

# GIRI

Training and Consultancy Limited

<b>PROJECT TITLE</b>	CITB GIRI Productivity Commission
<b>APPROVED TRAINING PROVIDER</b>	ALL
<b>REPORT</b>	FINAL EVALUATION REPORT
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<b>SUPPLIER</b>	GIRI Training and consultancy Ltd (" <b>Supplier</b> ")

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# 1. Executive Summary

## Purpose

This report has been produced to present the main findings and outputs of the Construction Industry Training Board (CITB) and the Get It Right Initiative (GIRI) Productivity Training Commission. Four major construction organisations applied for, and received, a total of **£361,306 of CITB commission funding** to become the first four UK employers to go through the process of becoming GIRI Approved Training Providers, and to deliver GIRI error reduction training across a total of **twenty-five construction projects**. The evaluation of the impact of this investment on construction error is documented in this report.

## The problem

Research tells us that construction error costs the industry up to £25Bn per annum, or an average of 21% of project value. The suite of GIRI error reduction training courses were developed through a collaboration between CITB, GIRI and industry to address the root causes of error by targeting the identified skills gaps amongst industry Supervisors, Managers and Leaders.

GIRI training is a behavioural skills programme that aims to reduce the cost and frequency of error and, ultimately, change industry-wide culture around error.

The CITB and GIRI subsequently developed the GIRI Accredited Training Scheme. This scheme makes provision for employers to train their own trainers to deliver GIRI training in house, to their own workforce and supply chain, in a cost-effective and sustainable way, whilst maximising reach and impact

## Key Findings

The commission was well supported, involving four major construction employers – **Kier, VINCI, BAM Nuttall and Volker Stevin**. The funding enabled each of these employers to a) go through the process of becoming a GIRI Approved Training Provider; b) train their own GIRI Trainers to deliver GIRI Training inhouse; and c) deliver GIRI training to a total of **4575 delegates over a twenty-six-month period**.

- **Financial Impact:** The program is estimated to have approximately halved the predicted cost of error on the targeted projects. Participants assessed that they had avoided **£92.6 million in error** across twenty-five projects, representing a saving of 9.83% of total project value.
- **Return on Investment (ROI):** For every **£1 spent** on the commission, an estimated **£256.48 was saved** through error avoidance.
- **Value for money:** The average cost of training was **£79 per person**, significantly lower than the commercial average of £190.
- **Cultural Shift:** Survey results showed measurable improvements in all six assessed cultural elements, including better communication and an increased willingness to "press pause" to avoid errors.
- **Non-Financial Benefits:** Participating organisations reported improved reputations, higher workforce morale, and better retention of repeat business.

## Recommendations

This commission has demonstrated that the adoption and roll out of GIRI training across construction projects can help organisations to significantly reduce the cost and frequency of error. In total, it was estimated that £92.6M of error had been avoided across the twenty-five participating organisations over a twenty-six-month period.

Employers who are looking to reduce the cost and frequency of error should consider GIRI training for their project teams, taking care to involve all key stakeholders in the journey – to include their clients, designers, suppliers and subcontractors as a minimum.

Employers should seek to educate their most senior organisational leaders in the first instance to ensure there is a common understanding around the cost and frequency of construction error, the root causes of error, and how their own behaviours can positively affect culture around error. Participating organisations advise most success is achieved when there is a high level of leadership buy-in/engagement and support for an organisational-wide error reduction approach.

This commission has found that by delivering GIRI Leadership training to project leadership teams, it is possible to achieve a reduction in error of 9.83% of project value. This is a significant saving on the estimated 21% cost of error that the average project will incur.

Those organisations seeking to achieve behavioural and cultural change in relation to error across their workforce and supply chain can achieve this by delivering all three streams of GIRI training, which includes the GIRI Leadership training, GIRI Interfaces training and GIRI training for Supervisors and Managers.

Large employers can achieve huge efficiency gains by becoming a GIRI Approved Training Provider and training their own GIRI Trainers to deliver the training, to achieve maximum impact on construction error in the most cost-effective and sustainable way.

Based on the success of the commission, CITB should continue to demonstrate their commitment to improving construction productivity by continuing to guide, support and incentivise employers to address the skills shortages amongst industry supervisors, managers and leaders, and to contribute to achieving the much-needed improvement to industry-wide culture around error to affect positive and long-lasting change.

The industry has voiced its support for CITB and GIRI to continue to work together to reduce construction error by developing further associated behavioural training programmes, not least to ensure a solution is quickly developed to address the skills gaps at operative/trade level. It is anticipated this will bring further gains in terms of much-needed behavioural and culture change across the largest cross-section of the construction workforce, which should further improve profit margins for projects/organisations, construction industry productivity, and the reputation and appeal of the industry overall.

## Benefits

This commission has provided sound evidence of the significant and far-reaching benefits of GIRI training for a wide range of stakeholders:

- (i) **Benefits for industry** – GIRI error reduction training directly targets the identified skills gaps amongst industry supervisors, managers and leaders, ensuring these workers have the skills and competence to avoid error. Improving productivity will help to improve the reputation of the construction industry, help attract new entrants as well as helping to retain skilled personnel within the industry. The

organisations involved have highlighted that the gains of avoiding error are not restricted to financial benefits, most frequently citing improved reputation, securing repeat business and improving workforce morale as just a few of the other associated rewards they experienced. GIRI training is helping to foster both a common language around error and a common understanding of its' root causes. By stimulating wider and earlier engagement with all project stakeholders, GIRI training has helped to stimulate more of a collaborative approach to design and construction where project teams are able to collectively pre-empt and avoid error, which will ultimately bring industry a competitive advantage.

- (ii) **Benefits for those engaged in the industry** – Industry personnel have benefitted from skills and behaviour training, providing them with an enhanced understanding of the root causes of error and its impact. This training has led to higher levels of competency and capability, ensuring the project teams are able to collectively work towards achieving improved productivity. Analysis of culture survey responses from project team members indicates that workers who have been engaged in GIRI training feel more valued, engaged, encouraged to use their initiative and confident to contribute to the avoidance of error. The workers themselves will also personally benefit from some of the wider impacts that error reduction brings such as improved morale, job security, reduction of negative impacts on the environment, better health, safety, quality and environmental standards as well as fewer incidents.
  
- (iii) **Benefits for organisations/projects** – engaging in GIRI training can make a real difference not just to profit margins, but also to organisations' reputations, to relationships with clients, designers and subcontractors, and to the likelihood of securing repeat business. GIRI training brings together key stakeholders earlier, which helps to eliminate error not only in the construction phase, but also in the design phase. This early contractor involvement leads to error reduction by improving buildability, avoiding project delays, reducing disputes and also results in a happier and more engaged workforce.

GIRI offers cost effective training, with further cost savings being possible if an organisation becomes a GIRI Approved Training Provider and delivers some or all of the GIRI training in house using their own trained trainers.

Those employers committing to the process of becoming a GIRI Approved Training Provider post-commission can benefit from the 'lessons learned' from the first four employers to go through the process. Established during the commission, there is a 'Best Practice Group' that will continue to meet quarterly and offers support and guidance for providers and provides a forum for sharing best practice and ideas.

The GIRI Approved Training Provider model of delivery provides a sustainable and cost-effective model that will allow for maximise reach and impact whilst also providing personal development opportunities for GIRI Trainers.

Given the estimated value of errors avoided during the commission, the return on investment for organisations/projects engaging in GIRI training is outstanding, whichever training delivery model is utilised.

- (iv) **Benefits for CITB** – This commission has helped industry address skills shortages amongst supervisors, managers and leaders and has stimulated culture change around error. The evaluation outcomes demonstrate GIRI training can significantly improve productivity which will ultimately improve the reputation of the industry and help to attract high quality new entrants as well as resulting in improvements in industry health and safety, quality and environmental performance.
  
- (v) **Benefits for Clients** – By working with organisations/projects who are engaging with GIRI error reduction training, Clients may have greater confidence in the likely quality and delivery of projects, which may ultimately save time and money.

## Conclusion

Engaging with GIRI error-reduction training on twenty-five of their UK construction projects has led Kier, BAM Nuttall, VINCI and Volker Stevin to avoid a significant percentage of potential error, as well as securing measurable improvements in behaviour and culture around error across their project teams.

Becoming GIRI Approved Training Providers in their own right has afforded these four industry employers numerous additional benefits. Not only has this provided for flexibility around delivery of GIRI Training, it has given these organisations a cost-effective and sustainable model for delivery. All four employers now have the capacity and capability to further expand the reach of the error reduction training across all of their projects, divisions and group companies to maximise the impact on error.

The findings of this commission demonstrate the effectiveness of GIRI training for achieving a significant reduction in the cost and frequency of project error, as well as stimulating the much-needed behaviour change required to help the industry move towards achieving an error-free culture.

# CITB GIRI Productivity Commission

## Return on investment

<p><b>4</b> PARTICIPATING COMPANIES</p>	<p><b>25</b> PROJECTS</p>
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<p><b>4575</b> </p> <p>CERTIFICATES ISSUED</p>	<p><b>£942,460,868</b></p> <p>TOTAL PROJECT VALUE</p>
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<p><b>£361,306</b></p> <p> TOTAL CITB FUNDING INVESTED</p> <p> <b>£79*</b> AVERAGE COST PER PERSON, PER COURSE</p>	<p><b>£92,669,000</b></p> <p> ESTIMATED TOTAL SAVINGS FROM ERRORS AVOIDED</p> <p> <b>£3.7M</b> AVERAGE SAVING PER PROJECT</p>
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<p>RETURN ON INVESTMENT</p> <p><b>£256.48</b></p> <p>PER £1 OF FUNDING INVESTED</p>	<p>TOTAL SAVING FROM ERROR AVOIDED</p> <p> <b>9.83%</b></p> <p>% OF TOTAL PROJECT VALUE</p>
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\* Based on the number of certificates issued.

