



**CONSTRUCTING  
EXCELLENCE**  
South West

# **Clients' Commitments**

Best Practice  
Guide



# Constructing Excellence for Clients

Clients are at the heart of Constructing Excellence as the body for all public and private sector clients to improve the outcomes of their engagement with the construction industry.

The previous version of this guide was updated in 2014 by the Construction Clients' Group (CCG) and reflected the ongoing themes within the construction industry at that time. These themes are still prevalent within this guide however, national and global events mean that focus is placed upon greater assurance of health, safety, wellbeing, quality, diversity of thinking, sustainability, social value, collaboration and digitisation.

Constructing Excellence is aligned to the Construction Leadership Council's recovery plan and the Government's Construction Playbook, all of which have been reflected across the client commitments set out in this guide.

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## The six client commitments

A different way of working and living is becoming the new normal, creating greater opportunities to deliver efficiencies by adopting digitisation. The golden thread generated from a single source of data supports robust business planning whilst creating the opportunity to embrace whole life cycle value benefits for the entire supply chain and end user. Compliance and quality are at the forefront of current and post pandemic thinking in delivering a built environment efficiently and safely which in turn requires the industry to modernise across the board.

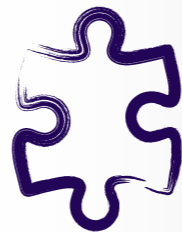
The decision to invest in a construction solution is one of largest commitments in time, money and resources that a client will make. Whether it is for more efficient business outcomes, improved infrastructure, or improving quality of life, it remains one of the biggest investments companies or the public sector make. It is therefore important that clients understand that the decisions they make influence not just the outcomes of their projects but the culture of the industry.

The six client commitments previously developed by the CCG as the code of conduct remain, as these are essential for successful outcomes when engaging in the construction process.

By joining Constructing Excellence and participating with other clients, your client organisation will benefit from having access to peers with a considerable body of knowledge. This supports the sharing of best practice and enables clients to develop excellent practice in engaging with the construction industry.



**Client Leadership**



**Collaborative Procurement and Integration**



**Commitment to People**



**Sustainability**



**Quality of Design, Construction and Compliance**

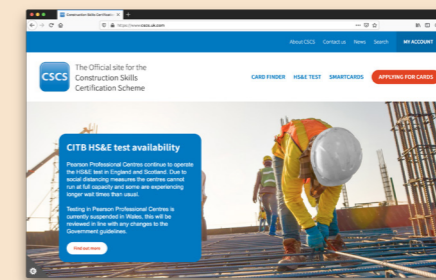


**Health, Safety and Wellbeing**

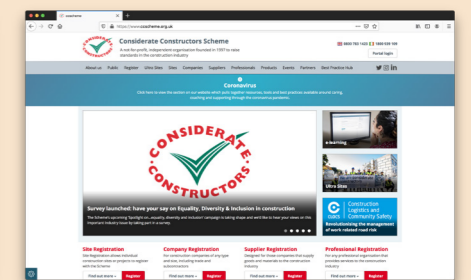
## Influencing other organisations

Constructing Excellence actively supports and promotes the following industry bodies because their initiatives add value for clients:

Special thanks are given to all the client members who attended workshops in preparation of this updated guide.



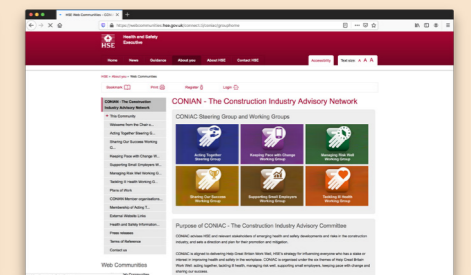
**Construction Skills Certification Scheme**  
[cscs.uk.com](http://cscs.uk.com)



**Considerate Constructors Scheme**  
[www.ccscheme.org.uk/](http://www.ccscheme.org.uk/)



**Chartered Institute of Building**  
[ciob.org](http://ciob.org)



**CONIAN (Health & Safety Executive)**  
[webcommunities.hse.gov.uk/connect.ti/coniac/grouphome](http://webcommunities.hse.gov.uk/connect.ti/coniac/grouphome)



**Construction Leadership Council**  
[constructionleadershipcouncil.co.uk](http://constructionleadershipcouncil.co.uk)

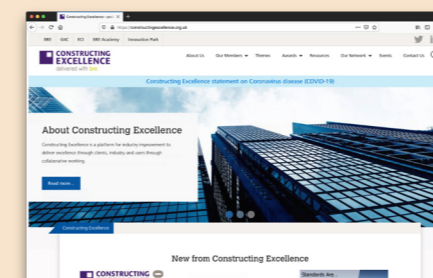


The clients' commitments brings together the six key areas that are vital to delivering efficient construction projects within the agreed time, cost and quality objectives whilst ensuring the health, safety and wellbeing of the workforce. They represent the principles which will enable clients to get better value from their construction projects and exceed existing industry best practice.

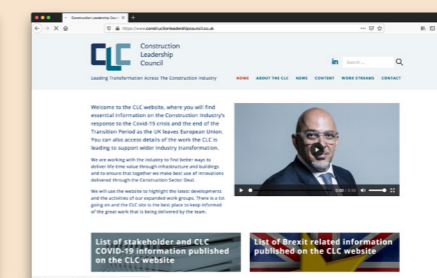


This simple yet effective guide should enable all stakeholders in the value chain to collaborate more effectively through adoption of the framework for action. The clients' commitments are based around many years of experience of many major clients', and a large amount of evidence collected by Constructing Excellence. This guide aims to bring together some of the key ideas and language relating to the six areas of the client commitments in a simple, accessible form. We hope it will help to improve all round understanding of current industry developments. The following members have contributed directly to the production of this guide:

- Karen Alford **Environment Agency**
- Helen Baker **University of the West of England**
- Paul Baker **Citizen Housing**
- Simon Bamfield **Wolverhampton Homes**
- Richard Beckett **Nottingham City Council**
- Julie Bell-Barker **Wolverhampton City Council**
- Howard Betts **LeadersMeets**
- Andrew Brown **Constructing Excellence Wales**
- Andrew Carpenter **Constructing Excellence Midlands**
- Mark Davies **Constructing Excellence Wales**
- Martyn Jones **Constructing Excellence South West**
- Milica Kitson **Constructing Excellence Wales**
- Robert Knight **igloo**
- Paul Maliphant **Constructing Excellence Wales**
- Paul Read **Magna Housing**
- Uma Shanker **Severn Trent Water**
- Steve Symonds **Kier Construction**
- Elaine Thomas **Devon County Council**
- Richard Whittaker **Citizen Housing**



Further details about **Constructing Excellence** can be found at [constructingexcellence.org.uk/constructing-excellence-for-clients](https://constructingexcellence.org.uk/constructing-excellence-for-clients)



and the **Construction Leadership Council** at [constructionleadershipcouncil.co.uk](https://constructionleadershipcouncil.co.uk)

# Client Leadership



The role of the client is central to the built environment.

The strategic aims of clients help to shape the industry and develop the culture in which everyone performs.

Clients can represent multiple interests from funders to end users and society in general. Clients hold a key position in the construction process as they may have a continued interest in the results of the project well after the project team has been disassembled.

The capability of clients to lead is dependant in part on their experience and resources available to commit to the project to secure not only their interests but also to discharge their obligations in law for matters such as health and safety.

Clients need to be aware of their limitations and ensure that they engage with the value chain to obtain independent professional advice.



### A14 CAMBRIDGE TO HUNTINGDON IMPROVEMENT SCHEME

The client led and pioneered the use of collaboration through an integrated project delivery team to manage the risks on the large-scale project. The project was the largest delivered by Highways England and was completed eight months earlier than planned.



**What does client leadership include?**

- A clear vision of the intended outcomes including the performance of the asset over its lifetime

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- Provision of a suitable budget sufficient to meet the vision with a clear programme and definition of success

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- Developing a procurement strategy that supports the delivery of your core business objectives through collaborative procurement policies

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- The provision of a detailed brief

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- Promotion of best practice and positive behaviours such as collaboration and trust for the good of the project

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- Identification and dissemination of the relevant risks to the party best able to manage them

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- Timely and decisive decision making

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- A clear governance structure of decision making and stakeholders interests (such as funders, end users, tenant groups)

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- Engaging and challenging the value chain on their commitments and obligations on a regular basis by continually seeking improvements such as digital management

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- A clear understanding of the clients' own limitations in resources, skills, knowledge and experience, ensuring adequate skilled client resource is available throughout the project

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- Ensuring that sufficient time is allocated for the construction process including design, procurement, mobilisation, construction and occupation

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- Providing a clear requirement for the digital transfer of information throughout the project and on occupation

**What are the benefits to you?**

- Supporting core / primary business objectives

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- Better whole life value from your construction project

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- Better investment decisions

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- Better control of risks (assured outcome)

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- Better control of data and information to manage whole life decisions

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- Enhanced predictability of cost, time and quality

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- Improved health, safety and wellbeing on your project and for your business

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- Enhanced reputation as a construction client

**How do you do it?**

- Clearly identify client structure and responsibilities i.e. governance and assurance

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- Ensure adequate skilled resource to maintain client continuity and leadership during the project

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- Clearly expressed business case for the project

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- Ensure a detailed brief is developed prior to the design stage and shared with principal suppliers and their value chain partners to develop a shared mission

