quality control on this development.

Reports issued by third parties will be managed by the Project Manager / Package Manager who will ensure observations and actions required are satisfactory addressed and fully closed in time. Reports and records of the actions will be a record on 4P Viewpoint.*12.44* Procedures for high-risk activities.
Bowmer + Kirkland have specific procedures for high-risk activities such as passive fire protection, fixings, and water management during construction, as detailed in the table below; e.g.MPA 5.3, these provide additional control and guidance to ensure quality control requirements are achieved. The procedures will involve 3rd party inspection by specialist consultants, inspecting the key areas of site works. Façade, Fire stopping, Fire doors.

12.44. Calibration

Records will be maintained of appropriate in date UKAS accredited calibration certification for all equipment used during construction, inspection and testing that requires calibration. Key areas to check requiring bolts torque checking e, g Unitised brackets, at floor level.

12.45. Non-conforming procedure

During construction, Non-Conformance Reports (MPF 5.30) may be raised as necessary by site, management, for subsequent action and close-out with relevant specialists and subcontractors. These are raised and progressed using Rdrive, and allows for the document to be distributed digitally, with attached photographs, demonstrating the raised quality issue. The procedure is used to identify all quality noncompliance.

The responsible party will be required to bring the non-conformance back to specified requirements in solution and identify preventative measures. The rework is documented within the procedure and progresses to achieve quality compliance and close out by all parties. The reports are reviewed by the Regional Quality Manager and reported to Divisional Directors. Any deviation and or concessions will be maintained and submitted as part of the as-built records.

Any products received on site that are found to be non-conforming (not meeting the requirements of the order), will be quarantined until they can be returned and replaced.

12.46. Testing and Commissioning Schedule

A Testing and Commissioning Schedule will be established by the M&E sub-contractor(s) to ensure all relevant testing and commissioning, including Client / third party witnessing is planned and achieved in line with Contract quality and programme requirements. The schedule will also identify relevant records of testing and commissioning to be gathered as evidence during these activities. The procedure is planned and programmed, scheduling the attendance of specialist's engineers. Refer to MPM 5.3 Countdown to completion, Process Map.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Inspection and Test Plan	Plan	MPF 5.8	4P	Construction PM
Quality Inspection Checklists (Rdrive).	QA Checklists	QC-ref	Rdrive	Construction PM and SM
Non-Conformance Procedure	Form	MPF 5.30	Rdrive	Construction PM/SM
Intumescent Paint Procedure	Procedure	MPA 5.2	MS	Construction PM
Fire Stopping Procedure	Procedure	MPA 5.3	MS	Construction PM
Fire Door Procedure	Procedure	MPA 5.4	MS	Construction PM
Water Management Plans, and Procedure	Procedure	MPA 5.5, + MPF5.37	MS	Construction PM

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Fixings and Fixing Systems	Procedure	SP 15.17	MS	Construction PM

12.5 Sub-Contractor Management

Aspects of sub-contractor management are also covered in all other sections of this Project Quality Plan, in particular Sections 10 to 17.

All sub-contractors will submit a package specific Inspection and Test Plan for their work and materials, in line with the pre-contract meeting minutes, and requires approval by B+K prior to work commencing.

All sub-contractors will implement B+K's Rrive system for recording quality inspection checks conducted during installation activities, detailed in Section 12.4 above.

Off site manufacturing quality inspection and certification documents will be presented to B+K, confirming suitability of assembled and cast products, including records of manufacture, off-site testing, and relevant certification such as CE/UKCA marking and test certification to prove performance (e.g. fire, acoustic properties). B+K Site Managers and Regional Quality Managers will undertake quality inspections of off-site manufacturing processes where these are deemed necessary, this includes the Façade Unitised panels and precast concrete cladding.

Manufacturing inspection documents and certificates will either be attached within the onsite quality inspection, or within the 4P archive document depository; clarified within the Inspection and Test Plan.

Coordination and review meetings will be held with Sub-contractors to review performance against objectives and confirm actions to be taken to address risk and opportunity. Meetings will be identified on the Meeting Schedule, and the standard minutes template will be completed as a record of each meeting.

Additional tools are used to manage aspects of sub-contractor performance such as housekeeping (Rubbish / Hazard Clearance Notice) and defects (Non-conformity Report).

