



Infrastructure
and Projects
Authority

Government Construction
Strategy 2016-20
March 2016

Reporting to HM Treasury
and Cabinet Office

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Cover image: Alder Hey in the Park.

Ministerial Foreword



A core part of our long-term economic plan is to improve our nation's infrastructure. The Government is the largest client of the construction industry. This spring, we set out our plans for projects worth £163 billion.

This scale brings with it challenges and opportunities. We need to ensure that taxpayers' money is spent carefully; that projects are delivered on time and to budget; and that government uses its muscle to help our economy become more competitive – by helping SMEs bid for contracts or improving our workforce's skills.

This strategy sets out how we will do this. Reflecting our wish to improve productivity overall, we want to make government a better client by securing good quality and better value for money in all our construction projects. Although we're making progress, we can do more to share best practice across government, and ensure that government speaks with one voice to industry.

More than that, we need to improve skills, both within government and the construction sector overall. Our strategy aims to improve government's capacity and capability as a client, while helping the sector recruit and retain skilled employees.

To achieve this, we need to work together – across government, and with the construction sector itself – to build a more competitive, prosperous nation.

A handwritten signature in black ink that reads "Lord Bridges". The signature is written in a cursive, slightly stylized font.

Lord Bridges

*Parliamentary Secretary,
Cabinet Office*

Introduction

1. The Government Construction Strategy (GCS) 2016-20 sets out the Government's plan to develop its capability as a construction client and act as an exemplary client across the industry. GCS 2016-20 builds on the success of GCS 2011-15 and will help departments meet the challenges of inflationary pressure in a rising market by driving increased construction productivity. This increased productivity will facilitate forecast efficiency savings of £1.7 billion over the course of this Parliament.
2. GCS 2016-20 will assess and improve the functional capability of central government as a client and improve the understanding of the stages in programmes where efficiencies can be achieved. GCS 2016-20 will also further embed the practices developed under GCS 2011-15. The principal objectives of GCS 2016-20 are to:
 - improve central government's capability as a construction client
 - embed and increase the use of digital technology, including Building Information Modelling (BIM) Level 2
 - deploy collaborative procurement techniques that:
 - enable early contractor and supply chain involvement
 - develop skills capacity and capability, including by delivering 20,000 apprenticeships through central government procurement over this Parliament
 - promote fair payment
 - enable and drive whole-life approaches to cost and carbon reduction across the construction, operation and maintenance of public sector buildings and infrastructure.
3. An Action Plan detailing how GCS 2016-20 will be delivered is contained in Annex A. The Action Plan is a "living" document that is subject to discussion by the Working Groups, the Strategic Delivery Group, and the Government Construction Board. The Working Groups are comprised of representatives from central government departments, the wider public sector, and industry. They will lead on the present GCS 2016-20 work streams of: Client Capability, Data and Cost Benchmarking, BIM, Government Soft Landings, Trial Projects, Fair Payment, and Pipeline. The Strategic Delivery Group will coordinate the activity of the Working Groups and report progress to the Government Construction Board, which will oversee the implementation and any amendment of the Strategy.
4. The GCS 2016-20 is part of a suite of documents from the Infrastructure and Projects Authority seeking to improve the delivery, efficiency and performance of economic and social infrastructure projects in the public, private and regulated sectors. The Strategy's objective to develop government's construction capability supports the National Infrastructure Delivery Plan, which sets out the projects and programmes to be delivered over this parliament and how the key delivery challenges will be addressed.

Context

5. The construction industry is a major part of the UK economy. In 2014 construction output was £103 billion, 6.5% of GDP, and comprised 2.1 million jobs, 6.3% of the UK jobs total.¹
6. Construction is a highly fragmented industry and over 99% of businesses are comprised of SMEs (956,000).² Over a quarter of construction output is from the public sector and central government is the biggest single construction client, with considerable influence across the UK marketplace.³
7. A coordinated approach from government will enable it to leverage its position as the biggest single client to drive collaboration which will help to deliver further efficiencies and better value for the taxpayer. This approach, set out in GCS 2016-20, will help to optimise the delivery of the planned construction projects in the Government Construction Pipeline (£163 billion in spring 2016).

