Rethinking Construction

RETHINKING
CONSTRUCTION

Accelerating Change

A consultation paper

by the

Strategic Forum for Construction

-

Chaired by

Sir John Egan

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Comments using the pro-forma at the end of this document
can be submitted on-line at:

www.cbpp.org.uk/acceleratingchange

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By 31st May 2002

FOREWORD

SIR JOHN EGAN,
CHAIRMAN, STRATEGIC FORUM FOR CONSTRUCTION

In *Rethinking Construction*[1] the Construction Task force set out the five drivers for change: committed leadership, focus on the customer, product team integration, quality-driven agenda and commitment to people. They apply to all industries and are valid today. The report identified four areas for process improvement –product development, project implementation, supply chain partnering and production of components. The report also identified key areas of performance, which had to be measured if real improvements were to be made.

The proposals in this consultation document do not form a new initiative to replace or supplant *Rethinking Construction*, indeed all the work done since the publication of that report supports its central conclusions. They do seek to tackle barriers to progress and examine ways to accelerate the rate of change across the industry. The document identifies further areas of importance for the industry such as the use of IT and the availability of Internet technology and, in particular, sustainable construction and the fundamental role of design in delivering a quality construction product.

The Sustainable Construction Task Group, chaired by Sir Martin Laing, reported on the business case for sustainability in the UK property sector[2] and has rightly emphasised the importance of whole life performance in securing enduring value through productivity in use. We embrace its conclusions as being entirely consistent with the aims of *Accelerating Change.*

Sustainability did not feature as a core issue in *Rethinking Construction*, primarily because it was important at that stage to focus on the fundamental flaws in the construction procurement and delivery process. The ability to pre-plan a project through from start to finish is a pre-requisite to designing in sustainability. Grasping the concept of pre-planning had to come before planning for sustainability.

I have been greatly impressed by the response to *Rethinking Construction* and the efforts that have been made to apply its principles. *Rethinking Construction* demonstration projects clearly show the business benefits –to all –from working in new ways. Even though one size does not fit all, I consider the greater efficiencies available from integrating the whole of the team, from clients through to manufacturers, at the earliest practical point is worth restating for all. This can be the basis for the construction industry creating complete integrated supply chains that focus on customers' needs right from design to delivery and use. We need to continue to identify barriers to progress and collectively set about tackling them.

I sense a real momentum for change. The challenge is to channel our combined energies to best effect. To do this we need your help –and support. I am seeking input from all involved directly or indirectly with the procurement and provision of construction on the draft vision, ideas and proposals in this consultation paper and for an indication of willingness to commit to deliver improvement in the industry. This paper contains headline issues where we might set targets.

We would like to agree ten to twelve key targets to be included in our final report and your views on what the actual targets should be are requested. Please send us your views by May 31st.

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1 *'Rethinking Construction'*: The Report of the Construction Task Force, 1998 (www.rethinkingconstruction.org)

2 *Reputation, Risk &Reward – the business case for sustainability in the UK property sector':* The Report of the Sustainable Construction Task Group, 2002 (http://projects.bre.co.uk/rrr/RRR.pdf)

EXECUTIVE SUMMARY

KEY MEASURES TO ACCELERATE CHANGE

Vision

- Our vision is for the UK construction industry to be consistently world class in delivering products and services that maximise value for clients and end users, and exceed expectations.

Strategic Direction

- To accelerate change, the Strategic Forum has identified three main drivers to secure a culture of continuous improvement:

    - The need for client leadership
    - The need for integrated teams
    - The need to address ‘people issues’, especially health and safety.

For simplicity of presentation, each of these issues is addressed separately. However, integration is the key theme of this report. Leadership for change is not purely the preserve of clients; just as an integrated supply team could not function without the client being a central player in it. So too are the ‘people issues’ a collective responsibility for everyone in the team if they are to maximise value and deliver a world class product.

Leadership for change is a shared responsibility and therefore this report does not make a distinction as to ‘who takes the lead’.

Supporting Client Leadership

Clients should take the lead when procuring construction services through an integrated team on the basis of value and quality, not lowest initial cost. To support this, the following should be tackled:

- The need for independent, expert advice for clients has been identified as being vital to providing wider solutions to clients’ needs.
- Clients should lead and actively participate in the creation of integrated teams.
- Clients through their actions should create an environment throughout all stages of the project which delivers excellence in Health and Safety performance.
- Representing 40% of construction orders, the public sector can make a substantial difference to the widespread adoption of *Rethinking Construction* principles.
- Clients, specifically small and occasional clients, should have access to relevant, simple, guidance on practical steps to take when considering commissioning a construction project. Process maps and an ‘awareness raising’ pamphlet should be developed for use by clients even before they get to the point of deciding that they need to undertake a construction project to meet their needs.

Targets:

- A code of practice, model form of appointment and code of conduct should be developed to help clarify the level of service to be expected from independent client advisors by **[date A].**
- Increase the number of projects carried out by integrated teams by **[B% by date].**
- A **[C%]** increase in Clients Charter take up by repeat clients, particularly the public sector, with the aim of achieving an annual 10% increase in performance.
- A **[D%]** increase in expressed supplier satisfaction with clients by **[date E]**.

Supporting Integrated Teams

Clients must work to help deliver an integrated team, including clients and suppliers, to maximise value for money. But in the construction industry actions need to be backed up by leadership if integrated teams are to become the 'norm' rather than the exception. To support this, the following should be acted on:

- The creation of value should be a focussed objective of integrated teams, which include the client.
- A 'Toolkit' should be developed to help clients assemble integrated teams and mobilise their value streams.
- The Construction (Design and Management) Regulations 1994 (CDM), and accompanying Approved Code of Practice, are powerful tools to encourage the early appointment of the 'delivery team'.
- All firms and their workforce within integrated teams should be qualified and competent.
- Project insurance products should be made available to underwrite the **whole** team.
- There should be greater focus on logistics to facilitate integrated working and the elimination of waste.
- Payment practices should be reformed to facilitate and enhance collaborative working.

Targets:

- **[F%]** by value of projects to be carried out by integrated teams by 2004.
- An integrated team 'Toolkit' to be prepared and published by April 2003.
- **[G%]** by value of projects to be covered by 'whole team' Professional Indemnity, Works Contract and Product Liability insurance by 2004
- A construction sector workshop to bring together the best of recent thinking on construction logistics with the aim of setting out the opportunities for driving out waste and the means to deliver these improvements should be arranged by end 2003.
- A Guide to Good Logistics Practice in Construction with case studies (as far as these are available) and guidelines on how companies can implement and improve should be published by end 2003.
- **[H%]** by value of projects to apply defect free, and thus retention free, construction principles by 2004.

