

QUALITY



Assess



PAUSE FOR
QUALITY



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Supplier Quality Forum – June 2026

 **Q**uestion **U**nderstand **A**ssess **L**earn **I**mplement **T**imely **Y**ou

Assess your work and that of any subcontractors

- This focus is a key element of our commitment to delivering work that is safe, compliant, and right first time, and to continuously improving how we manage quality on our projects.

Why this matters?

Ensuring that the right people, with the right skills, knowledge, and experience, are carrying out the right tasks is fundamental to achieving quality outcomes.

Competence is not assumed, it must be verified, maintained, and demonstrated, by validating competence at every stage of delivery.

- We safeguard the health, safety, and wellbeing of our people. Protect our assets, infrastructure, and reputation. Reduce the risk to the public and end users. Ensure work is delivered in accordance with standards, specifications, and contractual requirements.
- Checking, benchmarking, and accurate recording of inspections and checks across all operations is key to assuring works and identifying problems at the earliest stages.

Competence Checking

Competence checking ensures that individuals are suitably qualified and authorised to undertake their roles. Competence checking is not a one-off activity, it is a continuous process that supports safe and compliant delivery throughout the lifecycle of a project.

Benchmarking

Benchmarking enables us to assess performance by comparing practices against established standards, specifications, and best practices. It provides insight through results gathered across projects, teams, and suppliers, as well as through inspection outcomes and trends over time

Accurate Recording of Inspections and Checks

Accurate, timely, and complete records are a critical part of quality management. Inspection and test records show what was inspected, by whom, and when. Demonstrate compliance with ITPs, specifications, and standards.

Assess all works against defined quality benchmarks, including those delivered by subcontractors

Assessment is a control, not an admin exercise

In construction, competence directly affects quality, safety, programme and cost. Assessing competencies is a critical step because it provides confidence that work is being planned, supervised, and delivered by people who are capable, authorised, and supported to do it right first time.

By assessing skills, knowledge, and experience early, including our subcontractors, we reduce errors before work starts, not after defects occur. It strengthens supervision, removes assumptions, and ensures the right people are doing the right work to the right standard.

Assessing Competenceies



Why Assess Competencies?

Capability: Ensure the right skills, knowledge, and experience for the job

Identifying development needs and providing targeted training



Reduce the risk of errors, defects, and non-compliance



Build a confident, safe and effective workforce

Assess early. Prevent failure. Protect value.

Organisations should identify strengths, gaps, and development opportunities to improve project performance, quality, safety, and productivity.

Assess your work and that of any Subcontractors

Civil engineering quality failures arising from poor competence, inadequate supervision, and human error are estimated to cost the construction industry between £10 billion and £25 billion each year, equating to approximately 10–25% of total project costs.

These costs are not limited to visible rework. They include a wide range of direct and indirect impacts such as:

- Remedial works and re-construction
- Programme delays and disruption
- Abortive work and material waste
- Increased supervision and inspection effort
- Claims, disputes, and contractual penalties
- Reduced productivity and morale
- Reputational damage affecting future work opportunities

