

Quality Matters

Lean Construction Ireland – Webinar
25th September 2019



Paul Nash MSc FCIOB

Past President

Chair of Construction Quality Commission



Damning report attacks firms which built fault-ridden Scottish schools (February 2017)

"The fact that no injuries or fatalities to children resulted from the collapse of the gable wall at Oxgangs School was a matter of timing and luck."

Report of the Independent Inquiry into
the Construction of Edinburgh Schools



Bovis to pay £7m to compensate customers for poorly built homes (February 2017)

“Our production processes have not been sufficiently robust in order to deliver the quality of homes to our customers when we would expect to deliver them.”

Earl Sibley
Interim Chief Executive



More than half of new-build homes in England have major faults (March 2017)

A YouGov survey for the housing charity Shelter found that 51% of homeowners of recent new builds in England said they had experienced major problems including issues with construction, unfinished fittings and faults with utilities.

“The current speculative system of housebuilding is failing families by producing expensive, yet poor-quality homes”



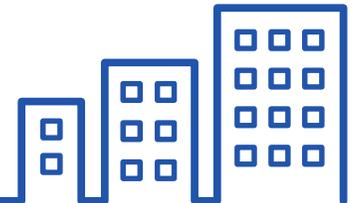
Fire at Grenfell Tower claims the lives of 72 people

(14th June 2017)



Our Response

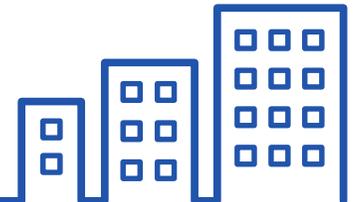
- In June 2017 the CIOB established a Commission of Past Presidents to investigate the issue of quality in construction and what needed to be done to improve it.
- The Commission agreed to focus on the need to '*establish and promote a culture of quality within the construction sector, instilling pride in the buildings and infrastructure that we create*'.
- Central to this was the need to better understand the behaviours, both individual and corporate, that were promoting or preventing the delivery of quality on construction projects.





Terms of Reference

- To improve the quality of the people, process, and product, whilst recognising the regulatory, statutory, and compliance requirements for design, off-site assembly, and site production in the construction sector.
- To encourage a new Quality culture to instil pride in the work of the industry.
- To instil Quality in the education and training of CIOB members and the wider construction community.
- To recognise the role of government, clients/owners, design team, contractors, site production team, and co-contractors in the supply chain.
- To recognise the reality of constraints (quality of people and training, and skills availability) on the workforce and the fragmentation of the supply chain.



A Reality Check

- In October 2017 the Commission issued a ‘Call for Evidence’ to seek the views of our Members and wider industry on the issue of Quality and what needs to be done to improve it.
quality@ciob.org.uk
- In February 2018 the findings from the ‘Call for Evidence’ were published.



CIOB
THE CHARTERED INSTITUTE OF BUILDING

Call for Evidence on construction quality
www.ciob.org/quality

A message from Paul Nash,
Immediate Past President of the
CIOB and Chair of the CIOB
Construction Quality Commission

Dear Member

The tragic events at Grenfell Tower focussed the attention of government, industry and society on the consequences of poor quality in construction.

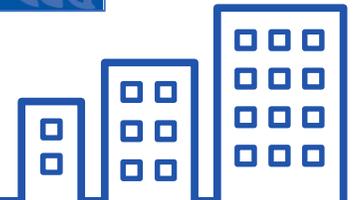
But it was only the latest in a series of well publicised cases, both in the UK and internationally, which have served to highlight the fact that our industry is failing to consistently deliver the right standards of quality in the buildings and infrastructure that we create.

And it is a situation which has consequences for the reputation of our industry and for those of us who work within it.

As the professional body responsible for the management and supervision of construction, the Chartered Institute of Building has a duty to respond to this issue, acting in the public interest.

In June we announced that we were forming a Commission of Past Presidents to investigate the issue of quality in the construction sector and what needs to be done to improve it.

