

**The Enlightened
Client's Journey**
to Project Quality
and Compliance

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**ARE YOU AN
ENLIGHTENED
CLIENT?**

Enlightened means showing understanding, acting in a positive way, and not showing old-fashioned or false beliefs. It means being open to new ideas, based on reason and science rather than following old, false beliefs.

The background features a series of concentric circles in shades of yellow and green, creating a radial pattern. The circles are centered on the left side of the slide.

**WHO ARE
CLIENTS?**

Central and local government
Large and small corporates
Homeowners
School Governors
GP Practice Managers
Shop or Office Landlords

ARE YOU AN ENLIGHTENED CLIENT?

The CESW Enlightened Clients' Guide to Project Quality and Compliance

There are 25 questions in this questionnaire. It is a self-assessment tool so you can measure how enlightened you are as a Client. Your score will add up automatically and your result will be calculated at the end.

Each question is preceded by a heading to show whether it's People, Purpose, Product, Procurement, Process or Performance related.

Please be honest with yourself with this questionnaire – the results are anonymous. We collect the submissions for statistical purposes only.

- 1) PEOPLE – Our projects aim to result in safe and inclusive places that enhance the quality of life and wellbeing of their end users and local communities (Impact). *
- Strongly Disagree
 Disagree
 Neither Disagree Nor Agree
 Agree
 Strongly Agree

- 2) PEOPLE – We ensure that the management of our projects and supply chains is responsible and effective. *
- Strongly Disagree
 Disagree
 Neither Disagree Nor Agree
 Agree
 Strongly Agree

- 22) PROCESS – We use digital technology in our projects and supply chains to improve quality and compliance, add value and reduce defects on site. *
- Strongly Disagree
 Disagree
 Neither Disagree Nor Agree
 Agree
 Strongly Agree

- 23) PERFORMANCE – We capture, check and review essential product and installer certification and other documents during the construction process and supply these to any relevant parties after project completion. *
- Strongly Disagree
 Disagree
 Neither Disagree Nor Agree
 Agree
 Strongly Agree

- 24) PERFORMANCE – We are confident that as a client we are getting quality and value and that our finished built assets support our organisational objectives. *
- Strongly Disagree
 Disagree
 Neither Disagree Nor Agree
 Agree
 Strongly Agree

- 25) PERFORMANCE – As we have become more enlightened our project outcomes have improved. *
- Strongly Disagree
 Disagree
 Neither Disagree Nor Agree
 Agree
 Strongly Agree

Your total score is:

0

- A score of 110-125 suggests that you are an Enlightened Client
- A score of 90-110 suggests that you are well on the way to enlightenment
- A score of 63- 90 suggests you are half way there

Whatever score you achieved you might be able to reach peak enlightenment by going to constructingexcellencesw.org.uk/building-safety/

Submit

THE ENLIGHTENED CLIENT'S JOURNEY TO PROJECT QUALITY AND COMPLIANCE

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The best construction projects have been designed, constructed and maintained successfully to the delight of the client and all those involved in it. The client is fundamental to this success as they set the culture and behaviour at the outset and during the project's life.

About this guide

The *Enlightened Client's Journey to Project Quality and Compliance*, initiated by a sub-group of the CESW Quality and Compliance Theme Group (now Building Safety Group) aims to capture what those enlightened clients do to achieve an exemplary standard of quality and compliance. We aim to grow this guide online organically, so new content contributions and suggestions for best practice, case studies etc are encouraged and welcomed.

Please **email us** with any comments or suggestions and for further information on contributing. All suggestions and contributions will be gratefully received and acknowledged.

Are you an enlightened client?

Enlightened means showing understanding, acting in a positive way, and not showing old-fashioned or false beliefs. It means being open to new ideas.

