

Morganstone Business Management System Manual

Prepared in line with:
BS EN ISO 14001
BS EN ISO 9001
BS EN ISO 45001

Revision: 10
Date: 11th January 2021

- The health and safety management input meets the requirements of ISO45001 to enhance opportunities, control occupational risk and manage all health and safety requirements.
- The environmental input comprises the standard requirements of ISO 14001 standard to demonstrate a positive view of environmental issues and lessening impacts through controlled processes.
- The quality management input comprises the standard requirements of ISO 9001 standard to manage and maintain quality of service supplied to our customers whilst identifying opportunities for continuous improvement.



Approvals

This Business Management System (BMS) manual is owned by the Morganstone Systems Manager. The manual and any subsequent revisions are reviewed and accepted by the Managing Director. In accepting this document, the Managing Director

- demonstrates his awareness of all the requirements contained herein;
- acknowledges its alignment to the needs of the business;
- commits to ensuring the provision of necessary resources to deliver compliance.

The approved document will be the only document made available through the online portal used to deliver the BMS.

As detailed in section 5.3.1 of this manual, all employees have a responsibility to: -

- be familiar with the Quality, Safety and Environmental Policies and Objectives;
- comply, as appropriate, with the procedures contained within the BMS;
- suggest improvements to the BMS when they become apparent;
- actively engage and participate in key procedures;
- be aware of the need to satisfy customer requirements with the aim of enhancing the customers' perception of Morganstone.

Amendment Record

This manual is reviewed to ensure its continuing relevance to the systems and process that it describes. A record of contextual additions or omissions is given below:

Page No.	Context	Revision	Date
5	Removal of maintenance from context	1.0	23.10.17
6	Review, update and alignment of contextual issues with BMS Scoping document.	1.0	23.10.17
25	Refresh of document management approach	1.0	23.10.17
All	Remaining hyperlinks added to ensure ease of reference and linkage with BMS System.	1.0	23.10.17
All	Minor grammatical changes throughout	2.0	26.10.17
8	Inclusion of BMS outcomes	3.0	17.11.17
12	Modification to organisation chart	3.0	17.11.17
Various	Change of terminology continuous to continual	3.0	17.11.17
5	Reference clarified to BMS Scoping document	3.0	17.11.17
Various	Update made to linkages in BMS.	4.0	15.7.18
Various	Annual review – re-alignment with BMS documents and update of various linkages.	5.0	17.11.18
12	Removal of Brendon Scott from organisation chart	6.0	11.12.18
13	Addition of Vince Cleverly (Group HSE Manager), Lisa Dyer (L&D Manager) and Chris Thomas (Construction Director) to organisation chart	7.0	09.08.19
Various	Review to align with business structure and amendments made to the BMS.	8.0	28.11.19
Throughout	Review to align with ISO 45001 and amend organisation chart.	9.0	11.12.2020
13	Organisation Chart	10.0	11.01.2021

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1. Scope

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 1	Clause 1	Clause 1

Morganstone has developed and implemented an integrated Business Management System (BMS) in order to: -

1. Document the company's best business practices;
2. Satisfy and strive to exceed the requirements and expectations of its stakeholders;
3. Ensure compliance with relevant legal, regulatory, industry and other relevant requirements;
4. Reduce risk and improve the overall Safety, Health, Environmental and Quality (SHEQ) performance of the company.

The BMS is designed to be flexible to support alignment with specific Client and/or project requirements, whilst maintaining a robust and consistent structure to enable Morganstone to meet the requirements of the following current international standards:

- ISO 14001
- ISO 9001
- ISO 45001

This system addresses the provision of services aligned with the certified scope of,

“Design and construction of new build properties and property refurbishment”

The BMS applies to all Morganstone projects operating out of head office at Llanelli Gate.

2. Normative References

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 2	Clause 2	Clause 2

Not applicable.

3. Terms & Definitions

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 3	Clause 3	Clause 3

The BMS uses the same internationally recognised terms, vocabulary and definitions given in the relevant standards referenced above.

Acronyms, terms, vocabulary and definitions unique to Morganstone are referenced throughout this document and are also indexed in [Appendix A.1](#).

4. Context of the Organisation

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 4	Clause 4	Clause 4

4.1 Understanding the organisation and its context

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 4.1	Clause 4.1	Clause 4.1

Morganstone is a business operating within the construction sector in Wales and specialises in the construction of properties, both residential and commercial. As well as designing and constructing new build properties, Morganstone provides refurbishment services to clients.

As part of the Business Planning Process a review has been carried out of the contextual issues relating to Morganstone and the BMS. This has been captured in the BMS Scoping Document ([SY FM 016](#)). This scoping document is supported by the Business Plan, Compliance Obligations Register ([SY FM 011](#)) and Impacts and Aspects Register ([EN FM 002](#)).

The main contextual issues have been summarised below, refer to BMS Scoping document for comprehensive list: -

External issues summarised:

- Political - availability and process associated with the development of land opportunities, common markets (Brexit);
- Economic - shifts in the market, availability of grants;
- Technological changes - identified to support and improve efficiency in managing construction projects;
- Legal - government regulations and changes in the law aligned to Morganstone activities;
- Competition in the marketplace;
- Global Context – international trade agreements and pandemics impacting operations and growth;
- Supply chain - capacity to support growth;
- Workforce - availability of appropriate skilled resources;
- Market changes - volatility, competition, housing grants, private development funding;
- Diversification and availability of opportunities - increasing activity in open market house sales, education and private health care (competitive areas);
- Public sector tendering strategy aligned with Morganstone resources and structure to secure available opportunities;
- Health & Safety - changes to legislation and improvement in standards and accepted practices;
- Environmental - changes to legislation and improvement in standards and accepted practices;
- Quality Control – alignment with warranty provider requirements.

Internal Issues Summarised:

- Retaining the Morganstone culture and values as the organisation grows;
- Health, safety and environment compliance;
- Workforce physical and mental wellbeing;
- Financial performance of the organisation;
- Raw material and energy usage;
- Waste management;
- Road vehicle fleet operation;
- Staff wellbeing - occupational health exposure including noise, vibration, dust etc.;
- Manual handling;
- Operation of machinery;
- Carbon Footprint;
- Changing climate, air and water quality, land contamination and biodiversity;
- Management of remote sites e.g. compliance issues relating to record keeping, biometric tracking;

- Availability and identification of internal resources;
- New skill requirements aligned to the growth of the company;
- Staff retention and turnover;
- Management of remote sites – e.g. compliance issues relating to record keeping, biometric track.

Key Supporting documentation:

BMS Template Ref.	Document Title
n/a	Business Plan
EN FM 002	Impacts and Aspects Register
HR PL 007	Health and Wellbeing
SY FM 011	Compliance Obligations Register
SY FM 016	BMS Scoping Document Business Risk Register
HS ML 001	Health, Safety and Environment Policy Manual
DL ML 001	Construction Site Set-up Manual
HS ML 005	Morganstone COVID-19 Operational Procedures Manual (MOP)

4.2 Understanding the needs and expectations of interested parties

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 4.2	Clause 4.2	Clause 4.2

As part of this Business Planning Process consideration has been given to key interested parties which include Customers (e.g. housing associations, local Government bodies, private purchasers etc.), suppliers and subcontractors, regulators, local communities and businesses, special interest groups.

The interested parties relating to the BMS management of SHEQ requirements are summarised below and include:

- Employees;
- Funding bodies;
- Customers (Compliance Obligations);
- Regulators (Compliance Obligations) – HSE, NRW, LA, Building Regulators, Warranty Providers, BREEAM, NHBC and LABC;
- Sub-contractors;
- Suppliers;
- Local community;
- End Users;
- Consultants.

We acknowledge that these interested parties add value to activities undertaken by Morganstone and are potentially impacted by the same. Arrangements are in place to determine and monitor the needs and expectations of these interested parties. These needs and expectations are reviewed as part of the Management Review Procedure ([SY PR 001](#)).

Key Supporting documentation:

BMS Template Ref.	Document Title
HS PL 001	Health and Safety Policy
EN PL 001	Environmental Policy

BMS Template Ref.	Document Title
QC_PL_001	Quality Policy
EN_FM_002	Impacts and Aspects Register
SY_FM_011	Compliance Obligations Register
SY_PR_001	Management Review Procedure and Minutes
DL_PR_008	Targeted Recruitment and Training Procedure and associated records
DL_PR_009	Managing Community Engagement Procedure and associated records

4.3 Determining the scope of the management system

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 4.3	Clause 4.3	Clause 4.3

The scope of the organisation's activities includes design, project management and maintenance of properties managed from Morganstone Ltd head office in Llanelli, Wales and at construction sites through the UK. See also [Section 1](#) of this document.

4.3.1 Business Management System (BMS) Outcomes

The implementation of the BMS will assist in securing a number of key business outcomes aligned to the business strategy. These include:

- Achieve greater consistency in the approach applied to delivering projects.
- Reduce re-work by sharing learning and improving procedures and arrangements.
- Increase efficiency by improving use of time and resources.
- Improve customer satisfaction.
- Reduce the risk of significant pollution incidents.
- Enhance the companies and communities carbon footprint.
- Maintain compliance in respect of health, safety and environmental obligations.
- Provide clarity of roles and responsibilities for all Morganstone employees.
- Market the Morganstone business more effectively.
- Exploit new market sectors and Customers, as identified in the business plan.
- Distinguish Morganstone from its competitors.
- Manage growth more effectively by making it easier to integrate new employees and new work methods.
- Constantly improve our delivery, processes and systems.

4.4 Business management system (BMS) and its procedures

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 4.4	Clause 4.4	Clause 4.4

The BMS has been compiled to form a suite of integrated procedural documents which work together to form the Morganstone Business Management System (frequently abbreviated to BMS).

The BMS has been designed, developed and implemented in line with the business operating context, views of interested parties, health and safety risks and compliance obligations, quality controls and environmental aspects of Morganstone.

The BMS is delivered using a secure online portal accessible through the Morganstone website (www.morganstone.co.uk). Significant time has been invested in ensuring that the architecture of system and the IT Platform, on which the BMS resides, supports functionality that enables users to access information with ease (at the point of use) and with the need for minimal training. To this end the BMS design aims to be instinctive and relevant to the operations and organisation of Morganstone, supporting the access of information from a variety of means.

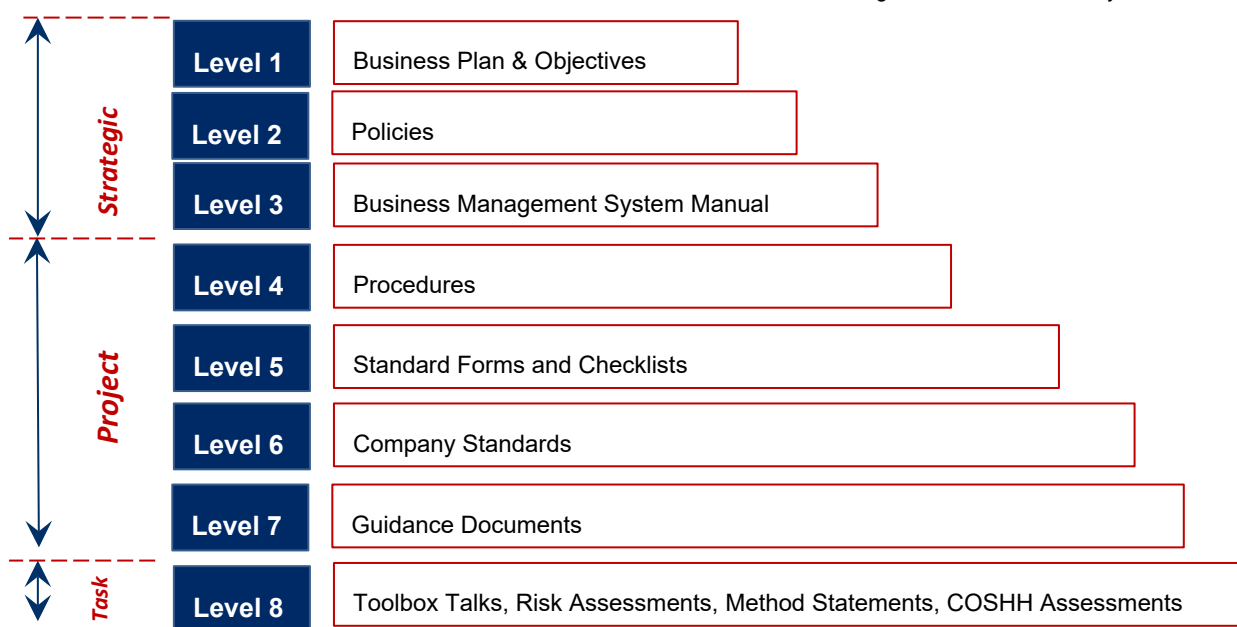
The BMS is the single central repository for the control and access of all Morganstone procedures and documentation to support compliance with SHEQ obligations.