Since that announcement, the Commission has been meeting to agree the actions that we will undertake to ensure that, as an industry, we achieve the required standards of quality at all stages of the construction process.



Management of Quality

Do you believe that current management of quality is adequate in terms of..?

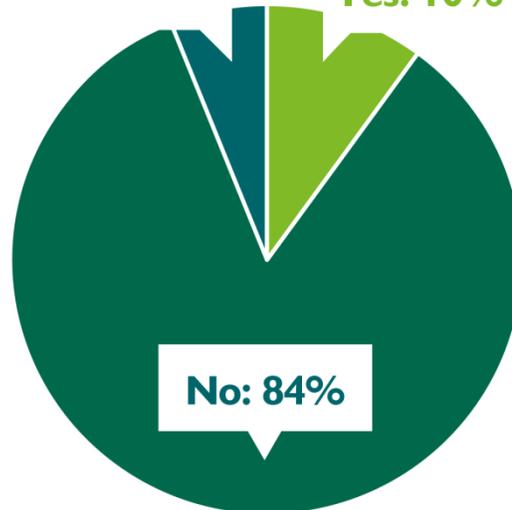
..supervision

Don't Know: 14%
Yes: 10%



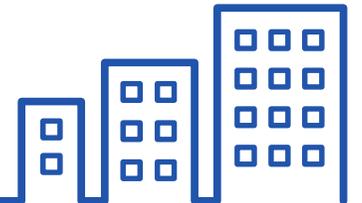
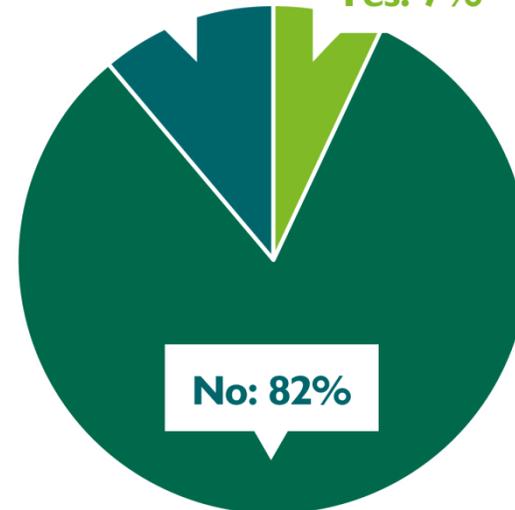
..sign-off

Don't Know: 6%
Yes: 10%



..workmanship

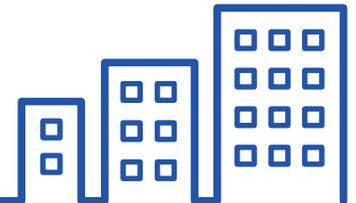
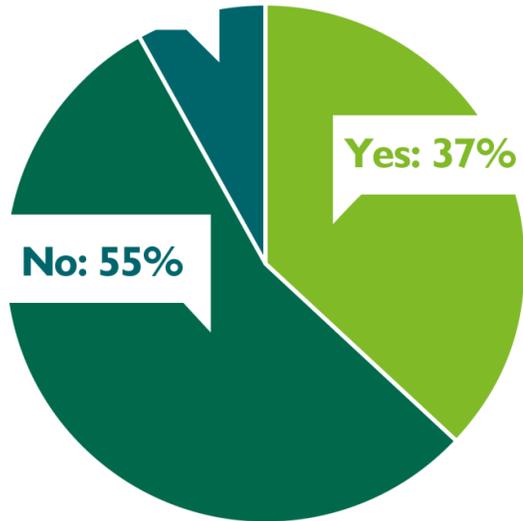
Don't Know: 11%
Yes: 7%