Progress under GCS 2011-15

8. Collective action under the mandate of GCS 2011-15 began to change the relationship between government and the construction industry. Government has become a better client that clearly communicates its requirements to industry about its programme of work. This improved client behaviour and positive response

from industry delivered £3 billion of efficiency savings over 2011-15. This has been enabled by:

- improving client intelligence with the annual publication of cross-government data to benchmark construction costs, enabling the market to focus on delivery capability and client outcomes
 - developing digital capability in design and construction, with all departments on target to procure assets using Building Information Modelling (BIM) Level 2 by 2016
 - improving transparency for industry by publishing the Government Construction Pipeline every six months, with the latest iteration identifying projects worth £163 billion
 - developing new models and approaches to procurement, which focus on collaboration and early contractor involvement
 - facilitating fair payment in the supply chain, with over £10 billion cumulative committed spend on projects using Project Bank Accounts since 2011.
9. Building on this progress, GCS 2016-20 outlines how central government will improve its client capability to procure construction more efficiently. GCS 2016-20 will be delivered by the Infrastructure and Projects Authority construction team in partnership with the major construction spending departments and agencies, who comprise the Government Construction Board (GCB).

1 HoC Library, The construction industry: statistics and policy (2015)
<http://researchbriefings.parliament.uk/ResearchBriefing/Summary/SN01432#fullreport>

2 BIS, Business population estimates 2015 (2015)
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/467443/bpe_2015_statistical_release.pdf

3 HoC Library, The construction industry: statistics and policy (2015)
<http://researchbriefings.parliament.uk/ResearchBriefing/Summary/SN01432#fullreport>

Coordination and Leadership

A newly established Strategic Delivery Group (SDG) will coordinate the activity of the Working Groups, which will lead on specific work streams, and report progress to the GCB.

10. The progress under GCS 2011-15 was delivered through the leadership of the Cabinet Office construction team, now part of the Infrastructure and Projects Authority (IPA), and the GCB. The IPA construction team and GCB will continue to oversee the implementation of GCS 2016-20 and provide strategic direction.
11. The Department for Business, Innovation and Skills and industry strategy, *Construction 2025*, outlines a vision for a productive construction industry that is: highly-skilled, technologically advanced, innovative, sustainable, a driver of wider economic growth, and exhibits clear leadership from the Construction Leadership Council (CLC).⁴ It sets out aspirations for 33% lower costs, 50% faster delivery, 50% lower emissions and 50% improvement in exports. Coordinated leadership from central government, facilitated by the GCB and the refocused CLC, is required to build on the progress made under GCS 2011-15 and *Construction 2025*.
12. To highlight GCS 2016-20 objectives to industry, the criteria for the Prime Minister's Better Public Building Award will be aligned with the Strategy's priorities. The Award recognises publicly funded projects demonstrating innovative and productive construction that deliver high quality and value for money outcomes.

⁴ HM Government, *Construction 2025* (2013)
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/210099/bis-13-955-construction-2025-industrial-strategy.pdf

Strategy Priorities

Client capability

13. Government has made progress in strengthening capability across the ten core functions, including the project delivery function, which is led by the Infrastructure and Projects Authority (IPA), formerly the Major Projects Authority (MPA).⁵ Construction, however, is a complex activity which requires the development and embedding of skills from the project delivery, commercial, digital, and property functions, aligned to wider departmental strategy. GCS 2016-20 will prioritise developing and embedding these skills across central government construction clients, to facilitate improved value for money and efficiency savings.
 14. The range of construction activity requires differing approaches from the government (the client). There are, however, underpinning client capability principles that will support government departments to deliver their construction activity more productively and realise efficiency savings. These principles include informed client leadership, early engagement of suppliers, commitment to continuous improvement, and the ability to develop a collaborative culture with the supply chain.
 15. The functional expertise of the IPA, Crown Commercial Service (CCS), Government Digital Service (GDS) and Government Property Unit (GPU) will be utilised as part of this process, where appropriate.
- The IPA construction team will develop measures to assess construction client capability across government, in collaboration with departments. The output of this assessment will be reviewed by a Client Capability Working Group, to develop specific actions for improving the construction client capability of each department.
16. The Government Soft Landings (GSL) Working Group will formally join the GCS 2016-20 governance structure under the Client Capability Working Group. GSL seeks to align the interests of those who design and construct an asset with those who subsequently use it, which will also help realise the full benefits of BIM Level 2. The GSL Working Group will review departmental progress in implementing GSL and develop departmental action plans to further embed GSL processes and procedures. This approach will support the Client Capability Working Group consider the development of whole-life approaches in their work.

