

# Cost Led Procurement Guidance

**Guidance for the procurement and management  
of capital projects**





## Cabinet Office

The [Government Construction Strategy \(2011\)](#) set out to achieve savings in construction procurement of up to 20%. Reforming procurement practices to effect behavioural and cultural change underpins this effort. The Industrial Strategy for Construction ([Construction 2025](#)) re emphasises Government's continuing commitment to this effort. The context to this initiative has been set out in "New Models of Procurement – Introduction to the Guidance".

Three new models of construction procurement (Cost Led Procurement; Integrated Project Insurance; Two Stage Open Book) have been trialled. Guidance for each describes the 'how to' in adopting the model to aid clients in the public sector, bringing together best practice and behaviours of leading practitioners to help generate savings being sought by Government. If clients and suppliers want to achieve the same level of outcomes demonstrated by the trial projects, then the steps and techniques set out in the guidance will help them to achieve this.

Through evolution rather than revolution, these models offer the potential to achieve efficiency gains that can be released for reinvestment, create new employment and industry activity, make projects more affordable and fundable, and make the UK construction industry more competitive.

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# 1. Executive Summary

## Cost Led Procurement

Cost Led Procurement (CLP) is a procurement method intended to allow industry to use its experience and knowledge to develop innovative solutions through leveraging design, materials, subcontracting, direct labour and experience to the advantage of the Public Sector Client.

In this model the Client clearly states the outputs and outcomes in a strategic brief and Industry responds by proposing solutions and committing to a price and a set of rules under which that price can be achieved as the final account sum. This sum, i.e., cost ceiling, will be seen favourably against historical reference costs and benchmarks. Commitment to beating the cost ceiling from the supply side is a key feature of this method.

The client engages supply chain teams (preferably from a framework agreement) early on in the project to participate in a competition against each other on a particular scheme at the earliest possible moment in the project. A two stage process with two supply chain teams is taken forward to refine their proposal (based on client feedback) and subsequently submit a final proposal that is acceptable to the client.

It is important that the successful team demonstrates the ability to meet and better the cost ceiling at inception and achieve this as an out-turn cost. The team offering the best solution and cost is appointed and requested to work with key client stakeholders to develop the design and cost in parallel.

This procurement method is best suited to projects where costs cannot be exceeded and where there is a highly functional and historically repetitive aspect to the project such as schools, prisons, defence accommodation, roads, water work, etc.

The method can work out of frameworks and on unique projects. If the project is repeatable, the expectation is that in future competitions the supply chain team develops proposals that drive further cost reductions based on their experience from the previous project. This promotes a continuous improvement process.

CLP is not purely defined by the procurement process and is uniquely useful where the Client cost ceiling cannot be matched or bettered and the project must be offered to suppliers outside the framework. The expectation is that this would be unusual on a well-managed framework delivering similar/repetitive types of projects, where the client and suppliers have an excellent understanding of cost.

Equally where the price cannot be met by anyone the project should not proceed.

A simple contract approach is recommended but any public sector contract can be used.

## 2.1 Guidance Scope

This guidance is to assist clients, consultants, Tier 1 contractors and Tier 2/3 subcontractors and suppliers to understand and adopt a consistent approach to the procurement model Cost Led Procurement (CLP). This Guidance gives principles and procedures that can be used to develop the appropriate implementation response.

The aim of the guidance is to document good practice, to help clients and the supply chain understand the specific requirements of Cost Led Procurement.

## 2.2 Overview of the Process

### Definition

Cost Led Procurement is a method of working from inception to decommissioning that is focused on achieving target costs whilst maintaining, if not improving value. The method drives out waste in all parts of the process while maintaining the key targets of cost, time and quality in customer terms.

The key components are target costing, collaboration, risk, value and supply chain management.

### Structure of Process

CLP follows a five phase plan of Inception, Appointment, Design and Cost Development, Construction and Operation. Of these five, the first three; inception, selection/appointment of contractor, design, are key stages.