Regulations, codes & standards

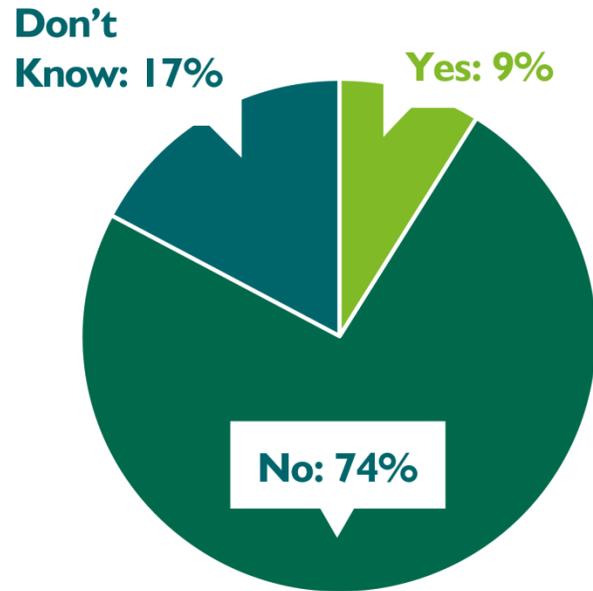
Do you think existing regulations, codes and standards are adequate to achieve good quality construction?

**Don't
Know: 8%**

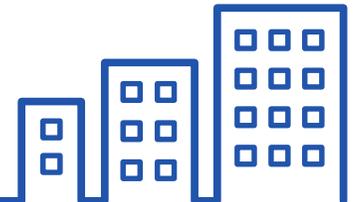
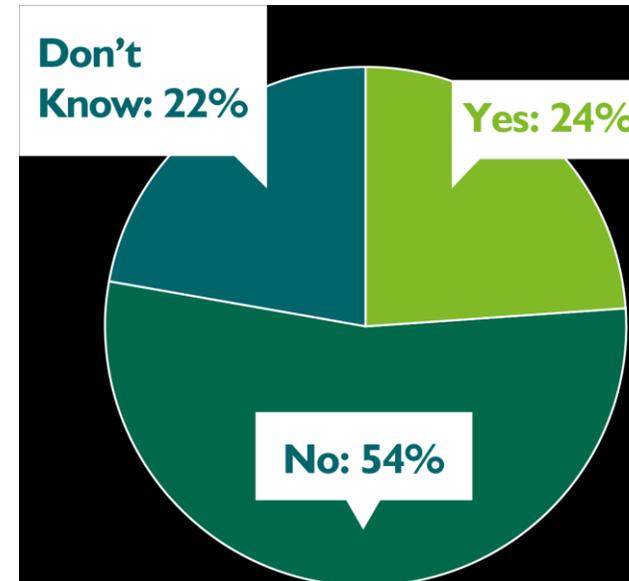


Education

Is construction quality taught effectively in educational establishments?



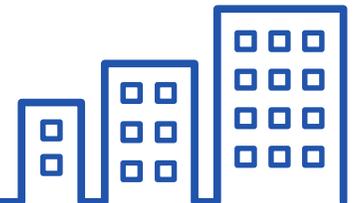
Are certification schemes fit for purpose?





Call for Evidence - Key points

- Too much reliance on paper based quality control procedures to maintain build quality on site.
- Inadequate site supervision by designers and engineers.
- Decline of clerk of works role has led to a lack of assigned responsibility for inspection and sign off.
- Regulations are important but compliance only constitutes the minimum standard.
- Striving for better quality beyond the codes and standards is a key theme.
- Experience on site and on-the-job training are essential. Classroom teaching only goes so far.
- Recognition that a focus on the bottom line by the contractor often means that there are insufficient resources allocated to quality.

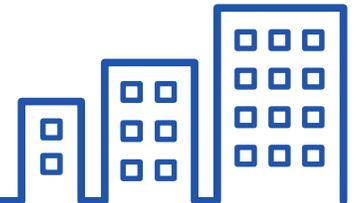


Call for Evidence - Quotes

“Cost seems to be the main decider; pride and professionalism have taken a back seat.”