⁵ Cabinet Office, The functional model: a model for more efficient and effective government (2015) https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/418869/The_Functional_Model.pdf

Strategy Priorities continued

17. New models of construction procurement were trialled under GCS 2011-15 to explore the potential to drive better value and affordability in the procurement process. The new models include the principles of early supplier engagement, transparency of cost, and collaborative working to deliver a value for money outcome. Alongside the potential for efficiencies, the models can support improved relationships across clients and the supply chain, increased supply chain innovation, and reduced risk. Case studies of the trial projects demonstrate that the new models can help realise efficiencies. The Trial Projects Working Group will continue to encourage the use of new models of construction procurement and the Project Initiation Routemap.⁶
18. The Government, with support from industry, will continue to establish trials of the new models of construction procurement outlined in GCS 2011-15 (Cost Led Procurement; Integrated Project Insurance; Two Stage Open Book). The trials will be monitored by the Trial Projects Working Group and will form part of the growing evidence base to inform their adoption.
19. Improved digital communication and data analysis capability, co-ordinated by the Infrastructure and Projects Authority construction team, will enhance the activity the Trial Projects Working Group's activity.

The Trial Projects Working Group will also consider the efficacy of additional models of construction procurement and recommend their trialling to the GCB, where appropriate.

Digital and data capability

20. The advances in digital technology have created opportunities for increased productivity and efficiencies in construction and the operation of assets. Utilising digital technology has been shown to facilitate collaborative approaches to drive innovation and reduce waste. Government will continue to capitalise on these advances to deliver construction projects more efficiently, including through Building Information Modelling (BIM) and improved insight into construction related data.

BIM (Digital Construction)

21. Under GCS 2011-15 the government set out its requirement for fully collaborative 3D BIM on centrally procured government construction projects by 2016. BIM Level 2 was developed to meet this mandate.
22. BIM is a collaborative way of working that facilitates early contractor involvement, underpinned by the digital technologies which unlock more efficient methods of designing, creating and maintaining our assets. It supports the digitisation of construction and uses information relating to the asset to build a three dimensional model. BIM Level 2 requires all project and asset information, documentation

⁶ HM Treasury, Project Initiation Routemap (2014) https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/361173/0208_Routemap_Handbook_30_Sept.pdf

The majority of departments have already met the requirements for BIM Level 2 and the remaining departments are on target to meet the 2016 mandate. The task now is to consolidate and embed BIM Level 2 throughout departmental processes.

and data to be electronic, which supports efficient delivery at the design and construction phases of the project. At the design stage, designers, clients and end users can work together to develop the most suited design and test it on the computer before it is built. During construction BIM enables the supply chain to efficiently share precise information about components which reduces the risk of errors and waste.

23. To realise the full benefits of BIM Level 2 departments need to develop the skills, experience and capability around BIM. The BIM Working Group will support this by developing a more ambitious set of measures to enable departments to derive further benefits from BIM. Sustained leadership from central government is crucial to maintain industry commitment to invest in BIM capability.
24. The BIM Working Group will coordinate departments to embed BIM Level 2 and realise its benefits. Ongoing development and implementation of guidance such as the Publicly Available Specification (PAS) 1192-5 will facilitate a security minded approach to the delivery of the built asset. This will sit alongside other security minded measures outside of this strategy, including the development of standardised terms and conditions for procurement.
25. Increasing BIM Level 2 maturity across government will enable departments to gradually move to BIM Level 3, which would support a fully integrated and collaborative process. All disciplines and contributors to a project would be able to access and modify a single, shared project model, held centrally, which would remove the remaining risks of conflicting information and support the development of whole-life approaches. This has the potential to realise further improvements in construction, operation and maintenance, paving the way for smarter, better connected cities.

