

LM Webinar- The Construction Playbook

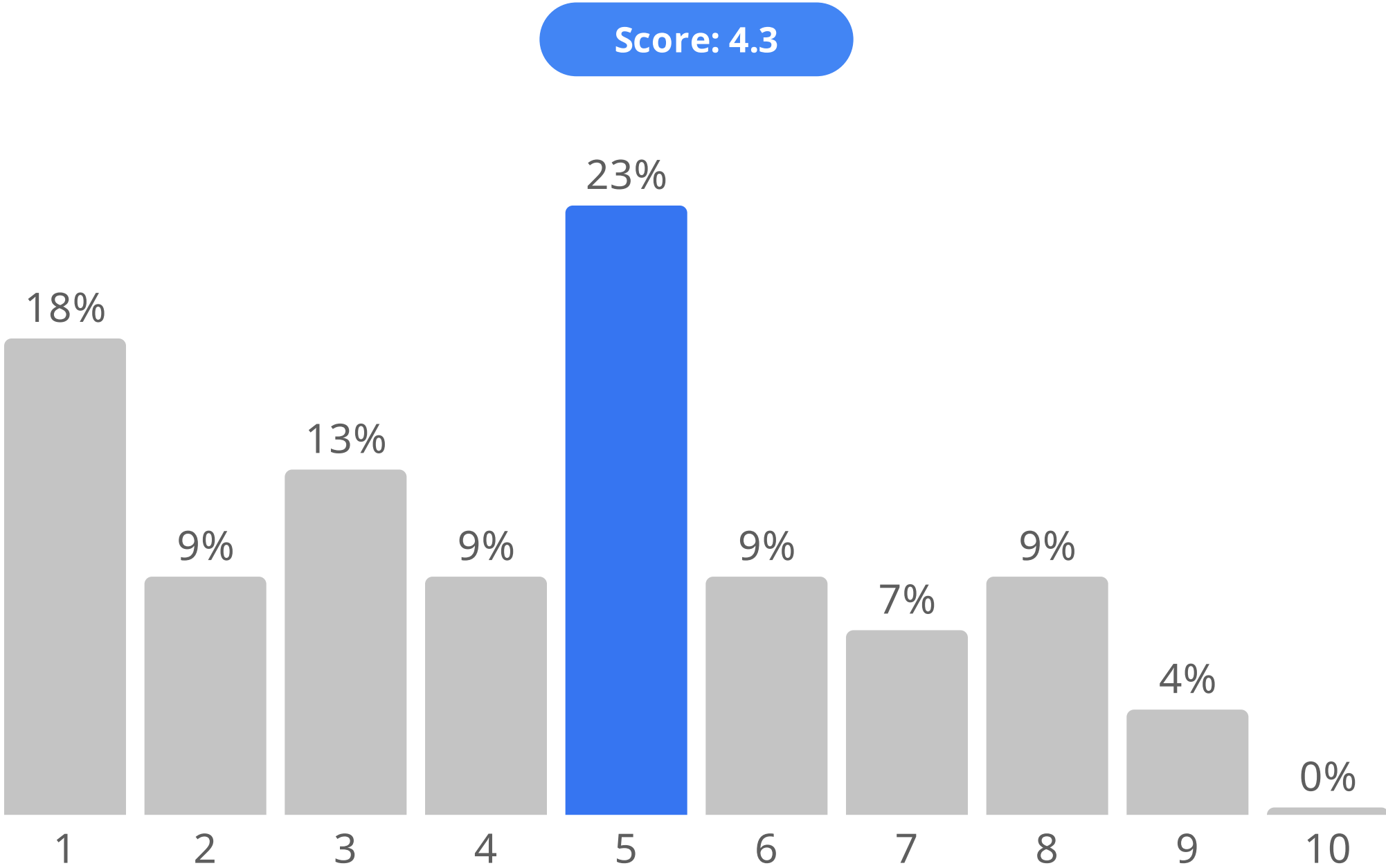
07 - 08 Jan 2021

Poll results

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