

Frankis Solutions Ltd

OPERATING PROCEDURE

Management Control Document No OP 1	
Approved
Dated

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2.00 PURPOSE

To define the procedures used within the company for quality and environmental management and monitoring – plus general recruitment and training.

3.00 SCOPE

Company wide.

4.00 RESPONSIBILITY

It is the responsibility of the Management Representative to oversee the management system element of this procedure and the Director to control recruitment and training.

5.00 PROCEDURE DESCRIPTION

5.01 Quality Objectives

- 5.01.1 The Managing Director or his appointee is responsible for setting company quality objectives - with a view to continual improvement. Quality objectives will be consistent with the company quality policy and will be set up throughout the company. Quality objectives will be measurable so that we can monitor our improvement progress/performance. All quality objectives will be audited during internal audit of this procedure and progress made will be formally tabled during the six monthly management review meetings.
- 5.01.2 Each objective will generate a 'Target Activity' record (Form FSL-QA-OP1-01) which will be performance monitored by the external advisor.

5.02 Management Review Meeting

- 5.02.1 This meeting is held every six months. The Director, Management Representative shall attend this meeting with other members of staff as required.
- 5.02.2 The meeting follows a standard agenda, viz.
Suitability of management policy
Submission of Management Representative's Report, regarding system performance, audit findings and problems raised
Review of internal audit schedule
1. Performance of suppliers/subcontractors (FSL-QA-OP1-04)
 2. Customer satisfaction - (complaints, compliments & questionnaires) (FSL-QA-OP1-03)
 3. Objectives & continual improvement
 4. External legislation and compliance
 5. Environmental compliance
 6. Third party certification status
 7. Training & effectiveness
 8. Preventive action
 11. Any other business (to be declared at the start of the meeting)
- 5.02.3 Copies of the minutes are distributed to all affected parties, with the master copy being kept by the Directors.

5.03 Internal Audits

- 5.03.1 The Management Representative is responsible for producing an annual audit schedule (which is discussed during management review meetings).
- 5.03.2 Audits are scheduled on the basis of the status and importance of the activity. However all procedures will be audited at least twice a year.
- 5.03.3 An audit will follow the following sequence:-
1. Audits identified from Internal Audit Schedule
 2. Audit executed using Check-List

3. Problems identified, using the Problem Report
4. Corrective action identified and agreed
5. Corrective action verified
6. Problem Report to Director
7. Action to avoid recurrence addressed
8. Audit findings discussed during Management Review

5.03.4 Compliance audits shall be undertaken by the Management Representative by using the Compliance Audit Sheets for compliance to relevant environmental standards. Environmental compliance shall be tabled every management review meeting by the Management Representative

5.04 Problems Encountered

5.04.1 Where members of staff encounter problems, a Problem Report will be completed and sent to the Director. This report is the "communication vehicle" within the company regarding areas of weakness.

5.04.2 A problem sequence is as follows:

1. Problem encountered
2. Details entered on Problem Report (Form FSL-QA-OP1-05)
3. Corrective action agreed
4. Details entered on Problem Report
5. Report passed to Director
6. Action to avoid recurrence entered by Director
7. Problem Reports analysed by Director every 6 months to identify trends and reported at Management Review Meetings.

5.04.3 Problem Reports will be used to record the following:

- a) Audit deficiencies
- b) Problems with suppliers / subcontractors
- c) Environmental problems
- d) Internal company problems
- e) Health and safety problems

5.05 Preventive Action

5.05.1 Preventive action is action taken to prevent the occurrence of actual problems' *before they occur*. This area is tabled, discussed and actioned during every management review meeting.

5.06 Customer Satisfaction

5.06.1 Customer satisfaction is addressed by analysis of the following data, viz.

- 5.06.2 **Customer Complaints** - All complaints are recorded and are actioned by the Director as they occur. Complaints will be reviewed by the Director on a six monthly basis to identify overall performance and to identify any trends. Complaints will be tabled at the management review meeting.
- 5.06.3 **Customer Compliments** - All compliments are reviewed by the Director and copied to the person responsible for receiving the compliment. The original will be filed in the compliments file. Any actions required will be instigated by the Director and formally tabled during the management review meeting.
- 5.06.4 **Customer Questionnaires** To support us in our quest for continual improvement, we will send out performance questionnaires to our clients to suit any particular project or improvement criterion. All questionnaires will be authorised by the Director (although may be developed by others) and tabled during the management review meeting. (Form FSL-QA-OP1-03)
- 5.07 Environmental Management**
- 5.07.1 We shall ensure that all employees are aware of:
1. The importance of compliance with the environmental policy and objectives, and with the requirements of ISO 14001
 2. The significant environmental aspects, actual or potential, of their work activities and the environmental benefits of improved performance
 3. Their roles and responsibilities in achieving compliance with the environmental policy, objectives, and the requirements of ISO 14001
- 5.07.2 Environmental training is entered into the individuals training record.
- 5.07.3 In addition to this, new employees will undergo environmental awareness training as part of the standard company induction. (FSL-QA-OP1-09)
- 5.07.4 Environmental "Tool Box" site talks will also be held when required by the Director or relevant Contract Manager, "Tool Box" talks will be held on site when project specific environmental issues require clarifying or if there is a change of policy on a particular project.
- 5.07.5 Personnel performing specific assigned tasks shall be competent on the basis of appropriate education, training and/or experience, as required by legislation or regulation, if such exists.
- 5.07.6 We will also ensure that contractors are made aware of relevant environmental management system requirements and provisions.