## 2. Introduction and background

CITB recognise that Productivity is a key challenge and priority for the construction industry. Indeed, CITB-funded research into the cost and root causes of construction error has shown that:

- Error costs the UK construction industry between £10 and £25 billion per annum.
- Industry-wide culture change is needed to improve construction productivity.
- Historically, industry investment in non-technical skills is markedly low.
- Employers require guidance, support and incentivisation to successfully address the identified skills gaps amongst supervisors and managers at all levels.

In response to this research, CITB worked with the [Get It Right Initiative \(GIRI\)](#) and some of the major UK construction organisations to develop a [behavioural training programme](#) to target the root causes of error and the associated skills gaps amongst industry supervisors, managers and leaders. GIRI training aims to reduce the cost and frequency of error and ultimately change industry-wide culture around error.

To reach the 2.8M strong workforce, CITB recognise that the industry requires significant help and support to build the necessary capacity for delivery of this training, to achieve the required impact on industry culture, and ultimately improvement on construction productivity.

In 2022, GIRI launched the [GIRI Accredited Training Scheme](#) and was appointed by CITB as the Recognised Organisation for the GIRI behavioural training programme. This Scheme is designed to provide the required capacity for delivery by equipping third party providers (Industry employers and/or appropriate commercial Training Providers) to deliver GIRI accredited training, whilst nominating GIRI to fulfil a Quality Assurance role for all GIRI training delivery.

In 2023, CITB launched the CITB GIRI Productivity Training Commission which has provided funding to four employers who have committed to embedding GIRI training across their organisations and who chose to adopt an in-house delivery model to establish a sustainable and efficient approach to delivery of GIRI training; VINCI, BAM, Volker Stevin and Kier. Each of these employers bid for, and secured, funding to enable them to become a GIRI Approved Training Provider, to undertake Organisational and Project Leadership training, to train in-house trainers to deliver GIRI training (Supervisor and Manager training and Interfaces training) and to deliver training on up to eight project each, using their Trained Trainers.

In total, twenty-five projects were included in this commission where GIRI training was rolled out. The total amount of funding utilised was £361,306. Four GIRI Approved Training Providers were set up. Ninety-five GIRI Trainers were trained and 4575 certificates for training were issued in total during the commission.

# CITB GIRI Productivity Commission

## TIMELINE

June 2023

Aug 2025

**4575**



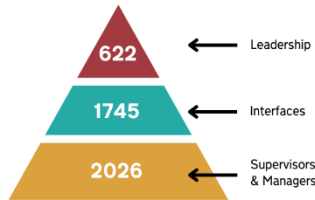
The total number of training certificates issued throughout the duration of the commission period.



## BY COURSE TYPE

**4393**

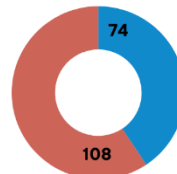
The total number of certificates issued for each of GIRI's three core training streams.



## TRAINER TRAINING

**182**

The number of certificates issued for trainer courses for the Supervisory & Management Skills and Training Across Interfaces training.



## CERTIFICATES ISSUED BY MODULE

Part one (55)

Part one (40)

Part two (53)

Part two (34)

### **3. Recognition of Key Challenges**

As with previous CITB-funded GIRI projects, this project inevitably faced some existing industry challenges around error and productivity:

#### **General unwillingness to be open and honest about the costs of error incurred**

- Construction is a competitive environment and those in it are historically guarded when it comes to the disclosure of the value of errors incurred
- Those who have not undertaken GIRI training are likely to not yet share a common understanding of error with those who have attended GIRI training (what the costs are/ what the wider implications are).

#### **Challenges of measuring error (and therefore improvements in)**

- There is currently no standard industry measure of error – although the Construction Industry Council is working with industry to undertake research in this area.
- The return of investment for productivity training is notoriously difficult to demonstrate

#### **Difficult to control the comparison projects**

- As part of this commission, Organisational Leaders will have attended the GIRI LE-01 'Strategies to eliminate error for leaders of construction organisations' at the outset of the project and their learning, and resulting change in attitudes, behaviours and processes, are likely to have affected/ impacted on the whole organisation (including the comparison projects).
- There was inevitably a degree of staff movement from project to project, so it was not possible to fully control whether comparison project team members had attended GIRI training on a previous project they worked on (or whether their line manager had).

#### **Achieving a satisfactory survey completion rate was challenging**

- Unless mandated, achieving the required survey completion rates sometimes proved challenging, and occasionally impossible.
- Timing of survey reports was critical. If the initial survey had not been completed before an individual undertook GIRI training, this could have skewed responses and led to underestimates of culture improvement amongst project teams who received GIRI training.
- It is acknowledged that the Final survey on the projects where GIRI training was delivered was not necessarily completed by either the same number of people (particularly if project was nearing completion and was seeing a sharp decline of numbers on site) or indeed the same people (due to staff movement from project to project).

## 4. Evaluation approach

To evaluate the impact of rolling out the full suite of GIRI training on the twenty-five projects included in the commission, the evaluation team employed the following measures:

### Quantitative Evaluation

The evaluation team sought to establish estimates of cost avoidance as a result of rolling out the full suite of GIRI courses on the twenty-five named projects involved in the commission.

At the outset, a group of senior organisational leaders from each of the four commission organisations unit attended a GIRI LE-01 '[Strategies to eliminate error for leaders of construction organisations](#)' course. This was to ensure these leaders developed a sound understanding of industry error, the root causes, the behavioural approach GIRI training was taking to reduce error and how their own actions and behaviours could help build a culture of error avoidance.

The next part of the commission programme was for each of the twenty-five project leadership teams to attend the GIRI PL-01 '[Strategies to eliminate error for project leaders – Part one](#)' course during which, each team completed the 'Get It Wrong Exercise'. This exercise required the senior project leaders to work together to identify what errors may occur on the project or that phase of the project (the Concerns). They were then asked to think about why these errors may occur (the Causes) and what preventative action could be taken to avoid these errors (the Countermeasures) and from this they produced an action plan (to plan out and avoid these errors).

The senior project leadership team for each project attended a GIRI PL-02 '[Strategies to eliminate error for project leaders – part two](#)' course around six months later during which they collectively reviewed the effectiveness of their action plans from the GIRI PL-01 course. They were required to consider how effective their countermeasure had been in preventing the errors they were concerned about.

The senior leaders of the project team were supported again to complete the Get It Wrong Exercise for the next phase of their project.

The evaluation team carried out a series of 1-2-1 interviews with Internal Impact Assessors (IIA'S) - nominated senior project managers within the projects - at the following four key points to provide estimates for the costs of the errors (Concerns) identified, and later avoided, by the project team:

- Immediately after the GIRI PL-01 course was delivered to the project
- Approximately six months after the GIRI PL-01 course was delivered
- Immediately after the GIRI PL-02 course was delivered
- Approximately six months after the GIRI PL-02 course was delivered

The four commission organisations were responsible for nominating the Internal Impact Assessors based on the following stipulations:

- Internal Impact Assessors must be a member of the Senior Project Team, with a good understanding of the project budget and costs, who will attend the GIRI PL-01 and PL-02 sessions planned for their project.
- One per project is required to be identified up front, who can commit to working with a member of the evaluation team to take part in the 1-2-1 interviews and provide the required information/ estimates.

The 1-2-1 interviews were based on a set of standard questions, with a view to establishing cost estimates of potential project errors on each Named Project (the project teams would have identified what the top three priority errors were during the GIRI PL-01 course they attended).



1-2-1 Interview Questions Template.docx.pdf

Around six months later, the evaluation team again interviewed the IIA's to establish whether the countermeasures had been successfully applied, and to estimate the value of errors avoided as a result.

The IIA's each participated in 1-2-1 interviews at each of the four intervention points as outlined above. In total, across the twenty-five Named Projects, one hundred 1-2-1 interviews were carried out with the IIA's.

For each of the four commission organisations, there was an Interim Report produced, which provided the estimated value of errors avoided as a result of implementing the action plans from the GIRI PL-01 course, and a Final Report, which provided the estimated value of errors avoided as a result of implementing the action plans from the GIRI PL-02 courses.

1-2-1 interviews were also carried out with Internal IIAs on twelve comparison projects – where no GIRI training had been delivered – to provide an estimate of the costs of errors incurred on those projects in the period. It was hoped that this would help provide for a comparison exercise to be carried out, to identify whether there was a significant difference between the cost of error on the Named Projects and the Comparison Projects that could be attributed to the delivery of GIRI training to the project teams.

### Qualitative Evaluation

The evaluation team sought to assess the impact that rolling out GIRI training had on the attitudes, behaviour and culture of those on the Named Projects.

A Culture Survey, based on the Johnson Schole cultural web model, was used to analyse culture in relation to error at the following three intervals:

- a) At the start of the project (prior to any GIRI training being delivered)
- b) Mid-way during the project (after 50% of the GIRI training had been delivered)
- c) At the end of the project (once 100% of GIRI training had been delivered).

The six interrelated elements of the cultural web model that formed the basis of the survey were: Symbols, Stories, Rituals and Routines, Power Structures, Organisational Structure and Control Systems. The full list of questions can be found here:

[Get It Right Initiative culture survey - Template.docx](#)

This culture survey was administered on both the Named projects (where GIRI training was rolled out) and on the comparison projects (where no GIRI training was rolled out).

Each of the projects within the four commission organisations were required to support the success of this, with the overriding aim of achieving at least 60 to 70% response rate. The optimum result was that all team members on a project, at the time of the survey being administered, completed it.

The findings of the qualitative evaluation were reported as follows:

- a) Initial project report - baseline analysis of responses from Named Projects and Comparison projects following the return of the initial survey
- b) Mid project report – analysis of changes in responses on Named Projects and Comparison Project roughly halfway through the project (where approximately 50% of the GIRI training had been delivered)
- c) End of project report – analysis of changes in responses on Named Projects and Comparison Projects at the end of the project

## Lessons learned

The evaluation team took the opportunity to engage with the project representatives from each of the four participating organisations after the commission had ended. This took the form of an informal interview, based on standard questions, which sought to capture lessons learned, so as to be able to share best practice with other employers who may choose to embark upon an error-reduction programme and roll out GIRI Training to their workforce and supply chain, and indeed, those who commit to becoming a GIRI Approved Training Provider post-commission.