Supporting Culture Change in 'People Issues'

The single most important concept to grasp is that projects that are pre-planned by integrated teams with processes chosen for their safety and carried out by people known to be competent will be safe. They will also be good projects. Leadership in 'people issues' must drive the cultural change that can allow integrated teams to deliver of their best. To support this, the following should be acted on:

- There are simply too many competing initiatives seeking to make construction an attractive industry in which to work. We believe these should be focussed down to those which produce the greatest impact in the shortest possible time.
- The Forum supports existing work to develop an occupational health scheme for construction and action should be taken as soon as possible to implement such a scheme.
- The industry needs to offer pay and conditions that make it an attractive industry to work in.
- The industry needs to spend more time with young people and schools drawing attention to the very best that construction can offer as a career. It should encourage recent graduates to undertake 'ambassadorial' work for the industry as 'Young Presenters'.
- A more concerted initiative should be developed to encourage Investors in People (IiP) in construction.
- The industry wants to be confident that the people who work for it have health and safety knowledge and are qualified and competent.
- A simple sign posting guidance booklet on 'people issues' initiatives, aimed specifically at SMEs should be published to help focus on achieving change.
- A code of good working practices should be produced, which could be adopted by contractors, trade unions and their clients.
- Further work should be undertaken to explore options for aligning Constructionline and Quality Mark[3] more closely.
- The Forum welcomes the various initiatives - and especially the Quality Mark scheme - to try and stamp out the construction informal economy, which has no part to play in today's construction industry.

Targets:

- Priority initiatives to be identified and action plans drawn up by **[date J]**
- An occupational health scheme should be piloted and evaluated by **[date K]**
- Double the number of 'Young Presenters' by **[date L]**
- Achieve IiP recognition by 50% of employers by **[date M]**
- All persons and firms to be qualified and competent by **[date N]**
- A sign posting booklet on people issues initiatives to be published by the end of 2002
- A code of working practice on working conditions to be developed and published by **[date P]**
- 80% of public sector clients should routinely use Constructionline by **2005/6**
- Industry response to Quality Mark should increase by **Q%** by **[date R]**

Cross-Cutting Issues

Underpinning the leadership actions that need to be taken if the construction industry is to be transformed are a number of cross-cutting issues that can support and encourage change. To support this, the following should be acted on:

- Design Quality – the use of design quality indicators can help improve design and add value to the process.
- IT and the Internet – has the potential to transform many construction operations.

[3] For more details on Quality Mark : www.qualitymark.org.uk

- R&D and Innovation –in line with the recommendations made by Sir John Fairclough in his recent report, *Rethinking Construction Innovation and Research*[4], to drive continuous improvement within a strategic context.
- Sustainability –improving environmental and whole life performance can also help drive out waste, and improve construction processes.
- Planning –the planning system can add considerable cost and time to construction projects if the decision making process is not transparent, timely and consistent.
- Mechanisms and systems such as Design Quality Indicators (DQIs), Key Performance Indicators (KPIs) and Environmental Performance Indicators (EPIs) already exist to monitor and measure progress in accelerating change. In addition, a data base of the recommendations and targets contained in this report should be developed and regularly reviewed.

We welcome views on what targets might be set in relation to cross-cutting issues.

Conclusion.

We consider that if the above issues are tackled there is the potential for rapid and continuous improvement across the whole of the construction industry. We would welcome your views on the values that should be set for the quantitative targets currently shown as **letters in bold,** in the text. These may not be the only issues however and the targets (which certainly need to be reduced in number) may not be the best we can aim at.

We very much welcome your views, ideas and offers of assistance to help realise our vision of a consistently world class industry.

[4] 'Rethinking Construction, Innovation and Research': A Review of Government R&D Policies and Practices, Sir John Fairclough, 2002 (www.dti.gov.uk/construction/main.htm)

ACCELERATING CHANGE

Introduction

This document seeks your views on the Strategic Forum for Construction's vision for the industry and invites comments on how to embed *Rethinking Construction* principles into the fabric of standard industry practice.

Delivering the benefits of '*Rethinking Construction'* requires vision, leadership and commitment. The vision (set out in more detail below) is of an industry that seeks continuous improvement to achieve consistently world class standards throughout, while delivering products and services that maximise value to all stakeholders.

Clients may be occasional or experienced, large or small, public or private. When working with the industry they should expect and receive products of high quality that enhance their investment and improve the functionality and enjoyment for end users.

But construction is a very diverse activity. It ranges from the smallest domestic alteration to the development of major projects such as the Channel Tunnel Rail Link. A complex multi-layered industry exists to meet these needs. This complexity and diversity gives both strengths and weaknesses. For example, the industry is able to re-deploy its resources to meet changing patterns of demand, but it is less able to develop radical new ways of working which build on the experience of other industries.

This report identifies key drivers, which will help to transform the industry, starting with those sectors where the right leadership exists and where the ideas for change and improvement can most readily be taken up.

A key to this transformation is the integration of the team undertaking the construction process, including design. Integration allows pre-planning and through this the industry can drive out inefficiencies, waste, cost, poor working practices and accidents. A prerequisite is that clients understand the importance of clear briefing of their supply team on the outcomes they are seeking, so that their actual needs and aims are realised. All of these 'wins' can only be achieved through visionary leadership to make best practice every day working practice. Everyone must play their part, looking for ways of implementing the recommendations of this report and accepting the challenge of the targets as they apply to them.

The construction industry is fundamental to the successful delivery of the government's planned investment in the modernisation of Britain. Good design and good construction are vital to the quality of our life: in our homes, offices, shops and factories. They are vital to the quality of our urban environment, to the regeneration of urban communities, to the provision of schools, hospitals and infrastructure, to the quality of other public buildings and spaces; and they are vital to sustainable development.

Above all, celebration of these improvements and achievements will raise the image and status of this significant industry. In turn, this will stimulate recruitment and retention of the workforce, highlighting the creativity and technological challenge that the industry can bring to the realisation of its clients' needs.

VISION

Our vision is for the UK construction industry to be consistently world class in delivering products and services that maximise value for clients and end users and exceed expectations.

Such an industry will be characterised by:

- A process capable of helping clients describe their needs such that the project delivers their requirements and exceeds their expectations.

- Clients (experienced or inexperienced) procuring construction projects, products and services in a collaborative way that enables all in the integrated team to maximise the added value their expertise can deliver.

- Integrated teams, created at the earliest opportunity in the process, that fully release the contribution each can make and that equitably share risk and reward in a non-adversarial way.

