



CARES Annual Operating Plan 2017

18 July 2016

1. Introduction

The Strategy acts as an effective roadmap that provides a clear direction for CARES through its five key Aims:

1. Maintain the existing CARES reputation, business and market.
2. Broaden and, as appropriate, expand the portfolio scope.
3. Broaden and expand the geographic market.
4. Contribute to, and influence appropriate standards for the benefit of the construction industry and its clients.
5. Ensure that CARES is managed and resourced to support the above Aims.

Our annual operating plan shows how we intend to judge our performance and we recognise it is important to demonstrate our value to stakeholders, especially the Members and PAC.

2. Our vision for the future

CARES's strategic vision is "To be the best certification body in our chosen areas". We want all of our stakeholders, including those represented in the PAC, to value, trust and have confidence in our work, specifically:

- for everyone to feel that we audit the reinforcing steel and other relevant supply chains appropriately and in proportion to the client's needs and expectations;
- to be a trusted source to facilitate and provide a means of demonstrating best practice in the reinforcing steel and other relevant supply chains and provide objective information about the products and processes that we audit.

We will achieve this by:

- having an open, transparent and honest dialogue with stakeholders;
- completing the organisational structure changes to enhance our ability to operate effectively and efficiently in the light of the changing backdrop for our work;
- recruiting and retaining a talented team with the right skills, experience, knowledge and behaviours.

3. What we want to achieve

In the context of our strategy paper, CARES's mission is:

“Within the broad scope of steel and other types of concrete reinforcement and construction products, to provide assurance and certification services, to producers, processors contractors, designers, and construction clients, as to the quality of the products, materials used, and their manufacture, in terms of performance against relevant standards, regulations and best practice.”

Our key aim is to provide assurance and certification services to the reinforced concrete and related sectors in a way that commands public and client confidence and trust. To that end, we aspire to certificate firms that:

- assure product quality, control its safety hazards, seeks to minimise its environmental impacts and reports its environmental credentials via the CARES product certification scheme, sustainability scheme and Environmental Product Declarations (EPDs);
- have a culture of continuous improvement and facilitates best practice in operations;
- whenever possible, shares information about the firms activities with stakeholders and interested parties.

CARES will contribute to achieving these outcomes by:

- influencing improvements to create a strong quality, environmental and health and safety culture amongst the approved firms;
- ensuring compliance through proportionate, consistent and independent auditing of the applicant/approved firms;
- making balanced judgements through the application of consistent, transparent and evidence-based decision making processes in investigating and making individual complaint decisions;
- having a policy of providing UKAS accredited conformity assessment services which sets an example of independence, impartiality, openness and transparency.

4. Focusing on delivery

Setting objectives

The outcome CARES seeks to achieve is to secure the strategic direction for our annual plan and establish priorities and the investment we put into them. The actions to deliver these objectives are captured in this annual operating plan and will feed into individual team members' personal annual Performance Appraisals. This will ensure that everyone understands how they can contribute towards supporting the CARES strategy.

In achieving its objectives and performing its functions, CARES places high priority on providing value for money for its stakeholders and being fully accountable for this.

Monitoring progress

Progress is monitored through our internal governance arrangements at Executive, Board and Scheme Manager level.

Reporting to our stakeholders

Progress towards achieving our objectives will be reported to the PAC and Board at regular intervals.

5. Organisational Chart

CARES Organisation Chart – April 2017

