

Buildoffsite Registration Scheme Guidance Document

A risk based competency assessment scheme for service providers involved in the provision of Offsite activities

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Version 2



Terry Mundy
Lloyd's Register EMEA
Hiramford
Middlemarch Office Village
Siskin Drive
Coventry
CV3 4FJ
T +44 (0) 1980 671596
F +44 (0) 2476 305854
E terry.mundy@lr.org



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1. Introduction and Purpose

The purpose of this document is to provide details of the requirements needing to be satisfied for accreditation under the Buildoffsite Registration Scheme.

The Buildoffsite Registration Scheme is a risk based, process focused, assessment scheme designed to benchmark Offsite Service Providers against best practice in terms of competency, methodology and safety and is intended to serve as a vehicle for the standardisation of best practice for organisations involved in the offsite sector of the construction industry. As such the scheme is intended to enable organisations to be recognised for their technical competency and their commitment to best practice in the provision of the scopes of work for which they are accredited.

The scheme provides an assurance of the safe and competent delivery of offsite products conforming to client specifications. This is achieved by assessing, against the requirements detailed in this document, Service Provider's processes and procedures, including handover interfaces, from design through offsite manufacture and construction/assembly to client handover.

The purpose of this document, prepared by Lloyd's Register, is to detail the Buildoffsite Registration Scheme criteria in respect of core and scope specific requirements covering the design, manufacture, construction and project management scopes. Additionally Appendix 1 outlines the process for accrediting Service Providers and what needs to be done to maintain accreditation and Appendix 2 indicates the criteria used to benchmark Service Providers.

The scheme has been prepared in consultation with the organisations shown in Section 1.1.

The scheme is intended to be of assistance to client organisations wishing to procure offsite services from accredited organisations, as well as providing assurance to a wider group of construction industry stakeholders.

1.1 Consultation

Organisations that have been consulted in the production of the scheme are as below:

BERR	-	Department for Business, Enterprise and Regulatory Reform
CIRIA	-	Construction Industry Research & Information Association
SCI	-	Steel Construction Institute
Buildoffsite	-	Industry-wide campaigning organisation
BBA	-	British Board of Agrément

1.2 Definitions - Explanation of Terminology

Accreditation - see Appendix 1 for details of the accreditation process and the arrangements covering the granting of accreditation

Accreditation Body – the organisation which undertakes the assessment of offsite construction organisations in accordance with the Scheme and has been approved for doing so by the Buildoffsite Steering Group.

Accreditation Certificate – a certificate awarded to a Service Provider by the Accreditation Body for a scope of work assessed under the scheme.

Accreditation Period – BuildoffSite accreditation validity is for a term of 3 years.

Accredited Service Provider – any organisation which has been assessed, in accordance with the Scheme, as competent in the provision of services for which they have been accredited and has been issued with a valid and current Certificate of Accreditation.

Assessment – objective and detailed evaluation of a Service Provider to determine their competence in accordance with the scheme criteria.

Competent Person –Service Providers are required to have a Competent Person(s) to act as the Dispositioning Authority to evaluate and mitigate risks associated with new designs and products and changes to existing designs.

Configuration Baseline – approved project configuration information that establishes the characteristics of Buildoffsite works at a point in time that serves as reference for activities throughout the design, manufacture and construction life cycle.

Configuration Management – the principles as defined in BS 10007 – ‘Guidelines for Configuration Management’

Delivery Office – the Service Provider’s office, and/or manufacturing facility, from which offsite services are provided. Assessed delivery offices may be identified on the Accreditation Certificate.

Dispositioning Authority – person (or a group of persons) assigned responsibility and authority to make decisions for verifying that change to Buildoffsite work specification is necessary, the consequences of the change acceptable, that the change is documented and that implementation plans are satisfactory.

Functionality – the ability of a completed installation to operate as required by the relevant standard(s).

Milestones – schedules agreed for the closure of gaps identified during an assessment, or the achievement of targets agreed at the accreditation stage, to demonstrate continuous improvement throughout the accreditation validity period.

Non-conformity – the identified absence of, or a failure to implement or maintain, one or more of the minimum criteria against which accreditation may be granted. The non conformity will be classified as either a major or minor non-conformity as defined in Section 1.4.

Qualified Supervisor – person(s) appointed by the Service Provider with responsibility for ensuring, at all relevant levels within the work process, that work is completed to time, quality, specification etc. Minimum qualifications for Qualified Supervisors are defined Section 6.

Scheme – The general requirements of the BuildoffSite scheme as defined in this document

Service Provider – any organisation delivering a service or product within the offsite construction sector.

Work – the performance of offsite and onsite activities.

1.3 Mandatory/Non Mandatory Terms

In this document the following terms have the stated meanings.

Shall: Indicates a mandatory requirement

Should: Indicates a strong preference and is used to denote best practice or where a new requirement is being introduced.

May: Indicates an option which is not mandatory

1.4 Definitions of Major and Minor Non-Conformities

Major Non-Conformities occur where there is:-

- Objective evidence which demonstrates that an element from the scheme requirements has not been documented or implemented or maintained.
- Repetitive failures (product quality or systems) or multiple minor non conformities in a single category
- Significant numbers of minor non conformities
- Action not taken to close previously identified minor non conformities within agreed timescales or meet the milestone goals set at the time of accreditation
- Use of unsafe working practices
- Performing work which is outside the registered scope

Minor Non-Conformities occur where there is:-

- Objective evidence that there is a weak element within the management system, procedure or control for the effective implementation and maintenance of the scheme requirements.
- Isolated cases of non conformance to procedures
- Isolated instances of failure to comply with Health & Safety procedures
- Isolated instances of failure to comply with good safety/working practice
- Limited shortfalls in established documented management and Health & Safety systems
- Failure in observing customer care protocols

1.4.1 Other Finding Grading Definitions

Requires Corrections are raised when:-

- The assessment identifies a single incident which needs correction but does not imply a threat to system integrity

Scopes for Improvement are raised when:-

- The assessment identifies an aspect of the Service Providers operation where, whilst scheme compliant, there is potential for improvement.

LR Prompts are observations made where:-

- The assessment identifies a potential weakness which the Accreditation Body may wish to fully examine at their next assessment visit

1.5 Abbreviations

CDM	-	Construction, Design and Management Regulations
DfMA	-	Design for Manufacture and Assembly
HSE	-	Health and Safety Executive
HSWA	-	Health and Safety at Work Act
LR	-	Lloyd's Register EMEA
PPE	-	Personal Protective Equipment

2. Responsibilities

Accreditation is a demonstration that a Service Provider has established the systems, procedures and competencies needed for the consistent delivery of the accredited scopes of work to the scheme requirements and the provision of services to client requirements and industry good practice.

