

Quality Management Plan (QMP) – PEP Part 4

CONSTRUCTION PHASE

Quality

Morgan Sindall business unit / region:	London and NHC		
Project name:	QueensmeadSchool		
Project no.:	53X009		
Customer:	QED Academy Trust and DFE		
Location:	South Ruislip		
Revision no.:	0	Date:	16/06/2020

For full revision schedule see section one Project Execution Plan (PEP) (Part 1).

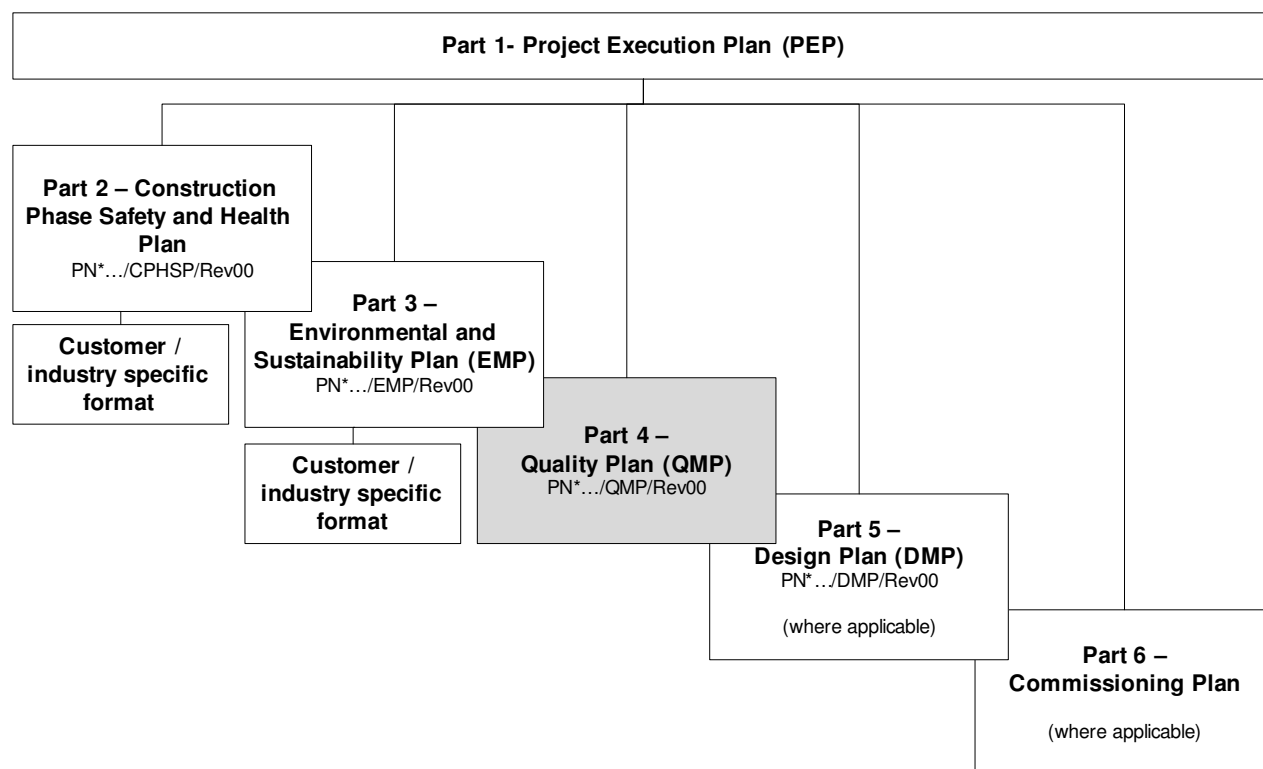
Quality Management Plan (QMP) - Overview

This document will define how specific quality management on contract will be delivered.

Each box represents the parts of the whole PEP.

Only in exceptional circumstances will a PEP consist of less than four documents.

* PN = Contract or project no.
(Update revision nos. as required)



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1. Introduction

1.1. Pre-amble – the following information is contained within PEP Part 1

- Pre-construction information
- Project directory
- Contract organisation and staff responsibilities
- Communications
- Risk management
- Knowledge transfer – good practice / lessons learnt.