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- Client commitment to championing compliance as a minimum standard and working to best practice in design, team working, innovation, health & safety and sustainability

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- Demand a qualified workforce from value chain partners that has the skills knowledge and experience for the project context – i.e. the right people for the right job at the right time

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- Drive clear, collaborative and flexible procurement policy to support delivery of your core business objectives

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- Assess relevant risks with value chain partners and agree joint management measures that allocates risks to those who are best placed to manage them

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- Insist that projects are commissioned and properly tested prior to handover, i.e. zero defects prior to handover, no snagging lists acceptable, demand effective quality management processes and procedures

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- Insist on the adoption of collaborative behaviours and continue to challenge the behaviours throughout during the project

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- Use of launch meetings with the value chain to set the vision and direction of the project

**Value chain partners should be challenged to demonstrate their:**

- Capability to collaborate in a multi-disciplinary team environment

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- Ability to identify solutions that capture opportunities for improvements in quality and buildability

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- Commitment to procure fairly, and fully integrate with their entire value chain into the achievement of the client's objectives

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- Ability and commitment to transform to deliver digitally

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- Ability to deliver on time, cost and quality

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- Transparency and trust

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- Fair payment practices e.g. a target of less than 14-day payment periods but no more than 30 days

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- Ability to manage risk effectively

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- Proactive in seeking alternative working practices through innovative and digital best practice

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- Proactive mechanisms to manage and resolve disputes

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- Commitment to reducing upfront carbon during the design and construction process

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- Ability to have a positive social impact in the areas where they build



**Take the following action**

Spend time researching, planning and developing the client’s business case including whole life outcomes

Communicate your business case clearly to your principal suppliers and their value chain partners

Work with your principal suppliers and their value chain partners to clarify what you need and agree how it can best be provided

Always procure to meet the client’s objectives with a view to long-term and overall best value rather than short term lowest capital cost

Provide a detailed brief with clear, realistic and informed financial objectives, programme and definition of what is meant by success before the design stage and share this at the outset with all those involved

Champion best practice including digital and collaborative working

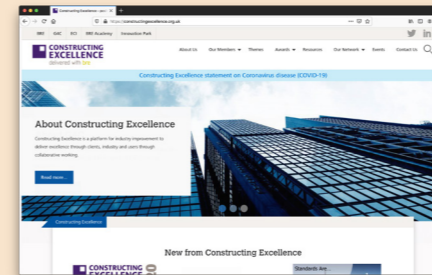
Challenge your principal suppliers and their value chain partners to innovate and improve performance

Ensure that fair payment policies are being adhered to throughout the value chain

Reward your team when it is successful (including promoting and sharing their success with others)

Treat your value chain in the same way that you would like to be treated

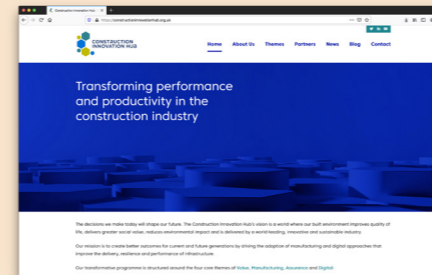
**Further advice and guidance**



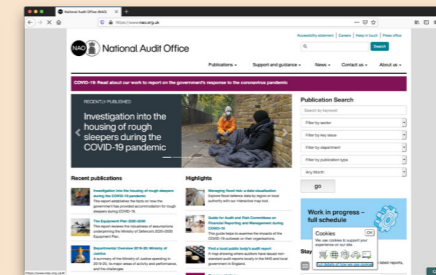
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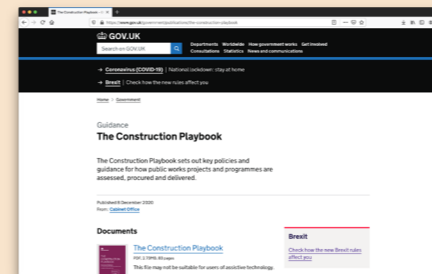
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**Construction Innovation Hub**  
[constructioninnovationhub.org.uk](https://www.constructioninnovationhub.org.uk)



**National Audit Office**  
[nao.org.uk](https://www.nao.org.uk)



**The Construction Playbook**  
[gov.uk/government/publications/the-construction-playbook](https://www.gov.uk/government/publications/the-construction-playbook)



Your approach to procurement at the outset of a construction project dictates the nature of the behaviours that form between all parties engaged in the enterprise including you, your funders and end users and the members of your value chains.

The degree of commitment, synergy and creativity generated in the value chain through your procurement strategy will determine the extent to which your desired project outcomes are achieved.

There is no 'one size fits all' approach to procurement due to the differing levels of complexity and dynamics that exist within clients' businesses, leading to the need for different project outcomes. What is key is defining and articulating to the members of your value chains your desired outcomes and your strategic drivers for success.

In particular:

- 1** Define what you need going beyond the narrow focus on controlling cost and transferring risk in the capital stage to include project outcomes that reflect your broader strategic policy objectives
- 2** Define broader success such as the wellbeing of your end users, the sustainability of the built environment and social value
- 3** Build a collaborative and integrated team with the commitment, behaviour and capabilities to deliver your desired outcomes

It is therefore important to recognise the expertise and synergies within your own organisation and what is available to you throughout the whole supply or value chain so that these are pulled in together to contribute the right decisions at the right time. Your desired project outcomes will determine the procurement approach you will adopt and vice versa!



# Collaborative Procurement and Integration

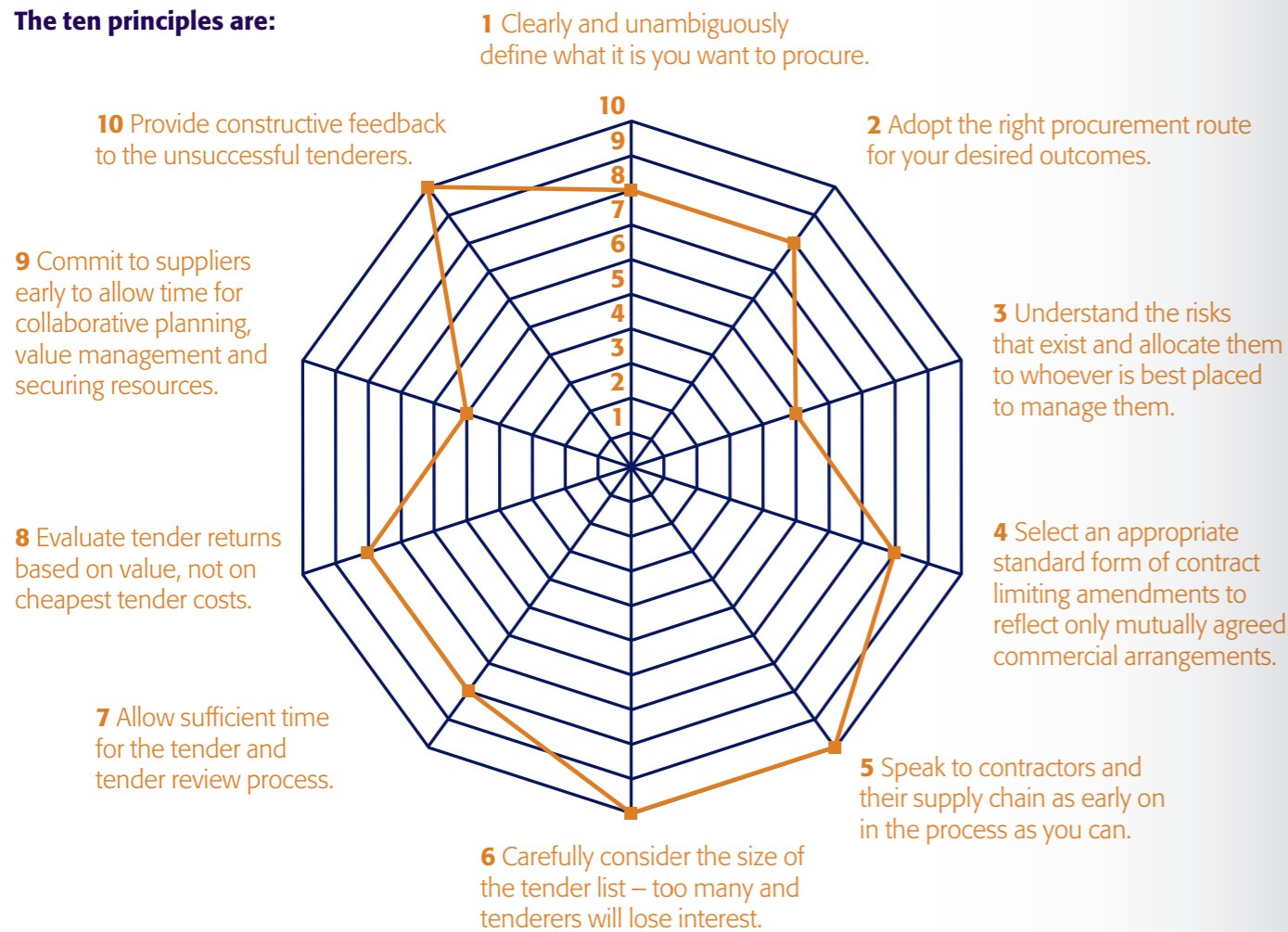




**You are the most influential player in the supply or value chain.**

As well as being responsible for assessing the capabilities of suppliers to deliver your project, you need to consider your own strengths and weaknesses as a client. The illustration below shows a way to use tools, such as a radar diagram, to assess your approach as a procurer of construction products and services. In this case, the diagram is based on Constructing Excellence South West's Top Ten Principles of Procurement. This will help you to understand your current position with regard to procurement and where you need to improve.

