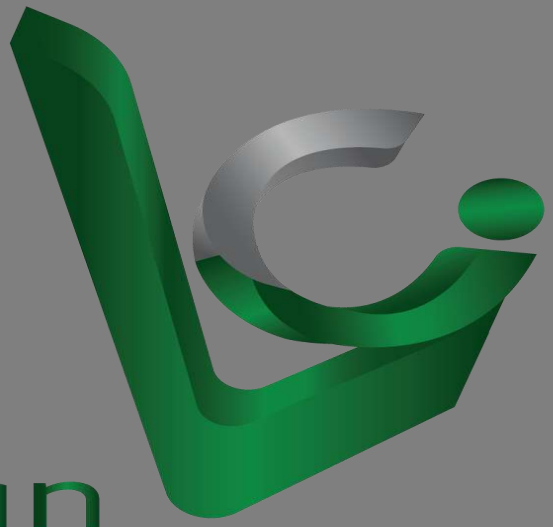
Get It Right Initiative



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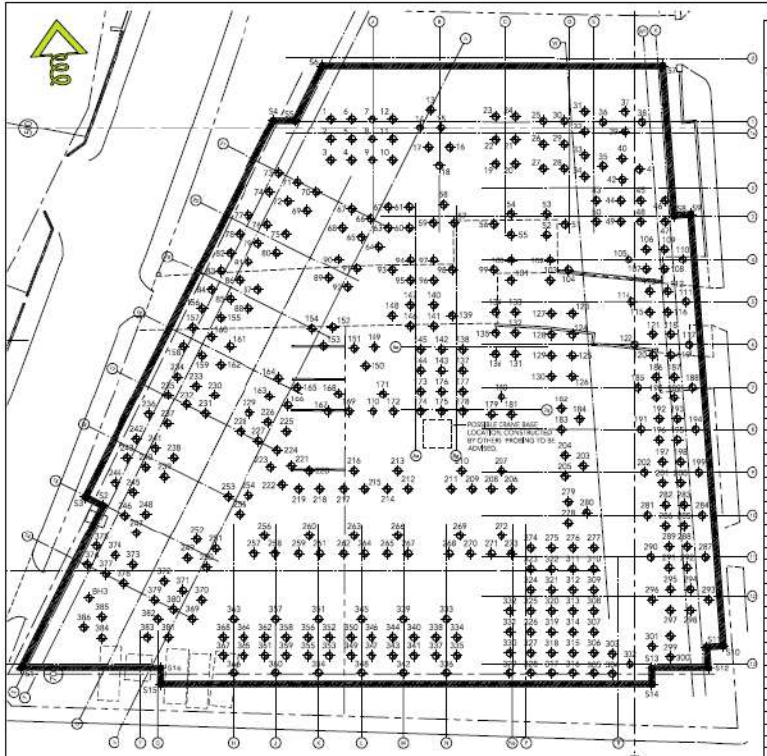

SECANT AND BEARING PILE PROBING LOCATION PLAN
BLOCK 7
SCALE 1:200

SECANT PILE PROBING CO-ORDINATES BLOCK 7

CO-ORD NO.	X (m)	Y (m)
S1	174.66	33.79
S2	180.42	51.22
S3	181.55	52.26
S4	201.89	92.94
S5	204.22	92.94
S6	207.14	98.79
S7	240.92	98.79
S8	243.18	92.66
S9	246.97	82.28
S10	250.40	36.23
S11	248.62	36.08
S12	248.80	33.78
S13	242.76	33.78
S14	242.76	32.00
S15	189.72	32.01
S16	189.72	33.79

BEARING PILE & GEOTHERMAL BOREHOLE PROBING:

CO-ORDINATES SHOWN ARE FOR THE CENTRE OF THE PILE/BOREHOLE.

IT HAS BEEN ASSUMED THAT ALL BEARING PILES FOR BLOCK 7 ARE 750mm DIA. PILE DESIGN IS THE RESPONSIBILITY OF THE TIB CONTRACTOR, THEREFORE THE ACTUAL PILE SIZE MAY CHANGE.

THE CONTRACTOR SHALL DETERMINE THE NUMBER OF PROBES REQUIRED FOR EACH PILE POSITION.

ALL OBSTRUCTIONS AND STRUCTURES ENCOUNTERED SHALL BE REMOVED TO A DEPTH OF 5m BELOW PILING MAT LEVEL. MATERIAL SHALL BE CRUSHED TO FORM PILING MAT, TYPE C (REFER TO DRAWING 1A-00-YC-0002)

ANY EXCESS MATERIAL SHALL BE CRUSHED TO FORM AF2 MATERIAL FOR THE MIXED USE BASEMENT PILING MAT IN ACCORDANCE WITH TABLE 6/1 SPECIFICATION FOR HIGHWAY WORKS VOL. 1

THE CONTRACTOR SHALL UNDERTAKE THE EXCAVATION IN SEGMENTS USING TRENCH SUPPORT WHERE NECESSARY. THE SEGMENTS SHALL BE BACKFILLED PRIOR TO COMMENCING NEXT SEGMENT.

THE CONTRACTOR SHALL MAKE THEMSELVES FAMILIAR WITH THE MACTEC REPORT ON UNEXPLODED ORDNANCE AT GREENWICH WHARF. THEY SHALL TAKE APPROPRIATE STEPS TO ENSURE ALL PROBING IS CARRIED OUT SAFELY. THE CONTRACTOR SHALL UNDERTAKE UNEXPLODED BOMB PROBING TO SATISFY THEMSELVES THAT THE SITE IS FREE FROM UNEXPLODED BOMBS.

BEARING PILE PROBING REFERENCE:

THE CONTRACTOR SHALL REFER TO PILE POSITIONS AS:

BLOCK CO-ORD NO. eg. 1A/B - 100

THE CONTRACTOR SHALL NOTIFY THE ENGINEER OF ANY INAVOIDABLE OBSTRUCTIONS. THEY SHALL BE SURVEYED BY THE CONTRACTOR AND SHOWN ON A DRAWING IN DWG OR DXF FORMAT. CO-ORDINATES SHALL ALSO BE SUPPLIED.

