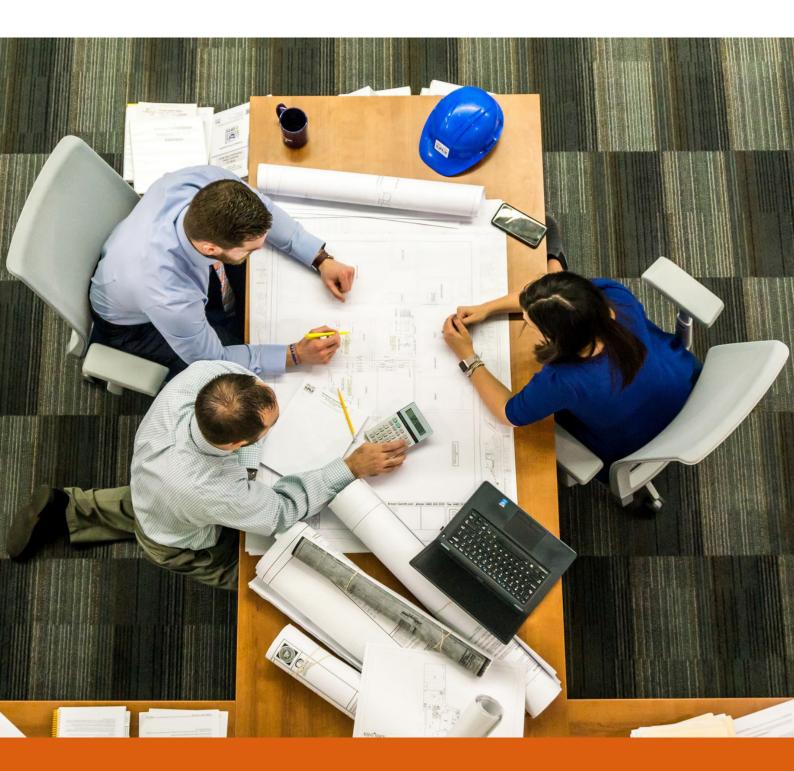# Quality Tracker
Step by Step User Guide

Building in Quality Procedure

The Building in Quality (BiQ) initiative responds to growing pressure for the construction industry to improve the long-term quality of the assets it builds.

Overseen by a Working Group including representatives from the RIBA, RICS and CIOB and following pan-industry consultation, it resulted in several documents and a procedure for using them.

The documents are available to download free of charge via
https://www.architecture.com/working-with-an-architect/building-in-quality-tracker

- **Memorandum of Understanding**. This is a declaration agreed between the head client and its professional advisers defining collaborative behaviours for achieving the desired quality of outcomes.
- **Quality Tracker**. This is a collaborative tool for tracking risks to desired quality from project inception to completion. It produces a red-amber-green scorecard tracking the history of risks to quality faced during the project.
- **Quality Checklist**. This document lists outputs that directly influence quality. Keeping it up to date helps project teams to rate risks to quality on the Tracker.

MANAGEMENT PROCEDURE

1. **Recommendation.** The design or construction professionals on the project recommend the BiQ system to the head client.

2. **Commitment.** The head client commits to the BiQ's principles and to using the Quality Tracker and requires that the rest of the project team signs up to it as they join.

3. **Agreement.** Led by the head client, the project team agrees collaborative behaviours for achieving the desired quality outcomes in a Memorandum of Understanding.

4. **Definition.** Led by the head client, the project team agrees a definition of the desired quality outcomes and, if possible, ways to measure them, which the head client enters as the quality target in the space provided on the Quality Tracker.

5. **Nomination.** The head client nominates a professional on the project team to be the Quality Custodian responsible for managing and signing off the Quality Checklist and Quality Tracker.

6. **Preparation.** Led by the Quality Custodian, the project team tailors the Quality Tracker and Quality Checklist to the project's quality targets and overall needs.

7. **Assessment.** Led by the Quality Custodian and at the end of every RIBA Work Stage, the project team meets to assess current risks to achieving the desired quality target and signs off on the project's overall status using the Quality Tracker.

8. **Evaluation.** The project team evaluates all decisions, especially value-engineering decisions, in the light of the current iteration of the Quality Tracker and the Quality Checklist.

