Constructing Culture

GOING FOR GOLD

The project management programme taught by the person who delivered it.

Built for main and specialist contractors between £10m and £100m. One business per cohort. Four cohorts a year. Everything an owner needs to decide, including the price, is inside.

Course overview

July 2026

Most training teaches you to administer a project. This trains you to build one.

THE PROBLEM

Four in ten UK projects finish late, and the industry's own No.1 named cause is poor original planning. Avoidable error eats 10 to 25% of project value in a sector running on **2.4% margins**. On a £10m job, one week of delay costs about **£32,000**. Your PMs sit on all three numbers.

THE PROGRAMME

Ten half-day modules over six months, **one business per cohort**, taught in person by a CIOB Construction Manager of the Year Gold Medal winner, and rebuilt around your contracts and your live projects after a fixed-fee diagnostic. Delegates are coached 1:1 between modules on their own jobs, which is how it sticks.

THE PROOF

The flagship job, Woodmansterne Secondary School, £22m, handed over **six weeks and one day early**. An £11m school joined eight weeks into delay finished on the contractual date. A job knocked ten weeks behind its critical path by a structural frame failure recovered to a two-day variance, with no claim. Around 50 PMs and senior building managers retrained in a planning strategy the trainer wrote himself, over 150 trained across his career. Results are measured on your jobs, at behaviour and delivery level, which few in this market do.

THE PRICE

£5,000 diagnostic, then £900 per module and £100 per delegate coaching hour: a cohort of ten costs about **£23,000 all-in** over six months. That is £2,300 a head; a generic four-day open course runs £2,500 a head. The whole programme costs **less than one week of delay on one £10m job**.

THE NEXT STEP

A 45-minute discovery call with Andy: **07795 621680**, or book directly at **constructing-culture.co.uk/book-a-conversation**. It costs nothing, and you leave with the cost of a week calculated for your own jobs, whichever way you decide.

For: main and specialist contractors, £10m to £100m turnover, London and the South East, whose PMs came up through site and never got taught the planning craft.

Not for: Tier 1s, badge collecting, or anyone shopping for a two-day course. The numbers in this document are scaled to £10m to £50m jobs.

You own or run the business
What doing nothing costs, and what changes when planning does.
Page 3

You develop the people
Cohort, cadence, coaching, time off site, and why it sticks.
Page 4

You run operations
The numbers, the modules, and how results are measured.
Pages 3 and 5

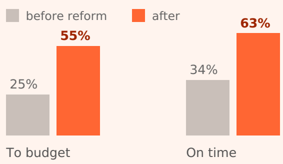
You are the PM
Who teaches it, and why he was once the problem.
Page 6

Doing nothing is not the safe option. It is just the one with no invoice.

A £40m contractor at the industry average 2.4% margin makes about £960,000 a year. One job that runs six weeks late hands roughly £190,000 of that back. Losing one good PM to a competitor costs around £40,000 in replacement plus 28 weeks of ramp-up. The status quo has a price; it just never sends an invoice. Here is what changed, each time the industry taught its people to plan and collaborate properly.

25→55%

The last time the industry seriously fixed its planning, delivery to budget more than doubled and on-time delivery went from 34% to 63%. Old evidence, never repeated since, still the cleanest before-and-after on record. NAO, 2005.

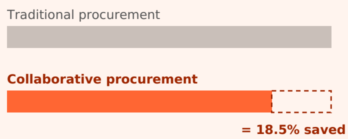


76.9%

of the £92.6m of avoided loss in the 2026 GIRI/CITB training pilot, 4,575 people across 25 projects, was attributed to eliminating inadequate-planning errors. Self-reported by participants, and still the freshest evidence in the industry.

18.5%

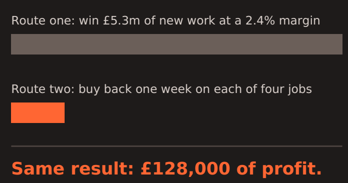
average saving measured on Government Trial Projects that procured collaboratively, the way Module 7 teaches PMs to lead a supply chain rather than contract-manage it.



