

## **Chief Construction Officer – Discussion Document**

Together with OGC, we are releasing the attached discussion paper to help us elicit views from a broad range of interests on the potential role for a chief construction officer.

As you will see, we are looking for views and comments broadly under the headline themes set out by the Business and Enterprise Select Committee in its report, “Construction Matters”. We should be most grateful if you would take the time to consider this paper and the questions it poses and share your views with us.

In responding to the discussion paper (there are a number of questions contained in boxes at the end of each section to help structure responses) we should be especially grateful if you would clearly identify what you believe is the added value a Chief Construction Officer would deliver over and above the work already undertaken by OGC and BERR.

I would be most grateful if you could send your views to Tony Mulcahy by close on **Friday 13<sup>th</sup> March 2009**. Tony’s contact details are:-

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Many thanks in anticipation.

Yours sincerely,

DENIS WALKER  
16 February 2009

# A CHIEF CONSTRUCTION OFFICER – A DISCUSSION PAPER

## Introduction

In its July 2008 report, “Construction Matters”, the Business and Enterprise Committee said:

*To overcome the problem of the fragmentation of construction policy and procurement across government, we recommend the creation of the post of Chief Construction Officer. Acting at a senior level as ‘champion’ of the sector, the post-holder would provide a single point of engagement between the industry and the public sector, having operational involvement in policy and regulatory matters across departments. He or she would hold both private and public sector experience to command the respect of industry and have sufficient clout within government.*

In October the Government announced that it would consult on a potential new ‘champion’ role for the construction industry (press notice attached at Annex A). This said that the potential terms and scope of the role would be considered following engagement with both industry and public sector bodies as part of the Operational Efficiency Programme. The announcement went on to say that duties could include:

- Working with OGC and other organisations to promote best practice in construction procurement
- Acting as the main point of engagement between Government and the construction industry
- Helping to oversee the implementation of Government policy, such as the Strategy for Sustainable Construction
- Championing the industry’s image
- Promoting regulatory consistency across departments
- Helping to co-ordinate the timing of major public sector construction programmes or projects
- Promoting innovation, quality and best practice in the industry.

This paper is part of the process of engaging the wider public sector and the construction industry in the consideration of what role the Chief Construction Officer might practically perform. Using each of the bullet points set out above, we outline the underlying principles and what effective delivery might mean in practice as a basis for seeking views. In each case it will be important to consider:

How the current and proposed work being undertaken in OGC and BERR will meet the concerns raised by the Committee and

- How the creation of a CCO would add value to current and proposed work.

The current economic climate makes it clear that it is not “business as usual”. Government is committed to doing everything it can to help business through this difficult period and is particularly focussed on “real time” solutions. This

paper therefore seeks to focus discussion around what could be achieved within the existing government framework as we believe that would result in more readily deliverable proposals.

## **Procurement**

### **Principle**

The public sector is a major purchaser of construction and it should make better use of its collective purchasing power both to secure value for money and help industry improve business and corporate social responsibility performance.

### **Effective delivery**

A Chief Construction Officer would need to influence and help shape a number of initiatives and organisations if they were to be effective in ensuring that public construction procurement achieves the objective of delivering value for money while helping the industry improve.

The public sector is a diverse client with particular organisational and operational requirements. Some public sector bodies procure construction projects or programmes direct – Ministry of Defence (MoD) Defence Estates, Ministry of Justice, and the Department for Work and Pensions, for instance. Others fund construction work which is procured by others, eg Department for Children, Schools and Families (DCSF) and the Department of Health.

Departmental Chief Accounting Officers and Secretaries of State are responsible for ensuring their Departments get value for money for their Departments' expenditure. The OGC does not have the powers or the resource to carry out enforcement or oversight of the enormous extent of construction procurement activity across the public sector. Nor does it have the authority to make public sector funding conditional on adoption of best practice by Departments. OGC's role has therefore been based on persuasion and on challenging Departmental construction procurement and, if necessary, on escalating an issue to senior management.

Nor has OGC historically monitored implementation of best practice procurement. Such a step would require additional resources. The appropriate application of "mandation", i.e. enforcement, will be a major theme of the Operational Efficiency Programme (OEP), in relation to collaborative procurement.