## 5. Summary of Findings

### (i) Quantitative Evaluation findings - Named Projects

#### Estimated Value of error avoided

During project evaluation, representatives from the project leadership teams estimated that, in total, around **£92.6M of error has been avoided** as a result of implementing the action plans they created during the GIRI Leadership courses. This equates to **9.83% of project value**.

#### **Total value of error avoided:**

Organisation	Estimate of error avoided	Estimate of project value	% cost of error avoided
1	£12,980,000	£234,696,726	5.5%
2	£18,474,000	£299,201,731	6.1%
3	£45,835,000	£297,323,174	15.4%
4	£15,380,000	£111,239,235	13.8%
<b>TOTAL</b>	<b>£92,669,000</b>	<b>£942,460,868</b>	<b>9.83%</b>

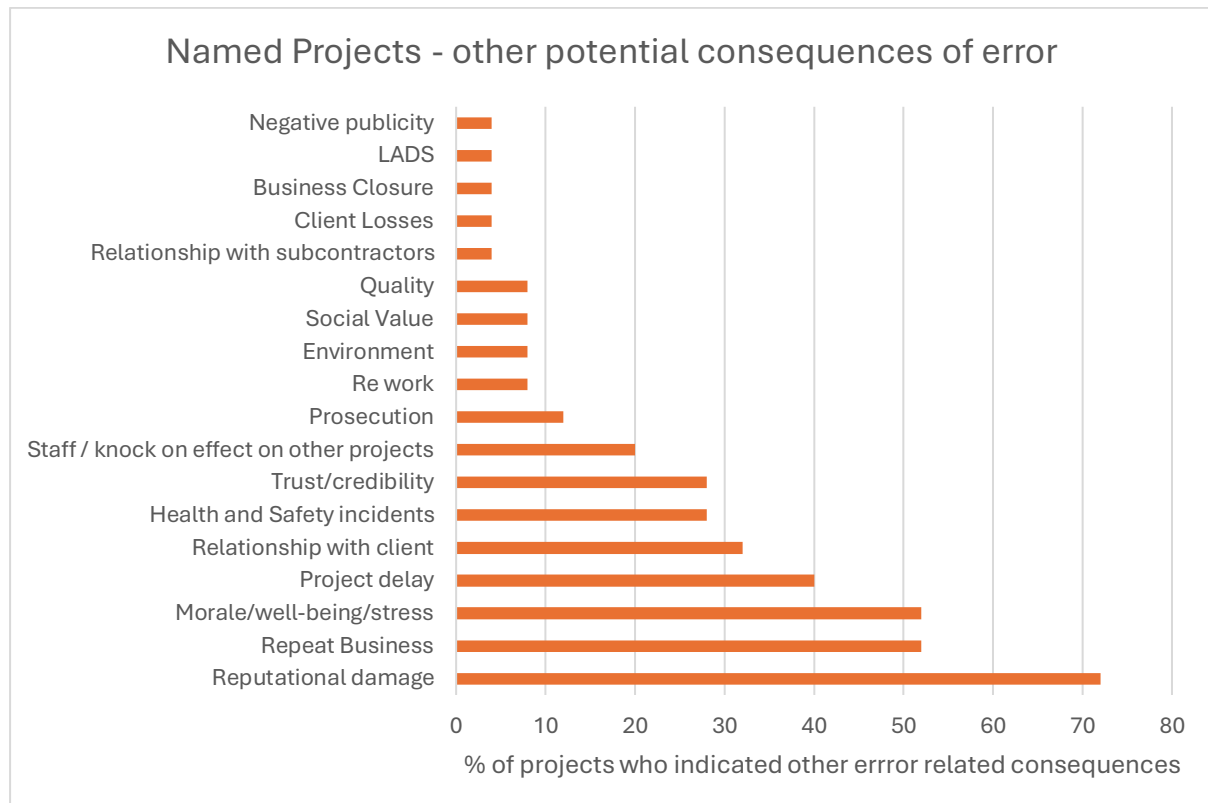
The recurrent themes that the IIAs reported were that some or all of the error incurred/ reported could potentially have been avoided by

- more collaborative planning
- earlier and closer collaboration between designers and contractors in relation to design development
- earlier engagement with other stakeholders (to include the Client, relevant authorities, landowners, suppliers and the general public as appropriate).

### Other benefits for the business

The leadership team representatives were also able to highlight a range of additional benefits to the projects/business units that were achieved by preventing the potential errors identified during the GIRI leadership course for project leaders.

Most significantly **72%** of project representatives reported that by avoiding error, they also **avoided reputational damage**. **52%** of projects had highlighted that by avoiding error, they had also **avoided losing repeat business**. Similarly, **52%** of project representatives highlighted that by avoiding error, they had also **avoided the negative impact this would have had on the morale of the project teams**.



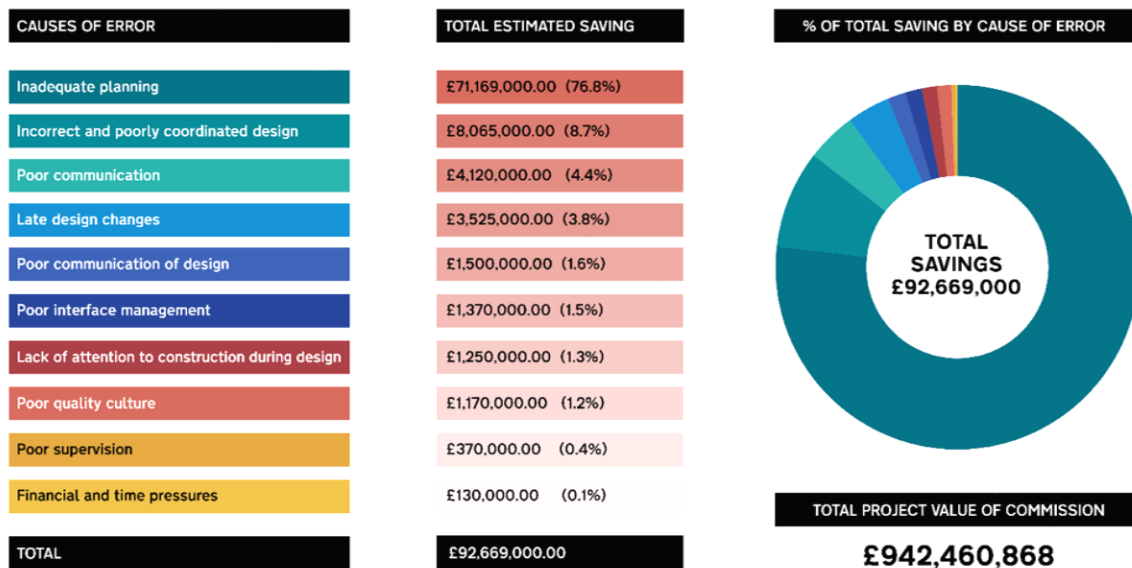
### Root causes of error

GIRI Research identified the top ten most financially significant root causes of error – see ‘[Strategy for Change](#)’, November 2015. On analysis, each of the potential errors the leadership team identified, and subsequently avoided, could be categorised into one of these top ten root causes.

On analysis of the root causes of the errors avoided during the commission, the main root causes were ‘inadequate planning’, ‘incorrect and poorly co-ordinated design’ and ‘poor communication’.

This finding is particularly powerful. It is estimated that three quarters of the savings realised come from better planning, and this is our top target area for GIRI training and even has a specific course to address this topic (GIRI SM02 Reducing errors on construction sites: Part two – Planning skills).

## CITB GIRI Productivity Commission Total estimated savings



Having analysed the main root cause of each of the errors avoided by the Named Projects, this graphic shows the percentage of errors falling into each of GIRI's Top Ten Root Causes.

### Value for money:

The total cost of the project (i.e. the total amount of CITB Commission funding paid) was £361,306. This covered the following costs:

- GIRI LE-01 Leadership training x 4
- GIRI PL-01 and PL-02 Leadership training for Project Leaders x 25
- Setting up of 4 GIRI Approved Training Providers
- Training of 55 SM trainers
- Training of 40 IN trainers
- Delivery of SM training on 25 projects
- Delivery of IN training on 25 projects

With a total of 4575 trained (based on the number of certificates issued), this works out at a cost of just under **£79 per person**.

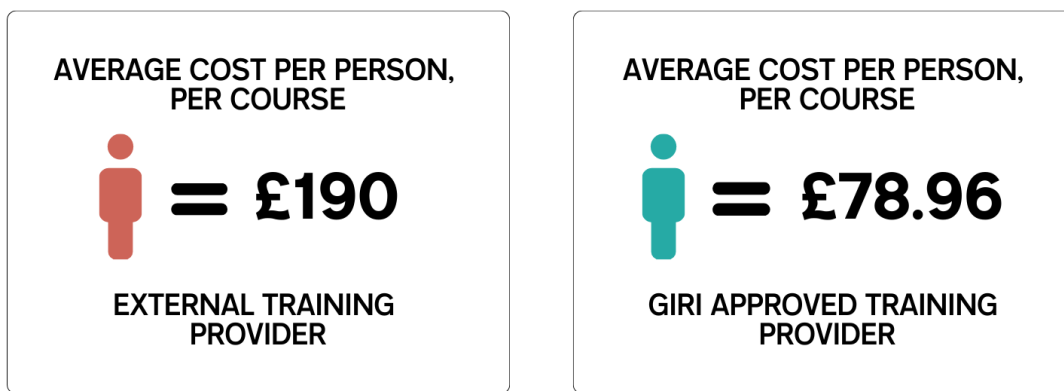
The total number of individuals that received GIRI training was 2064. Some individuals did multiple GIRI courses hence the number of certificates issued is higher than this. For example, some individuals did just one half day course at Supervisor and Manager level (and would therefore achieve one course certificate) whereas others may have undertaken multiple courses, such two full-day Project Leadership courses (with two course certificates being achieved) and/ or four days of GIRI Trainer Training (with four course certificates being achieved). There would be a significant range of costs per person – depending on the number of courses/ their duration and the level of GIRI training the individual completed hence the per certificate cost being selected to analyze value for money.

