



Clients' Commitments Best Practice Guide

Written by clients for clients

The Construction Clients' Group

The Construction Clients' Group (CCG) is at the heart of Constructing Excellence as the body for all public and private sector clients' to improve the value for money they get. The CCG also offers the leading collective client voice to Government when shaping legislation, for example; reviews of the CDM Regulations and the quest to simplify the regulatory framework affecting the industry being excellent examples of our ability to influence positively.

Investment in construction solutions whether for more efficient business outcomes, improved infrastructure, or improving quality of life, remains one of the biggest investments companies or the public purse make. The CCG is dedicated to assisting members in making such investments as efficient as possible with the minimum of risk and a quality assured outcome that supports a sustainable industry.

The Client Commitments were developed by the CCG as the code of conduct that is essential for success when instigating construction activities. They focus on the six areas where clients can make a positive difference to enable better value:

- Client leadership
- Procurement and integration
- Health and safety
- Design quality
- Sustainability
- Commitment to people

By joining and participating with other clients within the CCG your client organisation will benefit by sharing best practice, develop a clear understanding of your strengths and development areas through benchmarking with your peers, and have access to training and review processes. A helpline will be launched in 2013 particularly to benefit less experienced clients. Current task groups include Water sector benchmarking, Clients' health & safety and Benchmarking.

Influencing other organisations

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

- Strategic Forum for Construction
- CONIAC (Health and Safety Executive)
- Constructing Better Health
- Construction Skills Certification Scheme
- Considerate Constructors Scheme

- Chartered Building Companies (Chartered Institute of Building)

Construction Clients' Group Board Members

Robert Knight – Igloo Regeneration (Chairman)
Simon Diggie – Highways Agency (Deputy Chairman)
Clive Johnson – Land Securities (Deputy Chairman)
Gren Tipper – Construction Clients' Group
Peter Woolliscroft – Proclivity
Cliff Jones – Procure 21 (DoH)
Giles Price – Heathrow Airport Limited
Ben Pritchard – Magnox
Tim Pritchard – Sandwell Council
Charles Mills - TfL
Don Ward – Constructing Excellence

Client Members *

BAE Systems
BBC
Birmingham City Council – Urban Design
Crossrail
East Riding of Yorkshire Council
EDF Energy / NNB GenCo
Environment Agency
Heathrow Airport Limited
Highways Agency
Igloo Regeneration
Lambeth Living
Land Securities
London Underground
Magnox
Manchester City Council
Nationwide Building Society
Northumbrian Water
ProCure 21
Rochdale Boroughwide Housing
Royal Mail
Sandwell Metropolitan Borough Council
Scape
Westfield Group
Worthing Homes
Yorkshire Water Services Ltd

*as at October 2013

The Clients' Commitments

The Clients' Commitments brings together the six key areas vital to you delivering efficient construction projects on time, safely to meet your business objectives. 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 process should enable all stakeholders in the supply chain to collaborate more effectively in the adoption of this 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. It has been created with input from the following members of the CCG Board

Simon Diggle – Highways Agency
Gren Tipper – Construction Clients' Group
Peter Woolliscroft – Proclivity
Robert Knight – Igloo Regeneration
Cliff Jones – Procure 21 (DoH)
Stephen Livingstone - Heathrow Airport Limited (Formally BAA)

Further details about the Clients' Commitments can be found via the websites of the Construction Clients' Group at <http://www.constructingexcellence.org.uk/sectorforums/constructionclientsgroup/> and the Strategic Forum for Construction at <http://www.strategicforum.org.uk/>

The Action Plan



Client Leadership

Client leadership is vital to the success of any project and enabling the construction industry to perform at its best. Clients establish the culture in which everyone performs. However, it is acknowledged that not all clients will have a capability to lead, and will thus rely heavily on their supply chain to assist them.

What does Client Leadership include?

- Ñ Clear client vision
- Ñ Developing a procurement strategy that supports the delivery of your core business objectives
- Ñ Adequate client resource throughout the project
- Ñ Detailed brief
- Ñ Clear financial objectives, programme and definition of success
- Ñ Promoting best practice
- Ñ Clear and collaborative procurement policy
- Ñ Clear, decisive decision making
- Ñ Working within the project team
- Ñ Continually seeking improvements in performance. Be demanding (increasing standards, stretched targets, etc)
- Ñ Creating a working environment of TRUST between all the parties

“True client leadership is critical to the success of any project”

Simon Diggle, Highways Agency

What are the benefits to you?