1.2. Purpose of this plan

This QMP describes how quality aspects of the contract will be managed. It is a live document that will be reviewed at regular intervals by the contract project / site manager and appointed quality representative. This plan will be amended as appropriate to reflect progress of the works and any changes in quality requirements. Revisions of this plan will be communicated as per the distribution list of the PEP (Part 1).

This document has been developed in accordance with the Morgan Sindall Quality policy, the Morgan Sindall Integrated Management System (IMS) and customer contractual requirements.

The contract manager will be responsible for ensuring that the contract is being managed and delivered in accordance with this document, which is primarily concerned with the management and control of all aspects in the execution of the contract. Subcontract works will also comply with the content of this document and all other elements of the IMS.

Morgan Sindall is certified to ISO 9001 and its IMS complies with this standard.

1.3. Authorisation

This QMP will be authorised when the preparation, approval, authorisation and distribution section on the front cover of the PEP (Part 1) is completed.

1.4. Integrated Management System (IMS)

The company's IMS is designed to meet the contract objectives in the main PEP (Part 1).

1.5. Contract details

These are described in the main PEP (Part 1).

2. Quality management

As stated in of the core module (PEP – Part 1), the key, high level contract objective is to deliver the customer's contract on time, to budget and without incident or complaint.

Quality control in all aspects of SHEQ will ensure that this objective will be met, will be achieved through adherence to CPHSP and EMP (and as applicable DMP). This document, QMP, more specifically covers quality control during the construction stages.

2.1. Roles and responsibilities

All members of the contract team have responsibility for elements of quality appropriate to their function, experience and seniority. The contract project / site manager has overall responsibility for delivering the contract objectives.

Individuals with specific quality responsibilities are identified in PEP (Part 1).

Specific process owners are defined in the IMS and it is the responsibility of the quality representative to ensure the project team are made aware of their responsibilities.

2.2. Quality control (QC)

QC will be achieved through self-certification by means of inspection, testing and monitoring. Materials and works will undergo interim and final inspections or tests against design drawings, specifications or

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other requirements. The company's commitment to perfect delivery seeks to gain customer approvals and acceptance for materials and works which forms part of the contract.

2.3. Quality control documents

The key documents to plan and manage quality activities will be Inspection and Test Plans (ITPs) which the contract team will develop. The scope of tests and their frequencies will conform to the specification explicit or implicit requirements. ITPs will show hold points where physical inspection or written approval to proceed is required ([PM FRM26](#)).

The contract manager will coordinate development, approval, issue, review and update of key documents. To enable continuous improvement, modifications to any standard management system documents may be requested via contactlms@morgansindall.com

3. Document control, record keeping and archiving

3.1. General

All documents which require control are listed in a register with document retention periods, owners, media type and location of storage.

Incoming and outgoing mail will be logged in a register, in date order, with brief details of sender / recipient.

Documents and records held on site will usually include:

- PEP, CPHSP, EMP, QMP and DMP Plans
- Risk Assessments and Method Statements (RAMS)
- Permits, e.g. to work, to dig, to lift
- Reports and other relevant information, e.g. GI and ecological surveys
- Overall contract and work element programmes
- ITPs, QC records
- Drawings, drawing registers, sketches
- Statutory search drawings and information
- Designs of temporary works
- Site diaries, survey books
- Correspondence, registers, Request for Information (RFIs), site instructions, design changes
- Minutes of meetings
- Attendance records of inductions and training
- Control of Substances Hazardous to Health (COSHH) information
- Waste records
- SHEQ inspection and audit records
- Company SHEQ information and communications.

3.2. Document retrieval

Contract documents and records may be stored electronically or in hard copy but will be readily retrievable by those requiring access to them. Some documents may not be held in site offices but will be accessible by the contract manager when required. A register of archived documents will be maintained to assist in this process.

3.3. Project completion and handover records

Project completion and handover records will be generated in line with specific contract requirements. Specific details will include:

- Test and inspection certificates
- As built records
- Auditable quality checks on SIMs.
- Maintenance manuals
- Health and safety file

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- *Photographs and Videos*

4. Design control

The interface between the design co-ordinator and designers of the permanent works is described in the Design Management Plan (DMP – Part 5).

5. Workscope and change control

The quality representative will ensure that change control is managed and documented to ensure traceability. The work scope includes changes to the programme, technical or design information. Changes may involve management systems, design or methods of working. The process for all changes will encompass

- Proposal
- Assessment
- Approval, and
- Communication.

Each stage of the process will be documented. The contract manager will ensure that changes follow this process.

