



Continuous Improvement Policy

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1.0 Scope and Exclusions

This policy applies to all gbpartnerships group (gbp group) colleagues.

2.0 Policy Statement

Continuous improvement is an approach in which all staff seek out, support and implement changes to make the services and products we provide of better quality and more cost-effective. Also, this approach will enable gbp group to develop a constantly improved offering and respond quicker to our clients and wider stakeholder groups.

gbp group is an organisation that learns from its experiences and from others', capitalising on the lessons of successes and failures to improve our performance month-on-month and year-on-year. Our workplace is an environment in which continuous improvement is a significant and growing influence on our work, so that over time it becomes an integral and indispensable part of it.

gbp group strives for continuous improvement through using the Plan, Do, Check, Act cycle (PDCA) and a process driven approach. gbp group hold ISO 9001, 14001 and 45001 accreditations. There is an internal audit program in place.

3.0 Roles and Responsibilities

Every colleague at gbp group is responsible for learning, and for contributing to continuous improvement.

Each business area is represented at internal management review meetings, where improvement initiatives are shared and discussed.

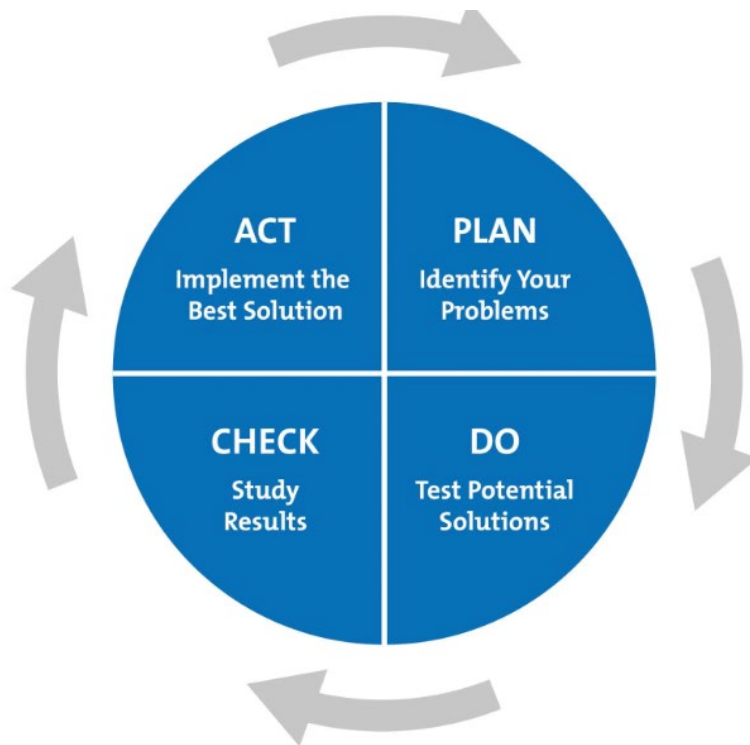
The gbp group Development Manager or Project Manager and a relevant gbp group Director should attend 'lessons learned' sessions. From outside gbp group, members of the wider project/professional team as appropriate (e.g. build contractor, architect etc.) and the client should also attend sessions.

gbp group demonstrates its commitment to a program of continuous improvement by employing a Quality Director and Quality Manager.

4.0 Application of Policy

4.1 Plan-Do-Check-Act (PDCA) Cycle

Gbp group uses the PDCA cycle to review and improve all our activities.



4.1.1 Plan

Internally, there is a program of internal audits scheduled at the start of the year. In addition to this, gbp group holds regular meetings across the group where additional ideas for improvement are discussed and included in the audit programme. All colleagues are regularly invited to suggest improvements.

Externally, 'Lessons learned' sessions are held after key project milestones to identify improvements that can be deployed on current and future projects. The project milestones include as a minimum:

1. Following contract signature and
2. Following Practical Completion (PC).

Approximately three months following PC is optimal as it allows for clients to bed into their new accommodation and for the completion of snagging and defects.

From outside gbp group, members of the wider project/professional team as appropriate (e.g. build contractor, architect etc.) and the client should also attend these sessions.

Resources (time, materials etc.) are allocated.

4.1.2 Do

For both internal and external projects, ideas are implemented, changes are trialled and monitored. Colleagues are engaged and those involved in changed processes are regularly asked for feedback.

Sometimes this stage is a trial, carried out in a contained area or small part of the business.

4.1.3 Check

This point is where we learn.

Improvements are monitored and appraised. What worked well and what did not achieve the desired outcomes is checked and logged. At this point any changes are fine-tuned.

Data is systematically collected and analysed.

For external projects, the relevant Development Manager / Project Manager provides a short presentation of the outputs of the lessons learned meeting to their gbp Projects Team colleagues at the subsequent session of the bi-weekly gbp Project Team meeting.

4.1.4 Act

Solutions are implemented more widely. Improvements are shared across the organisation.

Outcomes are shared with the gbp Quality Director and Manager and captured in the gbp group continuous improvement log as part of gbp's ISO 9001 documentation.

Where appropriate, a further full, formal audit of under-performing processes will take place.

5.0 Documentation Control

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