Raising the Bar: What Procurement Competency will look like post Grenfell

Duncan Brock, Group Director
Hackitt Report

Industry Safety Steering Committee – Chaired by Dame Judith Hackitt

“There is no reason to wait for legal change to start the process of behaviour change once it is clear what is coming and what is expected. A sense of urgency and commitment from everyone is needed.”
MHCLG

- Over 1000 responses
- Building Safety Standards law included in Queens Speech(es)
- MHCLG Procurement Advisory Group – First meeting 31st January


Inquiry – Phase 1

“The report contains a number of recommendations which I am confident will improve the safety from fire of those who live in high-rise buildings... I look forward to their implementation without delay.” ~ Sir Martin Moore-Bick

Report published October 2019

Key recommendations:

• The development of national guidelines for carrying out partial or total evacuations of high-rise buildings
• The provision of alarm systems, building plans, and emergency services.
• An “urgent” inspection of fire doors in all properties with separate dwellings – not just high rises.
• Improved fire signage
• “Vigorous” progress in the slow rate of the removal of dangerous cladding
• The provision of evacuation strategies which will include the retrofitting of manual or smart alarms to alert residents
“The Grenfell Tower Inquiry is now entering a pivotal stage, expanding its focus from the night of the tragedy to consider important wider issues around the refurbishment and management of the Tower... It is important the Inquiry thoroughly investigate what happened... This Government’s commitment to uncovering the truth is absolute.”
~ Prime Minister, Boris Johnson

Inquiry – Phase 2

Inquiry began 27th January 2020

Investigation split into 8 modules:
1. The role of professionals involved in the refurbishment of the tower from 2012 to its sign-off in 2016
2. The testing, certification, and marketing of key products used in the external wall
3. The complaints made by residents of the tower before 14 June 2017, particularly relating to fire safety
4. The performance of local and central government in the immediate aftermath of the disaster
5. The adequacy of the firefighting response on the night of the fire
6. A study of central and local government’s role in the disaster
7. The remaining expert evidence
8. Any remaining evidence and all submissions relating to the circumstances in which people met their death not covered in earlier modules
Industry Response Group - Competences

- **Chair** – Graham Watts, CEO Construction Industry Council

- **13 Working Groups:**
  1. Engineers
  2. Installers
  3. Fire Engineers
  4. Fire Risk Assessors
  5. Fire Safety Enforcement Officers
  6. Building Control/ Standards Inspectors
  7. Building Designers/ Architects
  8. Building Safety Managers
  9. Site Supervisors
  10. Project Managers
  11. Procurement
  12. Products
  13. Working Group 0 – ‘Overarching System for Overseeing Competence’ was later added

- **Working Group (WG) 11 Procurement** – Chaired by CIPS
‘Raising the Bar’ – Key Messages

“It is essential for the focus to be on competence for all issues of the life safety of those who occupy and use the facilities that we construct... The industry is at last taking the life safety of those who will occupy the buildings we create just as seriously as the safety of those who build them.”

~ Graham Watts, OBE - Chair, Competence Steering Group

The CSG’s recommendations achieve two objectives:

• Lay firm foundations for a more coherent and consistent approach to assessing and ensuring competence across the critical disciplines;
• Accompanied with the right legislation they pave the way for a culture change across the whole building industry, so that everyone recognises their responsibility as part of a wider system for delivering safe buildings.
‘Raising the Bar’ – Recommendations

1) Principles of Competence
2) Competence Frameworks
3) Cultural Improvement
4) Support for residents
5) Procurement of projects
6) Accreditation
7) Continuing Professional Development (CPD)
Competences for Building a Safer Future
Working Group 11 - Procurement

24 Organisations involved:
Issues to address

- Procurement activities are too often being carried out by individuals who are not fully qualified or fully competent.

- Poor commercial practices have led to a focus on price and margin at the expense of safety.

- Numerous examples of safety being compromised for commercial gain.

- A balanced approach to decision making at every stage of the sourcing, contracting, and contract management process is needed.
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<th>2 Concept Design</th>
<th>3 Developed Design</th>
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Working Group 11 – Procurement: Recommendations

• There must be a HRRB Procurement Lead with a comprehensive HRRB procurement competence level involved at every stage of the RIBA plan of work.

• The HRRB Procurement Lead will be assessed and accredited against a new procurement competence framework which identifies the capabilities and knowledge that are needed to carry out all procurement activities identified for HRRBs.

• Implementing this Procurement Lead role will need a culture change in the construction sector and work is needed to raise awareness of the new competence requirements for procurement activities to ensure appreciation and compliance.
CIPS Global Standard

The Global Standard for Procurement and Supply

Version 3.1 - Published 2018

Leading global excellence in procurement and supply

cips.org
Barriers to delivery

• Acceptance in the construction industry that procurement practices need to change to ensure there is a balanced approach to commercial decision making.

• This is a culture change and needs to be linked to the other culture change initiatives.

• Getting the first organisations to make necessary investments in people, education and training to raise procurement competences to the required standard.

• Investment from all of the major organisations involved in the construction supply chain to raise competence levels through training and education and holding organisations to account.

• Cascading the procurement competence-raising initiatives down through the smaller contractors.

• Deciding when to invest in a dedicated and fully competent procurement professional to work on a specific HRRB project.
Consultation & Implementation

• Full interim report released for consultation – feedback received and final version due Spring 2020

• WG11 now focusing on implementation

• CIPS developing competency self assessment against the HRRB framework

• Pilot roll-out with selected organisations and industry bodies, including CCS, LGA and main contractors

• Continuing to raise awareness and share best practice