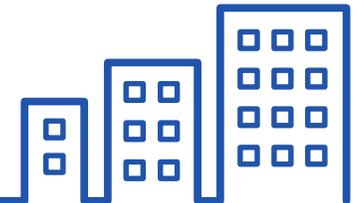
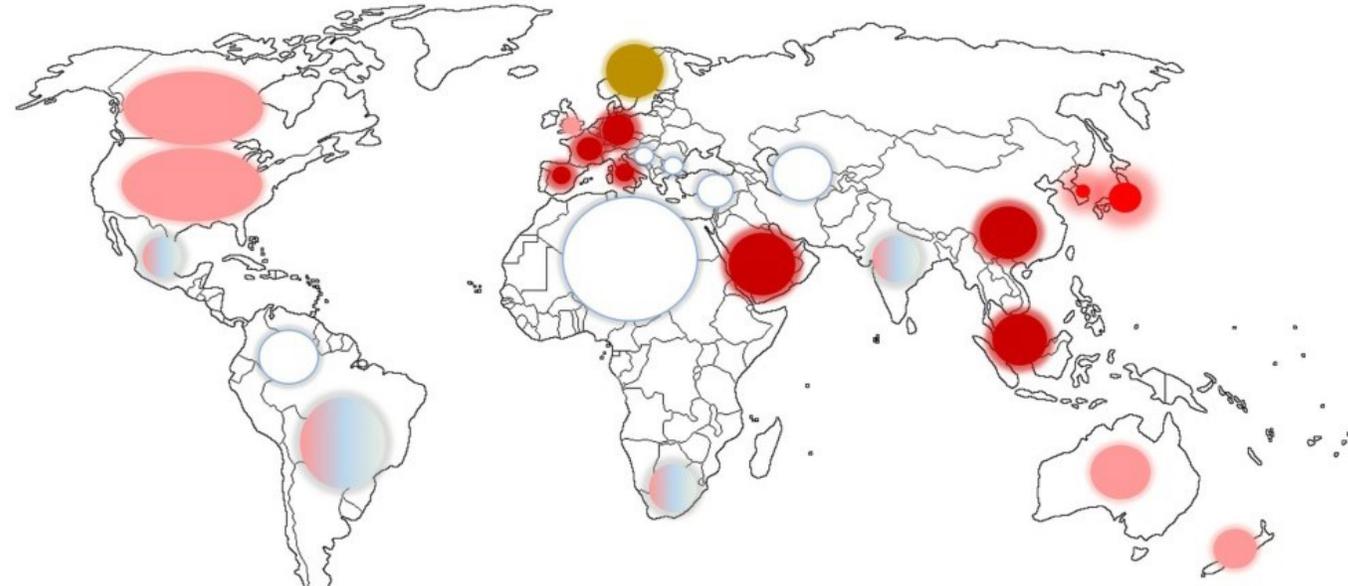
“Make it personal, generate a culture of pride.”

“Corporate culture is the starting point. A complete behavioural change is required at the top of the chain.”



Desktop Research

Learning from other Countries

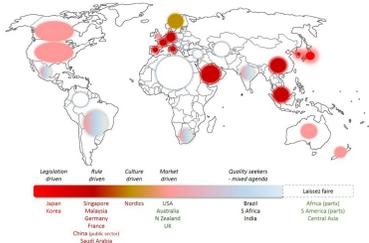


Desktop Research

Learning from other Sectors



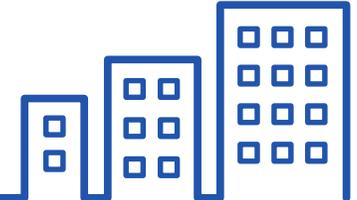
Gathering the Evidence



The Issues

- Education, training and knowledge.
- Legislation, codes and standards.
- Inspections/sign-off.
- Consultation/co-operation with other professional bodies/government.