Box 1

Alder Hey Children's Hospital utilising BIM

BIM was used in the design and construction of the new £237m, 270 bed Alder Hey in the Park, part of Alder Hey Children's Hospital in Liverpool, which opened in October 2015.

The use of BIM allowed greater integration of the building as a whole entity across the design elements. It streamlined the coordination between the design team, structural engineers and the manufacturing facilities and enabled the Design for Manufacture & Assembly (DfMA) process to produce the hospital's structure and mechanical and electrical modules. BIM enabled greater supply chain integration and the use of optimised standard processes and units throughout the hospital. In this way BIM greatly contributed to this being one of the fastest hospitals ever produced in the UK.

Strategy Priorities continued

26. The Government in conjunction with industry will develop the next generation of digital standards to enable BIM Level 3 adoption under the remit of the Digital Built Britain Strategy. The continued embedding of BIM Level 2 is crucial to support government adoption of BIM Level 3 at a later date. The IPA construction team will work with GCB departments and the BIM Working Group to support this development process and adoption of BIM Level 3 products as appropriate. Early adopter departments will seek to understand the full potential benefits of BIM Level 3, including increased capability for whole-life cost measurements.

Data capability

27. The IPA construction team annually publishes the Government Construction: Cost Reduction, Cost Benchmark Data and Cost Reduction Trajectories report, which outlines construction cost benchmarks and efficiency savings delivered by departments.⁷ This helps the government to understand better construction costs; to drive innovation and value; to improve client capability; and to reduce waste.

28. The Data Cost and Benchmarking Working Group will build on the success of benchmarking and explore the potential for whole-life cost and carbon reductions. Similar granular comparisons with the wider public sector, and leading private sector bodies will be explored for like for like projects. The Data and Cost Benchmarking Working Group will co-ordinate the development of cost and carbon reduction reporting in the context of a whole-life approach.

Box 2

Construction Cost Benchmarking

The annual publication of Government Construction Cost Reductions, Cost Benchmarks, and Cost Reduction Trajectories has emphasised the potential for savings to departments. Leading practitioners including Highways England and the Education Funding Agency have used cost benchmark data to drive significant efficiencies. By using granular benchmarks to make comparisons across projects, departments can highlight differences in outcome, the reasons for these differences and the opportunities they present. This approach has supported departments deliver efficiencies across their construction projects.

29. Improved client capability to measure and analyse data is required to drive further efficiencies in the construction and operation of built assets. This would encompass functional benchmarks on the upfront and whole-life costs of built assets, which would be aligned to the collaborative, standardised approaches to storing and sharing data facilitated by BIM.

30. Some GCB departments are developing an improved capability to measure and analyse whole-life costs and carbon reduction. A consistent cross-government approach is most likely to facilitate common standards to data collection and analysis. The IPA construction team will work with the wider IPA to improve central capability of digital data collection and analysis for construction. The output of this activity will inform the work of the Client Capability Working Group.

⁷ Cabinet Office, Government Construction: Cost Reduction, Cost Benchmark Data and Cost Reduction Trajectories (2015) <https://www.gov.uk/government/publications/construction-costs-departmental-reductions-2013-2014>

Skills and the supply chain

31. A key objective of this strategy is to leverage the collective power of central government clients to drive further efficiencies and improved value-for-money. The Construction 2025 industrial strategy is the framework for delivering change in the construction industry and GCB departments must recognise their most effective levers to support and advance this process. The efficiency forecasts of GCS 2016-20 cannot be achieved without a highly-skilled, high-performing industry.

Pipeline

32. The IPA construction team publishes the Government Construction Pipeline biannually, which provides details of planned government funded construction projects.
33. The Government Construction Pipeline provides greater transparency of government's future investment in construction, which improves market knowledge. This transparency is designed to give businesses the confidence to make strategic decisions, develop and allocate resources effectively.
34. The IPA also publishes the National Infrastructure Pipeline, which identifies the level of public and private infrastructure investment. The most recent National Infrastructure Pipeline, published in spring 2016, identified planned projects worth £425 billion.