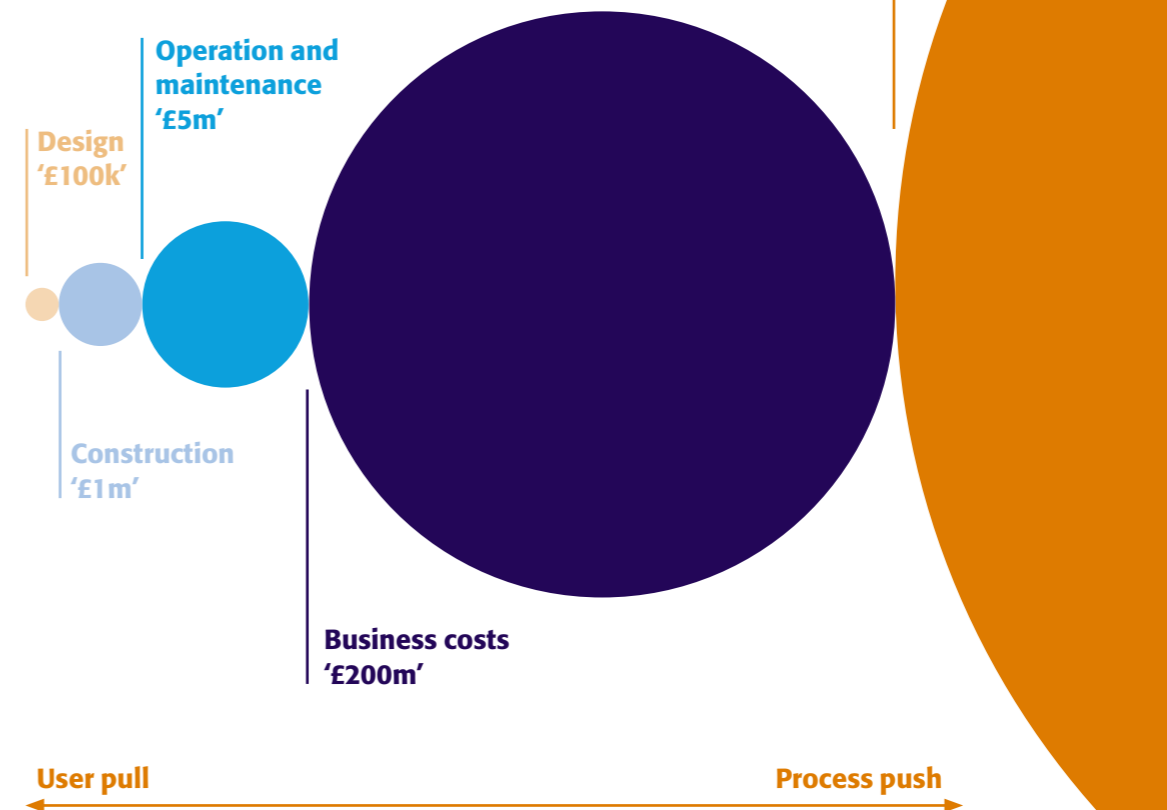
**The ten principles are:**



**As a client it is important that you understand the ratio between building costs and business benefits.**

This ratio will vary depending on the specific requirements and circumstances of individual clients. In the example shown below, the cost of design is £100k, construction £1m, operation and maintenance £5m, the business costs associated with using the facility £200m, and the value of the longer-term, more strategic outcomes anywhere between £250m and £2,000m. It is important as a client that you determine these ratios for your projects.

**The value of customer outcomes far outweigh the project costs:**





What is clear from the good work the industry has delivered over the past ten to twenty years is that collaboration offers the best foundation for a successful project.



**SPRINGWELL LEEDS SEMH SCHOOLS**

Early engagement between the client, stake holders and the integrated delivery team enabled the delivery of three low maintenance world class facilities across three logistically difficult city centre sites despite a background of budget reductions.

Clients and their advisors, and the value chain have a reciprocal relationship that can be damaged by opportunist behaviours that seek to exploit situations to the disadvantages of the other parties. Such practices should be challenged and avoided by clients as these harm long-term relationships and collaboration and ultimately the delivery of your desired outcomes.

An integrated project team collaborates to achieve the best possible solution in terms of design, buildability, environmental performance, sustainability and critically for any business, value. Good clients ensure they understand value and do not leave themselves exposed to accepting offers that are not commercially viable. A good client is open minded to change and innovations that are recommended from within the whole value chain and the wider built environment community.

**What does collaborative procurement and integration include?**

**What are the benefits to you?**

Early involvement of the members of the value chain who are key to delivering your desired outcomes and strategic objectives

Where possible, longer-term relationships

Use of common processes and tools

Aligned commercial agreements that result in mutual competitive advantage and provide opportunities and rewards for your suppliers to innovate to deliver greater value in design, delivery and operation

Use of collaborative contracts that adopt non-confrontational mechanisms to eliminate or manage disputes

Transparency in procurement decision making through clear communication of the clients' interests and their alignment with the selection criteria of the value chain rather the narrow focus on capital cost and the transfer of risk

Ensuring that sufficient time is available to consult with the value chain early in the process

Adopting integrated and collaborative working principles

Deploying fair employment practices and policies throughout the tiers of the value chain

Adding social value

Ensuring payment meets the living wage

Eliminating modern slavery

Meeting sustainability targets including net zero in upfront and operational carbon

Identifying and understanding the risks associated with the project and how these will be managed and allocated to the most appropriate party but remembering that you, as a client, ultimately bear all the risk all the time!

Ensuring that there is sufficient time between procurement and commencement to allow for collaborative planning for all parties to make a contribution

A good client will attract good suppliers and engender respect throughout the project

Achievement of clients' core / primary business objectives (business efficiency / outcomes)

Better whole life value from your construction project

Better investment decisions

Better control of risks

Predictability, delivered on time to budget and quality

Improved health, safety and wellbeing on your project

Reduced disputes and their associated costs

Greater stability, resilience and security of your value chains

Increased environmental and social benefits



**How do you do it?**

Treat design, construction and operation plus ultimate obsolescence and recycling as a joined-up process

Interrogate the procurement options carefully to achieve your desired outcomes including frameworks or direct procurement

Provide constructive feedback to unsuccessful tenders (where appropriate)

Recognise the importance of behaviour and set the example with your own behaviours and those of your consultant team and key members of the project delivery team

Agree project charters with shared goals and ways of working together, dealing with issues and rewarding success

Use success criteria to enable transparent decision making throughout the value chain

Where appropriate seek independent specialist client advice

Identify your principal supplier and their value chain partners at an early stage in the project

Sign up to and implement the principles of the fair payment charter and ensure your contractors and their value chains comply. Consider utilising project bank accounts or as a minimum, require the transparent reporting of payments to all project partners. Clearly identify and financially quantify risk and allocate it in line with ownership and the ability to manage it.

Develop informal and non-confrontational approaches to manage disputes, focusing on problem solving not dispute resolution – insist on an ‘early warning culture’ from all involved in a project, supplementing what is already in the contract to ensure the earliest possible visibility of any negative impacts on the project

Be seen to be taking an interest in the employment practices of your principal supplier and their value chain partners

Assess and validate quality submissions as part of the supplier selection process

Where possible establish long-term relationships with your suppliers that have integrated value chains

Establish a business-to-business relationship to fully understand each other’s high-level business drivers to align parties wherever practical e.g. cash flow, end of year reporting impacts, workload, exposure to risk, and behaviours of all parties

**Principal suppliers and their value chain partners should be challenged to demonstrate:**

Their commitment delivering your desired outcomes and adding value, including social value

Availability of skills, knowledge and experience

Their capability and capacity to undertake and complete your project

Commitment to integrated value chain working including collaboration

Ability to innovate

Understanding of sustainability issues

Zero defects at completion

Their ability to successfully handover the project to the client including training and support through aftercare

Openness and honesty

Transparency and trust

Fair payment practices e.g. a target of less than 14-day payment periods but no more than 30 days

Ability to manage risk

A proactive approach to problem solving with an early warning culture and proactive mechanisms to managing out disputes

Proactive mechanisms to manage out disputes

Approach to promoting diversity

Successful past performance

An understanding of the client’s business and core objectives

Ability to challenge your pre-conceived solutions and deliver a better value outcome

**When do you need to do it?**

At the start of any project, your procurement strategy and plan should be in place to engage the value chain early in your project decision making process. This will enable you to get better value from your construction procurement and to get the best performance from your value chain partners and their value chains.



**Take the following action:**

Ensure full and visible commitment and support from your board and senior management from across the departments within your own organisation, other stakeholders such as funders, and your closest consultants and advisers, for your more collaborative and integrated approach to procurement.

Be clear on the reasons why you are embarking on a more collaborative approach and the rationale for your selected strategy, its objectives and criteria for success.

Retrospectively measure the performance of recently completed development projects (both outputs and outcomes) against the success criteria identified above to form benchmarks against which to measure the effectiveness of your proposed approach.

