

# GIRI and the benefits of an error reduction strategy

*Presentation to ACED  
18<sup>th</sup> November 2021*

Presented by:

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



**GIRI – The Why.**  
**GIRI – The Role**  
**GIRI – The How**

**GIRI**

# GIRI – The Why.

# Get It Right Initiative

Improving value by eliminating error

A Strategy For Change



# Wasted spend on error

## Direct costs of error (5%)

resources used in correcting an error

## Indirect costs of error (7%)

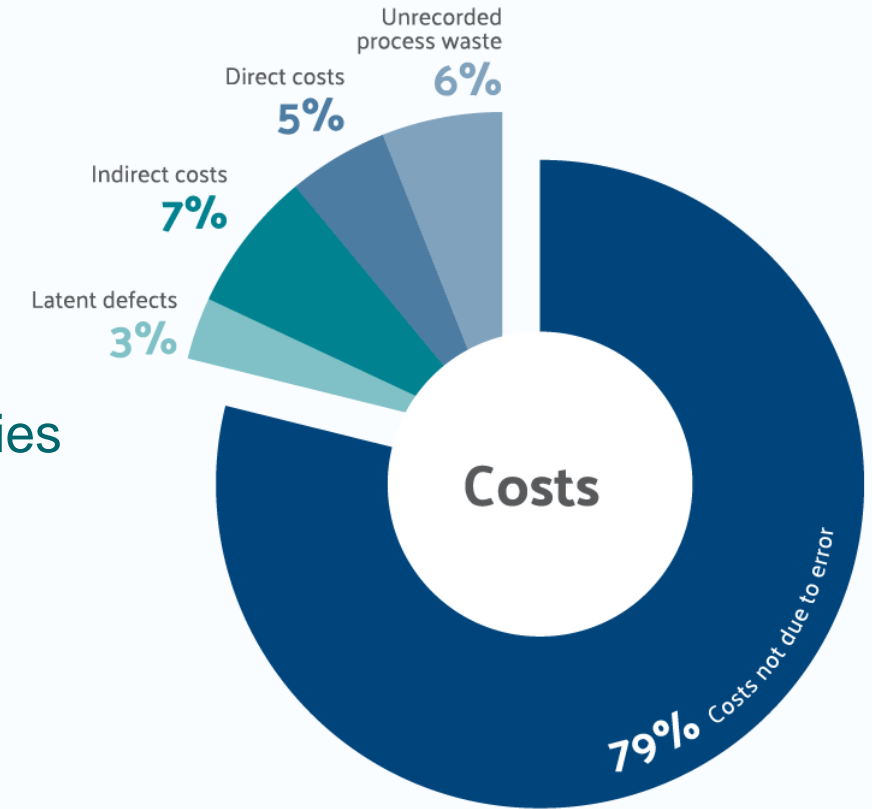
Resources used in follow on work and costs to other parties

## 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

# Root causes of error

- Inadequate planning (from task through to project level)
- Late design changes
- Poorly communicated design information
- Poor culture in relation to quality
- Poorly coordinated and incorrect design information
- Inadequate attention paid in the design to construction
- Excessive commercial (financial and time) pressures
- Poor interface management and design
- Ineffective communication between team members
- Inadequate supervisory skills

# GIRI







## Summary root causes of error:

- Culture
- Planning
- Design
- Supervision

A cultural and behavioural change of similar magnitude is now required across the whole sector to deliver an effective system that ensures complex buildings are built and maintained so that they are safe for people to live in for many years after the original construction. The mindset of doing things as cheaply as possible and passing on responsibility for problems and shortcomings to others must stop. Everyone's focus must be on doing the right things because it is their responsibility as part of a system which provides buildings that are safe and sustainable for those who will live in and use them for many decades.

# GIRI



## Extracts from *Building a Safer Future*

Interim report by Dame Judith Hackitt

Change control and quality assurance are poor throughout the process. What is initially designed is not what is being built, and quality assurance of materials and people is seriously lacking.

### *Competence*

- There is a need to raise levels of competence and establish formal accreditation of those engaged in the fire prevention aspects of the design, construction, inspection and maintenance of high-rise residential and complex buildings.

### *Quality assurance and products*

- Products must be properly tested and certified and there is a need to ensure oversight of the quality of installation work.

