The Get It Right Initiative Annual Review 2019

Working together to eliminate error, by Industry, for Industry.

Tom Barton

Executive Director

The Get It Right Initiative

Get It Right Initiative Members – July 2019

New Members

Bouygues
COWI
Omega Geomatics
Tecknobuilt
TR Controls
Zurich

Emma McNab

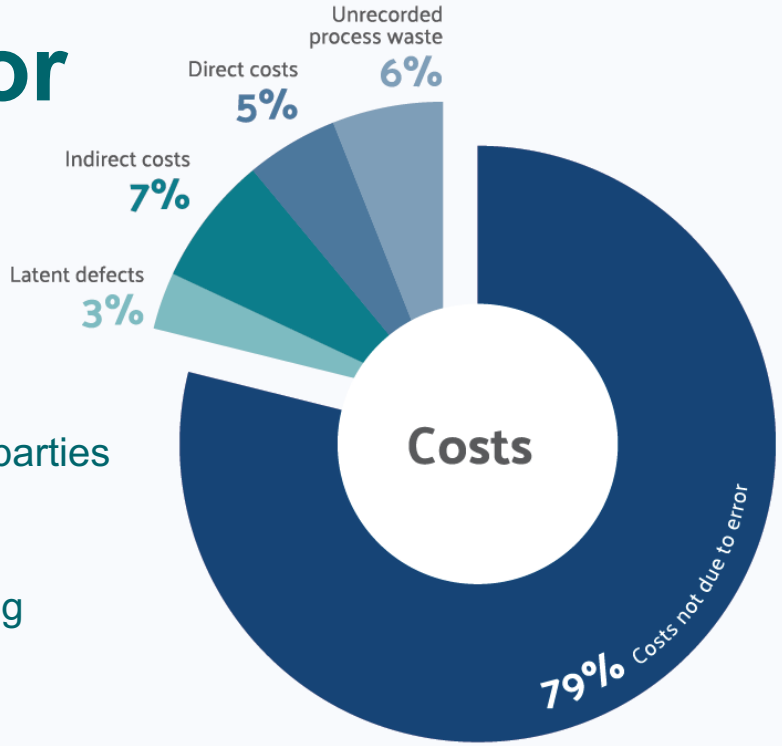
Business Excellence Director

VINCI Construction UK

Strategic Aim

To improve construction productivity and quality by eliminating error.

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

GIRI

Goals

- Create a culture and working environment to get it right from the start.
- Change attitudes and harness leadership responsibility to reduce error and improve quality and productivity.
- Engage all stakeholders in eliminating error from inception, through operation, to completion.
- Share knowledge about error reduction processes and systems.
- Improve skills across the sector creating a positive approach to pre-empting error.

Activities

- Deliver a strategic awareness campaign to improve sector attitudes to error
- Develop and implement and error reduction skills programme across the sector
- Develop improvements to processes, systems and technology to remove error
- Provide opportunities for members to share experience and network

Alexie Sommer

Communications Manager

The Get It Right Initiative

GIRI
Get It Right Initiative

GIRI
Get It Right Initiative

Search

Contact

Construction errors cost billions

The Get it Right Initiative is dedicated to eliminating error in UK Construction.

About

Reports

Events

Courses

Join us on LinkedIn

UK Construction Industry | 2019
GIRI
Get It Right Initiative

Paul Lowe

Partner

Weightmans

May 2018

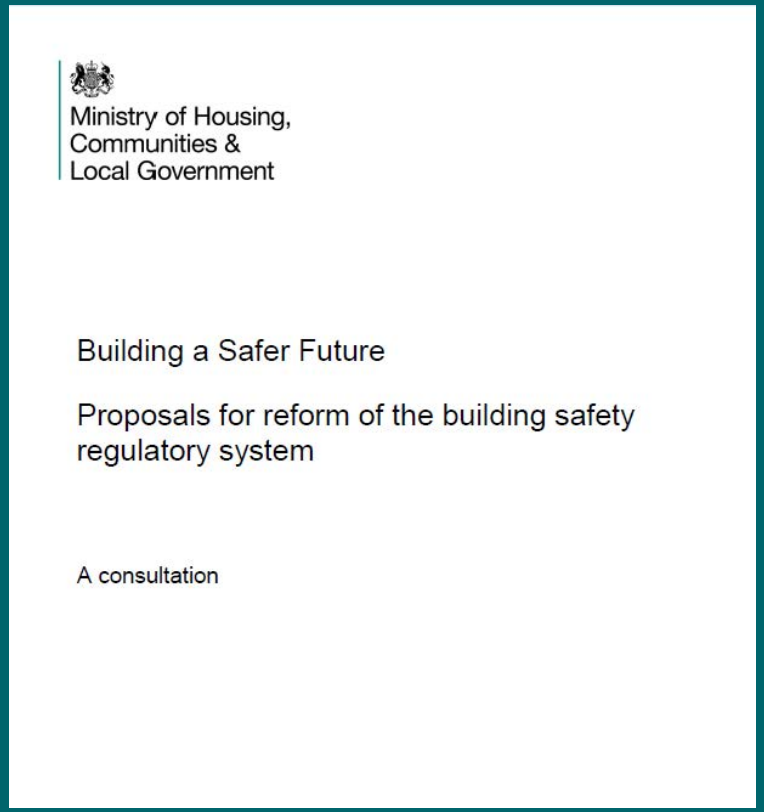
Findings included:

- ***"Ignorance"***
- **"*Indifference*"**
- **"*Lack of Clarity concerning Roles and Responsibilities*" .**
- **"*Inadequate Regulatory oversight and Enforcement Tools*"**

- ***This is most definitely not just a question of the specification of cladding systems, but of an industry that has not reflected and learned for itself, nor looked to other sectors.*** **” – Dame Judith Hackitt**

December 2018

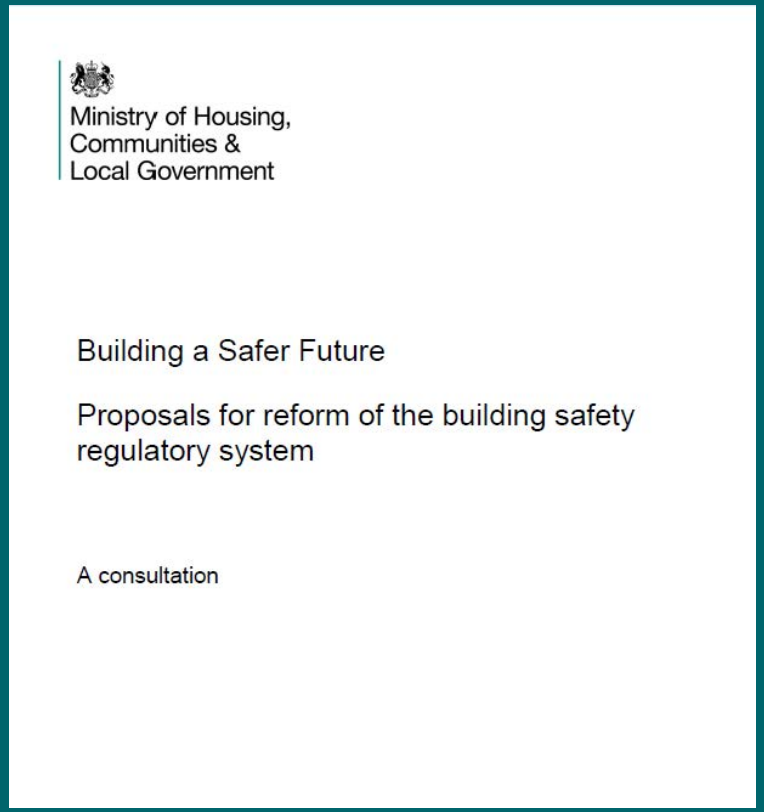
- *We will create a stronger and more effective regulatory and accountability framework for buildings in scope*
- *Working with industry, we will drive culture change to increase responsibility for building safety, including by improving the competence of those undertaking building work.*
- *We want the construction and fire safety sectors to take responsibility for collaborating and taking a holistic approach to building safety rather than just focusing on their own disciplines.*



June 2019

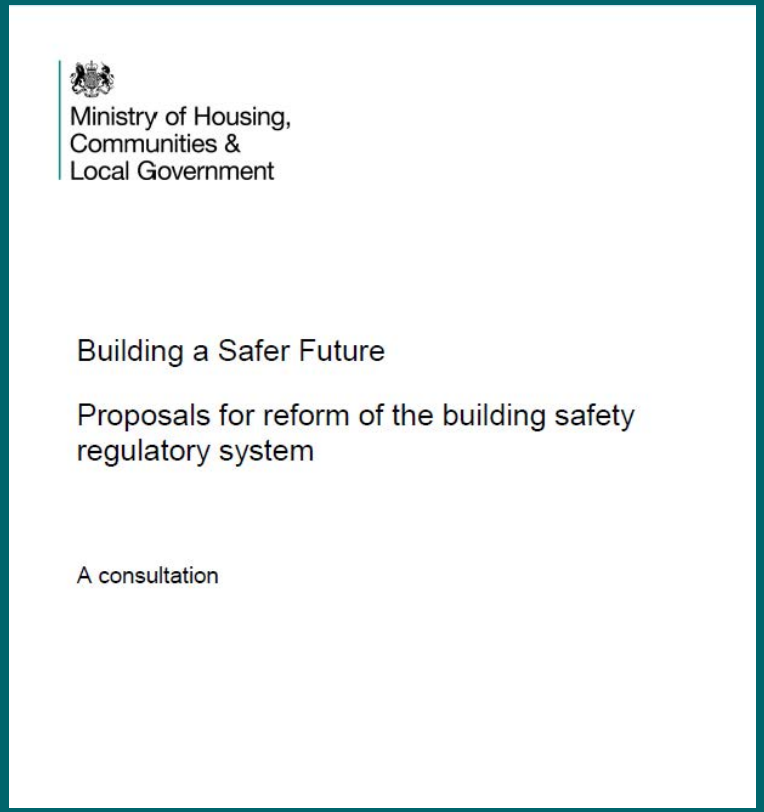
- *Consultation Issued by Ministry for Housing, Communities and Local Government.*

- Described as one of the most significant Government interventions in the construction industry in the past 20 years.
- The proposed regime will apply to buildings that are:
- lived in by multiple households; and
- 18 metres high (6 storeys) or more.