- Ñ Supporting core/primary business objectives
- Ñ Better whole life value from your construction project
- Ñ Better investment decisions
- Ñ Better control of risks (assured outcome)
- Ñ Enhanced predictability of cost, time and quality
- Ñ Improved Health & Safety on your project and for your business
- Ñ Enhanced reputation as a construction client



Olympic Park, London

Strong Client Leadership was critical to the success of the Olympic Park project. Clear targets were set, and facilitated through the early development of an integrated and collaborative ‘teamwork’ approach.

Client Leadership

How do you do it?

- Ñ Clearly identify client structure and responsibilities: i.e. governance and assurance
- Ñ Ensure adequate resource to maintain client continuity and leadership during the project
- Ñ Clearly expressed business case for the project
- Ñ Ensure detailed brief is developed prior to the design stage and shared with principal suppliers and their supply chain partners
- Ñ Client commitment to championing compliance as a minimum standard and working to best practice in design, team working, innovation, health & safety, and sustainability
- Ñ Demand a qualified workforce from supply chain partners – ie: the right people for the right job at the right time
- Ñ Drive clear, collaborative and flexible procurement policy to support delivery of your core business objectives
- Ñ Assess relevant risks with supply chain partners and agree joint management measures
- Ñ Insist 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
- Ñ Insist on the adoption of collaborative behaviours

Supply chain partners should be challenged to demonstrate their:

- Ñ Capability to collaborate in a multi-disciplinary team environment
- Ñ Commitment to integrated working throughout their supply chain
- Ñ Ability to deliver on time and on budget
- Ñ Transparency and trust
- Ñ Fair payment practices e.g. 30 day payment periods
- Ñ Ability to manage risk
- Ñ Pro-active mechanisms to manage and resolve disputes

Take the following action:

- Ñ Spend time researching planning and developing your business case
- Ñ Communicate your business case clearly to your principal suppliers and their supply chain partners
- Ñ Work with your principal suppliers and their supply chain partners to clarify what you need and agree how it can best be provided
- Ñ Always procure on long term and overall best value rather than short term capital lowest cost
- Ñ Provide a detailed brief with clear 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
- Ñ Champion best practice and collaborative working
- Ñ Challenge your principal suppliers and their supply chain partners to innovate and improve performance
- Ñ Ensure that fair payment policies are being adhered to throughout the supply chain
- Ñ Reward your team when it is successful (including promoting and sharing their success with others)

Further advice & guidance

Construction Clients' Group - <http://www.constructingexcellence.org.uk/sectorforums/constructionclientsgroup/>
OGC Gateway Process – <http://webarchive.nationalarchives.gov.uk/20110822131357/http://www.ogc.gov.uk/index.asp>
Strategic Forum for Construction - <http://www.strategicforum.org.uk/>
NAO - <http://www.nao.org.uk/>
OGC Common Minimum Standards - <https://update.cabinetoffice.gov.uk/sites/default/files/resources/CMS-for-publication-v1-2.pdf>

Procurement & Integration

The clients' approach to procurement at the outset of a construction project dictates the nature of the relationships that form between all parties engaged in the enterprise. It is important to recognise the expertise available throughout the whole supply chain and draw them in to contribute at the right time. There is no "one size fits all" approach to procurement due to the differing levels of complexity and dynamics that exist within clients' businesses. What is clear from the good work the industry has delivered over the past ten to fifteen years is collaboration offers the best foundation for a successful project.

An integrated project team collaborates together to achieve the best possible solution in terms of design, buildability, environmental performance, sustainability and critically for any business, value. Good clients ensure they know what things cost and do not leave themselves exposed to accepting offers that are not commercially viable and thereafter create the wrong behaviors and consequences that undermine the outcome desired by their business. However, a good client is open minded to change and recommendations for improvement from within the supply chain.

What does Procurement & Integration include?

- Ñ Transparency in procurement decision making
- Ñ Understanding the value equation FOR YOU and hence selection on best value not lowest cost (i.e. including a quality assessment)
- Ñ Early supply chain involvement
- Ñ Integrated and collaborative working principles
- Ñ Use fair payment policies
- Ñ Use risk management principles and processes to make informed decisions
- Ñ Non-confrontational mechanisms to eliminate or manage disputes
- Ñ Fair employment practices



Birmingham City Partnership

The Birmingham Construction Partnership was founded by Birmingham City Council. With a true partnering approach, the team were able to align all construction projects to the City's corporate objectives of sustainability, whole life costing, best value, local employment, training and strategic alliances.