Design Fundamentals and Document Type

The standard suite of documents accessible in the BMS has been organised into levels, enabling the Morganstone team to gain an understanding of how strategic direction is translated into activities at the point of delivery.

Figure 1.0 below provides an illustration of the levels of documents that constitute the BMS.

Figure 1.0 below 'Hierarchy of Document Types'



LEVEL 1: Business Plans and Objectives

The Morganstone Business Plan is a formal statement that defines the company's business goals and sets the direction for the organisation. This resides with the Managing Director and informs the need for lower level BMS documents. Objectives that are relevant to the needs of the business are set annually by the management team. They are used as an operational tool to monitor operational progress across key areas of the business. The current suite of objectives has been established in respect of health and safety, environmental and quality.

LEVEL 2: Policies

Policies provide a set of principles, rules, and guidelines formulated by Morganstone in order to reach its long-term goals as outlined in the Business Plan. Policies are designed to influence and determine all major decisions, actions, and all activities that take place within the boundaries set by them.

LEVEL 3: Business Management System Manual (this document)

This manual describes how Morganstone carries out its business through a set of integrated procedures. It outlines the structure, content and key responsibilities of the team in implementing the

BMS, identifying the key processes that are required to be implemented in order for the Business Plan and Objectives to be achieved.

LEVEL 4: Procedures

Procedures set out roles, responsibilities and actions that are required to be implemented throughout the delivery of a project. They identify what certain positions, teams and/or groups of people need to do, what information they need to produce, and in which format. They also show where cross team communication and involvement is needed. They are the specific methods employed to express policies to action in the day-to-day operations of Morganstone.

LEVEL 5: Standard Forms and Checklists

Forms and checklists are standard templates designed to capture information and data in a specific and consistent format as a result of implementing a procedure. When completed, standard forms become important records evidencing the delivery of the service or product. The standard forms included in the BMS have been designed specifically to capture information that is important to feed and support the implementation of the integrated procedures.

LEVEL 6: Company Standards

Company standards are specific to the health and safety, environment and quality sections of the BMS. They have been written to make site teams aware of the regulations and industry standards required to be complied with in an easy to read concise format. They also set minimum standards of operation and competency for key high-risk operations frequently undertaken by Morganstone.

Company standards will be amended as a result of changes to regulations and industry guidance, as appropriate. It is intended that this suite of documents will grow over time in response to the growth of the company and the portfolio of projects and operations undertaken.

LEVEL 7: Guidance Documents

Guidance documents are included in the BMS to help explain individual functions, tasks or elements of the BMS. Guidance may be in the form of: -

- Presentations
- Guidance Note
- Industry Publication

LEVEL 8: Toolbox Talks, Risk Assessments, Method Statements, COSHH Assessments

A number of sections will also hold document types specific to the needs of the department or function such as: -

Safety, Health and Environment:

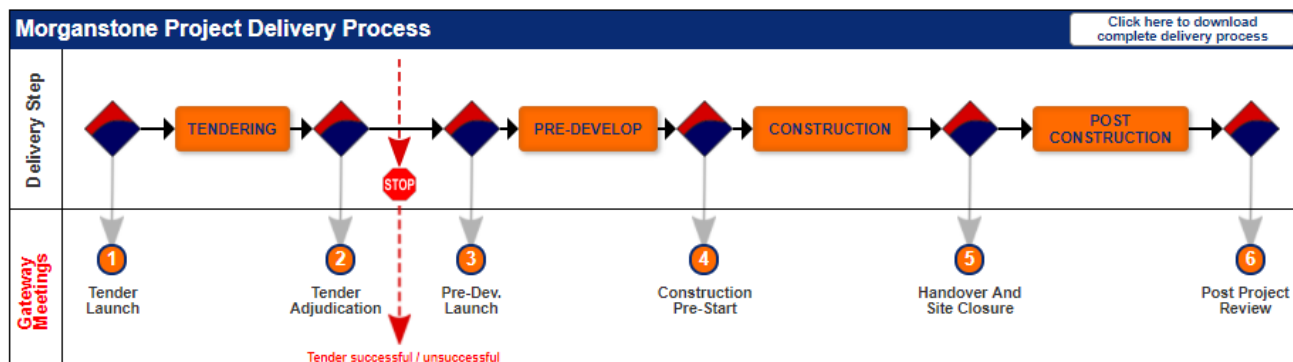
- Tool Box Talks
- Risk Assessments
- Method Statements
- Safety Alerts
- Check Sheets

Quality Assurance and Control:

- Check Sheets
- Briefing Notes

Figure 2.0 below provides an illustration of the sequence and interaction of key delivery procedures. The image is an interactive image that is used as the homepage of the BMS.

Figure 2.0 below 'BMS Landing Page – Morganstone Delivery Process



Specific responsibilities for each aspect of the system are summarised in this document and detailed within individual procedures.

A list of key BMS procedures is included in [Appendix A.2](#).

5. Leadership and Worker Participation

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 5	Clause 5	Clause 5

5.1 Leadership and commitment

Top management demonstrate leadership and commitment with respect to the BMS by implementing and supporting a number of key procedural approaches:

- Policy;
- Objectives;
- Management ownership of BMS areas;
- Line management responsibility for BMS;
- Management review;
- Internal audits;
- Performance appraisals;
- Key Performance Indicators (KPI);
- Team briefings – departmental and site meetings;
- Resources for training;
- Capital investments for risk reduction and compliance issues;
- Community relations;
- Customer satisfaction data acquisition and analysis;
- Accident and incident performance review;
- Support for certification assessment activities (in person);
- Supporting and promoting the appointment of Safety Champions across the business and supply chain to enable the sharing of opinions and ideas captured from the workforce;
- Daily Briefings at site level to support two-way discussion around work operations and arrangements.

Selected procedures above e.g. Management Review shall ensure that customer focus is a central part of leadership and management of the BMS. Each section of the BMS has an owner at Management level as defined in the Process Area Owner Matrix ([SY_GN_005](#)).

Key Supporting documentation:

BMS Template Ref.	Document Title
SY_GN_005	Process Area Owner Matrix
n/a	Business Plan
SY_PR_002	Business Objectives
SY_PR_001	Management Review
HS_PR_003	Accident and Incident Performance Review
Various	Capital Expenditure and Resource Plans
HR_PR_002	Training and Development Procedure

5.2 BMS Policies

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 5.2	Clause 5.2	Clause 5.2

All policies are part of the BMS. They outline the company's overall statement of commitment to the BMS, legal and standard requirements.

All policies are signed by the Managing Director and are reviewed periodically as part of management review. Key policies are displayed on noticeboards at each site and office. The policy is covered as part of the induction process. It's made available to interested parties on request.

Key Supporting documentation:

BMS Template Ref.	Document Title
HS_PL_001	Health and Safety Policy
EN_PL_001	Environmental Policy
QC_PL_001	Quality Policy
SY_PR_001	Management Review
HS_WI_001	Induction Work Instruction
n/a	Office and Site Noticeboards

5.3 Organisational roles, responsibilities and authorities

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 5.3	Clause 5.3	Clause 5.3

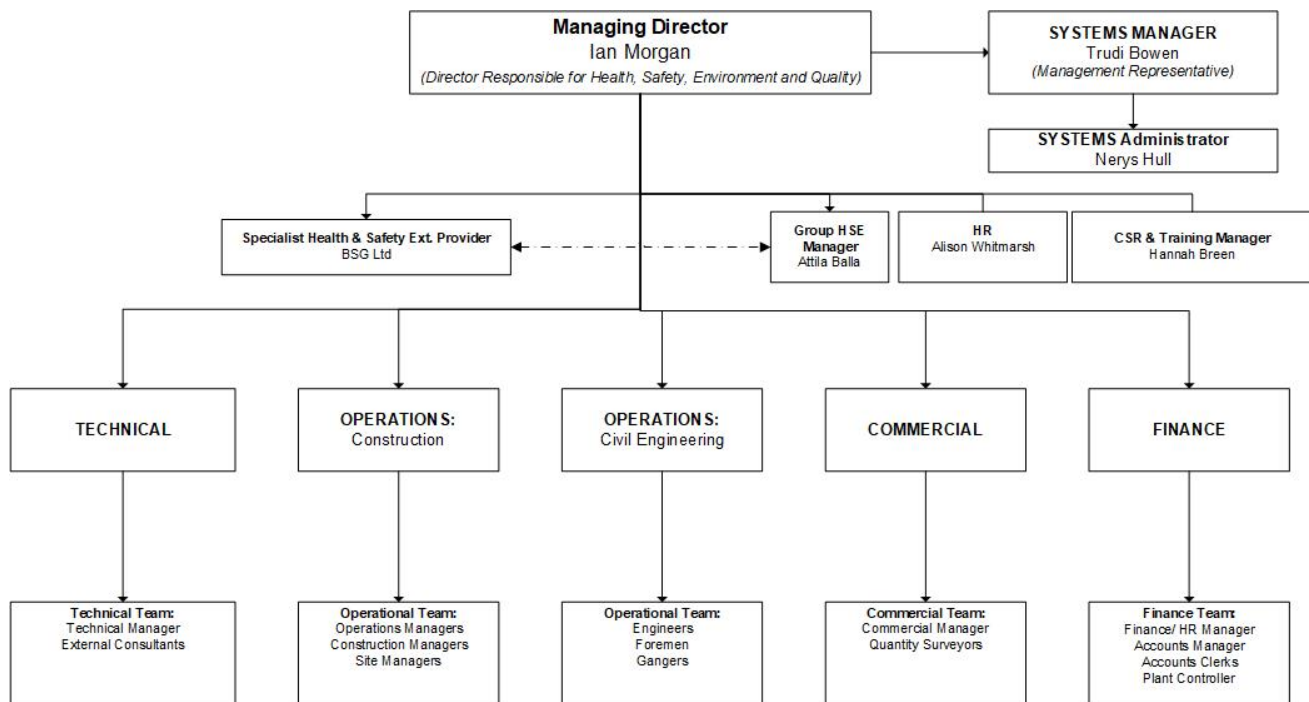
The Managing Director is the most senior person in the organisation with ultimate responsibility for health, safety, environment and quality. He is accountable for the operation of the BMS, conformance to procedures and working with the Morganstone Management Representative. He is responsible for ensuring that the BMS conforms to the requirements of relevant International Standards and applicable statutory requirements.

The Systems Manager, supported by the Business Systems Administrator, is responsible for the day to day management of the BMS including reporting on performance to top management.

Other relevant BMS roles are assigned and communicated throughout the organisation. The following provides a summary of the main responsibilities and job requirements of personnel involved in key elements of the BMS.

Figure 3.0 below provides a high-level summary of the management organisation that supports the ownership, implementation and development of the BMS at Morganstone.

Figure 3.0 below Management Structure Overview



5.3.1 All Employees

All employees have a responsibility to: -

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

5.3.2 Managing Director (MD)

The MD is ultimately responsible for the Company's Health and Safety, Quality and Environmental Policies and that the structure is in place for implementing the same.

The MD delegates where appropriate.

5.3.3 Operations Manager (OM)

The OM is responsible to the MD for the effective operation and delivery of projects and the continuing achievement of programme, cash flow and profit targets, along with project performance and compliance in respect of Health and Safety, Quality and Environmental.