- Customer focussed integrated teams that work together to:
    - eliminate risks to health and safety of those who construct, maintain, refurbish operate and have access to the construction product;
    - drive out waste during design, planning, construction, maintenance, refurbishment and operation;
    - deliver optimum sustainable performance of the construction product over its life;
    - ensure a quality of design that enhances the built environment, as well as providing functionality and flexibility for the user.

- Respect for its people, including:

    - Professional relationships where behaviour is based on mutual respect and where people treat others as they would wish to be treated.

    - A positive image that attracts and retains a high quality committed workforce with appropriate skills and competencies.

- A culture of continuous improvement based on performance measurement.

- Investment in research and development, driven by innovation, resulting in improved performance and enhanced competitiveness and productivity.

- Consistent and continuously improving performance, and improved profitability, making it highly valued by its stakeholders.

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CHAPTER 1

Progress since *Rethinking Construction* and Strategic Direction

1.1 Considerable progress has been made since the publication of *Rethinking Construction*[1] in 1998. Its implementation has been led by the Movement for Innovation[5], the Housing Forum[6], the Central[7] and Local Government[8] Task Forces, and the Construction Best Practice Programme[9]. As envisaged in the Report the core of the implementation programme is represented by the Demonstration Projects that have been volunteered by industry and clients. These have demonstrated the hundreds of practical innovations and best practices that the industry and its clients have adopted to achieve step changes in performance and quality and which in a very tangible way, demonstrate the business benefits of applying *Rethinking Construction* principles to everyday projects and business relationships.

1.2 However, the implementation programme is much more broadly based. The development of the industry's first set of Key Performance Indicators (KPIs) was led by an M4I Working Group. These KPIs have provided the basis for individual and industry wide benchmarking initiatives. The launch of the project based Environmental Performance Indicators (EPIs) has provided the essential tool to drive improved sustainability in design and working practices. The Respect for People Working Group's Report *A Commitment to People –"Our Biggest Asset"*[10] along with a set of tools and KPIs provides the basis for a trial programme to promote the image and performance of the industry in this vital area.

1.3 In order to embed *Rethinking Construction* across the UK a network of 10 Regional Clusters has been established to manage the Demonstration Project Programme and to work with other local organisations to promote the principles of *Rethinking Construction* to the widest possible audience. These Clusters are being developed into integrated Rethinking Construction Centres. Centres in Wales and Northern Ireland have already been launched with others will follow over the next few months.

1.4 To support the implementation and communication programme the Rethinking Construction organisations have arranged a number of major conferences and events. Many of these involved collaboration with industry representative and trade bodies.

1.5 There are many ways in which organisations and individuals are supporting the work including direct participation in Demonstration Projects, showing commitment by becoming members of the Housing Forum and M4I Membership Schemes and, as individuals, joining one of the extensive network of CBPP Clubs.

1.6 Demonstration project teams have reported that the key benefits of taking part in this process have been the pooling of knowledge and sharing of experiences in the regional meetings of project teams; the learning and networking across sectors, trades and professions; embracing the culture of

[5] Movement for Innovation: www.m4i.org.uk
[6] The Housing Forum: www.thehousingforum.org.uk
[7] Central Government Task Force Link: www.rethinkingconstruction.org/index2.htm
[8] Local Government Task Force: www.lgtf.org.uk
[9] Construction Best Practice Programme: www.cbpp.org.uk/cbpp/
[10] A Commitment to People – "Our Biggest Asset" - A report from the Movement for Innovation's working group on Respect for People, November 2000 (www.rethinkingconstruction.org/index2.htm).

measurement and the knowledge that the results are being monitored by the *Rethinking Construction* initiative. Many of the project teams have also reported that the partnering process has increased job satisfaction and made work more fun!

1.7 The lessons drawn from these demonstration projects have been used to encourage others in the industry to embark on a process of radical change. These lessons have been published in a variety of documents, case studies, progress reports and themed reports available on the following websites: www.m4i.org.uk and www.thehousingforum.org.uk.

1.8 Details of demonstration projects' performance against *Rethinking Construction* targets and industry averages are shown at Annex 1.

1.9 Building on the progress that has been made through demonstration projects, ***to accelerate change, the Strategic Forum has identified three main drivers to secure a culture of continuous improvement:***

- ***The need for client leadership***
- ***The need for integrated teams***
- ***The need to address 'people issues', especially health and safety.***

1.10 This report deals specifically with possible actions to bring about change under each of these headings.

1.11 Delivery of the vision stated in this report requires collaboration between the following:

- The whole of the supply team, including clients;
- Government (in terms of regulation, general economic climate and as a client);
- The finance and insurance sector (recognising the reduced risk involved in better practice);
- Schools, Construction Industry Training Board (CITB)[11] and universities (to get the right sort of people with the right blend of skills and competencies);
- Legal profession and contract writing bodies (preventing an adversarial approach).

1.12 The Strategic Forum looks to those who work in, or represent, these sectors to commit to the recommendations contained in this report and to participate actively in setting and delivering the key targets against which progress can be measured.

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[11]Construction Industry Training Board: www.citb.org.uk/citb_home.htm

CHAPTER 2

Supporting Client Leadership

Independent Advice for Clients

2.1 The need for independent, expert advice for clients has been identified as being vital to providing wider solutions to clients' needs.

2.2 It should be self-evident that, for a successful outcome, clients should enter the construction process with a clear understanding of their 'business' need, and hence the functionality they require from the finished product. They should also understand what value means for them. Without these things being clear from the outset, there are likely to be changes throughout the delivery process resulting in waste, duplication and dissatisfaction for everyone involved.

2.3 Many large, repeat clients have in-house teams whose purpose is to establish this crucial development information. However for one-off or very occasional clients this is not the case and they should be encouraged to seek external independent advice to establish this information at the very outset. As a result the concept of an independent client advisor has emerged to help this group of clients articulate and establish their need and the implications of different procurement options.

2.4 It is therefore proposed that:

- Small and occasional clients should receive advice on all the options for meeting their business needs – not just those involving construction activities;
- Where construction is required to deliver business objectives, advice should be provided on how to achieve best whole-life value for money by applying the principles contained in *Rethinking Construction*, within the context of EU and UK procurement rules, where these are relevant;
- This advice should cover a range of procurement and management options to meet a client's particular business or project needs, including operating and whole life costs;
- Whatever the procurement option, achieving maximum integration of the team at the earliest opportunity is essential in order to make the best use of all available expertise, and central to the delivery of best whole life performance and maximising client value from construction. ***Clients should lead and actively participate in the creation of integrated teams;***
- Independent client advice may come from a variety of existing professional backgrounds. The key issue is that independent client advisors should have certain skills and competencies which align with *Rethinking Construction*;
- A code of practice, model form of appointment and code of conduct should be developed, so that all are clear what level of service is expected from independent client advisors (including disinterest in the particular construction supply team);
- Existing professional/business organisations should establish "registers" of members (organisations or people) prepared to act as an independent client advisors and meet the standards to be developed above; and
- The Government develops a promotion strategy with industry to encourage clients to seek independent advice.