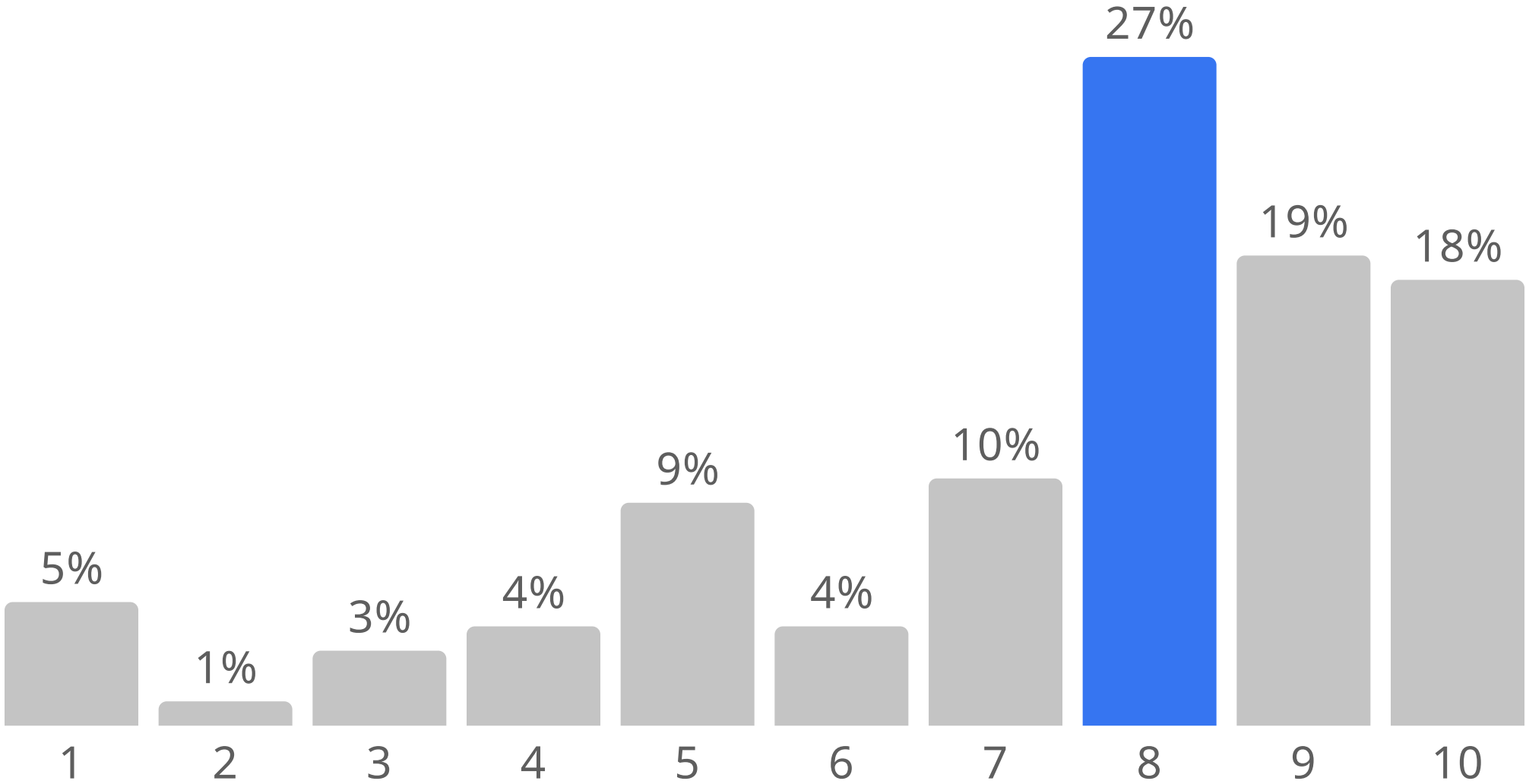
- The Construction Playbook

How would you rate your knowledge of the Construction Playbook?