Main responsibilities include: -

- Implement the Company's Health and Safety, Quality and Environmental Policies and standards across all construction projects and ensure that the structure is in place for implementing the same, throughout the construction process, i.e. from tender handover to final completion.
- Overall responsibility and accountability for the safe delivery of projects to specified programme, quality, and budget targets.
- Set and maintain standards for all projects that are under construction, via both direct input on site and the Project/Site Managers.
- Undertake site visits, inspections and manage subordinates so as to underpin the company's priority of Health and Safety.

- Be responsible for developing and implementing the policies and procedures required to support and direct construction operations, taking regard of health and safety, quality and the environment.
- Take an active interest in all aspects of SHEQ within the company and actively promote and encourage the use of best practice at all times.
- Ensure that projects are established and maintained in accordance with company standards ([DL ML 001](#)).
- Ensuring that the Construction Phase Health and Safety and Environment Plans are being properly maintained by the Site Manager on each of the sites under their control.
- Ensure that the Site Managers under their control receive adequate support in obtaining sufficient resources to maintain the BMS on site.
- Evaluating and reporting on the past and present performance of subcontractors/suppliers when requested by holders of the approved lists.
- Providing adequate resources for the implementation of the Morganstone Business Management System (BMS) across construction sites.
- Reviewing at the project level, in conjunction with the Systems Manager, the effectiveness of the BMS as a means of achieving quality, safety and environmental objectives.
- Appoint sufficiently trained duty holders for specific tasks as required on a project and ensure that they are aware of their individual responsibilities.
- Ensuring that there are robust arrangements in place to support delivery of projects, works are adequately planned and that they are being well managed and resourced.
- Reviewing and approving the Project Development Plan (PDP) and Method Statements for each project after their preparation by the Site Manager and other essential staff.
- Ensuring Inspections, Quality Check Sheets and works procedures are produced to assist with controlling quality.
- In the event that any matter is subject to regulatory enforcement, be the point of contact for any escalation, ensuring that the Managing Director is informed accordingly as required.
- Ensuring that all accidents, incidents and cases of work-related ill health are reported (including reporting under RIDDOR); investigated and appropriate corrective action is taken to prevent recurrence.
- In conjunction with Site Management teams, ensure contractual compliance and achievement of relevant internal KPIs.

5.3.4 Systems Manager

The Systems Manager is the representative acting on behalf of the company to assess the process requirements for SHEQ matters. When necessary, the Systems Manager has access to the MD and may recommend suspension of work, which is not being performed in accordance with the BMS requirements.

The main responsibilities are: -

- Promoting knowledge and understanding of the BMS at all levels on projects and in departments;
- Providing assistance and advice to Project Managers and Department Managers on implementation of the BMS;
- Providing assistance and advice to Project Managers on the management of quality control activities at site through the implementation of quality check sheets;
- Review supply chain questionnaires in order to validate SHEQ credentials;
- Developing and managing an internal audit programme (1st party audits);
- Administering a risk-based audit programme of suppliers and subcontractors;
- Representing Morganstone at client audits (2nd party audits);
- Representing Morganstone at external audits by certification bodies (3rd party audits);
- Reporting to senior management on performance, identified deficiencies in personnel and other resources;

- Making recommendations on improvements to the BMS;
- Receiving and distributing feedback on the BMS to relevant people;
- Identifying and sharing good practices observed during audit;
- Internal communications on the effectiveness of the BMS and the outcomes of management review and customer satisfaction.

5.3.5 Group Health, Safety and Environment (HSE) Manager

In meeting the Morganstone BMS requirements the Group HSE Manager will: -

- Provide specialist HSE input to operational staff through advice, guidance and support;
- Monitor HSE inspection programme implemented by external safety provider and carry out internal HSE inspections and audits as required to ensure compliance with the Morganstone Policies, procedures and company standards;
- Ensure that, where working practices are observed that pose a significant risk to HSE, the unsafe operation is stopped, inform site and Management immediately, provide appropriate support, advice and assistance in identifying and implementing the necessary remedial actions;
- In conjunction with operational staff, identify areas/operations that require specific HSE improvement and assist in the organising or undertaking of such improvements as appropriate;
- Provide feedback to the Systems Manager on the effectiveness of the Morganstone BMS and any improvements necessary;
- Review all workplaces in line with the requirements of current statute;
- Monitor the company to ensure that all staff, including office-based personnel, receives appropriate HSE training and instructions;
- Ensure that effective HSE performance monitoring is achieved;
- Provide operational staff with assistance in the review of high-risk contractors' method statements, in assessing other method statements, and monitoring the implementation of the same in the workplace, as appropriate;
- Ensuring that the correct notification of each project has been made to the HSE, as appropriate and that a copy of the F10 form is made available to the Site manager and is posted on the site;
- Provide Project Managers with assistance in the performance management of contractors;
- Monitor records and reporting of all reportable accidents and incidents;
- Ensure that HSE information is distributed to employees of the company, updating them with the latest developments within the industry;
- Plan, manage and monitor the Morganstone Occupational Health Screening programme;
- Input to a formal HSE Training Review complete in conjunction with the Training Co-ordinator on an annual basis;
- Undertake thorough investigations on all reported accidents and incidents including near misses and prepare a report as appropriate.

When necessary, the HSE Manager has access to the MD and may recommend suspension of work, which is not being performed in accordance with health and safety policy and procedures.

5.3.6 CSR & Training Manager

In meeting the Morganstone BMS requirements the CSR & Training Manager will: -

- Monitor the update, review and action taken in respect of third-party feedback, notifying the company insurance provider where any complaints might lead to a claim for compensation;
- Develop community engagement and targeted training strategies with project teams;
- Report on community engagement activities;
- Support on community and industry initiatives.
- Provide advice, co-ordination and support to Line Managers and Project Management in identifying and sourcing training as required.
- Work with industry bodies to identify and share relevant training opportunities with Managers across Morganstone.
- Keep training records up to date for all employees

- Discuss and agree with the Managing Director, Line Managers and Group HSE Manager, as appropriate, additional training requirements.
- Undertake formal training reviews on an annual basis.
- Arrange all training as identified and agreed.

5.3.7 Project Manager/ Site Manager

Their main responsibilities include: -

- Ensuring that all necessary documents are distributed to relevant staff;
- Production, implementation, review and update of the Project Development Plan (PDP) and all other relevant plans including the Health and Safety Plan and Environment Plan;
- Ensure that works are adequately planned;
- Enable the necessary resources and allow preparation time to ensure the projects are delivered in accordance with the BMS and specific project requirements;
- Ensuring that Works Procedures and Method Statements are produced and approved where specified in the PDP;
- Ensuring that objectives are set for the project and individuals;
- Ensuring that requirements for inspection and quality stage checks are identified and records are maintained by Morganstone and the supply chain;
- Ensuring that appropriate documents are available at points of use;
- Ensuring that non-conformances and improvement opportunities are recorded and, where acceptable, agreeing any concessions with appropriate parties;
- Agreeing all changes to the contract with the Client and recording the same;
- Evaluating and reporting on the past and present performance of subcontractors/suppliers when requested by holders of the approved lists;
- Reporting all complaints or likely complaints to the CSR & Training Manager;
- Ensuring that all necessary signs and statutory posters are displayed in a prominent position suitable for the purpose;
- Ensuring that all site staff and members of the workforce receive a suitable induction before commencing work on site;
- Ensuring that all registers and records, as defined in the company processes, are completed and kept up to date;
- Ensuring that appropriate Risk Assessments and Method Statements are carried out for all on site activities and that these are effectively communicated to the workforce as appropriate.
- Recording all relevant information for the Health and Safety File and Operation and Maintenance Manual (O&M);
- Ensuring at contract completion that all records referred to in the PDP are complete and available.

5.3.8 Managing Surveyor/ Commercial Managers/ Quantity Surveyors

Managing Surveyor has ultimate responsibility for commercial and contractual activities to ensure that correct payments are received from Clients and that all contracts are operated in accordance with the relevant conditions of contract.

The main BMS responsibilities of the commercial team are to: -

- Ensure that commercial processes are fully complied with at all times, and that the relevant reports are submitted;
- Manage, monitor and report on project financials including payment, cashflow and profitability;
- Ensure that all proposed contracts receive contractual and commercial assessment before they are accepted;
- Ensure that competent commercial resources have been allocated to the business and projects;
- Review details included in payment requests submitted to Clients, to ensure that Clients achieve “value for money” and that the business receives payments to which it is entitled;

- Ensure the Procurement Database is referenced and maintained for use by the department and others with the purpose of improving the business performance, reducing risks and enhancing customer satisfaction;
- Ensure the Company's requirements on quality, safety and environmental matters are communicated to subcontractors;
- Produce and maintain documented processes as required, specifying how processes under their control are to be properly carried out.

5.3.9 Technical Manager

Their main responsibilities include: -

- Ensuring that all necessary design documents are recorded, co-ordinated and distributed to relevant members of the project team, including Client and supply chain;
- Ensure the approval of all Design consultants in line with the Morganstone processes;
- Production and implementation of design deliverables in line with the Morganstone processes;
- Monitor the production of timely design information by external design companies in line with the information required schedule;
- Ensuring that design phase responsibilities and roles are allocated at the earliest opportunity following project award;
- Ensuring access to technical information and specification for the project teams;
- Ensuring that appropriate documents are available at points of use;
- Ensuring the implementation of regular Design Review Meetings and produce minutes where appropriate;
- Managing the process of design change and approval processes in line with the Morganstone processes and Client requirements;
- Evaluating and reporting on the past and present performance of Design Consultants when requested by the Procurement Department.

5.3.10 Engineers

Their main duties include: -

- Ensuring that all relevant documents (drawings, schedules and specifications, etc) are correctly recorded when received and that they are the latest version;
- Checking that all relevant documents adequately describe the work to be carried out;
- Producing and distributing Method Statements and Work Instructions as required by the PDP;
- Supervising work to ensure that it is carried out in accordance with Method Statements and Work Instructions;
- Recording the progress of the works on record drawings or other suitable means when required;
- Inspecting and recording incoming materials and their documentation where required;
- Implementing and overseeing the implementation of Inspection and Test Plans, checking and collating all associated records;
- Carrying out regular checks on survey and test equipment where required in the PDP;
- Recording all non-conformance and improvement opportunities and agreeing action with the Site Manager;
- Assist the Site Manager in all matters relating to SHEQ;
- Assist the Site Manager in maintaining the Construction Phase Plans;
- Carry out all specific roles and responsibilities with regard to SHEQ and/or as a requirement to maintain the construction phase plans delegated by the Site Manager;
- Report any incidents or unsafe practices observed during operations on or around the site to the Site Manager.

5.3.11 General Foreman / Foreman

These roles are supervisory, generally responsible for the supervision and control of labour, plant and subcontractors on the site.

Their main responsibilities include: -

- Supervising labour and subcontractors to ensure that work is carried out in an efficient manner in accordance with relevant Method Statements and Works Instructions etc;
- Reporting to the Site Manager on any deficiency in labour, plant or materials and unsatisfactory performance of subcontractors, which could have a detrimental effect on the safety and/ or quality of the work to be produced;
- Ensuring that works are adequately planned;
- Enabling the necessary resources and allow preparation time to ensure the projects are delivered in accordance with the BMS and specific project requirements;
- Ensuring that safety, environmental and quality controls are effectively implemented and maintained;
- Assisting the Site Manager in all matters relating to SHEQ;
- Ensuring that all operatives and subcontractors receive a suitable induction before commencing work on site;
- Assisting the Site Manager in maintaining the Construction Phase Plans;
- Carrying out all specific roles and responsibilities with regard to SHEQ and/or as a requirement to maintain the Construction Stage Plans delegated to him by the Site Manager;
- Ensuring that all relevant Risk Assessments and Method Statements are effectively communicated to the workforce and signed for;
- Effectively supervise the construction workforce and ensure that all works are carried out in accordance with the risk assessment and method statements prepared;
- Ensuring that all plant, tools and machinery are regularly inspected and maintained in satisfactory working order.