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Meetings Schedule	Procedure	MPF 5.16	MS	Construction SM
Meeting Minutes (General)	Plan	MPF 5.17	4P	Construction SM
Pre-contract meeting minutes	Form	MPF 3.3	4P	Construction SM
Sub-Contractor Filing List and Responsibilities	Form	MMF 5.31	4P	Construction SM
Meetings Schedule	Procedure	MPF 5.16	MS	Construction SM
Meeting Minutes (General)	Plan	MPF 5.17	4P	Construction SM

12.6 Plant Management

Plant and materials are managed primarily by the subcontractor and supply chain, as supply and fit subcontracts. B+K will monitor and check the suitability and also the certification and safety testing of the plant. Apply and comply with B+K safety procedures ISO 45001, in use and inspection of all plant on site, and maintain record of testing, certification of equipment. Orders can be placed through the B+K Buying Departments for all other project requirements.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Materials requisition.	Form	MPF 5.18	4P	Construction SM
Plant Requisition	Form	MPF 5.28	4P	Construction SM
Plant Return	Form	MPF 5.29	4P	Construction SM

12.7 Material Management, Approval, Delivery Inspection

Material delivery to the site will be managed by the site logistics and lifting team. All material and transport delivery to the site are to be scheduled and accepted prior to arrival on site by use of the portal M-site. Each delivery is requested, submitted, and accepted by B+K logistics prior to site arrival. The delivery control allows for clear access, no congestion with clear communication of what material is being brought to site. Any delivery that is not scheduled is refused access avoiding congestion.

Each subcontractor supervisor is responsible for coordinating and scheduling their materials arrival with site logistics team. The material must be securely packaged and wrapped for transportation and transfer from wagon to the designated agreed storage area on site and floors. The removal of packaging and preparation of units and equipment is to be planned and included within the trade method statement. material handling and protection until final installation must be maintained, and controlled within the quality inspection and control procedure, prior to sign off.

12.8 Change Management

Change will be managed in line with contract requirements, with receipt of Instructions as required. All verbal instructions received from the Client and the professional team will be recorded on the Confirmation of Instructions Received form.

Any proposed changes to design details, including change of supplier, will be managed through the MPF 4.6 Design change notice procedure. Ensure change is appropriately reviewed and accepted as appropriate by the relevant designer prior to the change being implemented and approved by employers' agreement.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Confirmation of Instructions Received	Form	MPF 5.10	4P	CONSTRUCTION PM
Design Change Notice	Form	MPF 4.6	4P	Construction and Design

12.9 Stakeholder Communication / Management

(see Section 8 for Client communication)

Compliance with Planning Conditions to be managed through the Consultant's Planning Conditions tracker and review during Internal Project Review meetings and design meetings.

All B+K projects are registered under the Considerate Constructors Scheme (CCS), providing independent verification of B+Ks commitment to the appearance of the project, respecting the local community, protecting the environment, caring about safety, and valuing our workforce.

Permanent utilities supplies required for the project are managed through the Incoming Services Tracking Schedule.

If a complaint is received, action taken to address the complaint is managed using the Complaint Assessment / Procedure.

Document	Holding Location	Responsibility (DEPT / POSITION)

	Type	MS Ref	Record Location	
Incoming Services Tracking Schedule.	Schedule	MPF 3.13	4P	Construction QS
Complaint Assessment / Procedure	Form	MPF 5.25	4P	Construction PM

13. Health and Safety Management, MP9.0 Procedure

Health and Safety is managed in line with the Health and Safety Policy and Procedure referred to below ISO 45001. Project specific requirements are defined within the project specific CDM Health and Safety Plan which is developed by the Contracts Manager prior to commencement of construction and maintained throughout the project.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Health and Safety Policy	Policy	MPA 9.1	MS	All
Health and Safety Procedure	Procedure	MP 9.0	MS	All
CDM Health and Safety Plan	Plan	SP 4.4	4P	Construction PM
Health & Safety Filing List and Responsibilities	Form	MPF 9.1	4P	Construction PM