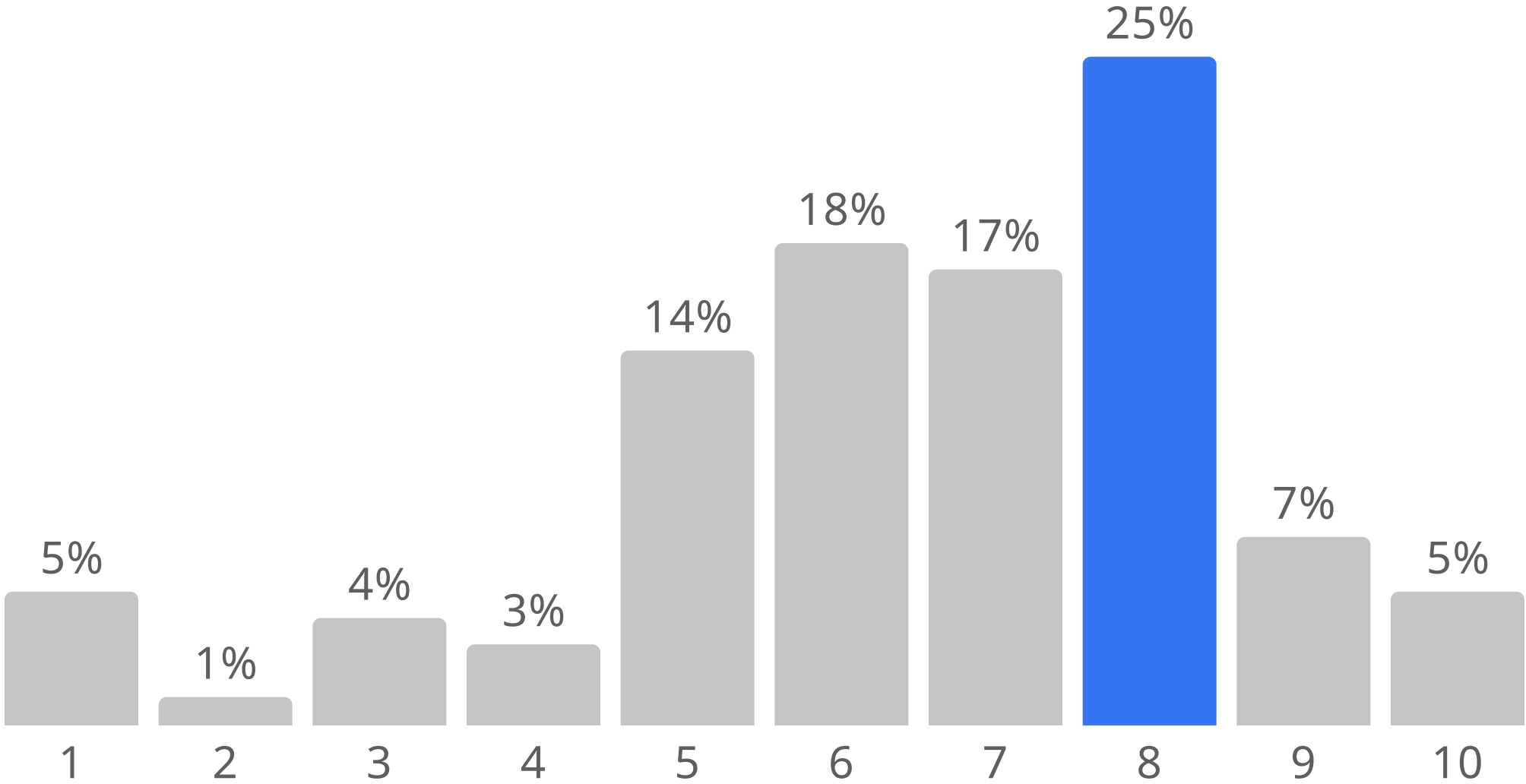
How much do you agree with the approach set out in the Construction Playbook?

