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Index **Page**

1. Introduction 3
2. Background Information 3-10

2.1 Company Description 3-6
2.2 Company Structure 6-8
2.3 Health + Safety 8-9
2.4 Marketing 9-10
2.5 Software + Hardware 10
3. Reflection 10-13
4. References 13

1.0 Introduction

Following on from the learning contract I have produced, this reflective journal will document what tasks I have completed during my time as a project's Quantity Surveyor on two sites in Ebbw Vale and Swansea for my employer, Morganstone Ltd. The reflective journal will show what skills I have learnt in the period, how I have used these skills and how I have been able to adapt whilst using these new skills. Also, this document will reveal the information I have learnt in regards to broadening my knowledge on the 3 objectives listed in my learning contract, which are listed below:

Table 1

Objective 1	The importance of the CVR/Cost Report
Objective 2	The significance of an accurate cash flow forecast
Objective 3	The decisions made by senior management following financial reporting has been presented

Finally, this document will be my evidence document that will provide examples and information to back up my findings, all of which will be submitted to my mentor to provide feedback. This will give myself good and clear feedback, along with showcasing I have successfully achieved my objectives.

2.0 Background Information

2.1 Company Description

As mentioned previously, I will be completing my reflective journal whilst working as an Assistant Quantity Surveyor for Morganstone Ltd. Morganstone Ltd is a construction company based in Llanelli, South Wales, who specialise in providing high quality developments for housing associations, public bodies, local authorities and private developers across Wales. The company delivers contracts across a range of

sectors including residential, commercial, care, extra care and education. The main areas in which the company operates include:

- New build construction.
- Refurbishment and conservation.
- Planned and reactive maintenance

Since its formation in 2008, the company has expanded into one of Wales' fastest growing multi-disciplined construction companies and is continuing to grow.

As project QS on the two sites, I will be responsible for the commercial element on these contracts, which means I will be performing the following tasks:

Table 2

Task	Description
Procurement	Appointing sub-contractors for the projects, making sure these hit budgets and all works have been allowed for, to the correct specification
Valuations	Submitting and agreeing monthly valuations to the Employer's Agent in order to get paid
CVR	Updating the CVR, highlighting any key risks and opportunities, presenting to senior management on a monthly basis
Sub-contract payments	Assessing and agreeing sub-contract valuations, then submitting to finance department to be processed
Variations	Capturing and pricing variations, then agreeing prices with the Employer's Agent
Cash flow	Analysing and forecasting cash flow, presenting to senior management on a monthly basis

The two projects I am working on are social housing projects, for local authorities. A brief description of these sites are detailed below:

Project A – Lon Brynawel

A package deal, consisting of 16nr 3 bedroom semi-detached properties for Pobl Group. This project is based in Swansea and is programmed to be handed over in April 2020.

Photo 1

Table 3

Role	Name
Client	Pobl Group
Client's Agent	ER Brown
Architect	Morganstone Ltd
Engineer	Jubb

Project B – College Road

A package deal of an apartment block consisting of 27nr units with large communal areas, surrounded by 6nr bungalows for Linc Cymru. These properties will be handed over in February 2020 and have been designed as retirement properties for over 55 year olds.

Table 4

Role	Name
Client	Linc Cymru (Tarbed)
Client's Agent	Strongs Partnership
Architect	Quattro
Engineer	Jubb

Photo 2

2.2 Company Structure

On the two projects, the sites have a similar site team management layout. Responsible for the whole project is the Contracts Manager, who will be involved in 2-3 projects at one time and will report to the Construction Director. The site team will consist of a Site Manager who will report directly to the Contracts Manager and they will be based on site full-time, they will also be the main contact for all site operatives and sub-contractors. A Site Manager will also be responsible for an Assistant Site Manager and Site Foreman on the contract.

Also, as part of the site team will be the Commercial Manager who is responsible for the commercial elements on all projects. On each specific site, a Quantity Surveyor who works on 2-3 projects at one time, will be in charge of procuring sub-contractors and consultants for the site. Also, the Quantity Surveyor will report directly to the Commercial Manager. The Commercial Manager will also be the line manager for the Buyer of the specific site. A buyer's role is to procure and order all materials for the project including any sundry items.