SECANT BEARING PILE PROBING (REFER TO LOCATION)

IT HAS BEEN ASSUMED THAT THE SECANT PILES ARE 600mm DIA. PILE DESIGN IS THE RESPONSIBILITY OF THE TIB CONTRACTOR, THEREFORE THE ACTUAL PILE SIZE MAY CHANGE. THE CONTRACTOR SHALL DETERMINE THE NUMBER OF PROBES REQUIRED FOR THE ALIGNMENT SHOWN.

ALL OBSTRUCTIONS AND STRUCTURES ENCOUNTERED SHALL BE REMOVED TO A DEPTH OF 5m BELOW PILING MAT LEVEL. MATERIAL SHALL BE CRUSHED TO FORM PILING MAT, TYPE C (REFER TO DRAWING 1A-00-YC-0002).

ANY EXCESS MATERIAL SHALL BE CRUSHED TO FORM AF2 MATERIAL FOR THE MIXED USE BASEMENT PILING MAT IN ACCORDANCE WITH TABLE 6/1 SPECIFICATION FOR HIGHWAY WORKS VOL. 1

PILE PROBING CO-ORDINATES BLOCK 7

CO-ORD NO.	X (m)	Y (m)
1	208.05	93.10
2	206.05	90.85
3	209.05	88.60
4	210.30	88.60
5	210.30	90.85
6	210.30	93.10
7	212.55	93.10
8	212.55	90.85
9	212.55	88.60
10	214.80	88.60
11	214.80	90.85
12	214.80	93.10
13	218.84	94.10
14	217.72	92.16
15	219.97	89.16
16	220.00	89.95
17	218.64	88.95
18	219.72	88.00
19	226.79	88.17
20	228.04	88.17
21	228.04	90.78
22	226.75	90.78
23	225.80	93.39
24	228.05	93.39
25	231.02	92.91
26	231.02	90.30
27	231.02	87.69
28	232.27	87.69
29	233.27	90.30
30	232.27	92.91
31	235.46	93.92
32	235.45	91.67
33	235.45	89.29
34	235.05	86.84
35	237.40	87.91
36	237.40	92.19
37	239.16	92.92
38	241.70	92.29
39	239.75	91.67
40	239.47	88.14
41	241.42	87.61
42	239.47	86.49
43	236.70	84.27
44	238.31	84.26
45	241.84	84.26
46	240.17	84.26
47	244.16	82.21
48	241.35	82.21
49	239.20	82.21
50	236.69	82.02
51	233.33	81.71
52	231.28	80.59
53	231.36	82.84
54	227.51	82.84
55	227.37	80.59
56	225.62	81.72
57	221.57	81.87
58	220.25	83.62
59	216.12	81.87
60	216.57	81.34
61	216.58	83.59
62	214.33	83.59
63	214.32	81.34
64	213.32	79.52
65	211.31	80.32
66	212.31	82.56
67	210.30	83.35
68	209.29	81.32
69	208.48	83.18
70	206.49	85.20
71	206.47	86.20
72	203.42	86.19
73	202.46	87.21
74	201.46	85.19
75	203.24	80.66
76	201.23	81.49
77	199.21	82.69
78	198.21	80.68
79	200.22	79.87
80	202.23	78.67
81	199.21	77.65

PILE PROBING COORDINATES BLOCK 7

CO-ORD NO.	X (m)	Y (m)
82	197.19	78.43
83	194.18	76.62
84	193.17	74.61
85	191.18	73.60
86	188.19	75.62
87	209.21	74.61
88	199.20	72.60
89	207.60	75.88
90	208.83	77.89
91	210.64	76.88
92	209.84	74.87
93	214.74	76.72
94	216.69	77.84
95	216.69	75.59
96	218.19	76.68
97	219.19	77.84
98	221.14	76.72
99	225.60	76.72
100	227.50	77.84
101	227.57	75.59
102	231.76	77.84
103	231.76	75.59
104	233.71	76.72
105	240.22	77.91
106	242.17	79.04
107	242.17	76.79
108	244.11	76.79
109	244.11	79.04
110	246.06	77.91
111	246.62	73.31
112	244.45	74.44
113	242.52	74.44
114	240.52	73.31
115	242.52	72.19
116	244.45	72.19
117	246.75	66.71
118	244.80	69.84
119	244.40	67.59
120	242.86	67.59
121	242.86	69.84
122	240.91	68.71
123	234.18	73.04
124	234.13	69.79
125	234.13	67.54
126	234.13	65.29
127	231.88	72.04
128	231.88	69.79
129	231.88	67.54
130	231.88	65.29
131	229.04	67.72
132	229.04	69.97
133	229.04	72.22
134	225.79	72.22
135	225.79	69.97
136	225.79	67.72
137	222.28	65.94
138	222.28	68.19
139	221.14	71.82
140	219.19	72.94
141	219.19	70.69
142	220.03	68.19
143	220.03	65.94
144	217.78	65.94
145	217.78	68.19
146	216.69	70.69
147	216.69	72.94
148	214.74	71.82
149	212.79	68.45
150	211.79	66.43
151	210.64	68.31
152	208.21	70.58
153	207.21	68.57
154	204.00	70.45
155	196.17	71.58
156	194.16	72.58
157	193.15	70.55
158	192.14	68.54
159	194.15	67.53
160	195.16	69.55
161	197.17	68.54
162	196.17	66.53