"At its heart, integration is about improving industry efficiency, eliminating waste, raising safety standards and reducing project risk"

Peter Woolliscroft, Proclivity

What are the benefits to you?

- Ñ A good client will attract good suppliers and will demand and get respect and a following throughout the project
- Ñ Achievement of clients' core/primary business objectives (business efficiency/outcomes)
- Ñ Better whole life value from your construction project
- Ñ Better investment decisions
- Ñ Better control of risks
- Ñ Enhanced predictability of cost and time and quality
- Ñ Improved Health & Safety on your project
- Ñ Reduced disputes and their associated costs
- Ñ Greater stability and security of your supply chains
- Ñ Competitive and sustainable supply chains
- Ñ Enhanced reputation as a construction client

How do you do it?

- Ñ Set the example with your own behaviours and performance
- Ñ Use evaluation criteria to enable transparent decision making throughout the supply chain
- Ñ Where appropriate seek specialist client advice
- Ñ Identify your principal supplier and their supply chain partners at an early stage in the project
- Ñ Pay your contractors on time and ensure this is reflected throughout the supply chain
- Ñ Sign up to and implement the principles of the Fair Payment Charter and ensure your contractors and their supply chains comply. Consider utilising project

Procurement & Integration

bank accounts or as a minimum, demand transparent reporting of payments to all project partners. Clearly identify and financially quantify risk and allocate in line with ownership and ability to manage

- Ñ 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
- Ñ Be seen to taking an interest in the employment practices of your principal supplier and their supply chain partners
- Ñ Assess and validate quality submissions as part of the supplier selection process
- Ñ Where possible establish long term relationships with your suppliers that have integrated supply chains
- Ñ 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 supply chain partners should be challenged to demonstrate:

- Ñ Competence
- Ñ Capability to undertake your project
- Ñ Capacity to complete your project
- Ñ Commitment to integrated supply chain working
- Ñ Ability to innovate
- Ñ Understanding of sustainability issues
- Ñ Zero defects at completion
- Ñ Openness and honesty
- Ñ Transparency and trust
- Ñ Fair payment practices e.g. 30 day OR LESS payment periods
- Ñ Ability to manage risk
- Ñ Problem solving/early warning culture
- Ñ Pro-active mechanisms to manage out disputes
- Ñ Approach to promoting diversity
- Ñ Successful past performance
- Ñ An understanding of Clients Business and Core Objectives
- Ñ Ability to challenge Clients 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 supply chain early in your project decision making process. This will enable you to get better value from your construction procurement and to get best performance from your supply chain partners and their supply chains.

Take the following action:

- Ñ Engage your supply chain early in the decision making process
- Ñ Select your partners on best value rather than lowest cost
- Ñ Use collaborative working principles on fair payment and risk
- Ñ Take advice from specialist advisors
- Ñ Create a business case and detailed brief for your construction project
- Ñ Sign up to the Fair Payment Charter

Measuring success

Measure the following attributes:

Where you are at present	Quality? (Client Satisfaction Service and Client Satisfaction Product?)
Safety	Integration – how integrated your supply chain and project team are
Client Satisfaction – your satisfaction with the final product and the service provided	Productivity
Defects – Did your supplier get it right first time	Check that modern commercial arrangements are in place
Cost & time predictability	

Further advice & guidance

Construction Clients’ Group - <http://www.constructingexcellence.org.uk/sectorforums/constructionclientsgroup/>
 Strategic Forum for Construction - <http://www.strategicforum.org.uk/>
 OGC - <http://www.ogc.gov.uk/>
 BERR - <http://www.berr.gov.uk/>
 NAO - <http://www.nao.org.uk/>
 NSCC - <http://www.nscclbbsnet.co.uk/>

Commitment to People

People usually perform best when happy and content. Using supply 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.

What does Commitment to People include?

- Ñ Safety on site and Occupational Health commitment to all in the workforce
- Ñ Local community involvement
- Ñ Training and development
- Ñ Equal opportunities
- Ñ Project specific agreements
- Ñ Considerate sites
- Ñ Adopting collaborative behaviours

What are the benefits to you?