2.5 A model for the work of independent client advisors already exists in The Commission for Architecture and the Built Environment (CABE)[12], where 100 consultants are employed to

[12] Commission for Architecture and the Built Environment: www.cabe.org.uk

provide independent advice to public sector clients going beyond design into wider procurement issues.

2.6 Work to develop a Code of Practice, model form of appointment and Code of Conduct for advisors –the Codes of Practice and Conduct could be combined into one document - should be undertaken by the Construction Industry Council (CIC)[13] and the Confederation of Construction Clients (CCC)[14]. The Code of Practice should make clear that advisors should not have a financial benefit/involvement in the construction supply team of the project they are advising on. In due course, CCC should consider adopting the Code of Practice within the Clients' Charter and the CIC should seek adoption of the Code of Conduct by all relevant professional bodies.

2.7 **Target:** A code of practice, model form of appointment and code of conduct should be developed to help clarify the level of service to be expected from independent client advisors by **[date A].**

Health and Safety Performance

2.8 ***Clients through their actions should create an environment throughout all stages of the project which delivers excellence in Health and Safety performance.*** There are good business and ethical reasons to do this. Increasingly clients will be judged by their customers and by financial analysts on their ethical stance in relation to safety in the same way as is already happening for environmental performance and sustainability. Such issues have an important impact on corporate image, and on how local communities and stakeholders view them. In direct business terms, accidents on site may involve client liability and will lead to delays. Unhappy workers produce defective work. Poor health and safety performance of the building when in use can result in the ineffective delivery of business objectives. Clients pay the price for all this avoidable waste.

2.9 Clients should deliver excellence in health safety performance by:

- Making health and safety of their customers, staff, and everyone they work with or for a business priority, at the forefront of their agenda when commissioning construction;
- Integrating supply teams to ensure the effective contribution of the entire supply chain to delivering a safe site and a safe product; and regular measurement of the extent of integration throughout the supply chain;
- Using the discipline of the "gateway" process to ensure they have met all their obligations to achieve a safe, efficient project that is more likely to be delivered on time and on budget.

2.10 **Target:** Increase the number of projects carried out by integrated teams by **[B% by date].**

The Public Sector as a Client

2.11 ***Representing 40% of construction orders, the public sector can make a substantial difference to the widespread adoption of Rethinking Construction principles.***

2.12 The public sector is a major client of construction. It therefore has a significant vested interest in getting best whole life value from construction if it is to demonstrate that it is spending

[13] Construction Industry Council: www.cic.org.uk
[14] Confederation of Construction Clients: www.clientsuccess.org.uk

taxpayers' money effectively and efficiently. It is important that the public sector demonstrates that it is a best practice client, which consistently secures the best whole life performance that the construction industry can offer. The public sector can be helped to achieve this by:

- A financial and audit regime which supports best practice, further encouraging movement away from short-termism that places lowest initial cost ahead of whole life performance;
- Reducing the divide between capital and revenue expenditure in local government projects to help realise value for money as opposed to lowest price;
- Linking government funding of construction projects to the application of *Rethinking Construction* principles;
- Audit processes attached to such expenditure to evaluate the extent to which value and whole life performance, are used as the basis of procurement.

2.13 **Target:** A **[C%]** increase in Clients' Charter take up by repeat clients, particularly the public sector, with the aim of achieving an annual 10% increase in performance.

Client Guidance

2.14 Given the widely varying experience of clients it is clear that in developing guidance one-size does not fit all. Yet the need for simple, relevant, guidance exists and must be addressed.

2.15 The Office of Government Commerce (OGC)[15] has issued a series of guidance notes for central civil government clients[16] and is developing simple "how to" guides. The Forum urges the OGC to give this work high priority. The OGC's 'Gateway' process offers a highly relevant, straightforward way to ensure that government clients are helped through the procurement process at all stages and that the principles of *Rethinking Construction* underpin this. The Forum congratulates the OGC for taking the lead in this way.

2.16 Similar guidance for local authority clients is being prepared by the Local Government Task Force to assist local authorities to maximise the value of construction procurement.

2.17 In the private sector the review currently being undertaken by the CCC of existing process maps should continue, and the resulting products made available through an easily accessible website presented to suit general client groupings, i.e. small/occasional/repeat.

2.18 ***Clients, specifically small and occasional clients, should have access to relevant, simple guidance on practical steps to take when considering commissioning a construction project. Process maps and an 'awareness raising' pamphlet should be developed for use by clients even before they get to the point of deciding that they need to undertake a construction project to meet their business needs***. Simple awareness raising pamphlets have a role to play in getting across the message to small and occasional clients that 'there is a better way to build'. However, they should form part of a continuous long-term communications plan that, first creates awareness of effective procurement methods, and, second directs clients to independent advisors as their focal point for help and advice. In the longer term the best source of information for such prospective clients may be the independent advisors.

[15] Office of Government Commerce: www.ogc.gov.uk
[16] Office of Government Commerce Guidance Notes 1-10: http://porch.ccta.gov.uk/treasury/reports.nsf

2.19 Client action must support the development of integrated teams to maximise value for money throughout the supply chain. These actions need to be backed up by leadership in the construction industry to make integrated teams the ‘norm’ rather than the exception.

2.20 Clients need to avail themselves of the expertise of product manufacturers and suppliers. Their input to project design can offer the potential for considerable savings through identification of standard products and detailed design solutions that are practical to implement and reliable in operation.

2.21 **Target:** A **[D%]** increase in expressed supplier satisfaction with clients by **[date E]**.

CHAPTER 3

Supporting Integrated Teams

Creating Value through Integrated teams

3.1 Just as client action must support the development of integrated teams to achieve maximum value and optimum performance, ***the creation of value should be a focussed objective of integrated teams which include the client.*** Product manufacturers and suppliers can develop solutions that involve less site processing, increased standardisation, pre-assembly and pre-fabrication, which take work off the site, reduces health and safety risks, and improves quality and reliability. They can also advise on availability of new products, and innovative solutions which, when linked closely to design and installation, can bring real benefits. By engaging in integrated teams the suppliers' R&D expertise can be unlocked and deployed to deliver value and enhance the finished project.