5.3.12 Site Operatives

Their main responsibilities will be to: -

- Carry out all reasonable instructions issued by supervisors with regards to matters of SHEQ;
- Read, take note, and sign the method statements prepared for the works being carried out;
- Use the correct tools and equipment for the job and report any problems or faults to a supervisor immediately;
- Wear suitable footwear, a high visibility jacket, hard hat and any other task specific PPE at all times;
- Wear additional personal protective equipment (PPE) for a particular task as identified by risk assessment and/or as instructed by supervisory staff;
- Refrain from using plant or equipment for work for which it was not intended, or if not trained or experienced in its use;
- Report accidents and incidents including near misses to supervisory staff immediately;
- Undertake any training provided;
- Discuss problems with and make suggestions for safer methods of working to supervisory staff;
- Attend site meetings and tool box talk sessions as required by supervisory staff.

5.3.13 Estimating Team

The Estimator is responsible for the estimating function.

Specific BMS responsibilities include: -

- Ensuring that all tenders are properly compiled, processed and adjudicated, in line with the Morganstone gateway process requirements;
- Ensuring that formal pre-start meetings are held, as appropriate, on successful award of the project;
- Track tender opportunities and production;
- Ensure the completion of Contract Documents are assembled prior to the works commencing.

5.3.14 Human Resource Team

Human Resources will provide advice to the Company on all Human Resource issues and also provide and maintain appropriate processes to control all aspects of human resources within the Company.

They will also ensure that the HR processes are fully compliant with relevant legislation at all times and that the Managing Director and senior management are kept fully informed of any developments with regard to human resources legislation and best practices.

5.3.15 Buyers

Their main responsibilities include: -

- Ensuring that all procurement activities are undertaken, in line with the Morganstone Procedures;
- Ensuring materials, plant and equipment are purchased in accordance with specification and legislative requirements;
- Ensuring where a choice exists, Buyers are made aware of the requirement to purchase materials, which are environmentally benign and naturally sustainable, in line with Company Policies;
- Maintaining the supplier database with the purpose of improving the business performance, reducing risks and enhancing customer satisfaction;
- Accountability for closure of nonconformity within the Buying department.

5.4 Consultation and Participation of workers

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
-	-	Clause 5.4

Reference should also be made to section 7.4 of this manual.

The Group HSE Manager will work with Site Managers and Supply chain to ensure the appointment of a network of Safety Champions across all projects.

Workplace Safety Champions are the beating heart of a strong health and safety culture on a project. They are people who are passionate about safety, take an active role on safety teams and lead by example among their peers.

Champions will:

- Apply quality principals having a prevention focus with a continuous improvement approach to safety.
- Be an exemplar in working safely.
- Show respect for others in calling out and responding to unsafe behaviours.
- Always be enthusiastic in all matters relating to safety.
- Always lead by example.
- Believe in the importance of eliminating workplace harm.
- Be a good communicator in all aspects of health and safety.

Champions are intended to be nominated from within the Workforce and will receive full training on the role in accordance with Morganstone work instruction Safety Champion Network ([HS_WI_009](#)).

6. Planning

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 6	Clause 6	Clause 6

6.1 Actions to address risks and opportunities

ISO Reference

ISO 9001	ISO 14001	ISO 45001
Clause 6.1	Clause 6.1	Clause 6.1

6.1.1 General

A risk based approach has been conducted for health, safety, environmental and quality risks and opportunities, taking into account the context within which the company operates and the needs and expectations of interested parties ([see 3.1](#) and [3.2](#)). This exercise identifies the following:

- Business Risks, e.g. technical, commercial, supply chain, resources;
- Environmental aspects;
- Health and Safety risks;
- Compliance Obligations;
- Other opportunities to be addressed within the BMS.

This approach is reviewed as part of the Management Review Procedure ([SY PR 001](#)) or when significant changes occur internally or externally to the organisation.

6.1.2 Environmental Aspects

A systematic process has been applied to identify the environmental aspects and associated impacts ([EN PR 007](#)). Significant aspects have been determined and assessed in more detail ([EN FM 002](#)). From this assessment, company standards have been produced which outline the control measures implemented to mitigate risk and maintain compliance with relevant obligations. The environmental aspects include adverse environmental impacts (threats) and beneficial environmental impacts (opportunities).

This approach is reviewed as part of the Management Review Procedure ([SY PR 001](#)) or when significant changes occur internally or externally to the organisation.

6.1.3 Health and Safety Hazard Identification

A systematic and proactive process has been implemented to identify health and safety hazards ([HS PR 002](#)). Risk Assessments are documented for all significant risks according to agreed procedure.

Morganstone maintain company standards for activities associated with known risks to ensure, so far as is reasonably practicable, that minimum legal requirements are met, effective control and counter measures are applied, and risk control is continually improved.

Company standards are subject to regular review as to their suitability and effectiveness, and are amended as appropriate.

Company Standard Procedures set minimum standards in respect of specific control activities and training for each specific area of operation e.g. working at height, lifting, confined space etc. They are intended to be utilised as an integral part of the Risk Assessment Procedure ([HS PR 002](#) / [EN PR 004](#)).

Risk Assessments are retained within the site document filing system (electronic and hard copy), which is available to all personnel.

See also section 8.8

Key Supporting documentation:

BMS Template Ref.	Document Title
HS PR 002	SHE Risk Assessment Procedure
SY PR 008	Strategic Planning

EN-PR-007	Environmental Aspect and Impacts
EN PR 004	Environmental Risk Assessment

6.1.4 Compliance Obligations

As part of the risk assessment process relevant personnel are assigned as owners for each obligation and actions are identified, where necessary, to achieve and maintain compliance. Periodic reviews are carried out to assess compliance status and these include assessment of changes in legislation and emerging compliance issues. A review of the results of these activities is included in the inputs to management review.

6.1.5 Planning action

Improvement/compliance actions are identified as part of the assessment activities described in Sections 6.1.1 to 6.1.3 and consideration is given to technological options and financial, operational and business requirements.

6.2 Objectives and planning to achieve them

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 6.2	Clause 6.2	Clause 6.2

6.2.1 Business Objectives

The business has a documented procedure for the formulation and management of environmental, health and safety and quality objectives and targets ([SY PR 002](#)). These are produced annually with responsibilities allocated across all levels of the business to achieve the objectives and deliver continual improvement.

As part of the process for producing the Project Development Plan ([DL FM 010](#)), there is a requirement for each project to identify specific objectives and targets taking into consideration the Morganstone company objectives along with the requirements of specific clients and programmes of work.

Performance against target is captured as part of the overall business planning process dependant on the nature of the measure. The Senior Management Team carry out regular reviews during the year to monitor progress and to make adjustments to the programme in order to achieve the objectives. Forums for monitoring performance include: -

- Management Meetings;
- Project Performance Review Meetings;
- Quarterly SHE Meetings;
- Customer Care Meetings;
- Management Review Meetings.

6.2.2 Planning actions to achieve objectives

See Section 6.2.1

Key Supporting documentation:

BMS Template Ref.	Document Title
SY PR 001	Management Review
SY PR 002	Objectives & Targets
n/a	Minutes of meetings

7. Support

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 7	Clause 7	Clause 7

7.1 Resources

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 7.1	Clause 7.1	Clause 7.1

Resources at Morganstone include competent personnel, personnel with specialist skills, well maintained and suitable infrastructure, appropriate technology, safe and healthy work environment and financial resources via CAPEX. The resource requirements for establishing, implementing, maintaining and continual improving the BMS, is defined in this manual and associated procedures and work instructions.

The Management Review mechanism is used to ensure that resources are identified, allocated where required and periodically monitored and measured to assure continued suitability.

Key Supporting documentation:

BMS Template Ref.	Document Title
SY_PR_001	Management Review

7.2 Competence

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 7.2	Clause 7.2	Clause 7.2

The Recruitment procedure ([HR_PR_001](#)) outlines the process applied at Morganstone to recruit competent personnel aligned with the needs of the business.

Key job roles are supported by job descriptions detailing the role and responsibilities.

Training is delivered in accordance with the Training Procedure ([HR_PR_002](#)). Key elements of this procedure are outlined below: -

- There is a training requirements schedule, maintained by the Learning and Development Manager, that provides more specific details of the competence requirements for each job including health, safety, environmental and quality issues, and in production the requirements vary by grade.
- A Training database is maintained to record training completion and indicate where training is required.
- Training records are retained. Induction training is provided to all new starters including agency workers.
- Training is provided by competent trainers.
- Competence of contractors is assessed before work is awarded in accordance with Selection and Approval of Sub-Contractors Procedure ([CM_PR_002](#)). This is done by checking a range of training certificates, experience, knowledge, previous work on site and elsewhere, method statements and risk assessments. This is done in two stages:
 1. All contractors are provided with a Site-specific induction, in accordance with Site Induction Work Instruction ([HS_WI_001](#)).

2. A Graduate Training Programme is in operation as well as a Shared Apprentice Programme.

Key Supporting documentation:

BMS Template Ref.	Document Title
HR PR 001	Recruitment Procedure
HR PR 002	Training & Development Procedure
HR FM 014	Training Matrices
HR FM 015	Training and Development Plan
HR FM 031	Trainee Rotation Programme
HR FM 032	Trainee Interview Template
PC FM 018	Training Provider Registration Form
n/a	Employee Training Record
HS WI 001	Site Induction Work Instruction
HS FM 041	Site Induction Record
HS FM 040	Site Induction Presentation

7.3 Awareness

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 7.3	Clause 7.3	Clause 7.3

Employees, agency workers and contractors (to the extent that is relevant to their work) are briefed on the following, as part of their induction:

- Key Policies;
- Their contribution to the effectiveness of the BMS including the benefits of improved performance;
- The implications of not conforming with the BMS requirements, including the consequences, actual or potential, of their work activities;
- Information and lessons learned concerning relevant incidents.

7.4 Information, communication, participation and consultation

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 7.4	Clause 7.4	Clause 7.4

7.4.1 General

Morganstone communicates information on BMS procedures and performance using various means ([HS GN 010](#)). Below is a summary of the key methods used:

- Team Brief (meetings) supported by documented information – small groups to encourage participation and consultation. Active dialogue is encouraged;
- Supply Chain Principals meetings;
- Noticeboards – at offices and sites;
- Toolbox talks with key learnings identified. Small groups to encourage participation and consultation (feedback).

- Internal bulletins and alerts;
- Emails;
- Daily Briefings;
- Safety Champion Meetings;
- Various meetings.

Key Supporting documentation:

BMS Template Ref.	Document Title
HS PR 004	Communication and Consultation
HS PR 005	Third Party Communication and Consultation
HS WI 002	Toolbox Talks
HS GN 010	Communication and Consultation Matrix
DL FM 095	Monthly Site Managers Meetings
DL FM 064	Monthly Internal Project Performance Reviews
CM FM 023	CVR Meeting
SY FM 005	Monthly Management Meeting
n/a	SHE Steering Group Minutes

7.4.2 Internal Communication

See 7.4.1 above.

7.4.3 External Communication

Third Party Communication and consultation is undertaken in accordance with Morganstone procedure [HS PR 005](#). Below is a summary of external communications made:

- RIDDOR reportable incidents;
- Breaches of legislation, e.g. pollution incidents are reported to the Regulator (NRW);
- Where required by customers, a self-assessment report is provided;
- Customer questionnaires are completed and submitted where required;
- Customers are provided with copies of third-party audit reports on request.

7.4.4 Participation, consultation and representation

Morganstone systems are structured to ensure that all personnel have a clear understanding of what is expected, and what role the individual plays, in relation to health, safety, environment and quality.

The Company encourages participation in good health, safety, environmental and quality practice and improvements to standards from all those affected by its operations. To this end, appropriate means of communication shall be planned into all works at workplace, operation, contractor and individual level to ensure effective communication and consultation.

Employees are encouraged to participate in the BMS by involvement and attendance at various forums including but not limited to:

- Team Brief (meetings) supported by documented information – small groups to encourage participation and consultation. Active dialogue is encouraged;
- Internal bulletins and alerts;
- Risk Assessments and development of safe systems of work;
- Training;
- Safety Champion Network;
- Daily Briefings;
- Internal audits and inspections;
- Individual performance reviews/appraisals;

- Achievement Awards.