An essential feature of the approval process is the assurance that procedures and practices, against which approval has been awarded, are consistently applied and maintained by the Service Provider. This is achieved, throughout the accreditation period, by a programme of surveillance visits.

To support and maintain the accreditation process Service Providers and the Accreditation Body are required to work in the ways outlined below.

2.1 Service Provider Responsibilities

Accredited Service Providers shall:

- Maintain an effective management structure which is able to consistently deliver accredited scopes of work to the scheme requirements
- Clearly define the scope of the services they provide
- Be pro-active in monitoring the quality of their work without reliance on the Accreditation Body or their client
- Arrange with the Accreditation Body for visits to be performed in accordance with the agreed surveillance programme
- Ensure non-conformances identified by the Accreditation Body and any agreed milestones are closed-out within the agreed time scales.
- Notify the Accreditation Body of the following:
 - changes to key personnel
 - changes to ownership
 - changes to their work activities meriting review of their accreditation scopes
 - HSE notices issued on them

2.2 Risk Management

Accredited Service Providers shall (as detailed in Section 4.5) establish and maintain an integrated risk management process which incorporates business, project, contract and activity risks.

Included within the risk management framework shall be the ongoing assessment of risks that could affect the Service Providers accreditation status. Incorporated within this framework should be an assessment of any aspects of the work that are subcontracted.

2.3 Accreditation Body Responsibilities

In operating the scheme the Accreditation Body shall:-

- Conduct evaluations against the scheme requirements in a technically competent and objective manner
- Adopt a pragmatic but consistent approach to the maintenance of scheme standards
- Plan audits visits which, over time, cover the scope of accreditation
- Endeavour to respect Service Providers business constraints
- Ensure any information determined in respect of Service Providers commercial business interests are treated in confidence and not passed to any third party except to meet the direct requirements of the operation of the scheme
- Maintain a publicly available register of accredited Service Providers.

To aid identification of performance benchmarking and opportunities for improvement the Accreditation Body will provide feedback on the relationship between a Service Provider's performance and others operating within the same sector who have gained BuildoffSite accreditation.

3. Scopes

As detailed in this section accreditation can be gained in any of the following scopes:

- Design
- Offsite Manufacture
- Construction
- Project Management

To achieve registration for each scope Service Providers shall demonstrate that all relevant processes and procedures, required for the effective and efficient delivery of that scope, are fully implemented and that all staff and subcontractors employed are competent to undertake their assigned roles and are working to comprehensive and fully documented methodologies.

Transport and shipping of assembled components shall be the responsibility of the Service Provider accredited for the scope of Offsite Manufacture or (where this function is being separately provided) Project Management.

3.1 Design

This scope covers the design, based upon offsite principles, of sub assemblies and structures. Service Providers responsible for design shall have defined configuration control arrangements.

3.2 Offsite Manufacture

This scope covers the manufacture and offsite assembly of components, structures and sub-assemblies which will form part of the completed structure.

3.3 Construction

This scope covers the onsite construction and assembly of delivered components, structures and sub-assemblies which will form part of the completed structure.

3.4 Project Management

This scope is for Service Providers who do not themselves carry out Design, Manufacturing or Construction activities but who project manage work by subcontracting all, or some of the design, manufacture and construction elements to accredited Service Providers.

Service providers responsible for project management shall have configuration control arrangements defined and have nominated a Competent Person(s) whose technical expertise spans all offsite activities.

4. Generic Scheme Requirements

Service Providers shall satisfy the scope specific requirements detailed in Section 5 together with the generic requirements detailed in this section.

4.1 Competency Management Requirements

Competency management requirements include Human Resources (HR) and Training.

4.1.1 Human Resources

The Service Provider shall have a documented HR procedure detailing recruitment, selection, interview and appointment criteria.

Job descriptions, detailing responsibilities and minimum training/experience/qualification criteria, shall be issued to all staff whose role materially contributes to delivery of work activities directly related to the scopes of accreditation held. Job descriptions should also detail responsibilities for each role with respect to Health, Safety, Environment and Quality.

Recruitment procedures shall include details of how the following are to be obtained and recorded:

- Verification of qualifications and references from previous employers
- Results of any psychometric or trade tests (if appropriate)
- Results of medical assessments (where appropriate)

4.1.2 General Competency Requirements

Service Providers shall ensure that personnel responsible for offsite work activities carried out under this scheme are competent to do so and meet both the general and role specific competency requirements.

Where the activities of a post holder materially contribute to the processes involved in the delivery of an offsite product or service, Service Providers shall:

- Have a documented process for evaluating competency and document minimum competency requirements comprising training, experience, and qualifications.
- Using a suitably Competent Person assess competencies and review ongoing competencies at least annually. These competency reviews shall be documented and recorded
- Ensure that the minimum documented competencies are satisfied and that staff are trained and qualified for the work they carry out
- Ensure that role holders perform competently and maintain sufficient current, valid, credible and authentic evidence to demonstrate that individuals are competent to do work within the accredited scope(s).

- Have a training programme in place which is adequate to close any competency gaps
- Ensure that any role holders who have yet to be assessed as fully competent to do a particular task are adequately supervised and supported
- Maintain a robust process to ensure that the renewal of time limited qualifications is completed before the expiry of validity.

Best practice is demonstrated when role specific competency requirements are built up from job descriptions which are broken down into job related tasks against which personnel can be assessed.

Role specific competencies are best summarised in a matrix detailing the minimum requirements for each grade and showing the actual level of competence held by each individual performing that role. Such a matrix should be supported with evidence confirming qualifications, training, experience, aptitude and fitness for the role.

Service Providers may be required to justify their minimum competency levels as defined within the matrix and to that end should have a documented competency evaluation process.

4.1.3 Training

Service Providers shall ensure that personnel who materially contribute to the delivery of any aspect of a Build-offsite project receive appropriate training and development. This may be through formal training or structured job based learning.

Before undertaking new activities personnel should receive adequate induction training.

In the development of training plans, Service Providers shall ensure that medium term resource requirements and envisaged technological changes have been adequately considered.

Records shall be kept of all training given and qualifications held.

4.1.4 Use of temporary staff

Where staff are employed on a temporary basis, competence should be determined for the tasks they are required to undertake and the level of supervision provided should be commensurate with the assessed competence. Temporary staff should also receive adequate technical and safety briefings before they start work.

4.2 Configuration Management Requirements

Where Service Providers, or their suppliers, independently design and manufacture a component or element of a system which may be assembled on or off site and incorporates components or other elements independently designed and constructed by other manufacturers/constructors then the Service Provider shall have procedures in place to direct and control configuration. These shall generally be in accordance with BS ISO 10007:2003 Quality Management Systems – Guidelines for Configuration Management.

