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BSI roundtable report  
**Enhancing market position  
through quality excellence**

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## Introduction

The Built Environment is a complex sector with multiple disciplines and stakeholders. An industry-specific standard is needed to deliver quality to projects that meets safety, reliability, and long-term sustainability expectations.

This report explores how a sector-specific quality management framework can increase your competitive advantage. With commentary from four expert panellists from the Chartered Quality Institute (CQI) ConSIG, we delve into quality management and how to improve your bottom line, helping to give you a competitive advantage.

**“We need to raise the bar when it comes to quality in the Built Environment sector. BS 99001 now allows us to leverage a sector-specific quality management system to our advantage.**

We can improve quality and the bottom line to gain a competitive advantage through practices like good culture and governance, social responsibility, and fostering customer loyalty.”

**Rahul Shah,**  
Global Director Built Environment,  
BSI



"BS 99001 has been designed for the industry by the industry, and applying it will likely contribute to an improved quality culture. Due to new regulations and standards, this culture may enhance our society's confidence in the industry to deliver quality."

### **Steffan Speer**

CQI ConSIG Chair and  
Technical Director, Morgan  
Sindall Construction



## **How can business leaders use quality management as a competitive advantage to improve bottom line and customer loyalty?**

**Steffan Speer, CQI ConSIG Chair and Technical Director, Morgan Sindall Construction – and a member of the drafting committee for BS 99001** – explains that even with good intentions, leaders may have gaps between words and actions. A robust management framework identifies these gaps, enabling continuous improvement. Leader enthusiasm and commitment to quality management permeate the entire company.

"When everyone is involved in quality management, there's positive peer pressure to improve quality. From that collective pride, invariably, your bottom line will improve." Customer retention is more likely to be achieved because you do an initial thing well.

**Avi Mortimer, Quality Manager, Balfour Beatty Highways** adds, "If we can develop this kind of culture around quality, actually checking detail, getting it right, first-time, defect-free, we can start to improve. And the triple bottom line that companies are trying to bring to their business will be possible, along with access to frameworks."

**"I think it's really simple: the easiest way to improve your bottom line, retain customer loyalty, and your reputation is to get the quality right." - Steffan Speer.**

## How can a dedicated QMS for the built sector help improve culture and governance around quality management?

"The construction industry is currently facing fragmented supply chains, information/coordination challenges, and a shortage of workers in the industry," Speer warned. "With an increased likelihood of error, confidence in the sector is being impacted."

He continued, "All organizations within the industry, plus stakeholders, require a new approach to quality alongside the latest legislative requirements of the Building Safety Act."

Underpinned by a positive quality culture and good governance, BS 99001 gives guidelines to help improve culture and plays a key part in meeting the updated Building Safety Act requirements. It helps organizations and their leadership go beyond rules and guidelines.

This is through understanding the project-specific and organizational requirements of interested parties, whether the general public, shareholders, building owners, occupants, operators, project teams, or the media.

**"My view is to foster a quality culture via good governance organizationally and in projects,"** he noted, highlighting the necessity of clear leadership, effective communication, and collaborative ownership for competitive advantage.

Encouraging organizations' project-level details around objectives helps to develop the broader themes around sustainability and social value, adds **Adrian Shah-Cundy**, Corporate Responsibility Director, VolkerWessels UK.

"By creating a culture of reassurance, we can, in turn, offer reassurance to the wider community," said Mortimer. Coupled with the social value of actions such as encouraging apprenticeships in the local community, working with small to medium-sized enterprises, and using local materials, we can start to bring positive change to the local community by embedding this culture.



## The Building Safety Act became law last year. How do you see management systems, including BS 99001, play a part in meeting its requirements?

Shah-Cundy responded that the act stipulates reform to make homes safer, alongside a considerable overhaul in the construction industry to create lasting change. He explained that we must ensure what we procure, design, and construct is fit for purpose. "Additionally, we must demonstrate robust processes and records to prove it, looking at that 'golden thread' to support duty holders in designing, constructing, and managing their buildings," he added. "This, in turn, considers all life cycles of the building to keep safety at the forefront of the build at construction and during future use."

BS 99001 brings increased focus and aids construction-based processes. Adding additional scrutiny and granular detail at a project level, he said, "Helps to demonstrate that you are meeting requirements and bringing some structure to a complicated area."

BS 99001 details, at a project level, management representatives and quality objectives. We then see broader themes developing around sustainability and social value that BS 99001 encourages through these project-level objectives. And this gives greater confidence to clients in principle.