- Ñ Enhanced reputation of your organisation with local community involvement
- Ñ Enhanced return on your project through investment in training and development
- Ñ Obtain better value for money by having the right agreements in place
- Ñ Considerate sites create more interaction with your local community and are demonstrably safer
- Ñ You get a better project, product and a value-add solution

“People and relationship management can ‘make or break’ a construction business”

Gren Tipper, Construction Clients’ Group



Terminal 5

Consisting of 16 major inter-connecting projects and 147 sub-projects, up to 60,000 people worked on this project. To facilitate this, the team put worker welfare at the heart of construction, by establishing an occupational health facility on site.

How do you do it?

- Ñ Where appropriate always attempt to engage local communities fully from the outset of projects
- Ñ Facilitate your supply chain partners to engage the community in local employment and training initiatives
- Ñ Up-skill your competence as a construction client
- Ñ Ensure your principal supplier and their supply chain partners have training and development plans in place to meet company, project and employee needs
- Ñ Ensure your principal supplier develops and trains supply chain partners
- Ñ Use of equal opportunities policy by principal supplier and their supply chain partners
- Ñ Construction sites should be kept clean, tidy and provide good quality facilities that you and your staff would use
- Ñ Engage supply chain to run site considerately and with minimum impact on the local community
- Ñ Use third party assessment schemes to see how considered principal suppliers and their supply chain partners are

Commitment to People

Supply chain partners should be challenged to demonstrate:

- Ñ Involvement of local communities in previous projects
- Ñ That local communities are engaged in employment and training initiatives
- Ñ Commitment to upskilling their workforce and apprentices
- Ñ Proactivity in enabling clients to upskill their competence
- Ñ Training and development policy and plans
- Ñ Equal opportunities policy that is applied and tested
- Ñ Membership of Considerate Constructors scheme throughout the supply chain
- Ñ Policies and plans for clean, tidy, safe and healthy sites
- Ñ 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 supply 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 supply chain partners. Early involvement is key.

Take the following action:

- Ñ Engage local communities in your project
- Ñ Make sure your principal supplier and their supply chain partners have the right policies in place
- Ñ Take time to upskill your own competence as a construction client
- Ñ Principal supplier and their supply chain partners to provide appropriate site facilities
- Ñ Become a client partner in the Considerate Constructors Scheme
- Ñ Explain why the project matters to you and your business/activities

Measuring success

Measure the following attributes:

Equality & Diversity	Sickness Absence
Training	Safety
Qualifications & Skills	Occupational Health and sickness absence management
Employee satisfaction	Working Hours
Staff Turnover	Fair payment
CSCS Accredited	

Further advice & guidance

Construction Clients' Group - <http://www.constructingexcellence.org.uk/sectorforums/constructionclientsgroup/>
Cross reference with H&S client commitments document
Strategic Forum for Construction - <http://www.strategicforum.org.uk/Respectforpeopletoolkit-> <http://www.constructingexcellence.org.uk/zones/peoplezone/>
Considerate Constructors scheme – <http://www.considerateconstructorsscheme.org.uk>
Constructionskills - <http://www.constructionskills.net/>
BERR - <http://www.berr.gov.uk/>
Constructing Better Health - <http://www.cbhscheme.com/>

Sustainability

Sustainability lies at the heart of design and construction. A sustainable approach will bring full and lasting environmental, social, economic and wellbeing benefits to projects and the local community.

What does Sustainability include?

- Ñ There is an overarching government and industry Strategy for Sustainable Construction
- Ñ Address environmental, social, economic and wellbeing aspects of projects
- Ñ Business case and targets set within contracts
- Ñ Address resource use, waste minimization, low-carbon performance
- Ñ Employment, training and local community engagement
- Ñ Enhance, create and protect the local natural environment
- Ñ Enhance the environment of the local community
- Ñ Financially stable and technically competent supply chains
- Ñ The creation of healthier buildings, neighborhoods and stronger communities

What are the benefits to you?