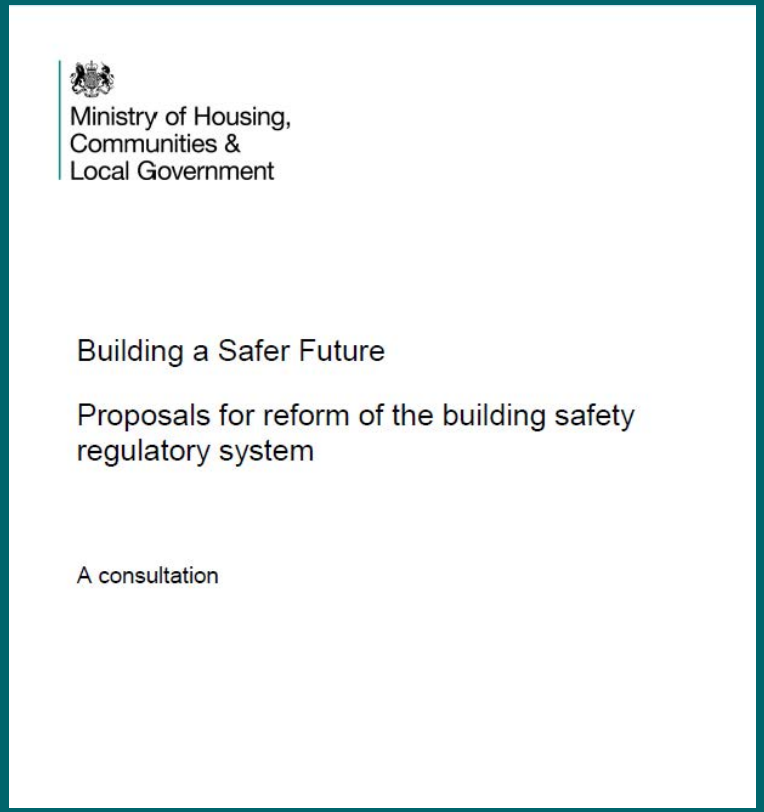
Building A Safer Future

- *Key areas:*
  - *New dutyholder regime: Client, Principal Designer, Principal Contractor, Designer, Contractor.*
  - *New 'Accountable Person' – During occupancy, dutyholder legally responsible for ensuring that building fire and structural safety risks are reduced so far as is reasonably practicable.*
  - *Mandatory occurrence Reporting – of fire and structural safety issues*



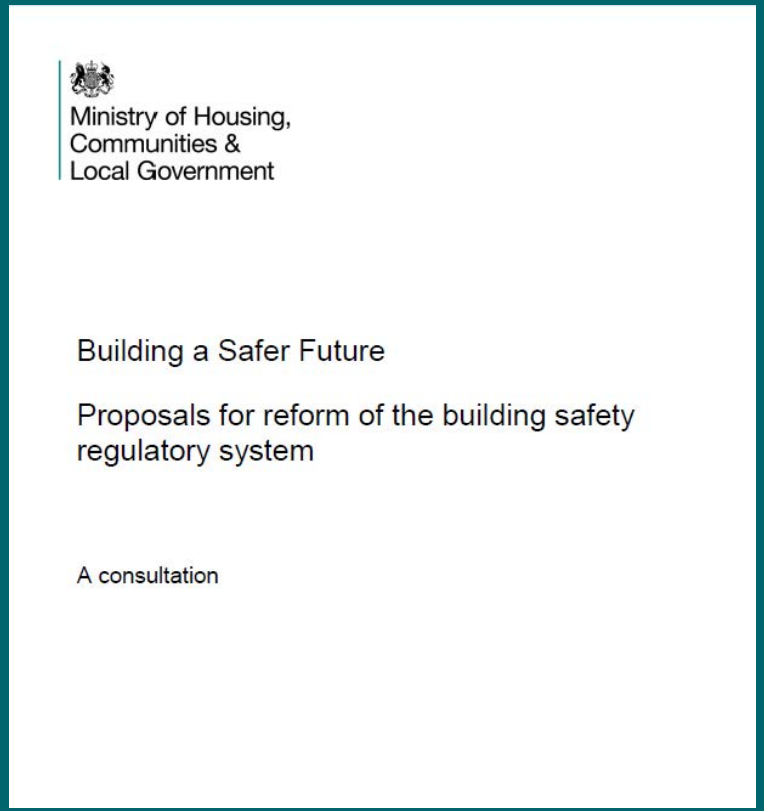
Building A Safer Future

- *Key areas:*
  - *The expansion of the existing system of Confidential Reporting on Structural Safety (CROSS) to cover fire engineering safety concerns on all buildings.*
  - *Statutory objective for all those involved to promote building safety and the safety of people in and about buildings.*
  - *Single building safety regulator that would for oversight of the building safety.*



Building A Safer Future

- *Key areas:*
  - *Proposals for an industry committee comprising to be established with specified functions to drive competence.*
  - *Statutory objective for all those involved to promote building safety and the safety of people in and about buildings.*
  - *Enforcement Action to be strengthened to include.*
    - *Monetary penalties and fines.*
    - *New Criminal Offences applicable to designers and contractors as well as accountable person.*



Building A Safer Future

- *What dos this mean for GIRI, the construction industry and its insurers?*

- *Welcome focus on responsibility and competence.*
- *The threat of fines and criminal penalties is significant.*
- *Mandatory reporting -*
- *Will these risks be insurable?*
- *Will culture and competencies improve?*

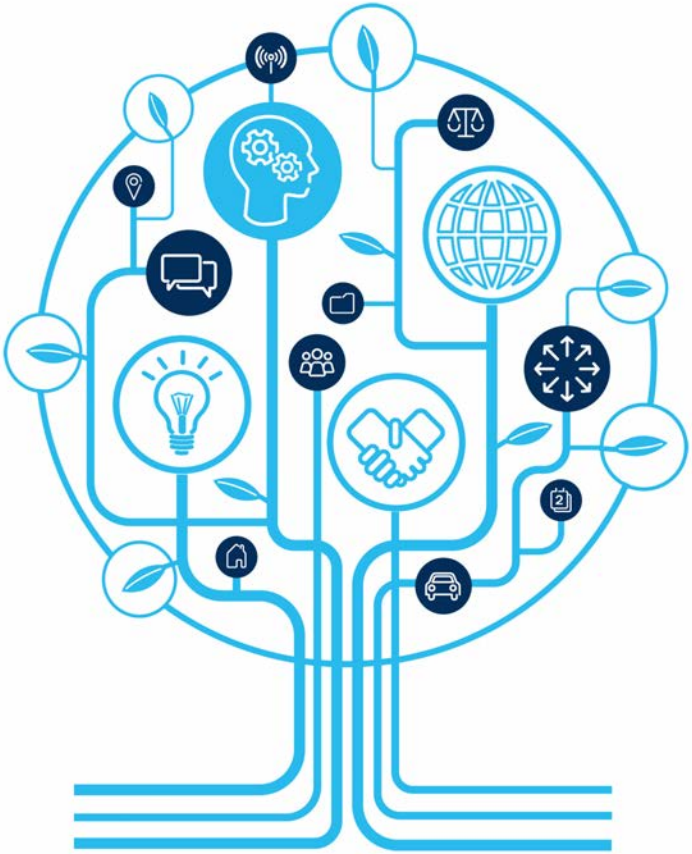
Andrew Broome

Senior Account Executive

HOWDEN UK

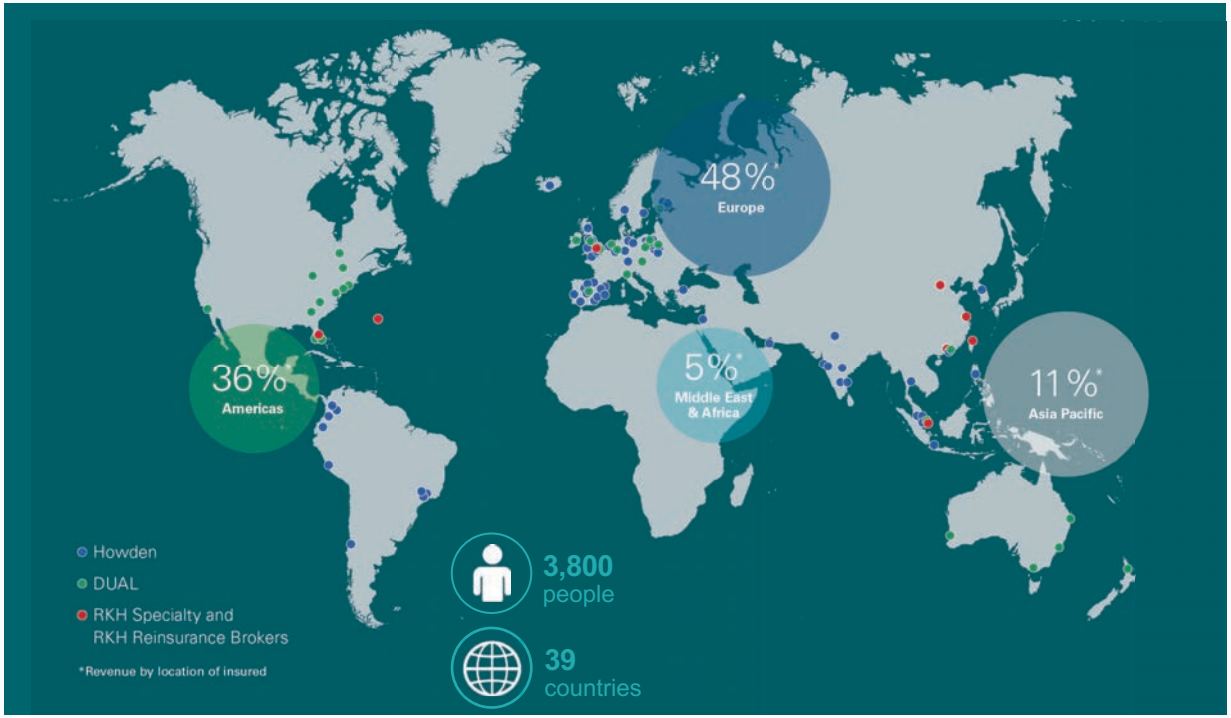
howden

HOWDEN UK GROUP LTD



INTRODUCTION Hyperion

howden

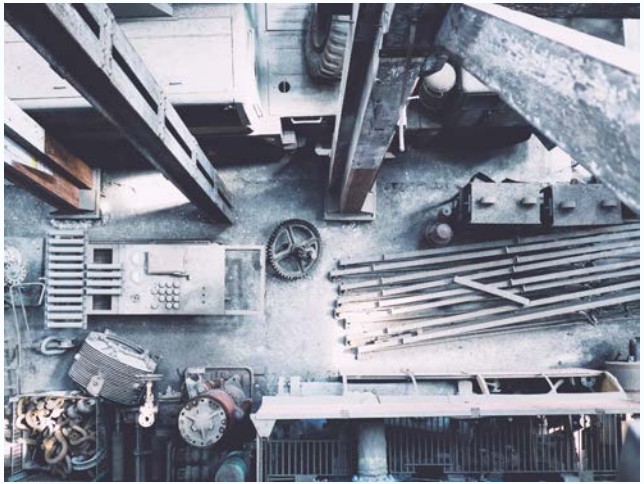


Hyperion is 65% employee-owned, with the remainder owned by General Atlantic.