Box 3

Government Construction Pipeline

The spring 2016 Government Construction Pipeline identified planned projects worth a total of £163 billion, which demonstrates the Government's commitment to invest in construction. Projects identified in the spring 2016 pipeline range from the £235 million development of the Sir Henry Royce Institute for Advanced Materials in Manchester to the £390,000 project to replace lifts at Uxbridge Magistrates Court.

35. The IPA construction team will continue the biannual publication of the Government Construction Pipeline. In addition, the Pipeline Working Group will work with the wider IPA and industry to develop options for improving the quality, presentation and utility of the Construction and Infrastructure Pipelines.

Industry Skills

36. As set out in Construction 2025, the construction industry needs a capable workforce to deliver lasting transformational change. Employers are facing difficulties in attracting skilled employees and 13% of employers reported not having enough skilled employees for some of 2014.⁸ This skills gap, if not addressed, will lead to inflation and reduced productivity in the way the industry operates.
37. Young people are currently underrepresented in the construction industry compared to the economy as a whole, only around 10% are aged between 19 and 24.⁹ Fixing the Foundations: Creating a more prosperous nation outlined the Government's commitment to deliver 3 million apprenticeship starts over this Parliament.¹⁰

8 CITB, Skills and training in the construction industry 2014 (2014)

http://www.citb.co.uk/global/banners/192px/citb%20skills%20and%20training%20in%20the%20construction%20industry_final%20report%202014.pdf

9 CIOB, No more lost generations: creating construction jobs for young people (2014)

<http://www.ciob.org/sites/default/files/No%20more%20lost%20generations%20report.pdf>

10 HM Treasury, Fixing the Foundations: Creating a more prosperous nation (2015)

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/464354/NIP_for_skills_final_web.pdf

Strategy Priorities continued

- 38.** The Government published Procurement Policy Note – Supporting Apprenticeships and Skills through Public Procurement in August 2015, which states that public procurement of contracts over 12 months in duration and worth £10 million or more should support skills development and the apprenticeship commitment.¹¹ To support this initiative, the Construction Leadership Council is developing a guide on what good skills investment looks like, which will aid both Government Procurers and the industry when bidding for future Government Contracts. Infrastructure UK, now part of IPA, published its National Infrastructure Plan for skills on the 29 September 2015 and is developing a tool to help clients utilise pipeline data to model current and future skills requirements.
- 39.** GCB departments identified developing future skills capacity, in a rising market, as a major challenge facing government construction clients. Commercial capability from government clients is required to identify and mitigate risks resulting from skills shortages such as wage inflation. The Client Capability Working Group can address this by sharing market intelligence.
- 40.** Building on these approaches, the IPA construction team will work with GCB members, wider IPA, BIS and the Construction Leadership Council (CLC) to take actions to mitigate the risk of future skills shortages and the ensuing cost increases.

The IPA construction team will work with key industry stakeholders, the Construction Leadership Council and government departments to support the delivery of 20,000 apprenticeships through central government construction procurement during this Parliament.

Fair payment and Project Bank Accounts (PBAs)

- 41.** Government is leading by example in fair payment practices. The Public Contract Regulations 2015 requires all public sector organisations to pay undisputed invoices in 30 days and ensure this payment term is passed down the supply chain.¹²
- 42.** PBAs are recognised as an effective mechanism for facilitating fair payment to the construction supply chain. Government departments have committed to use PBAs on their projects unless there are compelling reasons not to do so. Improving the financial position of construction SMEs, reduces the risk of insolvency which can in turn limit the capacity of the market to deliver good value. It can also help to improve the standing of government clients and foster collaborative relationships across the supply chain, leading to increased value for money across programmes of work.
- 43.** PBA usage is not consistent across all government departments so there is considerable potential for departments to learn from the exemplar users such as Highways England who have successfully implement PBAs.

¹¹ Cabinet Office, PPN 14/15: Supporting Apprenticeships and Skills through Public Procurement (2015) https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/456805/27_08_15_Skills_Apprenticeships_PPN_vfinal.pdf

¹² Cabinet Office, Public Contracts Regulations 2015: paying invoices in 30 days down the supply chain (2015) <https://www.gov.uk/government/publications/public-contracts-regulations-2015-paying-invoices-in-30-days-down-the-supply-chain>

In 2011 the Government set a target of £4 billion of contracts to be awarded that use PBAs by the end of FY 2013/14. The Government exceeded this target and £5.2 billion was awarded. Since 2011 over £10 billion of contracts have been awarded that use PBAs.