PILE PROBING CO-ORDINATES BLOCK 7

CO-ORD NO.	X (m)	Y (m)
163	201.45	63.11
164	202.45	65.12
165	204.46	66.12
166	205.46	62.10
167	207.75	61.45
168	208.86	63.40
169	209.98	61.45
170	212.63	61.44
171	213.76	63.39
172	214.88	61.44
173	217.78	60.69
174	217.78	61.44
175	220.03	61.44
176	220.03	63.69
177	220.28	63.69
178	222.28	61.44
179	225.36	61.12
180	226.49	63.07
181	227.61	61.12
182	232.96	61.74
183	232.96	59.49
184	234.91	60.62
185	241.26	64.11
186	243.21	65.24
187	245.15	65.24
188	247.10	64.11
189	249.10	62.99
190	243.21	62.99
191	241.60	59.81
192	243.53	60.64
193	245.49	60.64
194	247.44	59.51
195	245.49	58.39
196	243.53	58.39
197	243.90	56.04
198	245.84	56.04
199	247.79	54.91
200	245.84	53.79
201	243.90	53.79
202	241.95	54.91
203	239.29	55.42
204	239.34	56.74
205	239.34	54.49
206	237.61	53.12
207	236.49	55.07
208	239.36	53.12
209	233.31	53.12
210	232.19	55.07
211	231.06	53.12
212	216.46	53.12
213	215.34	55.07
214	214.21	53.12
215	211.46	53.12
216	210.34	55.07
217	209.41	53.12
218	206.86	53.12
219	204.61	53.12
220	203.74	55.07
221	203.83	55.60
222	202.83	53.99
223	201.58	55.47
224	200.30	57.27
225	203.31	59.28
226	201.30	60.29
227	200.29	58.28
228	198.28	59.28
229	199.28	61.30
230	195.52	63.23
231	194.51	61.22
232	192.50	62.23
233	193.50	64.24
234	191.49	65.24
235	190.48	63.23
236	188.46	61.16
237	190.47	60.15
238	191.14	56.46
239	190.13	54.45
240	188.12	55.46
241	189.13	57.47
242	187.11	58.48
243	186.11	56.46

PILE PROBING CO-ORDINATES BLOCK 7

CO-ORD NO.	X (m)	Y (m)
244	184.77	53.78
245	184.78	52.77
246	185.89	50.74
247	187.13	48.37
248	188.14	50.38
249	192.60	48.64
250	194.61	44.63
251	195.62	46.64
252	193.60	47.65
253	196.96	50.30
254	199.20	52.44
255	198.20	50.42
256	200.94	48.06
257	199.81	46.11
258	200.06	46.11
259	204.61	46.10
260	208.34	48.06
261	206.86	46.10
262	209.41	46.10
263	210.54	48.06
264	211.66	46.10
265	214.21	46.10
266	215.34	48.06
267	216.46	46.10
268	220.84	46.10
269	221.97	48.06
270	223.09	46.10
271	225.26	46.10
272	226.49	48.06
273	227.61	46.10
274	229.68	46.70
275	231.93	46.70
276	234.18	46.70
277	236.43	46.70
278	235.71	49.49
279	233.71	51.74
280	235.66	50.61
281	243.26	50.31
282	244.24	51.44
283	246.18	51.44
284	248.13	50.31
285	246.18	49.19
286	244.24	49.19
287	248.48	45.71
288	246.52	46.84
289	244.59	46.84
290	242.64	45.71
291	244.59	44.59
292	246.52	44.59
293	248.82	41.14
294	246.87	42.27
295	244.12	42.27
296	242.78	41.14
297	244.19	40.02
298	246.87	40.02
299	244.73	37.77
300	244.73	35.52
301	242.78	36.14
302	240.25	34.24
303	238.40	35.36
304	238.40	33.11
305	236.65	33.20
306	236.65	35.45
307	236.65	37.70
308	236.65	39.95
309	236.65	42.20
310	236.65	44.45
311	234.18	44.45
312	234.18	42.20
313	234.18	39.95
314	234.18	37.70
315	234.18	35.45
316	234.18	33.20
317	231.93	33.20
318	231.93	35.45
319	231.93	37.70
320	231.93	39.95
321	231.93	42.20
322	231.93	44.45
323	229.68	44.45
324	229.68	42.20

PILE PROBING CO-ORDINATES BLOCK 7

CO-ORD NO.	X (m)	Y (m)
325	229.68	39.95
326	229.68	37.70
327	229.68	35.45
328	229.68	33.20
329	227.43	33.21
330	227.43	35.46
331	227.43	37.71
332	227.43	39.96
333	220.54	39.07
334	221.66	37.12
335	221.66	35.16
336	220.53	33.21
337	219.41	35.16
338	219.41	37.12
339	216.46	39.07
340	217.08	37.12
341	217.08	35.16
342	215.93	33.21
343	214.81	35.16
344	214.81	37.12
345	211.34	39.07
346	212.46	37.12
347	212.46	35.16
348	211.33	33.21
349	210.21	35.16
350	210.21	37.12
351	205.78	39.07
352	207.86	37.12
353	207.86	35.16
354	206.73	33.21
355	205.61	35.16
356	205.61	37.12
357	202.14	39.08
358	203.26	37.12
359	203.26	35.16
360	202.13	33.21
361	201.01	35.16
362	201.01	37.12
363	197.54	39.08
364	198.66	37.12
365	198.66	35.16
366	197.53	33.21
367	196.41	35.16
368	196.41	37.12
369	193.11	39.11
370	194.11	41.12
371	192.10	42.12
372	190.09	43.13
373	186.76	44.93
374	185.75	46.94
375	182.74	46.94
376	181.73	44.93
377	183.74	43.92
378	185.76	42.92
379	189.08	41.12
380	191.09	40.11
381	190.54	37.13
382	189.41	39.08
383	190.29	37.13
384	183.32	37.03
385	183.32	39.30
386	181.37	38.18

GEOTHERMAL BOREHOLE PROBING

CO-ORD NO.	X (m)	Y (m)
B+3	181.92	41.33

Drawing notes

1. THIS DRAWING MUST BE READ IN CONJUNCTION WITH ALL THE RELEVANT DRAWINGS AND THE SPECIFICATION
2. ALL LEVELS ARE RELATIVE TO ORDNANCE DATUM (OD)
3. FOR GENERAL NOTES REFER TO DRAWING No. 1A-00-YC-0002

LEGEND:

HATCHED ZONE REPRESENTS A 1m WIDE EXCAVATED TRENCH TO 3m DEPTH TO LOCATE AND REMOVE ANY EXISTING OBSTRUCTIONS. THE SET OUT POINT FOR TRENCH IS THE CENTRE LINE OR CENTRE OF END OF THE TRENCH

CONSTRUCTION

2 ISSUED FOR CONSTRUCTION 11.07.07 MT
issued for purpose indicated date chkd

Client
L&R
LONDON & REGIONAL PROPERTIES

Consultants
expedition

Project GREENWICH WHARF PACKAGE TAB ENABLING WORKS

Title INVESTIGATION AND REMOVAL OF OBSTRUCTIONS G.A.PLAN • BLOCK 7

Scales	1:200@A1	Date	03.07.07
Drawn	MT	Chk'd	MT
Job No.	194-1Ab	Rev	0
Dwg No.	1A-7A-YC-1004		

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Personal

Frustration and stress

Overwork

Damaged reputations & relationships

Career failure

Poor health, injury and death

Getting it WRONG

Clients & Society

Poor value for money

Missed opportunities

Environmental damage

Wasted resources

Poor health and loss of life

Business

Damaged relationships

Reputational damage

Financial loss

Business failure

Criminal prosecution

Personal

Satisfaction and fulfilment

Balanced workload

Strong reputations & relationships

Career success

Good health and long life

Getting it RIGHT

Clients & Society

Great value for money

Opportunities taken

Environmental benefit

Resources conserved

Good health

Business

Good relationships

Reputational benefit

Financial gain

Business success

No criminal prosecution!