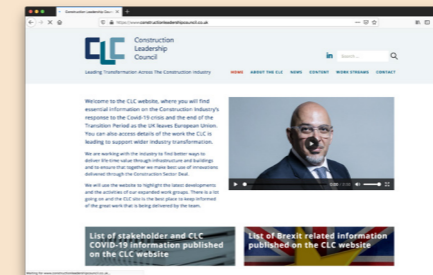
Review your culture, standing orders, financial regulations and administrative arrangements to ensure they support the development of more collaborative value chain relationships and integrated processes.

Gain the necessary commitment and trust to gradually shift away from overly specific solutions to performance specifications based on outcomes rather than narrow outputs.

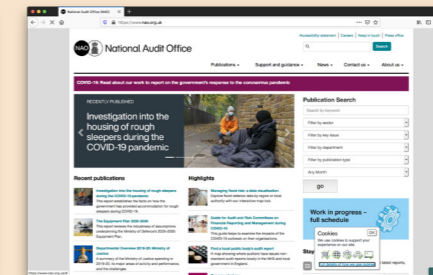
Talk to potential value chain partners, tell them of your plans, and incorporate as many of their views and ideas as you can into developing your policy and strategy for collaboration and integration.

MEASUREMENT
Health, safety and wellbeing – reportable incidents
Time predictability
Client satisfaction which may be around process, delivery and / or end product user satisfaction
SME engagement
Zero defects or defects resolution
Local employment
Cost predictability / out turn costs
Training
Local community / environment
Sustainability during construction
Net zero carbon in use and / or other energy targets
Fair payment
Toolbox talks
Wellness and mental health sessions

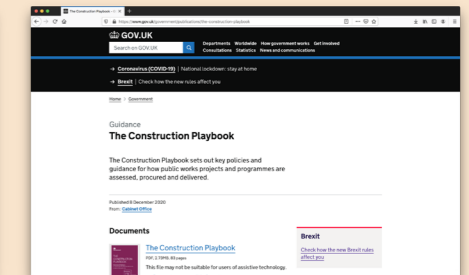
**Further advice and guidance**



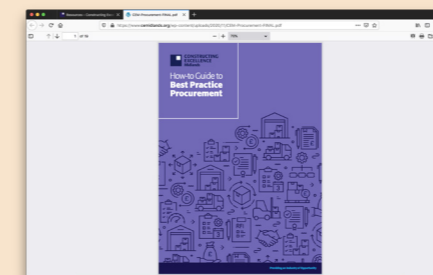
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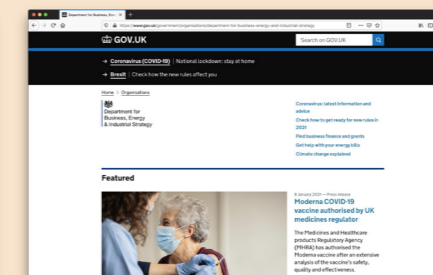
**National Audit Office**  
[nao.org.uk](http://nao.org.uk)



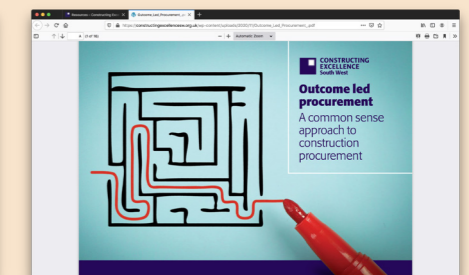
**The Construction Playbook**  
[gov.uk/government/publications/the-construction-playbook](http://gov.uk/government/publications/the-construction-playbook)



**Constructing Excellence Midlands**  
*Guide to Best Practice Procurement*  
[cemidlands.org/wp-content/uploads/2020/11/CEM-Procurement-FINAL.pdf](http://cemidlands.org/wp-content/uploads/2020/11/CEM-Procurement-FINAL.pdf)



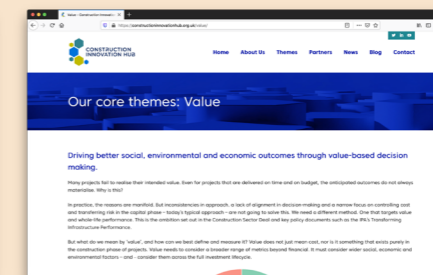
**Department for Business, Energy & Industrial Strategy**  
[gov.uk/government/organisations/department-for-business-energy-and-industrial-strategy](http://gov.uk/government/organisations/department-for-business-energy-and-industrial-strategy)



**Constructing Excellence SW**  
*Outcome led procurement: A common sense approach to construction procurement*  
[constructingexcellencesw.org.uk/wp-content/uploads/2020/11/Outcome\\_Led\\_Procurement\\_.pdf](http://constructingexcellencesw.org.uk/wp-content/uploads/2020/11/Outcome_Led_Procurement_.pdf)



**Constructing Excellence SW**  
*Top Ten Principles of Procurement*  
[constructingexcellencesw.org.uk/wp-content/uploads/2021/01/10-Principles-ARTWORK-FINAL.pdf](http://constructingexcellencesw.org.uk/wp-content/uploads/2021/01/10-Principles-ARTWORK-FINAL.pdf)



**Construction Innovation Hub**  
Driving better social, environmental and economic outcomes through value-based decision making  
[constructioninnovationhub.org.uk/value](http://constructioninnovationhub.org.uk/value)



## Commitment to People

People usually perform best when happy and content. Using value chain partners that value their people leads to a more productive and engaged workforce, facilitates recruitment and retention whilst engaging the local community positively in construction projects. This means that clients have to be committed to supporting their value chain in delivering their commitment to people and the community.



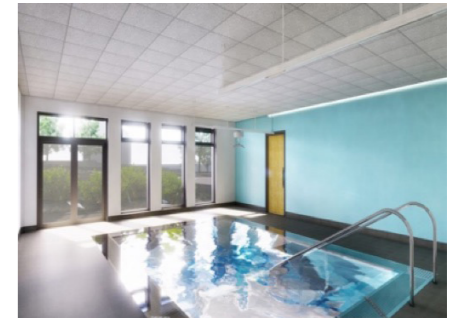
# Commitment to People

### What does commitment to people include?

- Safety on site and occupational health commitment to all in the workforce
- Corporate social responsibility
- Compliance with the Modern Slavery Act 2015
- Ensuring knowledge and training on safeguarding where appropriate
- Social value
- Health and wellbeing
- Local community involvement
- Training and development
- Equal opportunities
- Promoting diversity of thinking through promoting equality, diversity and inclusion
- Project specific agreements
- Considerate sites
- Adopting collaborative behaviours

### What are the benefits to you?

- Enhanced reputation of your organisation with local community involvement
- Enhanced return on your project through investment in training and development
- Obtain better value for money by having the right agreements in place
- Demonstration of meeting corporate social value
- Considerate sites create more interaction with your local community and are demonstrably safer
- Increase of motivated employees and greater employee retention
- You get a better project, product and a value-added solution



**SANDSIDE LODGE SEN SCHOOL, CUMBRIA**

The project team worked to deliver a school that suitable for special education needs. Careful consideration of the design and construction was required along with organising regular site visits for pupils and staff to familiarise themselves with their new school.



**How do you do it?**

Define what social value and responsibility means

Where appropriate always attempt to engage local communities fully from the outset of projects

Facilitate your value chain partners to engage the community in local employment and training initiatives

Up-skill your competence as a construction client

Ensure your principal supplier and their value chain partners have training and development plans in place to meet company, project and employee needs when selecting suppliers

Ensure your principal supplier develops and trains value chain partners

Use of equal opportunities policy by principal supplier and their value chain partners to deliver inclusivity and diversity

Review of procurement and percentile of risk distribution

Construction sites should be kept clean, tidy and provide good quality facilities that you and your staff would use

Engage the value chain to the run site considerately and with minimum impact on the local community

Use third party assessment schemes to see how considered principal suppliers and their value chain partners are

**Value chain partners should be challenged to demonstrate:**

Involvement of local communities in previous projects

That local communities are engaged in employment and training initiatives

That value chains do not use forced labour

Commitment to upskilling their workforce and apprentices

Proactivity in enabling clients to upskill their competence

Training and development policy and plans

Equal opportunities policy that is applied and tested

Membership of Considerate Constructors scheme throughout the value chain

Policies and plans for clean, tidy, safe and healthy sites

Providing appropriate facilities for site staff, to a standard a client would be comfortable using

**When do you need to do it?**

At the start of procurement of any project your commitment to people policies should be in place, engaging the value chain early in your project decision making process. This will enable you to get better value from your construction project and to get best use from your value chain partners. Early involvement is key.

