



# 3

## Clients' Commitments Best Practice Guide

### Chapter 3: Client Leadership

Written by clients for clients



**Construction  
Clients' Group**  
CONSTRUCTING EXCELLENCE

## Client Leadership



Client leadership is vital to the success of any project and enabling the construction industry to perform to 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.

This guide aims to bring together some of the ideas and language surrounding client leadership in a simple, accessible form. We hope it will help to improve all round understanding of current industry developments.

### What does Client Leadership include?

- Clear client vision
- Adequate client resource throughout the project
- Detailed brief
- Clear financial objectives, programme and definition of success
- Client to champion best practice
- Clear and collaborative procurement policy
- Work within the project team
- Commissioned before handover

**“True client leadership can be critical to the success of any project”**

### What are the benefits to you?

- Better whole life value from your construction project
- Better investment decisions
- Better control of risks
- Enhanced predictability of cost and time
- Improved Health & Safety on your project
- Enhanced reputation as a construction client

## How do you do it?

- Client structure and responsibilities to be clearly identified
- Adequate resource to ensure client continuity and leadership during the project
- Clearly expressed and researched vision and business case for the project
- Detailed brief developed prior to the design stage and shared with all supply chain partners
- Client commitment to championing compliance as a minimum standard and working to best practice in design, team working, innovation, health & safety, and sustainability
- Demand a qualified workforce from supply chain partners – ie: the right people for the right job at the right time
- Drive clear, collaborative and flexible procurement policy
- Assess relevant risks with supply chain partners and agree joint management measures
- Ensure projects are commissioned and properly tested prior to handover
- Insist on the adoption of collaborative behaviours

### Supply chain partners should be challenged to demonstrate their:

- Capability to collaborate with you
- Commitment to integrated working throughout their supply chain
- Ability to deliver on time and on budget
- Ability to work with you collaboratively
- Transparency and trust
- Fair payment practices eg 30 day payment periods
- Ability to manage risk
- Pro-active mechanisms to manage out disputes

### When do you need to do it?

You will need to develop your ability to provide client leadership before project inception. Whether you are a frequent, one off or occasional client you will need to spend time upskilling your own ability in procuring construction. You will also need an understanding of the construction process and how supply chain partners should integrate and work together on projects. Challenge your proposed supply chain partners to demonstrate how they do this and what differentiates them from their competition.

### Take the following action:

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

## “Clients need to understand the contribution that they can make”

### Further advice & guidance

- Strategic Forum for Construction
- Construction Clients' Group
- NAO
- OGC Common Minimum Standards
- OGC Gateway Process



## Clients' Commitments Action Plan

The Clients' Commitments brings together the 6 key areas vital to you delivering construction projects on time, safely and to budget. 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.

Further details can be found via the websites of the Construction Clients' Group and the Strategic Forum for Construction.

### About the Construction Clients' Group

The Construction Clients' Group (CCG) is the only organisation dedicated to supporting both private and public sector customers of construction. CCG supports all clients, regardless of their core business activity, by promoting best practice for construction client that better value for their construction procurement and ultimately an improved built asset. Of equal importance, alongside our best practice role, CCG has a significant client representational role with organisations such as the Strategic Forum for Construction, ConstructionSkills, Health & Safety Executive providing clients with a credible voice with key industry stakeholder groups.

As an organisation we:

- are a voice for all construction clients
- provide opportunities for clients to network and share best practice at client only events
- provide regional events
- influence government policy
- offers opportunities for training and development
- publish guidance and disseminate best practice

Further information can be found on the CE website .

## The Action Plan

**Step 1:** Sign up to the Clients' Commitments

**Step 2:** Get your Supply Chain partners to sign up to the Construction Commitments

**Step 3:** Implement principles outlined in the 6 Clients' Commitments Guides on and undertake your project

**Step 4:** Measure performance on your project

**Step 5:** Check behaviours on your project using the Clients' Commitments Tracker diagnostic

**Step 6:** Analyse performance and identify/ implement improvement actions