5.08 Environmental Communications

5.08.1 We shall receive, document and respond to communications (internal and external) from relevant interested parties concerning its environmental aspects and management. The Remediation Technical Department shall maintain an Environmental Communications File at head office. This will be reviewed on a weekly basis and formally presented during 6 monthly management review meetings. The file will be divided into general and site specific activities and will be made available to everyone within the Company. It has been decided by the company not to communicate externally regarding significant environmental aspects. All outgoing letters shall be recorded in the correspondence log (Form FSL-QA-OP1-08) which is a live document located on the FSL server F:\Public\FSL DOCUMENT LOGS\ Corr 1

5.09 Environmental Aspects Evaluation and Register

5.09.1 We shall establish and maintain procedures for identifying, examining and evaluating the environmental aspects, both direct and indirect, of our activities, products and services, and for compiling a register of those identified as significant. The following will be evaluated, where appropriate, viz.:

- a) controlled and uncontrolled emissions to atmosphere
- b) controlled and uncontrolled discharges to water
- c) solid and other wastes
- d) contamination of land
- e) use of land, water, fuels and energy, and other natural resources
- f) noise, odour, dust, vibration and visual impact
- g) aspects on specific parts of the environment, including ecosystems

5.09.2 Evaluation will consider the following, viz.

- a) normal operating conditions
- b) abnormal operating conditions, including shut-down and start-up conditions
- c) incidents, accidents and potential emergency situations
- d) past activities, current activities and planned activities

5.09.3 To achieve this, we have produced an Environmental Aspects Register - addressing activities, products and services where applicable. The following areas are considered and documented:

1. Overview Description & Type of Aspect (Direct/Indirect) and reference to any relevant environmental legislation
2. Normal Operating Conditions Description/Significance (High/Medium/Low)

3. Abnormal Operating Conditions Description/Significance (High/Medium/Low)
 4. Potential Emergency Situation Description/Significance (High/Medium/Low)
 5. Past Activities Description/Significance (High/Medium/Low)
 6. Overall Significance (High/Medium/Low)
 7. Action Required (Yes/No)
 8. If Yes State Details & Responsibility
 9. Environmental Aspects Carried Out By & Date
- 5.09.4 The register, monitoring and measurement of site/office based impacts will be reviewed as identified in any relevant management plan produced or, as a minimum, during management review meetings.
- 5.10 Legal and Other Requirements**
- 5.10.1 All standards, codes of practices, procedures & documents are maintained as controlled documents. Each document will have an individual Controlled Document Register, containing the following information, viz.:
1. Document Name
 2. Author
 3. No of Copies Held
 4. Revision Verification
- 5.10.2 Every 6 months the Director will check the issue status of these documents and record the findings on the Controlled Document Register.
- 5.11 Environmental Objectives, Targets and Programmes**
- 5.11.1 The initial objectives and targets were set after undertaking the environmental Aspects. New objectives and targets will be identified and agreed during 6 monthly management review meetings. During this meeting, existing progress on current objectives and targets will be examined. It is the responsibility of the Director and his management to ensure that all environmental time frames are met. Where this is not possible for any reason, the Senior Management Team will be made aware of the situation immediately and refer this to the MD and or Board if necessary.
- 5.11.2 All objectives and targets will have their own individual Environmental Management Plan produced.
- 5.11.3 In addition to compliance with all relevant legislative and regulatory requirements, other objectives and targets shall be identified after consideration of the environmental Aspects register, the financial, operational and business requirements of the organisation, and the views of relevant interested parties.
- 5.11.4 The objectives and targets shall be consistent with the environmental policy, and shall quantify wherever practicable the

- commitment to continual improvement in environmental performance over defined time-scales.
- 5.11.5 We shall establish and maintain a programme for achieving the objectives and targets. It shall include:
- a) designation of responsibility for achieving targets at each relevant function and level of the organisation
 - b) the means by which they are to be achieved
- 5.11.6 Separate programmes shall be established in respect of the environmental management of projects relating to new developments, products, services or processes (where the modification introduces significantly different environmental aspects), to define:
- a) the environmental objectives to be attained
 - b) the mechanisms for their achievement
 - c) the procedures for dealing with changes and modifications as projects proceed
 - d) the corrective mechanisms that will be employed should the need arise, how they will be activated and how their adequacy will be measured in any particular situation in which they are applied
- 5.11.7 Each EMS project shall have an Environmental Management Plan produced, providing the following information:
- 1. Target
 - 2. Action Plan (including monitoring and measurement review)
 - 3. Responsibility
 - 4. Budget
 - 5. Expected Savings
 - 6. Completion Date
- 5.12 Environmental Emergencies**
- 5.12.1 Potential environmental emergencies will be identified in the relevant project plan and discussed as part of a training toolbox talk. Operatives will be issued with safety/environmental guidance documents regarding emergencies.
- 5.12.2 Where an environmental emergency occurs on site, either directly or indirectly. Work shall cease and the Director notified immediately and site attendance requested.
- 5.12.3 The Contract Manager shall complete a Problem Report and shall produce a comprehensive report, regarding the problem.
- 5.12.4 The immediate priority will be to make the situation environmentally safe. Once this is achieved, the Director will prepare an Environmental Emergency Remediation Plan, which

will be approved by the Board. Upon approval, this plan will be followed until the environmental situation is normal.