3.2 **Target: [F%]** by value of projects to be carried out by integrated teams by 2004.

Integrated Team Toolkit

3.3 While integrated working is an under-utilised concept in the construction industry, clients – especially small and occasional clients – may have difficulty in understanding the benefits of, and the added value provided by, integrated working.

3.4 ***A 'Toolkit' should be developed to help clients assemble integrated teams and mobilise their value streams.*** Supply teams bring together and draw upon various "supply chains" down to basic manufacturers. Such a toolkit will enable the full potential of the teams to be realised for the benefit of the client.

The 'toolkit' should address:

- the meaning of integrated teams
- the level of integration required
- types of supply teams
- assembling the team
- defining output/delivery of the team to ensure zero defects
- identification of improvements that support greater integration
- identification of value streams for both customers, clients and suppliers
- measuring performance of clients and the supply teams
- incentivisation
- advantages of maintaining the team in place to gain the benefits of continuity for other projects
- benefits of integrated teams (improved performance, cost saving, reduction in waste).

The Toolkit should be structured to include:

- What is an integrated team?
- The principles that are required for collaborative working in an integrated team environment (i.e. leadership, processes and culture/values).

- Signposting from principles to real best practice examples.
- Benefits and responsibilities

3.5 **Target:** An integrated team 'Toolkit' should be prepared and published by **April 2003.**

<u>Revisions to the Construction (Design and Management) Regulations 1994 (CDM)</u>

3.6 ***The Construction (Design and Management) Regulations 1994 (CDM)[17], and accompanying Approved Code of Practice, are powerful tools to bring about accelerated progress towards integrated teams by encouraging the early appointment of the 'delivery team'.***

3.7 The Health and Safety Executive (HSE)[18] is about to embark on a thorough review of these regulations. The Forum would like to see regulations encourage the maximum integration of the team at the earliest opportunity, and that improve the balance of responsibilities between the parties in such a way that all share legal responsibility for health and safety, and all are therefore aware of the benefits of integrated working.

3.8 To help deliver this, the Forum requests HSE to include in their Approved Code of Practice reference to a system of 'gateways'. At each gateway there should be a checklist for assessing the relevant health and safety risks associated with critical stages in the planning and design process. The whole integrated team should be required to certify that they have –as a team –considered the health and safety risks in order to ensure that the facilities currently developed will be safe to build and safe to operate.

3.9 Corporate competence is a vital adjunct to the requirement to engage competent workers. Further work is needed to enable corporate competence to be readily assessed and, if necessary, validated. ***All firms and their workforce within integrated teams should be qualified and competent.***

<u>Project Insurance</u>

3.10 ***Project insurance products should be made available to underwrite the whole team*** to facilitate integrated working. Such policies could embrace Professional Indemnity Insurance, and works contract insurance and perhaps aspects of Product Liability Insurance.

3.11 Leading insurers are supportive of this proposal in principle and the construction industry should now come forward with projects suitable for 'piloting'. The results of these early trials should be analysed and disseminated by the Construction Best Practice Programme.

3.12 **Target: [G%]** by value of projects to be covered by 'whole team' Professional Indemnity, Works Contract and Product Liability insurance by 2004.

<u>Logistics</u>

3.13 A considerable amount of waste is incurred in the industry as a result of poor logistics. ***There should be greater focus on logistics to facilitate integrated working and the elimination of waste.***

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[17] Construction (Design and Management) Regulations 1994: www.hmso.gov.uk/si/si1994/Uksi_19943140_en_1.htm
[18] Health and Safety Executive: www.hse.gov.uk

3.14 Designers, constructors and product suppliers should examine logistics principles and how they can be applied to facilitate integration. In particular they should consider:

- The logistics of supply and delivery of goods and materials to site.
- The tracking of goods and materials through the supply chain (manufacture to the point of use)

Both these themes have potential to deliver:

- Productivity improvements;
- Waste reduction;
- Sustainability (energy saving);
- Improvement to health and safety; and
- Promotion of wider use of IT.

3.15 **Target:** A construction sector workshop to bring together the best of recent thinking on construction logistics with the aim of setting out the opportunities for driving out waste and the means to deliver these improvements should be arranged by **end 2003.**

3.16 **Target:** A Guide to Good Logistics Practice in Construction with case examples (as far as these are available) and guidelines on how companies can implement and improve should be published by **end 2003**.

Payment Security

3.17 ***Payment practices should be reformed to facilitate and enhance collaborative working***.

3.18 Lengthy payment periods and delays in payments severely damage construction businesses, especially small and medium sized firms. In a relationship of collective responsibility, responsible behaviour and mutual interest, as characterised by integrated teams, payment delays and retentions cease to be a significant issue. By striving to integrate the team, the industry has the opportunity to tackle a major problem that has dogged small and medium sized companies for many years.

3.19 The development of KPIs for payment within supply chains will help to establish and benchmark best practice.

3.20 **Target: [H%]** by value of projects to apply defect free, and thus retention free, construction principles by 2004.

CHAPTER 4

Supporting Culture Change in 'People Issues'

4.1 The construction industry employs 1.5 million people. Without good quality staff carrying out their roles with skill, integrity, reliability and safety, the construction industry will not flourish. Attracting good men and women, and training and retaining them, are the biggest challenges the industry now faces. Over the next five years the industry needs to recruit and train some 370,000 new employees. A wide range of people is needed with skills in design, engineering and all construction crafts.

4.2 The recruitment challenge is that much harder because the industry has a poor public image. The brightest and most able people do not see construction as an activity that will be fulfilling and rewarding. Moreover, it is seen by many as the last of the "dirty and dangerous" industries.

4.3 The Strategic Forum has identified five areas for particular attention:

- Health and safety;
- Pay and conditions;
- Recruitment;
- Training and competence; and
- Image.

4.4 There are already many initiatives underway to tackle these issues, with the industry rightly giving first priority to improving its health and safety record. This chapter examines how we can build on what is already happening.

General

4.5 ***There are simply too many competing initiatives seeking to make construction an attractive industry in which to work. We believe these should be focussed down to those which produce the greatest impact in the shortest possible time.*** We invite comments on what the top priorities should be.

4.6 **Target:** Priority initiatives to be identified and action plans drawn up by **[date J]**

Health and Safety

4.7 Both clients and contractors are leading a drive to achieve a fully qualified workforce of which health and safety forms an important component. This is a mammoth undertaking. The Major Contractors Group is on target to achieve this by the end of 2003, with the remainder of the industry following no later than 2010.
In addition to this there are a number of other areas where further work could be done:

- A more integrated team approach to design out certain risks (e.g. falls from heights, handling of unnecessarily bulky materials);
- Maximising the opportunities to develop solutions that involve less site processing and more pre-assembly and pre-fabrication;
- ***The Forum supports existing work to develop an occupational health scheme for construction and action should be taken as soon as possible to implement such a scheme.***

- The CSCS should set compulsory questions to assess the competence of all those who work at height.