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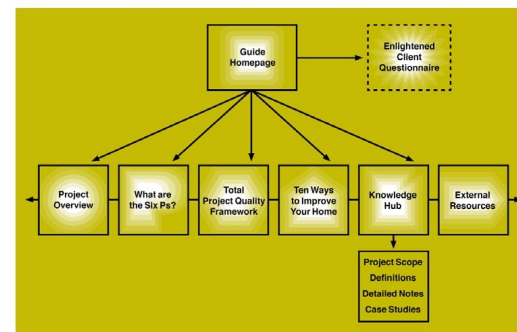
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How to use this guide

The index image below shows the sections that are currently available. Dashed pages are external links outside the Constructing Excellence website. The buttons on the right of each page are links to each section. New content will appear here as it is generated.

We aim to grow this online guide organically, so new content contributions are encouraged and welcomed. Please **email us** for further information and guidance.



How we designed the guide


To prevent re-inventing the wheel, many sources of construction information were referred to for this guide. From these six key elements in the construction process the six Ps – **People and Leadership, Purpose, Procurement, Product Design, Process Execution and Performance Evaluation** – were developed into a toolkit. A series of Client interviews based on the six Ps toolkit were held. These confirmed the usefulness of the six Ps toolkit as an *aide memoire* to those enlightened clients and as support to those clients that are aspiring to be enlightened.

To help people using the guide there are links to the resources that can be used when considering the six Ps. These show where the clients can have opportunities for collaboration and innovation through transparency with the supply chain. The guide should be useful to all those working in the construction process from seasoned professionals to those starting out in their career.

For domestic clients there is a section on **Ten Tips for Working Better with your Domestic Builder**.

The construction process can be enjoyable and rewarding. It is not easy and everyone involved has to work at it. The *Enlightened Client's Guide to Project Quality and Compliance* captures the essence of what good clients are doing.

Richard Kochanski
Chair, CESW Building Safety Group
1 August, 2022



**WHAT
ARE THE
SIX Ps?**

People and leadership
Purpose
Procurement
Product design
Process execution
Performance evaluation



**WHERE DID
THE SIX Ps
COME FROM?**

Product quality

Design Quality Indicators

BREEAM

Value Toolkit

Soft Landings

Integrated Collaborative Working Toolkit

ISO standards QM principles

Total Quality concepts

Research

Project Definition Rating Index

Building a Safer Future Hackitt Report

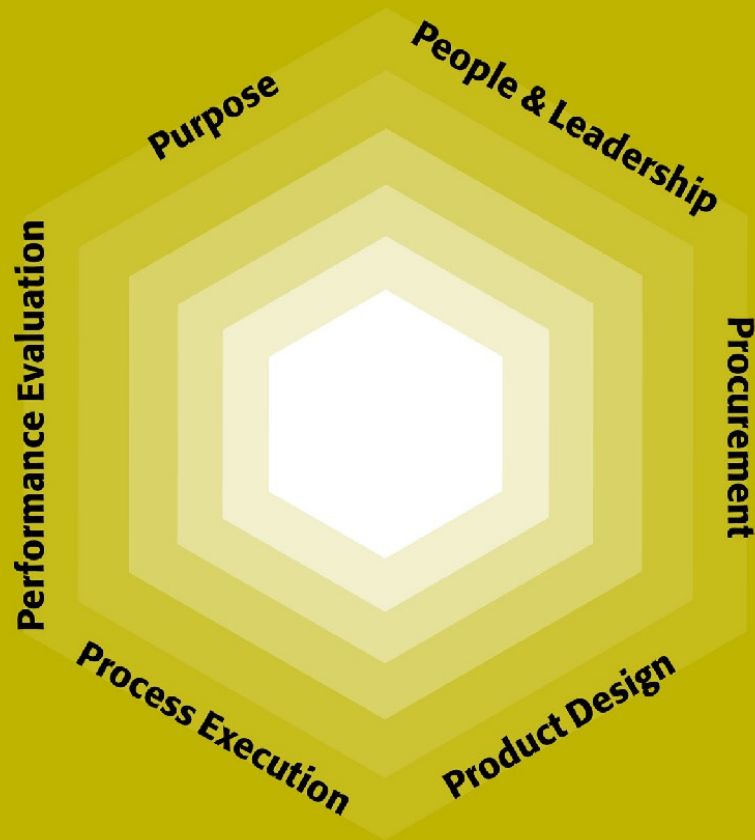
RIBA

Plan of Work

GOV.UK

Construction Playbook

Quality and compliance – key point summary



1 People & Leadership

- Leadership, culture
- Skills, competence
- Collaborative behaviour
- Communications: personal / project org.
- Knowledge sharing / feed forward

