

Health and Safety Commission Paper		HSC/M1/03/2	
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HEALTH AND SAFETY COMMISSION

CONSTRUCTION INDUSTRY ADVISORY COMMITTEE (CONIAC)

Integrated Teams – Managing the Process

Issue

Members agreed that meeting M1/2003 would focus on issues of improving the industry's health and safety performance through good design.

This paper is one of five presentations that will inform members in subsequent debate. It sets out the advantages of integrated teams in achieving the health and safety benefits that can accrue through good design.

Background

1. Traditional methods of procuring construction work have often created an adversarial culture with the individual parties seeking to look after their own interests at the expense of others. This culture does not mobilise all of the expertise available to work towards a common aim, including provision of Health and Safety culture.
2. Recent moves towards a greater extent of design and build has allowed designers and contractors to share expertise but is too often a vehicle to shed risk to other parties and organised too late for radical rethinking.
3. The arrival of PFI type contracts has given an opportunity to create true integrated teams. These have no one to claim against, risk sharing and team members often having equity interest and usually involvement in long-term operation if the facility which has been constructed.
4. Above all, these contracts give the gift of time to enable proper engagement of all parties to provide safe solutions that are cost effective for whole-life operations.

Integrated Teams

5. Integration is defined in Oxford Dictionary as:
 - Combining parts into a whole, or
 - Complete an imperfect thing by the addition of parts
6. The latter definition would indicate that where processes are not integrated there are interfaces, which can lead to breakdown in communication – in an integrated team with integrated processes this is less likely to happen.

7. Integrated Teams can take several forms and include Joint Ventures, Rail Alliances and teams set up by the client as envisaged in the Strategic Forum's Report on Accelerating Change.
8. To work efficiently there are a number of essential issues to be addressed:
 - Arrangements made for a Risk Share culture
 - Arrangements made at the very start of organising a Projects procurement
 - Arrangements clearly set out the agreed scope of duties
 - Arrangements spell out the expectation of the parties
 - Supply Chain is involved as early as possible as part of the team, bringing their expertise and that of their workforce into the team.
 - Everyone shares long term vision for the project
 - The party responsible for Planning Supervision duties is appointed at the very start of the process
9. In addition there are other desirable factors that will facilitate a successful outcome:
 - Key parties co-located for easy communication
 - One party's systems used and adopted by others rather than developing bespoke systems
 - Team building (and value engineering) exercises
10. If a true Integrated Team is created as outlined above, there is great opportunity to create culture where Health and Safety issues are considered at all points. In particular, by having the end user and the facilities management providers in the team, Health and Safety for the post – construction operations will be considered via their input.

Current Position

11. The current position is that integrated teams are being created only in PFI type projects and by a few educated clients. The majority of clients are still procuring their work via traditional contracts or design-build forms of contract where novated Designs are passed to the contractor with a timescale which means that little real input can be put into the design. Time is also necessary in order to be able to engage with the Supply Chain and to mobilise their ideas.
12. Time is particularly important in investigating a number of options rather than opting for the traditional method by default. There is still perception amongst many clients that Health and Safety will always add to costs and possibly time. In an integrated team with time to consider several options, to cost them and to value engineer the options, (but keeping Health and Safety to the fore), it can be shown that in many cases a solution which is good for Health and Safety can also be the best cost effective solution. Equally, using the time to plan well at the start of the project can mean that the construction process will operate with few interruptions, giving optimum programmes and hence client cash flow.
13. It is important to always consider the whole picture in the construction process and to consider whole-life of the structure. Very often whilst an element of construction may appear expensive it can facilitate the overall process and save

time and hence costs of preliminaries. Equally, by considering the whole-life of the structure, it may well be that additional capital cost in construction can reduce overall running costs.

14. There is a danger in managing integrated teams of creating a bureaucracy which can, if not properly managed, create its own silos and regular and open communication is essential. This is easiest to achieve by co-locating the key players to facilitate regular exchange of information and ideas.
15. The Strategic Forum's report, 'Accelerating Change,' has recommended that clients should use integrated teams and long term supply chains and actively participate in their creation. It has set targets for the value of projects undertaken by integrated teams and supply chains (20% by end of 2004 and 50% by end of 2007). The Forum has a working group that is developing toolkit materials to support the growth and development of integrated teams and supply chains with a view to launching the toolkit in the summer so that best practice can be stimulated and encouraged.
16. The Strategic Forum also advances the case for 'gateways' that cannot be passed until a thorough audit and review has taken place. Properly organised, gateways ensure that everyone takes ownership of the process and not rely upon the Planning Supervisor to often work in isolation. The Forum has requested that HSE consider the inclusion of 'gateways' in the CDM ACOP. HSE's Construction Discussion Document raised the issue and responses are currently being analysed.

Action

17. CONIAC members are:

- Invited to note this paper
- Invited to consider how integrated teams could enhance opportunities of improved health and safety through good design
- Invited to consider what are the barriers and what are the best ways forward to improving health and safety through design
- Be further informed by the presentation at the meeting on 'best practice' examples.
- Take account of the paper and presentation in the subsequent debate on the way forward on making advances on health and safety through design.

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