It is important to create and share a common view of construction procurement activity across Government and to generate and embed associated benefits opportunities. The Collaborative Category Strategy for Construction, which OGC is preparing in conjunction with the Public Sector Construction Clients Forum (see Annex B), is seeking to achieve just that. It will cover ways of embedding best practice in public sector construction procurement. It also envisages that implementation of the Strategy will be

monitored by and with PSCCF members, who will have approved the strategy on behalf of their Departments and Agencies, and will implement the opportunities identified. The Category Strategy work is coherent with, but not dependent on, a possible CCO.

We would welcome a discussion about how a Chief Construction Officer might add value to the following:-

### Central Government

- Operational Efficiency Programme and construction (Annex C)
- Common Minimum Standards
- Achieving Excellence in Construction
- Gateway Reviews
- Public Sector Construction Clients Forum (Annex B)

A note on OGC's principal activities in relation to construction procurement is at Annex D.

### Local Government

- The New Local Performance Framework including Local Area Agreements
- National Improvement and Efficiency Strategy (NIES)
- Regional Improvement and Efficiency Partnerships (RIEPs)

A note on local government procurement is at Annex E.

We would particularly welcome views on:

- whether we have captured all the potentially appropriate areas of influence and responsibility
- how to capitalise most effectively on the influence a Chief Construction Officer could exert
- the balance of persuasion and enforcement in the way a Chief Construction Officer, and the OGC, might carry out their roles
- the priority of each of these possible activities in terms of ensuring the public sector makes better use of its collective purchasing power both to secure value for money and to help industry improve performance

## **Acting as the main point of engagement between Government and the industry / Regulatory consistency**

### **Principle**

Government has a multiplicity of roles relating to the construction industry and needs to ensure that these are effectively linked and managed. There are similarly a multiplicity of organisations representing various interests in the industry and there is a parallel need to ensure these are effectively managed too.

### **Effective delivery**

A wide range of Departments has a direct interest in the construction industry. These interests range from Departments which regulate the industry to those who wish to work with it to deliver wider policy objectives. These include:-

- BERR (Business Enterprise and Regulatory Reform) – construction industry, reform of Construction Act, Sustainable Construction Strategy, Strategic Forum for Construction, employment
- DEFRA (Department for the Environment, Food and Rural Affairs) – environmental sustainability
- DECC (Department of Energy and Climate Change)
- CLG (Department of Communities and Local Government) – Planning, Building Regulations, housing, zero carbon, local Government performance, implementation of Energy Performance in Buildings Directive, Construction Products Regulation
- DWP (Department of Work and Pensions) / HSE – health and safety
- DIUS (Department for Innovation, Universities and Skills) – innovation, R & D funding, skills (Sector Skills Councils etc)
- DCSF (Department for Children, Schools and the Family) – Education (Construction Diploma: Construction GCSE)
- HMT (Treasury) – various construction tax issues, PFI (Private Finance Initiative) Policy.

Each Department is responsible for delivery of specific Public Service Agreement (PSA) targets. In his evidence to the Select Committee, Stephen Timms, then Construction Minister, estimated that construction made a direct contribution to 16 of the 30 PSA targets. This is a situation which needs careful management and co-ordination if Government is to have a fully effective relationship with the construction industry.

While respecting Departments responsibilities to deliver PSA targets, we need to identify how a Chief Construction Officer might effectively improve communications across the industry and Government. Given the broad range of organisations on both sides this is a challenge if we are not to introduce an overbearing bureaucracy. In large part, the role would need to be one, of challenge, persuasion and influence. In that regard it would be essential that a Chief Construction Officer had effective links both across Government and with a number of key organisations and committees

- Strategic Forum for Construction
- CBI Construction Council
- Relevant Sector Skills Councils
- BRAC (Building Regulations Advisory Committee)
- CONIAC (Construction Industry Advisory Committee)
- TSB (Technology Strategy Board)

In addition, they would have an important role to play in briefing the appropriate Cabinet and other Whitehall Committees on construction issues as and when these were central to matters under discussion.

We are not proposing to establish any formal mechanism governing contacts with the Chief Construction Officer. Our assumption is that stakeholders would simply contact any appointed CCO as they see fit.

We would particularly welcome views on:

- Whether we have identified the right organisations and committees where a CCO should have an influencing or facilitating role
- Whether any role should be more formalised and, if so, in what way
- Whether any formal mechanism should be introduced to govern contacts with the Chief Construction Officer and, if so, what
- How the industry might better present or organise itself to Government

### **Implementing the joint industry / Government Sustainable Construction Strategy**

#### **Principle**

The joint industry / Government Strategy for Sustainable Construction is the point at which many of the policies affecting the construction industry come together. It is important that the Strategy has effective leadership.

