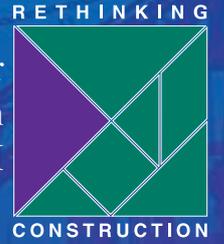


Movement for
Innovation
M⁴I



Movement for Innovation





The Birth of the M⁴I

In October 1997 the Construction Task Force, chaired by Sir John Egan, was commissioned to advise the Deputy Prime Minister from the clients' perspective on the opportunities to improve the efficiency and quality of delivery of UK construction, to reinforce the impetus for change and to make the industry more responsive to customer needs.

During July 1998 the Construction Task Force published their report "Rethinking Construction". It contained the clear message that the industry would not significantly improve unless it embarked upon radical change. This will involve a totally new approach to the delivery of the construction product.

The report identified committed leadership, a focus on the customer, integration of the process and the team around the product, a quality-driven agenda and commitment to people as the key drivers required to implement change and develop substantial improvement to the project process.

The project process can be radically improved by fostering innovative methodology. The innovations would be categorised under the headings of product development, project implementation, partnering the supply chain and production of components.

The Construction Task Force also highlighted the need for industry to set clear measurable objectives and to create a performance measurement system to aid benchmarking and provide tools for sustained improvement.

With these changes the Construction Task Force believes that the industry can achieve annual improvements of:

- 10% reduction in capital cost and construction time
- 20% reduction in defects and accidents
- 10% increase in productivity and profitability
- 20% increase in predictability of project performance

The report proposed the creation of a "movement for change" which would be a dynamic, inspirational, non-institutionalised body of people who truly believe in the need for radical improvement within the construction industry.

The Movement for Innovation was subsequently launched on 3 November 1998 to facilitate this cultural change.

Mission Statement

“The Movement for Innovation (M⁴I) aims to lead radical improvement in construction in value for money, profitability, reliability and respect for people, through demonstration and dissemination of best practice and innovation”.



To deliver these goals our strategy is that:

■ We will bring together clients and all involved in the construction supply chain, in innovation, best practice, or research, who are committed to change and innovation in construction.

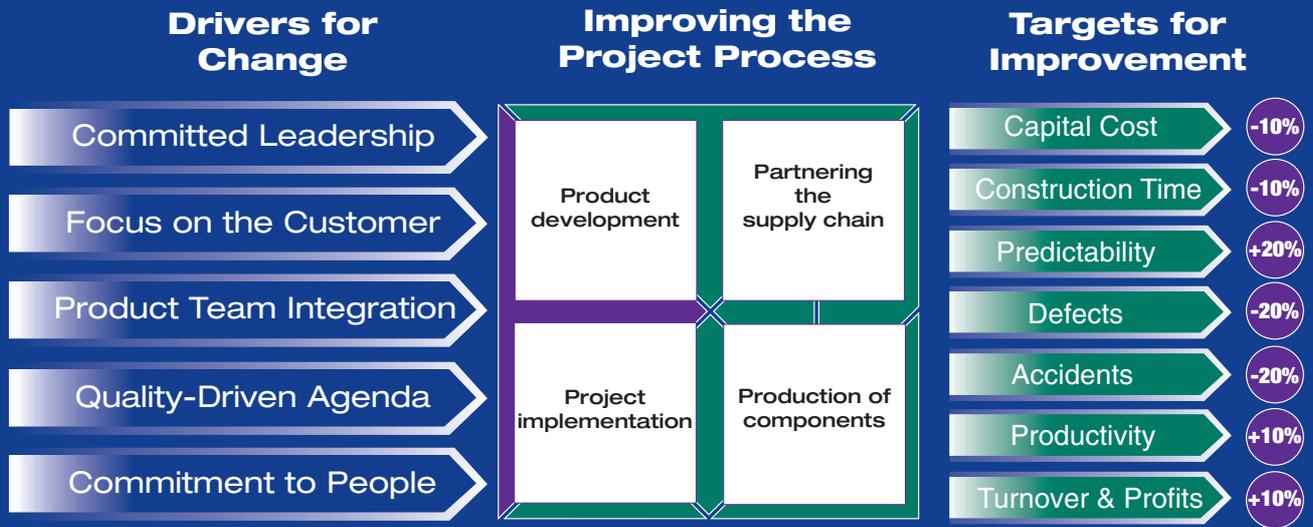
■ We will provide leadership, share experience and work together to create an open, co-operative, no-blame, non-adversarial, team approach to innovation.

■ We will drive forward by example and persuasion the changes needed to create an industry in which the norm will be committed leadership, a focus on the customer, a process and team integrated around the product, a quality-driven agenda, and a commitment to and respect for people.

■ We aim, through sustained improvements and innovation in product design and development, in project implementation, in partnering the supply chain and in production of components, to facilitate delivery of the enhanced performance targets set out in “Rethinking Construction”.