Why are we a member of GIRI - REASONS AND AIMS

howden

- TECHNICAL SPECIALISTS, NOT “JACK OF ALL TRADES”.
- INSURANCE INDUSTRY NEEDS TO EVOLVE AS A FACILITOR OF THE CONSTRUCTION INDUSTRY – WE WANT TO BE AT THE FOREFRONT.
- HOPE TO USE ANY ERROR METRICS AND DATA TO FEEDBACK INTO THE INSURANCE MARKET.
- STIMULATING FAITH IN UK CONSTRUCTION = MORE CONSTRUCTION = HOWDEN GROWTH .
- TO IMPROVING SAFETY, BEING A SMALL PART OF SOMETHING MEANINGFUL IN OUR CAREERS.
- BEING PART OF THE CONVERSATION, AND SPREADING THE WORD.



INSURANCE MARKET UPDATE

howden

- High Losses + Oversupply = Market Retraction in the UK.
- Notable capacity has withdrawn across all lines – Contract Works, Latent Defects, General Liability, and more recently Professional indemnity.

PII MARKET

- LLOYDS REVIEW IN LATE 2018 – PII the second worst performing class in Lloyds.
- CAPACITY REDUCTION – Syndicates no longer writing business.
- RATES INCREASE – Minimum 10%, up to 200% across Engineers, Architects and Design and Construct
- INSURERS MAINTAINING ANNUAL PREMIUM WRITE THRESHOLDS.
- RESTRICED COVERAGE.

INSURANCE MARKET ENGAGEMENT

howden

Insurers views

- Reactive not proactive - **Starting to change?**
- Design for Manufacture- Increasingly Construction insurers are buying into this, despite the lack of actuarial data.
- Digitisation – Industry itself is slowly becoming more digitised, so has receptive understanding to Construction doing the same. Opportunities for granular data capture in regards causation of loss.

What can be done to drive Insurers to take a stake holding in change …..

- Obtain empirical data to prove using the Design Guide, and Adaptive Learning works in reducing error on projects.
- Endorsement and use of by the heads of industry, and Government.
- Independent trade body certification for any GIRI supported ideas, such as adaptive learning schemes.
- A unified voice.

GIRI

AN INSURANCE SOLUTION IN FOCUS:

howden

“OCIP” (and similar)

- “Owner Controlled Insurance Product” or “Project Specific Integrated Insurance“.
- Funders are stakeholders early in a project, and Insurers should be the same.
- Risk is more calculable = Increased confidence.
- No gaps in cover: e.g DE5 cover, being defective workmanship, has become less possible to get insured in the UK over recent years. More likely to be written under an OCIP.
- Latent Defects Cover – As it is sourced early in the process, rates are calmer, many are bought too late.
- Aligns with government strategy in collaborative work and modern methods - Less of a “blame” culture.

GIRI

howden

Contact Us

Andy Broome

T: 020 7133 1425

E: andrew.broome@howdengroup.com

Greg Harrison

T: 020 7133 1505

E: greg.harrison@howdengroup.com

www.howdengroup.co.uk

Tom Barton

Executive Director

Get It Right Initiative

Design Guide

Our Plans Going Forward

Get It Right Initiative
Design Guide — Twelve Stages

Getting the Design Right

Improving Value by Reducing Design Error

1

Culture

Every project needs a clearly defined intent, a consistent focus on outcomes and the project team to work seamlessly together and adopt the process of back-briefing right.

2

Increased Investment

Increased Investment in design reduces project error.

3

Robust Approach

A clearly defined and well managed design process should be established at the start of a project and involve all key members of the project team.

4

Collaboration

Every project will benefit from collaboration, and effective collaboration will lead to more successful projects with fewer errors. It is up to Clients and leaders across all disciplines to act to enable collaboration to take place. The adoption of a Partnering Charter should be a key goal at the start of any project.

5

Plan

Develop a comprehensive project specific plan of work.

6

Brief

The briefing process is fundamental in defining client needs and expectations and requires sufficient time to be completed in collaboration with all relevant parties.

7

Information

Correct and well communicated design information is integral to successful communication between designers, clients and contractors.

8

Stakeholder Management

Time invested in understanding stakeholder needs and the Client's sign-off and approval process is never wasted.

9

Opening Up & Closing Down

Opening-Up' and 'Closing Down' a project allows for all creative thinking and key decision making to be carried out and completed in good time prior to preparation of subsequent production information. This reduces the necessity for change and hence the opportunity for errors.

10

Contractor Input

All projects, regardless of the form of contract or procurement, would benefit from contractor advice at the design stage. This should be encouraged and would lead to a reduction in design errors.

11

Handover

If a comprehensive set of information is produced at the handover stage and communicated and reviewed effectively, then the design is less likely to be misinterpreted, resulting in fewer errors.

12

Guiding the Design Team

Introduction of an Independent Principal Consultant as the 'controlling mind' for design development is critical to ensure that design-related communications are robust, co-ordinated, and well managed.

Design Guide:
General Update

Launched at July 2018 Annual Review

Freely available on GIRI website

ICE Learning Hub

Working Group formed to review strategy

Design Guide:
Feedback on Content

Building A Safer Future - Consultation

Recommendation 12 - IPC

Design Management

Recommendation 10 – Contractor Input

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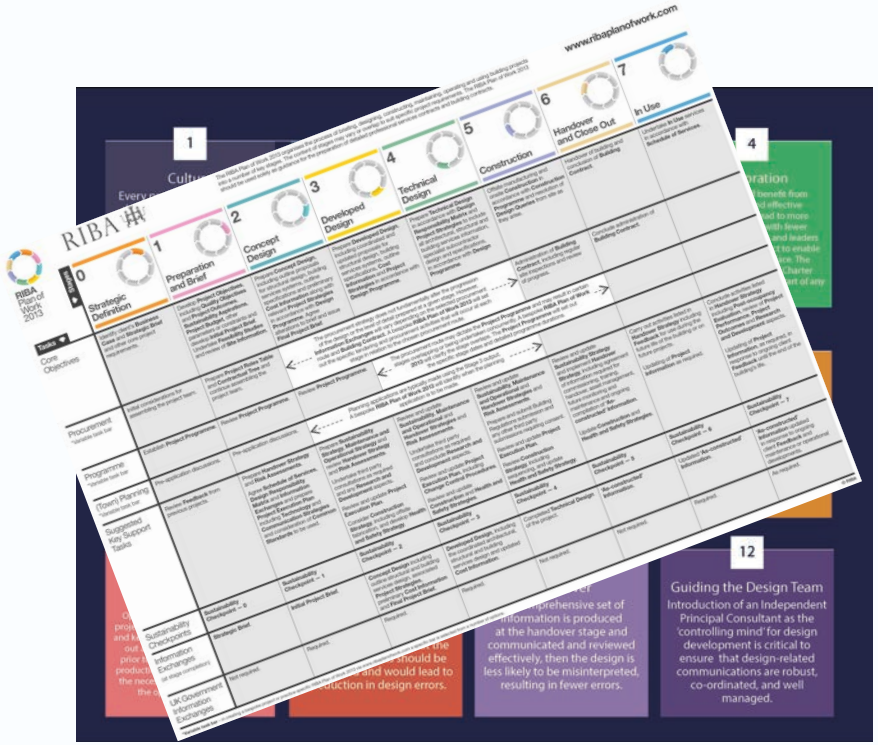
Design Guide:
Supporting Documentation