According to BMC, short workshops/seminars in the UK typically cost between £300 and £800 per person (see their blog: [‘How much does professional training cost in the UK’](#), July 17, 2025).

By comparison, the cost of GIRI training is proving excellent value for money. This is attributed, in the main, to the availability of the GIRI Accredited Training Scheme, which aims to maximise reach and impact whilst using the most cost-effective and sustainable delivery method.

Sustainability

## CITB GIRI Productivity Commission



The average cost of attending a GIRI training course, run externally, is currently **£190 per person**. This calculation is based on the GIRI Training and Consultancy commercial prices as of 1.1.2025:



20241219 - GIRI Course Prices - January 2025.pdf

As the four commission organisations were all GIRI members, the discounted prices were used for purposes of calculating the average cost of a course, and the calculation is based on the assumption that an average of 12 delegates typically attend each course – as follows:

Course	Course price – Non-Member	Course price - Member
GIRI SM-01 or SM-02	£1915	£1825
GIRI IN-01 or IN-02	£2035	£1945
GIRI LE or PL	£3225	£3045
Average Course Price	£7175 / 3 = £2391	£6815 / 3 = £2271
<b>Average cost per person</b>	<b>£199.30</b>	<b>£189.30</b>

Had the four commission organisations not been GIRI members, the cost for comparison purposes would have been £199.30 per person.

This was the only comparison option available as there is currently only one commercial provider able to deliver the GIRI accredited training in the UK.

Ordinarily, using this external training provider route, delivery to 4575 delegates would cost around **£869,250**.

By comparison, the average cost of training per person, when an organisation opts to become a GIRI Approved Training Provider and deliver GIRI Training (SM and IN courses) internally using their own Trained Trainers is **£78.96 per person**.

To achieve these numbers **during the commission, the total spend was £361,306**, but in addition, the organisations were also established as GIRI Approved Training Providers, with a team of GIRI Approved Trainers, who could then continue to deliver GIRI training in-house to their staff and supply chain, using their Trained Trainers, at a significantly more cost-effective price.

This suggests that for larger employers, who wish to improve productivity and reduce the cost and frequency of error, the most cost effective and sustainable root would be to become a GIRI Approved Training Provider.

#### Return on investment

With the leadership team representatives estimating that £92.6M of error was avoided as a result of implementing the action plans from the GIRI leadership training, this equates to a **return of investment of £256 for every pound spent on training during the commission**.

#### (ii) Quantitative Evaluation - Comparison Projects

##### Estimated value of error incurred

During project evaluation, representatives from the project leadership teams on the comparison projects were each asked to provide two or three examples where error had occurred. Whilst not all representatives were able to quantify the value of reported errors, the estimates provided suggest that these led to around **£24.8M of error being incurred**. It is worth noting that this is likely to be the 5% “direct cost of error”. So, from GIRI’s own research it is likely that the true cost of error on these projects, linked to these errors, is likely to be nearer to £100M, when unrecorded process waste, latent defects and indirect costs are included.

##### Other costs of error

The representatives of the comparison projects highlighted that the impact of the errors that occurred were not limited to purely financial costs, with many other aspects of the projects/ organisations being negatively impacted as a result.

Most significantly **75%** of project representatives reported **project delay** was one of the associated consequences of construction error occurring.

**58%** of the project representatives cited necessary **rework** as an associated cost.

**42%** of project representatives cited that **reputational damage** was an associated cost of error.

Similarly, **42 %** of project representatives also highlighted the **negative impact error had on the relationship with the client**.

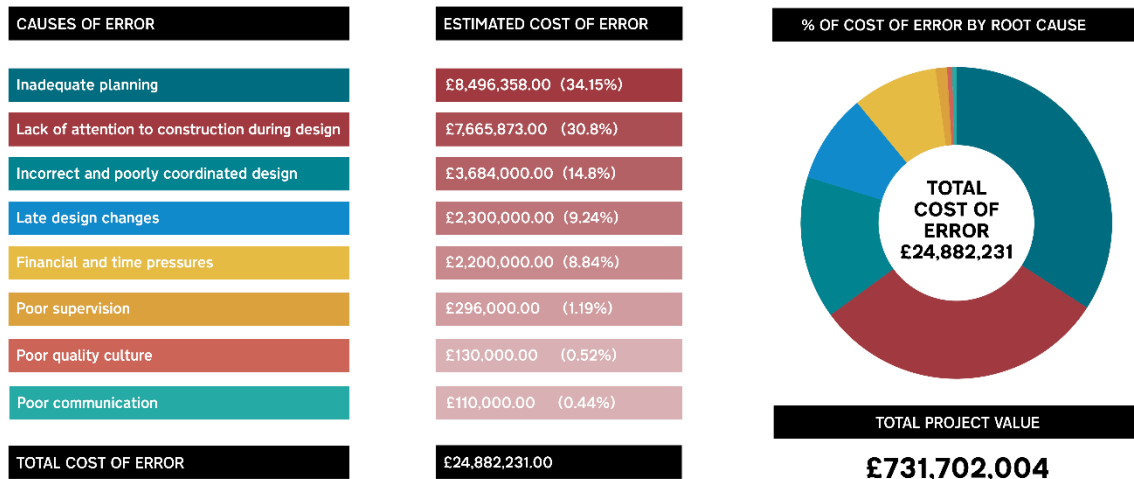
## Comparison Projects - other consequences of error



### Root causes

On analysis of the root causes of the errors incurred and reported on the comparison projects, the main root causes were ‘inadequate planning’, ‘lack of attention to construction during design’ and ‘incorrect and poorly co-ordinate design’.

## CITB GIRI Productivity Commission Comparison projects

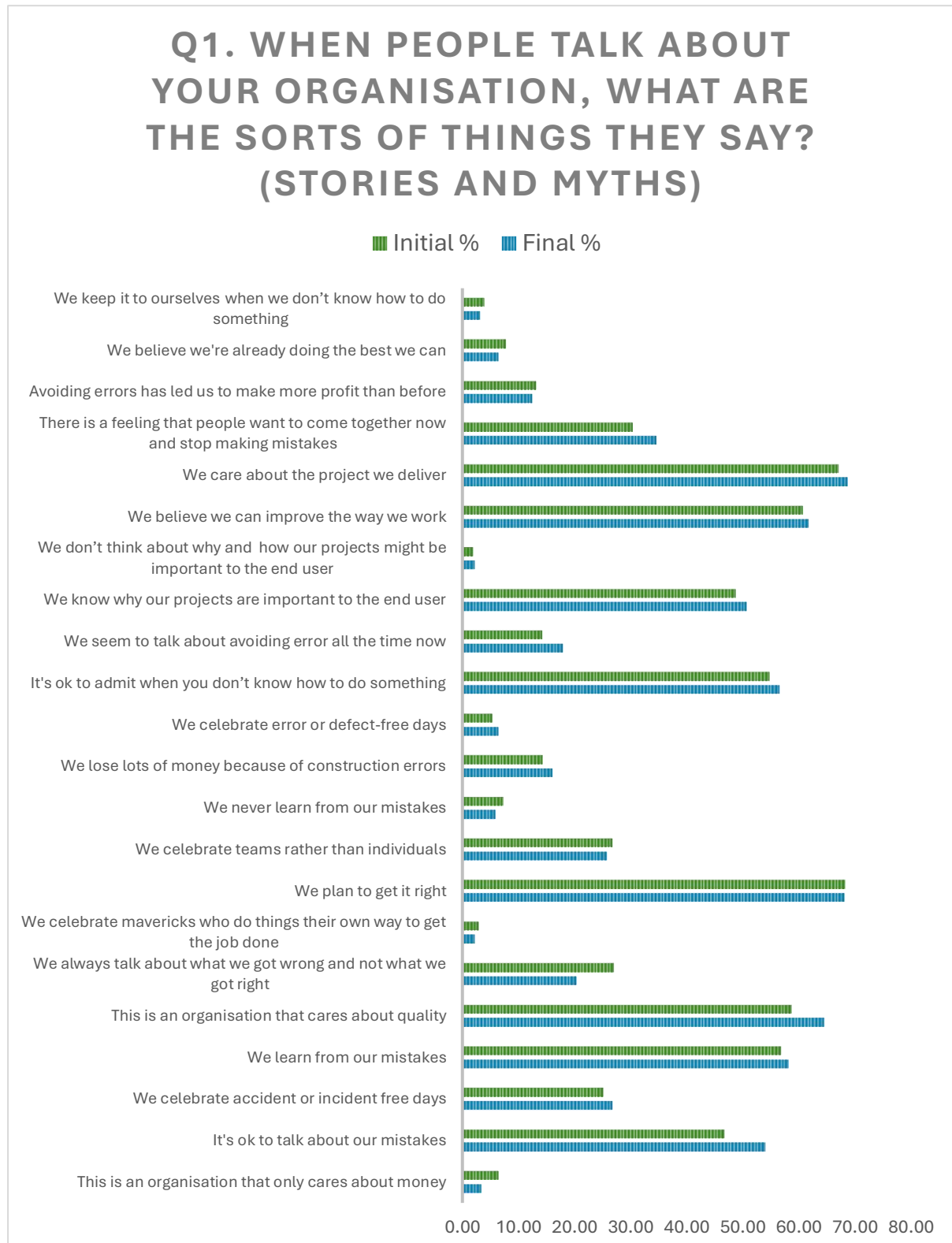


Having analysed the main root cause of each of the errors avoided by the Named Projects, this graphic shows the percentage of errors falling into each of GIRI's Top Ten Root Causes.

### (iii) Qualitative Evaluation – Named Projects

#### Impact on Culture

The collective responses for all Named Projects in the full commission are captured in the charts below which show the culture change from initial to final culture surveys which can be attributed to GIRI training.

