



OSBORNE

Guaranteeing Quality – Hobhouse Court



PROJECT

Hobhouse Court

CUSTOMER

Alaska Developments

LOCATION

London

VALUE

£32m

Issue

Following the tragic events at Grenfell, Dame Hackett has undertaken a review and published her findings.

The recommendations include the need to tackle poor procurement so that high-safety and low-risk options are prioritised above cost.

'Shorter timescales in both tendering and construction should be achieved by encouraging efficiency and productivity, not by the use of cheaper and unsuitable materials'.

As Tier 1 contractors we welcome the prioritisation of safety and quality ahead of cost during procurement. However it comes with a responsibility - if our customers are putting safety and quality first we must demonstrate equal maturity in the way we select supply partners and deliver efficiency.

Solution

At Osborne prioritising quality over cost is part of our wider supply chain management process and culture.

We say what we do and do what we say!

Using the 'mixed use' Hobhouse Court development in London we will demonstrate how correct supplier selection and management delivers quality outcomes.

Supplier selection, planning and quality go hand in hand. The floor by floor approach of the Hobhouse building allows for a high degree of work standardisation.

This protocol, inspired by lean management systems, enables activities to be undertaken in zones/floors, using known outputs, with each trade given sole access on a 5 day rotation cycle. This one floor/week/trade process, which removes 'live' trade interfaces, allows better control quality and productivity. Each section is checked and formally handed over to the following trade.

With this plan in place, the Project Manager takes the lead on final supplier selection. A short list is produced using rigorous company data checks and past performance metrics.

At supplier interview the programme guides our productivity and quality discussions to assure correct levels of competent and skilled resources have been identified. The specification, materials, proprietary systems, quality control, checks, recording and

auditing processes are all discussed.

Final selection balances quality, safety, cost and time. With the right suppliers in place, managing performance and assuring quality becomes the focus.

Visual management is used to effectively relay programme and progress daily and discuss quality issues. A white board displays 'trades versus zones/floors' and a RAG system tracks progress (Red - area available but not commenced; Amber- in progress; Green - complete ready for Quality control and next trade).

This approach brings significant advantages. Importantly, each trade has undisturbed access to an area reducing the risk of damage and delay. Quality checking benefits from routine and rigour as each section is checked and recorded before hand over to the next trade.

Outcome

Our clear systems plus a strong compliance culture provides essential levels of assurance for our customers and their customers who operate and use the built assets we create.