5.13 Recruitment

- 5.13.1 The policy of the company is to recruit employees capable of meeting the technical skill, experience and educational requirements of the company's activities.
- 5.13.2 Should additional employees be required, suitable candidates are selected from the application information and particular attention is paid to previous employers, positions held, grade, training, suitability for employment etc.
- 5.13.3 Suitable candidates are normally interviewed and a final selection made by the Director or Nominated Manager.

5.14 Identification of Training Needs

- 5.14.1 All members of staff undergo a performance appraisal, which is held on an annual basis. During this meeting, the Director or appointee will obtain the following information:-
- a) Employees and companys perception of performance
 - b) Problems encountered
 - c) Achievements
 - d) Training required/suggested for next year
 - e) Comments
- The standard form format is contained within the QA forms and is numbered FSLQA-OP1-07
- 5.14.2 The form is then signed by both parties and filed in the employee's personal file.

5.15 Management System Training

- 5.15.1 The Director is responsible for ensuring that all staff undergo quality and environmental training. Induction training will be carried out for all new members of staff within their first week and a record of such training entered into their individual Training Record Sheet. During this induction training, the Director will address the requirements of the documented management system, by using:
- a) Company documentation
 - b) ISO 9001: 2000
 - c) ISO 14001:2004
- 5.15.2 Refresher quality training will also be carried out, when considered necessary or if requested by the Director.

5.16 Training Records

- 5.16.1 As ongoing training is undertaken by members of staff, the information will be entered onto their individual Training Record Sheet.

- 5.16.2 The following training records are kept by the company for every member of staff,-
- a) Individual CV Sheet retained by HR (Supervisor level and above)
 - b) Training Record Sheet collated by the H&S Manager
 - c) Annual Appraisal Form retained by HR
- 5.16.3 Personnel records are retained for all employees containing all relevant information for at least 6 years following termination of employment.
- 5.16.4 Management Review meetings discuss training, and its effectiveness, as an agenda item.

Frankis Solutions Ltd

OPERATING PROCEDURE

General Administration Document No OP 2	
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2.00 PURPOSE

To define the procedures used within the company for General Administration.

3.00 SCOPE

Company wide.

4.00 RESPONSIBILITY

It is the responsibility of the Director to ensure that the requirements of this operating procedure are implemented and maintained.

5.00 PROCEDURE DESCRIPTION

5.01 General

5.01.1 All documentation is controlled to ensure that it is issued under the correct level of authority, revised and re-issued as necessary and all obsolete versions are removed from the point of use.

5.02 Office Document Control

5.02.1 Telephone messages - All telephone messages are to be forwarded by email to the intended recipient or by hand-written note if email is unavailable.

5.02.2 Post in - All post received is stamped "Received" and dated at reception and the details entered onto the electronic post log. (FSL-QA-OP2-01) Located at F:\Public\FSL DOCUMENT LOGS\POST LOG

The post is to be passed to the duty Director for perusal and distribution.

5.02.3 Post Out - All outgoing post is posted on a daily basis. The post is then franked and posted.

5.02.4 When couriers are used, the following details are entered in the hand written Courier Book located in the reception:

- a) Date
- b) Name
- c) Documents enclosed
- d) Courier details

5.02.5 Fax Out – All faxes out will be recorded by transmittal reports that will be filed appropriately in the contract files by the sender.

5.03 Technical Literature

5.03.1 All standards, codes of practice, procedures & documents are maintained as controlled documents. Each document will have an individual Controlled Document Register, containing the following information, viz.:

- a) Document Name
- b) Author

- c) No of Copies Held
- d) Revision Verification
- 5.03.2 Every 6 months the Management Representative will check the issue status of these documents and record the findings on the Controlled Document Register. Manufacturer's information and catalogues will be maintained as uncontrolled documents - it will be up to the user to confirm latest issue.

5.04 Management System Documentation

- 5.04.1 The Operations Manual and Procedures are strictly controlled under the authority of the Management Representative.
- 5.04.2 There are two types of issue of such documents:
- 5.04.3 Controlled Issue (starting at Issue 1 and rising with amendments) - Being a controlled document, all changes and amendments are distributed to all controlled copy holders. Recipients of the revisions update their document, destroying all obsolete information.
- 5.04.4 Copy holders sign the Company Document Issue Record, maintained by the Management Representative.
- 5.04.5 Master copies of superseded documents are held by the Management Representative.
- 5.04.6 Uncontrolled Issue - This document will only be correct at the time of issue and amendments will NOT be sent to uncontrolled copy holders. Uncontrolled copies are typically used for marketing and publicity purposes.