6. Control of contractors and suppliers

The pre-award assessment and approval of contractors and suppliers should be undertaken in line with Morgan Sindall company processes and as identified in the main PEP (Part 1).

6.1. Contractor pre-commencement

Subcontractors will be controlled in accordance with Morgan Sindall IMS processes and related documents.

Any prospective new subcontractor and/or supplier must satisfy the company, legislative and customer criteria and will only be used if this is in place to the appropriate industry standard.

When the subcontractor has satisfied the above criteria they will be included in the approved suppliers list, which is held and administered by the Morgan Sindall procurement department.

A pre award and pre commencement meeting shall be held with all subcontractors prior to starting any work. The project manager shall be responsible for ensuring these meetings are held and documented. Issues to be confirmed at the meeting will include:

- Documentation to be supplied by contractors / suppliers
- Supervision to be provided by contractors / suppliers
- Attendances to be provided by Morgan Sindall
- Communications
- Records.

Members of the contract team, delegated by the contract manager, will review and assess submitted documentation for adequacy.

6.2. Contractor work off-site

Where appropriate, the project team will check any contractor work performed off-site to ensure compliance with agreed requirements.

6.3. Audit of subcontractors and suppliers

The appointed commercial manager shall be responsible for developing and implementing the subcontractor and supplier audit programme.

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6.4. Subcontractor supervision

Relevant line managers and supervisors will oversee subcontractor site activities, but where subcontractors provide their own supervision those supervisors will be briefed and if necessary trained and instructed in the company and customer processes and related documentation. They will be subject to the same criteria as depicted by the company, and will carry out the same duties as those employed directly by the company.

6.5. Contractor and suppliers performance review

All contractors and suppliers associated with the contract will be subjected to periodic performance reviews.

7. Control at contract start-up

Morgan Sindall recognises that control of operations must be planned and carried out effectively to ensure safety, health, environment and quality is not compromised during the mobilisation period. This will be carried out in line with the Morgan Sindall IMS.

8. Control of constructed works

8.1. Work packages and scheduling

- Demolition
- Groundworks
- Substructure
- Superstructure
- Roofing
- Envelope
- Internal fitout works

The key documents that will be used to control and manage constructed works on site will be ITP's. ITP's required for the contract shall be identified and a schedule developed, incorporating an implementation programme.

An ITP shall be produced to cover each permanent works activity (irrespective of its size or complexity). ITP's will define inspection and test activities, persons responsible for carrying out inspection and testing, intervention points and the verification records that demonstrate compliance for each work activity.

The contract manager shall be responsible for ensuring the production of ITP's, with the support of the quality manager or representative.

The contract quality manager or representative will coordinate development, approval, issue, review and update of ITP's.

The project team will check and monitor each aspect of the works throughout its progress to ensure compliance with the ITP and more generally with the IMS.

On satisfactory completion of an element of works against the ITP, the team will collate records related to it in the site files and submit the relevant handover certificate for customer approval and acceptance. The template [PM FRM26](#) is available on the IMS.

9. Measuring and test equipment

9.1. General

The contract team will ensure that equipment and instruments used for physical measurements will be tested and calibrated in accordance with manufacturers' instructions. The most common equipment is used for surveying and setting out. Other types of commonly used equipment include Cable Avoidance

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Tools (CATs), confined space gas monitors and noise meters. Details of equipment, its certificates of conformity and calibrations will be held in the site files. The contract manager will appoint a person(s) with specific responsibility to ensure that equipment and instruments used for physical measurements will be inspected, tested and calibrated in accordance with manufacturers' instructions, irrespective of whether equipment is owned, or hired.

9.2. Hired in equipment

Records of equipment hired from Magnor or external suppliers (e.g. Speedy Hire, A Plant etc.) will be held by the contract. These records will detail unique serial numbers, description of equipment, calibration status and expiry dates. Inspection, test and recalibration of externally hired equipment will be in accordance with the suppliers' recommendations.

10. Non-conformance control

Non-conformance control is part of overall quality assurance and applies equally to health and safety, environment and quality, as stated in the PEP (Part 1).

Documents contained within the non-conformance corrective preventive and improvement action process indicate when a non-conformance report (NCR), a corrective action request or a request for concession should be used.

10.1. Control of non-conforming product

NCR's shall be raised on SHEQ Tracker when materials, product or service does not comply with specification and cannot be immediately corrected.