Service Providers procedures shall define their configuration management process and produce a plan which specifies roles and responsibilities for controlling and directing the work.

Specifically Service Providers shall ensure that their procedures detail:

- The setting of the configuration baseline
- Assigning responsibilities and authorities, including the dispositioning authority
- Arrangements for configuration management planning
- Product structure
- Identification of configuration items
- Change control
- Records and reporting
- Audits and verification checks

Adequate numbers of competent staff are to be engaged on directing and controlling configuration and the design shall be revalidated following any design changes or variations.

Configuration management verification shall include all components which are being incorporated in the planned construction.

4.2.1 Configuration Management Process

The configuration management process shall;

- Include a build sequence walkthrough. This needs to ensure that the planned construction methods and programme do not cause any configuration issues;
- Identify critical design criteria, such as dimensional accuracy, and check that this criteria is satisfied during the manufacture and construction stage procedures;
- Ensure that designs are suitably tested and configuration clashes identified and resolved using a 3D computerised model (unless a risk assessment identifies that the structure/project is not sufficiently complex to justify this requirement);
- Ensure that all design changes are checked for configuration clashes using, as a minimum, the tools used for checking the original design;
- Regularly review potential configuration issues, with increasing levels of granularity as design progresses towards production.

4.2.2 Competent Person Roles and Responsibilities

Service Providers shall appoint a Competent Person(s) to control and direct configuration. The Competent Person will also act as the Dispositioning Authority, required to evaluate and mitigate risks associated with new designs and products and changes to existing designs.

Competent Persons may be employees of the Service Provider or employed on a consultancy basis. Should the latter apply then their responsibilities must be clearly defined within their contract of employment.

Where Service Providers carry out work relating to more than one scope the nominated Competent Person should perform the role across the range of accredited scopes.

Competent Persons should be able to demonstrate the following level of competency:

- As a minimum hold Incorporated Engineer status with an appropriate Technical Institute
- Comprehensive regulatory knowledge
- Extensive company specific product knowledge

The Competent Person responsible for configuration direction and control in the design function or across the complete project shall ensure that;-

- The intended manufacturer, including in-house manufacturing facilities, has the required process capabilities to consistently achieve tolerances on critical dimensions;
- Critical dimensions, and other criteria set at the design stage, are checked during and post manufacture and appropriate action taken when dimensional requirements are not satisfied;
- A formal handover takes place between design and manufacturing and between manufacturing and construction which shall include verifying dimensional accuracy;
- Formal handover checks, covering specification compliance and dimensional accuracy, are done when elements of design or manufacture are subcontracted;
- Where aspects of design are delegated to a competent body, such as an independent structural engineer, that a competency assessment is undertaken and the outcome is documented;
- The Service Providers competency process is regularly reviewed and updated annually.

4.3 Procurement and Storage

Service Providers shall establish and maintain procedures to ensure that all materials, goods and services are procured and delivered to the correct specifications/requirements and that only appropriately trained and competent staff undertake the procurement function.

Service providers shall establish appropriate procurement processes which have regard to their operating philosophies and the need to meet contract commitments. These processes shall consider supplier criticality and ensure that supplies of components specifically configured for the offsite works are monitored to ensure that delivery times enable the component to be checked and the assembly programme met.

Materials, goods and services shall only be procured from approved suppliers/sub-contractors. A list of all approved suppliers/sub-contractors shall be maintained and made available to all relevant staff.

Service Providers shall have a procedure detailing the process for introducing new suppliers/sub-contractors onto the approved list. The procedures shall also detail the assessment/audit process to determine how Service Providers verify the ongoing suitability of existing suppliers/sub-contractors. The level of assessment/audit should be determined by the criticality of the supplier/sub-contractor as determined by a risk based approach.

Where the procurement function identifies that materials, goods and services can only be procured from a single source supplier, then this shall be highlighted within the management process for inclusion, as appropriate, in the risk register and appropriate control measures put in place.

Where services are procured through a supplier the Service Provider shall state to the supplier the minimum levels of competence required of the person(s) actually providing the service and shall ensure that the stated minimum requirements are satisfied.

Service Providers shall ensure that suitable, secure storage is available for both offsite and onsite activities. Appropriate instructions shall be available to all staff responsible for storage detailing the requirements for storing and handling on and off site components, assemblies etc. Schedules of goods received and assembled components placed into storage should be kept to ensure traceability.

4.4 Process Control

4.4.1 General Process Control

Service Providers shall have documented procedures for managing offsite work from initial receipt through to handover. These procedures shall define responsibilities for approving work and shall ensure that client requirements are captured and accurately translated into works orders, specifications and method statements to assist those responsible for delivering the offsite works. Within their process control procedures, Service Providers shall ensure that effective communication arrangements are established across the supply chain and are maintained at an appropriate level throughout each project

Procedures shall provide a full description of how the work is to be undertaken, the standards to which the installation will comply, the specification of the materials and how these criteria will be checked.

Where appropriate each work procedure/method statement should be supported by a Risk Assessment identifying the risks associated with the activities, the preventative measures and related management monitoring systems.

Service Providers shall ensure that adequate method statements and risk assessments are available for all relevant activities. Method statements and risk assessments should be briefed and made available at the point of work to all appropriate staff. The responsibility for the

production, and the regular review, of the method statements and risk assessments shall be documented.

Risk assessments shall also be available for ensuring compliance with legal and other requirements e.g. COSHH, manual handling, confined spaces, PPE, working at heights etc.

Service Providers shall establish and maintain procedures to ensure that their employees, suppliers and contractors are aware of:

- The importance of compliance with all work instructions, design, manufacturing and construction manuals and drawings, and other relevant policies and procedures
- Their roles and responsibilities in achieving compliance with the Service Provider's policies and procedures
- The potential consequences of departing from specified design, manufacturing, transport, construction and other relevant procedures.

4.4.2 Configuration Baseline and Change Control

Upon initial issue of design and construction information the configuration baseline should be set and all subsequent changes to the design controlled.

4.4.3 Safety, Health and Environment

Service Providers shall have Health, Safety and Environmental policies that clearly provide direction to its staff. A management structure shall be in place to deliver the policies which clearly assigns key safety responsibilities between managers, staff and contractors. The scope of the services provided by the Service Provider shall be clearly defined.

The Service Provider shall have a process to ensure that Health, Safety and Environmental performance is measured against agreed standards to reveal when and where improvements are needed. Where improvement is needed, Service Providers shall ensure that timely and effective corrective action is taken and that staff are briefed on any lessons learned.

Service Providers shall comply with current CDM regulations

4.4.4 Equipment

Standard and non-routine equipment appropriate to the scope and type of activities being performed shall be made available to those responsible for delivering the work.