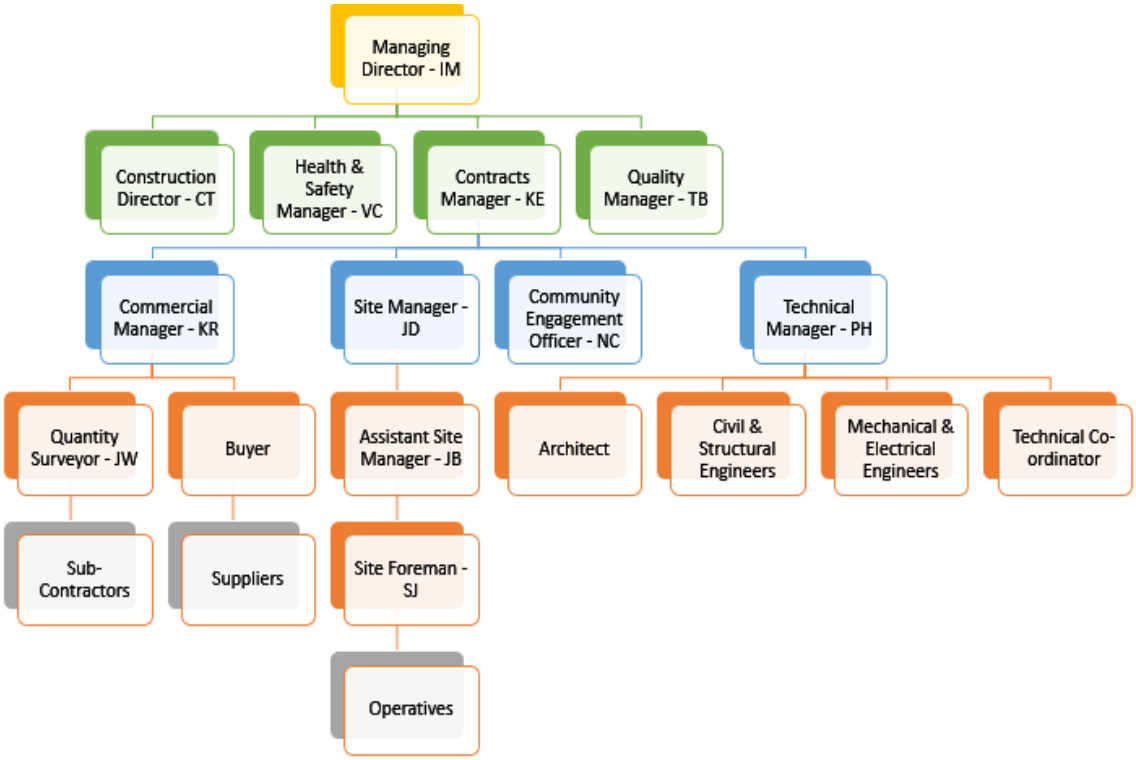
As part of the site team, there is a Technical Manager assigned to every project. These managers deal with any construction technical issues and are in charge of all utilities, section agreements and any planning permission submissions. Furthermore, these managers are in constant contact with external consultants such as the Architect and Engineers.

There are also many other departments within the company who are not involved in the everyday works on site, but are still employed by Morganstone Ltd performing different tasks, which are shown below.

Table 5

Department	**Role/Responsibility**
Community Engagement	This person liaises with the client to perform community benefit works to local schools/care homes etc to fulfil the contracts community benefits requirements. This will also include making sure the site meets the contracts TR+T (training) requirements.
Finance Department	This department is responsible for paying staff, sub-contractors and consultants, whilst also issuing reports to the Managing Director to show the company's performance
Estimating/Pre-Development Department	These work together to work with clients to find potential sites and supply cost plans initially, leading to final estimates in order to secure projects. They also look for sites that are out for tender and work with each other to supply an estimate for the works
Customer Care	This is the department that deals with any defects/issues on completed projects and makes sure these get completely as soon as possible.
Training Manager	Analyses the individual and the company's training requirements and organises these events

Hierarchy Flow Chart



2.3 Health and Safety

On the projects I am working on, there are many systems and procedures in place to ensure that anybody entering the site is as safe as possible. This means that everybody on the site must have an induction before entering site and all operatives must wear PPE (Personal Protective Equipment), which includes the following:

Table 6

Protection Equipment	Reason
Hard hat	Reduce injury from falling objects or striking fixed objects
Protective gloves	Reduce burns, cuts and abrasion injuries
High-vis vest	To be clearly seen by operatives and others
Protective boots	Protection to feet from sharp and heavy materials

CSCS card	Indicates the individual has level of skill and knowledge of health and safety

Also, all operatives attend toolbox talks every week, which will provide additional information on subjects such as working at height, dust extraction and manual handling etc.

As part of Morganstone's monthly paperwork, the in-house Health and Safety Manager is required to attend each site and complete a full inspection and will later provide a report indicating any minor and major actions that are required. On top of this, Morganstone employ an external consultant, BSG, who also attend sites at random with no notice and compile their own report. This ensures that the site always complies with HSE and Morganstone requirements, as the site do not know when an inspection is taking place.

The site manager also has the responsibility for all the health and safety on site and has the authority to discipline/warn sub-contractors and operatives if they are not cooperating accordingly. If this is the case, the site manager can issue H&S notices which could lead to the sub-contractor being removed from site or removed from the contractors supply chain.

2.4 Marketing

In Morganstone, we have a full-time Community Engagement Officer whose job is to connect the construction works and the nearby community such as local residents, schools, employers etc. As such, each project invests into the local environment by performing community benefits such as school visits, performing works in the local area such as refurbishment works to a nursery and being in constant communication with nearby residents. This keeps the local environment informed on what works are going on and helps Morganstone understand what is required to minimise the effect on these local residents (by having certain times for deliveries etc). This is also done by the social media platforms such as Twitter, Instagram and Facebook are constantly updated.

