

## **CQI response to the Chartered Institute of Building's draft Code of Quality Management**

**21 March 2019**

### **1. About the Chartered Quality Institute (CQI)**

Established in 1919 and with 20,000 members, the Chartered Quality Institute (CQI) is the chartered body for quality professionals. We work to advance the practice of quality management in all sectors, improving the performance of organisations by developing their capability in quality management. The CQI defines the standards for the quality profession through the CQI Competence Framework, encompassing the whole quality community from nuclear to pharmaceutical and construction to healthcare.

#### **1.1 The CQI Construction Special Interest Group (ConSIG)**

The CQI ConSIG is a representative group of quality professionals within the construction industry. Its purpose is to advance quality and improvement in the construction industry by:

- representing the interests of quality professionals in the construction sector
- providing a network to share best practice and benchmarking of quality management practices
- defining quality competence and developing a Body of Construction Quality Knowledge
- supporting the professional development of quality practitioners working in construction
- providing insight and subject matter expertise on matters pertaining to quality in the construction industry

The group offers its 1,400 construction focussed members professional development while also serving to represent the interests of quality professionals in the construction sector through collaboration with peer organisations in the built environment, including the ICE and Get-it-Right initiative.

#### **1.2 CQI Corporate Partners**

The CQI operates a Corporate Partner Programme which provides organisations with the opportunity to learn and share cross-sector and allows these organisations to inform CQI policy and plans. This community includes a variety of firms working within the construction sector.

Note that the CQI supported the quality effort within the Crossrail project see: <https://learninglegacy.crossrail.co.uk/learning-legacy-themes/project-and-programme-management/quality-2/>

## **2. CQI Response Summary to the CIOB Code of Quality Management Consultation**

- 2.1** The CQI supports the intent of the initiative and all responses are offered constructively.
- 2.2** The problem is well defined in the document.
- 2.3** The document does not read as a code and requires further development work from the technical, commercial and stakeholder buy-in points of view - the CQI ConSIG is ready to support development in this area.
- 2.4** The CQI has subject matter expertise from sectors other than construction, from which best practice could be learnt.
- 2.5** The CQI ConSIG is ready to support development of the document to ensure it is current, and state-of-the-art.

## **3. CQI Detailed Response to the CIOB Code of Quality Management Consultation**

- 3.1 CQI Support** - The CQI is supportive of the emerging focus on quality management within the sector and is keen to engage with the CIOB on this initiative for the benefit of the sector.
- 3.2 The Problem** - The document outlines a variety of problems within the construction sector, however a concise problem statement will be helpful in truly understanding root cause and in designing solutions.
- 3.3 The 'Code' Concept** - The consultation document is not a code in the sense that an organisation can measure levels of maturity or conformity it: it reads like a text book. A quality management code or standard may be a solution to a problem (see 3.2 above), however it may also contribute cost to a sector which is already heavily burdened with standards, schemes and codes. The successful take up of a code / standard will be reliant on:
  - The sector agreeing the removal of extant codes and schemes that will duplicate and will require considerable stakeholder management.
  - A state-of-the-art code/standard applicable to the construction project environment: we would suggest via a BSI PAS.
  - A reliable and cost-efficient method of assessment: we would suggest through agreement with UKAS to ensure sector control over the governance of assessment.
- 3.4 The 'Guidance' Concept** - Building on the above the document reads more like guidance, however, the structure and content is difficult to follow. There is value in guidance on construction quality management, however the content in its current form is not complete, current, state of the art or practical.

- 3.5 Quality Management Scope** – The document is focussed on **construction project quality management** and includes some good ideas regarding risks and control responses at this level (e.g. contracting properly for quality and quality planning), but misses some key risk control aspects, such as Inspection & Test Plans. The CQI ConSIG is willing to support with its body of knowledge regarding construction project quality to ensure all aspects are included. The document does not address the **enterprise level quality management** and it is here that continuous improvement can be achieved in the system and interfaces of commissioning, designing, procuring, constructing, operating and decommissioning projects with effective measurement, lessons learned and improvement responses. Indeed, the document does not reference the **'excellence'** aspect of quality and the benefits, not just to protecting profit margins and safety, but enhancing performance through improved efficiency and reputation.
- 3.6 Culture** – The document quite rightly identifies a culture of quality as being critical and there is much to be learned from the behavioural and safety disciplines. Again, proper root cause analysis will help identify the drivers of good and poor-quality culture in a project environment and build on the limited content on people, behaviours, training and competence areas in guidance, education and any code that is published.
- 3.7 Industry Transformation** – The document does not embrace the more transformative trends in the sector which will provide significant opportunity and threat in terms of quality: for example, the use of technology and off-site manufacture. In the 21<sup>st</sup> century projects need to deliver a physical asset but also an information asset and a knowledge asset.
- 3.8 Geographic Scope** - The document refers to US standards not recognised or used in UK and seems to disregard ICE and CIBSE standards which are the standards referenced in UK contracts and specifications. Some clarity in scope is required.
- 3.9 Industry Buy-in** – It is positive that this initiative is being supported by CIOB, RIBA and RICS. It will be important to engage even more widely to include other professional bodies and trade associations to gain the traction required for this ambitious idea.

#### **4. Contact**

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