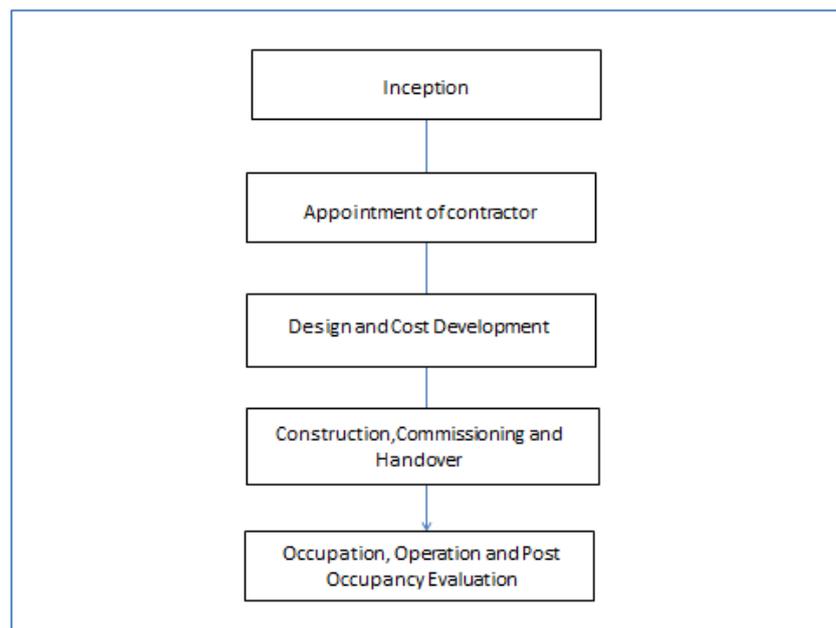


Diagram 1

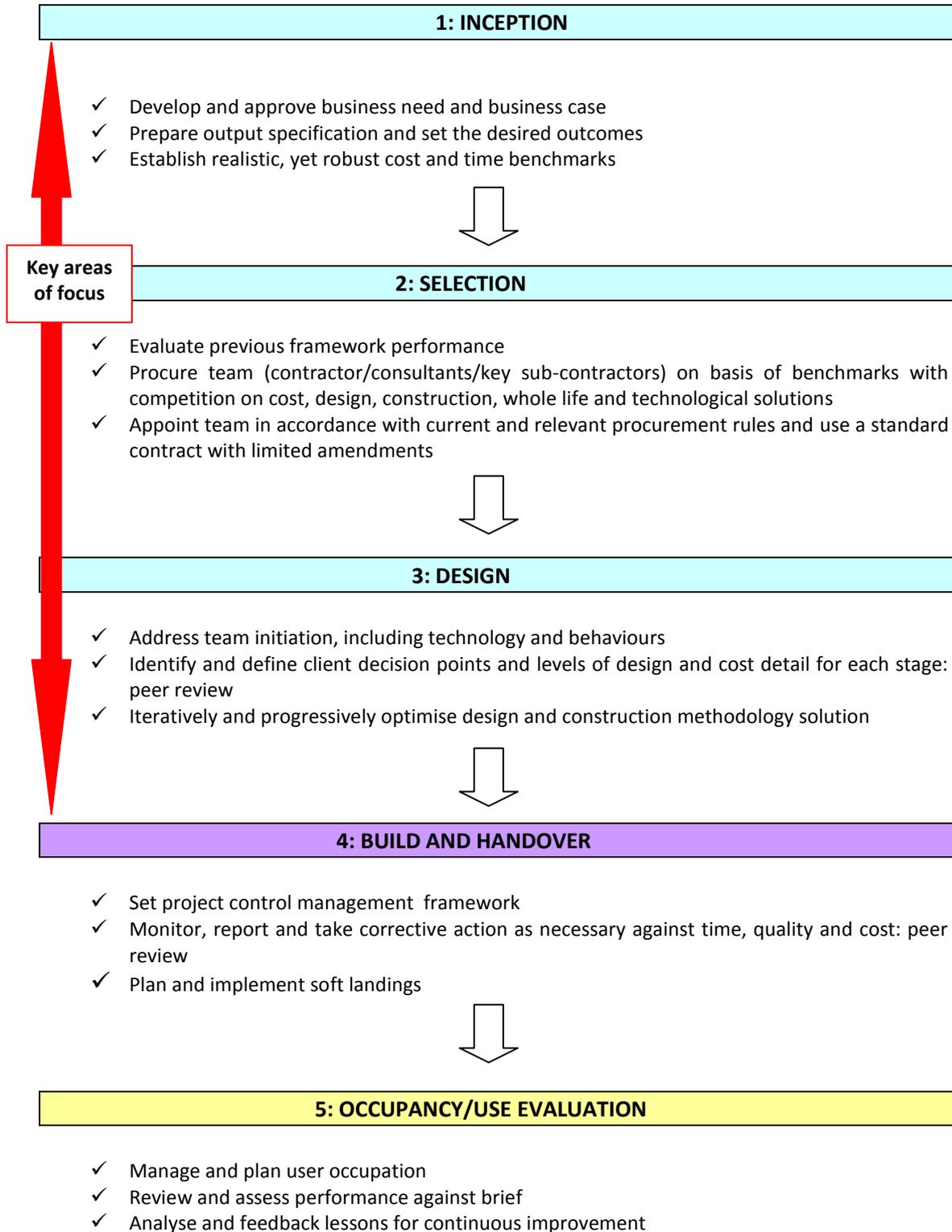
It important to note that although called Cost Led Procurement this process operates across the whole life of a project.

Facilities Management (FM) is often considered separately, but to ensure project targets are fully realized these must apply to the whole delivery process. This would be from inception to handover and not just address the procurement phase.

The flowcharts included in Appendix 1 can be used to guide each of the key initial states. However, there are a number of principles that should remain and those are:

1. Client Understanding of needs prior to supply chain involvement
2. Competition in order to facilitate early involvement
3. Clear Understanding of Costs by all Parties
4. Risk Management
5. Value Management
6. Collaboration
7. BIM/Soft Landings to facilitate
  - a. Design
  - b. Construction
  - c. Handover
  - d. Operation

### 3. Cost Led Procurement – Step by Step



## 4. Key Process Features

### INCEPTION

CLP requires strong client capability to define the requirements and outcomes and understand the costs. It may not be a feasible approach for some clients depending upon their current capability maturity level. The model is best suited to programmes of work with a consistent and repetitive product.