**Take the following action:**

Engage local communities in your project

Make sure your principal supplier and their value chain partners have the right policies in place

Take time to upskill your own competence as a construction client

Principal suppliers and their value chain partners should provide appropriate site facilities

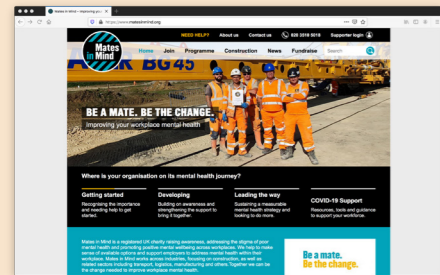
Become a client partner in the Considerate Constructors Scheme

Explain why the project matters to you and your business / activities

MEASURING SUCCESS
Number of work experience opportunities
Equality and diversity
Workers being paid the living wage engaged on project
Wellness and mental health sessions
Number of local subcontractors engaged on project
Number of local people employed on project
Number of small / medium enterprises engaged on project



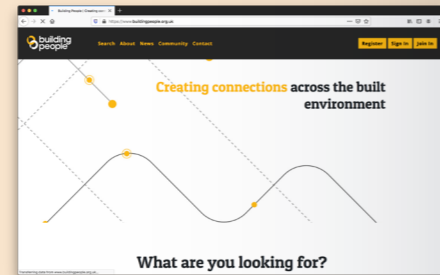
Further advice and guidance



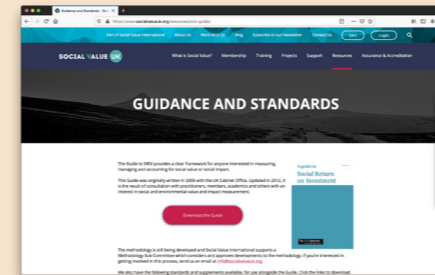
**Mental health**  
matesinmind.org



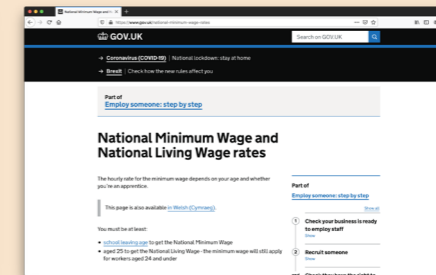
**BuildUK**  
builduk.org



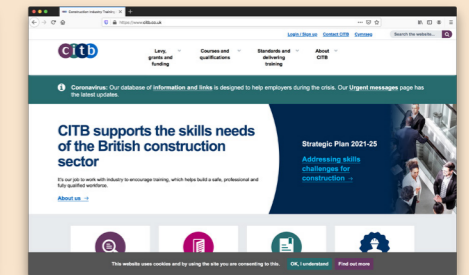
**Diversity and inclusion**  
buildingpeople.org.uk



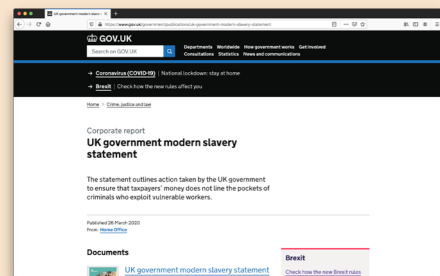
**Social Value UK**  
socialvalueuk.org/resources/sroi-guide



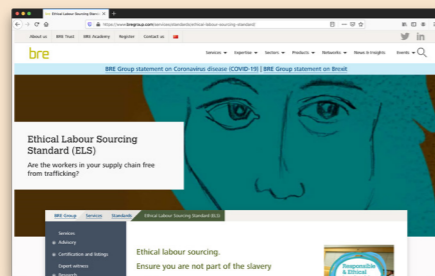
**Living wage**  
gov.uk/national-minimum-wage-rates



**Construction Industry Training Board**  
citb.co.uk



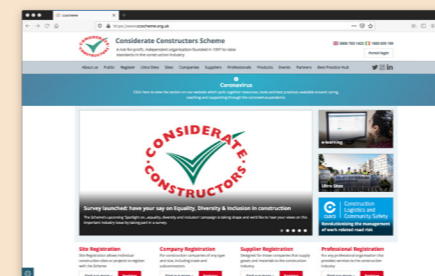
**Modern slavery**  
gov.uk/government/publications/uk-government-modern-slavery-statement



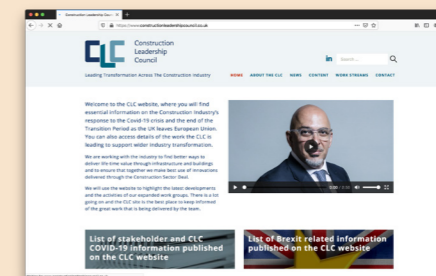
**Building Research Establishment**  
bregroup.com/services/standards/ethical-labour-sourcing-standard



**Constructing Excellence Midlands**  
*Mental health in the construction industry: A how-to guide*  
cemidlands.org/wp-content/uploads/2020/11/CEM-Mental-Health-EMAIL.pdf



**Considerate Constructors Scheme**  
ccscheme.org.uk



**Construction Leadership Council**  
constructionleadershipcouncil.co.uk



The construction industry uses a vast amount of natural resources in delivering projects across the UK. It should be recognised that the finite nature of these resources places a responsibility on clients to promote a reduction in the environmental impact during the construction and life of the assets they build.



Sustainability relies on the use of renewable and recyclable resources and steps should be taken to adopt the zero-carbon journey. However, there are further improvements to be made, including reducing upfront and in-use energy consumption to create a healthy and climate friendly environment.

Sustainability is the intersection of business, community and the environment. In 2018 the UN intergovernmental panel on climate change (IPPC) reported that an average rise in global rise temperature above preindustrial times would be an unacceptable risk. The rise in global temperatures has been attributed to the production of greenhouse gases which need to reach net zero carbon emissions by 2050 in order to keep global temperatures under 1.5°C.

Along with warming of the earth's surface, other climate changes are taking place;

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**Warming oceans**

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**Melting polar ice and glaciers**

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**Rising sea levels**

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**More extreme weather events**

The consequences of these changes are likely to lead to;

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**Flood and drought conditions**

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**Rising sea levels leaving coastal areas vulnerable**

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**Loss of biodiversity**

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**Increasing divergence between rich and poor**

More specifically the United Nations Environment Programme (UNEP) estimate that buildings use 40% of global energy, 25% of global water and emit approximately one third of greenhouse gases. Sustainability lies at the heart of design and construction and has a key role in achieving net zero emissions. A sustainable approach will bring full and lasting environmental (including biodiversity), social, economic and wellbeing benefits to projects and the local community. Good clients understand the imperative to go beyond the minimum requirements in order to meet the challenge of sustainability.



**RUTHERFORD CANCER CARE NORTH EAST**

This world-class facility is the first of its kind to be constructed and operated in the region in an area of land called Earth Balance. This location was specifically chosen because of its sustainable development principles of protecting and preserving the environment.





**What does sustainability include?**

A commitment in legislation to meet net zero carbon emissions by 2050 monitored by the independent committee on climate change

Address environmental, social, economic and wellbeing aspects of projects

Business case and targets set within procurement and contracts

Address resource use, waste minimisation, and low carbon performance by considering circularity and whole life performance

Delivering social value through employment, training and local community engagement

Enhance, create and protect the local natural environment and biodiversity

Enhance the environment of the local community

Managing risk in the value chain to minimise or remove waste

Resilience to climate change

Financially stable and technically competent value chains

The creation of healthier buildings, neighbourhoods and stronger communities

**What are the benefits to you?**

Sustainable design, construction and operation of your building resulting in productive and healthier environments

Delivery of projects by sustainable value chains that are financially stable, technically competent and continually improve their performance and can provide support after completion

Enhanced reputation of your organisation and the return on your project through implementing aspirational environmental standards in construction and investment in sustainable training and development

Future proofing your business against higher energy costs and expensive modifications to your buildings and business continuity, whilst enhancing the marketability of the retained assets

**How do you do it?**

Develop and implement a business case and plan that addresses environmental, social and economic projects

Identify your core/primary business objectives and implement a procurement strategy to achieve them whilst addressing sustainability

Consult and implement the principles outlined in this document and achieve or extend the Key Performance Indicators

Incorporate zero carbon technology as part of the process rather than installing it as a retrofit later

Set targets for the reduction of upfront carbon and consider offsetting any carbon used up to practical completion of the building

Decide to what extent you are prepared to implement the strategy and stick to it

Upskill your own competence as a construction client on sustainability issues

Engage and challenge your value chain partners by setting targets for sustainable performance and support through the environmental policies and practices of value chain partners

Engage local community in the development process including employment / training and planning requirements

Overall consider and improve the impact on sustainability to the local community

**Value chain partners should be challenged to demonstrate and provide support where necessary:**

Interrogate evidence of environmental, social and economic policies in place and those that have been delivered on previous projects

They join you in the commitment and engagement of local communities in previous projects

Interrogate the commitment and record of engaging local workforce and material suppliers in their projects and long-term support

Proactivity in enabling clients to upskill their competence through the sharing of knowledge

Environmental and community benefit policy and plans in place

**When do you need to do it?**

At the start of any project your environmental and community engagement policies should be in place to engage the value chain early in the project decision making process to allow the greatest impact when the selections of materials and design can be influenced. This will not only enable you to get best use from your value chain partners but also better performance from your sustainable commitment.

