

Improving Quality in Construction

Rob Andrewes – National
Highways, Head of Quality for
Design and Standards



The Opportunity



GIRI research has estimated that quality issues account for between 10% and 25% of project costs

“.....to improve quality we need to engage leadership and change attitudes.....”



Basic – but a good platform to improve

Why?

Up to **£1.8bn** potential efficiency gains in RIS 3

Up to **10% carbon emission** reduction

Contribute to **reducing safety incidents**

Reduced disruption to our customers

Progress

SHEQ

*Safety Health Environment
Quality Executive Committee
established*

*Chair: Mike Wilson
Committee: National Highways
Executive Team*

- *Directing the actions we need to take*
- *Bringing together our safety, carbon and quality agendas*

***Building the culture –
setting the direction***

Supplier Forum

*Chair: Sarah Reid (Morgan Sindall)
Sponsor: Paul Doney (National Highways)*

Represented organisations:



***Collaboration and
building momentum***

Quality Commitments

*Our Quality Charter will be
shared this month*

- Our vision and aims
- Our approach
- Principles
- Our personal commitments

Communicating our vision

Our Quality Charter

e-learning launched

https://learn.supplychainschool.co.uk/local/tlactionplans/resource_intro.php?id=9908&modtype=scorm



Our vision for quality

Our customers expect us to consistently deliver high quality roads that meet their needs.

Quality is integral to how National Highways manages, maintains and improves the strategic road network to make journeys safer, smoother and more reliable.

Quality is essential to every aspect of our work, from planning and design through to construction, operation and decommissioning.

Our aim

We aspire to always do 'the right thing, the right way, every time' to reduce roadworks and build assets that last longer and require less intervention.

Our approach

We strive to deliver real benefits for our customers, our people and our supply chain through:

- Significant efficiencies and productivity savings
- Safety improvements through better planning and 'right first time' execution
- Better customer experiences
- Substantial contributions to our carbon and environmental targets

Improving quality in construction

Our charter

Our principles

- **Culture** – Embed a culture of quality
- **Process approach** – Improve our end-to-end quality process
- **Partnership** – Incentivise suppliers to improve quality
- **Measure to improve** – Enable data-driven improvement
- **Capability** – Establish the right structure and skills

Our personal commitment

As individuals and as a team we are all responsible and empowered to deliver better value through improved quality. We know there are many opportunities for improvement and we are committed to ensuring quality is a fundamental part of all our decision making and activities in support of our safety, customer and delivery imperatives.



"I am convinced that if we get our approach to quality right, this will create more efficiencies and productivity savings, greater safety improvements and better customer experiences."

Nick Harris, CEO, National Highways

Short-Term Focus:

Supplier Quality Forum. The Five Priority Actions

1



**Significant
Quality Incidents
Reporting**

2



**Commitment To
End Planned
Pavement
Surfacing Between
December And
March**

3



**Interim Asset
Lifespan
Performance
Metrics**

4



**Supplier Quality
Awards and
incentivisation**

5



**Quality
management –
independent
works examiner
role**

Moving forward together

- To be successful, the whole Supply Chain needs to work together
- Commit to an industry-level campaign of continuous improvement
- Help us get the data and transparency we need – open reporting of issues and incidents
- Collaborate, engage, share best practise

The benefits:

Up to **£1.8bn**
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Contribute to **reducing**
safety incidents
(less rework)

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Significant Quality Incidents

A definition for SQIs has been agreed by National Highways Safety Health Environment and Quality Exec Committee (SHEQ):

“An SQI is an instance where the quality of delivery has the potential to cause:

- *Significant harm, such as someone being killed or seriously injured.*
- *Significant impact on our customers, such as a full road closure.*
- *Significant impact on delivery of our work, such as causing a delay to one of our schemes.*
- *Significant additional cost, such as remedial work costing in excess of £100, 000.*
- *Significant impact on the organisation’s reputation, such as negative articles appearing in the national media.*
- *The repeated reoccurrence of lower-level issues that may require root cause analysis and more significant intervention.”*

Significant Quality Incidents

A priority rating system has also been agreed:

Level 3 – Low. An individual incident that should be investigated and resolved at a scheme level but may provide lessons to be shared more widely. Responsibility is likely to sit at project manager or similar level.

Level 2 – Medium. An incident or series of incidents that may show a pattern that needs to be investigated and resolved at business unit level, e.g, potential Ops wide issue, or Op Tech issue. Responsibility will sit at programme director or regional director level.

Level 1 – High. An incident or set of incidents that indicate a wide national issue. Responsibility would sit with the Quality Team.

Investigation of a Level 3 or Level 2 incident may lead to it being escalated to a higher level. These will be closed out locally or by the business unit, with an update to SHEQ by exception and at SHEQ's request.

Investigation of a Level 1 will be led by the Quality team with a sponsor nominated from SHEQ. Close-out of these incidents will be for SHEQ to sign off.