#### **Effective delivery**

A Chief Construction Officer could be responsible for driving the delivery of the Strategy for Sustainable Construction. He or she could :

- Chair the Sustainable Construction Strategy Delivery Board
- Hold the industry and departments accountable for targets
- Champion sustainable construction throughout the industry and across Whitehall
- Advise CESP (Centre for Expertise on Sustainable Procurement, located in OGC) on the construction elements of sustainable procurement guidance.

We would particularly welcome views on:

- Whether this is an appropriate role for a Chief Construction Officer; and if it is,
- What other mechanisms might a Chief Construction Officer need to ensure that the joint industry / Government Sustainable Construction Strategy is delivered

## **Image of the industry**

### **Principle**

The image of the industry is crucial for it to attract and retain staff, and in terms of corporate responsibility (including health and safety) and the quality of its end product.

### **Delivery**

The industry's image is primarily the responsibility of the industry itself, though Government, as a major customer of the industry, has a strong interest.

Responsibility for image is something which rightly rests in the industry's own hands. This discussion paper therefore seeks comments on:

- What role a Chief Construction Officer might play to help the industry in its efforts to improve the attractiveness of the industry
- The scope of a Chief Construction Officer to drive improvements in corporate responsibility

## **Co-ordinating construction programmes**

### **Principle**

The public sector is a highly important customer and, to ensure the industry is able to respond effectively, can send important signals to the market about the timing of forthcoming construction projects and programmes. The more accurate and reliable the information, the better the industry can plan, and the more value taxpayers should receive from the investment.

### **Effective delivery**

There has been a close interest in Government in this issue for a number of years. Construction was the first market reviewed by Sir Christopher Kelly in his study on the impact of public sector procurement on key markets –

“Increasing competition and improving long term capacity planning in the Government market place.” He recommended that a senior stakeholder group whose role included a market analysis function should be established to receive and consider construction demand data and advise Departments on the market implications of programme implementation.

This is being taken forward by the PSCCF. The Public Sector Construction Demand Database provides the means by which construction clients and the industry can identify, plan and analyse:-

what is planned to be procured;  
by whom;  
when and where; and  
whether better value for money can be obtained by managing demand.

Whilst particular decisions on whether a specific project or programme should proceed must rest with the organization making the investment to deliver on its PSA or Local Area Agreement targets, there are opportunities for better value for money for the public sector as a whole from managing demand. In the November 2008 Pre Budget Report, the Government said it would bring forward £3 billion of capital spend from 2010-11.

A CCO could:

- Own the Public Sector Construction Demand Database (a database of current and planned construction projects and programmes)
- identify opportunities for intervention to optimise the efficiency of the overall programme by adjusting the phasing of its elements.
- Engage with the Major Project Review, Procurement Capability Review and Gateway processes to ensure that agreed policy, best practice and market intelligence are appropriately considered in requirements.

We would particularly welcome views on:

- Ways in which a Chief Construction Officer might add value to the procurement planning process

## **Promoting innovation**

### **Principle**

The innovative capacity of an industry influences its long term competitiveness and effectiveness. It is imperative companies develop leaner, fitter processes, as well as developing a sharper competitive edge in preparation for both the future market changes and increasing environmental challenges and opportunities.

## **Effective delivery**

A CCO could:

- Champion and help foster an innovative culture across the industry and its clients;
- Work with the Strategic Forum to promote the Egan and Latham change agendas;
- Work with the TSB and others to ensure maximum impact from the significant public sector support from publicly-funded construction-related research and development.
- Work with the TSB on promoting the better use of innovative technologies in Government construction procurement.

We would particularly welcome views on :

- Ways in which a Chief Construction Officer could best promote innovation in the construction industry

## **Location of a Chief Construction Officer?**

There seem to be 3 options:-

- Jointly reporting to BERR and OGC / Treasury (OGC is an Executive Agency of Treasury)
- Part of OGC / Treasury
- Part of BERR

### **Jointly reporting to BERR and OGC / HMT**

The Chief Construction Officer's programme of work and priorities would be set and agreed between the two Departments. A Chief Construction Officer would then report jointly to Permanent Secretaries in BERR and OGC, supporting the Egan / Strategic Forum industry improvement agenda and OGC's procurement initiatives.