The maths on your own P&L

On a £10m job, one week of delay costs about **£32,000** in time-related prelims, overheads and finance. Buy one week back on each of four jobs and that is roughly **£128,000**, a 13% improvement in annual profit, against a programme that costs about £23,000.

This is not theoretical. The job that won the Gold Medal, Woodmansterne Secondary School, handed over **six weeks and one day early**, the ground floor released twelve weeks ahead of schedule: at about £51,000 a week, call it £300,000 that never got spent.



We measure whether it worked. Few in this market do.

Each cohort is baselined at the start and judged at the level that matters: changed behaviour and the delivery results that follow, levels 3 and 4 of the Kirkpatrick model. We track promise reliability, rework trend, and a return against the cost of a week, using data your jobs already produce, not a new paperwork burden. If the numbers on this page do not show up on yours, you will see that too.

HOW IT WORKS

Find the gap. Then close it.

One movement: a diagnosis of how your business actually plans and delivers, then a programme rebuilt to solve exactly what the diagnosis finds. Time is the golden thread every module protects. The Live Programme Method is the practice that holds it all together.

THE GOLDEN THREAD: TIME

Does everyone know what they owe the programme, and when? Runs through every stage and module.

Discovery Call
Is the fit right? Costs nothing.

→

Phase 1 Diagnostic
£5,000 fixed fee, four weeks. Where the gaps sit.

→

Bespoke build
Your contracts, your sectors, your software, your real projects.

→

The programme
Ten modules, rebuilt to solve what was found.

THE LIVE PROGRAMME METHOD

Lives on the screen, updated with the supply chain in the room, owned by everyone, protected by a 5–10% buffer. Built to run without a planning department behind it: one PM, one screen, one room.

The room. Exactly how it is delivered.

One business per cohort	No mixed cohorts. Your delegates, your contracts, your live projects, and conversations that can be honest because no competitor is in the room.
Who is in the room	6 to 12 delegates: project managers, senior site and building managers, and the aspiring PMs one step below them.
Time off site, in full	Half a day per module: five days off site per delegate across six months, scheduled around your programme and delivered at your offices. Coaching is about an hour per delegate between modules, held on their live job. That is the whole ask.
Between modules	Every delegate carries one change onto their live project, with 1:1 coaching before the next module. This is where the behaviour actually changes, and why a two-day course cannot do what this does.
Directors' review, module 3	A review with your directors after module 3 checks the baseline measures are moving. If the programme needs reshaping, it is reshaped then, not explained at the end.
The buffer, settled	Who owns the 5–10% buffer, who sees it, and how it survives the employer's agent is settled inside the method, not left to a site argument.
Your directors	Briefed at the start. The culture of telling the truth early is set by how the boss reacts to bad news, so the boss is part of the programme. A behavioural profile or 360 wraps each delegate, revisited at the end.
Who delivers it	Andy Pritchard, personally, every module. Specialists brought in only where your diagnostic demands it. Four cohorts a year.
Recognition	The Constructing Culture Going for Gold Certificate, and a delegate who can run a live programme, which is worth more.

> **Off-the-shelf training washes over a business because it was written for nobody in particular. This programme is rebuilt for each client before a single module is delivered.**

THE PROGRAMME AT A GLANCE

Ten modules. One golden thread.

Delivered in person, tool-agnostic, with applied work on the delegate's own live project between sessions. The detail behind each header is reshaped around the diagnostic findings, so a business with no higher-risk buildings swaps the Gateway content, and a business drowning in a late job starts with recovery. The modules shaded orange are people modules that look like planning modules.

1 The Gold Medal Project Manager
What obsessive planning actually looks like

2 Two Programmes, One Job
Contract programme and delivery programme

3 Building the Buffer
The 5 to 10 per cent that delivers you early

4 The Live Programme
Running the programme in the room

5 Short-Term Planning with the Supply Chain
From six-week lookahead to today

6 The Recovery Programme
Rebuilding a late job without a fight

7 Leading the Supply Chain
Buy-in, logistics, procurement, areas ready

8 Design Management in the BSR Era
Leading the team through Gateways 2 and 3

9 Leading People, Delivering the CLC Code
Culture, and the prevention layer of the Code

10 Neighbours, Community, Legacy
The project as a good neighbour and lasting gift

The clue is in our name.