5.05 General Filing

- 5.05.1 The main head office contract filing system (electronic and / or printed versions) will suit the particular contract. However, the system will typically consist of:
 - 1) Pre-Contract Information
 - 2) Contract Order / Letter of intent
 - 3) Health and Safety Information
 - 4) Material Orders/Information
 - 5) Drawings/Issue Sheets
 - 6) Programme/Meeting Minutes/Site Visit Records
 - 7) Correspondence
 - 8) Subcontractors
 - 9) Site Instructions/CVI`s
 - 10) Valuations
 - 11) Additional Sections to Suit Particular Contract
- 5.05.2 The general site project filing system will be identified in the relevant quality plan and will suit the particular contract. However, the site system will typically consist of 3 files containing management and Health and Safety information:
 - 1. Site Specific Health and Safety Information
 - 2. Site Specific Contract Information
 - 3. Site Specific Resource Information

Folder 1 - Health & Safety Records

	RECORDS	Form Ref.	Source of form / information
01	Safety Policy and Procedures Manual		Safety Dept.
02	Employers Liability Insurance		Safety Dept.
03	Project Notification - Form F10(rev)		CDM Coordinator
04	Construction Phase Plan with Appendices		Safety Dept
05	Pre Construction Information		CDM Co-ordinator
06	Attendance records (sign in/out)		Safety Dept
07	Site Induction attendance records	IMS/FRM10	Safety Dept
08	Training Records Certificates/Card copies		Site Staff / Safety Dept.
09	On-site Training & Toolbox Talks attendance records	IMS/FRM10	Safety Dept.
10	Risk Assessments COSHH Assessments Method Statements Lifting Plans		Site Mgmt Subcontractors Safety Dept
11	P.P.E Issued	SMS/FRM10	Safety Dept.
12	Site Safety, Health & Environmental Report	SMS/FRM04	Safety Dept.
13	Accident Book / Accident-Incident – Report Forms	SMS/FRM12 IMS/FRM11	Safety Dept.
14	Lifting Equipment Certificates/Register	SMS/FRM13	Supplier Safety Dept
15	Lifting Equipment Inspection Report	SMS/FRM14	Safety Dept.
16	Work Equipment Inspection Report	SMS/FRM15	Safety Dept.
17	Calibration Certificates		Supplier
18	Excavation Inspection Report	SMS/FRM16	Safety Dept.
19	Working Platform Inspection Report	SMS/FRM17	Safety Dept.
20	Ladder Inspection Report	SMS/FRM18	Safety Dept.
21	Permits to dig	SMS/FRM19	Safety Dept
22	Hot Works Permits	SMS/FRM20	Safety Dept.
23	Permit to Enter a Confined Space	SMS/FRM21	Safety Dept
24	Permissions to Load Falsework	SMS/FRM22	Safety Dept.
25	Permissions to Strike Falsework	SMS/FRM23	Safety Dept
26	HAVS Record Sheets HAVS-Initial Screening Questionnaire	SMS/FRM24 SMS/FRM25	Safety Dept.
27	Electrical Installation and PAT Testing Certificates		Tester
28	Fire Extinguisher Certificates/Inspections		Tester
29	Guidance	SMS/GN01 SMS/GN02	Safety Dept.
30	Additional H&S records		

Folder 2 – Contract Information

	RECORDS	FORM REF.	Source	Actions by Site Manager
31	Site Set Up Sheet			
32	Schedule of attendance and obligations			
33	FSL Project Plan			
34	Inspection and Test Plan			
35	Minutes of Meetings			
36	Specifications			
37	Programmes			
38	Correspondence			
39	Site Daily Diary			
40	Drawing Register/ Individual Drawing Record			
41	Rebar Schedules			
42	Site Instructions Register			
43	CVI/CVI Register			
44	RFI/RFI Register			
45	Concrete Pre Pour Inspection			
46	Foundations / Footings Inspection			
47	Paving Inspections			
48	Drainage Test			
49	Concrete Test Cube Reports			
50	Incident / Non-Conformance Reports (including any complaints)			
51	Handover Sheet			
52	Customer Satisfaction Survey – Site			
53	Certificate of Practical Completion			
54	Other Contract Information records			
55	Other Contract Information records			

Folder 3 Site Resource

	RECORDS	FORM REF.	Source	Actions by Site Manager
56	Time Sheets			
57	Expenses Forms			
58	New Starter Forms			
59	Holiday Request Forms			
60	Daily Labour Allocation Sheets			
61	Daywork Sheets			
62	Materials Request Forms			
63	Materials Received Log			
64	Materials Delivery Tickets			
65	Plant Request Forms			
66	Plant Register			
67	Plant Delivery/Collection Tickets			
68	Hire Plant Inspection			
69	Cart Away Record			
70	Waste Transfer Notes			

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5.06 Drawing Control

- 5.06.1 All contract drawings, both issued and received, are logged in the drawing register by the responsible surveyor or other appropriate personnel. This will include drawings issued to and received from subcontractors/suppliers. The drawings should be date stamped on receipt and distributed.
- 5.06.2 When drawings originate from more than one source, a separate Drawing Register sheet will be maintained for each source.
- 5.06.3 Upon receipt of revisions to existing drawings, the previous issues will be marked “superseded” and segregated from the current issues, so that only current drawings are available for use on the project. Drawings issued from the professional team are to be carefully checked for variations to the original scope of work and any changes recorded as a variation and the variation logged.