7.5 Documented Information

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 7.5	Clause 7.5	Clause 7.5

7.5.1 General

This BMS Manual provides a description of the main elements of the management system and their interaction with and reference to related documents. These documents together comprise the necessary documents required by the ISO and BS standards and those determined as being necessary for the effectiveness of the BMS to support Morganstone operations. A non-exhaustive list of some of the key controlled documents and their alignment with the ISO and BS standards is included in [Appendix A.4](#).

7.5.2 Creating and updating

The arrangements for identification, description, formatting, review and approval of controlled documents are outlined in Control of BMS Documentation Procedure ([SY PR 006](#)).

All documentation within the BMS has a set of control information which is unique to each document. The following information is defined as the control information.

Unique Document Reference: This is made up of the following set of information: -

<Section Reference>_<Document Type>_<3 digit number> e.g. DC_PR_012

Section Reference:

Name	Abbreviation
Health and Safety	HS
Environment	EN
Quality Assurance & Control	QC
Delivery	DL
Commercial Management	CM
Human Resource	HR
Procurement	PC
Finance & Accounts	FN
Information Technology	IT
Document Management	DC
Systems Management	SY
Sales & Marketing	SM

Document Type:

Name	Abbreviation
Policy	PL
Process	PR
Form	FM
Company Standard	CS
Work Instruction	WI
Check sheet	CK
Toolbox Talk	TT

Guidance	GN
Safety Alert	SA
Briefing Note	BN
Risk Assessment	RA
COSHH Assessment	CA

Issue Status: Draft and Issued.

Revision no: Draft document will follow the sequence 0.1, 0.2, 0.3, 0.4 etc. Issued and amended documents will follow the sequence 1.0, 2.0

Issue Date: dd.mm.yy the document was published on the BMS.

Each issue of a new document in the BMS is authorised by a person designated as the 'Process Area Owner' of a given section ([SY GN 005](#)). Significant revisions to (or withdrawal of) an existing document are similarly authorised. These authorisations are recorded separately from the documents themselves and all records are held by the Systems Manager in a central matrix.

7.5.3 Control of documented Information

Documents and records are systematically managed utilising a central server and Viewpoint (also known as 4Projects is a proprietary system used under 5-year term license). A Document Management Policy outlines the commitment and protocols around usage of the systems ([DC PL 001](#)).

Business Management System Documentation is controlled in accordance with ([SY PR 006](#)).

Internally generated records associated with activities undertaken by Morganstone are controlled and managed in accordance with the following overarching procedures: -

- Control of Departmental Records ([DC PR 001](#))
- Control of Project Records ([DC PR 002](#))

Further procedures have been written to support the generation, storage and management of records during the tendering ([DL PR 005](#)) and predevelopment ([DL PR 013](#)) delivery stages.

The Morganstone server is predominantly used by departmental teams for the storing of key records. The folder structure is representative of the overall departmental structure. Records are varied and diverse but include key quality, environmental and health and safety information as required. The server is also utilised as an archive for completed project records.

Viewpoint is used by members of site based teams to store and access project records including drawings, operation and maintenance (O&M) manuals, service drawings, employer's requirements, key health and safety files and other documents needed at the site. Protocols are established to manage the usage of 4Projects ([DL ML 002](#)). Other documents are retained in project files on a shared drive.

Externally originated documents are referenced as part of the planning and operation activities undertaken by Morganstone. This documentation is required to be controlled and this is achieved in accordance with Control of Technical Standards and Information procedure ([DL PR 014](#)).

Key Supporting documentation:

BMS Template Ref.	Document Title
DC PL 001	Document Management Policy
DC PR 001	Control of Documents Procedure

BMS Template Ref.	Document Title
DC PR 002	Control of Records Procedure
DL PR 014	Control of Technical Standards and Information
DL PR 005	Control of Tender Documents
DL PR 013	Control of Pre-Development Documents
DL WI 017	Drawing Issue and Approvals Work Instruction
DL ML 002	Viewpoint Protocols Manual

8. Operation

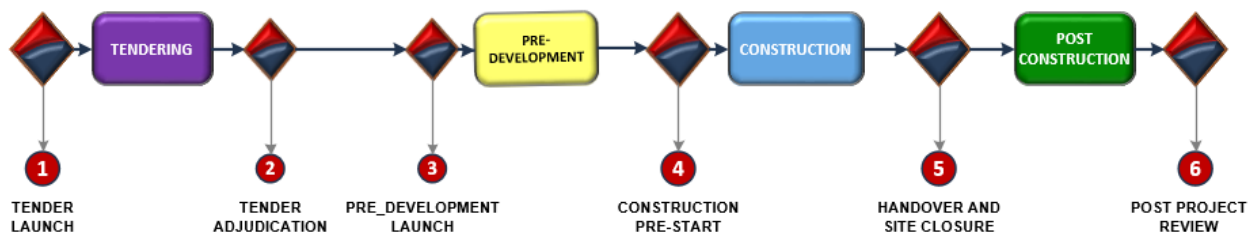
ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8	Clause 8	Clause 8

8.1 Operational Planning and control

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8.1	Clause 8.1	Clause 8.1

Project workloads and selection is based on regular reviews of the business plan (5-year project programme). Morganstone has procedures in place for the planning and control of each project with appropriate technical, health and safety, environmental, quality, compliance and commercial input. All projects will follow a high-level delivery process flow as illustrated below. To progress through each step in the delivery process governance gateway has to be complete. There are 6 gateways in total and they take the form of structured meetings with defined attendees and discussion points.

Figure 4.0 below 'Morganstone Delivery Process'



There are three types of projects undertaken:

- Tendered
- Land Led
- Negotiated

Comprehensive and detailed planning and control procedures are adapted to the project type with planning beginning as part of tender/negotiated process. Projects are closely monitored and developed from inception through to completion. The Project Development Plan ([DL FM 010](#)) is developed and updated to support the delivery process through each delivery stage.

Morganstone act as the Principal Contractor and, where required, Principal Designer under the Construction (Design and Management) Regulations 2015 and are therefore responsible for development of the Construction Phase Health and Safety Plan ([HS FM 001](#)).

A Business Continuity Plan ([HS FM 124](#)) is established to ensure continuity of service to clients should a major incident occur.

Key Supporting documentation:

BMS Template Ref.	Document Title
n/a	Business Plan
DL FM 010	Project Development Plan
HS FM 001	Construction Phase Plan
HS FM 124	Business Continuity Plan
DL PR 023	Project Performance Review Procedure
HS PR 007	Construction Design Management (CDM)
DL FM 001	Gateway 1 -Tender Launch Agenda
DL FM 002	Gateway 2 - Tender Adjudication Agenda
DL FM 003	Gateway 3 -Pre-development Launch Agenda
DL FM 004	Gateway 4 - Pre-Start Meeting Agenda
DL FM 005	Gateway 5 -Handover and Site Closure Agenda
DL FM 006	Gateway 6 -Post Project Review Agenda

8.2 Emergency Preparedness and response

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
-	Clause 8.2	Clause 8.2

Morganstone has identified the potential emergency situations pertaining to its business operations which may lead to an undesired environmental impact or health and safety risk ([HS PR 008](#)). These include (not exhaustive):

- Fire;
- Spill;
- Work at Height Rescue;
- Confined Space rescue;
- Terrorism, bomb threat, social unrest;
- Flood;
- Adverse weather;
- Project specific, e.g. scaffold collapse;
- Injury;
- Unknown underground service strike;
- Incident involving asbestos.

Risks are assessed for each project and, included in the project risk assessment, are appropriate emergency plans prepared as part of the Construction Phase Health and Safety Plan ([HS FM 001](#)).

The Operations Managers are responsible for ensuring that procedures and practices are established for preventing and responding to accidents and emergency situations where there may be a significant impact on the environment and for preventing and mitigating health and safety hazards. Emergency Preparedness and Response and related documents address the following:

- Identification of potential and actual accidents and emergency situations;
- Proper response to emergencies and prevention or mitigation of serious environmental impacts;
- Provisions for periodic reviews and revisions of the procedures;
- Such reviews are always initiated after the occurrence of such events;

- Periodic drills to test the effectiveness of emergency preparedness and response procedures.

Drills are conducted at site and at head office to test the emergency arrangements.

Key Supporting documentation:

BMS Template Ref.	Document Title
HS FM 062	Emergency Notice Form
HS FM 061	Emergency Drill Reg
EN FM 005	Spill Response Plan
HS PR 008	Emergency Preparedness and Response – Health & Safety
EN PR 002	Emergency Preparedness and Response - Environment

8.3 Requirements for products and services

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8.2	-	-

8.3.1 Customer Communication

The Operations Managers are the main point of contact with the client prior to handover to construction (pre-start meeting with client). Monthly meetings take place with clients and project performance is reviewed. There are written reports presented at these meetings. The Site Manager liaises with the Client Representative for day to day operations.

Customer feedback is obtained via surveys undertaken at 3 points throughout the project ([QC PR 005](#) / commencement, mid-term and completion). Feedback is also sought on unsuccessful tenders, whenever possible.

Communication arrangements incorporate the following:

- providing information relating to products and services;
- handling enquiries, contracts or orders, including changes;
- obtaining customer feedback relating to products and services, including customer complaints;
- handling or controlling customer property;
- establishing specific requirements for contingency actions, when relevant.

Following project handover there is a Defect Liability period of 12 months, supported by the dedicated Customer Care team.

Key Supporting documentation:

BMS Template Ref.	Document Title
DL FM 092	Third Party Feedback Log
DL FM 093	Third Party Feedback Form
QC PR 004	Complaints Procedure
QC PR 005	Customer Satisfaction Procedure

8.3.2 Determining the requirements related to products and services

The employer's requirements document sets out the requirements for the project. There are also drawings and planning conditions provided at this stage. Contractors Proposal documents include alternatives proposed by the organisation to meet the employer's requirements where a more cost effective, sustainable or efficient alternative is appropriate. Adoption Agreements also provide input to the project design and are produced by the design engineer for the client.

Compliance obligations are also identified at the pre-construction stage in the Project Development Plan ([DL FM 010](#)).

Key Supporting documentation:

BMS Template Ref.	Document Title
DL FM 010	Project Development Plan (PDP)
DL FM 037	Opportunities and Tenders Tracker
DL FM 015	PDP- Design Checklist
DL-FM-096	Materials Approval Schedule
DL FM 030	Information Required Schedule (IRS)
DL PR 001	Tendering
DL PR 016	Change Control

8.3.3 Review of requirements related to products and services

The Managing Director decides whether the organisation will progress with a project/tender and where appropriate this is logged in the Opportunities and Tenders Tracker ([DL FM 037](#)) and/or Business Plan. The decision is made to confirm that the organisation has the ability to meet the client requirements. The tender is reviewed prior to submission to ensure that it is a compliant bid, Gateway 2 Tender Adjudication ([DL FM 002](#)). If necessary, at this stage a qualification is included where alternatives are proposed to the original specification and/or design. This may be required to address buildability issues.

Once the contract is awarded/agreed, further design and development including value engineering are used to arrive at a final proposal.

When the supply chain is engaged for delivery of projects, the organisation ensures that sub-contractor proposals meet the stated requirements for the contract.

Key Supporting documentation:

BMS Template Ref.	Document Title
DL FM 010	Project Delivery Plan (PDP)
DL FM 001	Gateway 1 -Tender Launch Agenda
DL FM 037	Opportunities and Tenders Tracker
n/a	Business Plan
DL PR 001	Tendering

8.3.4 Changes to requirements related to products and services

During the project, any changes to design or contractual requirements are captured in the Change Control Register ([DL FM 083](#)) and managed via the Change Control Procedure ([DL PR 016](#)).

Changes are reviewed with the client at the monthly meeting and amendments to the project (adjusted resources, materials, schedule and associated costs) are approved or rejected.

Key Supporting documentation:

BMS Template Ref.	Document Title
DL_FM_083	Change Control Procedure
DL_PR_016	Change Control Schedule

8.4 Design and Development of products and services

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8.3	-	-

8.4.1 General

The Design Management Procedure ([DL_PR_015](#)) describes the process, arrangements, roles and responsibilities for design. Morganstone is involved in projects where a developed design is provided by the client (RIBA stage 3 onwards), and where the initial concept and definition is specified by the company (RIBA stage 0 onwards). For the former, the client arranges some initial design in order to achieve planning consent. This design is included as input to detailed design undertaken by Morganstone.