Score: 7.4



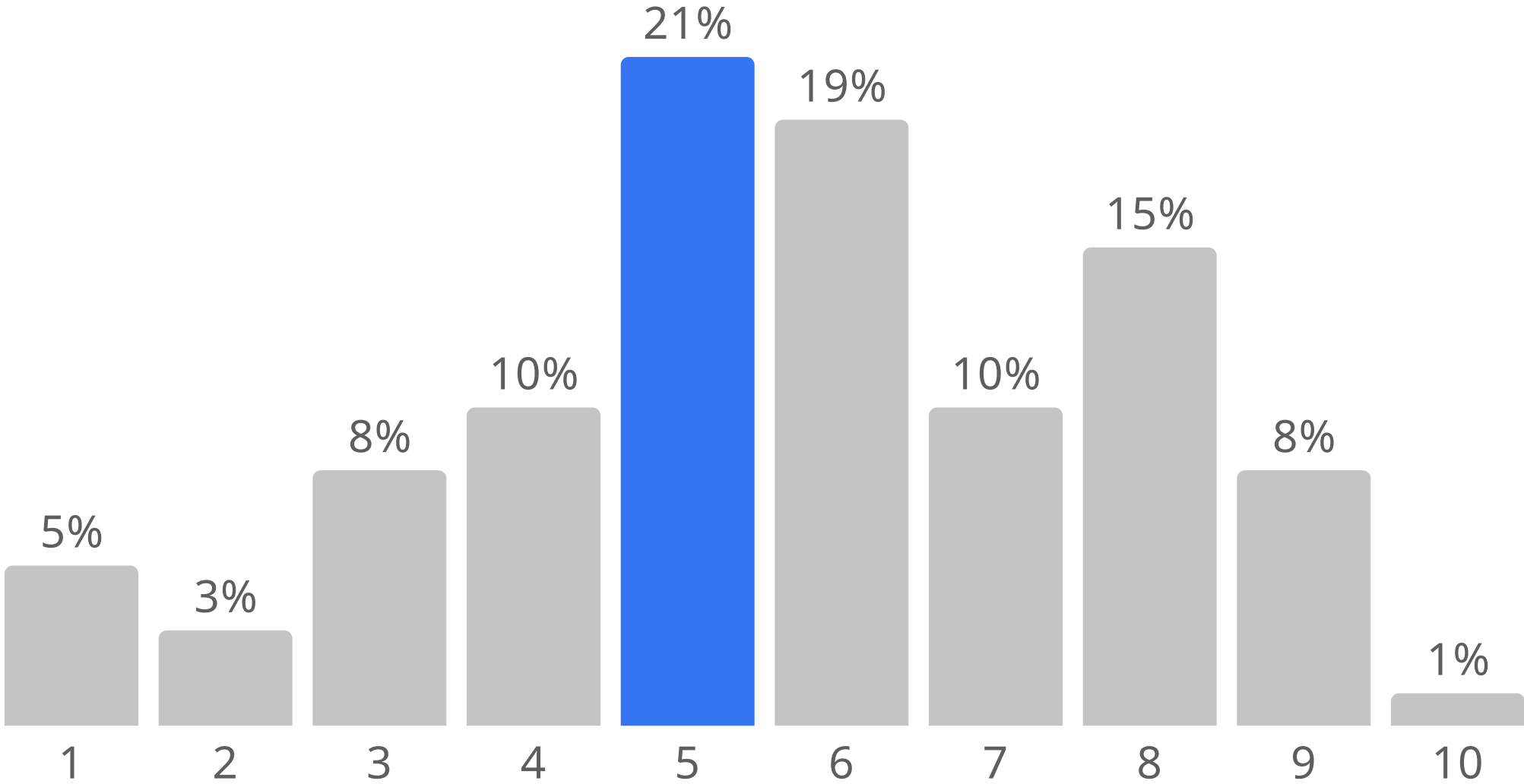
How well do you think the Playbook sets a coherent strategy for driving modernisation within the industry?

Score: 6.4



Do you think there are gaps in the approach it sets out?

Score: 5.7



What should be the priority measures to implement within the Playbook? (1/5)

- supporting mechanisms (including funding) to implement digital solutions, not just relying on 'adoption', possibly offered as initiatives to successful bidders to access
- Client and advisor culture change are the key.
- Digital upskilling of Government Agency operations staff, not just central policy makers.
- Moving away from lowest price and transactional relationships
- Ensure that public sector clients have an appreciation of the value of life cycle approach rather than capital cost,
- ensure contractors stop low bidding and government departments still selecting the lowest bids
- on the environmental aspect, a focus on circularity
- Local supply ! UK manufacturing
- Fair pricing. Improving transparency

What should be the priority measures to implement within the Playbook? (2/5)