5.07 Computers/Back Up

- 5.07.1 All electronic information from the main server is automatically backed up on a daily basis and the tape stored in the safe with minimum 2 weeks record stored.
- 5.07.2 Laptops are routinely connected to the main server at which point a restore record is generated and backed up as in 5.07.1
- 5.07.3 All computers are fitted with anti-virus software. Authorisation must be given by the IT manager when loading new computer software. We retain IT Specialists for remote access of system problems

5.08 Internet/e-mail

- 5.08.1 The company web site address is www.frankissolutions.com. The website is maintained by our web site consultants.
- 5.08.2 E-mail is a quick and simple method of contract communication. However, all contract specific e-mail messages, sent or received are retained in the Outlook system of the sender or/and receiver.
- 5.08.3 All outlook data is archived and on a regular basis to the main server ensuring that the emails are retrievable in the future.

5.09 Archiving – Records

- 5.09.1 When a project is complete and the final moiety of retention has been received, they will be archived.
- 5.09.2 Documentation will then be stored in files, clearly identifying their content, the following details being entered onto the Archive Register, (FSL-QA-OP2-03)viz.
 - a) File Details
 - b) Location
 - c) Archive Date
 - d) Disposal Review Date
 - e) Disposal Method
- 5.09.3 The storage areas will be free from damp and other agents which could cause premature deterioration. The records in storage are identified on the file and are reviewed at management review meetings by the company to assess any extension of the retention period and to allocate records for disposal.
- 5.09.4 When records are removed from the archive area, the Archive Removal Form is completed, giving the following information, viz.
 - a) Date
 - b) File Number
 - c) File Details
 - d) Requested By
 - e) Signed For
 - f) Authorised By
 - g) Date Returned

- h) Sign Returned
- 5.09.5 The company record retention period is 12 years for projects under seal, 40 years for expired certificates and 10 years for all other documentation.
- 5.09.6 The Managing Director only has the authority to dispose of company records
- 5.10 Procurement Procedures**
- 5.10.1 A list of suitable suppliers and sub-contractors is maintained by the company and is compiled on the basis of one or more of the following criteria:
- Satisfactory Historical Experience, prior to management system being introduced.
 - Recommendation by a well known satisfied existing client.
 - Satisfactory references of past performance.
 - Third party quality certification or other approval benchmarks.
- 5.10.2 The company maintain a Supplier Data Sheet for all suppliers and sub-contractors used. This sheet records the following information viz:
- General Company details
 - Details of service provided and client contact.
 - Method of approval.
 - Details of problem reports rose.
 - Approval signature and date.
- 5.10.3 The Acceptable Suppliers and Sub-contractors list is reviewed during Management Review meetings to ensure continued compliance with the standards required.
- 5.10.4 The use of suppliers and/or sub-contractors not appearing on the list is subject to the authority of the Director.
- 5.10.5 A Problem Report is to be raised on any communication about poor performance of suppliers and/or sub-contractors. This information is also entered on their relevant Supplier Data Sheet. All problems encountered with suppliers/sub-contractors are discussed during management review meetings, amending the list as necessary.
- 5.10.6 Purchase Orders will refer to suppliers' product code providing full information on the products ordered, including the following where applicable:-
- i. Type, grade or specification of the product.
 - ii. Title, number and issue of any international quality standard to be applied to the product, if appropriate.
 - iii. Specific identification or marking requirements on the products to be supplied. Where there is a particular customer requirement the order will include the following information.
 - iv. Environmental requirements/standards.

- v. Particular packaging or handling requirements.
 - vi. The provision of a certificate of conformity.
 - vii. The requirement to verify the product ordered at source prior to delivery, if requested.
- 5.10.7 Purchase Orders will be raised by buying staff.
- 5.10.8 The Orders are generated electronically using the bespoke software package which generates electronic (PDF) notifications.
- 5.10.9 A hard copy (white) is generated for the buyers record.
- 5.10.10 Electronic copies are emailed to the Contract Surveyor, Site Manager and Contracts Manager.
- 5.10.11 The Contracts Manager is responsible to forward a hard copy to any site that does not have electronic facility.

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2.00 PURPOSE

To define the procedures used within the company for “cradle to grave” contract management.

3.00 SCOPE

All contracts undertaken within the Company.

4.00 RESPONSIBILITY

It is the responsibility of the Responsible Director to ensure that the requirements of this operating procedure are implemented and maintained.