An appropriate, maintenance and calibration process shall be in place for all machinery, tools and equipment utilised within the manufacturing and construction processes. Records of maintenance, calibration and inspection of this equipment shall be maintained.

Suitable Personal Protective Equipment (PPE) shall be provided to those engaged on offsite and onsite work.

4.4.5 Process Improvement

Service providers shall monitor their compliance with technical and scheme requirements and they should apply a process of continuous operational improvement to their processes and work procedures.

Process improvement should be applied to:

- Operational performance
- Process control, including product and service quality
- Supply chain improvement

Best practice will be demonstrated when Service Providers have product and process standards data readily available throughout their organisation and personnel are actively engaged in problem identification and resolution.

4.5 Risk Identification and Control

Service Providers shall establish and maintain procedures for the ongoing identification and assessment of business, contract, project and activity risks, and the identification and implementation of necessary control measures, which shall be appropriate to the level of risk under consideration.

To maintain a broad awareness of business and project risks, a risk register shall be maintained and regularly reviewed. Risks identified in the global and department registers should be sufficient to safeguard, through identified controlled measures, the delivery of business and project objectives.

Service Providers risk identification, evaluation and mitigation processes should be documented and the associated control measures appropriately communicated throughout the organisation.

Service Providers methodology for risk identification and assessment shall:

- Be defined with respect to its scope, nature and timing to ensure it is proactive rather than reactive
- Be subject to ongoing review
- Use a standardised assessment framework
- Provide for the classification of risks
- Identify those risks that are to be avoided, eliminated, transferred or controlled by management processes
- Be consistent with the Service Provider's operating experience
- Provide for the monitoring of required actions to ensure effectiveness and timeliness of implementation
- Ensure that risks related to the use of subcontractors and suppliers are identified, evaluated and as appropriate, mitigated.

Risk assessments shall consider the probability and consequences of events and shall include:

- Physical failure risks, such as manufacturing plant failures, incidental damage, malicious damage (e.g. during storage, on site etc)
- Design, specification, procurement, transport, construction, inspection and maintenance risks as appropriate
- Emergency events such as fire, adverse weather, flood, storm etc.
- Factors outside the Service Provider's control, such as failures in externally supplied materials and services, key sub-contractors etc.
- Resource risks such as inability to recruit appropriately trained and qualified personnel or loss of numerous staff as a result of flu, or other, pandemics

Service Providers shall ensure that the results of risk assessments, and their controls, are considered and provide input into mitigating risks in:

- The determination of the design, specification, procurement, transport, construction, inspection and maintenance of products
- Identification of adequate resources including staffing levels and sub-contractors.
- Identification of training needs and skills
- The Service Provider's overall risk management framework

Service Providers shall:

- Communicate their risk mitigation measures to all appropriate personnel
- Quantify and measure their risks
- Routinely report risk
- Have procedures to escalate risk related issues to Board level as necessary
- Have processes to learn from unforeseen events
- Document and keep their risk related information up to date

4.5.1 Contract document and record control

To mitigate risk, Service Providers shall identify those activities that require documented work procedures providing guidance/instruction to operatives. The activities covered should be appropriate for the scope(s) of work being undertaken.

Contract Control

Service Providers shall establish and maintain procedures detailing the process(s) for handling enquiries from clients. These procedures shall, as a minimum, detail the following:

- Enquiry and tender process
- Capturing client requirements and all changes
- Interface requirements between all relevant departments e.g. Sales, Design, Manufacturing, Construction, Project Management etc.
- Interface requirements between the Service Provider and the client including meetings, contract review, site visits etc.
- Ongoing contract review process

- Contract completion process

Service Providers shall maintain records in a suitable format of all meetings, actions, visits etc.

Document, Drawing and Data Control

Service Providers shall establish and maintain information, in a suitable medium that:

- Describes the core elements of the management system and their interaction
- Provides direction to the related documentation

Service Providers shall establish and maintain procedures for controlling all documents, data and information required by this scheme to ensure that:

- These documents, data, drawings and information can be located and accessed by authorised personnel
- These documents, data, drawings and information are periodically reviewed, revised as necessary, and approved for adequacy by authorised personnel
- Current versions of relevant documents, data, drawings and information are available at all locations where operations essential to the effective functioning of the Service Provider's management system are performed
- Obsolete documents, data, drawings and information are promptly removed from all points of issue and points of use
- Archival documents, data, drawings and information retained for legal, knowledge preservation etc are suitably identified
- These documents, data, drawings and information are secure, protected from loss or damage and, if in electronic format, are adequately backed up and recoverable.
- Records are legible, identifiable and traceable to the activities involved

Documents, data and information held shall include, but not limited to designs, configuration compliance, contracts, drawings, technical, construction and maintenance manuals, legislation, standards (industry, BSI, ISO CDM etc), health and safety, environment, quality.

Service Providers shall establish and maintain procedures for the disposition of records in a controlled way that takes account of the risk of their disposal.

Project Records

Service Providers shall hold project specific records detailing;

- Client requirements
- Contract variations
- Approval authorisations (in accordance with the service providers empowerment procedures)
- Interface handovers (e.g. from design to manufacturing and manufacturing to construction)
- Production, process, and product records
- Inspection, maintenance and calibration records
- Training and competency records

- Contractor and supplier information
- Audit results and any resulting corrective actions
- Customer complaints

- Project Completion

On project completion Service Providers shall issue appropriate construction and utility services installation certificates, as constructed design drawings, schedules and reports in accordance with the relevant standards for all the work carried out. They shall also provide to their clients all records required for compliance to CDM requirements etc.

Service Providers shall maintain a schedule of customer complaints and follow these through with appropriate investigations and resultant actions.

4.5.2 Audit

To ensure compliance with in house processes and procedures and client requirements Service Providers shall establish and maintain an audit programme. Audits to be performed should include, but not be limited to, ensuring compliance with:

- Quality and technical procedures
- Health, safety and environmental procedures
- Design and client specifications and dimensional requirements
- CDM Regulations

Audit programmes shall be based on the results of risk evaluation of the Service Providers activities, i.e. targeted at those areas deemed to be of highest risk, together with taking into account the findings of previous audits.

The audit programme should consider all activities undertaken by the Service Provider including design, manufacturing, transport, construction, project management, maintenance, refurbishment and disposal.

Audits should include appropriate activities undertaken by suppliers and sub-contractors.

The audit procedures shall cover the scope, frequency, methodologies and competencies, in addition to the responsibilities and requirements for conducting audits, reporting results and close out of findings. Where possible, audits should be conducted by personnel whose work is independent of the activity being examined.