2 Purpose: Strategic definition

- Business case, client strategic needs
- Outcomes, scope, stakeholders
- Critical to success criteria, KPIs

3 Procurement: Strategic approach

- Longer term contracting models and frameworks
- Win-win contracting arrangements
- Equitable risk allocation

4 Product Design: Quality defined

- Design brief, value outcomes
- Quality aspirations and attributes
- Design Quality Indicators (DQI)
- Critical to quality criteria
- Asset / building safety

- Regulatory compliance
- Standards and derogations
- Operational criteria / outcomes
- Capex / Opex design criteria
- Past experience feedback

5 Process Execution

- Preparation and briefing
- Project execution
- Procurement: supply chain
- Project controls: design, procure, build
- Deliverables
- Aftercare
- Client focus: satisfaction monitoring

6 Performance Evaluation

- Client operational outcomes, KPIs
- POE / Asset / Building Performance Evaluation (BPE)
- User and stakeholder satisfaction
- Build quality
- Project team performance (360)
- Lessons learned / feedback / case studies

<p>Quality related activity (6 P's) Strategic: 1. People; 2. Purpose; 3. Procurement Delivery: 4. Product; 5. Process; 6. Performance</p>	<p>P4. PRODUCT DESIGN: Quality defined</p>	<p>5.2.2 Preparing & monitoring Design Management Plan & Programme:</p>	<p>P6. PERFORMANCE: Evaluation, verification, outcomes</p>
<p>P1. PEOPLE: Leadership, Behaviour, Culture, Competence</p> <p>1.1 Approach to Project Leadership: Visible commitment to achieving quality outcomes</p> <p>1.2 Establishing project organisation values and attributes expected of team members</p> <p>1.3 Establishing and maintaining effective communications</p> <p>1.4 Assessment and provision of appropriate levels of professional, technical skills, competence and resources.</p> <p>1.5 Encouraging knowledge sharing and project team improvement</p>	<p>4.1 Defining product quality – key attributes & Client requirements (Following on from P1 project strategic brief/outcomes/Value profile)</p> <p>4.2 Identifying product quality performance standards</p> <p>4.3 Identifying product quality risk criteria</p>	<p>5.2.3 Reviewing specialist consultant Concept Design contributions:</p> <p>5.2.4 Undertaking Design Reviews with Client and Project Stakeholders:</p> <p>5.2.5 Obtaining pre-application Planning advice, submitting application:</p> <p>5.2.6 Agreeing route to Building Regulation or other statutory compliance:</p>	<p>6.1 Undertaking a review of Project Performance: i.e. with the project team, provide performance feedback, etc</p> <p>6.2 Undertaking Post Occupancy Evaluations:</p> <p>6.3 Verify Project Outcomes:</p>
<p>P2. PURPOSE: Strategic Definition</p> <p>2.1 Developing the Business Case and Client's strategic requirements:</p> <p>2.2 Identifying project Stakeholders:</p> <p><i>(NB. Update following RIBA Briefing Template & Tracker review)</i></p>	<p>P5. PROCESS EXECUTION: Design, Procure and Construct <i>(Ref. RIBA Plan of work activities, BiQ Tracker, etc)</i></p> <p>1. Preparation & Briefing</p> <ol style="list-style-type: none"> 1. Preparing the Project Brief 2. Preparing a Project Execution Plan 3. Sourcing pre-application Planning advice, early feasibility studies, 4. Preparing detailed procurement and commercial arrangements: 5. Determining competency of designers, contractors & consultants: 6. Considering Digital strategy for efficiency in design, construction and use 7. Considering Offsite Manufacturing/ Modern Methods of Construction 8. Preparing a Responsibility Matrix 9. Managing risk for quality and compliance related issues <p>5.1.10 Maintaining Client focus</p>	<p>5.2.7 Undertaking Stage 2 & 3 Design Reviews with designers & consultants:</p> <p>5.2.8 Undertaking Stage 4 Technical Design Reviews including subcontractors:</p> <p>5.2.9 Identifying Independent Construction Inspection requirements,</p> <p>5.2.10 Identifying Construction Quality Management requirements:</p> <p>3. Manufacturing and Construction</p> <ol style="list-style-type: none"> 1. Preparing Construction Management Plan 5.3.3.2 Preparing Construction Project Quality Plans 5.3.3.3 Preparing Quality Plans/Inspection Frameworks by Designers & Independent Inspection Authorities 5.3.3.4 Requesting and monitoring information and technical queries from the design team: 5.3.3.5 Maintaining Site Change Control: 5.3.3.6 Monitor Construction programme 5.3.3.7 Planning and undertaking Commissioning: 5.3.3.8 Preparing Building Manuals and Asset Information, including H&S information: 5.3.3.9 Preparing a Plan for Use Strategy/ Aftercare Plan: 	<p>6.4 Encouraging knowledge sharing, organisation and project team improvement:</p>
<p>P3. PROCUREMENT: Commercial Strategy</p> <p>3.1 Consider longer term contracting models:</p> <p>3.2 Creating sustainable, effective, win-win contracting arrangements</p>	<p>2. Concept to Technical Design Development</p> <ol style="list-style-type: none"> 1. Agreeing Project Brief derogations: 	<p>5.3.3.9 Preparing a Plan for Use Strategy/ Aftercare Plan:</p> <p>4. Handover and Use/Post-occupation/Aftercare</p> <ol style="list-style-type: none"> 1. Obtaining Regulatory Completion Certificate/Final Certificate, before occupation: 3. Undertaking Seasonal Commissioning: 4. Rectifying Defects/Providing Aftercare: 	