5.00 PROCEDURE DESCRIPTION

5.01 Receiving Enquiries

- 5.01.1 It is the responsibility of the Responsible Director to accept or reject any enquiry.
- 5.01.2 Upon receipt, documents are stamped 'Tender Document' and date stamped by the Marketing Department.
- 5.01.3 The Responsible Director receives and evaluates the documents and passes it to the marketing department, who, enters the following details in the Rem List (Tender Log) located on the server
F:\Public\Tenders\remlist:
- a) Estimate Number
 - b) Company Details
 - c) Contract
 - d) Approximate value
 - e) Date In
 - f) Return Date
 - g) Contact details
 - h) Assigned estimator
 - i) Other relevant details
- 5.01.4 The Marketing department will issue the tender to an appointed estimator
- 5.01.5 The Estimator will check the contents of the tender for any missing pages or information and will chase client directly.
- 5.01.6 The estimator will copy all electronic information onto the server into a specifically created tender sub-folder under the clients main tender folder.

5.02 Estimation

- 5.02.1 Estimating is undertaken by the nominated person/s. An estimating file is maintained electronically with all correspondence being filed in date order. All costing sheets will be referenced by title and page number and will be filed in the estimating file. Estimating will be carried out in line with company schedules/rates. The Estimator will refer to the Approved List of Suppliers & Subcontractors.
- 5.02.2 Upon completion of estimating, a tender review will be undertaken and the Contract Review Form completed for tender stage review (FSL-QA-OP3-01).
- 5.02.3 If problems are found, they will be documented and rectified.
- 5.02.4 The Tender will be submitted.
- 5.02.5 The Rem List will be updated with the following information:
- e) Quoted
 - f) Chase
 - g) Value
 - h) Status (continually updated)
 - i) Contract Number (if won)

5.03 Receipt of Order

- 5.03.1 When the order is received, it is checked against the submitted tender to ensure that there are no anomalies. During this process, the Contract

Review Form is completed and passed to the nominated Contracts Manager. A pre-start meeting shall be convened in line with the pre-start agenda (FSL-QA-OP3-02) not later than 10 working days prior to commencement and minutes shall be retained in the job file. During this meeting the insurance notification (FSL-QA-OP3-04) shall be completed and forwarded to the operations director.

5.04 Lost Projects

- 5.04.1 In the event of our tender being unsuccessful the Responsible Director will review the lost estimate to establish if any improvements can be made to the estimating process.
- 5.04.2 In the event of our tender being unsuccessful the tender documents will be archived for a period of six years before being discarded.

5.05 Planning and Mobilisation

- 5.05.1 From the information gathered, the Contracts or Technical Manager will produce a job specific Project Plan. This document will be produced at the pre-start meeting and shall become the “In-house Management Specification” - relevant only to that specific contract. The plan will address the following areas, viz.:
- a) General contract information
 - b) Programme
 - c) Organisation chart for the contract
 - d) In process contract review
 - e) Document and data control
 - f) Purchasing
 - g) Client enforced procedures/requirements
 - h) Inspection and testing
 - i) Contract specific environmental aspects
 - j) Inspection, measuring and test equipment - calibration
 - k) Corrective and preventive action
 - l) Material control - including client supplied product
 - m) Project filing system
 - n) Internal audits
 - o) Training
- 5.05.2 The Project Plan will be a “Controlled Document” held by the Responsible Director or his appointee (Contract File) and made available to:
- a) Contracts Manager
 - b) Site Agent
 - c) The Client/QS/Architect (where applicable)

5.06 Haulage

- A simple stand alone system is used when supplying haulage services. For this type of work, the Haulage Internal Order Information Form is completed prior to supplying haulage services.
- 5.06.1 The Internal Order Form will contain the following information:

- a) Date
- b) Company
- c) Site
- d) Order Number
- e) Volume
- f) Muck Classification (Inert/Non Hazardous/Hazardous/Other)
- g) Tip Details
- h) Tip Rate
- i) Haulage Cost
- j) Sell Rate
- k) Profit

5.06.2 Upon full completion of the above, haulage services will be supplied.

5.07 Amendment to Contract

5.07.1 If, during the works period, there is an amendment to contract (a permanent long term modification to the contract requirements), then this will be reviewed in exactly the same way as mentioned earlier in this procedure.

5.08 Programming and Monitoring

5.08.1 All contracts will have an individual programme.

5.09 Subcontractor Appointments

5.09.1 The Contracts Manager will review with each subcontractor on their first day of attendance on site, the package of work at the time of appointment, and his price.

5.10 Contract Management

5.10.1 The following is standard guidance for the company, any deviation from the following will be identified in the Project Plan. During the operation of the contract, a number of pieces of documentation will be used to record information; these can be our own or the client's as required, but must be identified in the project plan.

5.10.2 **Request for Information.** Issued by the Contracts Manager / senior site manager. These must be summarised on the RFI schedule – and issued to our client as appropriate.

5.10.3 **Letters.** Issued by the Contracts Manager or Contract Surveyor.

5.10.4 **Site instructions.** Project related instruction will be issued or received by the Contracts Manager.

5.10.5 **Confirmation of instruction** (either by letter or fax) Issued by the Contracts Manager or senior site manager.