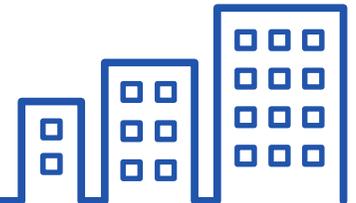
“A joined-up approach across all major industry bodies is needed to truly tackle quality”



Recommendations

Based on the findings from the call for evidence and wider desk research, the Commission recommended the following measures:

- To create a Quality Code that will capture best practice and set the standards to be expected from the industry.
- To develop a competency-based Quality Certification.
- To ensure that quality has greater emphasis in the CIOB Education Framework.



Promoting best practice & raising standards...

In September 2018, the CIOB Academy launched a 2 day course in **Construction Quality Management**.

The aims of the course are to:

- Understand the fundamentals of quality management for a project-based industry.
- Demonstrate knowledge of the theories, principles and processes involved in quality management.
- Recognise the differences between quality control and quality management and their evolution.
- Demonstrate knowledge of the various legislation, codes and standards.
- Apply quality management best practice in construction in terms of both processes and attitudes.



Construction Quality Management



Classroom



2 day course



2 Available Dates



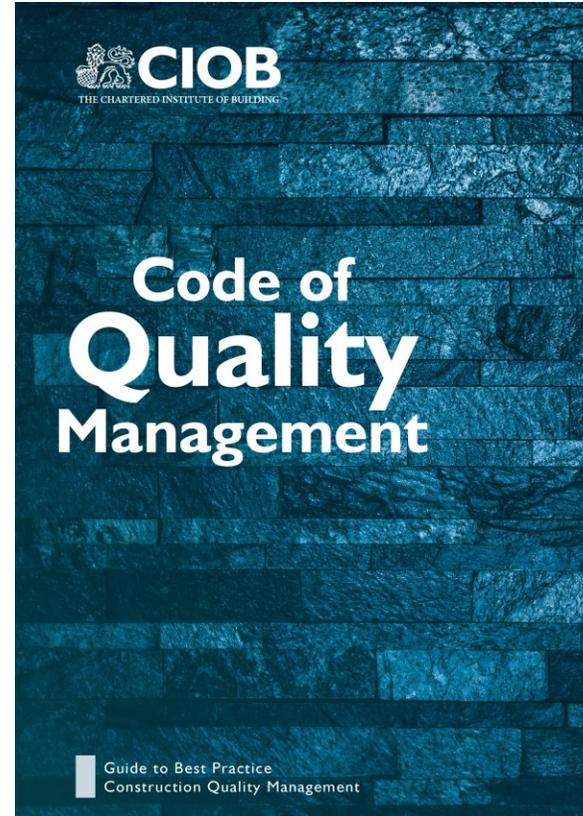
Promoting best practice & raising standards...

In September 2019, the CIOB published a new **Code of Quality Management** based on detailed research and an industry-wide consultation.

The **Code** has six sections:

- Section 1 - Introduction, background, quality in practice
- Section 2 - The Code
- Section 3 - The Quality Management Plan (QMP)
- Section 4 - Background Information
- Section 5 - Relevant Standards
- Section 6 - Appendices

<https://www.ciob.org/ciob-code-quality-management>



Promoting best practice & raising standards...

In October 2019, the CIOB Academy will be launching a **Quality MOOC***, which will be free and available for anyone to participate in on-line.

*Definition

“...a course of study made available over the Internet without charge to a very large number of people: anyone who decides to take a MOOC simply logs on to the website and signs up”

Construction Quality Management

Understand the impact of poor quality and how to manage construction quality with this course for construction professionals.