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Get It Right Initiative

Get It Right Initiative

Improving value by eliminating error

A Strategy For Change

Supported by

ice
Institution of Civil Engineers

We would like to thank all of those involved in the project providing both in providing funding, information and above all insight.

If you would like to get involved or to know more about the Get It Right Initiative, please send an email to:

info@getitright.uk.com

Or call us on:020 7307 1000

www.getitright.uk.com

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citb
Southern Water
STANHOPE
COSTAIN
TAYLOR WOODROW
GRAHAM
Wates

expedition

This is an Expedition R+D project.

The Research Project

- To identify the costs of error, the parts of the process where they happened and the root causes.
- Grounded Theory analysis and strict confidentiality rules
- Literature reviews and desk research to find out what has already been done in the area
- Review of data provided by companies
- Interviews with senior construction professionals
- Online questionnaire (143 responses)
- Delphi style workshops with industry experts to rank the results of the and to assess the relative financial impact

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Wasted Spend on error

Direct costs of error (5%)

resources used in correcting an error

Indirect costs of error (7%)

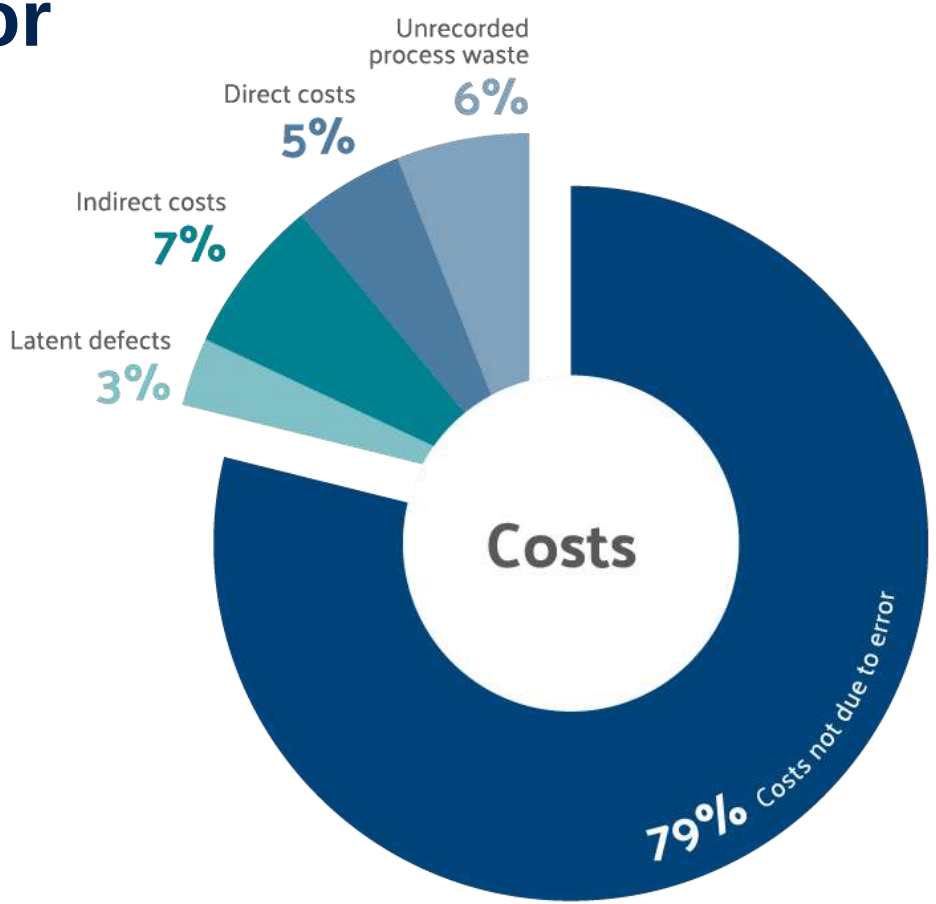
Resources used in follow on work and costs to other parties

Unrecorded process waste (6%)

Errors occur, are identified and corrected without being recorded

Latent defects (3%)

remain in place after client acceptance and any 'defects liability period' has passed




UK Spends
£22bn a year.
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Areas in which cost of error is greatest

- Concrete Works
- Mechanical Systems
- Facades / Cladding
- Electrical Systems
- Finishes
- Roofing
- Basement Waterproofing
- Setting Out
- Drainage
- Drainage to Completed Works
- Steelwork Coatings
- Piling
- Roads & Pavements