By way of underpinning all of these interim recommendations, the industry must recognise the need for significant cultural and behavioural change, where the sector demonstrates similar responsibility for the buildings they create as they have shown they can take for the safety of people working on construction projects under the Construction (Design and Management) Regulations 2015. There is no reason why this culture change cannot begin voluntarily now ahead of the final recommendations and any legislative changes. There is already evidence of good practice despite the shortcomings in the system itself.

# GIRI

# Strategic aim of GIRI

To improve construction productivity & quality, and reduce costs & waste by eliminating error.

# GIRI



# GIRI - The Role

# GIRI aims & objectives

- Create a **culture** and working environment to get it right from the start.
- Change **attitudes** and harness **leadership** responsibility to **reduce error, waste & rework** and **improve quality, productivity & safety**.
- 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.

# GIRI



# GIRI strategic priority themes

- Deliver a strategic awareness **campaign** to improve sector attitudes to error
- Develop and implement an 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

# GIRI

**Get it right**

**or**

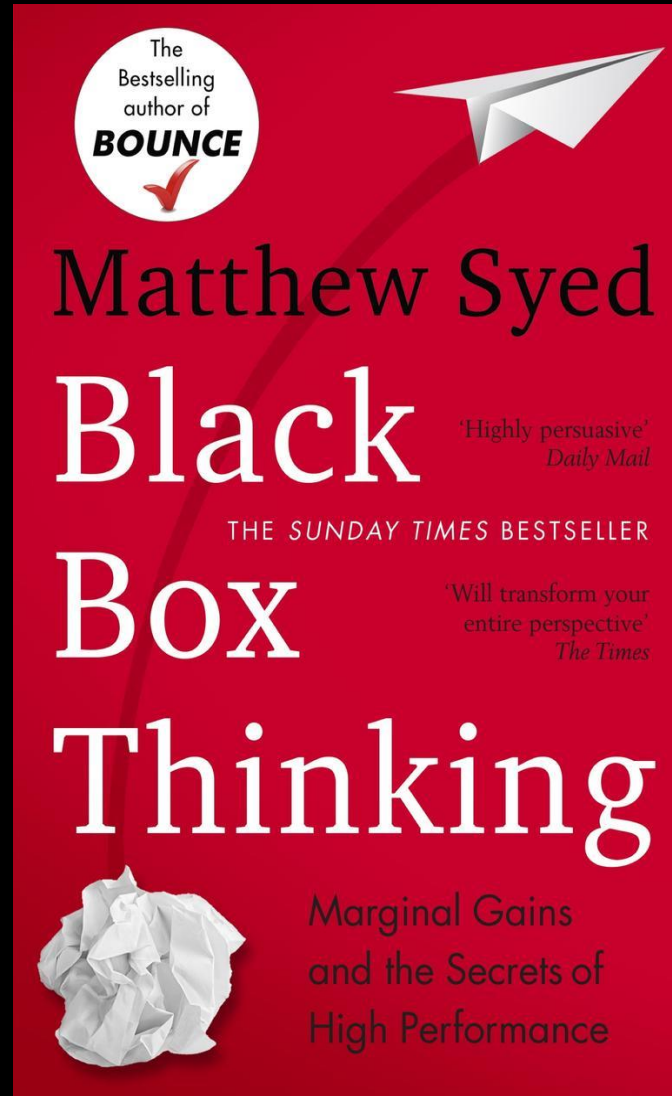
**Is it right?**

**GIRI**



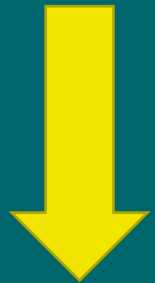
# Culture

# GIRI



# Synergies health & safety and quality

1994 First Version of CDM



2020 Draft Building Safety Bill



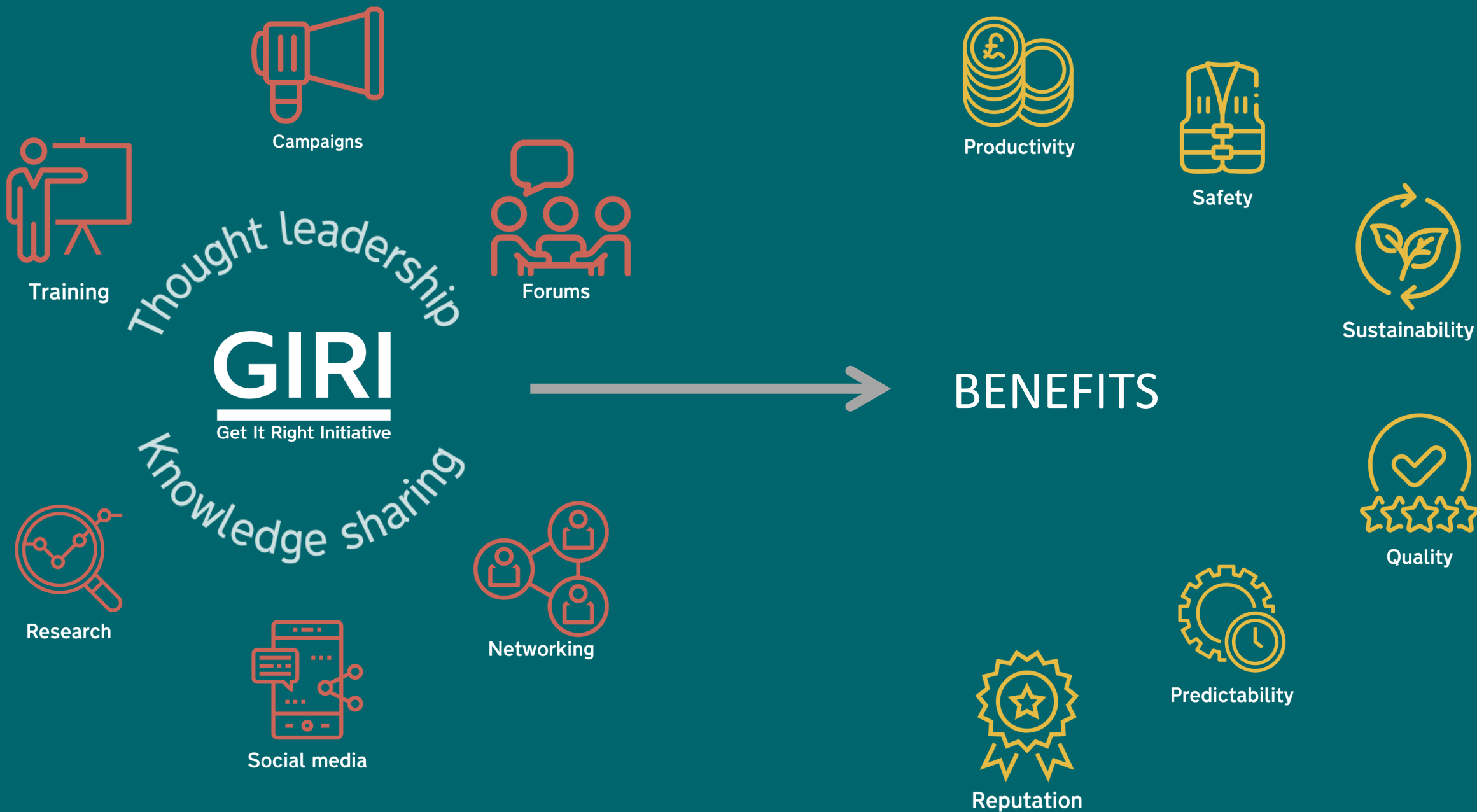
GIRI

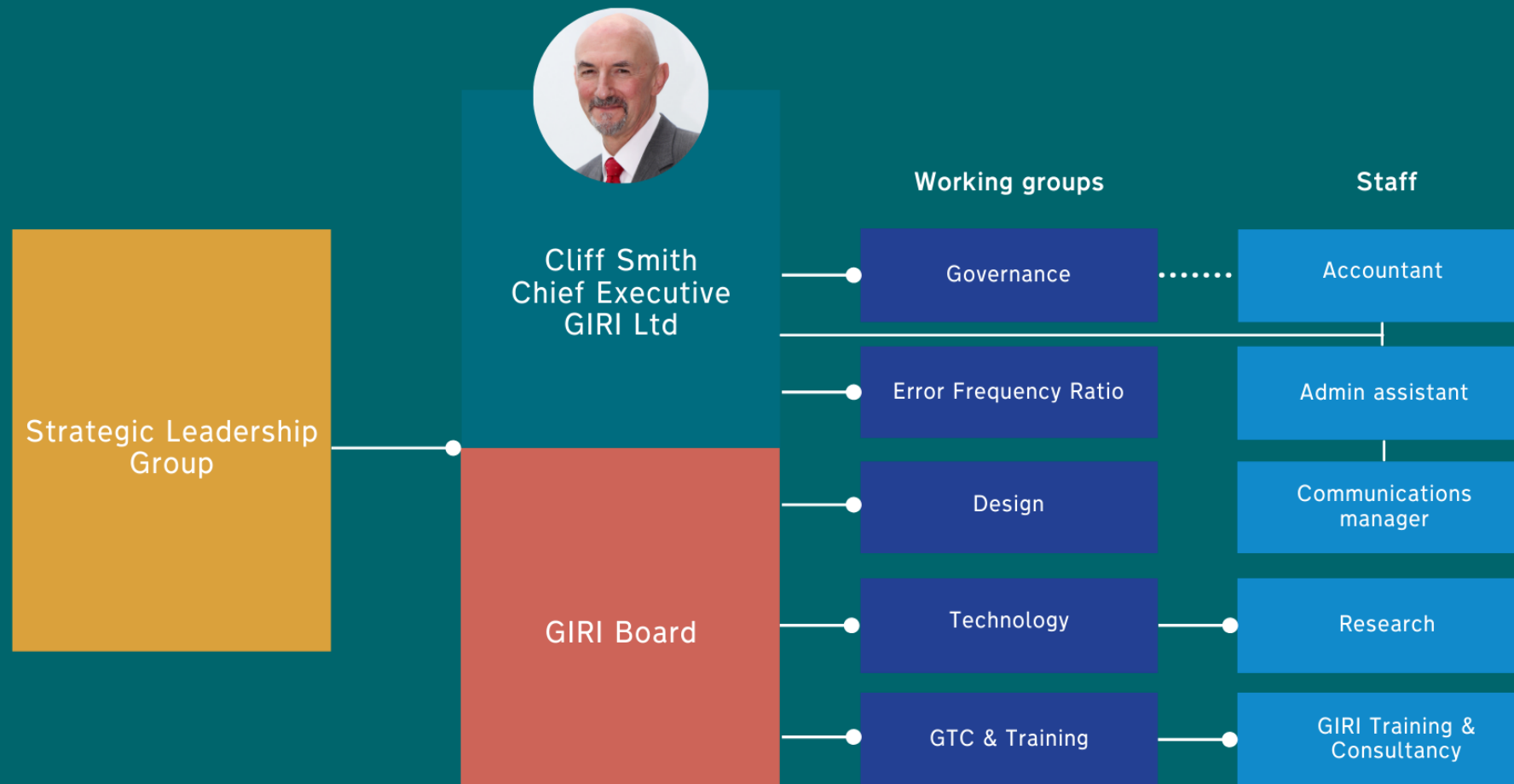
- sharing knowledge
- changing behaviour
- developing competence

# GIRI

# GIRI – The How







# GIRI

# Strategic Leadership Group

*To provide strategic direction to the executive director and board to ensure successful and sustainable outcomes which align with the future needs of the industry.*

# Strategeic Leadership Group members

**Mark Hansford**

*Director of Engineering Knowledge, ICE*

**Alastair Hitchcock**

*Head of Engineering, Phase 2, HS2*

**Paul Lowe**

*Legal Partner*

**Emer Murnaghan**

*Head of Innovation, Graham*

**Ed McCann**

*President of the ICE*

**Sarah Williamson**

*Civil Programme Director, Sizewell C*

# GIRI





Training

# Training

## Three CITB-accredited courses

- *Leadership training*
- *Interface & design management training*
- *Supervisor & manager training*



# GIRI



Training

# Training

- Accredited courses.
- Numbers up.
- Website updated.



# Leadership Course Workshop summary

- We explored why reducing error is so important
- We looked at behaviours, processes and how questions can help reduce error
- We looked at identifying the root cause errors
- We produced a set of strategic actions for reducing error