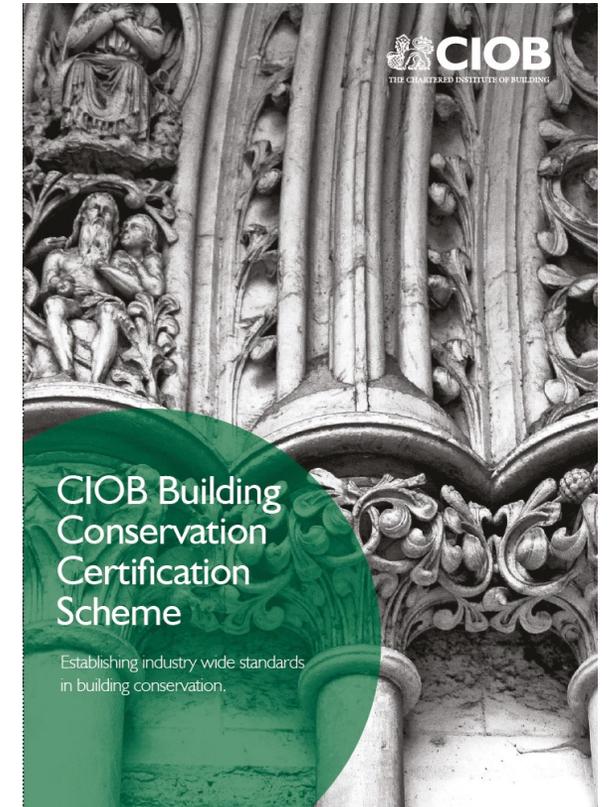
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Promoting best practice & raising standards...

Later this year the CIOB will be piloting a **Quality Certification Scheme** based on the Code of Quality Management.

- Registered level = basic awareness of principles of QM.
- Proficient level = demonstrates competence against standards.
- Certified level = designates complete competence against standards and ability to contribute to body of knowledge.
- 5 year re-validation based on submitting new case studies to demonstrate competence against standards.



Building Safety Programme

- Following the Grenfell Tower tragedy, the UK Government established a Building Safety Programme to make sure that residents of high-rise residential buildings are safe - and feel safe - now and in the future.
- The work that has been undertaken includes; ongoing replacement of cladding, a ban on combustible materials, testing of fire doors, a review of competencies.
- An Independent Review of Building Regulations and Fire Safety was undertaken, led by Dame Judith Hackitt.

<https://www.gov.uk/guidance/building-safety-programme>



Building a Safer Future - Report

The report identified four key issues;

- Ignorance
- Indifference
- Lack of clarity on roles and responsibilities
- Inadequate regulatory oversight and enforcement tools

“These issues have helped to create a cultural issue across the sector, which can be described as a ‘race to the bottom’...there is insufficient focus on delivering the best quality building possible, in order to ensure that residents are safe, and feel safe”

Dame Judith Hackitt

Building a Safer Future

Independent Review of Building
Regulations and Fire Safety:
Final Report

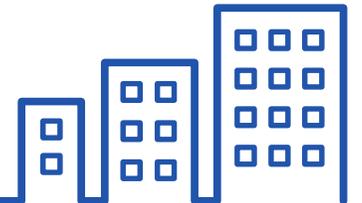
May 2018
Dame Judith Hackitt DBE FREng

Cm 9607



Building a Safer Future - Implementation

- In December 2018, the Government published its Implementation Plan, setting out the steps it would be taking to enact the recommendations contained in the 'Building a Safer Future' report.
- The plan announced the establishment of an Industry Safety Steering Group to provide support and constructive challenge to industry and determine what action is needed to accelerate culture change in the industry. Chaired by Dame Judith Hackitt, the Group reports directly to the Secretary of State.
- The plan also announced the Early Adopters Programme to trial and test the implementation of the recommendations of the review ahead of legislation and to share best practice. Companies participating are Kier, Willmott Dixon, Wates, United Living, Barratt, L&Q, Salix Homes and Peabody.
- In June 2019, the Government launched a consultation on the Implementation Plan.
- In August 2019, the Competence Steering Group (CSG) published its interim report entitled 'Raising the Bar' which sets out measures to improve the competence of those who design, construct, inspect, maintain and operate higher risk residential buildings (HRRB's).