10.2. Corrective Action Requests (CARs)

CAR's arising from audit or non conformance shall be managed by the contract / site manager who will ensure that proposed actions are implemented within the agreed time scale and that preventive measures are identified and are effective.

The contract manager will ensure that all non conformances and corrective actions are investigated and monitored to ensure that actions are closed.

10.3. Concessions

Customer concessions requests may be raised when a material, product, service or method of working do not comply fully with requirements but which will not materially compromise perfect delivery.

Requests and responses to them will be filed and recorded in a register.

11. Audits

11.1. External audits

Third party external audits may be carried out by the customer in accordance with contract conditions, or by independent certification bodies (e.g. BSI, Lloyds, and Achilles etc.).

11.2. Internal audits and inspections

Monitoring of the contract by internal audits and inspections will be carried out in line with an audit schedule prepared specifically for this contract and in line with business unit/region and company requirements.

11.3. Supply chain audits

Audits of our key suppliers will be undertaken by the contract team or business unit internal auditors. Supply chain audits will be added to the contract audit schedule.

12. Management review

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12.1. General

A management review schedule will be set up by the contract manager. Management reviews take place in the form of contract management team meetings, with representation from operations, SHEQ and commercial.

In the event of the nominated key person not being available through holidays or absence, then a delegated deputy must attend.

Minutes of such meetings are recorded, and, where necessary, improvement action plans are developed, with actions allocated to specific owners.

The contract quality representative is responsible for producing monthly performance reports, dashboards and supporting data, which are used to assist the contract director / manager in reviewing contract performance with the senior managers at a monthly Contract Review Meeting (CRM).

Top management review the performance data and governance is provided via monthly business review meetings.

13. Stores and stock management

13.1. General

Where Morgan Sindall provides material etc for the project a stores compound may be established, including stock control to track stock movements, and any excess stock shall be identified and communicated to the contact manager.

Where applicable a monthly stock take shall be carried out, including all areas (stores, satellite stores, vans etc). Stock management, control and reconciliation in / out of stores shall be controlled via stock manager database.

A secure quarantine area will be made available in the stores for items which are not fit for use, they are identified as such and held until their disposal is agreed.

13.2. Materials, fittings and consumables

All materials, fittings and consumable products used during delivery of the contract will conform to customer specifications. All materials, fittings and consumables received will be checked against the order requirements to ensure conformity in terms of quantity and defects.

13.3. Small tools and Personal Protective Equipment (PPE)

Small tools and PPE will only be issued when a completed requisition has been approved. All managers and supervisors on the contract are authorised to sign off. The contract operates a new for old policy and NO small tools or PPE will be issued unless the old / damaged equipment has been inspected and verified as unfit for use by the appropriate line manager.

13.4. Customer owned materials

Materials owned by the customer will be managed by them until such time as Morgan Sindall require usage. Materials used will then be replaced by Morgan Sindall on a like for like basis.

13.5. Goods received notes / invoice reconciliation

All goods received shall be reconciled against goods receipt notes in terms of quantity delivered.

A report will be compiled to determine goods delivered against goods received notes forwarded to the procurement department.

14. Plant and transport

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14.1. General

The plant and transport manager appointed to the contract will be responsible for managing and maintaining the daily Driver Defect Reports (DDR's), six weekly inspections, the MOT testing program. These items may be included in business unit KPI monitoring and the results will be reported monthly to head office via the monthly report, which includes the resolution and closure of any reported vehicle defects. Random spot checks and weekly van inspections shall also be carried out and documented.

14.2. Transport management

Any incidents detailed below will be treated as significant and will be reported as such in accordance with the IMS guidance for significant incident reporting

Operators licence (transport) incidents:

- Any incident involving potential risk to the company's goods vehicle operator's licences
- Any near miss, or actual prohibition or prosecution notices
- Any warning letters or associated visits from VOSA vehicle examiners or traffic commissioners.

14.3. Plant management

All plant used on the contract for direct work will be hired via the Magnor Plant hire desk, unless it is supplied by contractors or customer.

Weekly plant checks will be carried out by the appointed person / operator. The plant on contract will be reconciled weekly using the weekly plant sheets provided by the supervisors and operatives and the company Coins system. This reconciliation is carried out to ensure the plant assigned to the contract on Coins exists, is allocated to the correct operatives and the level of plant is sufficient to maintain contract operations.