It is essential that the client undertakes all necessary activity to establish a clear business need and develops a clear strategy before involving Tier 1 contractors, consultants and suppliers. This will inform all the later stages should the project proceed. The correct decision may be not to build.

The business case will be the most important document established by the client and his team and will inform others who will become involved in the project. Its main aim is to inform the competing project team (selected from a framework) at procurement stage, and again in the design and cost development stage, in order to form the project brief. The business case will enable the client to monitor against the outcome at the completion and post-handover stages. Helpful information on this is included in Appendices 3 and 4.

### SELECTION

The client selects one or more integrated supply chain teams from an existing framework. Teams are selected on their ability to work in a collaborative fashion to deliver below the cost ceiling on the first project, and achieve cost reductions on subsequent projects, while maintaining the required quality outcomes.

In competition, two or three integrated framework supply teams are then given the opportunity to develop their bids with the client team, allowing them to use their experience to innovate and drive cost reductions. Provided at least one of the supply teams can beat the cost ceiling, selected selection is made based on the relative scored attractiveness of its commercial and physical proposition, and of its team members, before being awarded the contract to deliver the project.

If the scheme benchmark price cannot be matched or bettered the project should not proceed.

It is important to note that the project team funds work through the selection process. The winning bidder will recover the cost through the contract and framework.

Under the Cost Led Procurement model, contract finalisation is the first award of the contract to a framework partner, which takes place prior to commencing the project on site.

NEC3 and JCT/CE are well suited to this procurement model, recognising that both include pain/gain shares to incentivise construction phase efficiencies and have appropriate provisions dealing with collaborative transparent working. However, it is also recognised that there was less experience with the JCT/CE contract, and it was felt that the JCT form was generally less well known and less tested in the marketplace.

If collaborative working is to succeed, it is essential that the team has the potential to be constantly engaged by the client during the framework agreement. It is important that the number of teams reflects the workload of the client.

## DESIGN

After appointment, a team workshop should be held, attended by staff from both the client side and project team, facilitated by an experienced facilitator. The aim of the workshop is to discuss and agree the following:

- Principles of the contract – the stages of the contract are stated and agreed by all parties, for example, specifications are devised, agreed and understood by both parties and profit margins are also agreed and protected.
- Development of a Collaborative Working Charter or Protocol. The objectives of the protocol are identified and the ways in which they will be achieved are agreed. For example, objectives such as honesty and openness, good quality work, and meeting target costs and KPIs will be achieved through good communication flow, innovative working, and use of continuous improvement techniques. Examples of Charters and Protocols can be found in Annex 3.
- Use of technology on the project and the preparation of a BIM Execution Plan and, possibly the appointment of a BIM Manager.
- Identification of FM and whole life issues affecting design and construction.
- Major Concerns and Solutions – Both parties air any concerns that they may have and solutions to these concerns are agreed.
- Project Specific Processes – Any processes specific to the project are identified.
- Dispute Resolution Procedure – Levels of dispute resolution are discussed and agreed. An example of dispute resolution can be found in the appendices.
- KPIs – The KPIs used on the project are agreed by all parties.
- Actions requiring completion prior to contract start – Any outstanding actions that need to be completed before the contract starts are identified, and actions are assigned with a due date and owner.

There is potential for the design intent to be lost in the process. Careful stage monitoring of the design and cost solution is essential as well as checking compliance with the brief.

## BUILD AND HANDOVER

The iterative process used during the design phase is replicated during the construction phase in the production of detailed design. The whole process of construction should be executed using Lean techniques to set the project control framework.

Project processes will monitor work on a daily basis and report and take corrective action as necessary. The key issues which will be monitored are cost, time and quality integrating risk, value and supply chain management techniques as described in the tools.

BIM and soft landings should be implemented to ensure delivery of what was asked for in the first place.

## OCCUPANCY/USE EVALUATION

In this process all parties should take part in a post project review. This review identifies the lessons learnt and is an important step in the process of transferring these lessons learned from one project to the next. The post project review allows suppliers, consultants and contractors to establish where they could make changes or improvements for future projects with the Client.

Out turn cost analysis should be carried out at the end of a project and if possible the results fed into the next project(s) establishing richer data and informing benchmarks for the cost ceiling.

## 5. Techniques for Success

### INCEPTION

One of the biggest benefits of Cost-Led Procurement in this respect was the ability for the Environment Agency to streamline the upfront processes involved in the procurement of this project, enabling them to move forward very quickly.

*Constructing Excellence report on Rye Harbour Trial Project, 2014*

CLP projects demand a team that performs in a different way to traditional projects, thus, all staff should be reviewed and offered appropriate training. At inception stage the client will need to develop a training plan to ensure all staff receives communication and staff training such that:

- Staff recognise that at the core of the new business objectives is the need to fulfil the client's needs at all times and that personal ownership is encouraged.
- They can contribute expertise managing design, ensuring proper input from the whole team including the suppliers.
- Everyone in the team understands where their responsibilities begin and end throughout the project. This is particularly important in the design process.
- The key members of the supply chain are selected for capability and a desire to establish a long term collaborative relationship with the contractor.