"Regarding the Building Safety Act, BS 99001 requires organizational knowledge, competency, and sharing of knowledge/ documented information and demonstrates alignment between the standard and the act."

**Adrian Shah-Cundy,**  
Corporate Responsibility Director,  
VolkerWessels UK



## How can effective quality management practices contribute to carbon reduction and sustainability in industries or organizations?

For society and current issues, such as climate change, uncertainty hangs over some of the 'mega projects', or projects of national importance, such as HS2 and the Lower Thames Crossing, Mortimer explained. And reassuring the public that commitments are taken seriously is a challenge.

"We may see some great things in management and at a level of policy, but when we get to a project level, and as we start to go down layers, does that message still stay the same? Does it resonate? Or does it change?"

Once at a project level, drivers can become different, like time and cost. BS 99001 gives you a structural framework to monitor and manage. She explained that by ensuring the supply chain is correct, contracts are accurate, and sustainable systems are using the



proper material, you can start looking at minimizing mistakes and, in turn, waste.

"How can we ensure projects are sustainable and contribute to the social well-being of local communities and broader society?" she continued. It starts from the conception. We must set up projects with green-blue infrastructure strategies in line with Sustainable Development Goals, which we now see coming into legislation and initial project set-up. We must look at aspects such as our wildlife, Heritage Protection, local communities and apprenticeships, and geotechnical surveys. Construction projects can take on a dual nature by considering these green spaces for the community's well-being, as well as UK wildlife biodiversity, and new habitats in the initial design and planning stages, she concluded.

**"It's important to embrace new types of contemporary projects and not stick to traditional approaches, which often won't meet legislative requirements or the net zero goals we're working towards."**

**Avi Mortimer,**  
Quality Manager,  
Balfour Beatty Highways



# What can we do to promote better quality management in the supply chain?

**63% of webinar respondents answered 'Meeting Client expectations' as the most critical for enhancing customer loyalty in the construction industry.**

Mortimer addresses the issue of how a client can improve quality management at a project level, advocating for actively writing quality roles into contracts.

"NEC contracts state a quality manager, or director, should be sitting in a key role, with the appropriate education." As a result, quality requirements must contractually be met, alongside specific reporting objectives and continual monitoring and showing of performance.

The competitive advantage of BS 99001 allows you to put that framework in place to meet these



requirements. Mortimer continued that the pressure to meet client expectations is high for statistical results used for reporting purposes. Clients spend substantial amounts, in the millions and billions, on new projects and transparency and communication are critical regarding material costs, design, and other challenges.

Shah-Cundy reiterates that this transparency and expectation management are crucial quality components. "It's collaborative during the whole construction phases; that collaborative piece is engagement and knowledge that things change." He observes that managing change is key to what we do during the construction phase. A client needs to be fully engaged, as does the supply chain, from pre-construction all the way through to delivery and completion.

# How BSI can help

## Building on ISO 9001

ISO 9001 is an international standard that outlines the requirements for a quality management system. Implementing ISO 9001 in your business can improve your organization's overall performance, increase customer satisfaction, and achieve higher efficiency and productivity. ISO 9001 is required for the successful implementation of BS 99001.

Specifically developed for the benefit of the Built Environment sector and published in July 2022, BS 99001:2022 introduces additional, sector-specific management system guidelines. These guidelines are designed for collaborative, project-oriented operations across multiple organizations and complement ISO 9001.

BS 99001 represents a unifying effort in the industry, combining the insights and expertise of various industry stakeholders. This standard aims to bring about greater unity and standardization to encourage cohesion across the sector.

This report was based on a panel discussion from a BSI webinar, 'Using quality to increase your competitive advantage', hosted in November 2023.

Watch the full webinar replay [here](#).

**Rahul Shah**, Global Director Built Environment, BSI

**Avi Mortimer**, Quality Manager at Balfour Beatty Highways

**Steffan Speer**, CQI ConSIG Chair and Technical Director at Morgan Sindall

**Adrian Shah-Cundy**, Corporate Responsibility Director at VolkerWessels UK

## Next steps

BSI is committed to supporting the built environment industry in meeting its challenges, from prioritizing people and adopting sustainable practices to innovation and digital transformation. The introduction of BS 99001 will underpin all of these strategic objectives. To provide confidence and trust in the implementation process for BS 99001, BSI has developed a training programme and a new management system certification scheme against the requirements of the new standard.

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