**Take the following action:**

Engage local communities in your project

Engage your principal supplier and their value chain partners early in your decision-making process

Ensure your principal supplier and their value chain partners have the right environmental policies and skills in place

Take time to upskill your own competence as a construction client

Measure and benchmark performance of value chain partners

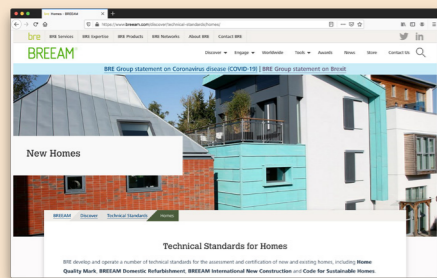
Commit to enhancing the local environment and community

**MEASURING SUCCESS – MEASURE THE FOLLOWING ATTRIBUTES**

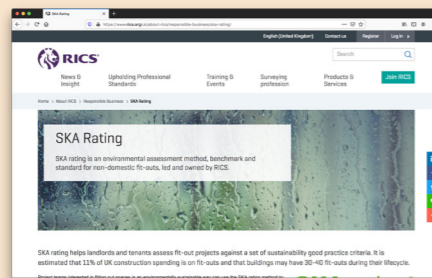
- Carbon footprint
- Energy in use and construction
- Product recycling rate
- Saving levels due to conservation and improvement efforts
- Waste reduction rate
- Waste recycling rate
- Value chain miles
- Biodiversity
- Water footprint
- Supplier environmental sustainability index
- The projects impact on the local community
- Value of services and goods spent locally



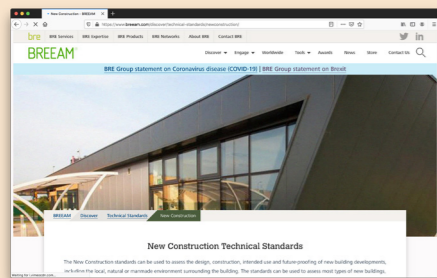
Tools – construction and building



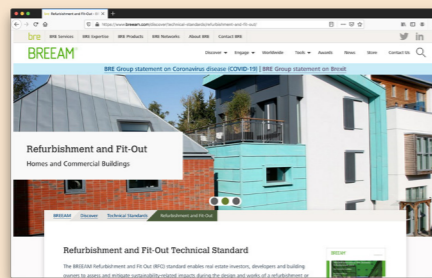
**Home Quality Mark (HQM):** applicable to UK new domestic dwellings only  
[bream.com/discover/technical-standards/homes](http://bream.com/discover/technical-standards/homes)



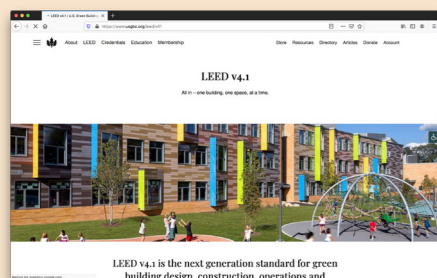
**Ska Rating:** applicable to non-domestic fit outs, retail units and offices  
[rics.org/uk/about-rics/responsible-business/ska-rating/](http://rics.org/uk/about-rics/responsible-business/ska-rating/)



**BREEAM UK NC 2018** new construction on non-domestic projects  
[bream.com/discover/technical-standards/newconstruction/](http://bream.com/discover/technical-standards/newconstruction/)

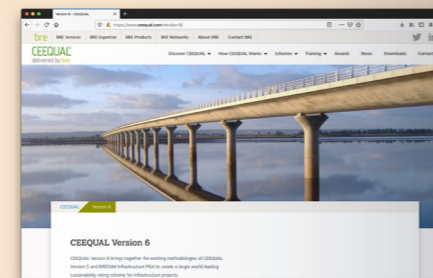


**BREEAM UK RFO 2015** refurbishment of non-domestic projects  
[bream.com/discover/technical-standards/refurbishment-and-fit-out/](http://bream.com/discover/technical-standards/refurbishment-and-fit-out/)

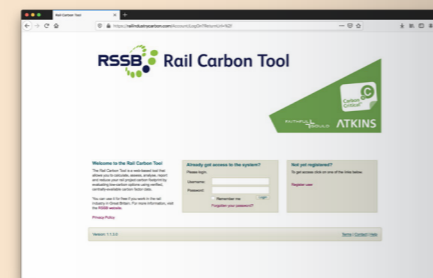


**LEED v4.1:** US standards but applicable to all building types is used on projects in the UK  
[usgbc.org/leed/v41](http://usgbc.org/leed/v41)

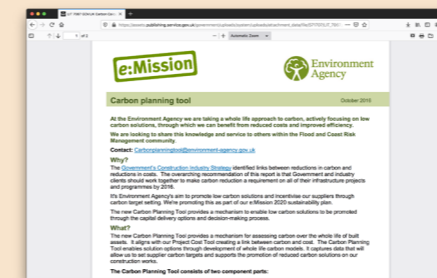
Tools – infrastructure



**CEEQUAL version 6:** applicable to infrastructure, landscaping, civil engineering and public realm projects  
[ceequal.com/version-6/](http://ceequal.com/version-6/)

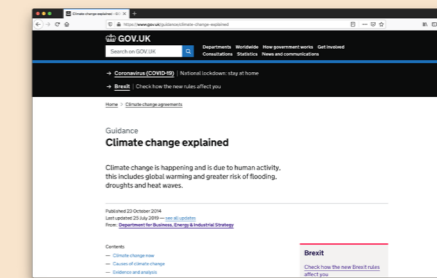


**The Rail Carbon Tool** allows rail carbon footprints to be calculated, assessed, analysed and reported. Options evaluated using verified carbon factor data.  
[railindustrycarbon.com](http://railindustrycarbon.com)

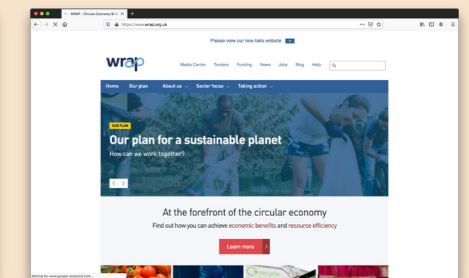


**The Environment Agency's Carbon Planning Tool** is based on flood and coastal risk management  
[gov.uk/government/uploads/system/uploads/attachment\\_data/file/571707/LIT\\_7067.pdf](http://gov.uk/government/uploads/system/uploads/attachment_data/file/571707/LIT_7067.pdf)

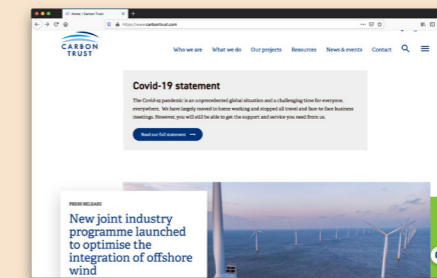
Further advice and guidance



**Department for Business, Energy and Industrial Strategy**  
[gov.uk/guidance/climate-change-explained](http://gov.uk/guidance/climate-change-explained)



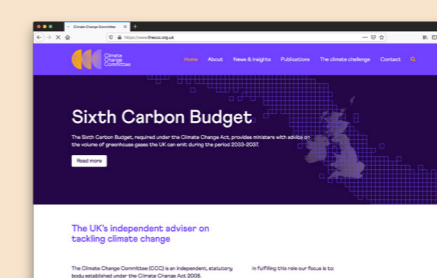
**The Waste and Resources Action Programme**  
[wrap.org.uk/](http://wrap.org.uk/)



**The Carbon Trust**  
[carbontrust.com](http://carbontrust.com)



**UK Green Building Council**  
[ukgbc.org](http://ukgbc.org)



**The Climate Change Committee**  
[theccc.org.uk](http://theccc.org.uk)

# Quality of Design, Construction and Compliance



Designs should be creative, functional and sustainable; and capable of meeting the client's objectives.

## What does design quality include?

Quality in design and construction is not just about meeting minimum standards but also the legacy of quality which includes:

### Ongoing functionality

### Health and safety

### Aesthetics

### Flexibility

### Sustainability

### Social Value

All parties need to understand their responsibilities in ensuring quality is delivered and maintained. Good clients understand that realistic and informed budgets are required to avoid compromising quality.

Using the best of modern methods will ensure that the project is designed and constructed with everyone involved having the correct information, skills and instruction to deliver the required quality. This in turn ensures that the functional and architectural needs of stakeholders are met.

The client will produce a clear detailed brief before the design process commences. It is critical that the client both understands the importance and function of the brief in determining the end product.

The project team will be selected according to their capabilities and competencies (relevant experience, specialist knowledge, correct skills resource levels and so on). Part of delivering a successful project is ensuring that the correct team and level of resource is procured by the client.