4.8 **Target:** An occupational health scheme should be piloted and evaluated by **[date K]**

<u>Pay and Conditions</u>

4.9 *The industry needs to offer pay and conditions that make it an attractive industry to work in.* Basic craft rates of pay in the industry have increased by 60% over the past six years. However, two issues do make the industry look relatively unattractive to new recruits and need to be noted:

- Long hours culture. Over the past five years the average working week has been 46.5 hours with over half the workforce in receipt of overtime payments; and
- Pensions. Employer contributions to the industry's new stakeholder pension are relatively low and it does not yet embrace all operatives in the industry.

<u>Recruitment</u>

4.10 The industry has long been concerned that vocational training is not valued enough by the educational establishment, young people and their parents. The pendulum is slowly swinging back with the introduction of vocational GCSEs and degrees and the expansion of the Modern Apprenticeship scheme. Even so, there is a long way to go in redressing the balance.

4.11 To help speed up the process, ***the industry needs to spend more time with young people and schools drawing attention to the very best that construction can offer as a career. It should encourage recent graduates to undertake 'ambassadorial' work for the industry as 'Young*** The CITB is doing valuable work in this area but more advocates are needed, especially amongst young people who have recently joined the industry. In addition, construction should be regarded by government as a particularly effective area for funding adult learning. This is especially important given the need to widen the industry's recruitment net and attract more minority groups; women and ethnic minorities often find it more attractive to join the industry at a slightly older age. Funding for adult training and work experience needs to provide adequate support for achieving the necessary vocational qualifications.

4.12 **Target:** Double the number of 'Young Presenters' by **[date L]**

<u>Training and Competence</u>

IiP

4.13 There is a very low take-up within construction of the Investors in People initiative, (15% of the industry), despite its business benefits. A number of organisations such as the CITB, Rethinking Construction and the Construction Confederation have been working to increase the take up. ***A more concerted initiative should be developed to encourage IiP in construction***, with a goal of increasing the take up. The industry would welcome the opportunity to work in partnership with government initiatives in tackling these issues.

4.14 **Target:** Achieve IiP recognition by 50% of employers by **[date M]**

Qualifying the Workforce

4.15 ***The industry wants to be confident that the people who work for it have health and safety knowledge and are qualified and competent.*** The 'all qualified workforce' goes far beyond this, building a professional industry, improving its image and helping to change the way the workforce views itself. The quality standard being developed through expansion of, and affiliation to, the CSCS card scheme, or equivalent schemes, is an important element of the Quality Mark scheme. It should also be in individual client assessments advocated by the Confederation of Construction Clients. All industry sectors should identify how to demonstrate that they have a qualified workforce. Achieving targets will require significant investment both in developing the necessary network of assessors and in supporting off-site training. This will require further support from employers to develop work-based recorders and assessors, and from the Learning and Skills Council, and their counterparts in Scotland and Wales, in funding adult learning.

4.16 **Target**: All persons and firms to be qualified and competent by **[date N]**

Involving SMEs

4.17 The large number of initiatives to tackle "people" issues is a problem in itself, especially for SMEs. Many companies have no idea about all that is on offer. Those that are looking for support are confused by the competing initiatives and jargon. There is therefore a need to rationalise some of the competing projects and market the best more effectively in the industry. ***A simple sign posting guidance booklet on 'people issues' initiatives, aimed specifically at SMEs, should be published to help focus on achieving change.***

4.18 **Target:** A sign posting guidance booklet on 'people issues' initiatives to be published by **end 2002.**

Image

Working conditions

4.19 Construction sites are often perceived as being adversarial, leading to lower productivity, as well as a poor industry image. ***A code of good working practices should be produced which could be adopted by contractors, trade unions and their clients.*** It might include some of the provisions of the Construction Confederation's consultation toolkit on health and safety issues and the Respect for People toolkits[10]. Possible ways of promoting this would be through the Considerate Constructors Scheme and Rethinking Construction Demonstration Projects.

4.20 **Target:** A code of working practice on working conditions to be developed and published by **[date P]**

Client responsibility

4.21 It is important that clients, as well as constructors, recognise the need to improve the industry's image, especially as a safe and responsible employer. Clients have a role to play in thwarting current bad practices. For example, by refusing to work with contractors who do not honour recognised industry working rule agreements and those who encourage false self-employment. In particular, Government, as the industry's most important client, has a vital role to play. The move towards a fully registered workforce will provide clients with the skilled workforce it needs to get the work done. This needs to be accompanied by a single unified register of contractors and sub-contractors which clients can use knowing they comply with best working practices. As recommended by the Quality Mark review group, further work should be undertaken to make domestic clients more aware of the responsibilities they have as purchasers of construction services. Constructors working in the domestic market should support Quality Mark by joining early. Constructionline should continue to develop with clients' needs as an effective challenge to clients' own lists. As recommended by the Quality Mark review group, ***further work should be undertaken to explore options for aligning Constructionline and Quality Mark more closely.***

4.22 **Target:** 80% of public sector clients should routinely use Constructionline by **2005/6**.

The informal construction economy

4.23 It is estimated that the informal construction economy is valued at £4.5 billion. An independent report recently produced by UCATT also estimates there are between 300-400 thousand false self-employed working in the industry. Companies who flout tax and employment legislation provide unfair competition for respectable and law abiding firms. It is in this sector where there is most concern about health and safety and where "people" issues are ignored. The industry is keen to work alongside government in tackling these cultural and structural issues.

4.24 ***The Forum welcomes the various initiatives – and especially the Quality Mark Scheme – to try and stamp out this sector, which has no part to play in today's construction industry.*** Quality Mark can help to educate domestic clients about their responsibilities as purchasers of construction services. Constructors in the domestic market should join Quality Mark.

4.25 **Target** : Industry response to Quality Mark should increase by **Q%** by **[date R]**

CHAPTER 5

Cross-Cutting Issues

Design Quality

5.1 Investment in high quality design, by an integrated team, is crucial to the success of any construction project. It is at the outset of a project that the vast majority of value can be created through design and integration. Integrated, high quality, design should always lead to a lower cost over the lifetime of a building or structure. It will also contribute to improved safety and reduced defects. To improve design standards, the industry should adopt the use of the Design Quality Indicators evaluation tool, as developed by the CIC, CABE and others.