Intro

Problem

Tools

Solutions

Wrap-up

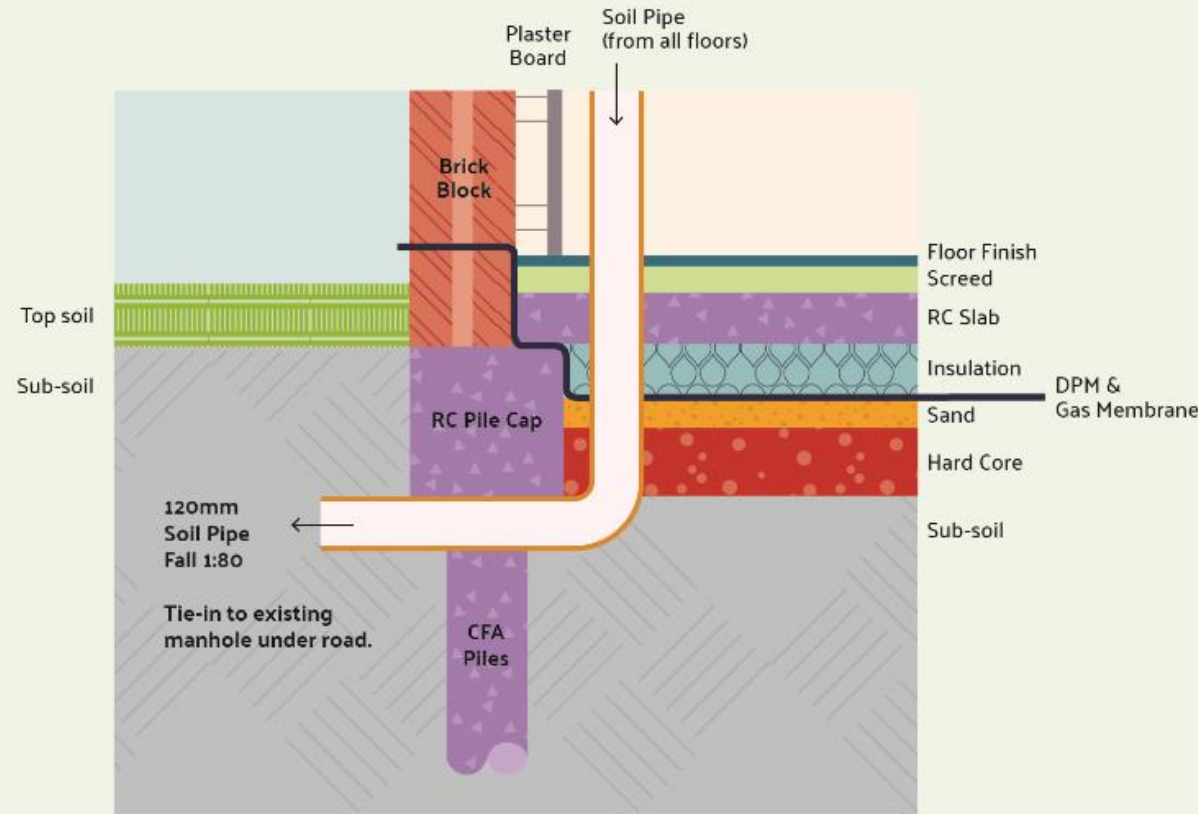
# GIRI

# Interface Management Course

**“Space”  
Interfaces?**

**“Time”  
Interfaces?**

**“People”  
Interfaces?**

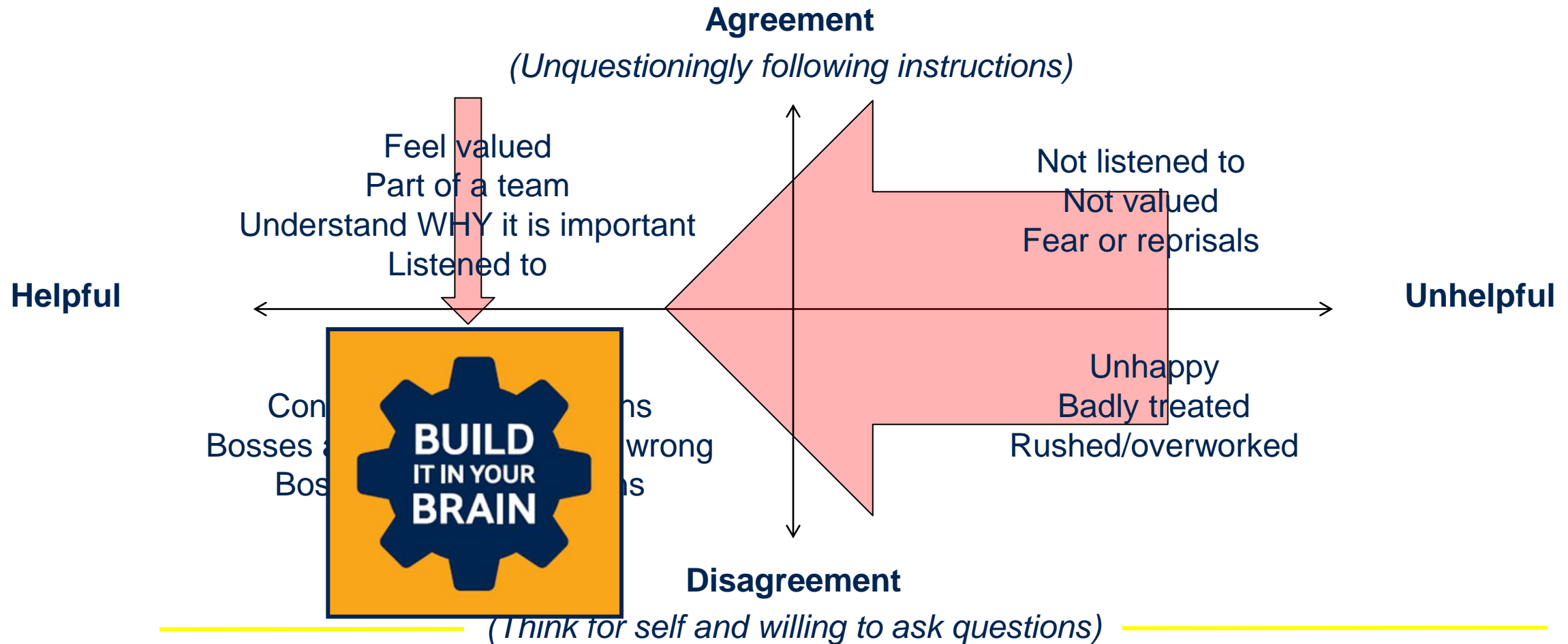


# GIRI

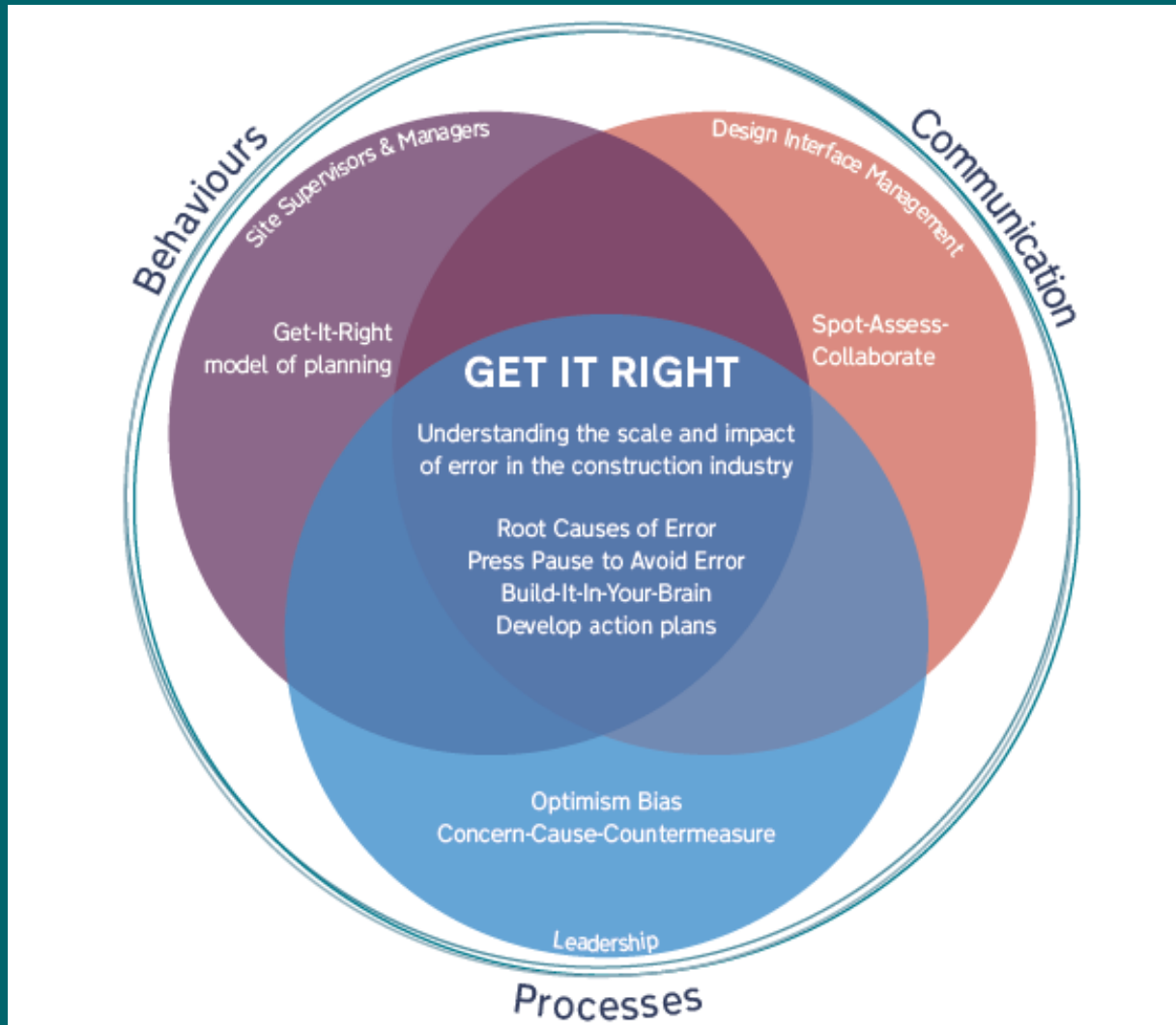


# Supervisors and Managers Course

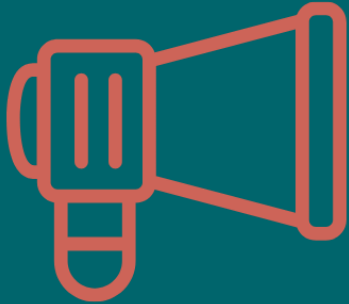
## Understanding Behaviours – Preventing Errors



# “Golden Thread”



# GIRI

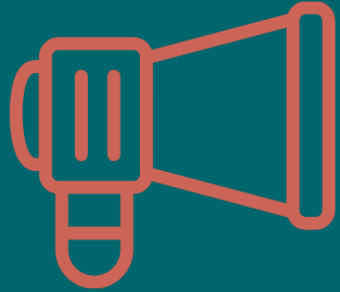


Campaigns

# Communications – strategy

- Strategic review of communications channels and priorities
