

Lessons Learnt – Progressive Assurance

Observation:

- ITP check sheets were not completed in full, at the time of the works.

Issues arising:

- Assurance was left behind as work continued, meaning that missing assurance accumulated to a point where it was difficult to obtain. This was either due to no photos being taken at the time, people having forgotten the specifics or the people involved having left the project. This led to large costs in resource, time and access trying to find information and assure the works in hindsight.
- Operatives were signing items of work without 100% confidence in the product leading to cases of fraudulent signing to catch up on assurance.
- There was a loss of assurance integrity for the completed works.
- Access to site areas was removed as sections were deemed complete. This added costs to re-access areas to gain assurance at later dates.
- Milestones and AMP dates were missed due to assurance not being in place.



Recommended actions:

- Refine ITP check sheets required information and their frequency. All required assurance should be specific and relevant. When irrelevant items remain in check sheets people accept these items as missing because it is not needed which then leads to an overall relaxed attitude towards missing assurance. If all items are relevant, people are more likely to prioritise completing every aspect reducing the likelihood of critical items being missed.
- Delivery and Assurance should be scheduled and tracked together. This creates alignment with scope and assurance delivery. Works should only be regarded as delivered when associated assurance is complete to prevent the accumulation of missing assurance as works continue while assurance is missed.
- Only move from a site section when works are delivered and assured together with zero variance. Allowing any variance between assurance and delivery when moving areas can result in critical items being missed and costly access and resource being required to regain assurance or re-deliver if quality not suitable.
- Operatives – Delivery and assurance responsibilities should be tracked and assessed before staff move onto new scope or are let go from the project. This should also be reviewed on a regular basis to prevent staff from leaving problems to accumulate and then leave, passing the issues onto someone with no background knowledge of the requirements or status.