IT and the Internet

5.2 IT and E-business have the potential to transform many operations in the construction sector and deliver significant benefits for designers, constructors and building operators. Deriving the maximum benefit from introducing IT solutions will not, however, be easy.

5.3 The widespread adoption of e-business and virtual prototyping requires the construction industry to transform its traditional methods of working and its business relationships. Key barriers to this transformation include organisational and cultural inertia, scale, awareness of the potential and knowledge of the benefits, skills, perceptions of cost and risk, legal issues and standards. Weighed against this, the potential benefits are:

- Economy and speed of construction;
- Improved business relationships;
- Product and process improvement; and
- Technology and entrepreneurship.

R&D and Innovation

5.4 Sir John Fairclough's review of Government R&D Policies and Practices, *Rethinking Construction Innovation and Research*, endorses the view that the Strategic Forum should take the pivotal role in setting a strategic vision for the industry. This will require the support of a dedicated organisation which, when compared to the current the Construction Research and Innovation Strategy Panel (CRISP)[19], will have an expanded role and resources. The new CRISP will help to identify important issues for the industry and develop research strategies to address them. The Forum feels that an immediate priority is to focus research effort on filling the industry's knowledge gap in the development of integrated supply teams.

Sustainability

5.5 The Forum considers the principles set out in *Building a Better Quality of Life*[20] complement those of *Rethinking Construction* and are consistent with the aims and themes of this report.

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[19] Construction Research and Innovation Strategy Panel: www.crisp-uk.org.uk/

[20] Building a better quality of life: A strategy for more sustainable construction, DETR, April 2000, www.dti.gov.uk/construction/sustain/bql/pdf/sus_cons.pdf

5.6 Clients have a key role to play in demanding more sustainable buildings, designed on whole life principles, if the 'circle of blame', identified by Sir Martin Laing's Task Group, is to be broken. Public sector clients can make a real difference by providing leadership in this area. They have committed themselves to doing so in *Achieving Sustainability in Construction Procurement*[21]. They now need to demonstrate publicly that they are delivering the action plan set out in that report. But private sector clients also need to recognise that investor pressure, regulation and good business practice make sustainability a key business issue in investing for the future.

5.7 More sustainable construction means taking a more integrated view of design and construction. Well planned projects reduce waste and cut accidents. Integrated teams that focus on delivering value to clients will also deliver more sustainable solutions.

5.8 If companies are to be viable in the longer term they must conduct their business in ways acceptable to society. Organisations that have a reputation for respecting their employees and the environment are more likely to be able to compete in recruiting and retaining the best people and in engaging public support for their activities.

Planning System

5.9 The Forum welcomes the Government's recent 'Green Papers'[22] on possible reforms to the planning system. A planning system that is fair, transparent, timely and consistent will help drive out waste and costs and promote responsible development. We urge all stakeholders to actively engage in the Government's consultation process.

Measuring Change

5.10 In building on the work of *Rethinking Construction* and delivering change to meet its objectives, it is vital to be able to monitor and measure progress.

5.11 Mechanisms and systems such as Design Quality Indicators (DQIs), Key Performance Indicators (KPIs) and Environmental Performance Indicators (EPIs) to monitor and measure progress in accelerating change already exist. In addition, a database of the recommendations and targets derived as a result of this consultation exercise should be developed and regularly reviewed.

[21] *Achieving Sustainability in Construction Procurement*, Sustainability Action Group of the Government Construction Clients' Panel (GCCP), June 2000, www.property.gov.uk/services/construction/gccp/100700.pdf

[22] *Planning: Delivering a Fundamental Change*, Department of Transport, Local Government and the Regions, December 2001, www.planning.dtlr.gov.uk/consult/greenpap/index.htm

Annex 1

Demonstration Projects Data

To date there are 334 projects within the *Rethinking Construction* portfolio. 38% of these are housing projects and 62% represent the rest of the construction industry. They have a combined construction value of £5.6 billion and provide examples of off-site fabrication, standardisation, the use of new technology, sustainability, respect for people activities, partnering and supply chain integration.

Within the combined portfolio, 197 projects are entirely new build projects and 66 cover refurbishment, repairs and maintenance. The others are mixed projects. A sample of projects provides the following breakdown of projects by client type:

	Public	**Private**	**Mixed**	**Social**
M4i	46%	43%	11%	-
Housing	15%	9%	4%	72%

The achievements of these projects against the *Rethinking Construction* targets compared with the industry average have been as follows:

RC Target (annual)	**Headline KPI**	**Pan-Industry Average** (for yr. 2000)	**M4i** (as at 31.03.01)	**Housing Forum** (as at 1.12.01)
Capital Cost (-10%)	Cost (change compared with one year ago)	+2%	-7.1%	-4.4%
Construction Time (-10%)	Time (change compared with one year ago)	+1%	-12.9%	-7.4%
Predictability (+20%)	Cost Predictability - Design (% on target or better)	63%	61%	79%
	Cost Predictability - Construction (% on target or better)	52%	66%	56%
	Time Predictability - Design (% on target or better)	41%	67%	78%
	Time Predictability - Construction (% on target or better)	60%	69%	63%
Defects (-20%)	Defects (scoring 8/10 or better)	53%	86%	71%
Accidents (-20%)	Safety (mean accident incident rate/100k empl.)	1088	620	*
Productivity (+10%)	Productivity (median value added/employee £000)	28	36	34
Turnover & Profit (+10%)	Profitability (median profit on turnover)	5.5%	7.1%	3.6%
Customer Satisfaction (product)	Client Satisfaction – Product (scoring 8/10 or better)	72%	93%	87%
Customer Satisfaction (service)	Client Satisfaction – Service (scoring 8/10 or better)	63%	76%	66%

* Housing Forum Dec- 02 –	Total no. projects	Total no. Employees	Total no. Accidents
	33	559	6

STRATEGIC FORUM MEMBERSHIP

Sir John Egan (Chairman)

George Brumwell - Union of Construction and Allied Trade Technicians (UCATT)
Colin Busby - Major Contractors Group (MCG)
Ted Cantle - Local Government Task Force (LGTF)
Alan Crane - Movement for Innovation (M4I)
Michael Dickson - Construction Industry Council (CIC)
John Gains - Construction Confederation (CC)
Peter Gershon - Government Clients Construction Panel (GCCP)
Richard Saxon /Tony Giddings –Design Build Foundation/Reading Construction Forum (DBF/RCF)
Roy Harrison - Construction Products Association (CPA)
John Harrower - Constructors Liaison Group (CLG)
John Hobson (until 02/02) - Department of Trade and Industry (DTI)
Kevin Myers - Health and Safety Executive (HSE)
Sir Michael Pickard - Housing Forum
Mike Roberts - Confederation of Construction Clients (CCC)
Phil Roberts - Construction Research and Innovation Strategy Panel (CRISP)
Jon Rouse - Commission for Architecture and the Built Environment (CABE)
Hugh Try - Construction Industry Training Board (CITB)
Elizabeth Whatmore (From 03/02) - Department of Trade and Industry (DTI)
Nigel Woolcock - British Property Federation (BPF)