5.10.6 **Site Diary.** This must be a paper diary or electronic.

5.10.7 **Notice of Delay.** Issued either to our client or subcontractors.

5.10.8 **Variation log.** Can be part of the application for payment or a separate form – but it must contain the following information:

- a) Item no

- b) Description
 - c) Date of Instruction or CVI
 - d) Value (either budget or firm)
- 5.10.9 It is also imperative that prices are firmed up and breakdowns issued promptly and at any rate within 1 week of all the information being available.

5.11 Routine Site Administration

- 5.11.1 The Site Agent will complete a daily Site Diary Sheet to record project progress including:
- a) Subcontractors/specialist suppliers on site (This can be achieved by signing in sheets)
 - b) Works in progress and location of operations/operatives
 - c) Materials received and non-conformities
 - d) Defective work and action taken
 - e) Delays
 - f) Any problems of note
 - g) Requests for information issued
 - h) Instructions received
 - i) Subcontract instructions/directions issued
 - j) Day works issued
- 5.11.2 **Signing in Sheets.** These must be completed and include all subcontractors, who must sign out. These sheets must be kept in the site offices and at least monthly the site diary and signing in sheets must be returned to the office for safe keeping.

5.12 Inspection of Works

- 5.12.1 In conjunction with the client, the Contracts Manager will discuss and agree the sequence and methods to be employed for setting to work and commissioning all systems.
- 5.12.2 A Method Statement and Inspection Programme will be drawn up, if applicable, and issued for approval showing our proposals.
- 5.12.3 Unless specifically indicated to the contrary in the contract specification or method statement, setting to work and inspection/testing of all systems will be undertaken using methods and techniques set out in Standard Engineering Codes of Practice.
- 5.12.4 The Contracts Manager will ensure that all necessary material samples, inspections or tests are performed in accordance with the contract specification. A schedule will be prepared and updated as tests proceed.
- 5.12.5 Details of the inspection and test results will be maintained on the contracts file, and witness signatures obtained and kept on file.
- 5.12.6 Following notification by the subcontractor, the Contracts Manager will inspect or test the work defined in the Project Plan, where relevant, to ensure compliance with contract specification.
- 5.12.7 Tests witnessed and signed off by the client are an important measure of our professional approach and must be carried out prior to making services live.

- 5.12.8 Each inspection or test undertaken will be recorded in the relevant inspection sheet and copies provided for inclusion in the operation and maintenance manual.

5.13 Contract Financial Control

- 5.13.1 For each contract, the Contract Surveyor shall be responsible for contract financial control and for providing regular reports on the financial status of the project to the Board.
- 5.13.2 It is fundamental that all variations to the contracts or to subcontracts, which have financial implications, are handled under the Variations procedure.
- 5.13.3 The Contract Surveyor will keep a subcontract payment schedule which reflects our ongoing and total liabilities to the subcontractors for each project. This contract report will be updated monthly.

5.14 Control of Instructions

- 5.14.1 Where the Instruction covers a variation to the contract specification, the Contracts Manager will identify the supplier/subcontract packages which will be affected and will issue copies to the supplier/subcontractor concerned, together with a covering letter and/or variation instruction/site direction.
- 5.14.2 The Contracts Manager should ensure that the subcontractors on site are aware of any changes to drawings and changes due to instructions promptly to avoid unnecessary works.
- 5.14.3 Copies of all correspondence will be retained in the contract file.

5.15 Contract Variations

- 5.15.1 The Contracts Manager or Contract Surveyor is responsible for implementation of the variation procedure.
- 5.15.2 It is policy that all variations included in an application must be priced. If costs are not ascertainable, a budget price should be used. If the work has been carried out, an actual price must be used when known.
- 5.15.3 Where the situation of working without an order occurs, the Contract Surveyor will confirm the work and cost back to the client using a Confirmation of Instruction Form.
- 5.15.4 Where a variation has an affect upon an order placed with a supplier or sub-contractor, the Contract Surveyor will issue an order variation form.

5.16 Contract Completion

- 5.16.1 In house snagging will be done by the Supervisor prior to snagging being done by the client/architect.
- 5.16.2 Any defects noted will be listed on a “snagging list” which will be prepared and issued to the appropriate operative or sub-contractor.