Design Guide Process Route Map

Benchmark Design Information

Benchmark Briefing Documents



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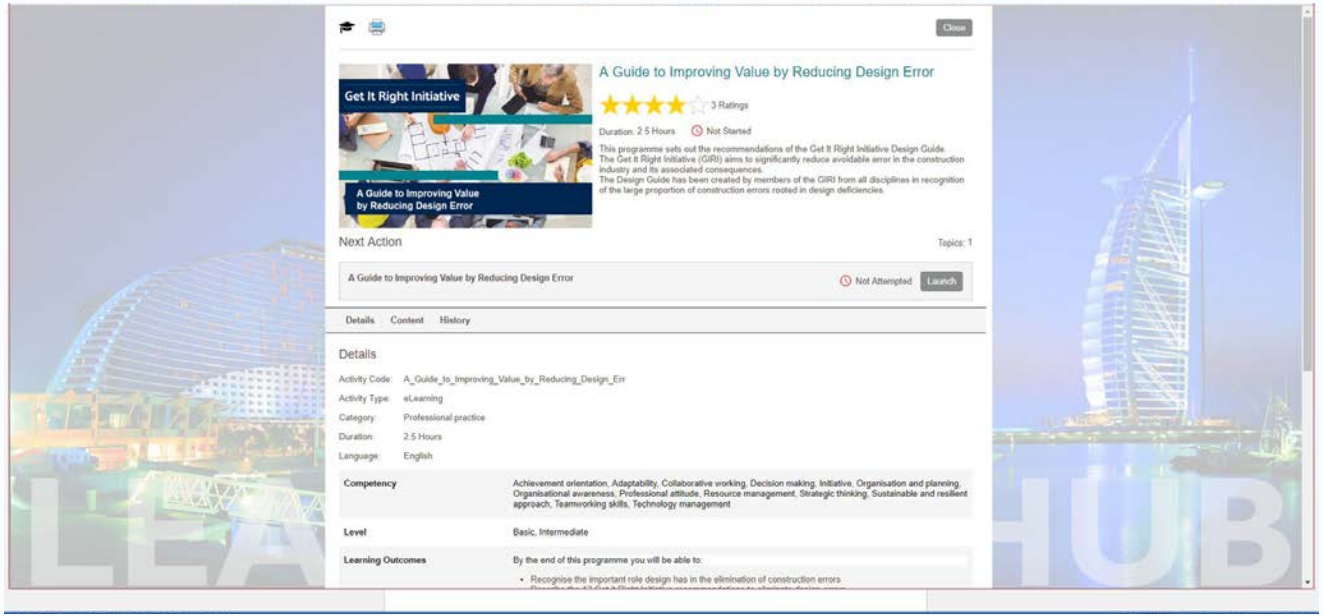
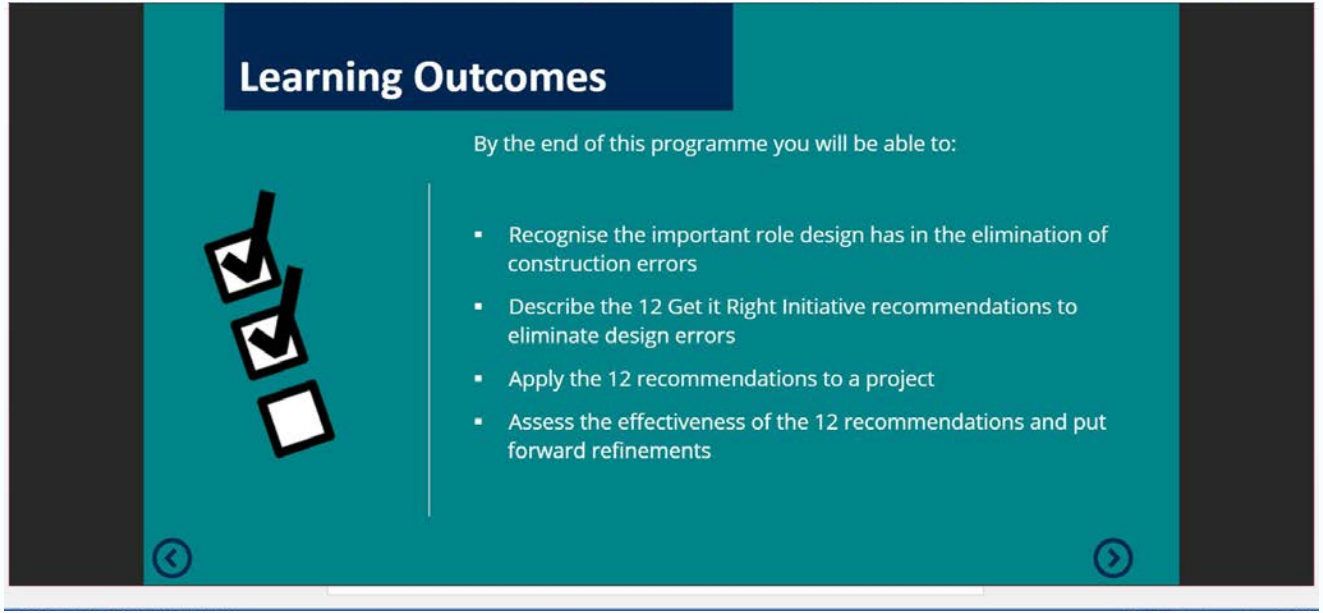
ICE Learning Hub

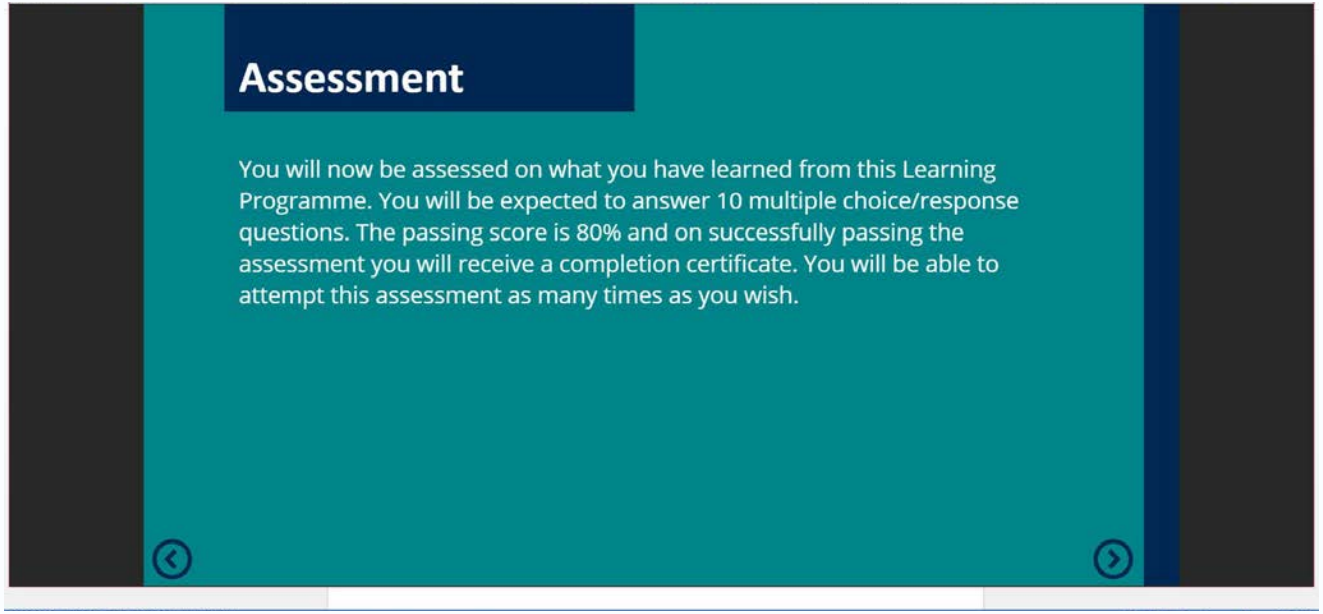


https://ice-vle.digits.co.uk/Login.aspx?ReturnUrl=%2f#ready

Design Guide:
ICE Learning Hub



Design Guide:
ICE Learning Hub



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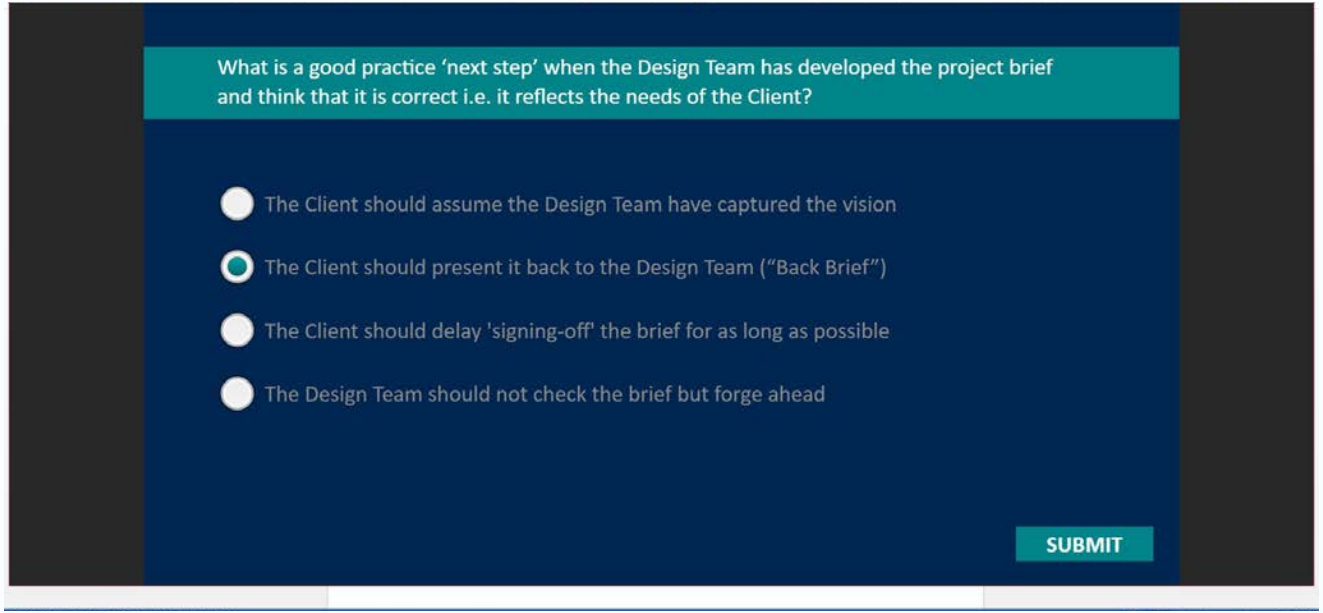

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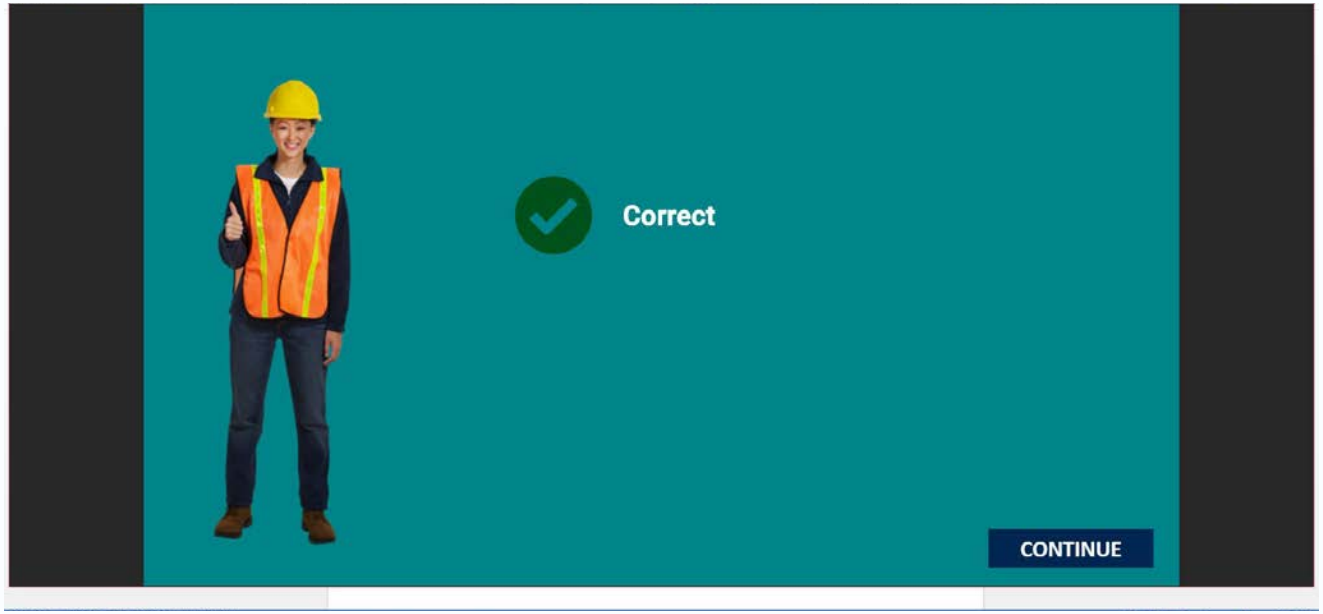