Secretariat

Dwight Demorais - Technical Consultant
Dr Rodger Evans - Department of Trade and Industry (DTI)

Publications

'Rethinking Construction': The Report of the Construction Task Force, 1998
Reputation, Risk &Reward – the business case for sustainability in the UK property sector': The Report of the Sustainable Construction Task Group, 2002.
'Rethinking Construction, Innovation and Research': A Review of Government R&D Policies and Practices, Sir John Fairclough, 2002
"A commitment to people **-** our Biggest Asset" **-** A report from the Movement for Innovation's working group on Respect for People, November 2000.
Building a better quality of life: A strategy for more sustainable construction, DETR, April 2000
*Achieving Sustainability in Construction Procurement***,** Sustainability Action Group of the Government Construction Clients' Panel (GCCP), June 2000
Planning: Delivering a Fundamental Change, Department of Transport, Local Government and the Regions, December 2001
Construction (Design and Management) Regulations 1994:
www.hmso.gov.uk/si/si1994/Uksi_19943140_en_1.htm

OGC Publications

No.1: Essential Requirements for Construction Procurement Guide
No.2: Value for Money in Construction Procurement
No.3: Appointment of Consultants and Contractors
No.4: Teamworking, Partnering and Incentives
No.5: Procurement Strategies
No.6: Financial Aspects of Projects
No.7: Whole Life Costs
No.8: Project Evaluation and Feedback
No.9: Benchmarking
No 10: Achieving Excellence through Health and Safety

Useful Websites

Rethinking Construction: www.rethinkingconstruction.org
Movement for Innovation: www.m4i.org.uk
The Housing Forum: www.thehousingforum.org.uk
The Local Government Task Force: www.lgtf.org.uk
The Construction Best Practice Programme: www.cbpp.org.uk/cbpp/
The Construction Industry Council: www.cic.org.uk
The Construction Industry Training Board: www.citb.org.uk/citb_home.htm
The Office of Government Commerce: www.ogc.gov.uk
The Confederation of Construction Clients: www.clientsuccess.org.uk
The Commission for Architecture and the Built Environment: www.cabe.org.uk
Her Majesty's Stationary Office: www.hmso.gov.uk
Department of Trade and Industry's Construction Pages: www.dti.gov.uk/construction/
Health and Safety Executive: www.hse.gov.uk
The Construction Research and Innovation Strategy Panel: www.crisp-uk.org.uk/

ACCELERATING CHANGE

Consultation Response Form
available on-line at : www.cbpp.org.uk/acceleratingchange

'Accelerating Change' sets out the Strategic Forum's view of what it will take to embed the principles of '*Rethinking Construction*' in the UK construction industry, freeing it up to realise its potential to be consistently world class and provide best value for money. The report makes a number of assertions and recommendations that need to be acted on if all of those involved are to benefit from the principles of *Rethinking Construction*. Your comments and views are important to help bring about change.

Please use this form if it helps you frame your responses – it will help us collate replies.

1. **Vision – [Page 9]**

Do you agree that the UK construction industry can be more successful by transforming itself through integrating the supply process?

Yes ☐ **No** ☐

Comments

2. Strategic Direction – [Paragraph 1.9, Page 11]

Do you agree that leadership for change is a shared responsibility and everyone in the construction procurement and supply process should play a part in delivering change?

Yes ☐ **No** ☐

Comments

3. Supporting Client Leadership – [Chapter 2 Pages 12 to 15]

Has the Forum identified the main key actions to assist clients to establish their brief, maximise value and to deliver continuous improvement in the UK construction industry?

Yes ☐ **No** ☐

Comments

4. **Supporting Integrated Teams – [Chapter 3, Pages 16 to 18]**

   a. Do you agree that the integration of the team offers the best opportunities to extract maximum value in the construction process? [Para 3.1]

Yes ☐ **No** ☐

Comments

   b. Do you agree that activities through the CDM regulations, an integrated team toolkit to help clients, project insurance, improved logistics and new payment mechanisms in support of integrated teams can help accelerate change? [para 3.6 – 3.9]

Yes ☐ **No** ☐

Comments

   c. Are there additional actions that could be taken to support and encourage team integration?

Yes ☐ **No** ☐

Comments

5. **Supporting Culture Change in 'People Issues' – [Chapter 4, Pages 19 to 22]**

Taken together with the many other initiatives that are being pursued in the areas of Health & Safety, Education and Training, and 'Respect for People' in the construction sector, do you agree that the challenge contained in this section will help deliver continuous improvement?

Comments

6. Other Cross-Cutting Issues – [Chapter 5, Pages 23 and 24]

Issues such as planning and R&D are already the subject of government consultation and therefore any comments you may have in relation to these issues should be restricted to the context of accelerating change in the adoption of the principles contained in *Rethinking Construction.*

With this in mind, do you agree that the issues listed are the right ones and have potential to deliver continuous improvement?

This is not presented as an exhaustive list. It is recognised that many other issues can, and will, influence the pace of change. What would you wish to add or subtract from this list?

Comments

7. Barriers to Change

What do you see as the principal impediments to change? What would you recommend to overcome them?

Comments

8. Targets

Targets which are challenging but realistically achievable, can focus effort, and drive change. We would welcome your views on the values that should be set for the quantitative targets currently shown as **letters in bold,** in the text. Please suggest other targets if you wish, and indicate those which you consider could be dropped from the current list.

Comments

9. Measuring Change – [Page 24 5.11]

It is essential to measure change. Can you suggest mechanisms to track your suggested targets? Do you agree that the indicators mentioned in the report are appropriate to help monitor and measure change?

Comments

10. Any other general comment you wish to record.

Comments

About you.

Name	
Position/job title	
Company/Organisation	
Industry sector e.g. client, contractor etc.	
e-mail address	
Please indicate here if you would prefer no further contact from us	
Please indicate here if you would prefer your response to be confidential	

The Forum would like to thank you for taking the time to respond to this consultation and we assure you that your comments are appreciated.

<u>Completed Response Forms can be submitted on-line at:</u>
www.cbpp.org.uk/acceleratingchange

<u>or posted to:</u>

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Consultation end date 31st May 2002