44. The IPA construction team will continue to work with the Fair Payment Working Group to support departments realise the full benefits of PBAs, unblock any barriers to uptake, and monitor usage. The reporting of PBA usage will be part of an overarching approach to centralised data collection and analysis, which would reduce the burden on departments and mitigate the risk of inefficient, isolated processes.

Whole-life approaches

45. As major construction clients, government departments must demonstrate clear leadership in the areas of whole-life cost and whole-life carbon. The Construction 2025 industrial strategy targets a 50% reduction in greenhouse gas emissions in the built environment. The Infrastructure Carbon Review¹³ has established how increased resource efficiency and a reduced carbon footprint can facilitate reduced cost, both upfront and during the whole-life of the built asset.

46. A robust approach to the measurement and analysis of sustainability indicators will help improve the efficiency of the public sector estate. This would encompass the full lifecycle of built assets, including: construction, operation, refurbishment, demolition and/or re-commission for alternate use. The data captured as part of this process would be part of an integrated approach conducted by the Data and Cost Benchmarking Working Group.
47. Meeting sustainability objectives and driving the uptake of innovative approaches to improving sustainability would be considered by the Strategic Delivery Group. This would be coordinated with the Green Construction Board and the ongoing outputs of the Infrastructure Carbon Review. Government contracts will encourage innovative sustainability solutions on carbon reduction where value can be demonstrated.

Annex A

Summary Action Plan

Ref	Theme	Objective	Specific actions and timescales			Measures
			2015/16	2016/17	2017-20	
1	Coordination and Leadership	1.1 Improve coordination and collaboration between the core government construction clients to ensure coherence and consistency of approach to construction procurement and delivery across government.	Review role, objectives and membership of the Government Construction Board (GCB) and agree Terms of Reference.	Quarterly GCB meetings to oversee implementation of GCS 2016-20.	Quarterly GCB meetings to oversee implementation of GCS 2016-20.	Publication of GCS 2016-20. Progress against key GCS 2016-20 targets including £1.7 billion in efficiency savings and delivery of 20,000 apprenticeships. Improvement in image of government as a construction client across industry.
			Establish Strategic Delivery Group (SDG) to coordinate activity of Working Groups and report progress against GCS 2016-20 objectives to GCB. GCB to ratify governance structure to deliver GCS 2016-20. Publish governance structure.	Quarterly Meetings of SDG to monitor and coordinate activity of the Working Groups. Quarterly meetings of the Working Groups to progress GCS 2016-20 objectives.	Quarterly Meetings of SDG to monitor and coordinate activity of the Working Groups. Quarterly meetings of the Working Groups to progress GCS 2016-20 objectives.	Agreed Terms of References and governance structure to coordinate implementation of GCS 2016-20. Improvement in sharing of best practice, process and procedures across government.

Ref	Theme	Objective	Specific actions and timescales			Measures
			2015/16	2016/17	2017-20	
2	Client Capability	2.1 Determine link between client capability and construction procurement and delivery efficiency and effectiveness.	Establish Client Capability Working Group (CCWG) to define client capability and coordinate client capability work stream.			Agreed definition of construction client capability for central government departments.
					Develop mechanism to determine link between client capability and operational efficiency and effectiveness.	
				Develop matrix to measure how improvements in client capability translate into improved construction delivery. Departments complete matrix to determine links between client capability and construction delivery. Findings from matrix inform prioritisation of client capability work going forward.	Develop mechanism to determine link between client capability and operational efficiency and effectiveness.	Demonstrable links between areas of client capability and construction delivery and emerging findings of link between client capability and operational efficiency and effectiveness.
		2.2 Measure Client Capability to identify areas for development.	CCWG meet quarterly to coordinate development mechanism to measure of client capability	Conduct review of client capability across government. CCWG determine benchmarks for client capability.		Agreed measures for client capability. Client capability review completed
		2.3 Improve central government construction client capability.		Establish departmental client capability improvement plans to address gaps identified in the client capability review.	Departmental implementation of client capability improvement plans. CCWG monitor and coordinate delivery of plans, report progress, review benchmarks, and refresh as required.	Establish benchmarks for departmental client capability and demonstrate year on year improvement.
		2.4 Government Soft Landings	Government Soft Landings (GSL) Working Group to be incorporated into formal GCS-2016-20 governance structure.	GSL Working Group review and report departmental progress in implementing GSL. Develop GSL best practice case studies. Review GSL guidance and update, if needed, to align with agreed GSL policy. Report any agreed benchmarking to the Data and Cost Benchmarking Working Group.	Departmental action plan to develop GSL processes and procedures based on recommendations from the GSL Working Group review and best practice case studies.	GSL further embedded in appropriate central government projects.

