

Regional Quality Forum held on 26 November 2023 at Perth Concert Hall, Perth

Representatives from:

Perth & Kinross Council
Angus Council
Fife Council
NHS Fife
NHS Tayside
NHS Scotland Assure
hub East Central Scotland
AHR Architects
Architype Architects
Norr Architects
Trail Architects
BAM Construction
Balfour Beatty
Robertson Construction
Hadden Construction
FES
Scottish Government Health & Social Care
SFT

Brief Notes from the Forum

Discussion points captured on the day.

- Scottish Construction Accord.
 - CQIC quality campaign is a workstream of the Scottish Construction Accord.
 - The Accord launched in October 2022 to bring improved outcomes for public sector and construction industry.
 - The draft of the Transformation Action Plan was issued for consultation.

- Improving Construction Quality Applies Across:
 - All parts of the process
 - All people in the process – there is universal responsibility for creating a quality culture and delivering quality.

- We have:
 - New goals / metrics / ambitions (e.g. net zero)
 - SHoPS has a sub-group led by Stephen Crawford that is working on a manual for a standardised approach to delivering quality by councils

- Health sector has NHS Scotland Assure which was created following issues across a number of projects. They bring a technical expertise and rigour to support projects. The KSAR process involves focused checking and review. It takes lots of time to undertake.
 - Passivhaus adoption over the last few years has driven a requirement for upskilling for both designers, contractors and the supply chain.
 - Passivhaus has stringent requirements in terms of process and records.
 - There are issues at all stages of the process that need to be addressed – briefing, design, procurement, construction and handover.
 - Funding models that require people to work at risk can impact on quality outcomes.
- Where are we with the CQIC Values across the sector - on a scale of 0 to 10? The Perth Forum scored these as -
- Ambition 8
 - Commitment 6
 - Collaboration 4
 - Openness 4
 - Respect 4
- The average scores over the Forums in Dumfries, Aberdeen and with the RICS are –
- *Ambition 6*
 - *Commitment 5*
 - *Collaboration 7*
 - *Openness 6*
 - *Respect 5*
- Would like to get all beyond 8...to help make change sustainable.
- The Charter
- It was developed to be holistic and equally applicable to all parts of the sector.
 - It would be good to highlight the added value commitment to it brings.
 - NHS Fife is latest organisation to commit taking the total to 84.
 - The organisations that have committed to the Charter have approximately 31,000 employees involved in construction.
- The reasons for Change
- The cost of error – GIRI research says basic cost is 5% but actual cost is higher.
 - Safety of end-users – don't rely on "luck and timing" as was the case at Oxfangs Primary School.
 - Health & Safety – Research found 40% of reportable accidents were during re-work.
 - Zero Waste Scotland say 50% of waste is generated by work in the built environment.
 - Reputation of the sector in the press and across the public is poor.
 - To improve the morale of the sector.
- Areas to focus on for improvement - 'to increase the chance of success'
- Pre-construction stages are important - setting up for success

- Being proactive in focusing on quality at all stages. Dedicated Quality Meetings have proven invaluable.
- Honesty/openness contribute to a quality culture.
 - Barriers exist in creating positive relationships that will aid culture. These need to be recognised and broken down.
- Understand what 'getting it right first time' means...
 - Measure success on construction quality, not just programme and cost
 - Clerks of works should be supporting getting it right, not just finding lots that is wrong.
 - Projects can be handed over with minimal snags.
 - Post Occupancy Evaluations (POEs) are important if we are not to repeat the same mistakes.
 - Building it right and taking a "whole life approach" will pay dividends.
 - Doing things right at the right time.
- As-built information – this needs to be good to look after the asset in operation.
 - Sharing lessons learned across projects is key - understanding the standards (level of information/ goals) is critical to be able to evidence.
 - Who should be involved in POEs should be resourced and allowed for at the start of the project.
 - Evaluating the project is key to continuous improvement.
- Quality Plans
 - Needed for all stages and for all parties. Needs to focus on what that party is doing to deliver quality.
 - Were mandated for schools in LEIP. Good practice for all projects.
 - Better Inspection and Test Plans are needed. These would give better data at the end of the process.
- Programme
 - Additional time needed for activities at the pre-construction.
 - Adequate allowance for design development.
 - Enough time to be ready at key stages.
 - Enough time for commissioning and validation.
 - Projects can become "constipated" – a backlog of decisions and information required if the right people are not engaged at the right time.
 - Cashflow is creating challenges across the procurement model.
- Developing a system for sharing knowledge and expertise across the sector, programmes and projects is essential. This could be across boundary resources or between parts of the sector (e.g. health, education or leisure).
- Clarity of expectations - at all stages
 - Client needs to better understand what they need and what they are receiving.
 - Clarity on what designers are to provide at all stages.

- Design development
 - Design coordination is essential.
 - The role of Contractor Designed Portions has proliferated - development of good practice guide needed. CQIC has a working group that is working on this. They will be issuing a survey early in 2024.
 - Status of design development prior to construction is key - essential to ensure consistency.
 - Passivhaus adoption over the last few years has required focus on details- influencing key stage reviews (applying the systems and rigour from other disciplines, and/ or industries?)
 - Briefing for each stage, as well as overall, is essential in maintaining a clear strategy.

- Procurement
 - Understanding the role of procurement in achieving better construction quality is essential.
 - More focus on appointing the right team – Design Team, Contractor and Supply Chain.
 - ‘Paying properly to do a proper job’ by all concerned.
 - Being clear about expectations - scope and budget required.

- Competency and skillsets - across all players in the process
 - Importance of education and training. Better and more training.
 - Need dialogue with Colleges and Universities
 - Apprenticeships are an issue which need attention, across both the trades and the professions/ disciplines- matching with experienced professionals (using the community benefits to assist with competency and training)
 - Clarity on pipeline key to investment in training and the upskilling that is needed. [Construction Pipeline Database - [Infrastructure Investment Pipeline | Scottish Futures Trust](#)]
 - Liaison with the Workforce and Skills workstream of the Accord is needed.

- Leadership
 - Client role to deliver a good product- important in defining the spirit of the project and creating a culture of honesty and perspective.
 - Key area for change in culture- collective responsibility (avoiding making promises that you cant keep).
 - Communication across all parts of the chain

- Other Factors
 - The Building Safety Act – What are the implications for Scotland?
 - Testing of materials is increasingly an issue post-Grenfell.

- Opportunities for networking / collaboration / sharing knowledge

- Call for people to participate in a working group to consider Behavioural Competence.
- Follow up session in 2024 to move to “what will we individually, organisationally and collectively do to address the issues debated and raised in this Forum”.

THE 12 COMMITMENTS IN THE CQIC CONSTRUCTION QUALITY CHARTER

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