- Aligning our message on error with wider industry challenges
  - Building safety
  - Productivity
  - Reducing error on the way to net zero
- Amplifying GIRI's voice through media and public affairs

# GIRI



Campaigns

# Communications campaign

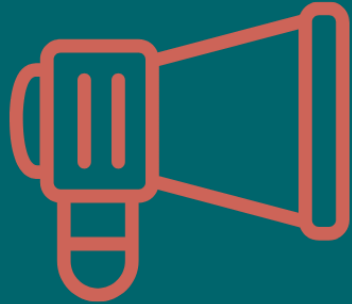
**Presentations & collaborations**

**Website:** [www.getitright.uk.com](http://www.getitright.uk.com)

Number of users and number of sessions  
**up 50%** on same period last year

# GIRI





Campaigns

# GIRI Metrics

June 2021: Damian Leydon appointed as Project Lead

Plans for leading EFR indicator metrics with HS2

Interface with CLC re EFR lagging indicator



# GIRI



# Forums

- Nine forums so far during 2021
- Wide variety of subjects

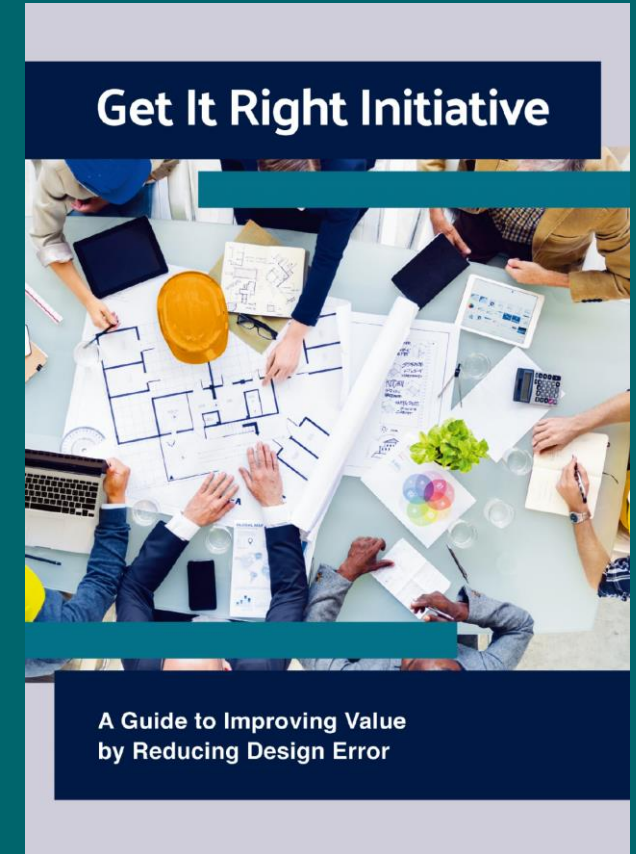




Research

# Design Guide

- Re-edit following survey
- Edit 75% complete
- New web-based platform for ease of navigation



# GIRI

Get It Right Initiative

# A Guide to 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.

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.