Detailed design is either carried out in-house or by external consultants and/or design subcontractors. The Morganstone design management procedure is in place to ensure that the design packages are fully co-ordinated and integrated.

8.4.2 Design and development planning

The design team starts work on the project when instructed by the Head of Technical, the start point is determined by a number of key triggers, e.g. contract award. A pre-development launch meeting (Gateway 3 – [DL_FM_003](#)) is convened. The Design phase is started following successful completion of Pre-Development Launch Meeting ([DL_FM_003](#)).

Where required by the client the company has the capability to assume the role of Principal Designer.

The Project Development Plan ([DL_FM_010](#)) is initiated in order to control delivery of the project. The Design Management Plan ([DL_FM_031](#)) is also initiated to specifically co-ordinate and manage the design process.

8.4.3 Design and development inputs

Design information will be provided by the project team or in the case of tendered projects, will form part of the Employers Requirements. These documents may include:

- Drawings
- Planning conditions
- Site Investigations
- BREEAM /code requirements
- Compliance Obligations (e.g. Lifetime Homes, DQR, Building Regulations)

The company considers relevant applicable Statutory provisions. Design co-ordination and integration referenced in 8.3.1. addresses the issue of conflicting design inputs.

Morganstone provide contractors proposals document to meet the employer's requirements. The contractor's proposals detail;

- Alternative proposals to the Employers Requirements and/or;
- Proposed details of areas not covered by the Employers Requirements

8.4.4 Design and development controls

During the design process ([DL PR 015](#)) ongoing reviews are undertaken to ensure that the design is compliant with all applicable design briefs, contract requirements, Statutory Requirements and to ensure the buildability of the proposed designs ([DL FM 087](#)). These reviews include as examples: -

- Design team meetings
- Design specific workshops
- Internal project review meetings
- Client project review meetings

Where consultants or design subcontractors are appointed ([DL PR 006](#)), the control mechanisms above are utilised to achieve the intended outcomes of the design.

Where applicable, the client will be asked to review and if possible approve the design package(s). The procedure will be specified in the Design Management Plan ([DL FM 031](#)). This review will be undertaken at specific design review meetings or as part of the client project review meetings. Validation of built structures is undertaken at site level. The need for specific validation of high risk activities is identified at the design planning stage and documented in Design Management Plan ([DL FM 031](#)).

Where actions are necessary, resulting from problems with either the design or that have arisen from verification or validation activities, these will be handled by the change control process ([DL PR 016](#)) as reference below in 8.3.6. The company retains documented information of these activities in the form of; minutes of meetings and Technical Query/ Requests for Information ([DL FM 033](#)).

The issue of design information is controlled using View Point (4Projects). The management of drawings will be achieved in accordance with the Drawing Issue and Approvals Work Instruction ([DL WI 017](#)).

8.4.5 Design and development outputs

The design outputs required at the appropriate phases of the project are set out in the Information Required Schedule (IRS - [DL FM 030](#)). The Morganstone Technical Manager on the project ensures that design and development outputs:

- meet the input requirements;
- are adequate for the subsequent procedures for the provision of products and services;
- include or reference monitoring and measuring requirements, as appropriate, and acceptance criteria;
- specify the characteristics of the products and services that are essential for their intended purpose and their safe and proper provision.

The Morganstone Technical Manager is responsible for retaining documented information that the design and development outputs have met the inputs, such document may include:

- Building Control Certificate;
- Planning condition discharge;
- Remediation validation report;
- Commissioning Certificate.

8.4.6 Design and development changes

Design changes are managed in accordance with the Morganstone Change Control Procedure ([DL PR 016](#)).

Upon receipt of a change control request ([DL FM 082](#)), the proposed change is reviewed against the identified inputs. The following are considered as part of the review:

- Nature of change?
- Whom requested by?
- Client approval required?
- Change to the Employers Requirements?
- Are there any conflicts with any Statutory Requirements?
- Change approved/declined?
- Instruction issued?

This review is documented on the change control register ([DL FM 083](#)).

Key Supporting documentation:

BMS Template Ref.	Document Title
DL FM 082	Change Control Form
DL FM 083	Change Control Register
DL FM 033	TQ/ RFI Form
DL FM 034	TQ/RFI Register
DL FM 096	Materials Approval Schedule
DL FM 031	Design Management Plan
DL FM 010	Project Development Plan
DL FM 015	Design Checklist (PDP)
DL PR 015	Design Management Procedure
DL PR 016	Change Control Procedure
HS PR 007	CDM Procedure
DL FM 082	Change Control Form
DL FM 083	Change Control Register
DL FM 033	TQ/ RFI Form
DL FM 034	TQ/RFI Register
DL FM 096	Materials Approval Schedule
DL FM 031	Design Management Plan
DL FM 010	Project Development Plan
DL FM 015	Design Checklist (PDP)

8.5 Outsourcing

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
-	-	Clause 8.1.4

Design services and construction activities are outsourced to approved suppliers, subcontractors and consultants in accordance with ([DL PR 006](#)/ [DL PR 018](#)). Databases are maintained for these

groups. A registration questionnaire is used to assess competence before approval is given ([CM FM 001](#) - Consultant / [CM FM 003](#) – Subcontractor / [PC FM 009](#) - Supplier). This includes qualifications, experience, management system assurance, references, insurance, Statutory Notices applicable and examples of previous work.

A list is also maintained of contractors on trial. These companies are monitored more closely and feedback on their performance is received and reviewed by the Operations Manager. The Managing Director is ultimately responsible for deciding if the supplier, subcontractor or consultant can be added to the approved list or ceases to be utilised.

Performance of subcontractors, consultants and suppliers is monitored via a monthly scored evaluation which is reviewed by the Operations Manager and issues escalated to the Managing Director as appropriate. Performance is also monitored throughout the project at project performance review meetings, any decision taken to not use a supplier or consultant following this review would be the responsibility of the Managing Director.

Consistent poor performance by any suppliers, subcontractors and consultants would result in their removal from the associated approved database.

Key Supporting documentation:

BMS Template Ref.	Document Title
HS ML 002	Subcontractor Health and Safety and Environment (SHE) Manual
DL PR 006	Procurement and appointment of Consultants Procedure
DL PR 018	Procurement and Appointment of Sub Contractors
n/a	Approved Suppliers Database
n/a	Approved Consultant Database
n/a	Approved Sub-Contractor Database
PC FM 009	Supplier Registration questionnaire
n/a	Consultant Registration questionnaire (online form)
n/a	Subcontractor Registration questionnaire (online form)
PC FM 010	End of Project Performance Review – Supplier
CM FM 064	End of Project Performance Review – Subcontractor
CM FM 009	End of Project Performance Review - Consultant

8.6 Control of externally provided procedures, products and services

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8.4	-	-

8.6.1 General

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8.4.1	-	-

The company utilises external providers for the provision of products, procedures and services where required. The specification of required goods/materials, procedures and/or services is specified in the Employers Requirements and/or Contractors Proposals.

Appropriate controls, as outlined above, are in place to ensure that externally provided services, products and procedures conform to:

- Employers Requirements
- Applicable Statutory Requirements
- Morganstone Business management system requirements

8.6.2 Type and extent of control

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8.4.2	-	-

Only external suppliers, consultants and subcontractors that are listed on the relevant approved database are permitted to be used on Morganstone projects.

Further scheme specific approvals are to be obtained for each project prior to appointment.

All external providers are appointed using appropriate forms of contract which must be approved by the authorised signatory.

Morganstone ensures that externally provided procedures, products and services do not adversely affect the organisation's ability to consistently deliver conforming products and services to its customers.

Morganstone will:

- ensure that externally provided procedures remain within the control of its BMS;
- define both the controls that it intends to apply to an external provider and those it intends to apply to the resulting output;
- take into consideration:
 - the potential impact of the externally provided procedures, products and services on the organisations ability to consistently meet customer and applicable statutory and regulatory requirements;
 - the effectiveness of the controls applied by the external provider;
- determine the verification, or other activities, necessary to ensure that the externally provided procedures, products and services meet requirements.

8.6.3 Information for external providers

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8.4.3	-	-

Morganstone ensures the adequacy of requirements prior to their communication to the external provider. This will be achieved by clearly communicating to external providers its requirements for:

- the procedures, products and services to be provided;
- the approval of:
 - products and services;
 - methods, procedures and equipment;
 - the release of products and services;
- competence, including any required qualification of persons;
- the external providers' interactions with the organisation;
- control and monitoring of the external providers' performance to be applied by the organisation;
- verification or validation activities that the organisation, or its customer, intends to perform at the external providers' premises.

8.7 Product and service provision

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8.5	-	-

8.7.1 Control of production and service provision

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8.5.1	-	-

Construction activities are managed by Contracts Managers. The Project Manager/Site Manager directs the day to day activities with work carried out by employed staff and sub-contractors in accordance with the Construction Phase Health and Safety Plan ([HS FM 001](#)), project specification documents, BMS and programme.

A standard approach is followed for site set-up with appropriate welfare facilities. Guidance is provided for project teams in the Construction Site Set-up Manual ([DL ML 001](#)). This manual is designed to highlight and clarify mandatory requirements to be applied when establishing a Morganstone construction site, and also offers further options for those wanting to deliver above and beyond the standard requirements. Checks to ensure that standards have been achieved should be recorded on Site Managers Set-up Checklist ([HS FM 004](#)).

Procedures used to control the execution of the works are described in the Delivery (DL) section of the BMS. In particular the Project Development Plan ([DL FM 010](#)), and associated documents and checklists, identifies the need for method statements and other process control documents. The implementation of this plan is driven by the application of the Delivery Processes held within the BMS.

The Project/Site Manager monitors and checks progress throughout the project via regular meetings and monthly project performance review meetings.

Plant and equipment including equipment requiring calibration is provided and appropriate inspection and maintenance carried out, coordinated by Project Manager / Site Manager/ Engineer ([QC PR 003](#)).

Quality checks for compliance to specification and for workmanship are conducted and documented throughout the project.

Key Supporting documentation:

BMS Template Ref.	Document Title
HS FM 001	Construction Phase Health & Safety Plan
DL FM 010	Project Development Plan (PDP)
DL ML 001	Construction Site Set-up Manual
HS FM 004	Site Set-up Checklist
n/a	Delivery Section of the BMS
n/a	Health & Safety Section of BMS
n/a	Quality Section of BMS

8.7.2 Identification and traceability

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8.5.2	-	-

The Materials Approval Schedule ([DL FM 096](#)) is used to record specific materials used in construction and to confirm compliance with the customer requirements and compliance obligations. The Operations Manager, Technical Manager, Quantity Surveyor and Buyer have an input to this document, which is managed by the Technical Manager.

Traceability of materials used in construction is achieved at site level with information recorded on specific check sheets, certificates, delivery tickets and data sheets as appropriate.

Material Return Sheets ([PC FM 006](#)) are used to trace deliveries to site for purchased materials. Sub-contractors also purchase materials for site and these are also on the Material Delivery Schedule ([PC FM 008](#)) and checked as part of the Quality Checklist.

Checking of delivery notes is carried out by site personnel and is the responsibility of the Site Manager.

Quality Check sheets help to ensure that material is allocated appropriately to the work areas on site. The BMS contains a comprehensive set of quality check sheets covering all stages and trades. A list of Quality Check sheets is included in [Appendix A.5](#). A schedule of quality check sheets is used to plan and communicate the requirements across a project. This document is available in the BMS Construction Phases - Stage Checks ([QC GN 001](#)).

A Material Delivery Schedule ([PC FM 008](#)) is maintained by the Site Manager to track all material deliveries. It is required to be prominently displayed in the Site Managers office. The schedule is established with planned orders and updated to reflect deliveries received and allocation to plots. It is used to support the consolidation of deliveries and stock takes on site.