■ We will test, measure, quantify and disseminate experience and achievements from demonstration projects through the Construction Best Practice Programme and the Knowledge Exchange in the form of case histories, toolkits and guidance notes.

The M⁴I Culture



Key Drivers of Change

The five key drivers required to set the agenda for change in the construction industry are:

Committed Leadership

This involves management believing in, and being totally committed to, driving forward an agenda for continuous improvement and communicating the necessary cultural and operational changes throughout the whole organisation.

A Focus on the Customer

The industry has to realign its approach and seek to understand the precise needs of the customer then deliver the product to the customer's requirements. Activities that do not add value to the product should be classified as waste and eliminated.

Integrate the Process & Team around the Product

The most successful enterprises occur when all parties understand, and are actively involved in, all parts of the process that produces the product.

A Quality-Driven Agenda

Quality means not only zero defects but right first time, delivery on time and to budget, innovating for the benefit of the customer and stripping out waste, whether it be in design, materials or construction on site. It also means after sales care, reducing whole life costs and providing a service that exceeds the customer's expectations.

Commitment to People

This aspect does not stop with decent site conditions, fair wages and care for the health and safety of the workforce; it also involves commitment to training and development, respect for all participants in the process and fostering a no-blame culture based on mutual interdependence and trust.

Improving the Project Process

It is recognised that construction can learn from other sectors of the economy and tackle its problems by focusing on delivering the needs and expectations of the end consumer through the end product. This will lead to construction becoming a much more integrated process in which there are four complementary and interlocking avenues for innovation and change. These have become known as the four P's:



■ Product Development

This relates to the continuous development of the generic construction product. It requires a detailed knowledge of clients' aspirations and effective processes for innovating and learning through objective measurement of completed projects.

■ Project Implementation

Project implementation concerns translating the generic product into a specific project on a specific site for a specific customer. The implementation team, incorporating all of the key suppliers, needs to work together to design the engineering systems, select key components and pre-plan the manufacture, construction and commissioning of the product.

■ Partnering the Supply Chain

This initiative is about extending co-operative working practices throughout the whole of the supply chain associated with delivering the product. An essential aspect of partnering is the opportunity for participants to share in the rewards resulting from improved performance.

■ Production of Components

The industry should focus on detailed planning, management and sustained improvement of the production process to eliminate waste, and to increase off-site fabrication, production of standard components and modular assembly.

Structure of the M⁴I

The core features of the structure of the Movement are the Demonstration Projects, regional Cluster Groups, Working Groups, Knowledge Exchange and Movement for Innovation Clubs. The common ambition of all parts of the Movement is to rethink the way in which the industry has traditionally performed and cultivate a culture of continuous improvement.

Demonstration Projects

The M⁴I Demonstration Projects seek to develop innovation in the manner in which they conduct their relationships and refine construction techniques and/or process and through the development of components.

Projects have an obligation to benchmark performance, be open and honest, share in the learning culture, set high standards in safety and respect for people and disseminate the results of their work through case histories, toolkits etc. to the rest of the industry.

Clusters

Clusters are regional forums where representatives from Demonstration Projects meet on a regular basis to share experiences of their innovations, learn from others and foster a culture of continuous improvement through benchmarking and objective analysis of innovative ways of working.

The Clusters are forming close links with existing regional networks in local government, academia, institutions, trade associations and the Regional Development Associations.

Working Groups

The Movement has working groups covering: Key Performance Indicators and Benchmarking; the Knowledge Exchange; Partnering the Supply Chain; Culture Change; Education, Training and Research; Sustainability and Respect for People.

These working groups were assembled to provide clear direction to the industry through research and development of authoritative guidance documentation and other supporting initiatives.

Knowledge Exchange

The Knowledge Exchange is an extranet facility designed to facilitate sharing and learning across the industry through "portals", each covering different segments of the industry.

The Movement for Innovation forms part of the "Rethinking Construction Portal". Others within this

portal are the Construction Industry Board, Housing Forum and Construction Best Practice Programme. Portals may also be created around training organisations, member-based research associations and other segments of the industry.

Visitors to the Knowledge Exchange can browse through each linked website, through one or more portals, or set up a key word search, using the search engine, which will interrogate every linked website.

The M⁴I Clubs

The Movement has launched a four-tier club structure in order to provide a facility for both organisations and individuals within the industry to share and learn without having to be part of a Demonstration Project.

The club structure aims to cater for the varying needs of participants across what is known to be a very diverse industry. The part of the club structure that caters for the needs of individuals will be married to the CBPP Best Practice Clubs.

The TEAM

The TEAM comprises secondees from client organisations, designers, architects, contractors, specialist subcontractors and other organisations.

The TEAM was assembled to implement the policies and strategy of M⁴I. Its main role is to liaise with Demonstration Projects and clusters, to advise, co-ordinate and nurture the development, implementation, measurement and dissemination of their innovations, through case histories and toolkits, with particular emphasis on the objective, tangible benefits that ensue.