Every opportunity will be taken to encourage visionary designs where appropriate

Opportunity will be taken to encourage feasible designs that meet planning and other statutory requirements

The building design must meet both the clients' and users' needs

Ensure that whole-life value is delivered by addressing buildability, maintainability, usability and sustainability

Project briefs will specify performance criteria to encourage innovation in order to deliver cost-effective solutions, such as standardisation, prefabrication, offsite manufacture, components and adopting modern logistics principles

The client procures third party design reviews and other tools for testing and assessing design quality including end users input when appropriate

Ensuring that there is a 'golden thread' of information that provides an accurate information about the design, construction and subsequent changes for the lifetime of the building

IT-based collaborative tools and communication technologies that should be led by the client including digital modelling and asset management

Quality is monitored and challenged by the client and their independent advisors throughout all stages of the project and design decisions are fully interrogated and recorded



**What are the benefits to you?**

**How do you do it?**

Better value from your investment in the construction project and asset management

Better decision making on design and whole life

Improved health, safety, wellbeing, quality and sustainability

Have clear criteria for selection of your project team

Take time to develop a clear and concise brief prior to design commencing, with input from the project team where appropriate

Ensure a robust change control process that is recorded digitally

Understand the procurement process, refer to collaborative procurement and integration of these client commitments

Understand the key drivers for the design (e.g. are you designing to cost or is quality key?) whilst ensuring that health and safety is not compromised

Ensure that the design delivers the functionality planned for the building

Take into account whole life cycle principles to understanding the long-term obligations of the final product (e.g. operations, sustainability & demolition)

Enable the appropriate use of modern technologies and value solutions in the design

Make use of third-party reviews to assess the design for your building considering risk and value

Utilise digitalisation and 3D modelling (such as Building Information Modelling) to support efficiency and data management throughout the asset's life

Use best practice client guidance made available by:

- Royal Institute of British Architects (RIBA)
- Design Council
- Construction Industry Council (CIC)
- Chartered Institute of Building (CIOB)
- Royal Institute of Chartered Surveyors (RICS)
- Institute of Civil Engineers (ICE)
- Institute of Structural Engineers (IStuctE)

**Value chain partners / suppliers should be challenged to demonstrate:**

Design competence

Ability to deliver a design on a clear concise brief

Ability to innovate cost effectively

Competence in sustainability & quality issues

Capabilities in DfMA (Design for Manufacture and Assembly) and MMC (Modern Methods of Construction)

Engagement of their own key value chain partners / suppliers

Trust and collaboration

Ability to manage design looking at value and functionality

Proactive mechanisms to manage out disputes

Appropriate systems and processes to manage the work



**SARAH SWIFT BUILDING – UNIVERSITY OF LINCOLN**

The project team utilised both digital technologies and the incorporation of off-site construction to meet the quality standards set out by the client for the long-term use and flexibility of building.



**When do you need to do it?**

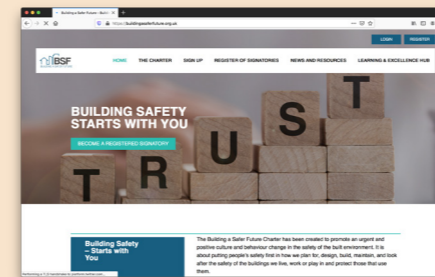
At the start of any project your design process should be in place to engage the consultants and designers as well as key value chain partners early in your project decision making process. This will enable you to get better value from your design solution and to get best use from your value chain partners.

**Take the following action:**

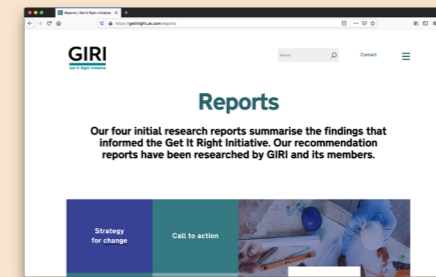
- Have a clear and concise design brief for your project
- Select your partners / value chain on best value rather than lowest cost
- Make sure that your design is functional and practical
- Take advice from specialist advisors
- Utilise whole life principles in assessing the design of your project
- Use specialist guidance and tools specifically for the design process
- Ensure the design intent is maintained throughout the project including commissioning and handover, end user engagement and asset management e.g. appoint a quality custodian

MEASURING SUCCESS – MEASURE THE FOLLOWING ATTRIBUTES
Client satisfaction
Change requests
Cost time, quality predictability
Defects

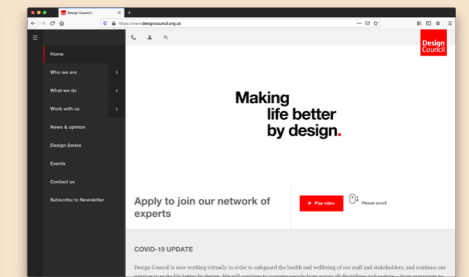
**Further advice and guidance**



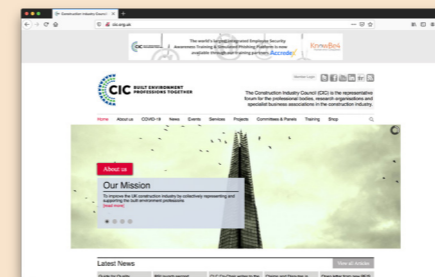
**The Building a Safer Future Charter**  
[buildingasaferfuture.org.uk](http://buildingasaferfuture.org.uk)



**Get It Right Initiative**  
[getitright.uk.com/reports](http://getitright.uk.com/reports)



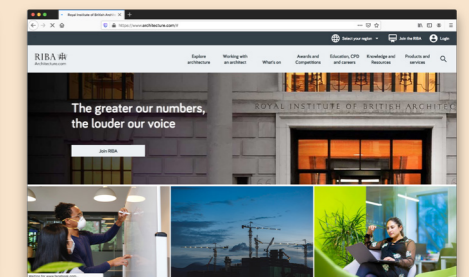
**The Design Council**  
[architecture.com/](http://architecture.com/)



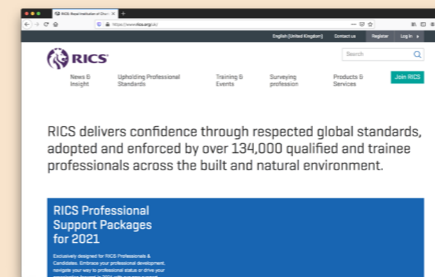
**The Construction Industry Council**  
[cic.org.uk](http://cic.org.uk)



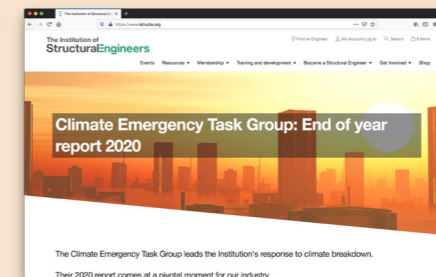
**The Chartered Institute of Building**  
[ciob.org](http://ciob.org)



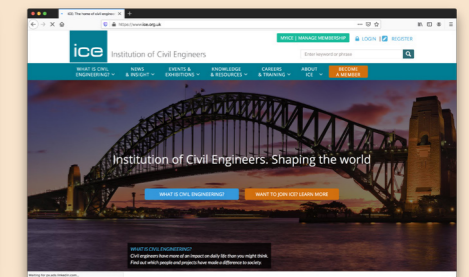
**Royal Institute of British Architects**  
[architecture.com](http://architecture.com)



**The Royal Institute of Chartered Surveyors**  
[rics.org/uk](http://rics.org/uk)



**The Institution of Structural Engineers**  
[istructe.org/](http://istructe.org/)



**Institution of Civil Engineers**  
[ice.org.uk](http://ice.org.uk)



Health, safety and wellbeing is integral to the success of any project, from design and construction to subsequent operation and maintenance.

**What does health, safety and wellbeing include?**

**What are the benefits to you?**

Clients fulfil a central role both in the project and the ongoing management of the asset. Early engagement of value chain partners is critical to enabling good health, safety and wellbeing performance and minimising lifecycle costs.

An understanding that different building types have different risks

Impact on reputation if you have incidents or injuries on your project or during occupation of the asset

Good clients want to ensure that;

All projects have a risk register inclusive of health and safety key risks

Minimisation of risk on and off site

# Health, Safety and Wellbeing



**Their employees, tenants, customers and value chain work and live in a safe environment**

Your projects aspire to being incident and injury free

Enable a safe working environment for all site, project staff and those who use and maintain the asset

**There are legal duties that need to be complied with for good reason**

Occupational health support including mental health is available to everyone who works on site

More productive workforce

**There are business benefits to proactively managing risk**

All professional and site staff are registered to Construction Skills Certification Scheme (CSCS) or equivalent and are engaged in continuous skills development

Minimises prosecutable health and safety incidents

Good clients understand that they can hold legal duties during and after the project has been completed and that appropriate policies, people and processes need to be in place to manage health, safety and wellbeing matters.

Demonstrating competence and compliance with client obligations under the Construction (Design and Management) Regulations (CDM)

A 'golden thread' of digital information that provides accurate information about the design, construction and subsequent changes for the lifetime of the building

Current safe systems of work with timed review periods throughout the life of a project



**CARDIFF UNIVERSITY MEDICAL DISCOVERY INSTITUTE**

A collaborative approach to health and safety was undertaken involving the whole project team to deliver laboratory facilities on a live site in an area that the client had identified as highly hazardous.



**How do you do it?**

- Allow sufficient time and resources for the project
- Ensure that you understand the risks that you hold and are aware of and communicated these to the project team
- Ensure that you take steps to determine the skills, knowledge and experience and organisational capacity of those that are appointed
- Ensure you have a risk register for your project
- Engage your principal supplier and their value chain partners in the development of the risk register so that you have a shared commitment to the wellbeing of site operatives, including their mental health
- Upskill your competence as a construction client
- Ensure your principal supplier and their value chain partners have necessary health, safety and wellbeing training and policies in place to meet company, project and employee needs
- Occupational health plans implemented by your principal supplier and their value chain partners
- Ensure that you have the ability to provide and receive information digitally
- Understand what you are obligated to do under the CDM regulations
- Understand the ongoing need to manage health, safety and wellbeing of the workplace once the project is completed
- Do not compromise health, safety and wellbeing for other objectives

**Principal suppliers and their value chain partners should be challenged to demonstrate:**

- Relevant training initiatives are in place e.g. toolbox talks
- Evidence of on-site health, safety and wellbeing policies
- Evidence of the skills knowledge and experience and organisational capacity in relation to the project of all those appointed
- Evidence of managing occupational and mental health
- Adoption of 'near miss' monitoring

**When do you need to do it?**

At the start of any project, you should have a clear understanding of your obligation as a client towards health, safety and wellbeing on your project. This includes an understanding of any health, safety and wellbeing risks that you may hold that may be relevant to your project and those who may be affected by it.