These issues demand a totally different style of project management from that which is typical in construction. Instead of controlling suppliers, this approach demands delegation, empowerment and support. That does not infer a lack of leadership skills. Leadership in this environment means ensuring that everyone is crystal clear about their deliverables, about their responsibilities to all other members of the team and most importantly where those responsibilities begin and end. This may require a different kind of person from many who hold project management roles in the industry currently.

The client must be committed to the development and support of all staff. It is recognised that working in the collaborative working environment will make new demands on staff and requires the development of new behaviours and skills.

Full support should be given to staff to ensure they are equipped to operate effectively in the collaborative working environment. Staff may find the new behaviours difficult to adopt. In this case, suitable training and support needs to be provided to them. If they are unable to perform satisfactorily following additional training, they may have to be reassigned from the team.

An Output or Performance Specification provides the whole team with a common understanding of the purpose and functional requirements of the project. It must contain sufficient information for any tendering activity but should be brief so as to not constrain the development of the optimal solution for the client's needs. It must contain:

- A statement of purpose clearly setting out the client's strategic objectives to be met by the new project.
- Sufficient information to enable the contractor to form a view of the scale and complexity of the project.
- Data on the minimum acceptable performance standards.
- The number of people who will use the project, the activities that they will undertake, and the patterns of usage over a day and throughout the year.
- Any site-specific data that is relevant to the project.
- The client's price baseline, expressed as capital or whole-life cost, which is an indicator to the contractor of any budgetary constraint that might exist.

In writing the output specification, the client project manager advised by design consultants and potential contractors as required, should consult representatives of the users so that their views can contribute to the clear definition of patterns of usage and standards of project performance.

The final output specification should be short and succinct, concentrating only on the information necessary to enable the designers and contractor to develop the final solution to the client's requirements and the shape of the project in which the client's objectives can be fulfilled.

When considering a new project the client project manager will contribute to the client's business case. As part of the business case the client is likely to include some form of high level investment appraisal, giving an initial assessment of the likely capital and ideally whole-life costs, as well as the desired life expectancy of the project, and in some cases the cost of financing the project.

When the Capital Cost Estimate is completed, a comparison should be made to projects of a similar nature highlighting any abnormal costs to ensure that the proposed project falls within the criteria set down by the client.

## SELECTION

The client, through the recommendation of its appropriate project manager, may decide that specific consultancy services are required from professional advisers (on a scheme by scheme need basis) at the early stage. The client may choose to appoint professional advisers in one or more of the following disciplines:

- Design advisers
- Cost advisers
- Financial advisers
- Legal advisers

Skills will be developed within contractors, professional advisers and key suppliers' staff to enable collaborative working.

Contractors and professional advisers are expected to undertake key initiatives in the following areas to ensure people are fully supported in taking on these new challenges and have the opportunity to fully develop their individual capabilities.

### **Induction**

All client, contractor and professional adviser staff involved in the project will undergo induction training providing a common background to the working arrangements in client collaborative working. This establishes a clear understanding of the role of both the individual and the integrated teams in carrying out the programme of work.

### **Teambuilding**

The individual contractors will hold teambuilding sessions to ensure all participants in their schemes have an opportunity to meet and develop relationships with other team members. Key objectives of teambuilding events include the development of clear understanding of the key stakeholders' needs, the promotion of good communication and the development of best practice through all teams' participation in the continuous improvement learning sets.

**Additionally, a virtual office was set up so that everyone had access to the most relevant and up-to-date information available. Some of the supply chain partners also co-located (piling contractor, designer), ensuring that decisions could be made much more quickly.**  
*Constructing Excellence report on Rye Harbour Trial Project, 2014*

### **Training**

All companies involved in client collaborative working must be committed to providing appropriate training for all staff. The client will operate a performance review discipline that will allow staff to discuss with their managers their personal performance and agree development needs. This review procedure will allow career development and training to be tracked and measured as a client collaborative working performance indicator.

Particular emphasis will be placed on training to develop the team facilitation behaviours and skills necessary to ensure that both design and construction teams operate in the most effective manner.

The overall aim is to achieve a move towards 'partnering' as an approach whilst satisfying various requirements to ensure that competition is delivered in accordance with:

- EU procurement rules ('OJEU')
- Client requirements needs to 'tender' etc.
- Audit requirements (Audit)
- Public accountability: supply chain partnering is not a 'soft' option. Better than competitive prices are achieved leading to 'best value' (value for money) for tax payers.

The framework agreements ensure that the client properly and legally appoint a reduced number of 'partners' through a competition to select based on 'best economic value' criteria. The selection process incorporates sufficient 'competition' (e.g., 'economic tests') to reduce the need for further competition at an individual scheme level.

Since 80% of a project is undertaken by suppliers to the contractors, the selection of contractors with a clear supply chain management strategy is critical to future cost and quality improvement for the client. Supply Chain Management (SCM) is about developing alliances between the client, contractors and their key suppliers to remove waste, reduce costs, and improve quality.

The major capabilities expected of Cost Led Procurement contractors are as follows:

### ***Technical ability issues***

A Technical Assessment will be undertaken of the contractor and key suppliers to establish the relevance of the technical capabilities and experience of the contractor and the key members of the supply chain to the client project being undertaken.