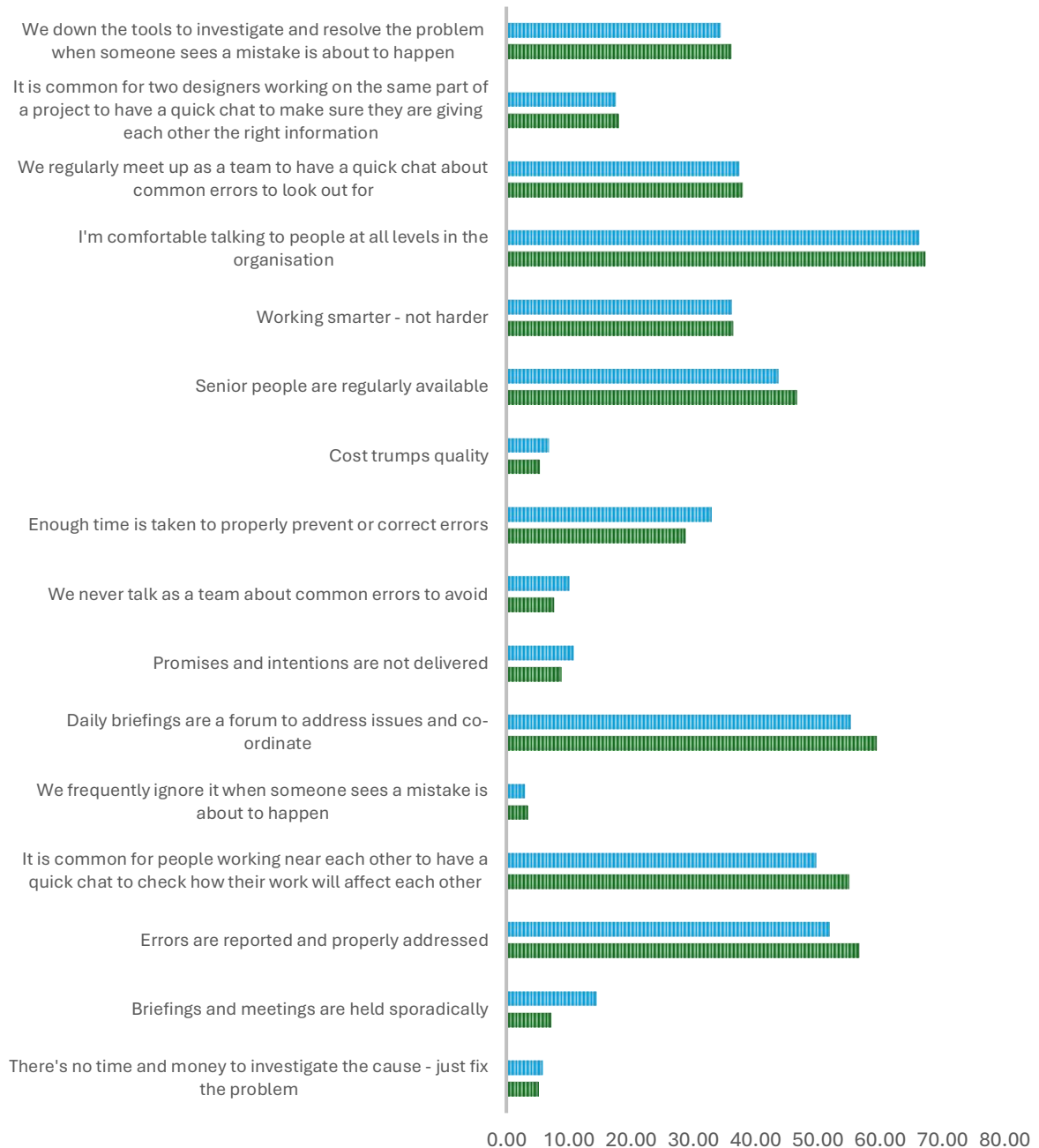


### Stories and Myths – Key Strengths:

- An increase of 7.3% of respondents agreed with the statement 'It's ok to talk about our mistakes' – (from 46.8% to 54.1%). Ideally to foster an error-free culture, the percentage of respondents agreeing with this statement would be 100%.
- A decrease of 6.7% of respondents agreed with the statement 'We always talk about what we got wrong and not what we got right' - (from 27.1% to 20.4%). Ideally, to foster an error-free culture, the percentage of respondents agreeing with this statement would be 0%.
- An increase of 4.3% of respondents agreed with the statement 'There is a feeling that people want to come together now and stop making mistakes' - (from 30.3% to 34.6%). Ideally, to achieve an error-free culture, the percentage of respondents agreeing with this statement would be 100%.

## Q2. WHICH OF THE FOLLOWING STATEMENTS CHARACTERISE YOUR WORKPLACE? (RITUALS AND ROUTINES)

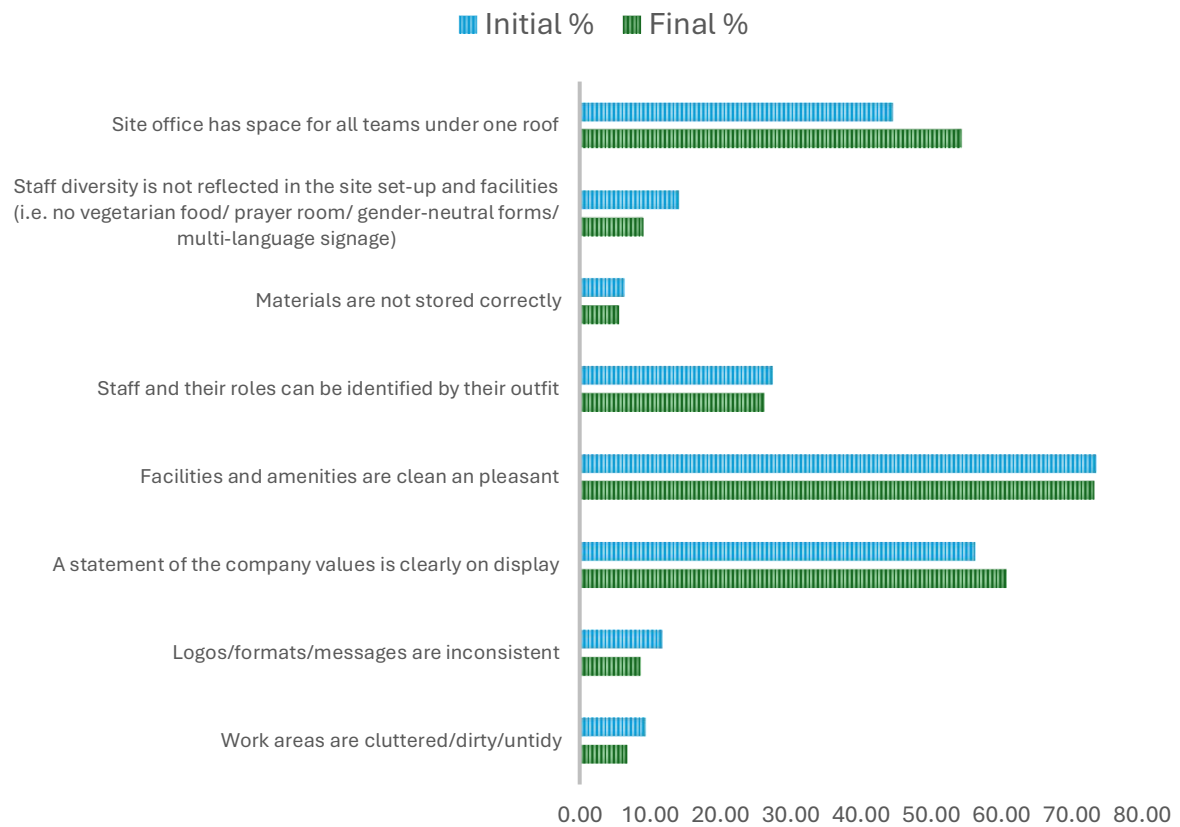
■ Initial %   ■ Final %



### Rituals and Routines – Key Strengths:

- A decrease of 7.2% of respondents agreed with the statement 'Briefings and meetings are held sporadically' - (from 14.5% to 7.3%). To foster an error-free culture, the percentage of respondents agreeing with this statement would be 0%.
- An increase of 5.2% of respondents agreed with the statement 'It is common for people working near each other to have a quick chat to check how their work will affect each other' - (from 49.8% to 55%). Ideally to foster an error-free culture, the percentage of respondents agreeing with this statement would be 100%.
- An increase of 4.2% of respondents agreed with the statement 'Daily briefings are a forum to address issues and co-ordinate' - (from 55.3% to 59.5%). Ideally to foster an error-free culture, the percentage of respondents agreeing with this statement would be 100%.