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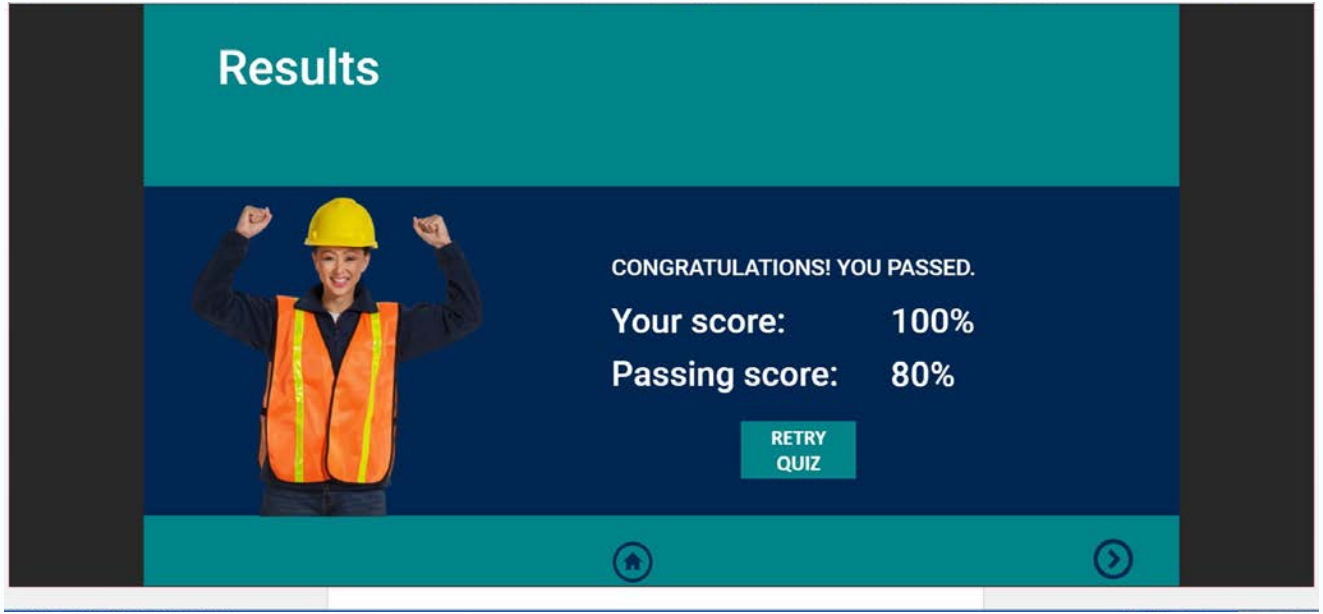


Design Guide:
Publicity & Use

Presentation template for Members

Pilot Project

GIRI

Get It Right Initiative

Design Guide:
Publicity & Use

Presentation template for Members

Pilot Project

Design Guide:
Next Steps

Updated version of the Guide to be released

Benchmark information to be produced

Maximise publicity & use

Consult with PI insurers

Zoe Stewart

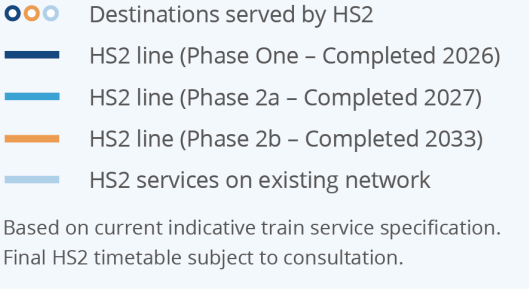
Lead Design Manager

HS2

High Speed Two

But!

What does it look like, and what does it feel like to use? What are we building?



HS2 Design Vision

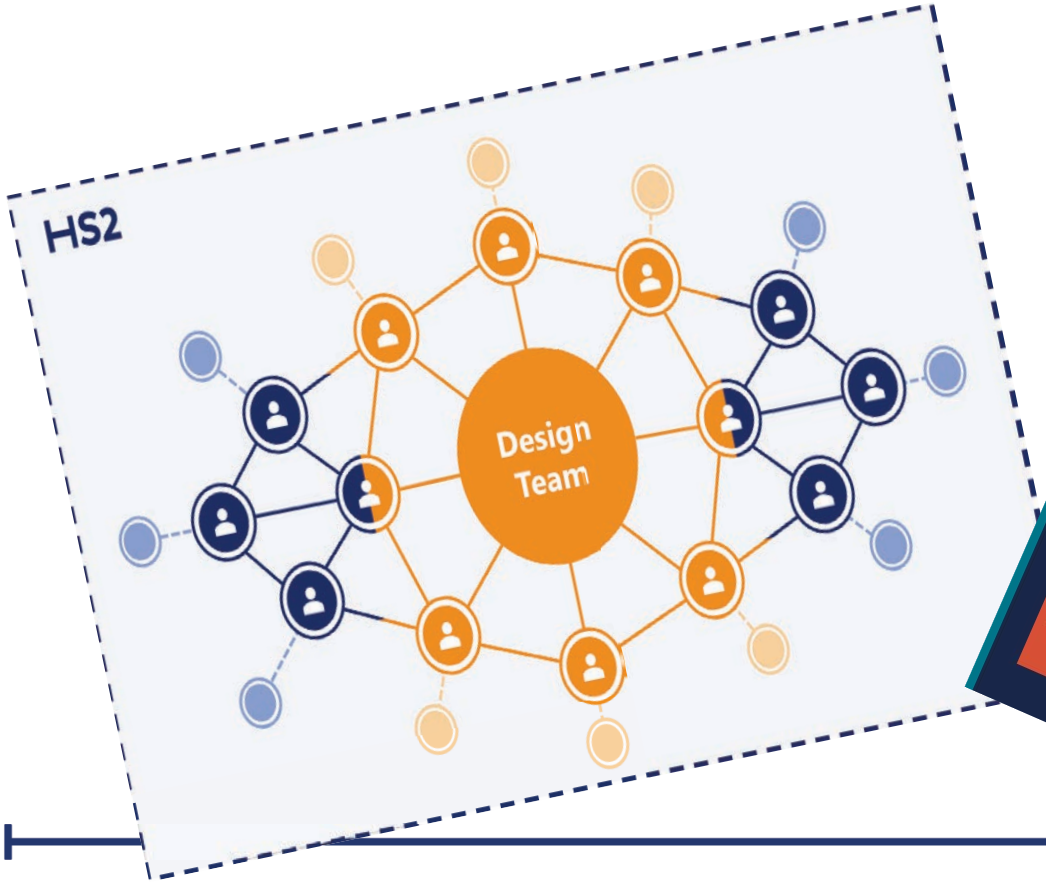
People
Design for everyone to benefit and enjoy

Place
Design for a sense of place

Time
Design to stand the test of time

Our Design Vision provides us with a design framework that gives us all a common goal

How do we link to the Design Guide



How do we link to the Design Guide

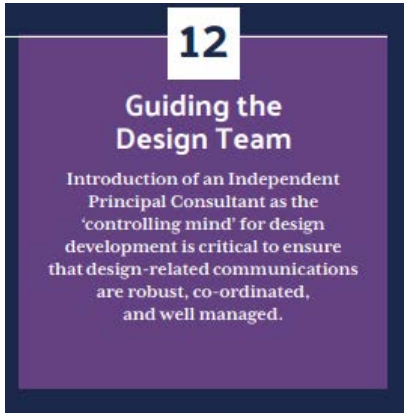
- Vision
- HS2 Design Culture
- Collaborative Forms of Contract (NEC)
- Collaborative Champions

- 18 month extension in design to improve certainty therefore reducing outturn cost
- Design and Build contract

- Revising the HS2 Design process so that it is clearer
- Integrated Project Teams

How do we link to the Design Guide

- Design and Build Contract



- Applying the principles through the design champions

Next Steps

Measure the value of the Design Champions

Design Quality Measures

Martin Love

Senior Delivery Manager

Berkeley Homes

CITB Funded Productivity Training

- Achievements to date
- Interconnections between courses and key messages
- Feedback from participants
- Roll Out Programme
- How can I get involved?

Achievements to Date

- 8 training courses, plus 5 ‘Train the Trainer’ modules, developed
- 71 training courses run, attended by 507 participants
- Another 150 participants have attended extra courses delivered by BAM
- 12 ‘Train the Trainer’ sessions held, attended by 99 participants
- £199,105 received from CITB (out of a total funding allowance of £314,176)