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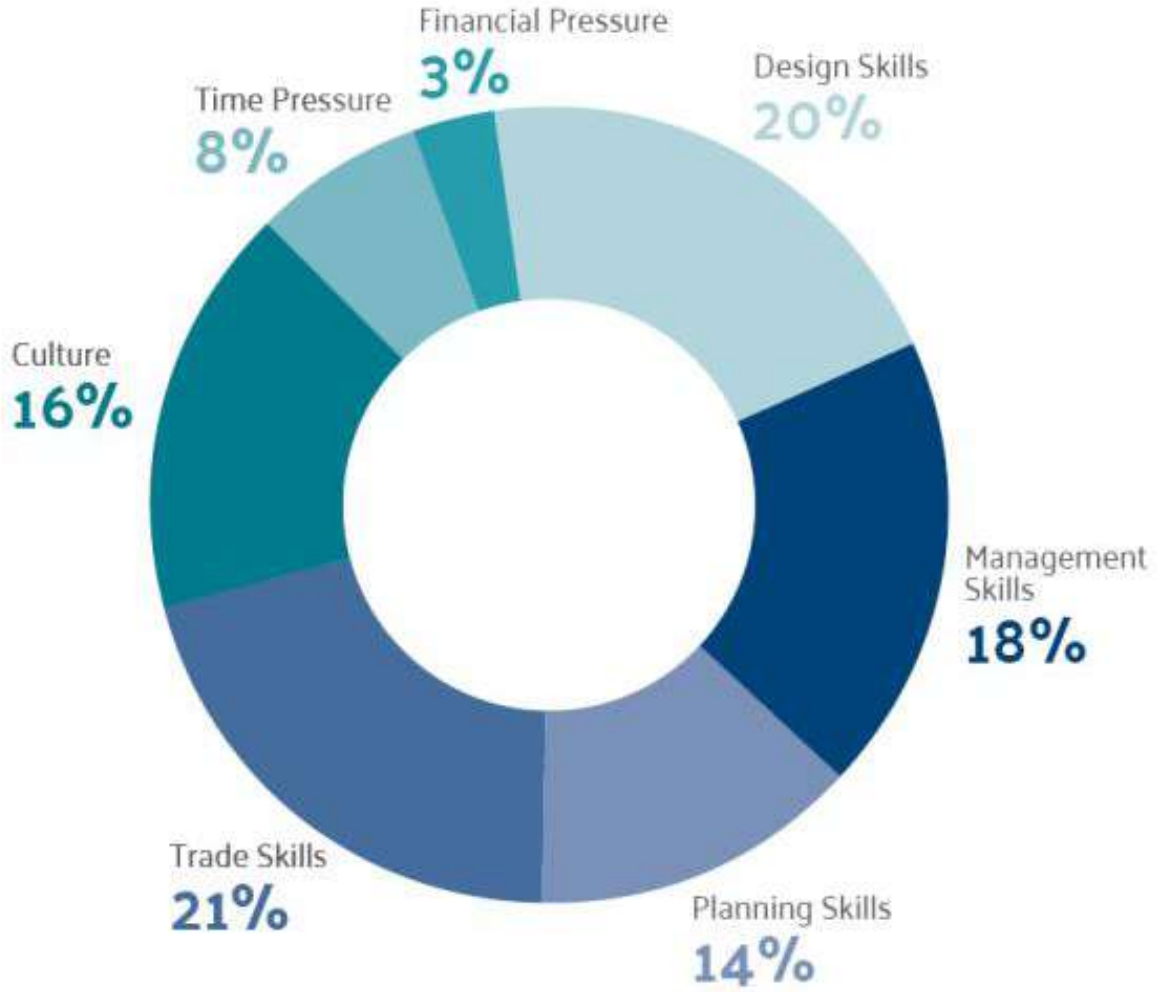
Root causes of error

- Inadequate planning (from task through to project level)
- Late design changes
- Poorly communicated design information
- Poor culture in relation to quality
- Poorly coordinated and incorrect design information
- Inadequate attention paid in the design to construction
- Excessive commercial (financial and time) pressures
- Poor interface management and design
- Ineffective communication between team members
- Inadequate supervisory skills

Investing to reduce error



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GIRI Recommendations

1. A Skills Development Programme
2. A campaign to change and align attitudes
3. Improve management processes and systems
4. Improve construction technology and techniques

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What Now?

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Members


alinea


Balfour Beatty


bam
nuttall


BENNETTS
ASSOCIATES


Berkeley
Designed for life


BB
Byrne
Bros


CAREYS
WE CARE


COSTAIN


expedition


GallifordTry


GRAHAM


HOARE
LEA


HOCHTIEF


howden


ice
Institution of Civil Engineers


Imtech

Members

KIER

mace

MOTT MACDONALD

NATTA

NetworkRail

PRATER
A Lindner Group Company

Sir Robert McALPINE

SKANSKA

VINCI CONSTRUCTION UK

Wates

Weightmans
Law is our business

WILLMOTT DIXON

Working Groups to deliver the Strategic Goals

1. Errors in Design
2. Measurement of the Cost and Impact of Errors
3. Training Courses on Culture, Design Management and Interface Management
4. The Use of Technology to Eliminate Error

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Get It Right Diagnostic Tool