- Ñ Sustainable design, construction and operation of your building resulting in more productive and healthier employees
- Ñ Delivery of projects by sustainable supply chains that are financially stable, technically competent and continually improve their performance and are able to provide support after completion
- Ñ Enhanced reputation of your organisation with the local community
- Ñ Enhance reputation of your organisation by implementing aspirational environmental standards in construction
- Ñ Enhanced return on your project through investment in sustainable training and development
- Ñ You get a better project, product and a value-add solution
- Ñ You are future proofing your business against higher energy costs and expensive modifications to your buildings, whilst enhancing the marketability



Academy of St Francis of Assisi

When Kensington Academy Trust set out to build the St Francis of Assisi academy in Liverpool, it wanted a building that would have a major impact on its students' achievements. The academy was designed with a strong environmental focus, with features that contribute to students' learning.

Sustainability

How do you do it?

- Identify your core/primary business objectives and implement a procurement strategy to achieve them whilst addressing sustainability
- Consult and implement the principles outlined in the Strategy for Sustainable Construction. Decide to what extent you are prepared to implement the strategy and stick to it
- Develop and implement a business case and plan that addresses environmental, social and economic projects
- Upskill your own competence as a construction client on sustainability issues
- Engage and challenge your supply chain partners by setting targets for sustainable performance
- Use of environmental policies and practices by supply chain partners
- Engage local community in the development process including employment / training policies
- Consider and improve the impact on sustainability to the local community

Supply chain partners should be challenged to demonstrate:

- Evidence of environmental, social and economic policies in place and used on previous projects
- Engagement of local communities in previous projects
- They have implemented the recommendations in the Strategy for Sustainable Construction
- Commitment to engaging their local communities
- Commitment and record of engaging local workforce and material suppliers in their projects
- Proactivity in enabling clients to upskill their competence
- Environmental and community benefit policy and plans in place
- Previous BREEAM assessments or equivalent

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 supply chain early in the project decision making process. This will enable you to get better performance from your sustainable commitment, and best use from your supply chain partners.

Take the following action:

- Engage local communities in your project
- Engage your principal supplier and their supply chain partners early in your decision making process
- Ensure your principal supplier and their supply chain partners have the right environmental policies and skills in place
- Take time to upskill your own competence as a construction client
- Consult 'Strategy for Sustainable Construction'
- Measure and benchmark performance of supply chain partners
- Commit to enhancing the local environment and community

Measuring success

Measure the following attributes:

Biodiversity	Energy Use
Waste	Water Use
Recycling	BREEAM assured
The projects impact on the local community	Training and work opportunities created
Value of services and goods spent locally	

Further advice & guidance

Construction Clients' Group - <http://www.constructingexcellence.org.uk/sectorforums/constructionclientsgroup/>
Strategy for sustainable construction - <http://www.berr.gov.uk/whatwedo/sectors/construction/sustainability/page13691.html>
Strategic Forum for Construction - <http://www.strategicforum.org.uk/>
Environmental KPI's - <http://www.kpizone.com/>
Uk Green Building Council - <http://www.ukgbc.org/>
BREEAM - <http://www.breeam.org/>
WRAP - <http://www.wrap.org.uk/>
BERR - <http://www.berr.gov.uk/>
DEFRA - <http://www.defra.gov.uk/>
CONSIDERATE CONSTRUCTORS - www.ccscheme.org.uk

"Sustainability is critical to the whole life performance of any built asset and its future operation"

Robert Knight, Igloo Regeneration

Design Quality

The design should be creative, functional and sustainable; and capable of meeting delivery objectives. Quality in design and construction utilising the best of modern methods will ensure that the project meets the needs of all stakeholders, both functionally and architecturally.

What does Design Quality include?

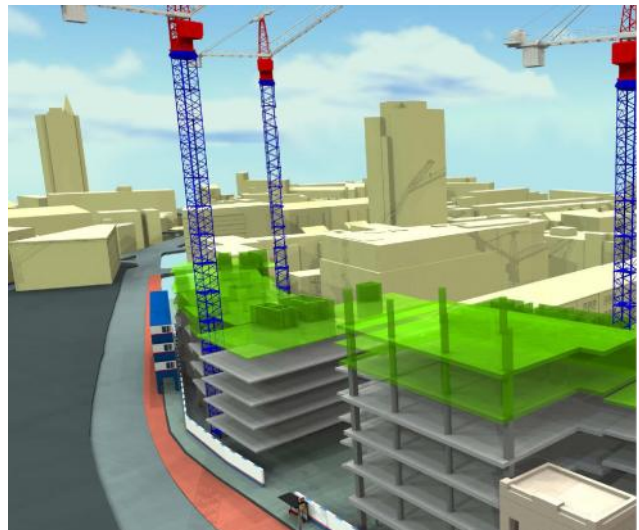
- Ñ The client will produce a clear brief before design commences
- Ñ Designers will be selected according to ability and quality, together with other criteria appropriate to the scale and complexity of the project
- Ñ Every opportunity will be taken to encourage visionary designs
- Ñ Opportunity will be taken to encourage practical designs
- Ñ The design must meet both the clients' and users' needs
- Ñ Ensure that whole-life value is delivered by addressing buildability, maintainability and usability
- Ñ Project briefs will specify performance criteria to encourage innovation in order to deliver cost-effective solutions, such as standardisation, prefabrication, off-site manufacture and adopting modern logistics principles
- Ñ The design will be tested using third party design reviews and other tools for assessing design quality
- Ñ IT-based collaborative tools and communication technologies will be exploited