In particular, the client will be looking for:

- Proven track records of the contractor & the primary supply chain members, including experience & track record on previous & current client or equivalent schemes.
- Quality of resources and expertise available.
- Design, construction and if appropriate FM capabilities.
- Ability to manage time, cost, quality and risk.
- Ability to effectively manage health & safety issues.
- Evidence of working to key performance indicators.

**Contractors were asked to bid, based on the following criteria:**

- **Demonstrate that they can deliver for the cost**
- **Outline key risks and how they can be mitigated**
- **Detail what efficiencies they can deliver based on the cost**
- **How these efficiencies can be sliced from the cost**

***Constructing Excellence report on Rye Harbour Trial Project, 2014***

#### ***Commercial issues including economic test***

The economic test for selection will cover all the cost aspects of capital procurement through Cost Models specifically created by the client to suit the relevant project/framework. The cost models will be based upon real projects, having each aspect fully costed in order to act as a benchmark against which the contractors will bid.

#### ***Capability to Understand Client Value***

- Help the client understand and define their requirements using value management techniques.
- Involve suppliers from the start and ensure they keep a focus on the client's needs. Client involvement is essential throughout the process to ensure that client value and functionality are the basis of all design decisions.
- Collect performance data against agreed measures and to feedback the results to improve productivity and functionality of future client schemes.

#### ***Established Long Term Collaborative Supplier Relationships***

- Limit the number of suppliers and work closely with the key ones.
- Suppliers must be selected with the skills and attitude for collaboration.
- Protocols should be in existence describing the long term relationship. This should ensure that everyone knows what is expected of them, the consequences of not delivering and the anticipated mutual benefits.

#### ***Ability to manage the contribute to design***

- Contractors should be able to facilitate teamwork in the design process adopting value management and risk management techniques and ensuring that suppliers are fully integrated into the team.

#### ***Experience of collaborative commercial agreements with suppliers***

- CLP demands that contractors abandon competitive tendering in favour of negotiation with their key suppliers. Open book accounting to audit supplier's costs will be expected as part of continuous improvement.

#### ***Ability to develop the skills required for Continuous Improvement***

- Through setting challenging target costs, using incentivised contracts, and formalised techniques for problem solving, continuous improvement targets from one client job to the next should be ensured.

#### ***Performance Measurement and Benchmarking***

- Contractors working with the client should adopt a comprehensive approach to performance measurement.

Incentives may be given to teams to reduce costs during design and construction. A major concern with the introduction of incentives at design stage is that ideas will be 'held back' at bidding stage and retained for design when the benefits can be shared with the contractor's team. Here the client should expect that incentive of the potential of maintaining the long term relationship will ensure that the contractors act in the client's best interest at all times.

**... The project went from business case to completion in fourteen months. Cost savings of 6% were achieved on the out-turn cost, worth £600,000.**  
*Constructing Excellence report on Rye Harbour Trial Project, 2014*

## **6 Cost Led Procurement - Questions and Answers**

### **6.1 Are there any potential problems with EU compliance?**

Cost Led Procurement (CLP) can be implemented through any new EU procurement process or through retrofitting to existing frameworks, alliances and long-term contracts (provided existing arrangements accommodate retrofitting)

It is important to ensure that Cost Led Procurement of a single project or a programme of work is compliant with EU Procurement Regulations and this can be established pursuant to any EU procurement procedure (Open, Restricted, Negotiated or Competitive Dialogue). It is recommended that the contracting party research relevant aspects appropriately.

### **6.2 What form of contract is advisable with CLP?**

In respect of contract a simple approach is recommended but in fact any public sector contract can be used.

### **6.3 Are there any standard forms of contract not recommended for use with CLP?**

A client procuring an individual project, framework, alliance or long-term contract will make its own decisions as to how roles and responsibilities for design and construction are best allocated between its in-house team and its consultants, contractor and Tier 2/3 subcontractors and suppliers.

However it should be noted that CLP is defined in terms of ultimate single point responsibility where design and construction responsibility are with the same party.

### **6.4 Does CLP save time in the procurement process?**

The [Trial Projects](#) have provided evidence of the time and cost saved in the procurement process by using CLP primarily because clients can set a realistic shorter procurement process for the contractor as there is no requirement to arrive at a lump sum price for the entire project prior to contractor selection.

### **6.5 Does CLP save time in the delivery process?**

Early contractor involvement and better risk management results in better understood and managed aspects of the project giving more certainty in respect of programme delivery.

### **6.6 How does CLP affect design quality and standards?**

CLP in itself should have no adverse effect on design and standards and the client should use facilities like clear output specifications and independent certifiers to vouchsafe that what was originally asked for is being delivered.

### **6.7 How does this model work with employing consultant?**

CLP can be traditional or D&B (design and build) and as such Consultants may have to decide whether they work for the Client or the Contractor. There should be no situation where the consultant works for both.