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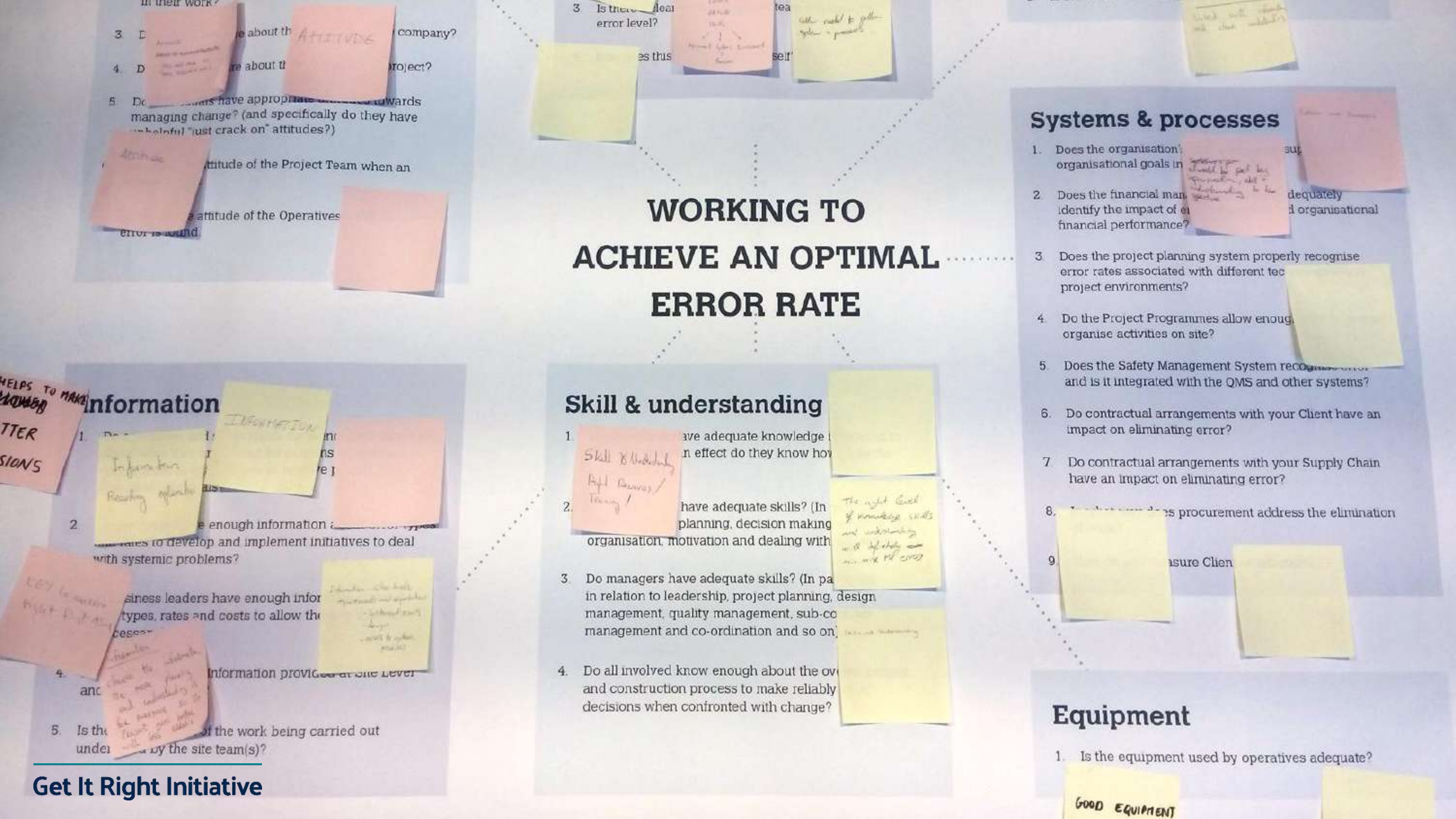
WORKING TO ACHIEVE AN OPTIMAL ERROR RATE
Systems & processes
1. Does the organisation's organisational goals in
2. Does the financial man identify the impact of e financial performance?
3. Does the project planning system properly recognise error rates associated with different tec project environments?
4. Do the Project Programmes allow enoug organise activities on site?
5. Does the Safety Management System recog and is it integrated with the QMS and other systems?
6. Do contractual arrangements with your Client have an impact on eliminating error?
7. Do contractual arrangements with your Supply Chain have an impact on eliminating error?
8. es procurement address the elimination
9. nsure Clien
Skill & understanding
1. ave adequate knowledge n effect do they know ho
2. have adequate skills? (In planning, decision making organisation, motivation and dealing with
3. Do managers have adequate skills? (In pa in relation to leadership, project planning, design management, quality management, sub-co management and co-ordination and so on)
4. Do all involved know enough about the ov and construction process to make reliably decisions when confronted with change?
Information
2. e enough information to develop and implement initiatives to deal with systemic problems?
siness leaders have enough infor types, rates and costs to allow th
4. Information provid and
5. Is th of the work being carried out unde by the site team(s)?
Equipment
1. Is the equipment used by operatives adequate?
GOOD EQUIPMENT
HELPS TO MAKE TTER SIONS
managing change? (and specifically do they have "just crack on" attitudes?)
ttitude of the Project Team when an
attitude of the Operatives
error level?

Press & Publications

RICS CONSTRUCTION JOURNAL COST MANAGEMENT

The error of our ways

Error can prove immensely costly in the construction industry, so a new initiative aims to inculcate a culture where mistakes are avoided and quality is assured, as **Tom Barton** and **Ed McCann** explain

The Get It Right Initiative emerged from discussions at the Institution of Civil Engineers (ICE) Best Practice Panel, which wondered how much money is being spent as a result of avoidable errors and how these could be prevented.

This discussion prompted a significant piece of research, collaboratively funded and informed by a number of major contractors, clients and the Construction Industry Training Board, to explore the costs and causes of avoidable error in the UK construction industry. The results of the research are set out in detail in the Get It Right Initiative research report, published in November 2016 (http://getitright.uk.com), the findings of which are discussed below.

Costs of error

Key international studies suggest that the measured direct costs of avoidable errors are in the order of 6% of project value or £5bn per annum across UK construction, and higher than average profit levels across much of the industry.

When day-to-day errors and inefficiencies and indirect costs such as delays caused by these errors are included, the situation worsens, with estimates of the total between 10% and 25% of project cost or between £10bn and £25bn per annum across the sector. Figure 1 shows the cost of error as a proportion of total project cost.

When we present these figures, people tend to express surprise either that the total is not more, or that it is as much as it is. Quite often, this latter view changes once the indirect and unmeasured costs are explained.

Given the scale of the losses, it is interesting to note that very little research is being carried out into the subject of error in construction in the UK, and as authors we have had to rely on evidence from Australia, the USA and Scandinavia in compiling the report.

The industry tends to focus on defects and non-conformities that are the outcome of uncorrected errors. But most errors do not result in defects and just mean that the job is done twice or materials are wasted. The costs of correcting these errors results in low productivity and a reduction in project profitability. Many errors may only come to light in the form of defects long after the project is finished, with people unrelated to the original project dealing with and paying for them.

The approach to resolving these is highly variable, with many recording only the number and type of defects. Some record their own direct costs for dealing with defects, but usually only as a precursor to a claim from those responsible – who in turn tend not to record the cost specifically, preferring in effect to write it off instead.

Overall, the factors described above mean that, as an industry, we grossly underestimate both the number and cost of errors.

Figure 1

Error as a proportion of overall project costs. Source: Get It Right Initiative research report

Causes of error

Through workshops, interviews and questionnaires, the root causes of error were explored. We found that the top ten reasons for error are reported as:

- inadequate planning
- late design changes
- design information that is poorly communicated
- poor culture of ensuring quality
- poorly coordinated design information
- inadequate attention paid to construction process in the design
- excessive commercial pressure on finance or time
- poor interface between management and design
- ineffective communication between team members
- inadequate supervisory skills.