EXTERNAL RESOURCES

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About this page

This page contains links to resources not generated by us but which we have found useful in writing this guide.

We welcome contributions to resources you have found useful in your own businesses. Please **email us** to send us your links for consideration.

Useful links

- [Architecture.com – Building In Quality Tracker](#)
- [BRE Group – BREEAM](#)
- [BSRIA – Soft Landings](#)
- [Building a Safer Future – Charter Champion framework](#)
- [CIOB – Code of Practice for Project Management for the Built Environment](#)
- [CIOB – Code of Quality Management](#)
- [CIOB – Guide to site quality](#)
- [Construction Industry Institute – Project Definition Rating Index](#)
- [Construction Innovation Hub – Value Toolkit](#)
- [CROSS – Collaborative Reporting for Safer Structures](#)
- [Design Quality Indicators](#)
- [FPA – Fire Protection Association](#)
- [GIRI – Get It Right Initiative](#)
- [GOV.UK – Guidance on collaborative procurement for design and construction to support building safety](#)
- [GOV.UK – The Construction Playbook](#)

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The UK Passive House Organisation

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We are in a climate emergency. Buildings are a significant culprit of carbon emissions – accountable for 35% of total global energy consumption. Passivhaus is a leading international design standard, delivering high standards of comfort and health AND slashing energy use from buildings. Thousands of buildings have been certified to this standard worldwide.

The Passivhaus Trust (PHT) is an independent industry leading organisation that promotes the adoption of Passivhaus in the UK. PHT is part of the global Passivhaus movement and the official UK affiliate of the International Passive House Association (iPHA).