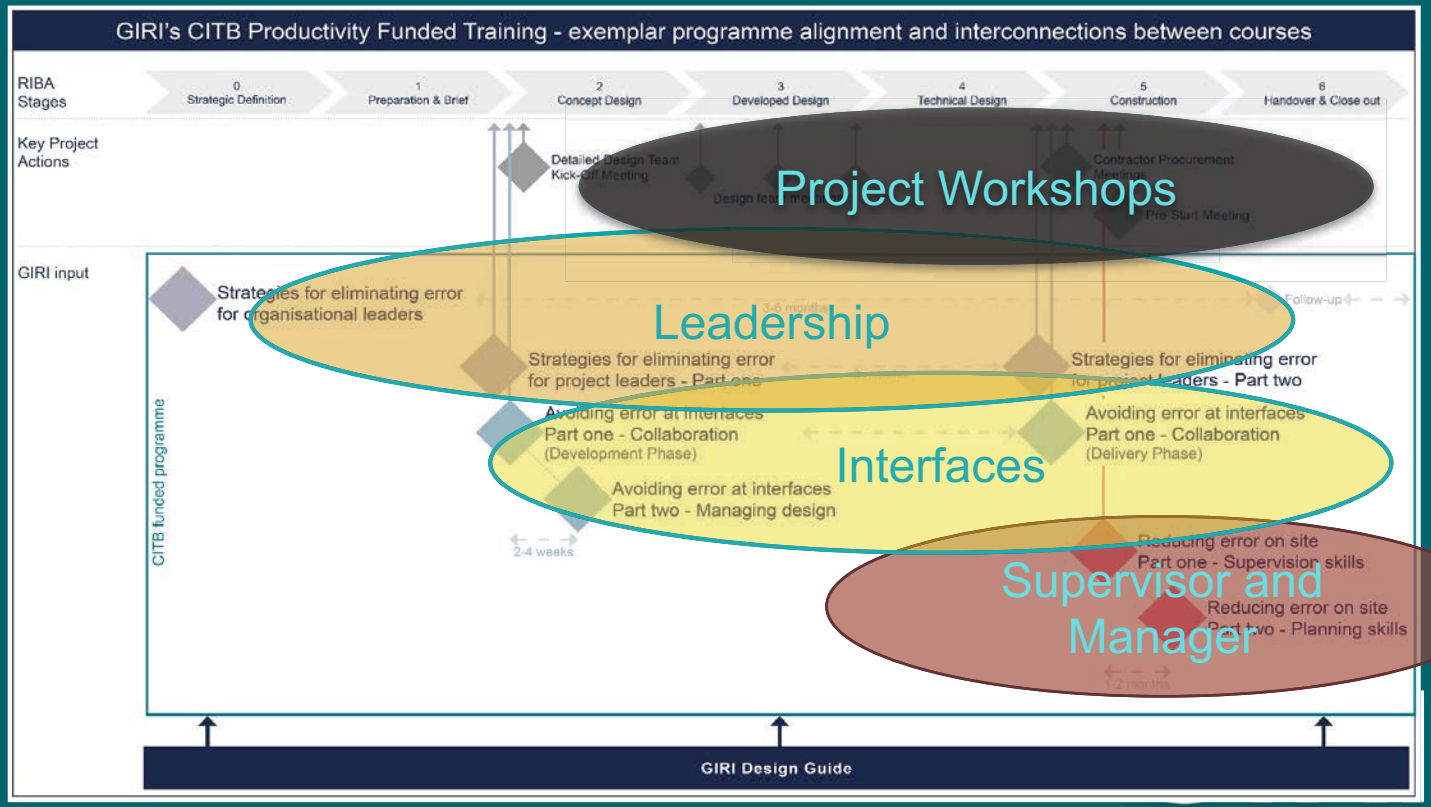
Nick Francis

Imagine Engineering

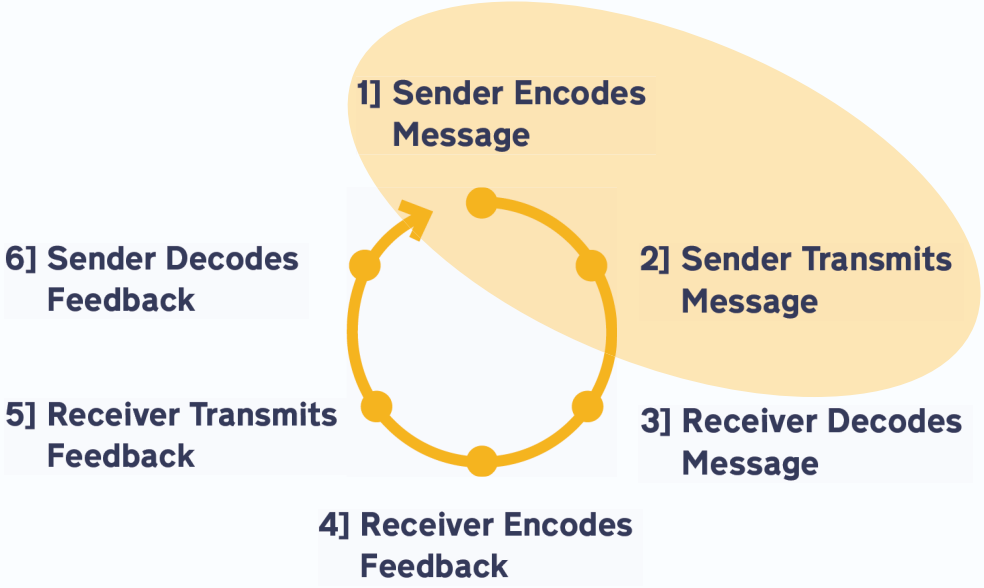
Root Causes of error?

1. Inadequate planning
2. Late design changes
3. Poor communication of design
4. Poor culture (relating to quality)
5. Incorrect and poorly coordinated design
6. Lack of attention to construction during design
7. Financial and time pressures
8. Poor interface management
9. Poor communication
10. Poor supervision