Figure 2

Proposed distribution of spend to eliminate error. Source: Get It Right Initiative research report

In effect, the causes are a combination of inadequate culture, processes and skills.

Investing in errors

We asked a study group of contractors to consider how to invest a finite sum of money in eliminating error and prioritising that investment. The results are shown in Figure 2.

The results show a keen interest in improving skills as well as creating an appropriate culture of ensuring quality and reducing errors.

Skills and knowledge

Discussions with the study group suggested that the skills that are of most interest relate to planning, communication and supervision. This was true whether we were talking about trade skills or design skills.

It is also clear that the following set of competencies are required:

- to have ideas and to evaluate them against appropriate criteria, both subjective and objective
- to exercise judgement and to make good decisions
- to be able to deal with change in an appropriate fashion
- to communicate effectively using means appropriate to the circumstances
- to establish and maintain effective working relationships.

A common observation was that poor decisions were often made because of a lack of understanding of their implications, for example:

- decisions made by designers who do not know about the construction or commissioning process
- decisions by buyers who do not understand the implications of swapping one drainage pipe system for another
- decisions by contractors who do not understand the significance of overloading a key structural element during installation.

Getting the culture right

As well as better knowledge of the overall process, it is important that all concerned develop and exercise respect for other parties involved. A lack of awareness of what others do is often associated with a lack of respect for them or their role, and this greatly impedes effective relations and communication.

It is also critical for people to want to do the job well. This applies equally to the person making sure that the site is a fit place to do the work as it does to the designer ensuring that their design is clear and unambiguous.

Creating a culture in which this can happen requires those at the top of construction companies to set a positive example. We know that many people in our industry take pride in their work and are frustrated when things go wrong. A key objective will be to engage that pride to reduce the number and extent of errors that are made.

Next steps

Following the research, the funders and participants were very keen that we should address the problems found. The Get It Right Group considered carefully the merits of setting up an independent initiative or attempting to get one of the existing industry groups to assume responsibility for such an endeavour.

After reviewing the options, we decided in the interests of maintaining momentum to set up the Get It Right Initiative to make significant reductions in error in the UK construction industry. The initiative's goals are:

- to change the attitudes of those involved in the industry so they care about and concentrate on reducing the number of errors in their field of work
- to advance knowledge across the sector so all parties properly understand the ways in which design and construction processes can be impeded and how this can and often does lead to error and waste
- to improve decision-making and planning skills across the sector so that all involved are able to react and adjust to unavoidable process disturbances.

Modelled on the Temporary Works Forum, the initiative has been established as a membership organisation that uses subscriptions to raise funds and work towards its goals. Its activities include:

- a skills development programme
- a campaign to change and align attitudes across the sector
- improving management processes and systems
- improving construction technology and techniques.

Drawing conclusions

Error is the elephant in the room. The industry is beset by error and, as our research shows, it potentially costs the country more than £20bn a year. It is a major, chronic factor in UK construction's productivity problem. Moreover, errors do not just cost money, they result in scarce materials and energy being wasted, to say nothing of the impact on the reputation and morale in our industry.

There are opportunities to do something about this now. By establishing the Get It Right Initiative, a positive first step is being taken towards making a substantial change.

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Related competencies include: **Programming and planning, Project administration, Teamworking**

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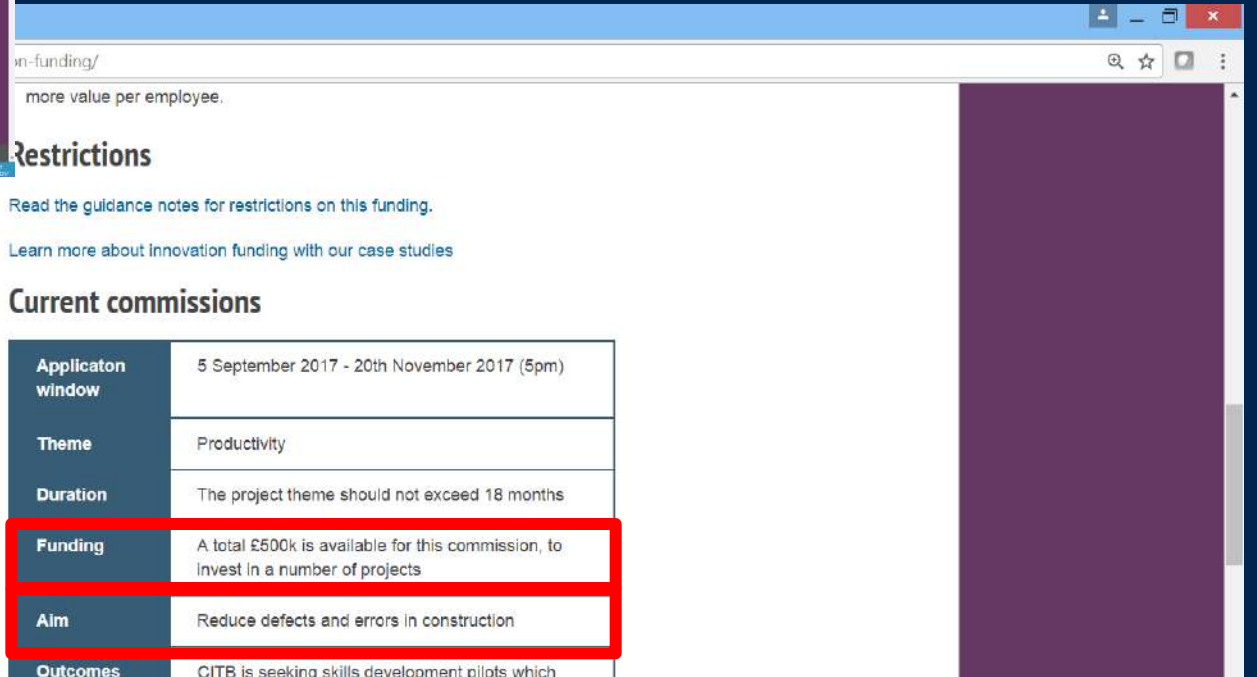
Get It Right Initiative