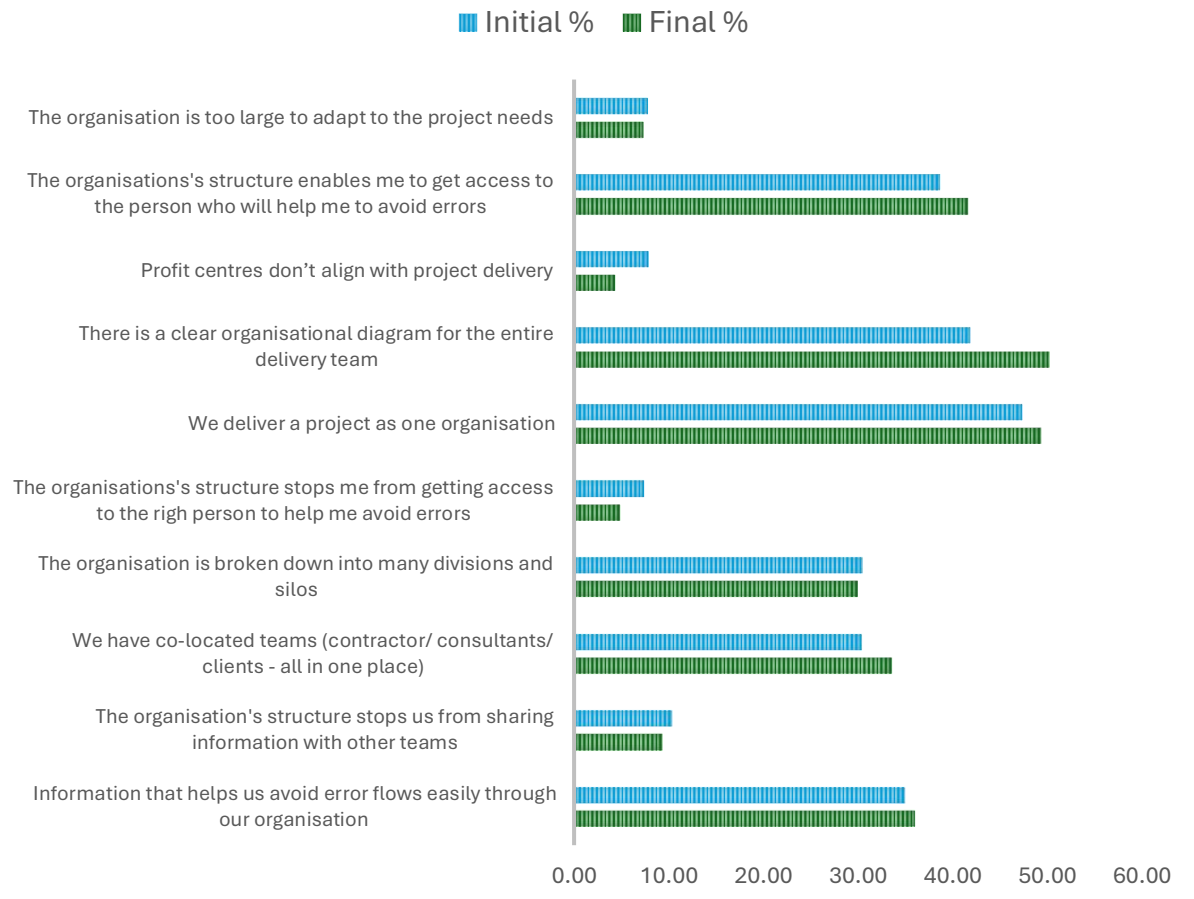
### Q3. WHICH OF THE FOLLOWING ARE FAMILIAR SIGHTS AT YOUR ORGANISATION'S OFFICES, SITES OR ITS BRANDING? (SYMBOLS)



#### Symbols – Key Strengths:

- An increase of 9.7% of respondents agreed with the statement ‘Site office has space for all teams under one roof’- (from 44.6% to 54.3%). Ideally this should continue on an upward trend as collaboration of the full team will aid communication and help reduce the likelihood of error.
- A decrease of 5% of respondents agreed with the statement ‘Staff diversity is not reflected in the site set-up and facilities’- (from 14.1% to 9.1%). Ideally this should be 0% as an all-inclusive environment will aid effective communication and reduce error. The decrease is a positive sign and organisations should aim for this to be 0%.
- An increase of 4.5% of respondents agreed with the statement ‘A statement of the company values is clearly on display’ - (from 56.3% to 60.8%). Ideally, this should be 100% and employers should communicate their vision of an error-free site with all staff.

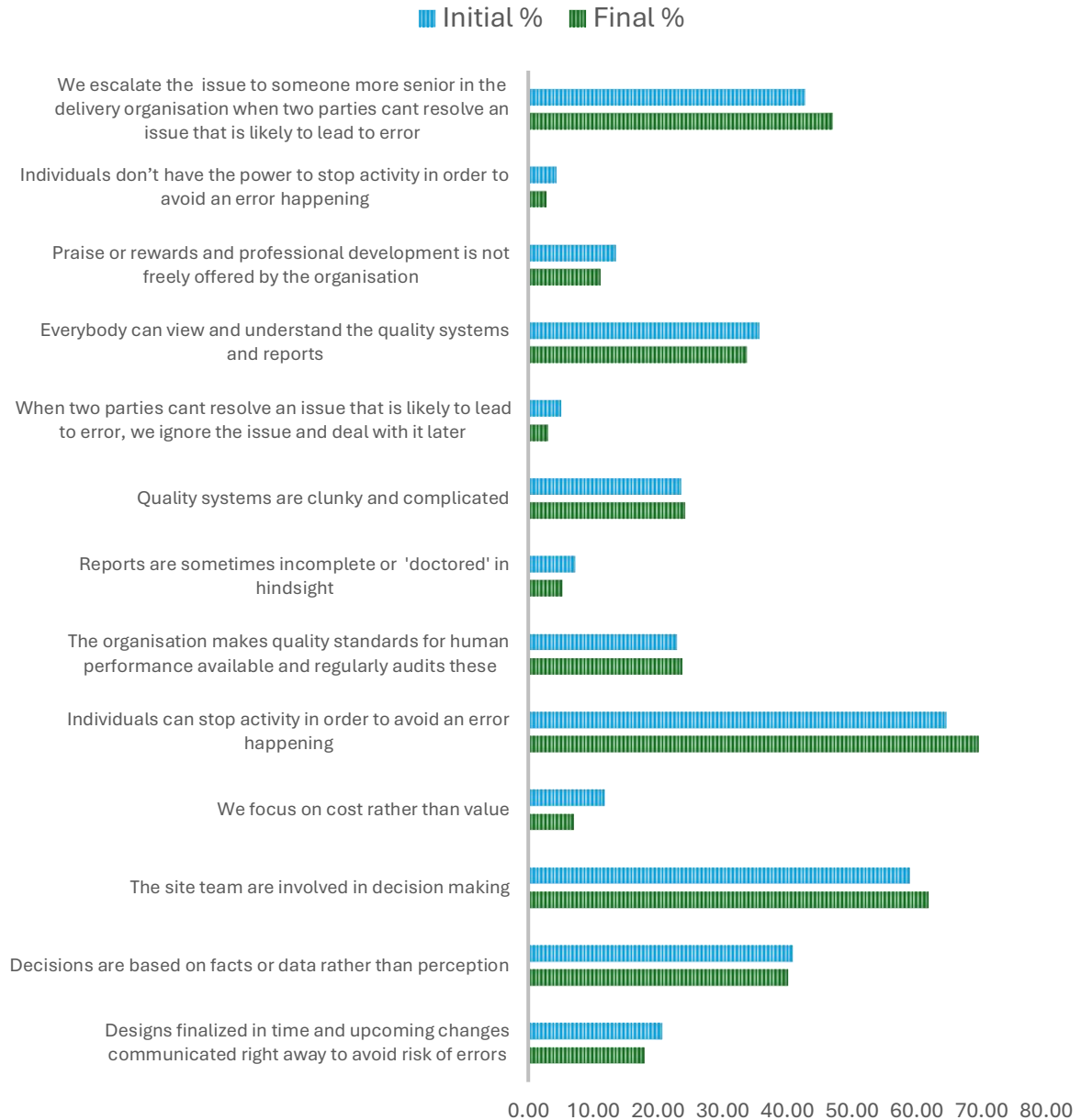
## Q4. HOW DO YOU EXPERIENCE THE STRUCTURE OF YOUR ORGANISATION? (ORGANISATION STRUCTURES)



### Organisation Structures – Key Strengths:

- An increase of 8.4% of respondents agreed with the statement 'There is a clear organisational diagram for the entire delivery team' – (from 41.9% to 50.3%). **Ideally this should be 100%.**
- An increase of 3% of respondents agreed with the statement 'The organisation's structure enables me to get access to the person who will help me avoid errors' - (from 38.7% to 41.7%). **This does show an upward trajectory, however, ideally and to reduce error, this should be 100%.**
- An increase of 2.1% of respondents agreed with the statement 'We deliver a project as one organisation' - (from 47.3% to 49.4%). **Ideally and to reduce the likelihood of error, this should be 100%.**

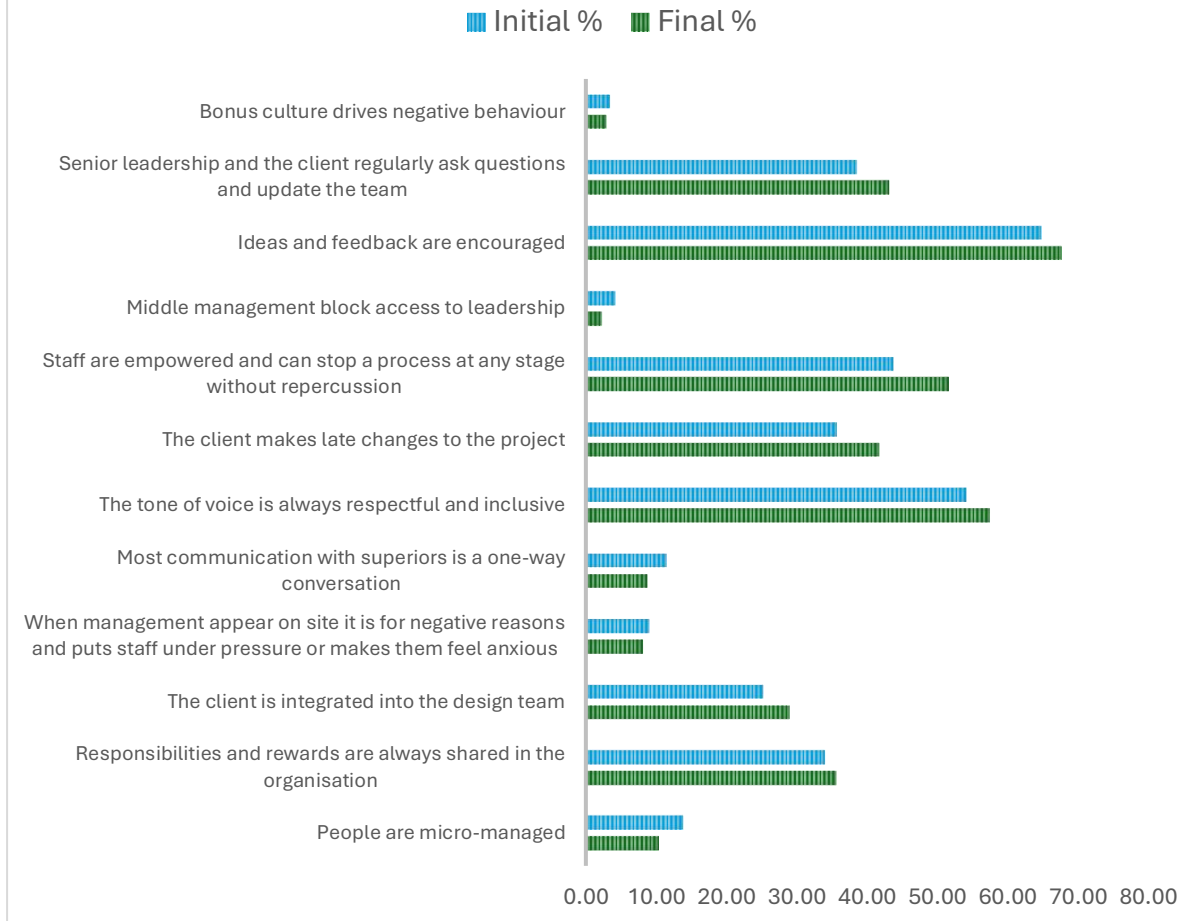
## Q5. HOW IS ACTIVITY CONTROLLED IN YOUR WORKPLACE? (CONTROL SYSTEMS)