Key Supporting documentation:

BMS Template Ref.	Document Title
QC GN 001	Construction Phases - Stage Checks
PC FM 006	Material Return Sheets
PC FM 008	Material Delivery Schedule
n/a	BMS – Document Type Check Sheet (CK)

8.7.3 Property belonging to customers or external providers

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8.5.3	-	-

Equipment is hired in for welfare facilities, office and plant/equipment for site set up and construction activities. There may also be situations where sub-contractors are employed by the client directly and their equipment and infrastructure is not under the control of Morganstone.

Sites are provided with secure fencing and site set up is carried out by specialist providers. Lay down areas and storage facilities are identified in the site set up plan and traffic management plan to minimise the risk of damage occurring. If required security measures are implemented based on a risk assessment. Welfare arrangements and standards are outlined in Construction Site Set-up Manual ([DL ML 001](#)).

Hire equipment is only operated by competent authorised persons. Where possible trackers are fitted to mobile plant. Site inspections take place regularly and these include monitoring of hired in equipment and site security.

8.7.4 Preservation

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8.5.4	-	-

The sequence of installation ensures that damage can be avoided. Storage and handling procedures on site ensure that materials do not become damaged or contaminated prior, during and after installation. Just in time delivery is also implemented if there is restricted space on site. As materials are installed, these are protected from damage with protective coatings /packaging left in place. Completed works and areas are secured/locked.

8.7.5 Post-delivery activities

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8.5.5		

A building manual is required contractually following handover and the list of post-delivery activities and documented is provided in the Project Development Plan (PDP – [DL FM 010](#)).

Typically, there is a 12 month defects liability period. Formal closure meetings take place at the end of the project and at the end of the 12 month defects liability period. During the 12 month defects liability period, any defects/complaints are dealt with as part of the monthly management meeting.

8.7.6 Control of changes

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8.5.6	-	-

See section 8.3.4

8.8 Contractors

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
-	-	Clause 8.1.6

All contractors are required to submit Risk Assessments and Method Statements (RAMS) to the Morganstone standard for all activities to be undertaken on site at least ten working days prior to the activity taking place.

See also section 6.1.3

8.9 Release of products and services

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8.6	-	-

All works are intended to be “snagged” throughout the construction process. The provision for snagging elements of work or trades is included on specific stage checks. Prior handover to the client a final inspection of the property is undertaken using the final inspection sheet stage check ([QC CK 044](#)).

Snagging is conducted by the installer of the product prior to offering elements of work up to Morganstone for quality check sign off. All snags will be recorded and closed in accordance with the installers quality system, itemised actions to be taken on individual stage checks and/or on Morganstone snagging list ([QC FM 005](#)).

All internal snags will be closed out prior to offering the end product to the Client for handover. Handover will be undertaken in accordance with the Morganstone Handover Procedure ([DL PR 022](#)). The process requires the completion of an internal Handover and Closure meeting ([DL FM 005](#)) 12 weeks prior to handover. The Project Development Plan ([DL FM 010](#)) and supporting Handover Checklist ([DL FM 026](#)) is required to be updated in preparation for this meeting.

Where necessary training and supporting documentation is provided at this stage. A practical completion certificate is required from the Client's Agent. This signifies compliance with customer requirements and compliance obligations.

Key Supporting documentation:

BMS Template Ref.	Document Title
QC FM 005	Snagging list
DL FM 005	Handover and Closure meeting
DL FM 010	Project Development Plan
DL FM 026	Handover Checklist
DL PR 022	Handover Procedure

8.10 Control of nonconforming outputs

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 8.7	-	-

See also section 10.2 – Nonconformity and corrective action.

Non-conformities are identified during construction, after handover or during the 12-month defect liability period, during which the organisation ensures that they are closed out in accordance with the contract requirements, or where this is not possible, they are snagged at a later date as agreed with the client.

Non-conformities identified during the construction phase are managed in accordance with the Non-Conformance and Corrective Action ([QC PR 002](#)).

Non-conformities identified during the handover process are addressed with significant or repeat issues would trigger the implementation of the Non-Conformance and Corrective Action ([QC PR 002](#)).

Non-conformities or defects identified during the 12 months defect liability period will be captured and managed by the Morganstone Customer Care team in accordance with the After Care and Defects Procedure ([DL PR 028](#)) and Defect Management Work Instruction ([DL WI 002](#)).

Key Supporting documentation:

BMS Template Ref.	Document Title
QC PR 002	Non-Conformance and Corrective Action

DL FM 010	After Care and Defects Procedure
DL PR 028	Defect Management Work Instruction
DL PR 021	Handover Procedure

9. Performance evaluation

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 9	Clause 9	Clause 9

9.1 Monitoring, measurement, analysis and evaluation

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 9.1	Clause 9.1	Clause 9.1

9.1.1 General

This section describes how we define, plan and implement monitoring, measurement, analysis and evaluation procedures needed to assure compliance with obligations, conformity with management system requirements and continual improvement. These activities include the assessment of, internal auditing, process monitoring and measurement, and product monitoring and measurement.

The Systems Manager ensures that statistical tools are used to monitor business management system procedures. Statistical techniques for on-going process control and improvement are established and are applicable to customer specific requirement documents. Data is captured and analysed in respect of: -

- Customer feedback
- Supply chain feedback
- Employee feedback
- Audit findings
- Incident reports
- Near Miss reports
- BMS feedback
- Emergency response
- Regulatory visits

Morganstone plans and implements monitoring, measurement, analysis and improvement procedures as needed, these procedures are identified in documented procedures and include the determination of applicable methods, including statistical techniques and the extent of their use ([SY PR 005](#)).

- To demonstrate conformity of the product;
- To ensure conformity of the BMS;
- To continually improve the effectiveness of the BMS.

9.1.2 Evaluation of compliance

Conformance with legislation is reviewed and evidence of evaluation is maintained through the management review process ([SY PR 001](#)). In addition to monitoring and measurement of operational activities, Morganstone periodically evaluates its compliance with applicable legal requirements and with other requirements to which it subscribes ([SY PR 004](#)). In most cases, monitoring and measurement is an on-going process intended to collect data required by legal and other requirements, while the evaluation of compliance is about analysing and comparing the data collected over a period of time with legal and other requirements.

Key Supporting documentation:

BMS Template Ref.	Document Title
SY_PR_004	Legal and other requirements and Evaluation of Compliance
SY_PR_001	Management Review
SY_FM_001	Management Review Agenda & Minutes
SY_FM_002	Management Review Performance Presentation Template
SY_FM_003	Management Review Action Tracker

9.2 Internal Audit

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 9.2	Clause 9.2	Clause 9.2

9.2.1 General

Internal audit results are critical inputs that help in assessing the effectiveness of the BMS by identifying opportunities for improvement, by promoting awareness of customer requirements and by measuring the effectiveness of the BMS.

Internal audits are conducted by a team of competent auditors according with the Morganstone Internal Audit Procedure ([SY_PR_003](#)).

The Internal Audit Procedure details the process for developing the audit schedule ([SY_FM_007](#)) including the requirements for planning; taking into consideration the status and importance of the procedures and areas to be audited, as well as the results of previous audits.

The audit criteria, scope, frequency and methods are defined by the audit report. The selection of auditors and their conduct ensures objectivity and impartiality throughout the audit process. Process owners do not audit their own work. In cases where it is not possible to conduct an objective audit, the services of an independent external auditor will be sought.

9.2.2 Internal audit schedule

A 2-year internal audit plan is documented and maintained. Internal audits are performed at offices and on the operational activities at site level. This ensures that procedures and outputs are assessed in accordance with the business management system requirements.

Key Supporting documentation:

BMS Template Ref.	Document Title
SY_FM_007	Audit Schedule
SY_FM_008	Internal Audit Template
SY_FM_009	Advisory Audit Template - Quality
SY_FM_010	Advisory Audit Template – Health, Safety & Environment
SY_PR_003	Internal Audit

9.3 Management Review

ISO Reference		
ISO 9001	ISO 14001	ISO 45001

Clause 9.3	Clause 9.3	Clause 9.3
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Senior Management Team conduct a management review meeting once a year to ensure the continuing suitability, adequacy and effectiveness of the integrated management system. The primary inputs that are reviewed comprise data from conformance and performance measurements. Subsequent recommendations for improvement are based on the analysis of such measurements.

Monthly management meetings also take place to address system and operational issues.

Conformance is primarily assured through internal audits and demonstrated through a review of audit results and our demonstrated ability to correct and prevent problems. Performance is primarily assured through the deployment of corporate and operational level objectives, and through the review of our demonstrated ability to achieve desired results. The primary outputs of management review meetings are management actions that are taken to make changes or improvements to our integrated management system.

Assessment of the BMS is based on a review of information inputs to the management review process, these inputs can include the following:

- Planned changes that could affect the BMS;
- BMS scoping document;
- Process performance and product conformity;
- Status of preventive and corrective actions;
- Recommendations for improvement;
- Company level quality data;
- Customer feedback;
- Results of audits.

During management review meetings, Senior Management Team will identify appropriate actions to be taken regarding the following issues:

- Improvement of the effectiveness of the BMS and its procedures;
- Improvement of product related to customer requirements;
- Opportunities and risks;
- Resource needs.

The primary outputs of management review meetings are the actions necessary to make changes or improvements to our BMS and the provision of resources needed to implement these actions. Responsibilities for required actions are assigned to members of the management review team. Any decisions made during the meeting, assigned actions and their due dates are recorded in the management review minutes and action tracker.

Key Supporting documentation:

BMS Template Ref.	Document Title
SY_PR_004	Legal and other requirements and Evaluation of Compliance
SY_PR_001	Management Review
SY_FM_001	Management Review Agenda & Minutes
SY_FM_002	Management Review Performance Presentation Template
SY_FM_003	Management Review Action Tracker

10. Improvement

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 10	Clause 10	Clause 10

10.1 General

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 10.1	Clause 10.1	Clause 10.1

10.2 Incident, Nonconformity and corrective action

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 10.2	Clause 10.2	Clause 10.2

It is the company's policy to detect, control and rectify any aspect of non-conformance as quickly and efficiently as possible. Where necessary, any material, product or service output that does not conform to specified requirements is properly identified and controlled to prevent unintended use or delivery. Improvements are then implemented to ensure the non-conformance does not reoccur. The controls and related responsibilities and authorities for dealing with non-conforming products are defined in the Nonconformity Procedure.

The company has implemented a procedure for the handling of, and the investigation of accidents and incidents. An incident is an unplanned event or sequence of events, which has the potential to cause injury or illness and/or damage (loss) to people, assets, the environment or reputation. The procedure defines the controls for reporting and investigating all types of accident or incident that may occur on our premises or on our sites. By identifying the root cause and implementing relevant corrective actions, we aim to avoid reoccurrence. The organisation maintains records of any changes to documented procedures resulting from corrective actions.

Evidence of non-conformance, customer dissatisfaction or process weakness is used to drive our corrective action system. Since problems may exist, they will require appropriate actions and possible additional action aimed at eliminating or reducing the likelihood of its recurrence. Management with responsibility and authority for corrective action are notified promptly of product or process non-conformities. Investigating and eliminating the root cause of these failures is a critical part of our continual improvement process.

Morganstone takes action to eliminate the cause of non-conformities in order to prevent their recurrence. Corrective actions are appropriate to the effects of the non-conformities encountered. The non-conformance and corrective action ([QC PR 002](#)) defines the requirements for:

- Reviewing non-conformities (including customer complaints and product returns);
- Determining the causes of product non-conformities and process deficiencies;
- Evaluating the need for action to ensure that non-conformities do not recur;
- Determining and implementing action needed;
- Recording and reviewing the results of actions taken.

Follow-up audits are conducted in accordance with the internal audit process to ensure that effective corrective action is taken and that the action is appropriate to the impact and nature of the problem encountered. In addition, the Systems Manager summarises and analyses corrective action data to identify trends in order to assess the overall effectiveness of the corrective action system and to develop related recommendations for improvement.

The corrective actions are considered effective if the specific problem was corrected and data indicates that the same or similar problems have not recurred. Results of data analysis and subsequent recommendations are presented to Senior Management Team for review.