### **CCO in OGC / HMT**

Under this option, the Chief Construction Officer would report to the Permanent Secretary in OGC. The focus would be on construction procurement, with the Ministerial lead for construction remaining in BERR, and an informal relationship between the CCO and BERR's Construction Sector Unit.

### **CCO in BERR**

Under this option, the Chief Construction Officer would report to the Permanent Secretary in BERR. The focus would be on the Egan / Strategic

Forum industry improvement agenda, with an informal relationship between the CCO and OGC's work on construction procurement.

It would be extremely helpful to have views on the perceived strengths and weakness of various possible locations for a CCO (including, but not exclusively, those described above).

### **Resourcing?**

For a CCO to make an impact above and beyond existing activities it would require an adequately resourced team. The Select Committee report said the Government "must provide organisations such as BERR, the OGC and HSE with the resources and power" for the CCO's objectives to be achieved.

BERR is content that it can meet the non-procurement aspects of a potential CCO from within its existing resources but the OGC is unable to divert further resource to construction without detriment to its other outputs. In particular the Select Committee was concerned by the levels of staff resource available to address procurement issues and, in the context of significantly larger organizations than the OGC (Audit commission and the NAO), said it would be logical to increase the resources which go into preventing procurement problems from arising at the outset and so reduce those that go into monitoring and dealing with failure.

It would be helpful to have views on the resources a Chief Construction Officer would need to carry out his or her functions effectively.

**Press notice**

The Government today announced its intention to consult on a potential new 'champion' role for the construction industry.

The Chief Construction Officer, a civil service position, would serve as the main point of engagement between industry and Government. The Officer would work with and across government departments to help to ease the problem of fragmentation of construction policy across Government.

Full details of the potential terms and scope of the role will be confirmed following engagement with both industry and public sector bodies as part of the Operational Efficiency Programme announced by the Chief Secretary to the Treasury earlier this year, but duties could include:

- Working with OGC and other organisations to promote best practice in construction procurement
- Acting as the main point of engagement between Government and industry
- Helping to oversee the implementation of Government policy, such as the Strategy for Sustainable Construction
- Championing the industry's image
- Promoting regulatory consistency across departments
- Helping to co-ordinate the timing of major public sector construction programmes or projects
- Promoting innovation in the industry

The move comes as part of a response to a key recommendation in the *Construction Matters* report by the House of Commons Business and Enterprise Committee.

Business Secretary John Hutton said:

"Construction is a key sector of the UK economy, generating nearly 9% of GDP and employing more than 2.8 million people.

"But the construction industry is very broad and almost uniquely impacted by a wide range of government departments both through policy and, as a client, through procurement.

"We have known for some time that the industry has felt it needs more dedicated Whitehall support and for government departments to be more joined-up and holistic in their approach to procurement and policy development.

"That is why we have embraced the BERR Committee's recommendation regarding the creation of a new role to 'champion' the sector and to ensure that Government remains consistent and focussed in its relationship with this vital sector."

Notes for Editors:

1. In March 2007 the then Trade and Industry Select Committee launched its first major enquiry into the UK's construction industry. It set broad terms of reference, challenged the sector to demonstrate its strengths, to highlight areas where improvement was needed and the role Government could play in this
2. The Business and Enterprise Committee report, "Construction Matters", which was published on 16 July 2008, draws a number of conclusions and makes a number of recommendations. Central to them is the creation of a new post within Government of "Chief Construction Officer"
3. The response to the full range of recommendations in the Select Committee report is due by the end of October
4. Building on the success of the Gershon Efficiency Programme, the Operational Efficiency Programme forms a key part of the Government's drive to achieve greater efficiency savings across public spending, with the potential to deliver billions of pounds of savings. The Operational Efficiency Programme will be wide-ranging, focussing initially on 5 strands examining cross-cutting areas of Government spending. The programme will deliver its recommendations by Budget 2009. The initial 5 workstrands are:
  - Back office and IT;
  - Collaborative procurement;
  - Asset management and sales;
  - Property and
  - Local incentives and empowerment.
5. The Department for Business Enterprise and Regulatory Reform helps UK business succeed in an increasingly competitive world. It promotes business growth and a strong enterprise economy, leads the better regulation agenda and champions free and fair markets. It is the shareholder in a number of Government-owned assets and it works to secure, clean and competitively priced energy supplies

**PUBLIC SECTOR CONSTRUCTION CLIENTS FORUM**

1. The Public Sector Construction Clients Forum (PSCCF) was established in December 2005, in response to a recommendation in the March 2005 National Audit Office report, "Improving Public Services through better construction". This stated that OGC should establish and support a single departmental forum at senior management level to strengthen the leadership and coordination of public sector construction activity. OGC is currently working with the PSCCF to develop a Category Strategy for Construction to further embed existing best practice (such as Achieving Excellence in Construction and Fair Payment practices) in construction procurement.