'A clear understanding of your design brief will deliver a functional and sustainable solution'

Stephen Livingstone – Heathrow Airport Limited
(Formally BAA)

What are the benefits to you?

- Ñ Better value from your investment in the construction project
- Ñ Better decision making on design and whole life
- Ñ Getting the facility you need that meets your requirements and delivers your benefits
- Ñ Improved Health & Safety on your project
- Ñ Takes into account the operation of the building



Building Information Modelling (BIM)

Building Information Modelling (BIM) technologies, processes and collaborative behaviours help to unlock new more efficient ways of working at all stages of a project life-cycle.

Design Quality

How do you do it?

- Ñ Have clear criteria for selection of your design team
- Ñ Take time to develop a clear and concise brief prior to design commencing
- Ñ Ensure a robust change control process
- Ñ Understand the Procurement and Acquisition strategies, refer to Chapter 1 of these client commitments, e.g. is this a two stage approach
- Ñ Understand the key driver for the design, e.g. are you designing to cost or is quality key?
- Ñ Ensure that the design delivers the functionality planned for the building
- Ñ Take into account whole life cycle principles to understanding the long term obligations of the final product (e.g. Operations, Sustainability & Demolition)
- Ñ Enable the appropriate use of modern technologies and cost-effective solutions in the design
- Ñ Make use of third party reviews to assess the design for your building
- Ñ Use Design Quality Indicators
- Ñ Appropriately utilise modern design tools, such as CAD & BIM to support efficiency throughout its life
- Ñ Use best practice client guidance such as RIBA, CABE, Institute of Civil Engineers & Institute of Structural Engineers information

Supply chain partners / suppliers should be challenged to demonstrate:

- Ñ Design competence
- Ñ Ability to deliver a design on a clear concise brief
- Ñ Ability to innovate
- Ñ Understanding of sustainability issues
- Ñ Opportunities for DfMA and off site build
- Ñ Engagement of key supply chain partners / suppliers
- Ñ Openness and honesty
- Ñ Transparency and trust
- Ñ Previous use of Design Quality Indicators
- Ñ Ability to manage design looking at value and functionality
- Ñ Pro-active mechanisms to manage out disputes

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 supply 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 supply chain partners.

Take the following action:

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

Measuring success

Measure the following attributes:

Client Satisfaction	Cost & time predictability
Change Requests	Design Quality Indicators
Defects	

Further advice & guidance

Construction Clients' Group - <http://www.constructingexcellence.org.uk/sectorforums/constructionclientsgroup/>
Strategic Forum for Construction - <http://www.strategicforum.org.uk/>
CABE – <http://www.cabe.org.uk/#2>
RIBA – <http://www.architecture.com/>
CIC - <http://www.cic.org.uk/home/index.shtml>
OGC - <http://www.ogc.gov.uk/>

Health & Safety

Health & Safety is integral to the success of any project, from design and construction to subsequent operation and maintenance. Early engagement of supply chain partners is critical to enabling good Health & Safety performance and minimising life cycle costs. Three key reasons prevail:

1. Good clients want their staff and suppliers to go home at night as fit and healthy as they arrived that morning
2. There are legal duties that need to be complied with for good reason
3. There are business benefits to proactively manage risk

What does Health & Safety include?