15. New Roads and Street Works Act (NRSWA) and Traffic Management Act (TMA) management

15.1. General

Notices for occupation of the highway are sent, managed, maintained and closed using the systems identified in the contract. Notice periods are determined by the planner appointed to the contract. Any negotiations with occupational timescales are discussed with relevant highway authority. Daily reports will be produced where necessary which are used by the planning department to track notices in terms of closure, cancellation or extension, within the prescribed timescales.

16. Management of electronic communication and multimedia devices

16.1. General

Where electronic equipment is issued to personnel on a contract, a register, via asset number where applicable, will be compiled and maintained by the HR / ICT department for the following Morgan Sindall property:

- Camera's
- Mobile phones
- 3G cards
- Satellite navigation systems
- Laptops
- Computer base stations
- Computer monitors.

A record of issue of all the above items will be retained on the contract.

Arrangements shall be in place to investigate and replace lost, stolen, damaged or defective items, and for the retrieval of items for employees who leave the company or transfer to another contract.

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17. Customer focus and feedback

17.1. General

Customer complaints will be monitored, resolved, and responded to in a timely manner. The contract quality representative is responsible for providing and analysing these in terms of quantity, type, reasons, corrective and preventive action.

The term 'customer' includes any external party ie the general public, customer, customer's customer, local authority etc.

18. Commercial and financial

18.1. General

Cost monitoring shall take place including accurate labour returns, plant returns and accruals, material and subcontractor accruals and staff and overhead costs. Cost and value reports (CVR's) shall be produced consisting of commercial data, adjustments to value and costs and analysis of contract results, subcontractor liabilities, claims, valuation status, earned value analysis, procurement schedule, change control register, and risks / opportunities.

18.2. Delegation and Limits of Authority (DELAPS) standard

A DELAPS matrix will be maintained by the contract in line with Morgan Sindall DELAPS standard ([COM STD3](#)).

All key personnel listed on the DELAPS matrix will be made aware of their limits of authorisation.

18.3. Risks and opportunities

A contract risk and opportunities register will identify and detail financial risk and opportunity for the specific contract. The register will be maintained throughout the duration of the contract by the commercial manager, and will be reviewed and updated on a monthly basis as part of the contract management review and business review meetings.

19. Property management and leases

QED academy trust own the lease for the sports centre and Goals football centre. As part of the work the Sport centre and Goals have been to regarding the agreed parking which is available on the site logistics plans.

20. Monitoring, measurement and continuous improvement

20.1. Lessons learned

The contract manager will be responsible for managing the lessons learnt process in accordance with Morgan Sindall IMS requirements and for maintaining a programme of lessons learned reviews.

20.2. Best practice

The contract quality representative will be responsible for ensuring that best practice is communicated and shared across the contract. A record (database or spreadsheet) of best practice will be populated and managed by the contract team.

20.3. Perfect Delivery

We strive to be the best; a company that goes the extra mile for our customers and the local communities within which we work. That means we take pride in seeking new ways to improve what we do, acting with professionalism, honest and transparency to deliver each and every project ahead of our customers' expectations.

To provide focus to our philosophy, we have identified five tangible measures which we call our Customer Commitments:

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Safe

On time

Snag free / Quality

Delighted customer

Recommended

20.4. Contract Operational Improvement Plans (COIP)

Where utilised the contract quality representative will be responsible for the management of COIP's, via process owners, which are raised to address any aspects of performance which falls short of company and/or customer requirements, and shall form part of the supporting data for the contract performance meetings.

20.5. Key Performance Indicators (KPIs)

Contract performance is measured and monitored via a suite of Morgan Sindall and customer KPI's.

Morgan Sindall KPI's are measured and monitored on a monthly basis. KPIs for this contract are listed below:

- At least one Inspection to be carried out per day per MS site member.
- MS snagging to be complete at time of inspection for PC.

21. Demobilisation plan

Demobilisation can involve potential risks including SHEQ risks. The contract will assess this risk and where necessary implement a demobilisation plan in line with business and contract requirements.

The associated demolition information will be available in the appendices to include the Risk assessment and method statements for the work.

22. Training

Training and competency records shall be maintained for all operational personnel on the contract.

23. Significant incident reporting

All significant incidents shall be reported in accordance with the IMS guidance for significant incident reporting.

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