Building a Safer Future – Consultation

- Proposals apply to all multi-occupancy residential buildings of 18m and above.
- Requirement to demonstrate building safety through a new system of gateway points during design & construction, and a safety case during occupation.
- Introduces dutyholder roles aligned with the CDM regulations during design and constructions and new dutyholder roles of Accountable Person and Building Safety Manager during occupation.
- Accountable Person will have legal responsibility to register buildings in scope.
- Requirement to create, maintain and hold a digital ‘golden thread’ of building information.
- Introduces mandatory compliance reporting and whistleblower protections.
- An overarching competency system for buildings in scope is proposed, with an industry-led competency steering group established to oversee this.
- A Building Safety Regulator will be appointed to provide oversight of the new system, with powers of enforcement and sanctions.
- Residents to be provided with a quick and clear route for escalating building safety concerns to the Building Safety Regulator.



Building in Quality Initiative

A joint initiative between the RIBA, CIOB and RICS, the 'Building in Quality' initiative aims to introduce a simple, straightforward system for documenting and tracking risks to quality through the life of a construction project, creating a 'Chain of Custody' based on the RIBA Plan of Work.

<https://www.architecture.com/working-with-an-architect/building-in-quality-pilot>

Building in Quality
A Guide to achieving quality
and transparency in design
and construction

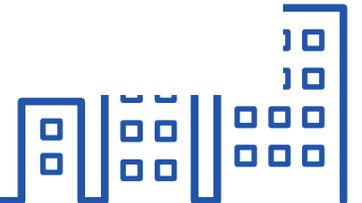
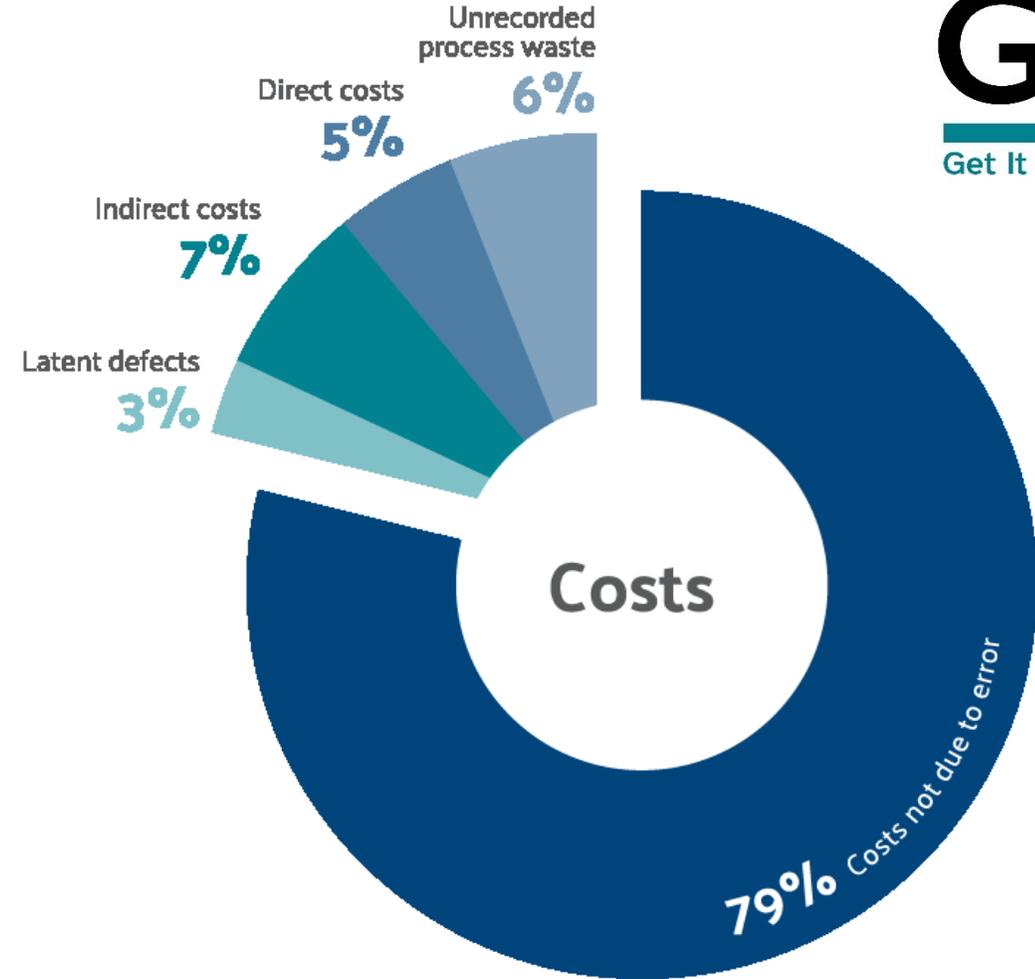


