

**A Regional Model for Innovation and Cultural Change in the Construction Industry**  
*'A programme of training and facilitation'*

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## Introduction

- Background
- The Need for the Programme
- The Programme Team
- Methodology
- External Partners
- Implementing Change
- Conclusions





## Background



The Northwest Development Agency (NWDA) provides programmes and funding to ensure the sustainable economic development and regeneration of England's Northwest.

Estates Dept Spend **£320 million**  
 Influence through grant funding **£1.2 billion**





## The Need for the Programme



Better Public Buildings



Rethinking Construction





## Why Better Public Buildings?



'Good design is not a luxury'

'Quality design is essential in ensuring the long term success of community buildings'





## Why 'Rethinking Construction'

Drivers for Change	Improving the Project Process	Targets for Improvement
Committed leadership	Product development / Partnering the supply chain	Capital cost 10%
Focus on the customer		Construction time 10%
Product team integration	Project implementation / Production of components	Predictability 20%
Quality driven agenda		Defects 20%
Commitment to people		Accidents 20%
		Productivity 10%
		Turnover & profits 10%








NWDA Role



- Economic and Physical Regeneration
- 'Intelligent Client'
- Encourage and Disseminate Best Practice




Concept Stage



- Design Champion
- Client Consultation
- Train procurement Staff




Design Stage



- Long term business needs
- Quality and vfm
- Design Champion role in appointments
- Specialist suppliers involved from outset




Production Information



- Whole life costing
- Integrated teams
- Performance Review
  - > Measuring
  - > Monitoring
  - > Benchmarking




Construction Stage



- Lean Construction techniques
- Continuous Improvement
- On time
- On budget
- No defects
- Measure efficiency and waste

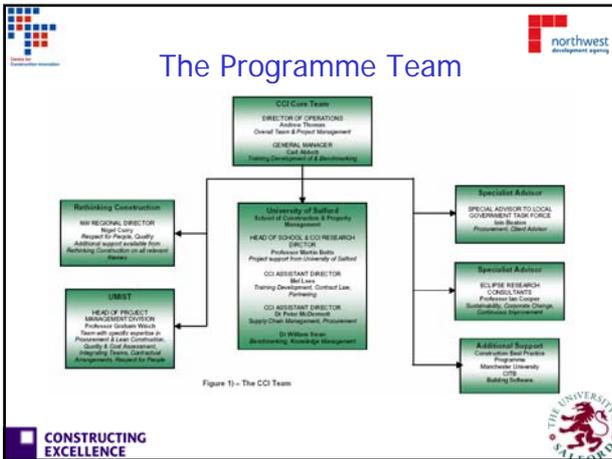
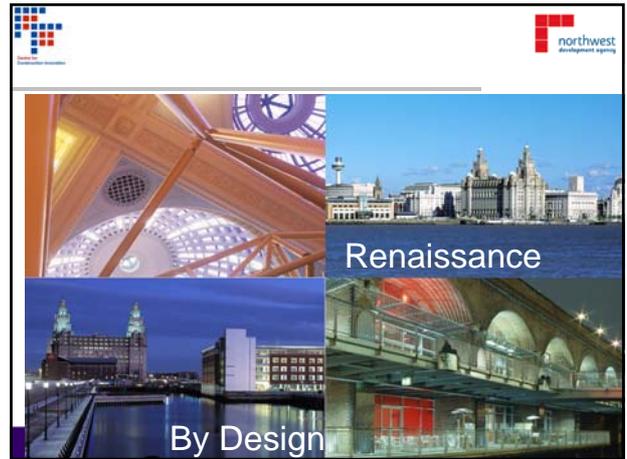
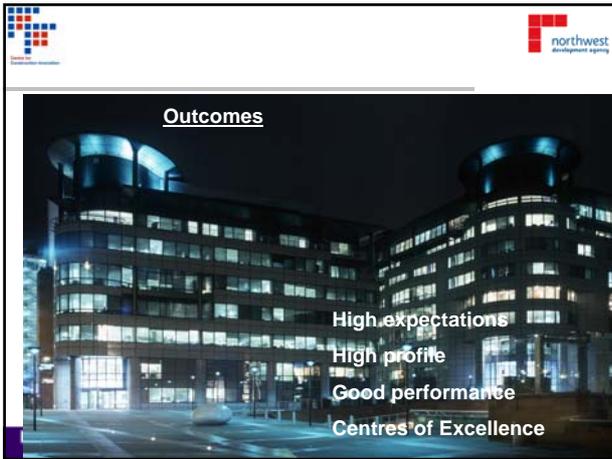