Service Providers shall establish and maintain procedures for defining responsibility and authority for the initiation and completion of any corrective and preventative actions arising from non-conformances identified during audit. Any corrective or preventative action taken to eliminate the causes of non-conformances shall be appropriate to the magnitude of the problem and commensurate with the risk encountered. Service Providers shall implement and record any changes in the documented procedures resulting from corrective and preventative action and shall, as necessary, include any briefing and training that is required.

5. Scope Specific Scheme Requirements

5.1 Design

Service Providers undertaking design activities shall have a process in place for effectively controlling this activity. This shall incorporate the requirements of all applicable legislation, building regulations, national and international technical standards etc. Designers will be required to demonstrate a track record in the types of projects being undertaken. Minimum qualifications for designers are defined in Section 6.1.

The design process shall cover the complete design life cycle from engagement by the client and formal capture of client requirements to the completion of the design and handover of drawings and specifications to those responsible for manufacture and assembly.

Design best practice is demonstrated when the design process deploys 'Design for Manufacture & Assembly' (DfMA) in Building Design principles. This should ensure that designers take adequate account of the planned build rhythm for the project before considering assembly and manufacture factors.

On completion of a design, comprehensive details, including drawings and specifications, shall be provided to those responsible for manufacturing and construction and for the control of these activities from a project management perspective. These shall include details of any assumptions which have been made in preparing the design which could impact on manufacturing, assembly and construction activities, such as lifting arrangements etc.

Where a design incorporates features or technology not previously deployed by the Service Provider responsible for manufacture/assembly then a risk analysis of the proposal shall be undertaken and acted upon before the design is completed.

A process shall be available for scheduling design work which ensures that adequate numbers of experienced/trained staff are allocated to achieve the defined programme.

Service Providers undertaking design shall appoint a Competent Person meeting the requirements defined in Section 4.2.2.

Competence of design staff shall be regularly assessed and designs reviewed and authorised in accordance with the Service Providers competency matrix and authorisation procedures.

Appropriate design tools should be used and multi-disciplinary inputs, such as architectural, structural, mechanical and electrical elements, co-ordinated and controlled through the configuration management process. Where there are multiple inputs into a design the Competent Person shall take responsibility for co-ordinating and approving the composite design.

Where Service Providers use standardised designs their procedures shall state how variations to standard designs are to be approved.

Ongoing support shall be provided by those responsible for the design to respond to any configuration issues that arise during the manufacturing or construction phases.

5.2 Offsite Manufacture

Service Providers undertaking offsite manufacturing and assembly shall have a process in place for the control and scheduling of the manufacturing process. This shall include procedures for the handover of work from the designer or project manager to the manufacturing function including:

- Handover meetings
- Client specifications
- Manufacturing drawings and material specifications
- Required delivery schedules

Service Providers shall have a process for work scheduling which ensures that adequate numbers of competent staff are allocated to achieve the defined programme.

All staff employed in the manufacturing activity shall be adequately trained and experienced as detailed within the Service Provider's competency framework.

The methodology of work scheduling shall be defined (i.e. tee cards, white boards, software such as MS Project etc). All associated/inter-related activities should be co-ordinated by the work scheduler e.g. order of materials, sub-contract supplied assemblies, transport etc.

The effectiveness of work scheduling should be regularly reviewed (for example weekly meetings with supervisors and schedulers with any tasks that are required to maintain the required work programme recorded and actioned).

Quality control procedures shall be established to ensure that all elements of the assembly are manufactured to the correct specifications. Any variations to specification should be documented and agreed with the nominated Competent Person.

Appropriate oversight/liaison by the design facility shall be established to ensure correct interpretation of design and effective feedback on any problems with the design, from a manufacturing perspective.

Manufacturing Service Providers shall provide comprehensive details to facilitate onsite construction and assembly. This should include identification of components such that they are cross referenced to assembly drawings etc.

Offsite manufacture should be organised on a flow line basis (batch production being, wherever possible, avoided). If batch production is used then the Service Provider shall demonstrate adequate, batch specific, process control which shall include providing comprehensive specification documents and associated ongoing briefings to all involved in the manufacturing activity.

Manufacturing specifications shall be clearly defined and the associated test plans should have quantified acceptance criteria set by those responsible for design or configuration management. All test results shall be recorded against the set acceptance criteria and be signed off by an appropriately competent person.

Offsite manufactures shall ensure that acceptance test data accompanies manufactured units and components to the location where they are incorporated into sub assemblies or the final construction.

All staff engaged on manufacture and offsite assembly shall be adequately trained and experienced and their competencies regularly reviewed. They shall meet the requirements specified in Section 6.2 and those detailed within the Service Provider's competency framework.

5.3 Construction

Before commencing onsite construction activities Service Providers shall ensure that all work done by others in preparing the site and providing foundations etc. accords with the design.

Service Providers undertaking construction and onsite assembly shall have a process in place for ensuring all assemblies, materials etc received on site, are to the correct design, specification etc. Service Providers shall have a procedure for the reporting, and subsequent corrective action, of any non-conforming product. Adequate storage facilities shall be available on site to ensure that assemblies, components and materials are able to be stored to prevent damage.

Inspection of assemblies components and materials should only be undertaken by suitable qualified and trained personnel.

Service Providers shall have a process in place for the control and scheduling of the construction and assembly process. This shall include procedures for the handover of work from the manufacturing function to the construction function including:

- Handover meetings
- Client specifications
- Construction drawings, assembly instructions, material specifications and a fastening schedule
- Signed off inspection and test plans

Those responsible for controlling and directing construction and onsite assembly work shall thoroughly review site construction method statements and check that any potential construction conflicts are identified and resolved. The resultant agreed method of assembly shall be briefed to the onsite construction team and a test plan established which ensures compliance with the planned assembly method.

Unless a risk assessment identifies that the project is not sufficiently complex to justify otherwise, those responsible for directing construction and onsite assembly work shall prepare a detailed setting out plan. This plan shall identify critical dimensions and other setting out requirements and ensure that the required on-site checks, using appropriately precise surveying techniques, are performed by suitably competent people.

All staff engaged on construction and onsite assembly work shall be adequately trained and experienced and their competencies regularly reviewed. They shall meet the requirements specified in Section 6.2 and those detailed within the Service Provider's competency framework.

Service Providers shall ensure that adequate staff are available onsite to ensure construction timeframes are met. These staff shall be briefed on construction requirements and records of these briefings maintained.

Sufficient appropriately qualified site supervisors shall be appointed to oversee construction and onsite assembly work.

A documented site variation/deviation procedure shall be available. Site variations/deviations shall only be agreed by suitably authorised staff and, where necessary, shall be referred back to the competent person responsible for the design to ensure continued compliance with the client's specifications/ configuration management requirements.

