

## Regional Quality Forum held on 30 August 2023 at The Bridge, Dumfries

### Representatives from:

Ashleigh Construction  
Dumfries & Galloway Council  
Glenmhor  
hub SW  
Morgan Sindall  
NHS Dumfries & Galloway  
Perth & Kinross Council  
Ryder Architects  
Scottish Government  
SFT

### Brief Notes from the Forum

Discussion points captured on the flipchart on the day.

- Improving Construction Quality Applies Across:
  - All parts of the process
  - All people in the process
- We have:
  - New normals / realities
    - Working patterns / hours
    - Attitudes to work
  - New goals / metrics / ambitions (e.g. net zero)
  - New levels of labour resource availability
  - New constraints on productivity
- Where are we with our CQIC Values across the sector - on a scale of 0 to 10?
  - Respect 4
  - Openness 4
  - Commitment 7 (2 for supply chain)
  - Collaboration 4
  - Ambition 5

Would like to get beyond 8...to help make change sustainable...

- Areas to focus on for improvement - *'to increase the chance of success'*
  - 'Left hand side' focus (i.e. pre-construction stages) - setting up for success
  - Understand what 'getting it right first time' means...
    - Measure success on construction quality, not just programme and cost

- Programme
  - Additional time for activities at the 'left hand side' (pre-construction)
  - Adequate allowance for iterative design development
  - Enough time to be ready at key stages
  - Enough time for commissioning and validation
  - Enough time for new realities of reduced labour availability
- Brief development
  - See new SFT guidance (Briefing & Evaluation)
  - Build in ongoing validation
- Clarity of expectations - at all stages
  - Client needs to better understand what they need and what they are receiving
- Design development
  - Design coordination
  - The role of Contractor Designed Portions - development of good practice
  - Status of design development prior to construction
- Procurement
  - Understanding the role of procurement in achieving better construction quality
  - 'Paying properly to do a proper job'
  - Being clear about expectations - scope - and budget required
- Competency and skillsets - across all players in the process
  - Importance of education and training
- Consideration of the local (geographic) dimension
  - Availability of resources
- Style of leadership
  - Communication across all parts of the chain
  - Do we say thanks at the end of a successful project?
- Constraints of governance
- Opportunities for networking / collaboration / sharing knowledge

## ALL ORGANISATIONS TO DEVELOP THE 12 COMMITMENTS IN THE CHARTER

For:

- THEIR ORGANISATIONS
- THEIR PROGRAMMES AND PROJECTS

The commitments are -

### **Quality control and assurance**

Doing it right first time - at the right time

- Processes are in place to ensure compliance and to prevent errors
- Mechanisms are in place to detect and address any variations to agreed standards
- Appropriate project resources are available for budget, programme, design, materials, and skills

### **Behaviour**

Creating the conditions that embed a “right first time” culture

- Leadership demonstrates a commitment to delivering the CQIC vision and values at all times
- All personnel are engaged and committed to creating a positive working environment with the right conditions for realising change

### **Alignment**

All parts of the process are designed and implemented to drive quality, improve performance, and deliver compliance

- Leadership support initiatives that are designed to align policy and guidance across the sector
- Project delivery systems, including procurement, are aligned to drive quality
- Everyone has access to the right information at the right time

### **Competence, Roles & Responsibilities**

Ensuring that everyone is clear about their roles and responsibilities and is competent to deliver them

- Appropriate project leadership and management is in place
- Culture encourages everyone to accept responsibility for delivering quality
- Everyone has the right skills, experience, and qualifications to do a quality job
- We are all committed to developing people