Operation and Maintenance



Post Project reviews:-

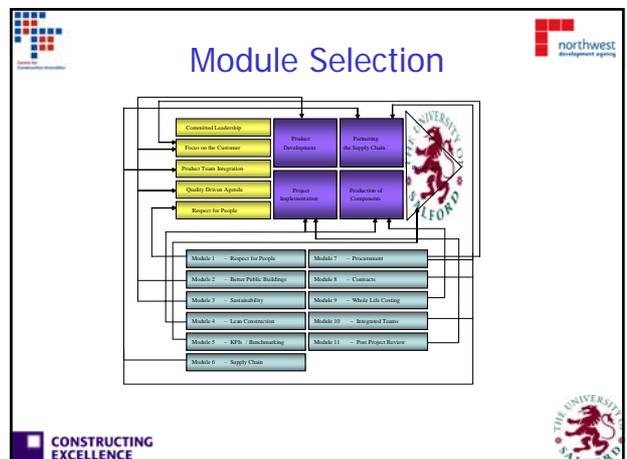
- Design Quality
- Fitness for purpose
- Procurement Strategy

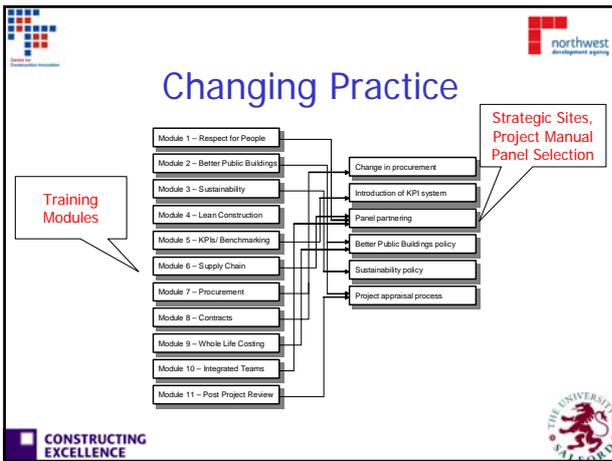


- ### Training and Facilitation Plan
- Appointment of board level champion and implementation team
  - Internal & External awareness events
  - Specific Training workshops
  - Update of Project Manuals
  - Auditing
  - Strategic Sites
  - Panel Partnering

### Ensuring Cultural Change

	Strategy	Responsibility	Planning	Communication	Implementation	Auditing
5	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
4	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
3	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
2	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
1	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow





## Training Attendees

Organisations	Functions
NWDA	Project Managers
North West Local Authorities	Designers
Special Development Organisations	Cost Consultants/ Managers
Contractors	Grant Appraisers
Consultants	Grant Holders
Supply Chain Members	
Other Organisations	

## Progress so Far

**External Awareness Raising**  
**720 People – 450 organisations**

**Training Modules run so far:**

- Respect for People
- Better Public Buildings
- Sustainability
- Lean Construction
- Key Performance Indicators
- Supply Chain Management
- Contractual Arrangements

**People 883, Organisations 446, Local Authorities 20/38**

97% of delegates rated the training modules as good, very good or excellent

91% of delegates stated that what they had learned would make a difference to their role

99% of delegates would recommend the course to others

86% of delegates rated their ability to implement the issues discussed as good, very good or excellent

## Areas for Improvement?

- More consideration to change management within the organisation
- Staff need to understand the benefits to themselves
- Training modules only after implementation?
- Trial first on strategic sites?

## Conclusions

The CCI/NWDA training plan is aligning NWDA procedures and methods to the principles of Rethinking Construction and Better Public Buildings.

In doing this it is creating change in the NW construction industry at large

If the training plan was replicated more attention should be given to internal implementation plans