



Shaping public  
construction

# SCF

## End of Term Report 3<sup>rd</sup> Generation 2015-2019

[scfsolutions.org.uk](http://scfsolutions.org.uk)

South East & London: 01962 845942  
SCF, The Castle,  
Winchester, SO23 8UJ

South West: 01392 382444  
SCF (Room 120), County Hall,  
Exeter, EX2 4QD

## Contents

---

<b>Summary</b>	5
<b>Preconstruction Performance</b>	7
<b>Construction Performance</b>	9
<b>Benefits</b>	11
<b>Sector Focus</b>	
Primary and Secondary Education	13
Higher Education	15
Leisure	17
Central government	19
Fire, police and health	21
Civic and community	23
<b>Social Legacy</b>	25

*“SCF is a bold collaboration which has resulted in unparalleled influence and huge successes across diverse sectors and client groups. Bringing together the industry’s most forward thinking professionals, SCF has driven never before seen levels of collaboration using the unique integrated team approach.”*

Adam Sanford  
SCF Framework Manager



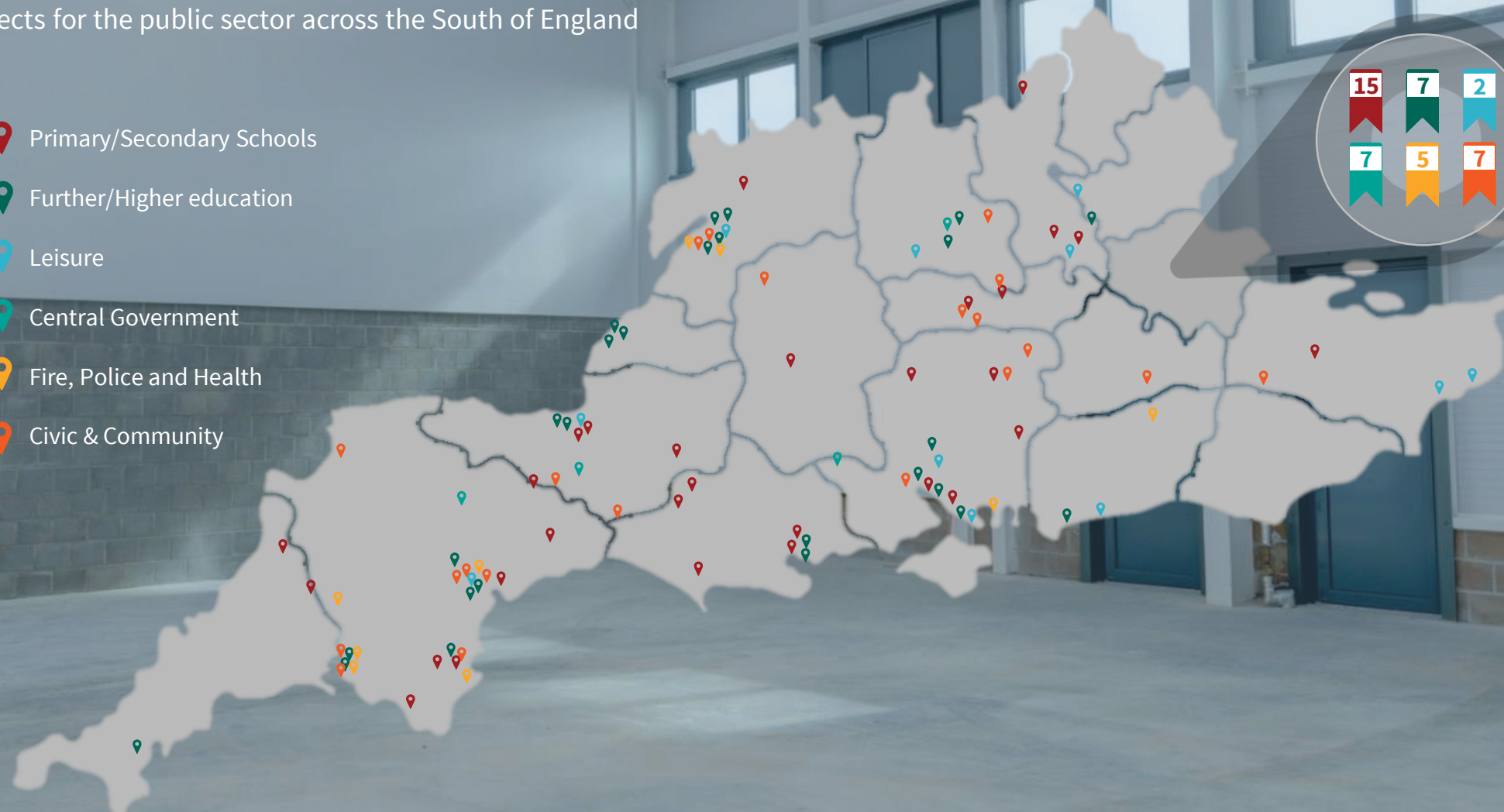
# Summary

As SCF enters its 4th generation, this report looks back at the 4 years of its 3rd generation. The framework operates a fully managed, integrated team approach to the two stage open book procurement methodology. As the trusted advisor to over 80 Public Sector Clients, the SCF's approach provides a process that facilitates best practice and comprehensive risk and value management. End to end support ensures contractor performance and our KPI data provides Clients with up to date performance measurements and market intelligence. As displayed on page 11 of this report, SCF has proven delivery of demonstrable benefits during the preconstruction and construction phase, leading to positive outcomes for numerous clients and end users.

