



Quality Control & Project Management

Our approach to quality control and project management is based on the principles identified within the Egan Review¹ and the incorporation of the technical and generic skills appropriate for the construction industry in the design, delivery and management of sustainable communities. Within each of our major projects we have included a post completion review and assessment of the work to demonstrate the application and enhancement of these skills in practice. We understand that it is important to use recognisable and transferable skills and principles as a 'common language' in the operation of interdisciplinary design teams, mixed development consortia and partnerships between different sectors.

Communication We aim to provide effective communication of messages visually and in reporting, in speaking to a range of audiences and effectively using a variety of communication media. Where appropriate, we will ensure a simple communication strategy is prepared as the basis for all external project communication and dealing with presentations and media.

Leadership At the initial stage of every project we will establish a clear vision and objectives that has endorsement and support from all of the project partners and stakeholders. We will use clear and where necessary discrete team roles to meet these objectives² within a working culture that is supportive and collaborative.

Business Planning We will provide a realist project programme and work plan with the appropriate level of detail for individual tasks, times and output requirements. We will use process mapping' techniques to support stages of work, tasks and outputs.

Capacity Building For major projects we will audit and support the requirements for the full and effective involvement of local organisations, businesses, non-professional groups and governance. This includes ensuring that appropriate time is provided to undertake initial training, visits and support activities that allow informed decision making that is fully aware of risks and implications. Consideration will be given to the nomination of a local project champion to promote strong involvement by local residents, schools and businesses.

Performance Management We will operate on the basis of sound underlying evidence, using mixed qualitative and quantitative sources as appropriate, as the basis for decision-making. We will support a heuristic approach to continuous improvement with 'learning by doing', together with learning from mistakes and a willingness to adapt project and processes to the results of evaluation and review. We will use effective and appropriate systems for project management within agreed timescales and budgets. The system used will ensure that effective monitoring and evaluation of projects is undertaken. It will include lines of management decision-making, an awareness of risk assessment and consideration of alternative options. Quality control will be actively managed with the use of checks on the release and circulation of document and files, including a version control. Where useful we will provide web based controlled access to client and team members.

Financial Management We will ensure clear and efficient use of financial resources, creative funding sources and budget control. For major projects we will put in place a clear and 'live' budget management system. We will support all projects with a financial realism based on viability testing, supporting an integrated business planning stage with identification of funding sources and addressing financial constraints and requirements.

Partnership Working We will develop and use tools and techniques to facilitate effective integrated design teams with different professionals and organisational cultures. We will have recognition of the different essential skills and roles within multidisciplinary teams, including leadership, creativity and the generation of ideas, partnership buildings and the importance of stakeholder information and engagement within any project team. As a default approach we will operate three integrated team at the different scales of urban design / masterplanning, architect / building / patternbook and technology systems.

Consultation We will provide effective consultation with all stakeholders. We have an understanding of the significance of 'touch-points' and of research & development, market testing and community consultation as part of the same 'touching' process. We will support the principles of 'active partners'³; capacity, communication influence and inclusivity; in large, complex and sensitive projects as the basis for a systematic approach to equality and empowerment of communities and other stakeholders.

Change management We will ensure group management and use of staff skills and project resources to the most efficient and effective appropriate to the project or task. This includes support for operational process mapping, diversity and equal opportunities.

Conflict resolution We will seek to satisfactorily resolve situations where consensus cannot be achieved, where necessary through different approaches to and techniques of negotiation and mediation.

¹ ODPM (2004) *The Egan Review: Skills for Sustainable Communities* (Office of the Deputy Prime Minister, London).

² Office of Government Commerce (2007) *Project organisation roles and responsibilities: Achieving excellence in construction procurement guide* (Office of Government Commerce, London).

³ Yorkshire Forward (2000) *Active Partners: Benchmarking Community Participation in Regeneration* (Yorkshire Forward, Leeds).