# GIRI



Research

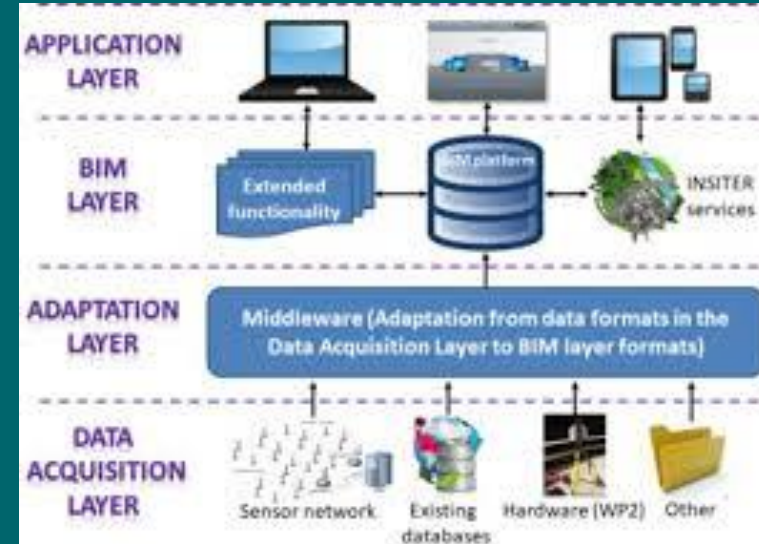
# Technology Group – key themes

- Breaking down digital silos
- Applying the Golden Thread principles
- Investigating innovative solutions.





# Adoption of digital techniques



# GIRI



Research

# Insurance working group

- GIRI insurance group established
- Aim to issue an advice/guidance document



# GIRI



Research

# Waste research

- Research into error avoidance minimising waste leading to improved productivity
- HS2 link





# Concrete





Research

# Collaboration

## BSI – BS99001 Review

- Comments on new construction QMS Standard

## Q & DM Toolkit

- Survey on use
- Action plan when results have been assessed



# GIRI



Social media

# Communications



GIRI LinkedIn page: now **1,585** followers  
– up **more than 250%** over the year



GIRI YouTube channel: **25** videos  
published, **77** subscribers



GIRI Twitter account: up by  
154 followers **24%** increase  
since the start of the year

# GIRI





## Networking

# New members in 2021

- ALSS UK
- Ashe Group
- Ball & Berry
- Critigen UK
- Fairshade
- Harbourview Construction
- Icon
- Imperial College Department of Civil & Environmental Engineering
- Ingenium
- Institute of Construction Management
- ISG Ltd
- Jackson Remediation
- Joseph Gallagher
- Laminar
- National Highways
- Mackenzie Construction
- McLaughlin & Harvey
- Munnelly Group
- Murphy Geospatial
- Socotec
- Scottish Water
- Volker Stevin

# GIRI

# Get It Right Initiative members – November 2021



# Get It Right Initiative members – November 2021





## Networking

# Communications networking

- 'GIRI news outreach' now goes to internal comms contacts within member companies each month
- Coverage of GIRI in *New Civil Engineer* August 2021
- Social media focus has grown audience considerably with strengthened GIRI message and visuals online
- Series of Strategic Leadership Group profiles have been published on GIRI website and LinkedIn

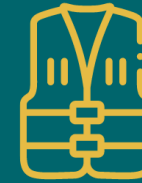
# GIRI

# Strategic aim of GIRI

To improve construction productivity & quality, and reduce costs & waste by eliminating error.



Productivity



Safety



Sustainability



Quality



Predictability



Reputation

# GIRI





# GIRI

Get It Right Initiative

## Driver of cultural & behavioural change in the industry

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

# GIRI

[getitright.uk.com](http://getitright.uk.com)  [@GIRI\\_UK](https://twitter.com/GIRI_UK)  [@GIRI](https://www.linkedin.com/company/giri)

Get It Right Initiative