UNASSESSED COMPETENCE CREATES HIDDEN COSTS



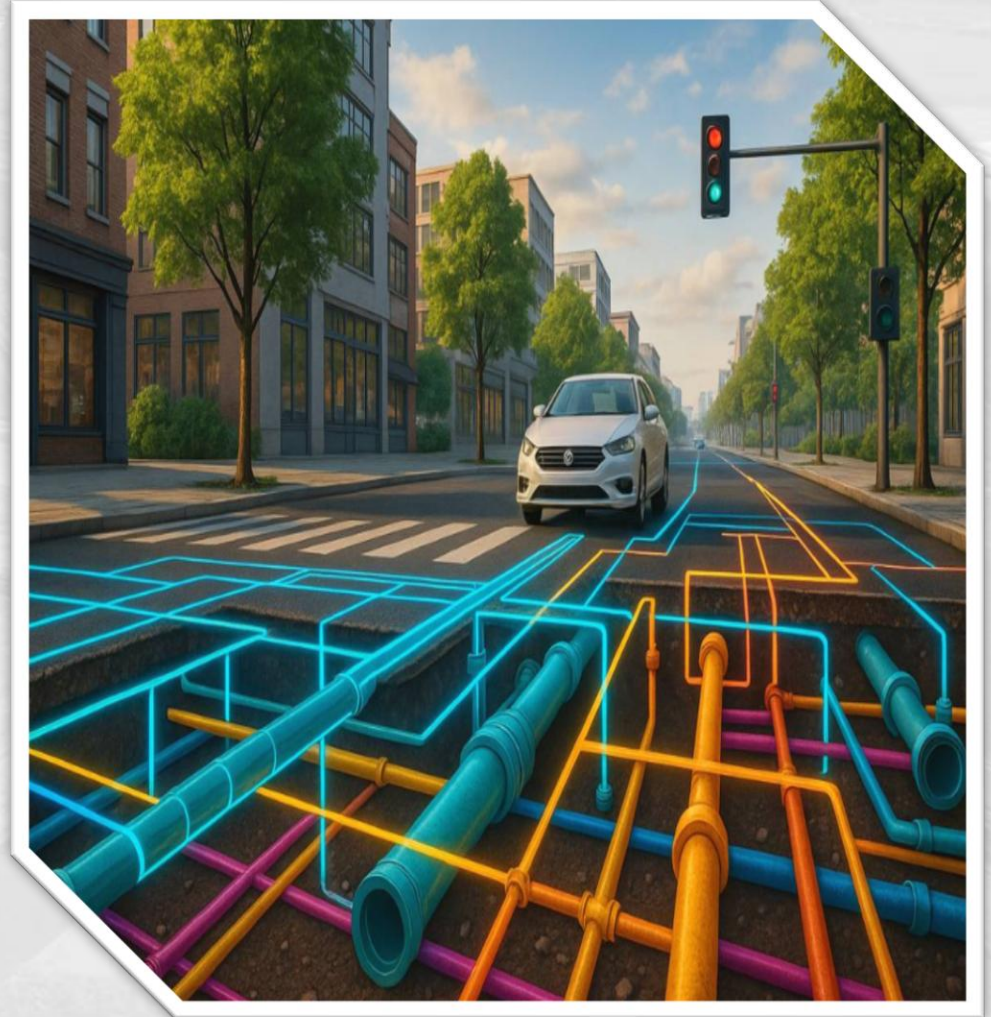
Assess early. Prevent failure. Protect value.

Assess: Inspection & Test Planning

As a fundamental element of effective quality control. Clearly defined and well-implemented ITPs ensure that inspections and tests are planned at appropriate stages of the work, carried out by competent and authorised individuals, and fully aligned with specifications, standards, and client requirements.

This approach enhances assurance by:

- Ensuring inspection and testing activities are risk-based and proportionate
- Clearly identifying hold points, witness points, and accountabilities
- Confirming inspections are undertaken by personnel with verified competence
- Providing a consistent and structured framework to support right-first-time delivery



If it isn't recorded clearly and correctly, it can't be evidenced. Inspection and Test Plans turn inspections into assurance.



Assess: Inspection & Test Planning

Inspection and Test Plans define when quality checks take place, who carries them out, and what evidence and test requirements are required. Site inspections and checks provide assurance that work has been delivered safely, competently, and in accordance with the design, standards & specifications. In highways and infrastructure projects, ITPs are fundamental to ensuring safety, durability, compliance, and traceability.

Benefits of Well-Implemented ITPs:

- Reduce defects and rework
- Improve programme certainty
- Strengthen safety and quality culture
- Simplify handover and close-out
- Protect both contractor and client commercially



Inspection and test planning, and the associated records, are not administrative exercises. They are a primary means of demonstrating conformity with contractual, statutory, and specification requirements

Discussion Points

Consider these questions in a summary wrap-up of the briefing:

- Assess. What are we assessing: people, processes, products?
- Is assessment focused on compliance, capability, or performance?
- Are assessments proactive, (assurance) or reactive (audit/failure driven)?
- Are clear quality benchmarks defined, applied consistently, and used to compare performance across projects, teams, and supply chain partners?
- Do assessment outcomes drive measurable improvement, learning, and the continuous refinement of standards, processes, and delivery practices?