14. Environmental Management, MP6.0 Procedure.

Environmental is managed in line with the Environmental Policy and Procedure ISO 18001, referred to below within MPF 6.1. Project specific requirements are defined within the project specific CDM Health and Safety Plan which is developed by the Contracts Manager prior to commencement of construction, along with project the Environmental Impact Assessment MPF 6.3 document. Conducted pre commencement, issued and reviewed monthly.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Environmental Policy	Policy	MPF 6.1	MS	All
Environmental Procedure	Procedure	MP 6.0	MS	All
Environmental Impact Assessment	RISK Register	MPF 6.3	4P	Construction CM
Site Waste Management Plan	Plan	Smartwaste	4P	Construction CM
Timber Schedule	Schedule	MPF 5.35	4P	Construction CM

15. Handover

Handover of the project, in its entirety or in phases depending upon Client requirements, will be planned through coordination meetings with the Client, and communicated into internal coordination meetings with B+K sub-contractors. Client / B+K Handover checklist will be used to ensure all required activities / documentation are identified and a plan is created, including timescales and responsibilities to ensure requirements are achieved.

The project will be continually inspected and checked as the work proceeds with all subcontractors conducting their quality inspections, using the Rdrive system. All subcontractors will inspect their as work progresses and handed over to B+K for inspection using the Rdrive checklists. The snagging process will be undertaken to close out and fully complete all areas, floors, and core rooms, and once signed off by B+K, the areas will then be

offered to the client for inspection. Sufficient time will be allowed in the programme for inspection and handover processes.

The client can also use the Rdrive system to register raised issues or snagging for each relevant contractor to address and achieve the required project quality. All the records and traceability will be maintained and withheld within the Rdrive cloud storage and is available to download.

Appropriate training for the Client and their representatives will be identified and conducted to an agreed programme, with records kept of the training provided. This training will include handover of the O&M Manuals, prepared and reviewed by the client prior to completion. Usually these will be arranged and collated by a 3rd party on behalf of B+K, however the process is managed by B+K design team.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Countdown to Completion Meeting Minutes	Form	MPF 5.39	4P	Construction CM
Rdrive Snagging Procedure.	Digital procedure	-Rdrive	R drive	Construction CM
Countdown to Completion and Handover Process Map	Procedure	MPM 5.3	4P	Construction CM/PM

16. Aftercare

Aftercare will be managed through implementation of the B+K Aftercare Plan, which is clearly identified within the Countdown to completion Process Map MPM 5.3, and also MPM 5.4 Post PC, Defects Liability Period and Making Good Defects Process Maps.

The B+K Project Manager will maintain responsibility for any emergent defects to give the Client and End Users continuity in communication.

The Rdrive system will continue to be used to report and record emergent defects and to track identification of responsibility, action to take and closure to the satisfaction of the client.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	
Aftercare Plan	FORM	MPF 5.32	4P	Construction and Aftercare Manager, Quality Manager
Post PC, Defects Liability Period and Making Good Defects.	Procedure	MPM 5.4	4P	Construction and After Care Manager. Quality Manager

17. Monitoring and Measurement

Achievement of Objectives is monitored and measured through monthly Internal Project Review Meetings, Site Manager and Senior Manager Inspections, third party inspections, non-conformity reports, quality audits, and customer satisfaction surveys.

On completion of the project, a Project Close Out meeting is used to assess overall performance and to identify good practice and areas for improvement. These are shared across the B+K Group via the Project Information Sheet and updates to the Management System.

Document	Holding Location			Responsibility (DEPT / POSITION)
	Type	MS Ref	Record Location	

Internal Project Review Minutes	Form	MPF 5.26	4P	Construction CM
Non-conformity Report	Form	MPF 8.1	Rdrive	Construction SM
Yearly Audit Schedule	Form	MPF 8.1	Server	Regional Quality Manager QM
Audit Summary Report	Form	MPF 8.3	Server	Regional Quality Manager QM
Audit Summary Report Register	Form	MPF 8.6	Server	Regional Quality Manager QM
Management Review Meeting Minutes	Form	MPF 8.8	Server	Regional Quality Manager QM
Customer Care Survey (Interim + P C Stages)	Form	MPF 5.14	Server	Construction PM
Customer Care Survey (End of Defects Stage)	Form	MPF 5.15	Server	Construction PM
Project Close Out Meeting Minutes	Form	MPF 5.33	Server	Construction PM
Project Information Sheet	Form	MPF 5.34	Server	Construction PM