Ref	Theme	Objective	Specific actions and timescales			Measures
			2015/16	2016/17	2017-20	
3	Data	3.1 Measure progress of GCS 2016-20 objectives	Departments and Data and Cost Benchmarking Working Group establish baseline against which measure progress against GCS 2016-20 objectives.	Data and Cost Benchmarking Working Group measure departmental progress against agreed baselines, where appropriate.	Data and Cost Benchmarking Working Group measure departmental progress against agreed baselines, where appropriate.	Agreed Baseline for all objectives and tool to track progress and identify and mitigate risks.
				Data and Cost Benchmarking Working Group undertake validation to confirm robustness of data.	Data and Cost Benchmarking Working Group undertake validation to confirm robustness of data.	Data collected is of sufficient quality to undertake cross government evaluation and develop action plan to address issues.
		3.2 Report against construction efficiency savings targets for GCS 2016-20.	Agree methodology to measure construction efficiency savings against baseline. Establish formal reporting lines to measure savings.	Departmental savings reported quarterly and validated.	Departmental savings reported quarterly and validated.	Confirmed departmental savings targets for this Parliament.
		3.3 Measure creation of apprenticeships through central government construction procurement.	Agree departmental apprenticeship targets from central government construction procurement. (Update: overall target of 20,000 agreed).	Departmental apprenticeship starts from construction procurement reported quarterly and validated. Data and Cost Benchmarking Working Group track performance against apprenticeship targets and develop actions to mitigate issues.	Departmental apprenticeship starts from construction procurement reported quarterly and validated.	Departmental targets met for apprenticeships from central government construction procurement.
		3.4 Increase efficiency of cross government data reporting and sharing.	Utilise wider government platform to develop web based data collection tool for direct departmental data input to increase efficiency of data collection.	Establish and monitor tool to assess accuracy and efficacy.	Adjust tool subject to assessment.	Web based data reporting tool developed and in use by all departments.
		3.5 Utilise data to identify and establish best practice.	Data and Cost Benchmarking Working Group to recommend approaches to capturing standard Capital expenditure benchmarks and efficiency trajectories for GCB and departments to agree and establish.	Develop process to incorporate environmental and regional factors into Capex benchmarks. Develop outline of Operational expenditure common measures to facilitate benchmarking.	Assess departmental performance against benchmarks and disseminate best practice.	Common standards established that can be used to assess performance across government and drive efficiency.
			Establish KPIs to measure fair payment across government.	Examine KPIs to determine any difference in payment performance through the supply chain where PBAs are used and where they are not used.	Identify areas to be developed and produce action plan to address gaps.	Fair payment performance measured across government and action plan to drive improvement.

Ref	Theme	Objective	Specific actions and timescales			Measures
			2015/16	2016/17	2017-20	
3	Data continued	3.6 Develop data requirements and benchmarks for measurement of whole-life cost and whole-life carbon (embodied and operational).	Establish what data is currently captured by departments and industry and what needs to be captured to support development of whole-life approach.	Agree KPIs to be collected in support of whole-life cost and whole-life carbon approach linked to GSL. Develop web based ability to collect whole-life cost.	Collect KPIs to measure whole-life cost and whole-life carbon. Draw early conclusions and form recommendations for future approach if possible.	Common standards established that can be used to assess whole-life cost and whole-life carbon
		3.7 Publication of the Government Construction Pipeline.	Develop action plan to develop the Pipeline. Develop presentational and analytical capability relating to the Pipeline. Biannual Pipeline publication.	Biannual Pipeline publication. Assess quality and utility of the Pipeline and develop actions to improve where necessary.	Biannual Pipeline publication.	A more accurate Pipeline and increased visibility to enable industry to plan accordingly.