Morganstone regards its BMS as the primary source of preventive action, in that the system focuses on proactively seeking and controlling threats to our business; e.g. legal, regulatory, commercial, QEH&S, etc. Potential non-conformities in products, services, procedures or the management system

are identified, investigated and action is implemented to prevent their occurrence. All preventive action is monitored and the data analysed for evidence of improvement.

Data from internal audits, customer feedback, employee suggestions, and other appropriate data is collected and analysed to identify the actions needed to eliminate the causes of potential non-conformities. The preventive action system is considered to be effective when potential risks or losses are avoided. A documented Preventive Action Procedure defines the requirements for:

- Determining potential nonconformities and their causes;
- Evaluating the need for action to prevent occurrence of nonconformities;
- Determining and implementing action needed;
- Records of results of action taken;
- Reviewing preventive action taken.

Key Supporting documentation:

BMS Template Ref.	Document Title
QC FM 002	Non-conformity Register
QC FM 003	Non-conformity Report
DL FM 093	Third Party Feedback Form
DL FM 092	Third Party Feedback Register
HS FM 020	Accident/ Incident Notification Form
HS FM 021	Accident - Incident Investigation Checklist
HS FM 022	Timeline Investigation Template
HS FM 116	Master Incident Tracker
HS FM 032	Investigation Management Report
QC PR 002	Non-Conformance and Corrective Action
QC PR 004	Complaints Procedure
QC PR 005	Customer Satisfaction Procedure
HS PR 003	Accident Incident and Near Miss reporting and Investigation

10.3 Continual improvement

ISO Reference		
ISO 9001	ISO 14001	ISO 45001
Clause 10.3	Clause 10.3	Clause 10.3

Senior Management Team and other managers and supervisors collect and analyse data using appropriate statistical techniques to determine the suitability and effectiveness of key business management system procedures applicable to their area(s) of responsibility, and to identify opportunities for improvement. As a minimum, data is analysed to assess achievement of the corporate level objectives and customer requirements.

A process is effective if the desired results are measurably achieved. Effectiveness is measured in terms of output quality, process accuracy, delivery schedule performance, cost and budgetary performance, employee performance against established objectives and customer satisfaction. In order to identify threats and opportunities, Morganstone monitors trends in the following activities:

- Improvement opportunities identified during internal audits and management reviews;
- Incidents, accidents and risks to the business;
- Opportunities for correction action;
- Client satisfaction and feedback;
- External providers feedback.

Key Supporting documentation:

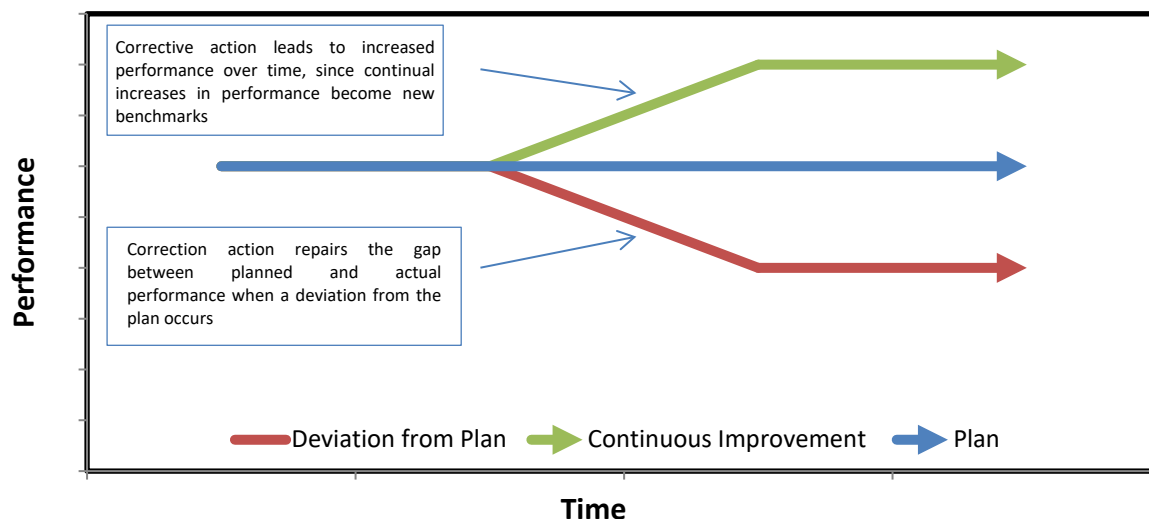
BMS Template Ref.	Document Title
SY_PR_005	Continual Improvement Procedure
SY_PR_001	Management Review Procedure

Morganstone continually improves the effectiveness of its BMS through the effective application of policies, objectives, auditing and data analysis, corrective and preventive actions and management reviews.

The continual improvement process begins with the establishment of our corporate policies and objectives for improvement, based on objectives contained in our business plan and customer targets and goals. Customer satisfaction, internal audit data, process and product performance data, and the cost of poor quality or risk control are then compared against objectives or KPIs to identify additional opportunities for improvement.

The overall effectiveness of continual improvement program (including corrective actions taken as well as the overall progress towards achieving corporate level improvement objectives) is assessed through our management review process.

Continual Improvement Process



Key Supporting documentation:

BMS Template Ref.	Document Title
SY_FM_012	BMS Continual Improvement Log

A.1 Abbreviations & Acronyms

The following abbreviations and acronyms apply to this document:

Ref.	Definition
BS	British Standard
BREEAM	Building Research Establishment Environmental Assessment Method.
CI	Continual Improvement
CS	Company Standard
EA	Environment Agency
HS	Health and Safety
HSE	Health and Safety Executive
IA	Internal Audit
BMS	Integrated Management System
ISO	International Standards Organisation
KPI	Key Performance Indicators
LABC	Local Authority Building Control.
NC	Non-conformance
NCR	Non-conformance Report
NHBC	National House Building Council.
NRW	Natural Resources Wales
OFI	Opportunity for Improvement
QA	Quality Assurance
QC	Quality Control
RIDDOR	Reporting injuries, diseases and dangerous occurrences
SHEQ	Safety, Health, Environment and Quality
SHE	Safety, Health and Environment

A.2 Listing of Key SHEQ Procedures

Other procedures exist in respect of: Delivery (DL), Commercial (CM), Procurement (PR). Please reference BMS on line - <https://intranet.morganstone.co.uk/intranet/>

Procedures:

BMS Ref.	BMS Section	Procedure Title
EN-PR-001	Environment	Monitoring and Measuring Environmental Performance (R)
EN-PR-002	Environment	Emergency Preparedness and Response
EN-PR-003	Environment	Accident Incident and Near Miss reporting and investigation (R)
EN-PR-004	Environment	Environmental Risk Assessment (R)
EN-PR-005	Environment	Internal Communication and Consultation (R)
EN-PR-006	Environment	Third Party Communication and Consultation (R)
EN-PR-007	Environment	Environmental Aspects and Impacts
HR-PR-001	Human Resources	Recruitment
HR-PR-002	Human Resources	Training and Development
HR-PR-003	Human Resources	Graduate Training Programme
HS-PR-001	Health & Safety	Monitoring and Measuring SHE Performance
HS-PR-002	Health & Safety	SHE Risk Management
HS-PR-003	Health & Safety	Accident Incident and Near Miss reporting and Investigation
HS-PR-004	Health & Safety	Participation and Consultation
HS-PR-005	Health & Safety	Third Party Communication and Consultation
HS-PR-006	Health & Safety	Occupational Health Management
HS-PR-007	Health & Safety	Construction Design Management (CDM)
HS-PR-008	Health & Safety	Emergency Preparedness and Response
QC-PR-001	Quality Control	Material and Workmanship Inspection and Test Planning
QC-PR-002	Quality Control	Non Conformance and Corrective Action
QC-PR-003	Quality Control	Management of Calibration
QC-PR-004	Quality Control	Management of Customer Feedback (in. Complaints)
QC-PR-005	Quality Control	Customer Satisfaction
SY-PR-001	Systems Management	Management Review
SY-PR-002	Systems Management	Objectives & Targets
SY-PR-003	Systems Management	Internal Audit
SY-PR-004	Systems Management	Compliance Obligations
SY-PR-005	Systems Management	BMS Change & Continual Improvement Procedure
SY-PR-006	Systems Management	Control of BMS Documentation
SY-PR-007	Systems Management	Performance Evaluation (Consolidation)
SY-PR-008	Systems Management	Strategic Planning

A.3 ISO and BS Standard Matrix

[Click to Access Business Management System \(BMS\) ISO/ OHSAS Matrix \(SY GN 008\)](#)

A.4 Quality Check sheets

BMS Ref	Check Sheet Title
QC-CK-001	STAGE CHECK: House Foundation Final Check Sheet
QC-CK-002	STAGE CHECK: External Finishing Work Final
QC-CK-003	STAGE CHECK: Brickwork & Blockwork to 1st Lift Check Sheet
QC-CK-004	STAGE CHECK: Brickwork & Blockwork to 3rd Lift Check Sheet
QC-CK-005	STAGE CHECK: Brickwork & Blockwork Wall Plate Check Sheet
QC-CK-006	STAGE CHECK: Brickwork & Blockwork to Top Out Check Sheet
QC-CK-007	STAGE CHECK: Carpentry Joists 1st Set
QC-CK-008	STAGE CHECK: Carpentry Joists 2nd Set
QC-CK-009	STAGE CHECK: Carpentry Roof Check Sheet
QC-CK-010	STAGE CHECK: Carpentry Canopy Check Sheet
QC-CK-011	STAGE CHECK: Carpentry Garage Roof Check Sheet
QC-CK-012	STAGE CHECK: Main Roof Tiling 1 Check Sheet
QC-CK-013	STAGE CHECK: Main Roof Tiling 2 Check Sheet
QC-CK-014	STAGE CHECK: Low Level Canopy Tiling 1 Check Sheet
QC-CK-015	STAGE CHECK: Low Level Canopy Tiling 2 Check Sheet
QC-CK-016	STAGE CHECK: Garage Roof Tiling 1 Check Sheet
QC-CK-017	STAGE CHECK: Garage Roof Tiling 2 Check Sheet
QC-CK-018	STAGE CHECK: Carpentry 1st Fix Check Sheet
QC-CK-019	STAGE CHECK: Internal Doors Check Sheet
QC-CK-020	STAGE CHECK: Garage Doors Check Sheet
QC-CK-021	STAGE CHECK: Loft Insulation Check Sheet
QC-CK-022	STAGE CHECK: Plumbing 1st Fix Check Sheet
QC-CK-023	STAGE CHECK: Electrical 1st Fix Check Sheet
QC-CK-024	STAGE CHECK: Windows Check Sheet
QC-CK-025	STAGE CHECK: Plasterboard and Dry Lining Preparation
QC-CK-026	STAGE CHECK: Carpentry 2nd Fix Check Sheet
QC-CK-027	STAGE CHECK: Carpentry Final Inspection Check Sheet
QC-CK-028	STAGE CHECK: Plumbing 2nd Fix Check Sheet
QC-CK-029	STAGE CHECK: Plumbing Final Fix Check Sheet
QC-CK-030	STAGE CHECK: Electrical 2nd Fix Check Sheet
QC-CK-031	STAGE CHECK: Electrical Final Fix Check Sheet
QC-CK-032	STAGE CHECK: Kitchen Check Sheet
QC-CK-033	STAGE CHECK: Ceramic Floor Tiling Check Sheet
QC-CK-034	STAGE CHECK: Ceramic Wall Tiling Check Sheet

BMS Ref	Check Sheet Title
QC-CK-035	STAGE CHECK: Screen Wall / Retaining Wall
QC-CK-036	STAGE CHECK: Fencing Check Sheet
QC-CK-037	STAGE CHECK: Landscaping Check Sheet
QC-CK-038	STAGE CHECK: Decoration Check Sheet
QC-CK-039	STAGE CHECK: Mastic Check Sheet
QC-CK-040	STAGE CHECK: Stage 1 Cleaning Check Sheet
QC-CK-041	STAGE CHECK: Carpets and Vinyl Check Sheet
QC-CK-042	STAGE CHECK: Cleaning 2:24 Hr Completion Check Sheet
QC-CK-043	STAGE CHECK: Street Lighting Check Sheet
QC-CK-044	STAGE CHECK: Final inspection sheet