- Retentions need addressing. The implementation of project bank accounts v current construction operating models, profitability and increased admin requirements/costs - consider are there better ways to guarantee supply chain payments? Liability caps need implementing quicker. Pipeline guarantees to enable investment and assistance with funding for MMC.
- Contracts that support equally productive, efficient, innovative and profitable outcomes rather than ones that are so amended that it is a hit miss or maybe success at the end for the contractor who generally carries all the risks!
- Listening now it does sound like the implementation will be by way of BIM and a good, RICS regulated, QS
- Obtaining the commitment and trust of the whole supply chain

What should be the priority measures to implement within the Playbook? (3/5)

- Getting real understanding on outcomes. Taking into account embodied and lifecycle carbon in this context. Training of the public sector client generally
- Pricing and payment mechanisms Portfolios
- Industry (client & supplier) upskilling
- Technology that can be used across industry and imposed top down by Government
- so that the customer (taxpayer) has transparency of all the supply chain.
- More opportunities for SME away from the Tier 1 approach
- The various parts need a firmer mandate, and penalise organisations for not compliance. It should also categorically state that it should include all

What should be the priority measures to implement within the Playbook? (4/5)

public projects - not just centrally funded. The stick is needed not the carrot! If there was a firmer “gateway” requirement for the client to appoint suitable specialists at the outset this might help prevent clients guessing at information requirements, or ignoring them all together. The client is key to this,

but often the client is the least knowledgable in the process (with regards to design, procurement and construction)

- Don't know enough I'm afraid.
- Fair payment, Project Bank Accounts, Insurance Backked Alliancing and Retention Protections etc these should all be mandatory, not optional
- To ensure that enough people are communicated with across the sector and it

What should be the priority measures to implement within the Playbook? (5/5)

- is fully understood. This session today is a really good and important.
- Insistence on 2stage and early contractor engagement. Abolish single stage lowest price tendering
 - The supply chain tiers 2 and below
 - Health and safety Asset Management
 - Collaborative procurement practices
 - Information management (data structure, collection maturity & handover)
 - Value for money.
 - ESI, MMC, Net Zero outcome based deliveru
 - Value toolkit alignment

How can the industry best respond to the proposals in the Playbook, and what support does it require to do this?

(1/4)

- Prioritisation and preference by the client
 - Regular reviews
 - Provide more guidance sessions to industry
 - Perhaps a champion nominated in each local authority
 - Full engagement and involvement in best practice groups, driving standards, developing strategy, increased use
- of alliances and collaboration across the industry, focus on outcomes. All require engaged, educated clients and probably training and funding support. Development of consistent digital standards. Submit sensible prices - client to only accept sensible prices; robust adherence to value/quality.
- Explore the "Should Cost Model" for resilience in the contractors

How can the industry best respond to the proposals in the Playbook, and what support does it require to do this?

(2/4)

- use the French method don't accept the lowest bid!
Unfortunately central Government supports lowest price and transferring risk to the contractor who in turns passes it down the line!
- Put a design team in place early on and commit to processes and procedures which can be realistically utilised across the UK
- Clear leadership and joint learning
- In all our dealings promote the CP including wider public sector. Press on with the CIH work on Value
- Show willingness to engage, trial and monitor / share outcomes delivered.
- Be prepared to change and engage with the customer. Reduce overhead on overhead which reduces turnover

How can the industry best respond to the proposals in the Playbook, and what support does it require to do this?

(3/4)

but is likely to increase profit margins but delivers more outcomes for the same money spent.

- The administrators need training to think outside the box, the danger is their old thinking can reduce the take up of this innovative Playbook approach.
- Do we need “construction playbook” consultants/ experts - who fully understand

each aspect required and can assist clients in adhering to it? It is unrealistic to think clients will suddenly become fully knowledgeable in all of the aspects involved in the delivery

- Don't know
- By be open to the change is may require
- More collaboration and early contractor engagement
- It needs a culture

The Construction Playbook (6/6)

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How can the industry best respond to the proposals in the Playbook, and what support does it require to do this?

(4/4)

change as outlined by Latham, Egan and more recently Hackitt. CE is best placed to drive this across the entire supply chain.

- Dissemination to Local Authorities
- Improve training and support innovation.
- In partnership - Buyer and supplier hand in hand
- Engaging in understanding , piloting and learning and sharing learning