Interconnections between Courses

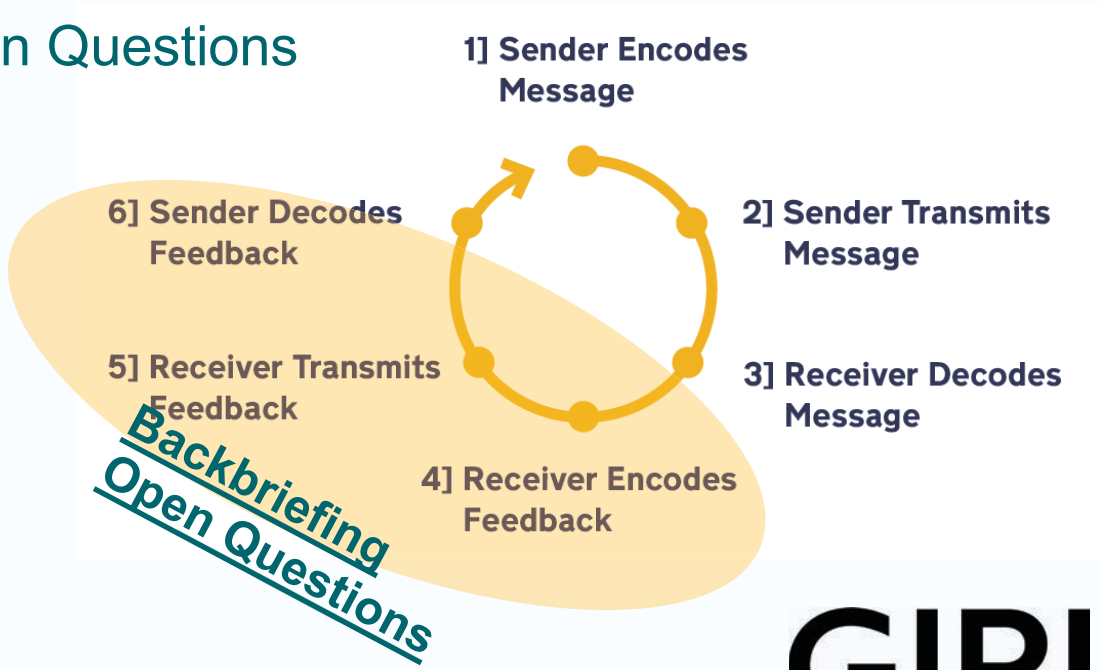


Key Messages - Communication



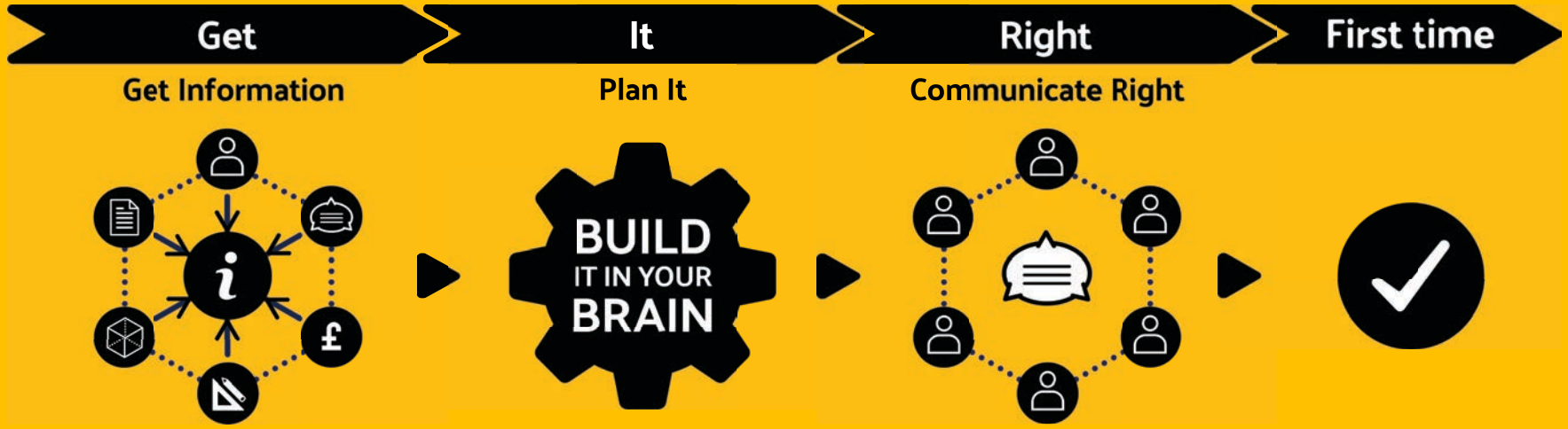
Key Messages - Communication

Backbriefing and Open Questions



Key Messages – Supervisor & Managers Training

Build it in your Brain and Press Pause to Avoid Error



Key Messages – Interfaces Training

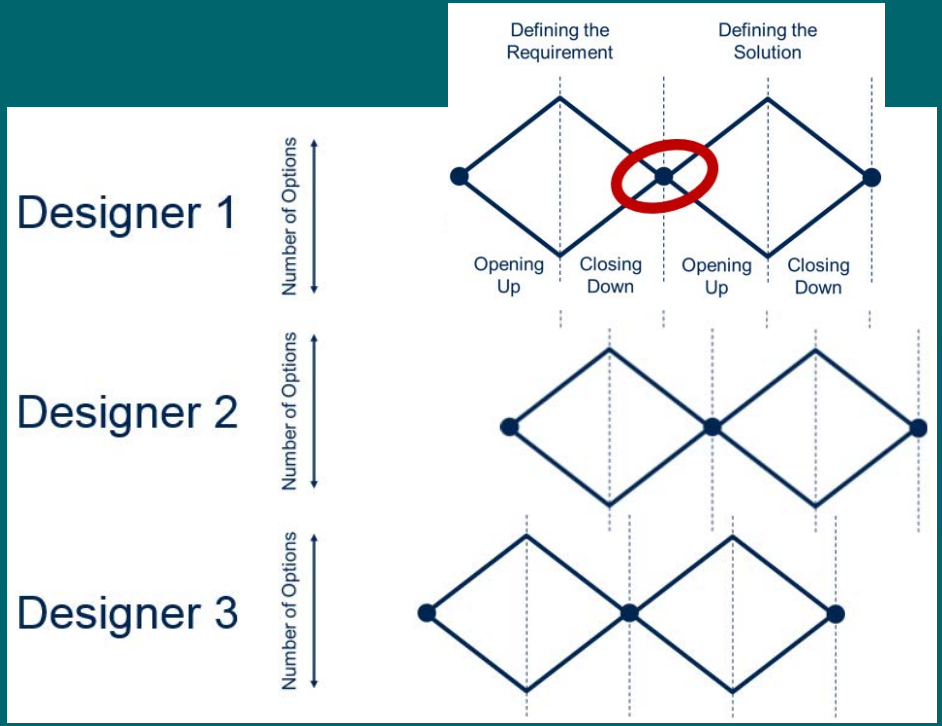
Managing an Interface

Key Messages – Interfaces Training

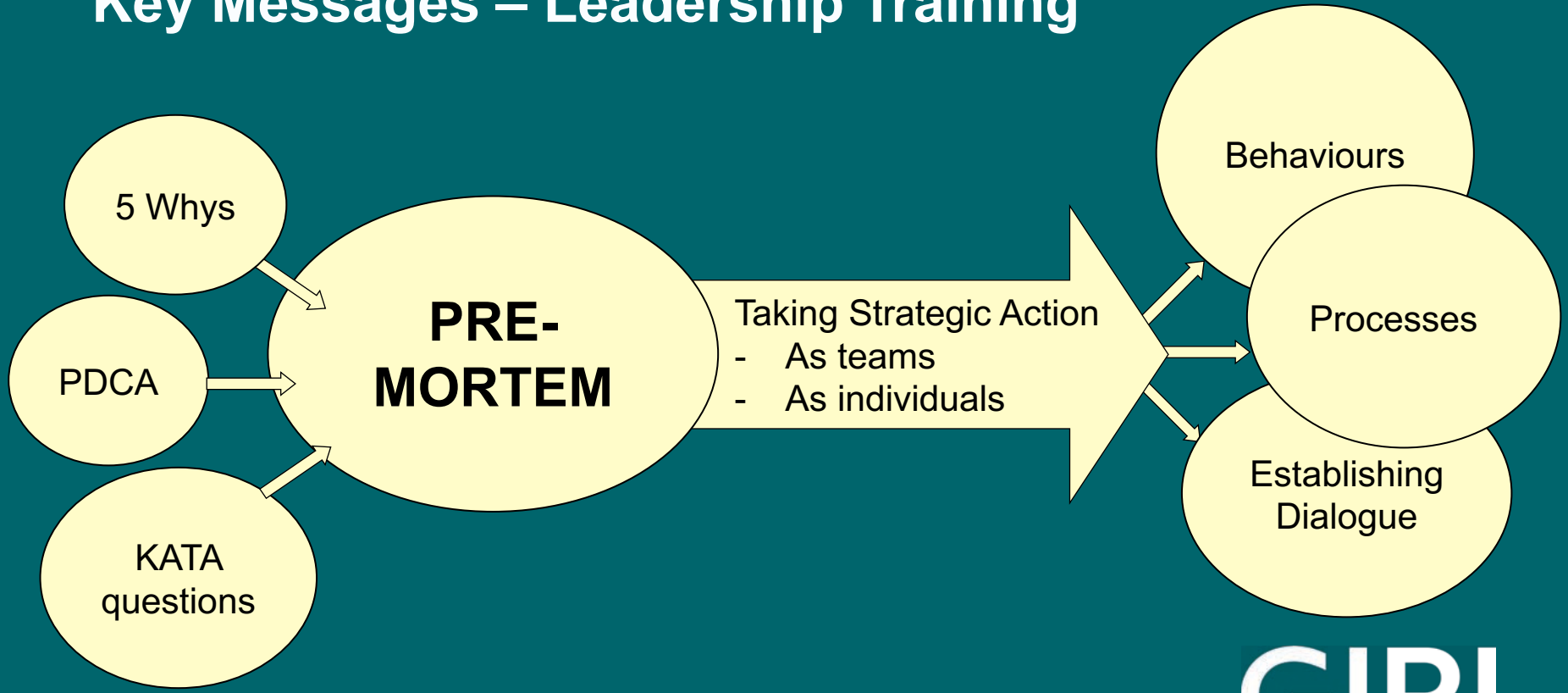
GIRI – Guide to Improving Value by Reducing Design Error

Key Messages – Interfaces Training

Opening Up and Closing Down – Alignment of Diamonds



Key Messages – Leadership Training



Chris Bedford	BAM
Keith Horsley	Hoare Lea
Lynden Haworth	Galliford Try

Supervisor & Manager Training

Feedback from BAM (Chris Bedford)

"Take a moment to pause to make sure that everything is correct before proceeding"

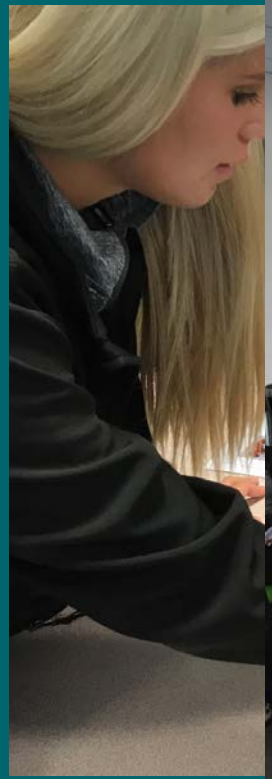
"Confidence to make sure I'm asking questions if I don't fully understand when I'm doing something"

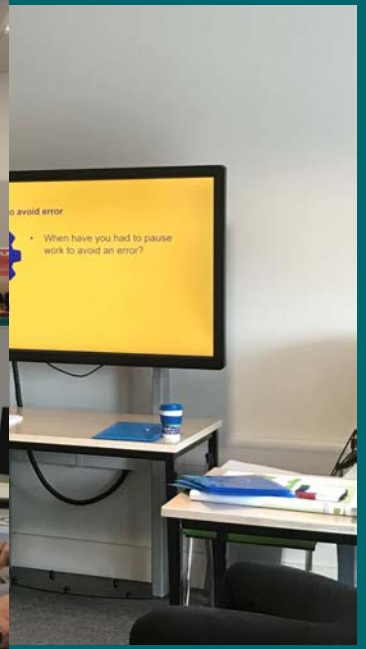
"Be aware of my work and ensure completed correctly first time to avoid mistakes"

"I can actively engage with the workforce and promote a questioning attitude and challenging behaviours"

"How quality and safety come hand in hand and are equally important especially when promoting a good work culture"

Supervisor & Manager Training





Training across Interfaces

Feedback from Hoare Lea (Keith Horsley)

Thinking about other team members' perspectives and priorities

Effective communication (because we do all send those difficult emails last thing on a Friday)

The importance of planning (amply demonstrated by the Lego exercises)

Need to be more proactive in the management of design interfaces (personal responsibility)

Understanding of and participation in wider industry initiative

Understanding of GIRI Design Guide and placing it in context

Interest in GIRI initiatives and training from new clients and project teams

Training across Interfaces

Leadership Training

Feedback from Galliford Try (Lynden Haworth)

How to behave… The importance of planning… Talking to people…

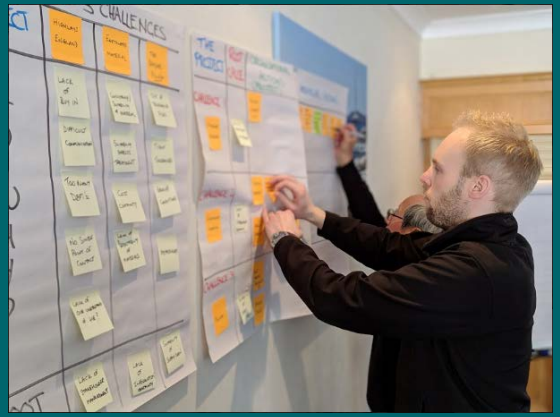
Behaviours
Consider the interactions you have with others at either organisational or project level and how your behaviour affects those interactions. What behaviour will you change or adopt?

Processes
Look at the “Plan, Do, Check, Act” model and quickly realise that we need to Plan more to make the Doing more productive. Inadequate Planning is the No. 1 root cause of error (GIRI research).

Dialogue
How to ask basic questions in a non-judgemental, non-confrontational way and to ensure those answering the questions feel they are empowered and important to the outcome.

Leadership Training

Pre-Mortem
Dispel Optimism Bias
Openly discuss error and how it WILL happen
Own the error and act to prevent it



"The course brought everyone together to discuss honestly the issues and challenges…"

How Can I Get Involved?

If you would like any further information on any of the training modules please contact:

- Leadership Training: steve.symonds@kier.co.uk
- Supervisor & Manager Training: jan.masat@vinciconstruction.co.uk
- Training Across Interfaces: martin.love@berkeleygroup.co.uk

We are currently developing a ‘Roll Out Programme’ for delivering courses on a commercial basis.

Subject to availability, if you would like to participate in any of the remaining Pilot sessions or in the ‘Roll Out Programme’ please respond to Slido question or contact:

- rachel@hardhattrainingservices.com

In particular, we would like to trial the Training Across Interfaces courses with design consultants during September 2019.

Remember to look out for future updates on the GIRI website and social media.

GIRI

Get It Right Initiative

Cliff Smith

Board Director

Get It Right Initiative

Harnessing Technology to Eliminate Error

Coming back to the fundamentals.

- Our initial research showed there is plenty of scope for improvement in our use of technology to eliminate error and thus improve productivity and value
- Our plan continues to be to carry out further research to assist the Industry in this goal
- The research we have carried out to date has been directly funded by GIRI through Member support.
- Further research is definitely needed and we need to address investment in this area.
- Sources of Funding for further Research

Update on Research Progress

We have a Technology Working Group which is focussing on better implementation of current technologies and the identification of new technology aimed at the elimination of error in the design and construction process.

As you know GIRI applied to the ICE for funding to carry out research into the uptake of digital engineering in the construction industry. Our first attempt was unfortunately knocked back so we are now looking at applying for other research funding alongside a reassessment of our submission to the ICE.

We had a Technology Group meet in January to re-focus our efforts.

Adoption of Digital Techniques

It is clear there is a significant move among Major Companies to move quickly to get maximum advantage from the advance in technological developments.

However, it is also clear that when we look at the whole Construction sector we see the adoption of digital techniques still needs some effort. Digital engineering, and/or BIM, take up by smaller companies – Clients, Consultants, Contractors and Supply Chain – is still in its infancy.