CITB defects and errors funding



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Avoidable Errors Workshop

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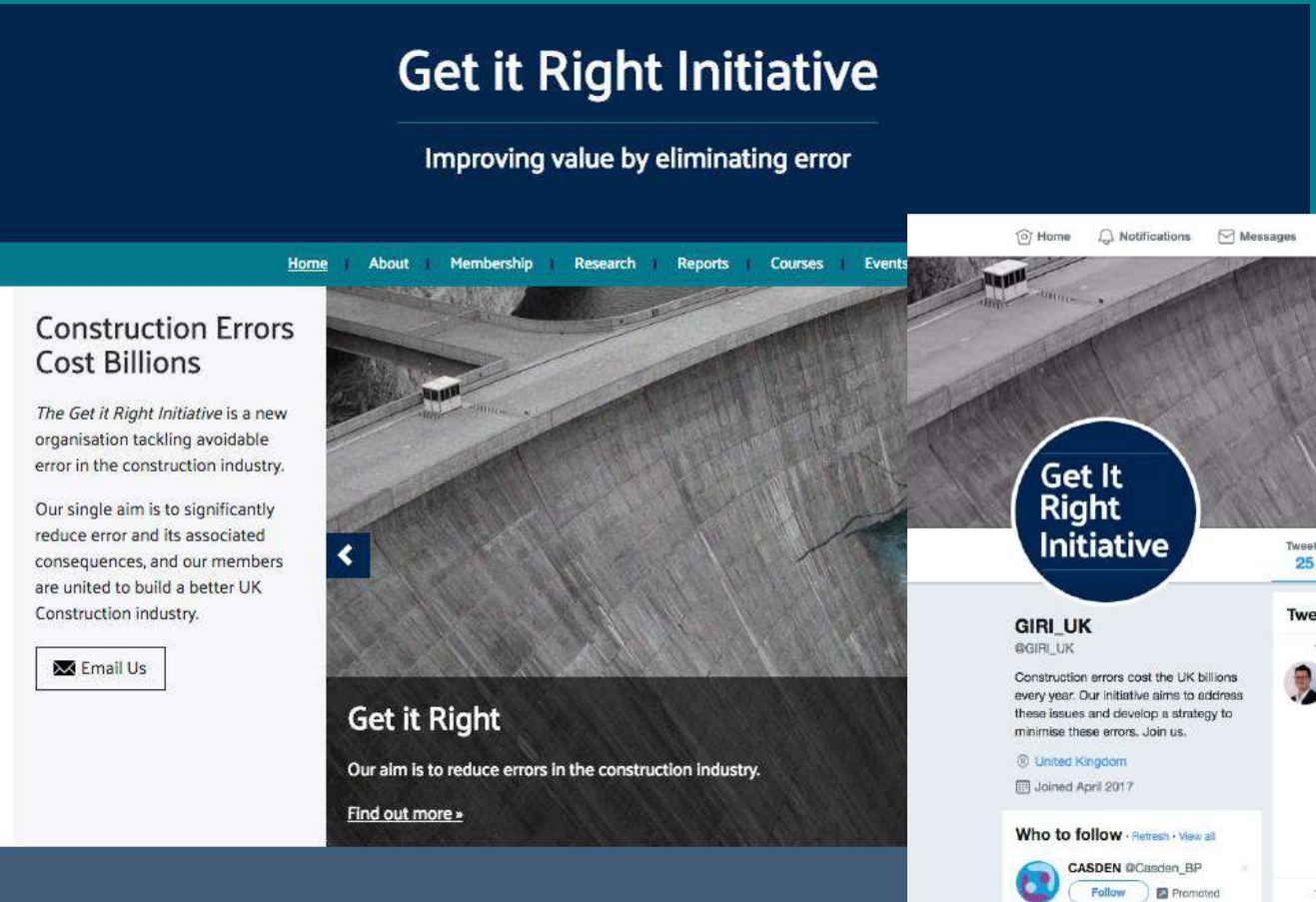

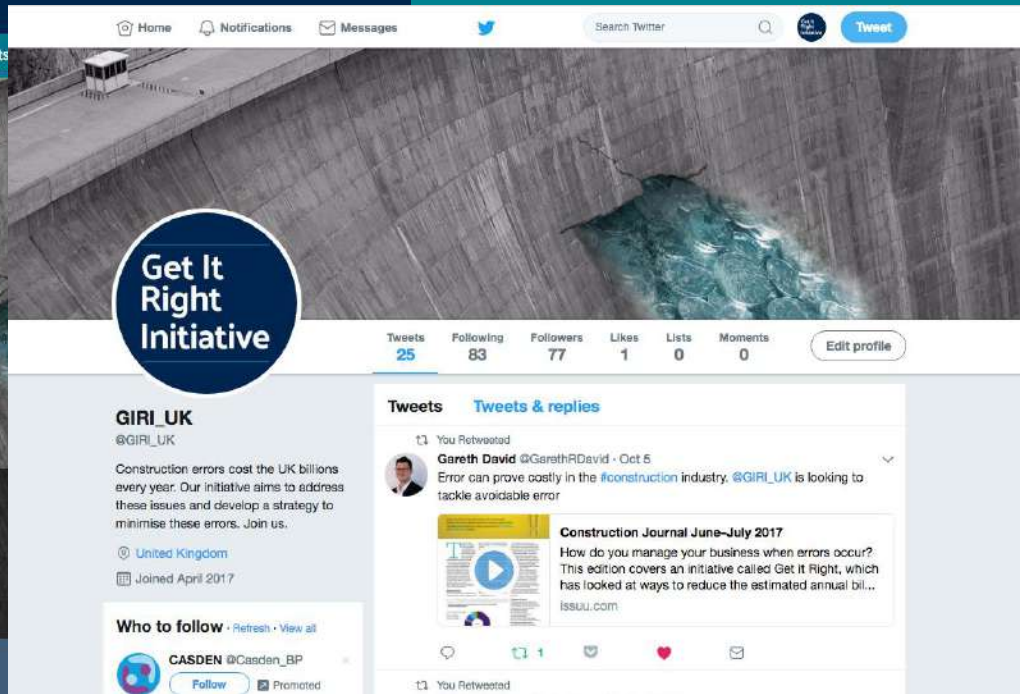

And on we go….
If you would like to get involved please fire us an email through the website or make contact with Tom or I directly

Thank you

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