- 5.16.3 Prior to Practical Completion, the Responsible Director will arrange for all Record Drawings and Operating Maintenance Manuals to be issued to the client or his representatives.
- 5.16.4 Defects occurring will be rectified as soon as they are discovered.
- 5.16.5 The Responsible Director will arrange for the defects noted to be rectified and re-inspected.
- 5.16.6 Prior to the handover of the works, the Responsible Director will ensure that all inspection and test records, project plans and subcontract plans have been completed.
- 5.16.7 It is Company policy that our account with the client is agreed in principle before settling those of our sub-contractors. Also, signed statements of agreement of final account must be provided by all subcontractors prior to final payment.
- 5.17 Safety**
- 5.17.1 It is the responsibility of all staff to ensure that the Company Health and Safety Policy is strictly adhered to. Where the CDM Regulations apply to any work, details will be found in the Company Health & Safety Documents.
- 5.17.2 The Company Health & Safety Manager is to be contacted with respect to any questions or required assistance.
- 5.18 Plant and Equipment**
- 5.18.1 Plant and equipment is hired via the Company Buyer.
- 5.18.2 Orders for plant hire must specify the date end of hire. This must be specified by the Site Agent in conjunction with the Contracts Manager.
- 5.18.3 The Contracts Manager will decide if the plant should be purchased or hired.
- 5.18.4 No order may be a hire period in excess of the contract duration. A new order must be issued for longer hire periods. Hire rates should be negotiated based on the longer period if a saving should arise.
- 5.18.5 The Company Buyer maintains an inventory of all Company owned plant. Company owned plant must be used before orders for plant hire are raised. The plant records must keep information regarding test dates where applicable.
- 5.18.6 Plant Recording. All plant received by site shall be thoroughly inspected and photographed. The plant record sheet shall be completed and returned to the plant department.
- 5.18.7 The Company Buyer will keep a record of all plant on hire and monitor hire periods, usage etc.
- 5.18.8 The Contracts Manager must keep a record of all plant and equipment hired for a specific project.
- 5.19 Material Control (including customer supplied product)
- 5.19.1 The Contract Surveyor will maintain a file of all orders placed on the project in the project file.

- 5.19.2 The Site Agent, or other nominated person, will check that all deliveries are in accordance with the relevant purchase order/requisition and are in good condition.
- 5.19.3 Delivery notes will be signed as verification of the check and will be returned to the Contracts Manager on a weekly basis.
- 5.19.4 If any nonconformity is found, the delivery notice will be annotated and the Contracts Manager advised. A Problem Report will then be raised and processed, as detailed in Company procedure OP1, Management Control.
- 5.19.5 If any nonconformity is found after delivery, the material will be segregated and clearly marked to prevent use, and the Contracts Manager notified - again, a problem report will be processed. A copy of the delivery notice must be faxed to the Contracts Manager detailing the nonconformity.
- 5.19.6 We shall exercise care with any customer supplied product used on any contract. Our control, handling and recording of any customer supplied product will be as mentioned above.

**5.20 Storage and Handling
(including customer supplied product)**

- 5.20.1 The Contracts Manager will ensure that the methods used for the off-loading, handling, storage and transportation of goods entering and moving around the site meet the following requirements:
- a) Off-loading and handling will be in such a manner that the condition of the materials is not adversely affected
 - b) Protection will be provided to ensure that deterioration during storage is avoided
 - c) Materials of a similar nature or appearance shall be separated and identified

5.21 Inspection, Measuring and Test Equipment

- 5.21.1 The Company Buyer maintains records of all inspection, measuring and test equipment. All equipment used by the company shall be numbered & calibrated, traceable to national standards. The records shall include:
- a) Name / Type
 - b) Equipment Number
 - c) Serial Number
 - d) Issue Record
 - e) Calibration History
- 5.21.2 When the equipment is used for testing purposes, its number must be entered on the inspection sheet, for traceability purposes.
- 5.21.3 All equipment used by subcontractors shall also be calibrated against certified equipment having a known valid relationship to internationally or nationally recognised standards. The company will gain evidence of such calibration, prior to sub-contractor commencement of testing on site. In the case of measurement for indication only and tape measures, the company shall ensure that any such equipment is suitably maintained and legible.

5.22 Testing of Plant and Equipment

- 5.22.1 All power tools and electrical equipment shall be PAT tested prior to use. Proof of this shall be by a label being visual on each tool.
- 5.22.2 Any plant including scaffolding shall have a test certificate issued.
- 5.22.3 If the plant is hired, a test certificate will be obtained from the hire company.
- 5.22.4 The monitoring of PAT test labels and certificates is the responsibility of the Site Agent to check this on site.
- 5.22.5 The Company Buyer will maintain a record of all tests.

5.23 Record Drawings and Operation & Maintenance Manuals.

- 5.23.1 During the course of the contract works, any changes that occur on the site will be marked up on a set of the latest contract drawings that will be kept on site by the Site Agent exclusively for this purpose.
- 5.23.2 Periodically during the contract period, the Contracts Manager will check to ensure that these drawings are being kept up to date and that they reflect the works as actually installed. Where considered necessary, the changes will be initialled by the client on the drawing.
- 5.23.3 Towards the end of the contract period, the Contracts Manager will undertake a final check of the drawings and then arrange to have the information marked on these prints transferred to Record Drawings as may be required in the Contract Specification.
- 5.23.4 The Record Drawings are to be available to be issued for approval in line with the time set out in the Contract Specification.
- 5.23.5 It is important that Record Drawings are available and issued to the client in a timely fashion and always prior to practical completion.
- 5.23.6 When placing orders for capital equipment, the Company Buyer will clearly state the requirements for any Operating and Maintenance Manuals on the order. Prior to signing off an invoice for materials, the Responsible Director must ensure all supplier O & M manuals, drawings etc. are in our possession.
- 5.23.7 Once received from the supplier, the Responsible Director will place all such manuals in the O & M file.