### **6.8 How do we select a supplier who will genuinely collaborate?**

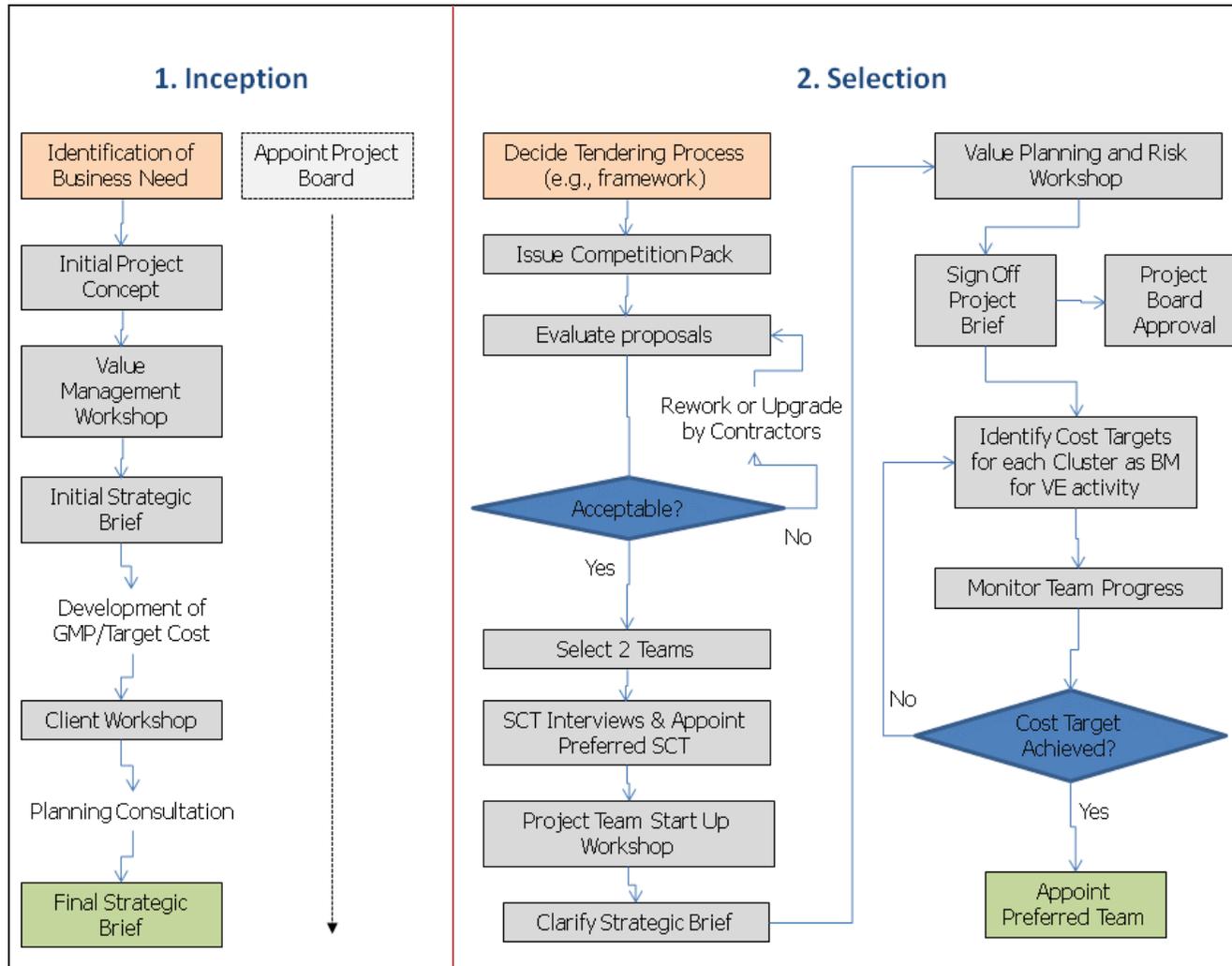
This is an essential feature of all three methods of procurement and selection of Tier 1 and Tier 2 suppliers must be done with a suitable test of establishing the organisations ability, willingness and