Also, each project is signed up to the Considerate Constructors scheme, which is designed to connect the construction project and the wider environment such as

residents, schools etc. On each project, meetings, called 'Meet the Contractor', are organised for anybody in the area to attend site and see the progress, ask questions and raise any queries regarding the project.

2.5 Software and Hardware

On my projects, the main hardware used are laptops and mobile phones. These are used to complete work such as spreadsheets, documents etc and to communicate via email and phone calls. Also, I use the following software:

Table 7

Software	Function
AutoCad	Accessing construction drawings
PDF Xchange	Viewing and taking off drawings
Word	Writing and issuing reports
Excel	Updating construction documents such as cash flow, valuations, sub-contract payments and CVR
Construction Manager	Viewing sub-contract order numbers and previous sub-contract/supplier order/payments

3.0 Submission 2 – Reflection

During the last month I have learnt new skills regarding the Cost Report (CVR). I have spent time discussing the CVR's importance with the Managing Surveyor and this has lead me to understand the CVR document, and information better. Thus, resulting in a more accurate and reliable CVR which is presented to senior management.

I have learnt that the CVR is used in many ways and is used a long time after the specific project has completed, this is done by the estimating department to check budgets for similar tenders and identifying if the budgets used in the tender are sufficient. Also, the CVR is used to show the projects future and current profit margin, along with identifying the projects risks and opportunities. Finally, whilst

looking at all the companies CVR's, senior management can view the staff requirements for the current and future contracts, leading to decisions as the company may be over or under staffed.

I have used these new skills to be more commercially aware, which has resulted in more thought being put into the information submitted in my CVR's. This means that the information is more reliable and accurate. Also, knowing this information, has lead me to improve my time management skills, resulting to me having more time to update and complete the CVR's. I also feel my leadership skills have improved as I am now making sure I receive the most accurate and reliable information from different departments within the company to provide the most accurate and reliable CVR. This means talking to the buying department regarding material budgets/savings, the technical department about services/utilities and the finance department about any abnormal or incorrect costs. I have also enforced this by setting up meetings with the different departments of the company to ensure the most accurate information is updated and issued.

Throughout this time, the biggest highlight personally is receiving praise at the CVR review meeting, in which I present the projects CVR to the Managing Director, Managing Surveyor, Management Accountant and Construction Director. To get praise from all these senior managers was a very proud moment and gave me confidence in the work I am producing and presenting.

The most challenging part of the task was presenting the CVR to the senior management, although on reflection, it wasn't as challenging as I first anticipated. The challenging element was having trust in that the information I was presenting was as accurate as possible, as I had learnt the importance and decisions made from the CVR's information.

I have also started to have discussions with the Managing Surveyor regarding the importance of cash flow to the business, as I know this has a large influence on the decisions made by the company as whole. This includes identifying low and high value months for the business, and then potentially delaying or accelerating the start date of future projects. I have scheduled further meetings with the senior management to discuss the other factors regarding cash flow to the business and the reasons why our cash flow forecasts are projected until the end of every contract.

According to my learning contract, I am course to achieve my objectives and I personally feel I am learning the information I sought out to learn. This in turn, will ensure I am doing my job to the best of my ability and continuing to learn and improve.

4.0 Submission 3 – Reflection

In the last period, I have spent time with the Commercial Manager discussing the importance of cash flow to the business. This in turn, gave me more commercial knowledge in the decisions that are made from the cash flow projections I submit every month.

I have learnt that cash flow projections are used to analyse when assets, land and large values can be bought for the company. Also, these projects also show the directors when there a low value months, in order to try and accelerate other projects to fill the gap in cash flow.

The main importance of cash flow is to pay staff, suppliers and sub-contractors. Therefore, accurate cash flow projections will show the board what months this is drastically high, or very low, and they can then account for this and make changes as necessary.

I have used these skills to be more commercially aware and spend more time on my cash flow projections, in order to make them as accurate as I can. This means asking for more information from different sources such as sub-contractors, consultants and the site team, to assess any risk or opportunities in the figures I am submitting. Whilst doing this, I may reduce, or increase, the projection if I feel that there is a risk we may not meet these values.

The only challenging activity in this period was calculating an accurate turnover projection for the next quarter. Due to the inclement weather we are currently experiencing, this is becoming challenging as the target construction programme isn’t being achieved to its potential, on occasions in elements such as groundwork’s and brickwork. Therefore, I have to factor this into my calculations.

In the last period, the biggest highlight was getting a pay rise. This was a highlight as it showed that the company is recognising the work and effort I have put in over the

last few months is good and this is very rewarding. Also, this is a self esteem and confidence motivating reward to receive.

As per my learning contract, I am still on target to achieve my targets. During the next period I am again meeting with the Managing Surveyor and Management Accountant to gain more knowledge on the importance of accurate cash flow projections and to discuss the decisions made by the senior management, from the financial data they receive.

5.0 References

Photo 1, Morganstone Ltd (2019), Lon Brynawel

Photo 2, Morganstone Ltd (2019), College Road

Hierarchy Flow Chart, Morganstone Ltd (2020), Management