GIRI has a prime objective of eradicating the occurrence of error – not the checking systems and ensuing correction of error which has already occurred. Where is current technology assisting in this.

Barriers and Solutions

You have heard earlier how GIRI is developing training courses to affect Leadership, Interfaces and Supervision – technology advances have assisted in all these areas. The next step is dealing directly with the workforce and it is important that technology developments include this vital connection. Communication of correct information and methods of work are crucial if error is to be avoided. What are the barriers to adoption of digital engineering techniques in this area?

So where has this taken us with our research aspiration?

Sources of Funding for further Research

TCN+ is funded by the Industrial Strategy Challenge Fund. With £1m to invest in a raft of new research projects over the next two years, TCN+ is bringing together experts from a range of disciplines with industry and policy makers to tackle the most pressing problems in construction, manufacturing, digital and energy to transform the way we build.

- How do we transform the way construction projects are designed, built, powered, managed and used?
- And how can we change the construction sector to address concerns of productivity, skills and user experiences?

Sources of Funding for further Research

- Discussions with Bartlett School at UCL
- Range of research already carried out.
- Engaging the School to carry out a literature study and report on the findings of the various research papers available.

The intent is to gather together a consolidated list of the key barriers to wider adoption such that we can then look into potential solutions and provide the industry with advice and guidance to overcome these. The literature study is also intended to provide us with the foundation data and information we will need to make an application toe the TCN+ to further our research. Dr Mills is also guiding us through the appropriate steps for a successful application.

We expect the results of the first report in August which should then enable us to have an application in place, in a timely fashion, for the second funding call later this year.

Rupert Shingleton

Board Director

Get It Right Initiative

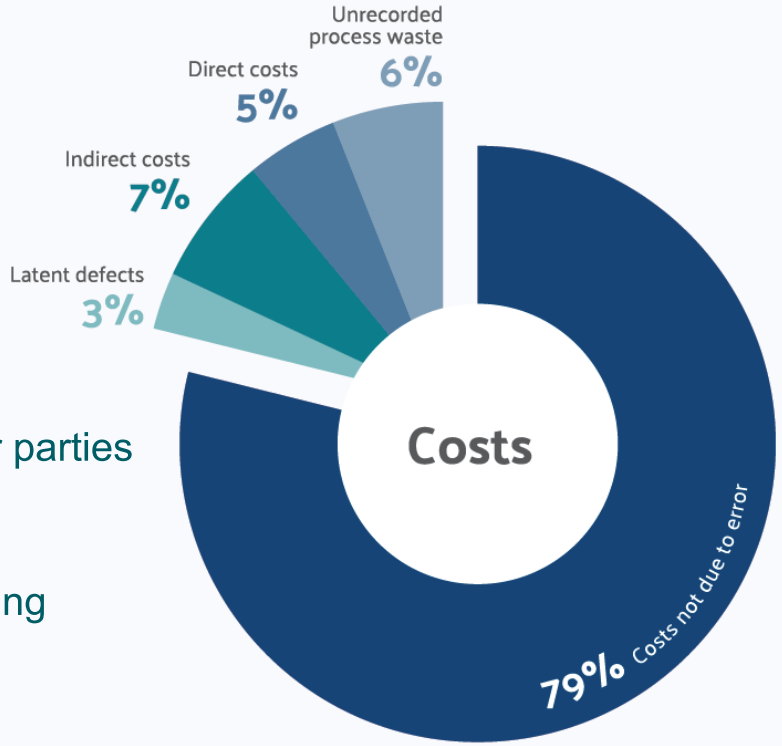
Wasted spend on error

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

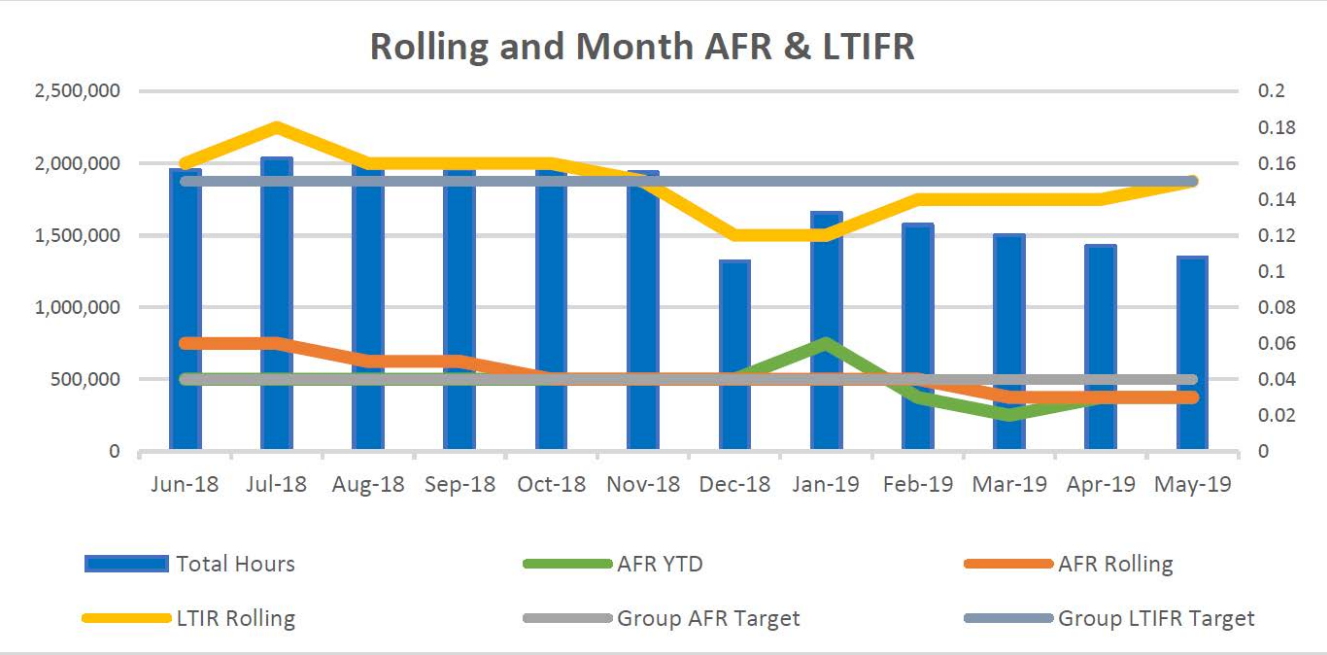
Latent defects (3%)
remain in place after client acceptance and any 'defects liability period' has passed



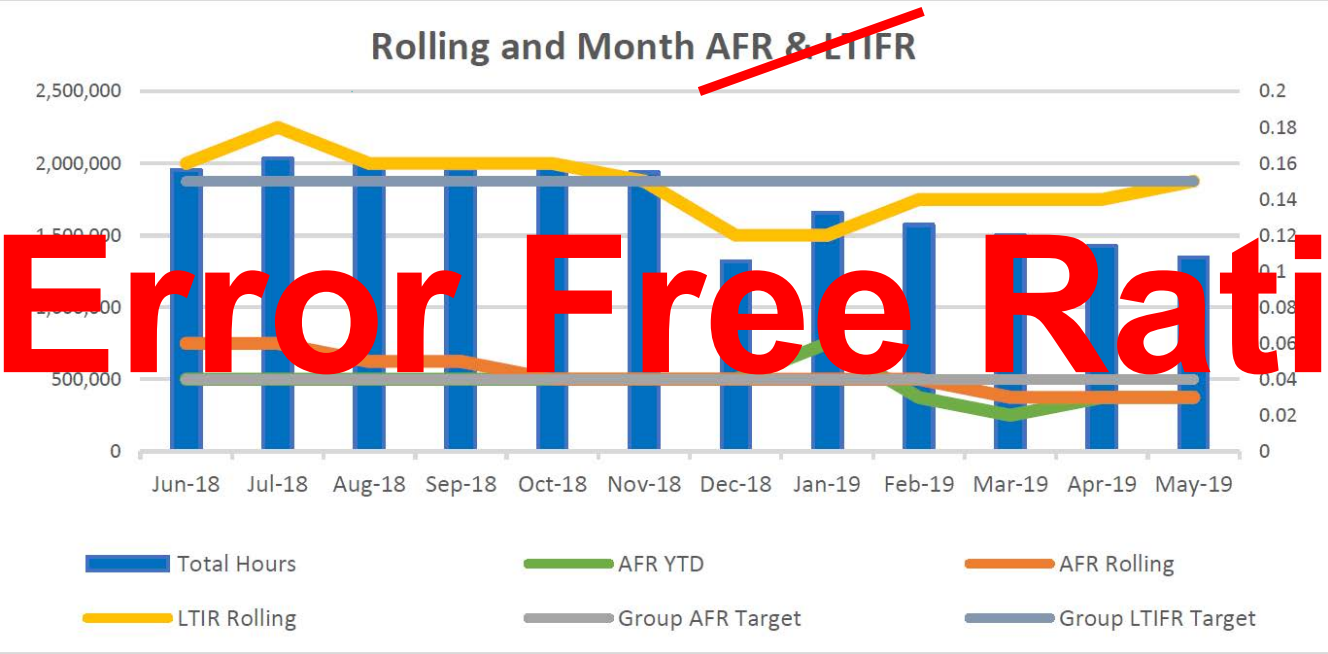
GIRI

Universal Metric for Error Working Group

Universal Metric for Error Working Group



Universal Metric for Error Working Group



Error Free Ratio

Structure of the Project

Q2/19
Workshops

Q3/19
Trials

Q4/19
Communication

Q1/20
Active

Universal Metric for Error Working Group

The good news

- Working Group represented by 12 member organisations
- 3 workshops
- Full Membership *Survey Monkey* Polls
- Fantastic energy and enthusiasm
- Great ideas
- Lots of really clever stuff already happening across businesses

Universal Metric for Error Working Group

The bad news (reality)

- Differing attendance at each workshop, variable numbers
- There is more than one way of doing this
- We know “too much”
- “Launch and Develop” Vs “Develop then Launch”
- Who is this metric for?
- Consensus is hard to achieve

Universal Metric for Error Working Group

The next steps

- Develop a metric based on “a list of items at completion”
- Use an increased number of *Survey Monkey* Polls to gain concencus
- Trial with members within GIRI “safe space”
- Gain support for public sharing
- Route map for ongoing development

Thank You

For more information please visit:
www.getitright.uk.com

Or email:
info@getitright.uk.com