2. The PSCCF mission is "to lead improvement in the value for money obtained for the public sector construction procurement, leading to better public services through delivery of built environment programmes and projects that are both cost effective in whole life terms and sensitive to social and environmental considerations."

3. The PSCCF aims to:

- lead improvement in the whole life value for money procurement of sustainable built environments across the public sector, including PFI projects, by:
  - facilitating co-operation and communication with the construction industry;
  - promoting more comprehensive and complete adoption by the public sector of the principles of the Achieving Excellence in Construction initiative;
  - championing design excellence and sustainability.
- oversee and endorse the next phase of the 'First Kelly Market' work, including receiving and considering demand data and, with the Smarter Construction Metrics and Analysis Team, undertaking a market analysis function with the aim of advising departments on the market implications of programme implementation.
- champion, lead the implementation of, and promote good practice and other changes consequent on the agreed outcomes of the Group, within their own organisations, across the public sector and with industry suppliers.
- consider how best to achieve increased inter-client co-operation on such matters as strategic sourcing, frameworks and common processes like project banking or project insurance
- commission, oversee and endorse the outcomes of limited life operational level working groups to be established to take forward particular areas of work to support and inform the Group.

4. The current membership of the PSCCF is as follows:-

Dame Mavis McDonald		PSCCF Chair
Graham Denton	Chief Executive	Highways Agency
Rob Smith	Head of Gateway Team, & Director of Estates & Facilities	Department of Health
Jim Price	Head of Professional Services	South West Regional Development Agency
Sally Brooks	Head of Schools Capital & Buildings	Department for Children Schools & Families
Andrew Smith	Chief Executive, Hampshire County Council	Local Government Task Force
Steven Douglas	Chief Executive	Housing Corporation
Richard Simmons	Chief Executive	Commission for Architecture & the Built Environment
Vice Admiral Tim Laurence	Chief Executive	Ministry of Defence, Defence Estates
John Aspinall	Director for Estate Capacity	Ministry of Justice
Alex Holmes	Value for Money Team	HM Treasury
Don Ward	Chief Executive	Constructing Excellence
Denis Walker (observer status)	Director, Construction Sector Unit	Department for Business, Enterprise & Regulatory Reform
James Wates	representative	Strategic Forum for Construction

Office of Government Commerce

Mike Greatwich		
John Ioannou	PSCCF Executive Officer	
Mike Burt		
Phil Heenan	PSCCF Secretariat	

## THE OPERATIONAL EFFICIENCY PROGRAMME (OEP)

1. On 3 July 2008 Yvette Cooper, Chief Secretary to the Treasury, announced the establishment of an Operational Efficiency Programme [insert weblink to "Operational Efficiency Programme: prospectus"] to report on how Government could drive additional efficiencies in the next Spending Review period. The OEP is the latest phase in the drive to ensure taxpayers get the best deal possible from the public services they fund, drawing on expertise across the public and private sectors.

2. The programme is focusing on four cross-cutting workstrands where the potential for efficiency gains has been identified. The four strands are:-

- Back office and IT (led by Martin Read);
- Collaborative procurement (led by Martin Jay);
- Asset management / sales (led by Gerry Grimstone); and
- Property (led by Lord Carter).

The OEP is also looking at local incentives and empowerment. An initial report of the work of the OEP was published in the Pre Budget Report.

3. Martin Jay is looking at options for building on the work already underway to promote collaborative procurement in Whitehall. This has developed or is developing collaborative category management strategies for government spending on energy, fleet, office solutions, travel, ICT, professional services and food. Martin Jay's remit is to challenge the government to be more ambitious both in terms of the categories covered through a unified value for money strategy and to extend the coverage of the programme more widely. Martin Jay is suggesting construction as an obvious category for further work and that is why the issues raised in the BERR Select Committee report around the CCO will be addressed by the government, and solutions proposed, alongside the Operational Efficiency Programme. The fragmentation of the public sector "client", engagement with the government's suppliers, enforcement powers and resourcing are themes that emerge across all categories of collaborative public procurement. They will be addressed category by category but also strategically, by Martin Jay's review. This is why the Government wishes to confirm full details of the potential terms and scope of the role of Chief Construction Officer as part of the OEP.