In addition, the TEAM has a key role to play in facilitation of cultural change through the promotion of performance measurement, benchmarking using key performance indicators and encouragement of other collaborative working practices in conjunction with the CBPP and the Housing Forum.

The M⁴I Board

The TEAM reports to the Movement for Innovation Board through the Executive Director. The Board is responsible for implementing the recommendations contained within "Rethinking Construction" and, in so doing, will lead the development of policy, strategic direction and liaison with the institutions, research bodies, trade associations and special interest groups to further the aims of the Movement.

Benefits of Membership of M⁴I

The construction industry is one of the biggest industries in the UK, employing more than 1.4 million people and annually contributing over £63 billion turnover to the economy, representing over 8% of UK GDP.

Various productivity studies have concluded that the industry, on average achieves labour and plant productivity levels of 50% and 40% respectively.



The Movement for Innovation is seeking to facilitate performance efficiencies, to achieve sustained annual improvements, across the whole industry, of:

- 10% reduction in capital cost and construction duration
- 20% reduction in defects and accidents
- 10% increase in productivity and profitability
- 20% increase in predictability of project performance

The M⁴I has been heavily involved, through its KPI and Benchmarking working group, in the development of key performance indicators to provide the necessary tools for industry to benchmark its performance and develop a culture of measurement and continuous improvement.

The Demonstration Projects, through published case histories, are able to show tangible evidence that they are exceeding these targets through the implementation of innovative practices. These case histories explain how your organisation can adopt the innovations and reap the same benefits.

The M⁴I is also assembling toolkits and guidance documentation for its members to support their drive for continuous improvement in performance efficiency.

The Movement seeks to provide guidance and support to like-minded progressive companies, organisations and individuals, from all parts of the industry, through the Movement for Innovation Clubs. Club members will enjoy the benefits of:

- access to innovative practices being tested on the Demonstration Projects
- toolkits and guidance documentation to improve efficiency
- being placed to reap the rewards from increased productivity and profitability
- networking with all disciplines within the industry
- being part of a forum that sets standards across the industry
- being recognised as having a genuine desire to continuously improve
- increased profile, marketability, peer and media interest

To register interest, please visit our website www.m4i.org.uk or e-mail support@m4i.org.uk

Steering Group

Sir John Egan	(Chairman of MEPC)
Nick Raynesford	(Minister for Construction)
Andrew Smith	(Chief Secretary to the Treasury)
Alan Crane	(Chairman of the Movement for Innovation Board)
Sir Michael Pickard	(Chairman of the Housing Forum Board)
Chris Vickers	(Chairman of the Construction Industry Board)
Ted Cantele	(Chairman of Local Government Task Force)

Board of Management

Alan Crane, Chairman	(Christiani & Nielsen Ltd.)	Zara Lamont	(Construction Best Practice Programme)
Rab Bennetts	(Bennetts Associates Ltd.)	Stella Littlewood	(Ove Arup Partnership)
Bill Bolsover	(Tarmac Plc)	Peter Lobban	(Construction Industry Training Board)
Mike Burt	(HM Treasury)	Roderick Macdonald	(Buro Happold)
Clive Cain	(Defence Estates Organisation)	Allan McDougall	(Shepherd Engineering Services Ltd.)
John Connaughton	(Davis Langdon Consultancy)	Robin Nicholson	(Edward Cullinan Architects)
David Crewe	(Housing Forum)	Abene Nsia	(National Housing Federation)
John Emery	(Hammerson Plc)	Richard Ogden	(McDonald's Restaurants Ltd)
David Fison	(Kvaerner Construction)	Kate Priestley	(NHS Estates)
Colin Harding	(George & Harding Ltd.)	Robert Shed	
Peter Hastings	(Vencel Resil Ltd.)	Stef Stefanou	(John Doyle Group Plc)
Shonagh Hay	(Amey Plc)	Martin Sykes	(Department of Social Security, SMG)
John Hobson	(DETR)	Brian Thompson	(Babtie Group Ltd.)
Tony Ingle-Finch	(Railtrack Plc)	Bob White	(Mace Ltd.)
John Kerman	(The Highways Agency)	Andrew Wolstenholme	(BAA)

The Team

Ian Huntington	Executive Director (Christiani & Nielsen Ltd.)
John Mead	(Construction Industry Council)
Peter Runaces	(M ⁴ I Team Member)
Adrian Blumenthal	(Crown House Engineering)
Charles Gjertsen	(Wates Construction)
Neil Rennison	(Taylor Woodrow)
Adrian Terry	(CITB)
Wayne Callender	(Drake & Scull Engineering Ltd.)
Tim Warren	(Buro Happold)
Amanda Wain	(Mace Ltd.)
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