Ref	Theme	Objective	Specific actions and timescales			Measures
			2015/16	2016/17	2017-20	
4	Comms	4.1 Raise awareness of GCS 2016-20 objectives across industry and disseminate best practice.	Construction Team present sessions at industry events that outline latest thinking and disseminate good practice.	Construction Team present industry sessions.	Construction Team present industry sessions	Strong awareness of GCS 2016-20 throughout the contracting and consultancy supply chains.
			IPA construction team to present session at Construction in Local Government Conference the outlines GCS 2016-20 links to people and skills.			Local government and their supply chains positively engage with GCS 2016-20 objectives.
		4.2 Sponsorship of the Prime Minister's Better Public Building Award	Sponsor the Prime Minister's Better Public Building Award and bring in line with GCS 2016-20 priorities where appropriate.	Review sponsorship of the Prime Minister's Better Public Building Award.	Review sponsorship of the Prime Minister's Better Public Building Award.	Support of Prime Minister's Better Public Building Award in line with GCS 2016-20 priorities.

Ref	Theme	Objective	Specific actions and timescales			Measures
			2015/16	2016/17	2017-20	
5	Building Information Modelling (BIM)	5.1 BIM Level 2 mandate	BIM Working Group to ensure all preparations for BIM Level 2 mandate are complete.	Develop mechanism to evaluate impact of BIM Level 2.		BIM Level 2 mandated on all appropriate centrally funded government construction projects. (2016)
		5.2 BIM Level 2 communications and best practice guidance	Identify projects for BIM Level 2 best practice case studies.	Develop BIM Level 2 best practice case studies.	Disseminate best practice and case studies of BIM Level 2 and extract lessons learnt to drive continuous improvement.	BIM Level 2 best practice case studies disseminated to departments and incorporated into Action Plan to support improvement.
		5.3 Maturity of BIM Level 2 implementation	Develop a set of BIM Level 2 maturity measures.	Departments report against the BIM Level 2 maturity measures and BIM Working Group to support departments to deliver against these.	Increase maturity of BIM Level 2 implementation across government to a point that supports development of BIM Level 3 with a view to government adoption at a later date.	Agreed BIM Level 2 maturity measures. Demonstrable departmental attainment against the maturity measures.

Ref	Theme	Objective	Specific actions and timescales			Measures
			2015/16	2016/17	2017-20	
6	Collaborative procurement	6.1 Support adoption of Project Bank Accounts (PBAs).	Fair Payment Working Group to disseminate PBA best practice across government.	Publish updated PBA guidance. Hold PBA masterclass to disseminate best practice across government and industry.		Updated PBA guidance published and departments able to use PBAs more effectively.
		6.2 Monitor PBA usage across government.	Continued six-monthly monitoring of central government PBA usage.	Continued six-monthly monitoring of central government PBA usage.	Continued six-monthly monitoring of central government PBA usage.	Continued six-monthly reporting of PBA usage across government.
		6.3 New Models of Construction Procurement (NMCP)	Continue to establish and monitor trial projects to contribute to evidence base to inform adoption of NMCP. Annual publication of NMCP trial project case studies and disseminate any lessons learned.	Annual publication of NMCP trial project case studies and disseminate any lessons learned. Trial Projects Working Group to review evidence base and make recommendations on the use and implementation of NMCP.	Trial Projects Working Group to review potential additional models of construction procurement and to recommend trialling, where appropriate.	Evidence base established to recommend on the suitability of NMCP to government construction.
		6.4 Drive a coordinated approach towards collaborative procurement, including framework development, operation and best practice.	Engage with industry and local government to coordinate approaches and drive good practice.	Engage with industry and local government to coordinate approaches and drive good practice. Update Government Construction: Common Minimum Standards for the procurement of the built environments in the public sector to align with GCS 2016-20 and wider government policy.	Engage with industry and local government to coordinate approaches and drive good practice.	A more standardised approach to procurement across central government.