9. **Completion.** Led by the Quality Custodian, the Quality Tracker is finally signed off on practical completion and issued to the head client.

10. **Release.** The head client releases the front-page summary of the completed Quality Tracker to the building's first users and facilities managers in the spirit of full disclosure.

CHANGE PROCEDURES

11. **New team members.** Every new tender for products or services is issued with the current iteration of the Quality Tracker (so that they can more accurately cost their risk) and a condition requiring that the successful bidder signs up to the Memorandum of Understanding.

12. **Changes of custodian.** When the Quality Custodian is no longer as closely involved or if their contract ends, they pass on responsibility for managing and completing the Quality Tracker and Quality Checklist to another suitably involved professional within the project team with the head client's agreement.

13. **Changes to quality targets.** Only the head client may change the project's quality targets. However, the reasons, timing and detail of the change must be recorded. Also, Work Stages that have already been signed off on the Quality Tracker may not be amended retrospectively.

14. **New head clients.** If the head client disposes of their controlling interest in the project before practical completion, the current iteration of the Quality Tracker is passed on to the new head client, who can continue to use it at its discretion.

INSTRUCTIONS FOR USING THE BiQ DOCUMENTS

Quality Tracker

The Quality Tracker consists of one cover sheet and eight main pages – one per RIBA Work Stage – allowing project teams to assess and monitor known risks to quality over the entire course of a project.

The cover sheet summarises:

- the project's quality status for the current Work Stage;

- the status at previous Work Stages; and

- an overall quality statement to be written at the start of the project, summarising the client's broad quality objectives as set out in the brief. You must add this at the start of the process, and record and date any changes to it.

Each Work Stage-specific page of the Quality Tracker is a table organised into four columns.

1. The left-hand column identifies generic quality risk categories. These are the broad classes of risks affecting the likelihood of achieving quality outcomes.

2. The next column lists risk reduction indicators for each of the categories. These are statements framed in such a way that answering 'yes' will tend to increase the likelihood of achieving good quality outcomes. They are pre-populated. Although you cannot delete them, you can mark them as 'not applicable'. You can also add as many new project-specific indicators as you wish.

3. The next column is where the quality custodians give the consensus assessment of the statements. The only possible options are 'yes', 'no', 'partly' or 'not applicable'.

4. Note: You might need to click 'enable content' and 'enable editing' when you open the document.

5. After each stage is completed return to summary page where you can activate the next stage (see green button top right). You must answer all questions in each stage before moving to the next.

   Assessments are automatically colour-coded, allowing the current likelihood of achieving quality to be seen at a glance:

   Red – high risk for 'no'
   Amber – medium risk for 'partly'
   Green – low risk for 'yes'.

   A 'not applicable' answer does not affect the overall quality risk rating.

6. The final right-hand column allows room for the quality custodians to add commentary to explain or qualify the assessment.

The assessment process:

- The custodian must assess only on the basis of current information.
- The custodian's assessments must be made with consensus from the whole project team as far as possible, with reasoning and any dissent from this position recorded in the right-hand column.
- The custodian signs off the stage on the Quality Tracker by dating it and circulating the updated version.
- Every single quality risk indicator must be rated before you can move to the next RIBA Work Stage.
- If the custodian assigned for the next stage is different, the current custodian formally hands over responsibility to him or her.
- This process is repeated for every RIBA Work Stage.

A box at the top right of each page records critical project-specific information, allowing changes in key personnel and even clients to be tracked.

Once signed off, completed Work Stage pages are locked to prevent retrospective amendment.

Locked pages are designed to be shared with outsiders, including consultants and suppliers hoping to join the project, and, of course, the completed building's users.

Quality Checklist

The Quality Checklist is a list of all the outputs that contribute to achieving target quality and must be prepared in advance to tailor it to the needs of the project. It helps Quality Custodians with the rating process by serving as a handy aide memoire of what has or has not yet been achieved.

Memorandum of Understanding

Led by the head client, this is a template to be tailored to the needs of the project. It should be adjusted in collaboration with the professionals on the project team, and formally agreed and signed by all.

It should set out the collaborative behaviours expected and must commit project team members to whole-heartedly embracing the principles of the BiQ system.

Signing up to it must be a condition of any new professional appointee to the project team.