- ñ All projects have a risk register inclusive of health and safety key risks
- ñ Your projects aspire to being incident and injury free
- ñ Occupational health support is available to everyone who works on site
- ñ Utilising guidance such as Strategic Forum for Construction's Health & Safety code and other guidance produced by the CCG
- ñ All professional and site staff are registered to Construction Skills Certification Scheme (CSCS) or equivalent and are engaged in continuous skills development
- ñ All principal contractors and their supply chains are registered with Constructing Better Health (CBH) or equivalent. This is to ensure that the supply chains are proactively monitored and supported in providing occupational health support within their company to the same standard as the principal contractor
- ñ Demonstrating compliance with client obligations under the CDM regulations
- ñ Actively support TFL's Cycling Safety initiative, develop your own policy based on best practice and CCG model documents

What are the benefits to you?

- ñ Impact on reputation if you have incidents or injuries on your project
- ñ Minimisation of risk on and off site
- ñ Enable a safe working environment for all site and project staff
- ñ More productive workforce



53 Grosvenor Gardens

The project was notable due to the approach of the client, Grosvenor Ltd, to health and safety. Grosvenor were absolutely committed to driving health and safety performance on this project, and achieved it by instilling its approach to health and safety into its supply chain.

“Clients and supply chain partners should not be satisfied until incidents and injuries are eliminated from construction sites”

Clive Johnson, Land Securities

Health & Safety

How do you do it?

- Ñ Ensure you have a risk register for your project
- Ñ Engage your principal supplier and their supply chain partners in the development of the risk register so that you have a shared commitment to the wellbeing of site operatives
- Ñ Upskill your competence as a construction client
- Ñ Ensure your principal supplier and their supply chain partners have necessary health & safety training and policies in place to meet company, project and employee needs
- Ñ Occupational health plans implemented by your principal supplier and their supply chain partners
- Ñ Sign up to the Strategic Forum for Construction's Health & Safety code
- Ñ Ensure you specify that your principal contractor must ensure all site operatives working on your project hold the correct CSCS card for the work they will be undertaking
- Ñ Understand what you are obligated to do under the CDM (2007) regulations
- Ñ Don't compromise health and safety for other objectives

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

- Ñ Relevant training initiatives are in place e.g. toolbox talks, etc
- Ñ Evidence of on-site Health & Safety policies
- Ñ Evidence that they have an efficient process for checking all site operatives hold the correct CSCS card for the work they will be undertaking and that they will carry out regular audits
- Ñ Evidence of managing Occupational Health
- Ñ Have they signed up to the strategic forum for Construction's Health and Safety code or any other equivalent code(s)? If not, get them to sign up and take the appropriate action
- Ñ Working to CCG Key Performance Indicators for Health and Safety
- Ñ Supporting industry initiatives such as "Constructing Better Health"

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 on your project. You should have your supply

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 for your project. This will enable you to manage risk and have safer sites with your supply chain partners.

Take the following action:

- Ñ Do have a risk register in place
- Ñ Make sure that you have the right policies and on-site facilities in place
- Ñ Take time to upskill your own competence as a construction client
- Ñ Understand your obligations as outlined under the CDM (2007) regulations
- Ñ Specify and ask for evidence of CSCS card audits
- Ñ Sign the project team up to the Strategic Forum for Construction's Health & Safety or equivalent codes
- Ñ Support industry initiatives to improve occupational health such as "Constructing Better Health"
- Ñ Proactively support Considerate Constructors Scheme
- Ñ Support the TFL Cycling Safety scheme

Measuring success

Measure the following attributes:

Training	Working hours
Qualifications & Skills	Card audit evidence
Employee satisfaction	CBH accreditation
Staff Turnover	Risk register in place
Sickness Absence	Strategic Forum Health & Safety or equivalent codes signed up to
Safety	

Further advice & guidance

Construction Clients' Group - <http://www.constructingexcellence.org.uk/sectorforums/constructionclientsgroup/>
 Strategic Forum for Construction Health & Safety code <http://www.strategicforum.org.uk/handsrp.shtml>
 Respect for people toolkit- <http://www.constructingexcellence.org.uk/zones/peoplezone/>
 CSCS – www.cscs.uk.com
 CDM 2007 regulations-<http://www.hse.gov.uk/construction/cdm.htm>
 HSE - www.hse.gov.uk
 BERR - <http://www.berr.gov.uk/>
 CBH - <http://www.cbhscheme.com/>
 TFL - <http://www.tfl.gov.uk/roadusers/cycling/14798.aspx>

Further information on client guidance can be found on the CCG website at <http://www.constructingexcellence.org.uk/sectorforums/constructionclientsgroup>

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