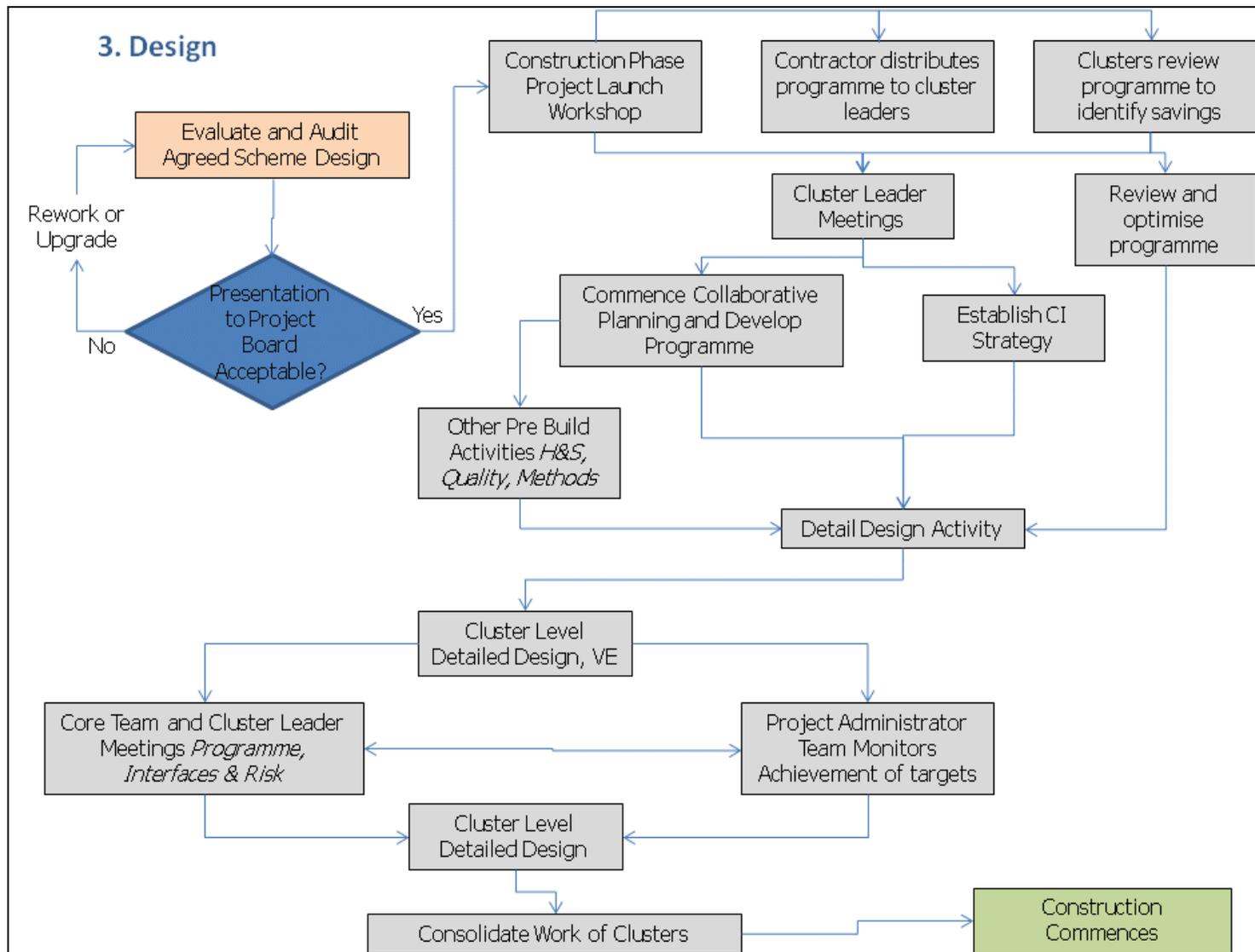
understanding of true collaboration especially on cost. The aim is to get all parties attacking the cost, improving value, developing Trust and eradicating traditional opportunism on cost.

#### **6.9 How do we overcome local political reluctance?**

This is difficult and whether it's Health, Local Authority, Education, Defence, or whatever there will always be opposition to something new. The point is that single stage lowest cost tendering has had plenty of opportunity to demonstrate reducing cost and increasing value and has failed. Details from trial projects have shown clearly that all three methods of procurement deliver better value and reduced cost against challenge targets. The single claim from anti lobby is that it is on an open book cost reimbursable basis and therefore open to abuse is not supported.

## Appendix 1: Flow charts for key areas of focus





## Appendix 2

## Glossary

<b>Brief</b>	A full statement of functional and operational requirements for a project.
<b>Collaborative Working</b>	A set of principles and processes that guide the long term relationship between the client and its contractors.
<b>Contractor</b>	The organisation, wherever possible, appointed within a long term Framework Agreement to take responsibility for the whole or part of the delivery of a project.
<b>Cost Consultant</b>	An individual appointed by the project manager to provide cost and contractual advice
<b>Design Manager</b>	An individual responsible for co-ordinating design delivery integrating expertise from the client, the user, and the contractor and contractors supply chain in pursuit of the overall target cost whilst endeavouring to find the best value solution.
<b>Framework Agreement</b>	An agreement between the client and a contractor to provide a service and to be one of a small group of preferred suppliers to carry out projects for that client within a defined type of work.
<b>KPI</b>	Key Performance Indicators use to measure and set targets for performance improvement in a long term relationship.
<b>New Engineering Contract</b>	Family of contracts that support the principles of collaborative working. Where possible, the Client will use either Option C, or the short contract amended to include for target costing.
<b>OJEU</b>	Official Journal of the European Union.
<b>PQQ</b>	A Pre-Qualification Questionnaire sent out to all organisations expressing interest in tendering for a project and used to validate the project specific technical, financial and soft skills of an organisation.
<b>Project</b>	A series of activities to define, design, cost and deliver a capital project or service being procured to meet the needs of the client.
<b>Project Contract</b>	The agreement to be entered into between the contractor and the client for any project or service.
<b>Project Execution Plan</b>	The statement of policies and procedures designed to ensure that every aspect is properly undertaken within the client's constraints and to achieve the stated objectives.
<b>Project Manager</b>	the individual who has the authority of the client for managing design and delivery of a project.
<b>Project Sponsor(s)</b>	All organisations contributing finance for the project.
<b>Project User</b>	End user meaning the client's internal client.
<b>Risk Management</b>	A systematic procedure to identify, assess, control and manage risk on a project in order to minimise potential damage or loss.