On completion or, if required, on a phased basis, the constructed works shall be formally handed over to the client along with required CDM maintenance information and relevant product data. Any items requiring rectification through snagging should be formally agreed and a programme to correct the defects implemented.

Service Providers shall ensure that adequate resources are available on site to provide for the safe unloading and storage of assemblies/materials. Where they are not responsible for transporting assembled units to site, construction Service Providers shall check that:-

- The delivery programme accords with the construction programme.
- Detailed route planning procedures have been followed by those responsible for arranging transport. Where unusually high/wide loads are planned this shall include a thorough review of the delivery plan prior to the first despatch
- That suitable loading, unloading and load securing arrangements are in place where units are being stored in transit
- That appropriate mitigation arrangements are in place to cover risks associated with delivery of manufactured components to site

5.4 Project Management

Service Providers performing the Project Management role are required to have processes, procedures and technical competencies in place to effectively manage the subcontract relationships, the quality of the work performed and ensure that work is programmed to meet client requirements. They shall have effective channels of communication, change controls arrangements and ensure that effective interfaces are maintained within the contractual chain involving, as applicable; clients, developers, designers, manufacturers and constructors.

Project management Service Providers shall take responsibility for ensuring that the scheme requirements for design, manufacture and construction are being satisfied by the Service Providers engaged to do these activities.

Service Providers shall have implemented procedures which clearly define Project Management activities and take responsibility for Configuration Management across all work activities throughout the project life cycle.

Competence of persons engaged on project management activities shall be regularly assessed and meet the requirements specified in Section 6.3.

Project management Service Providers shall ensure that they have adequate numbers of experienced/trained staff to oversee each project and achieve the defined programme. They shall appoint a designated Competent Person to control and direct configuration activities.

Project management Service Providers who also undertake another scope, e.g. design, shall meet the requirements for that scope in addition to those for project management.

5.5 Transport

These requirements apply to the Service Provider responsible for arranging the shipping of assembled components. (This is usually either the Manufacturer or Project Manager)

The work scheduling procedure shall include a process for ensuring that part completed and completed assemblies are transported to subcontractors and sites in a timely fashion to ensure continuity of manufacture/construction.

When arranging transport Service Providers shall carry out a thorough examination of the proposed route including checking bridge height clearance, loading restrictions and any access restrictions at the delivery site. A risk mitigation action plan is to be prepared stating how any access constraints are to be overcome and checks established to ensure compliance with the transport plan.

Where units are to be stored in transit, or onsite prior to erection, a plan shall cover the storage arrangements, ensuring that the units are kept secure and that the logistics plan evaluates any handling related issues and conflicts.

Service Providers shall ensure that transport is only undertaken by appropriately trained and qualified personnel. Service Providers shall provide appropriate instructions regarding loading, attachment during transport, off loading and any temporary storage requirements.

Service Providers shall have a procedure for the reporting and subsequent rectification of any damage caused during the transport process.

6. Role Competency Requirements

In addition to satisfying the role competency requirements specified below Service Providers shall meet the general competency requirements as detailed in Section 4.1.2

Competency of persons should be assessed against the technical knowledge, skill and experience necessary to undertake assigned work and avoid danger whilst doing the range of work activities typically encountered delivering the scope of work. The assigned competency should be certified via a competency matrix as identified within Section 4.1.2 of the scheme requirements.

The scheme assessment will assess the competency of people engaged in offsite works on the basis of a review of personal records and, on a sample basis, one to one discussions.

6.1 Design

Persons engaged on the design of components, assemblies or structures should be able to provide evidence of both competence in undertaking the tasks assigned to them, familiarly with the product being designed and knowledge/understanding of the design function.

A formal designer approval process should be established and documented which defines the scope of design which each designer is competent to perform together with the basis upon which their designs are subject to review by the approving designer.

Completed designs and changes to existing designs should be approved by a nominated 'approving designer' (who may also be the competent person). Formal qualifications for the 'approving designer' should, as a minimum, be Incorporated Engineer (IEng) of an appropriate institute.

Where the design function is devolved into a number of sections the design procedures shall clearly state who, in each section, can act as an 'approving designer' and the type of work that they can approve.

6.2 Offsite Manufacture and Construction

Persons engaged in offsite manufacturing and/or construction work activities shall be able to provide evidence of both competence and knowledge and understanding of the manufacturing and/or construction phases. This may be achieved by an appropriate combination of education, training and practical experience relating to the work activity undertaken.

6.2.1 Competent Person in Manufacture and Construction

Unless a nominated competent person working in a design or project management role is given oversight and control and direction of configuration activities which span the project life cycle, Service Providers responsible for manufacture and construction shall appoint a Competent Person to be responsible for assessing the impact of any change and obtaining the approval of

the Competent Person responsible for the design function. Persons appointed to this role shall meet the requirements detailed in Section 4.2.2 and must understand the impact any change will have on the project as a whole and take responsibility for communicating details of the change across all involved in the offsite work.

6.2.2 Qualified Supervisor

Service Providers undertaking manufacturing, construction and/or assembly work activities shall appoint competent qualified supervisors with specific responsibility, on a day to day basis, for the safety, technical standard and quality of work activities carried out.

Qualified supervisors should have at least 5 years experience of operating in the manufacturing and/or construction activity for which they have responsibility. Additionally and where appropriate, qualified supervisors should hold relevant qualifications to NVQ level 3.

6.2.3 Administration

Although formal qualifications are not generally required for administrative posts, measures of performance should be in place which ensure that the quality of the administration service is satisfactory and complies with the requirements specified for the work being done.

6.3 Project Management

Those involved in delivering works as project managers shall have the technical competency to manage the subcontract relationship and interface with the other parties and to ensure that the works are constructed to specification.

Project managers shall appoint a Competent Person meeting the requirements of Section 4.2.2 who can demonstrate a level of technical competence that spans all offsite service activities thereby ensuring effective project management through maintaining an informed oversight of the contractual chain of activities being project managed.

Qualified supervisors shall be appointed for the work activities for which the project management function is being undertaken. Qualified supervisors should be appropriately experience in the scope of work or alternatively have more than 5 years performing that role in another related sector. In the latter circumstance, the nominated Competent Person shall oversee the supervisor's technical audit function on the sites to which he is assigned until such times as the Competent Person considers the supervisor competent to perform the role unsupervised and this decision shall be documented.