### Control Systems – Key Strengths:

- An increase of 5% of respondents agreed with the statement 'Individuals can stop activity in order to avoid an error happening' - (from 64.6% to 69.6%). Ideally this should be 100% however the proportion of individuals already displaying this behaviour should be positively reinforced.
- An increase of 4.2% of respondents agreed with the statement 'We escalate the issue to someone more senior in the organisation when two parties can't resolve an issue that is likely to lead to error' - (from 42.8% to 47%). It is essential that everyone can and will escalate any unresolved issues that are likely to lead to error and this increase shows a positive upward trend.
- An increase of 2.9% of respondents agreed with the statement 'The site team are involved in decision making' - (from 59% to 61.9%). This does show an upward trajectory. Ideally, and to avoid error, this should be 100%.

## Q6. HOW IS POWER EXERCISED IN YOUR ORGANISATION? (POWER STRUCTURES)



### Power Structures – Key Strengths:

- An increase of 7.9% of respondents agreed with the statement 'Staff are empowered and can stop a process at any stage without repercussion'- (from 43.7% to 51.6%). Ideally 100% of respondents should feel empowered to 'press pause to avoid error'.
- An increase of 4.7% of respondents agreed with the statement 'Senior leadership and the client regularly ask questions and update the team' - (38.5% to 43.2%). Ideally this should be 100% but is showing an upward trend, communication at all levels in the project team will help to avoid error.
- An increase of 2.9% of respondents agreed with the statement 'Ideas and feedback are encouraged'- (from 64.8% to 67.7 %). It is essential that everyone is encouraged to present their ideas and feedback, positive reinforcement should be used to promote these behaviours and all those in leadership, management and supervisory roles should be provided with the skills to promote two-way communication.

#### (iv) Qualitative Evaluation – Comparison Projects

Overall analysis of responses across the full commission confirms that the Named Projects achieved improvements across all six elements of the cultural web model, whilst the comparison projects demonstrated improvements in just three elements.

#### (v) Lessons learned

##### **Leadership buy-in is key to successful rollout of GIRI training**

- Early engagement with senior organisational and project leaders is key to securing the commitment, drive and support required for GIRI training to work.

*“Involving and training the senior leaders at the outset ensures they are brought on the journey...“it is important to involve them in the first GIRI leadership course”.*

- Getting a Project Director to introduce the training works really well and demonstrates leadership commitment.
- Requiring Project Leaders to take on responsibility for organising the training helps shift ownership and ensures people attend the training.

##### **Stakeholder engagement**

- GIRI training rollout is most successful on those projects where all parties are engaged/bought in from the outset, including the Client, Partners and Design Consultants.
- The **Client is key** – without their buy-in, they can be a blocker to rolling out GIRI training on a project.
- Organisations should be careful not to miss out on the opportunity to include subcontractors and senior leaders in the GIRI IN courses.

##### **Recruitment of GIRI Trainers**

- It is essential that the Trainers fully understand what the role of a GIRI Trainer involves and that they not only meet the criteria to become a GIRI Trainer but that they also have the necessary drive, commitment and desire to undertake the role. Discussing these requirements with potential trainers in advance will ensure they can make an informed decision as to their capacity for ongoing delivery of GIRI training and that they can fit this around their operational role. It is also advisable to be clear about any requirements the organisation may have for them to travel to deliver GIRI training, if they are going to be required to deliver across multiple projects.

##### **Line management support**

- The success of a Trainer is hugely influenced by the level of support provided by their line manager. To allow for the successful delivery of GIRI training, It is essential for the Trainers to be afforded time away from site and to have their operational role backfilled as appropriate.

## Renewal of GIRI Trainer Approval

- It is essential that the delivery of each GIRI Trainer is planned, monitored and tracked on a monthly basis so that when it comes to the annual renewal, the Trainer meets the renewal criteria in terms of the number of courses they have delivered in the period (some Trainers were unable to renew as they had not met this element of the renewal criteria).

## GIRI Interfaces

- The GIRI Interfaces courses were more relevant to more staff within the business than realised at outset – realised it wasn't just for those involved in the design – also relevant for wider project team (to include Quantity Surveyors, Estimators, Planners...). Realised GIRI IN training was relevant to ALL those who were part of the delivery team "what they (the delivery team) do at the beginning is so important to the way the project turns out".

## Benefits of becoming a GIRI Approved Training Provider

- One of the main benefits of becoming a GIRI Approved Training Provider is that it gives the organisation full control over the planning and administration of GIRI Training in accordance with its own needs – enabling the delivery of GIRI training exactly when and where it was needed, without being limited to the availability of an external Training Provider.
- As a GIRI Approved Training Provider, the organisation is better placed to 'promote the GIRI key messages' and stimulate conversations about error avoidance...

*"The chance to get people in a room to have a conversation about how to avoid error was just invaluable".*

*"It stimulated great conversations about error both at organisational level and project level".*

- *Having become a GIRI Approved Training Providers, the organisations have reported that the GIRI language is becoming more commonly used.*

*"There is definitely a shift in the language, with more of a common language being used now to discuss error and behaviour... definitely hear people repeating the (GIRI) key messages in the workplace e.g build it in your brain".*

- Becoming a GIRI Approved Training Provider creates a network of Trainers who supported each other with delivery. Bringing them together every three months to discuss/ review/ learn from each other works well in terms of providing support and a sense of ownership.
- The Train the Trainer model worked very well, with Peer training (involving those who are engaged primarily in an operational role delivering in pairs) being very effective.

## Benefits of becoming a GIRI Trainer

- There were clear benefits for the Trainers in terms of **personal development**. In particular, Trainers often gain increased confidence and improved presentation skills.

## Measuring progress

- In the absence of an industry measure, quantifying progress in relation to error reduction continues to be a challenge for construction organisations and projects. The participating organisations, who are all now on their own journey to achieve error reduction, have reported they are experimenting and trialling a variety of methods in an effort to get meaningful data that helps them track the effectiveness of the error-reduction programmes. This has given some, as a minimum, a benchmark against which they can start to assess the impact of these error reduction programmes.

## Training co-ordination

- **Co-ordinating GIRI training** – requires sufficient and appropriate time and resource to be successful – ideally need a ‘Team’. As a minimum, you need a dedicated resource with the capability and capacity to co-ordinate the training effectively. The commission organisations have suggested it would be beneficial for existing ATPs pass on lessons learned to new providers to save time in learning the ropes and setting up their own systems. The nominated Key Contact (and those supporting them) does need to have the capability to keep track of everything from trainers schedules/ renewals, to countdown to training admin tracker and materials etc.... This has to be the right type of person who can juggle multiple tasks. The Key Contact needs to be a dedicated resource.
- One organisation created and shared a Tracker to help track what needs to happen in the days/ weeks ahead of the courses to include e.g. when the Course Notification Form needs to be submitted; when the materials need to go out etc... This tool can be shared with other GIRI Approved Training Providers to simplify training administration activities and allow others to track the necessary activities effectively.
- It is a huge help to have a dedicated resource to influence and manage attendance. Having someone to oversee the planning/ organisation of GIRI training with the right drive, knowledge, familiarisation with staff and ability to challenge where appropriate made a huge difference to the successful rollout of GIRI training, with others supporting with the administration of training.
- **Timing of GIRI training is important**, with the contract phase of work being a really important time for training. To optimise the impact of the training, think carefully about when is the best time for delivery, **especially with the Interfaces courses**.
- It is advisable to agree delivery dates with Trainers at start of year otherwise get towards the end and realise they haven’t met the renewal criteria (i.e. to deliver 6 courses in the year) – some GIRI Trainers were unable to renew as they had not met this criteria. Must ensure each Trainer is able to commit to delivering 6 sessions per year from the get go. Pairing up the trainers at the start of the year helped with planning dates into their diaries that they committed to. The Key Contact is vital in helping to plan and schedule delivery so that the Trainers all plan in dates ahead and meet this criteria.

## **Securing good attendance**

- Getting senior leaders to send out the invitation to training is most effective to ensure good attendance. Organisations reported that delegates are more likely to question the importance of attending if the invite comes from someone they did not know or who doesn't manage them. It was reported that, once they commenced delivery, people chatted to each other on site and this drove up attendance, with the number of people asking to be trained rising, they struggled to fit them all in! People will join when they hear about it. It was the initial courses that needed the senior leaders backing to get them off the ground.
- What helped ensure good delegate numbers was being able to label the training as 'mandatory' and staff were not given the option to not attend. The Key Contact would liaise with the site/project teams and get them to send out the invitations to attend the training. This was more successful as it made it a bit more personal and getting the Site Teams to take some ownership for the success of the courses. Mandating the training and involving site team in organising the training was not easy to do but was effective.

## **Recommendations/ requests for consideration:**

### **GIRI Approved Training Provider Renewal Process**

- Review renewal process – consider if block application form could be used for larger number of Trainers?
- Suggest using docusign or microsoft (or some other digital forms) for GIRI forms e.g. course booking forms/ Trainer renewal forms etc...On line/ digital forms would be much easier and wouldn't end up with folders full of documents.