## OGC: ACTIVITIES IN RELATION TO CONSTRUCTION PROCUREMENT

The OGC Construction team's principal activities and links include:

- **Public Sector Construction Clients' Forum (PSCCF)**
  - Supporting the effective operation of the PSCCF.
  - Using PSCCF's collective leadership to bring about improved construction project / programme delivery and industry improvement.
  - Using PSCCF's collective leadership to deliver improved whole life VFM (Value for Money) in construction procurement.
  - Using PSCCF to undertake a market analysis / management role.
- **Market Analysis and Demand Management**
  - Profiling government's planned future demand.
  - Operation of an econometric model linked to the ConstructionSkills (sector skills council) model and to Experian's data on private sector demand. This enables an analysis to be made of the impact of public sector construction demand on the industry's capacity to deliver and output price inflation.
  - OGC makes the model available to construction clients to help them take account of the potential expenditure implications.
- **Fair Payment in construction**
  - OGC is promoting the implementation, and quantifying the benefits of, the principles set out in the OGC Guide to best 'Fair Payment' practices, which was agreed with industry.
  - Arrangements to monitor progress of implementation through to 2010.
- **Common Minimum Standards**
  - In 2005 the Chief Secretary to the Treasury established the Common Minimum Standards (CMS) mechanism. Adherence to the CMS in respect of construction procurement is mandatory across Government (though advisory for local government and devolved procurers). When operating as intended, the CMS mechanism requires Departments to share, coordinate and clear issues affecting construction procurement at an early stage. OGC was given the "clearing role" function in the CMS mechanism.
- **Policy development and support**
  - OGC is the focal point within government for construction procurement policy issues.

**Implementing Achieving Excellence in construction and Common Minimum Standards for the procurement of built environments.**

- Promoting embedding of Achieving Excellence in Construction (AEC) good practice.
  - Promoting embedding of Common Minimum Standards for the procurement of built environments.
  - Continuous real-time monitoring of project performance as a result of AEC embedding.
  - OGC is working with industry and public sector clients to embed the agreed Construction Commitments on best practice procurement.
- **Whole-life value.**
    - Promoting of the whole life value approach to decisions on construction procurement.

## **Local Government**

1. Research commissioned by the Regional Centres of Excellence (one of the predecessor bodies to the present 9 Regional Improvement and Efficiency Partnerships) categorised construction spend as the biggest area of local authority external expenditure. Construction categories (buildings, roads, materials, and consultancy) feature in the top ten spend areas in local government.
2. The Local Government Task Force (LGTF) was established by DETR (autumn 2000) as the lead agency for the promotion and development of the “Egan” inspired “Rethinking Construction” agenda in local government.
3. With the emergence of the SR04 Efficiency Review, the LGTF and the RCEs increasingly focused attentions on efficiency related matters. Construction and property management was the largest single area of local authority expenditure, and the LGTF offered expertise in maximising construction efficiency. Since its establishment in 2000, the LGTF carried out a broad range of work to support efficient local government construction procurement. CLG funding to the LGTF in the context of SR04 ended on 31 March 2008.
4. Whilst they would need to stay coherent with the OGC and PSCCF’s work on the Construction Category Strategy, Local Government specific roles for a CCO might include:
  - To assume the role of ‘conduit’ for sharing good practice information between central and local government, including ensuring effective roll out of guidance and other material

## **The New Local Performance Framework including Local Area Agreements**

- To work with sector champions to identify the extent to which the new performance framework, and in particular Local Area Agreements (LAAs), support best practice construction procurement, and make suggestions on where improvements to LAA delivery can be made

## **National Improvement and Efficiency Strategy (NIES)**

- In line with the principles of the NIES, to work with Government Departments and local government support agencies (including the LGA and the RIEPs) to provide assistance, for example, by recommending ways to overcome specific sector capacity and project deliverability constraints.

## **Regional Improvement and Efficiency Partnerships (RIEPs)**

- To be the primary interface with the RIEPs and sector champions on local government construction procurement matters.