Get It Right Initiative

‘Key international studies suggest that the direct costs of avoidable errors are in the order of 5% of project value. Our research has revealed that the true figure is closer to 21% or £21bn per annum.’

GIRI is working to improve construction productivity and quality by eliminating waste.

<https://getitright.uk.com/>



Sprinklers

- In March 2019, the RICS, RIBA and CIOB issued a joint statement supporting the installation of sprinklers in all new & converted residential buildings, hotels, hospitals, student accommodation, schools and care home buildings 11m or above in height, and retrofitting to existing buildings.
- In September 2019, the UK Government issued a consultation proposal on options to reduce the trigger height for sprinkler provision in new high-rise blocks of flats in England, alongside other fire safety measures.

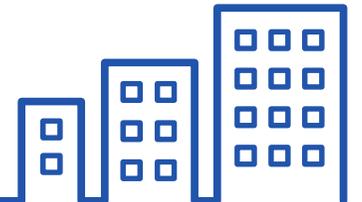


Call on Government to revise sprinkler requirements

"The need for harmonisation across the regulatory framework in the UK is essential. The CIOB, through its work on quality and in support of the Hackitt recommendations, fully endorses this statement"

Paul Nash FCIQB, Chair, CIOB Quality Commission

▶ [Read more in our latest news](#)



Quality Matters

- What we do as an industry matters to society and to the economy.
- When we get it wrong it affects peoples lives and livelihoods.
- It is not just about doing it right, it is about doing the right thing.
- There is still a lot of work to do...

“As professionals, we all have a responsibility for the reputation of our industry and, most importantly, for the wellbeing of those who use the buildings and infrastructure that we design, build and manage.”



*“Quality is everyone’s
responsibility and we never
have to stop getting better.”*

W Edwards Deming



About LCI

WHO WE ARE...

Lean Construction Ireland is an all-island, independent, and not-for-profit association whose members passionately believe that Lean Thinking & Practices can enable and sustain enhanced effectiveness, efficiency, productivity, and profitability for the Irish Construction Sector, Clients, and Supply Chain.

WHAT WE DO...

Lean Construction Ireland leads a community of learning and practice that promotes the application of Lean Thinking & Practices throughout the Irish Architecture, Engineering, Construction (AEC) sector so as to realise value-add for all stakeholders in the value chain. It supports the open exchange of knowledge, information, and experiences around good practices and case studies. It also supports ongoing research into Lean practices nationally and globally, their application to AEC, and their sharing with the wider Lean Construction Ireland Community. It is aligned to LCI USA.

CORE VALUES...

Collaboration. Leadership. Teamwork. Commitment. Knowledge. Innovation. Integrity.

VISION...

Deliver Projects Better, Faster, Together

STAKEHOLDERS...

- Public & Private Capital Project Clients & Owners.
- AEC Supply Chain.
- AEC Representative Bodies & Agencies.
- AEC Professional Bodies.
- AEC Academics.
- Lean Construction Trainers & Consultants.
- Lean Business Ireland.
- Ireland Inc.

OBJECTIVES...

To achieve this Vision Lean Construction Ireland will:

- **P**romote the application of Lean Thinking & Practices in the Irish AEC sector.
- **D**evelop a national network of members committed to the application of Lean Thinking & Practices.
- **C**hallenge the status quo of current project thinking and delivery methods.
- **A**dvance amongst all stakeholders the business case for Lean Construction knowledge and skills.



Contact LCI



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