### **GIRI Approved Trainer Renewal Process**

- There is currently just one route to renewing GIRI Trainer Approval. Might it be possible to consider an alternative route for any Trainers who may not have fully met the renewal criteria (e.g. a refresher course?).
- One of the blockers sometimes is that the Trainers can only ever deliver in pairs. Might it be possible that those Trainers who are more 'mature'/ who have delivered a high volume of courses and are highly capable of adapting the delivery to suit any audience could be considered for delivery independently in future?

### **Quarterly best practice meetings**

- The quarterly Approved Training Provider best practice meetings have been very useful and all four commission organisations were keen to continue with these meetings with the other GIRI Approved Training Providers.

## **GIRI Leadership training**

- It was reported that the GIRI PL-01 course and GIRI PL-02 course can be repetitive and the question was raised as to whether it would be possible to offer the GIRI PL-02 as both a full day (for those who haven't attended before) or a half day (for those who have)? It would be useful to have some sort of reminder/refresher at the start of each project as it kicks off but not the full PL course again as eventually all staff at the appropriate level will all have attended it.

## **Refresher Training**

- The commission organisations suggested that an annual refresher to keep GIRI messages alive would be welcome – ideally to involve LEGO/DUPLO (but maybe different exercises / something the delegates have not seen before).

## **GIRI Learning Management System (LMS)**

- A frequently reported issues with the GIRI Learning Management System (LMS) is that delegates who forget their passwords cannot immediately re-set it in the classroom and must wait for an administrator to assist. (GIRI have since upgraded their LMS and instant password re-set is now available).
- Trainers had received some objections to using the suggested password format (which includes DOB to make it easy to remember). This issue has since been resolved with the launch / upgrade of the new GIRI LMS and Trainers are aware that delegates may choose any password they would like to.
- One organisation asked if it would be possible for Trainers to have visibility of who has completed the End Test successfully whilst they are in the classroom (having reported a few instances where they thought the delegates had done it, only to find out later they hadn't).

## **LEGO/DUPLO**

- It is recommended that all GIRI ATPs use DUPLO for all courses (with the exception of GIRI IN-02) as one organisation tried to use LEGO for all and found it didn't work as well – this led to wasted costs of LEGO they now don't use.

## **Course information**

- It can be challenging to establish who needs to attend what training and when – further clarity would be welcome around intended audience. This seems particularly pertinent to the IN courses.

## **Waste**

- It was noted that often training materials were left behind/ went to waste and it was felt that it was important to think about how that waste can be reduced. One organisation reported that they opted to laminated drawings to make sure they could be re-used.

## 6. Effectiveness of evaluation approach

In absence of a standard industry metric to measure error, it was necessary to come up with an innovative and effective evaluation approach that could be used across all four projects to provide for analysis of the impact of GIRI training on error on the projects who benefitted from GIRI training.

Whilst not scientific, the approach allowed for the action plans created by leaders during GIRI leadership training, to be combined with interviews with senior and experienced construction leaders to help establish estimates of errors avoided. Recognising this process may have been new to the Internal Impact Assessors, the Evaluation Team supported the IIAs to draw upon their professional knowledge and previous industry experience to identify likely savings where errors had been successfully avoided as a result of implementing the countermeasures developed by project leadership teams during the GIRI Leadership course.

There was some hesitancy from some of the IIAs to commit to providing estimates of costs avoided, particularly when projects were still far off completion. This may well have led to an underestimate of the potential errors and costs avoided on some of the projects.

Typically, in the 1-2-1 interviews, up to three errors were discussed but in hindsight, this only provided a snapshot of the project errors the IIA was aware of within the period they had been involved in the project. Ideally, there would be a common industry measure available to capture the cost of all project errors to date so as to provide a more direct comparison.

The estimates of error avoidance established relate only to the costs avoided as a result of implementing action plans and countermeasures agreed during the GIRI Leadership courses for Project Leaders. Whilst the Culture Survey sought to identify improvements in culture as a result of attendance on GIRI training, the evaluation approach did not seek to establish the value of errors avoided as a result of these behavioural changes achieved following the project team members attendance on the GIRI Supervisory and Management or Interfaces courses. Again, it is recognised that this may well have led to an underestimate of the savings realised as a result of error avoided during the commission.

Whilst it was the intention that the comparison projects would not benefit from GIRI training, so as to provide for a comparison, this was not always achieved. Sometimes the IIAs had either attended GIRI training themselves (possibly whilst attached to a previous project) and / or were being managed by someone who had attended GIRI training.

The Culture Survey was successful in identifying both a benchmark and for analysing improvements in culture in relation to error. It also made it clear that the comparison projects, who did not undertake GIRI training, had not seen the same level of positive change in terms of the number of elements of the cultural web model that had been improved as a result of project teams undertaking GIRI training. The benefits of employing this method of analysis could extend beyond the commission. The Culture Change Survey tool is now available for any type or size or organisation to use to allow them to establish what their current culture is with regards to error. When completed by a statistically appropriate sample size, this will enable them to explore and agree how to reinforce existing strengths as well as identify and prioritize the action they must take to progress towards the achievement of their preferred (error free) culture. Ideally this would be an ongoing process of continuous development over a number of years where organisations are formally recognised for their commitment to continuous improvement in relation to error reduction.

## 7. Conclusion

GIRI training aims to reduce the cost and frequency of error and ultimately change industry-wide culture around error. This commission has provided evidence that rolling out GIRI training on construction projects can help mitigate and prevent error, as well as impact positively on the behaviour and culture of industry supervisors, managers and leaders.

Bringing senior project leaders together helps avoid significant amounts of construction error. The findings of this commission indicate that around 9.83% of potential project error was avoided, simply by bringing together the relevant stakeholders to collaborate and collectively plan out error from the outset. Undertaking the pre-mortem exercise during the GIRI PL-01 and PL-02 courses facilitated the senior leadership teams to identify potential errors, and to discuss, agree and implement a range of countermeasures to ensure those errors did not occur. It is clear that those involved in the commission agreed that the opportunity to bring these key stakeholders together to discuss error was invaluable to project success.

All potential error identified and all error avoided could be linked to at least one of the Top Ten root causes of error, with over 76% of error avoided being linked to Inadequate Planning. The opportunity to bring together all stakeholders at an early stage in a project (or part of a project) was fundamental in realising significant savings by avoiding potential error.

Becoming a GIRI ATP brings a wealth of benefits, not just limited to being able to deliver cost-effective training but also having full control over where and when to deliver GIRI training. It provides a fantastic development opportunity for those who become GIRI Trainers and means projects have GIRI Champions within their teams who reinforce the key messages and learning from the training.

In terms of lessons learned, the commission organisations highlighted:

- **Senior level buy-in** is essential to achieve success in an organisation.
- **Buy in of Clients** is key to rolling out GIRI training on a project.
- **Timing** of training is important
- Having a **dedicated and competent resource for co-ordinating GIRI training** internally is hugely important
- Getting the **right people, on the right courses, at the right time** will ensure the impact of training is maximised.
- **Planning ahead** ensures success.
- **Identifying the right Trainers** matters – not only do they need to be competent and meet the GIRI criteria, they also need to be flexible, open to travel, be passionate about GIRI training delivery, and have the capacity to carry out this role in addition to their normal operational role. It is also important that their seniors/ line managers can support and accommodate this additional function they are performing, enabling them in terms of providing time away from their normal role when they are involved in delivery.

As we are already aware, historically, industry investment in non-technical skills is markedly low and employers require guidance, support and incentivisation to successfully address the identified skills gaps amongst supervisors and managers at all levels.

This commission has indeed successfully supported and incentivised four major construction employers to address the skills gaps that typically exist at Supervisor, Manager and Leadership level on their selected projects by ensuring these groups have the competence required to pre-empt and avoid error. It has also allowed for industry to get a measure of the return of this investment that GIRI training can bring in terms of reducing the cost and frequency of error as well as demonstrating the impact this can have on behaviours and culture, demonstrating real improvements in the culture of error avoidance can be achieved as a result.

**Quote from one of the IIAs during the 1-2-1 review – 2 months post PL-02:**

*The GIRI PL workshops have changed the behaviours and thinking of the entire team. When you look at the framework across the industry, it is always viewed “it’s the contractors fault!”. The GIRI approach has allowed greater engagement with client and supply chain to better collaborate and communicate. Client and designers are working close and earlier with us to instigate site investigation and early contractor engagement and improving processes to provide better up-front planning. Key to achieving this has been the right leadership behaviours and investing in the right resource and the right requirements are included in the tender to ensure if we need it, we cost it and include it. It’s about senior leaders stepping up and doing the right thing to help us all deliver the scheme well through proper investment*

Industry-wide culture change is needed to improve construction productivity, and the results of the culture survey demonstrate that by rolling out GIRI training, real improvements can be achieved as a result of embedding GIRI training on construction projects.

The Culture Survey provided a benchmark against which progress could be monitored and this has helped to identify real improvements in behaviour, norms and beliefs around error reduction. This has immense potential for supporting those organisations who are committed to achieving continuous improvement, providing the foundations for action plans and regular monitoring/ goal setting. It also allows projects and organisations to both identify and celebrate improvements, as well as tailoring interventions in the areas they are most needed and where improvement is deemed most important to help reduce error.

To reach the entire industry workforce, GIRI and CITB recognise that the industry requires significant ongoing help and support to build the necessary capacity for delivery of this training, to achieve the required impact on industry culture, and ultimately improvement on construction productivity.

The GIRI Accredited Training Scheme, which provides for industry employers to become GIRI Approved Training Providers and deliver GIRI training internally with their own GIRI Approved Trainers, has proven to be a successful model of delivery. This commission has provided compelling evidence that, by adopting this approach, industry employers can achieve significant cost savings. This model allows industry to scale up the training and allows participating employers to maximise both attendance on GIRI training as well as maximising the impact on error reduction in a cost effective and sustainable way.