Programmes do not build buildings. People do. We are called Constructing Culture because the craft in these modules only works through people. A programme is won or lost in whether a subcontractor's foreman feels safe saying "that date is wrong" in front of the room, and the research behind that is solid: psychological safety is the single strongest factor in team performance (Edmondson, 1999, confirmed at scale by Google in 2015). The CLC's 2026 Joint Code of Practice now asks contractors to manage psychosocial risk through exactly the line managers this programme trains, and Module 9 teaches its prevention layer directly. Six of these ten modules are, underneath the planning language, modules about how people are treated. That is deliberate. Teams that are led well plan well, and teams trained this way rarely need the claim. The same approach won Considerate Constructors national winner, with the record-equalling score of 47 achieved twice on one project, which is what Module 10 teaches.

There is a retention return too. Replacing a manager costs roughly £40,000 in today's money plus about 28 weeks of ramp-up (Oxford Economics, cross-sector, quoted as a proxy), in an industry that churns 8% of its workforce a year. Developing your PMs visibly is one of the few retention levers you fully control. It is a training gap, not a talent gap: CMI research found 82% of UK managers were promoted without ever being trained for the role.

What this programme is not.

It is not dispute-based planning, it is not software training, and it is not a generic qualification. Professional body routes are respected and complementary; this teaches the delivery craft they do not. The full syllabus, with the detailed outline behind every module, is available on request.

WHO TEACHES IT, AND WHAT IT COSTS

Taught by the person who delivered it.

Andy Pritchard, MCIOB

DIRECTOR, CONSTRUCTING CULTURE LTD · CIOB CONSTRUCTION MANAGER OF THE YEAR, GOLD MEDAL, 2019

- 22 years in UK construction operations, 23 projects from £5m to £40m, over £1bn of supply chain spend managed.
- Gold Medal for Woodmansterne Secondary School, a £22m four-storey school built on a live school site, handed over six weeks and one day early.
- Head of Planning for a national contractor's interiors business: wrote separate NEC and JCT planning strategies and retrained the whole delivery community, around 50 PMs and senior building managers.
- Recovery earned the hard way: an £11m school joined eight weeks into delay, completed on the contractual date.

From Andy

I was not born a Gold Medal project manager. Early in my career I was the PM who planned defensively and kept records for the fight, because that was what I had been shown. Somebody taught me a better way, and the results changed so much that I eventually rewrote the planning strategy for a whole business. This course is what I wish someone had put in front of me in year five instead of year fifteen.

The price, in full view.

Phase 1 Diagnostic, fixed fee, four weeks	**£5,000**
Module delivery, ten half-day modules	**£900 per module**
Coaching between modules	**£100 per delegate hour**
Worked example: cohort of ten, all-in, six months	**about £23,000**

That is £2,300 per delegate for six months of bespoke, coached development; a generic four-day open course runs to £2,500 per delegate. Prices exclude VAT.

Four cohorts a year. That is the constraint.

Andy delivers every module personally, so four cohorts run each year and one business has each of them. The next step is a 45-minute discovery call: no preparation, no obligation, and you leave with the cost of a week calculated for your own jobs, whichever way you decide. A programme is not a document; it is an agreement between everyone who will build the job. Going for Gold trains project managers to win that agreement, protect it, and finish early because of it.

Constructing Culture Ltd

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Book a call: **constructing-culture.co.uk/book-a-conversation**

Scan to book a call

Statistics from the Constructing Culture research library, verified June 2026. Key sources: UK Industry Performance Reports 2003–2018; NAO, Improving Public Services through Better Construction, 2005; GIRI/CITB training pilot, 2026 (participant-reported); Get It Right Initiative research, 2016; Cabinet Office Trial Projects; The Construction Index Top 100, 2025; Oxford Economics, 2014 (uplifted, cross-sector proxy); Chartered Management Institute/YouGov, 2023 (cross-sector); Edmondson, 1999; Google Project Aristotle, 2015; CLC Joint Code of Practice, 2026; Constructing Culture cost-of-a-week model, 2026. Module selection and cadence are confirmed at proposal stage following the Phase 1 Diagnostic.