<b>Supply Chain Management</b>	Management processes to categorise, select, appoint and manage subcontractors and suppliers in short, medium and long term relationships.
<b>Strategic Brief</b>	The statement of the broad scope and purpose of the project and its key parameters including overall budget and programme agreed at an early stage of the project.
<b>CLP Cost Culture</b>	Sharing of cost information including data that would normally be kept confidential different parties between the client, professional advisers, contractors and suppliers.
<b>Value Management</b>	Systematic and multidisciplinary effort directed toward analysing the costs incurred and benefits delivered by a construction project for the purpose of improving value to the client.

## **Appendix 3 The Strategic Brief**

The strategic brief will be drafted in response to a particular business need. Its exact content and structure may vary and many elements of it will only be defined following completion of inward-looking studies and outward looking feasibility assessments. However a well written strategic brief will generally incorporate the following:

1. Corporate needs and objectives.
2. A strategic statement of intent. This may be in the form of a mission statement.
3. A statement of key design and aesthetic aspirations, with guidance on relative priorities.
4. Outline design and construction requirements.
5. An assessment of options, supported by the results of feasibility studies.
6. An assessment of procurement options and the implications of each.
7. Assessment of value for money and affordability.
8. A project structure defining roles, responsibilities and the decision-making process.
9. An assessment of adaptability for change and growth (future proofing).

There is a response from the contractor to the initial strategic brief called the 'Project Brief'. This has 2 phases; design and construction and occupation briefing stage.

### **Design and Construction briefs**

Design and construction briefs develop in incremental stages, with greater detail being added to draft documentation as the project evolves. This happens through an incremental process of validation, evaluation and testing, with the strategic brief used as the benchmark against which ideas and proposals are measured.

The timing and formulation of design and construction briefs will depend on the nature, scale, complexity and procurement of the project. Some projects may have a number of different briefs, or 'sub-briefs' covering specific aspects of the design and construction such as the urban environment or equipping requirements.

The briefs allow the detailed design and construction requirements of a project to be clearly defined for all participants. Consequently the downstream detailed design and construction activity is closely influenced by this document.

A relevant sample of the access related issues that a design and construction brief might cover are as follows:

1. A re-affirmation of relevant elements of the strategic brief including:
2. The strategic statement of intent. This may be in the form of a mission statement.
3. The statement of key design and aesthetic aspirations, with guidance on relative priorities.
4. Enhanced details of the project structure including the procurement structure and the roles and responsibilities of the participants and the mechanics of the decision making and project assessment processes.
5. Enhanced details of the more specific design aspirations relating to particular functions or construction elements.
6. Details of design standards, including prescriptive requirements where appropriate.

### **Occupation briefs**

The design and construction of a building including the fitting-out is of great importance in defining the quality of access. The shell and core of a building will typically have a life-span of 50 to 100 years and because it is relatively difficult to amend or improve, delivering appropriate accessible design and construction at the first time of asking is of great importance.

However the post-occupation effect on accessibility should not be overlooked as these day to day changes can have a significant positive or negative impact on accessibility. It is these microenvironments that are also very reactive to the actions of individuals.

An occupation briefing process therefore serves two functions through post occupation evaluation:

1. It allows improvements to be made to the completed development through management and equipment techniques; and
2. It allows the information and lessons learned to be used for the benefit of other projects.

Typically the post occupation briefing process will include:

- a. A review of the design and construction process.
- b. A review of the resultant structure and fabric measured against the original strategic and design and construction briefs.
- c. A review of the building performance when measured against the original business need.

The first review should not be undertaken until such time as the building and occupants have 'settled', typically one month after occupation. Subsequent reviews should be undertaken on a periodical basis to ensure that the original strategic requirements continue to be met.

These rolling reviews are of great significance as neither business nor society is static. Some elements of the development will expect to change over time and the development must respond to this.

## **Appendix 4 Tools**

The following list of tools is indicative of what is needed to be used to deliver CLP Projects. Many tools exist, but the following tools as produced by Strategic Forum/Building Down Barriers are acceptable.

### **Tools for getting started with a Project**

- Developing the Strategic brief
- Selecting a Prime Contractor
- Deriving the historical through life cost baseline
- Selecting supply partners for the Project
- Setting incentives and share saving schemes Tool
- Applying risk Management in practice

### **Working together to clarify project value**

- Value Planning in Practice
- Drafting the Project Brief
- Collaborating in Design and construction
- Forming supply clusters and appointing cluster leaders
- Value Engineering in Practice
- Collaborating to plan and sequence design activities
- Collecting and documenting through-live cost data
- Getting started with collaborative costing
- Planning and Managing Construction to optimise programme and minimise waste
- Forming new teams and inducting new project members
- Proving through life cost: the compliance plan and proving arrangements

### **Tools for assessing project and building performance**

- Assessing the Products of a Building Project
- Assessing Business and Engineering Practices
- Designing using value management
- Implementing Continuous Improvement
- Managing Costs of Ownership
- Setting incentives and shared saving schemes
- Managing Project Risks
- Conducting meaningful evaluation of products and processes
- Identifying training needs and planning training