7. Suppliers, Subcontractors and Ground Workers

7.1 Sub-contracting arrangements

Service Providers may use suppliers and sub-contractors to provide any part of the works for which accreditation is held. If Service Providers sub-contract work activities within the scope for which they are accredited, then the work that is sub-contracted shall be undertaken by:

- A Service Provider who has accreditation covering the service provision
- A supplier whose products supplied to the Service Provider does not require to be supplied to design tolerances that impact on the overall configuration of the finished assembly. Examples would be fasteners, timber, boards etc.
- A supplier producing standard products, such as sanitary ware or doors, whose own quality controls are sufficient to demonstrate compliance with the dimensional accuracy required by the design.
- A specialist subcontractor in the performance of the following activities:
 - Transport (done in accordance with Section 5.5)
 - Craneage
 - Scaffolding
- Labour only provision where the workforce provided by the subcontractor are integrated into the management and H&S systems of the accredited Service Provider who assumes full supervisory responsibility for the work undertaken by the subcontractor.

7.2 Ground Workers

Ground workers are contractors, who work directly for developers and who have a basic level of competence to excavate foundations, trenches and reinstate.

Service Providers may agree with the principal onsite contractor/developer, or other onsite contractor nominated by them, to allow foundation excavation and installation together with trench excavations and the reinstatement to be carried out by ground workers. This is recognized as custom and practice and is acceptable provided the following procedure is implemented by the Service Provider:

Where ground workers are used;-

- Service Providers shall develop a procedure which details the specification for excavations and the laying of foundations
- The procedure shall be cross referenced in the contract with the principal onsite contractor or developer
- The specification for any ground works shall be presented to the Site Manager at the pre-start site meeting and this shall be documented

- The Service Provider shall implement an audit regime by a Qualified Supervisor to ensure that the ground workers adhere to the specification. Records of these audits shall be maintained.

8. Other Requirements

8.1 Technical Reference Documents and Test Instruments

Service Providers shall have current editions, including all amendments, of Statutory Regulations and technical reference documents appropriate to the range of products/services covered by their accreditation scopes.

Service Providers shall have an adequate number of calibrated measuring and test equipment appropriate for the range and scale of work being assessed at each manufacturing location or construction site.

Service Providers shall maintain records demonstrating the accuracy and consistency of such measuring and test instruments held or hired for the purpose of verifying structural dimensions or specification requirements.

8.2 Certification and Reporting

Service Providers shall issue appropriate construction and utility services installation certificates, records drawings and reports in accordance with the relevant standards for all work carried out. For assessment purposes the Service Provider shall have available copies of all such documents and in-house Quality and Health and Safety Audit reports to enable sample verification.

8.3 Insurance

The Service Provider shall hold an appropriate level of public liability insurance covering all work being assessed.

Additionally insurance cover to meet contractual and guarantee liabilities would be required. Such cover may be variable depending upon the extent and nature of the work performed.

Appendices

Appendix 1. Accreditation management arrangements

A1.1 Accreditation Process Overview

Once a Service Provider has been assessed as satisfactorily performing the activities for which approval is sought a certificate of accreditation will be awarded which details the scope of approved activities. At this stage the name of the Service Provider, along with the scope of works for which they are approved, will be added to the list on the Accreditation Body website.

A1.2 Approval Process

To assist Service Providers preparing for assessment a gap analysis is usually undertaken.

A1.2.1 Accreditation Assessment

The accreditation of Service Providers is dependent on satisfactory technical assessments of the performance of activities for which accreditation is sought.

Service Providers shall be fully prepared for the assessment by the Accreditation Body's representative(s), and shall ensure the availability of appropriate personnel, documentation and work activities. The availability of facilities and access to work facilities shall be arranged by the Service Providers in order that the Accreditation Body can witness all appropriate work activities.

Subject to satisfactory performance throughout the accreditation process accreditation will remain valid for 3 years after which time a reassessment will be carried out.

Following completion of the assessment, and on acceptance of the ongoing surveillance program, the Accreditation Body will issue an Accreditation Certificate which will be valid for the term of the accreditation. The certificate will remain the property of the Accreditation Body and shall be returned to them on their request.

A1.3 Monitoring Of Accredited Service Providers

Once a Service Provider has gained accreditation, the competencies and processes against which the organisation was originally assessed and accredited will be assessed on an ongoing basis, to ensure the maintenance of standards, through a surveillance programme. The accreditation body will also respond to any reports of non-compliance.

Surveillance visits and any extra visits needed to investigate substantiated reports of non-compliance will be chargeable to the Service Provider.

A1.3.1 Surveillance Visits

Surveillance visits are to ensure that Service Providers have established implemented and maintained procedures, systems and competencies which provide a consistent and reliable product delivery which conforms in terms of quality and safety to industry good practice. The Accreditation Body will apply a robust, consistent and transparent assessment regime which will focus on criteria to ensure that;-

- Individual competence is achieved and maintained to levels defined in Sections 4.1 and 6
- Systems are established and maintained to ensure that client requirements are accurately translated into Work Instructions
- Work activities are performed competently, safely and in full compliance with the Service Providers documented systems and processes

A1.3.2 Surveillance Visit Programme

Each approved activity scope shall be subject to audit, as a minimum annually, with the first surveillance visit held within 6 months of accreditation.

Periodicity of surveillance will be based on:

- Scopes of accreditation
- Assessed performance at the assessment evaluation
- Complaints
- Results of internal and external audits

A1.3.3 Surveillance Visit Arrangements

Arrangements for routine surveillance visits will be agreed between the accreditation body and each Service Provider in accordance with the surveillance schedule specified at the time of accreditation. Should the volume of the Service Providers work, or type of work performed change during the accreditation period then the surveillance visit programme shall be revised accordingly.

Where complaints are raised by a client organisation in respect of the performance of an accredited Service Provider then the Accreditation Body may undertake an investigation and additional surveillance visits may be arranged at short notice. Should, as a result of the investigation, the complaint be upheld then the Service Provider will be required to cover the cost of the investigation/additional surveillance visits.

Where a surveillance visit is cancelled with less than 1 week's notice an abortive visit charge based on the charge for a surveillance visit will be made. Where work activities appropriate to the scopes of accreditation held, are not being carried out at the time of the visit the Accreditation Body will make a charge for a further visit to assess activities agreed within the surveillance programme

A1.4 Investigations and Removal of Accreditation

Accreditation shall be subject to cancellation or amendment by the accreditation body if a Service Provider:

- Is found to have made false claims within the application for accreditation which are considered to impact on the integrity of the Service Providers operations;
- Does not implement within the agreed time scales remedial actions needed to rectify a major or series of minor non-conformances to the satisfaction of the accreditation body
- Implements corrective action which is subsequently found to have been inadequate to prevent a reoccurrence (at any location) of recently identified non-conformances;
- Is found to continually fail to maintain safe systems of working and has working practices which result in their workforce or others being exposed to danger or serious risk of injury through the use of faulty workmanship/working practice and faulty materials or materials not conforming to recognised standards;
- Becomes bankrupt or insolvent;
- Claims to have been approved for work not included at the time in their scopes of approval;
- Undertakes work below the standard required and demonstrates a lack of commitment to achieve the required standard or is unable to continue to comply with the criteria set out in the scheme requirements;
- Makes use of the Scheme and /or logo in a manner which, in the opinion of the accreditation body, is likely to bring the accreditation body or scheme into disrepute;
- Notifies the accreditation body that they no longer wish to be accredited for scopes of work.