Passivhaus Open Days
Winter 2022



Latest News

Up next: Steel frame
Passivhaus Masterclass



Members Map

Map of PHT members



Next Event

07th November 2022



Projects Database

Map of certified Passivhaus
Projects



Latest Tweets

One week to go! Countdown to the #IPHOpentdays running 11-13 November. Over twenty participating #Passivhaus projects, from the Isle of Mull to Colchester! Booking up fast!
<https://t.co/6aenuINP4c>
#selfbuild #granddesigns #passivehouse #retrofirst #energyefficiency @the_iPHA <https://t.co/gQINkb3xxA>

Posted 10 minutes ago

More info on the Willows & other participating #Passivhaus open doors here:
<https://t.co/4TQrhjk4ic>
<https://t.co/o9X9X6iaiv>
<https://t.co/1YhPuidE0B>

Posted 27 minutes ago

#DateForYourDiary Large & Complex #Passivhaus #Masterclass Series: Steel Frame 07 Dec Online
<https://t.co/eCTIPD14oU>
#Passivehouse #ArchitectsDeclare #PHTmasterclass #FriYay @ArchitypeUK @AnnMarieFallon_ @nickdevlin_Fab @kiergroup @peterwarm @SarahASLewis @morrisonbuilds <https://t.co/bq9llpvN7a>

Posted 1 hour ago

KNOWLEDGE HUB

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About this page

This page is a repository of definitions, case studies, detailed notes, project scope and other useful links. All these are intended to inform and enlighten clients. Any advice given only applies to England and Wales.

We are always looking for best practice case studies, particularly those highlighting one of the six Ps: **People and Leadership, Purpose, Procurement, Product Design, Process Execution and Performance Evaluation.**

If you feel that your project showcases these qualities then please **email us** with details.

The Six Ps in Detail

Procurement – Introduction and Principles
Having the appropriate strategy to deliver quality outcomes.

Procurement – Main Contractor
All projects benefit from a main contractor's knowledge during the design stage.

Procurement – More Radical Options
Procurement approaches that offer more radical, transformational options for clients.

Procurement of Main Contractors – Commonly Used Options
These notes examine the main options available in procuring a main contractor

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St Sidwells Point Exeter City Council



Project Location:
Paris Street, Exeter

Project Timescale:
2020 – 2022

Project Contract Value:
£XXX,XXX

Type of work:
An ultra energy-efficient leisure complex built to Passivhaus standard

Summary

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Best Practice

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TEN TIPS FOR WORKING BETTER WITH YOUR DOMESTIC BUILDER

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About this page

Ready to start building work? Hopefully, you've chosen a dream builder. Here's how you can be a dream customer!

For more inspiration and advice visit the Local Authority Building Control website at www.labc.co.uk

1 Have every detail in writing

Ideally, you'll have a contract in place or at least a full written schedule of works. Anything not agreed in advance will be an extra with additional cost, whether that's an unforeseen problem like needing deeper foundations, or a change of mind or a new idea from you. So go through the drawings with your builder before you start to avoid any misunderstandings.

Be prepared to make quick decisions on things like socket and light fitting design and locations as the job progresses – do your research and source items early to prevent delays. Then put any changes, substitutions, or additional work in writing as a record for you both.

2 Understand that materials prices are fluctuating and there are long delays for some things

So it is likely you'll need to think about substitutions but check with your building control surveyor to make sure any alternative material still complies with the Building Regulations. Remember that an estimate is just that – only a quote backed up by a contract is binding.

3 Make sure you are actually ready for work to start and clear workspaces

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About this page

The initial work for the guide was undertaken by a sub-group of the CESW Quality and Compliance Theme Group (now Building Safety Group). Subsequent development included a range of contributors from clients and other Constructing Excellence members. The input and support of the following are gratefully acknowledged:

Authors

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CESW Building Safety theme group, Chair

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Former Principal Lecturer and Director of Studies for Construction Management at the University of the West of England, and activist in the post-Egan construction reform movement.

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Head of Engagement, LABC (Local Authority Building Control)

Steve Symonds
Business Improvement Manager, Kier Group

Contributors

"I have had a read through your guide – all very informative and professional looking. You have done a good job."

Trish Johnson, Bridge Master, Clifton Suspension Bridge Trust

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