You should have your value chain engaged early in your project decision making process to enable a safe working environment and that the appropriate policies and facilities are in place at the start of your project. This will enable you to manage risk and have safer sites with your value chain partners.

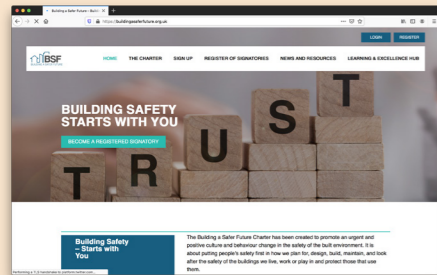
**Take the following action:**

- Make sure that you have the right policies and onsite facilities in place
- Take time to upskill your own competence as a construction client
- Understand your obligations as outlined under the CDM regulations
- Specify and ask for evidence of CSCS card audits
- Support industry initiatives to improve occupational health proactively support Considerate Constructors Scheme
- Evidence the CDM competency of the supply chain

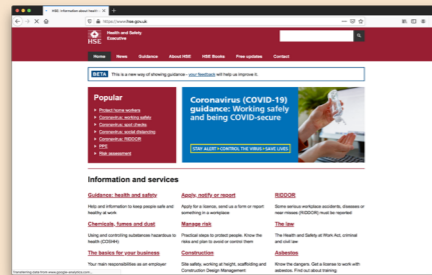
MEASURING SUCCESS – MEASURE THE FOLLOWING ATTRIBUTES
Training
Qualification and skills
Completion of health and safety file
Staff turnover
Number of toolbox talks
Number of reportable Incidents
Employee satisfaction
Number of near miss incidents
Number of wellness and mental health sessions



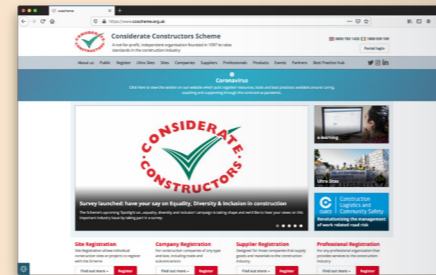
Further advice and guidance



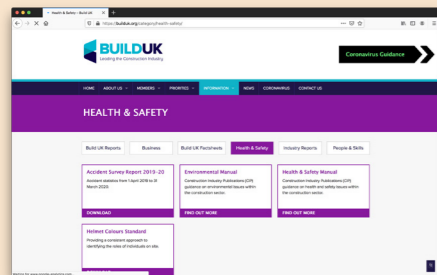
**The Building a Safer Future Charter**  
[buildingasaferfuture.org.uk](http://buildingasaferfuture.org.uk)



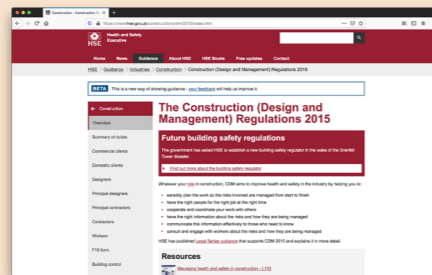
**Health and Safety Executive**  
[www.hse.gov.uk](http://www.hse.gov.uk)



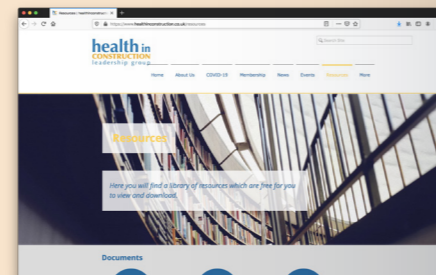
**Considerate Constructors Scheme**  
[www.ccscheme.org.uk/](http://www.ccscheme.org.uk/)



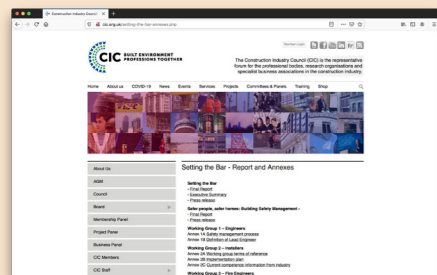
**Build UK**  
[builduk.org/category/health-safety](http://builduk.org/category/health-safety)



**CDM Regulations**  
[hse.gov.uk/construction/cdm/2015/index.htm](http://hse.gov.uk/construction/cdm/2015/index.htm)



**Health in construction leadership group**  
[healthinconstruction.co.uk/resources](http://healthinconstruction.co.uk/resources)

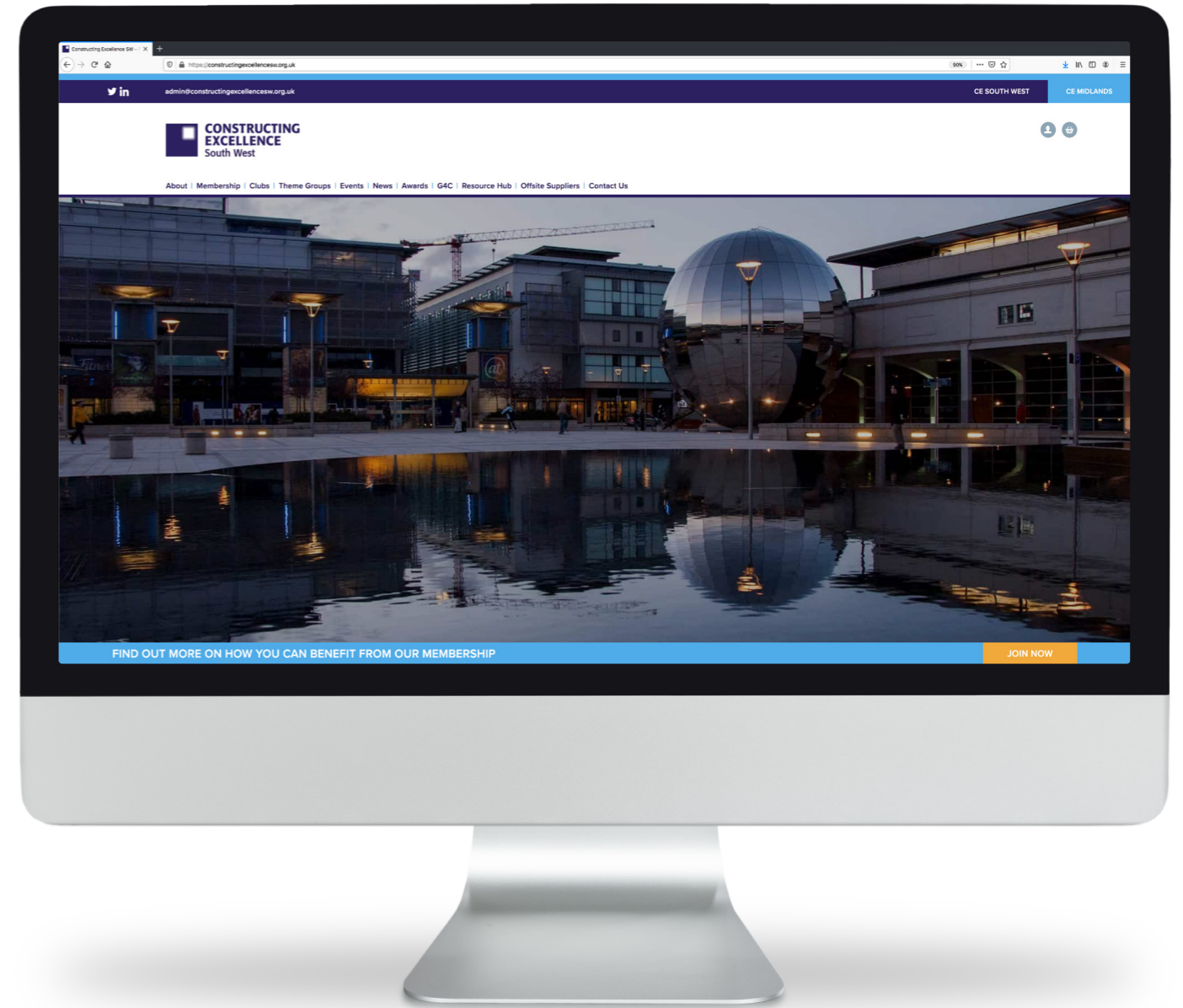


**Constructing Industry Council, Setting the Bar**  
[cic.org.uk/setting-the-bar-annexes.php](http://cic.org.uk/setting-the-bar-annexes.php)



**Constructing Excellence Midlands Mental health in the construction industry: A how-to guide**  
[cemidlands.org/wp-content/uploads/2020/11/CEM-Mental-Health-EMAIL.pdf](http://cemidlands.org/wp-content/uploads/2020/11/CEM-Mental-Health-EMAIL.pdf)

[constructingexcellencesw.org.uk](http://constructingexcellencesw.org.uk)





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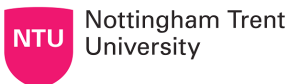
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