The accreditation body shall notify Service Providers in writing of the intention to cancel certification, fully detailing the reasons for such action. Normally, unless the nature of the non-conformance merits immediate action or is a reoccurrence of a recently closed non-conformance, this will be in 2 stages. Firstly the Service Providers will be notified that their accreditation is being suspended and given a limited time to address the non-conformances giving rise to the suspension. If the non-conformances are not satisfactorily addressed during the allotted time period and steps are not taken to prevent a reoccurrence accreditation will then be cancelled.

Once accreditation has been cancelled re-establishing accreditation will be subject to a full re-assessment of the Service Providers.

A1.5 Appeals, Complaints and Disputes concerning Accreditation

If a Service Provider wishes to object to action taken, including withdrawal of accreditation, by the accreditation body they shall, within twenty-one days of the issue of the notification to them, give notice in writing to the accreditation body of their objections setting out clearly the grounds for an appeal.

Any such appeal will be assessed by a panel within the Accreditation Body, independent of those members of the Accreditation Body associated with the original withdrawal action.

The results of the review will be communicated to the Service Provider in writing, detailing clearly the basis for the decision.

Alternatively, if the appeals process finds the accreditation withdrawal to be the correct course of action then re-instatement of the Service Providers would entail a full re-evaluation.

A1.6 Re-certification

At the end of the 3 year full accreditation period a reassessment covering all required scopes of accreditation should be undertaken.

The scale of this reassessment will take account of the performance of the Service Provider during the period of accreditation. If the Service Provider has performed satisfactorily over the accreditation period their accreditation is likely to be reviewed with minimum examination. However if the work carried out by the Service Provider is limited, or if a number of audit reports identify major non-conformances or a growing trend of minor non-conformances, an appropriately more detailed level of re-assessment will be required.

Having being satisfactorily reassessed and a surveillance programme agreed the Service Provider will be accredited for a further 3 years.

Appendix 2. Criteria used in Health Check Radar Map

To assist Service Providers in quantifying their performance against the scheme requirements and the 'best in class' the Assessing Body aim to produce a health check radar map. The criteria used to populate this map are detailed in this Appendix.

In scoring the Health Check Radar Map the Assessing Body will determine the Service Providers stage of development against the stated processes and rank them as:

Ranking	Meaning
Initial/in development	Service Provider clear about the processes needed to meet scheme requirements and necessary processes identified and being developed
Repeatable	Processes implemented and understood within Service Provider such that they can be routinely repeated
Defined	Full set of required processes in place and documented
Managed	Processes fully bedded in with appropriate control measures in place
Optimised	Processes operating with regular ongoing reviews identifying improvement which are being implemented.

For accreditation the Service Provider should be operating at, or above, the defined level. The actual ranking being based on the weakest element in the factors which contribute to each of the following assessment areas.

Competency Management

- Job descriptions for all roles in place which specify minimum competency for each role
- Documented recruitment, selection and induction plan exists and has been applied
- Regular competence assessments done and assessments linked into a skills/competence matrix
- A training plan (linked to the skills/competence matrix) has been developed
- Arrangements in place for managing competency gaps

Configuration Management

- Configuration management procedures and responsibility for setting 'base line' established
- Critical design criteria identified and communicated
- Responsibilities assigned for managing configuration clashes and checks done (including build sequence checks)
- Arrangements in place for managing variations/configuration changes
- Manufacturers/sub-contractors checked for capability in meeting critical dimensions/tolerances

Risk Management

- Risks are summarised within global and departmental registers and are communicated and, as needed, escalated
- Process for risk control and audit is in place
- Risk assessments are conducted to a standard format and manner, which includes the severity and likelihood of each risk
- Subcontractor risks are considered and added to the risk framework
- Risks are controlled through appropriate contract document and records

Procurement Management

- Approved supplier list exists and is regularly updated and reviewed
- Suppliers are classified in terms of criticality to process delivery and are linked to the risk framework
- Procurement arrangements controlled
- Procurement requirements fully specified
- Adequate arrangements in place for receiving and handling goods (incl. any sent to subcontractors)

Additional Scope Specific Process Control Elements

A. Design

- Process in place for controlling design activities across complete design cycle
- Competent person appointed and designers with appropriate levels of competence are being used
- Appropriate design tools and design best practice, drawing on DfMA, being deployed
- Risks from manufacturing capability limitations or new techniques being assessed
- Full works specification being provided to manufacture/construction
- Variations managed and signed-off by nominated competent person

B. Manufacture

- Process controls in place covering manufacturing and associated processes
- Scheduling process ensures that adequate numbers of competent staff are assigned to each project
- Method statements are produced and approved for all critical activities
- Manufacturing controls represent best practice and techniques used facilitate subsequent assembly
- Quality controls, including test plans, are sufficient to ensure that work to the correct specification is manufactured
- Variations signed-off by nominated competent person
- Handover to construction includes quality tracker
- Transport arrangements are checked and verified before shipping arrangements are finalised

C. Construction

- Process controls in place covering construction and on-site assembly activities
- Site ground works checked before construction started
- Method statements and associated risk assessments produced for all critical activities
- Construction configuration arrangements checked
- Transport and temporary storage arrangements verified
- Quality controls, including checking components on arrival at site and dimensional checks, are sufficient to ensure that the assembled structure is to specification
- Appropriately trained and qualified staff are used on construction activities
- Site variations managed in accordance with a documented process and signed-off by a nominated competent person
- Handover to client controlled

D. Project Management

- Process in place for controlling design, manufacture and construction activities which is effective in managing resultant sub-contractor relationships
- Responsibility for configuration management established across project delivery chain
- Variations managed in accordance with a documented process and signed-off by a nominated competent person
- Checks made which ensure those responsible for design, manufacturer and construction have required capabilities and do work to required standards
- Appropriately trained and competent staff are used on project management activities
- Adequate quality controls are in place for checking that work is to specification across the project delivery chain.
- Transport/shipping arrangements controlled with action plans produced



Lloyd's Register EMEA
T +44 (0)24 7651 8630
F +44 (0)24 7630 5869
E ukam@lr.org

Hiramford, Middlemarch Office
Village, Siskin Drive
Coventry CV3 4FJ, UK