SCF has delivered over £2.5bn worth of public sector projects since its inception in 2015, consistently delivering over £500m of public works per annum, topping £600m per annum in the last 4 years, with individual projects ranging from £500k to £250m in value. The Civic/Community sector has been the largest sector over the last 4 years, with a dramatic increase in work load from the previous generations of 2 stage frameworks. Although still a core area of delivery, this generation has seen a large decrease in workload from the primary school sector. Elsewhere, the increase in demand for new Sports and Leisure facilities represent local governments move to upgrade aging facilities, delivering new state of the art amenities for local communities. SCF is well placed to respond to the changing requirements of local authorities. Partnering with 11 tier 1 contractors, SCF has the ability to deliver across the wide variety of sectors which support our public sector clients, whilst delivering value for their communities.

## Delivering major projects for the public sector across the South of England

- Primary/Secondary Schools
- Further/Higher education
- Leisure
- Central Government
- Fire, Police and Health
- Civic & Community



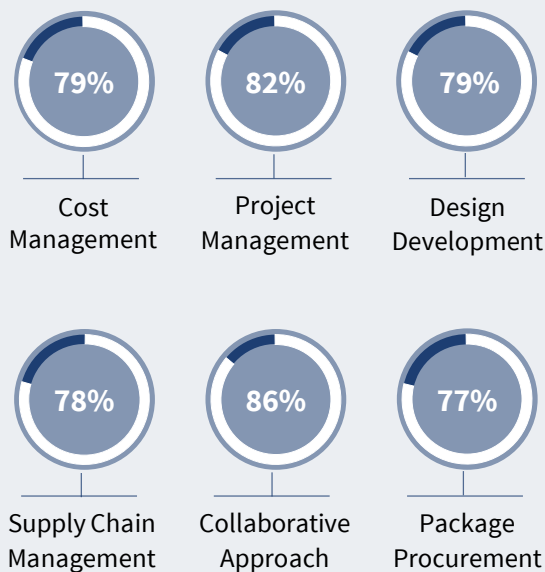
# Preconstruction Performance

The preconstruction period offers clients an opportunity to work closely with Tier 1 contractors and their specialist supply chains, to develop designs, understand buildability improvements; identify, manage and mitigate risks whilst ensure programmes and delivery are fully achievable. Well managed preconstruction periods ensure better cost and time predictability on site, and provide the greatest opportunity for contractors to add value to a clients project.

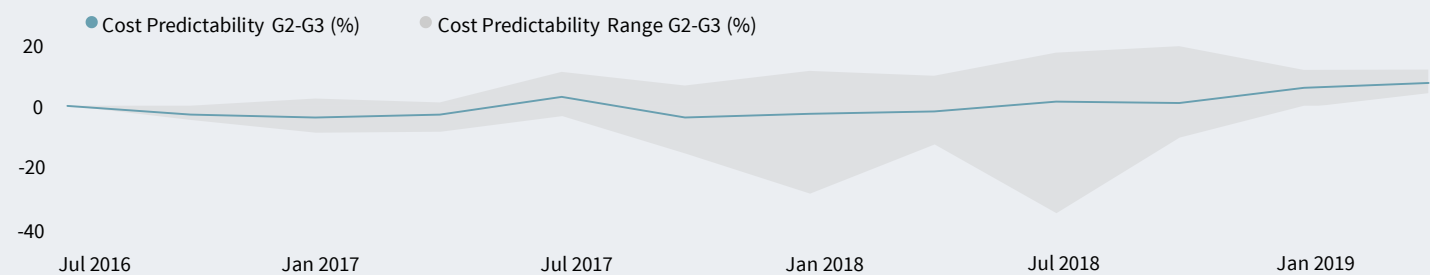
Time predictability of the preconstruction period shows an extended preconstruction period, by 24% on average, from the initial client programme. Although lengthening overall programmes, SCF see those projects with the longest preconstruction programmes as having far more cost and time predictability in construction. Where preconstruction periods are shorter, there is clearly less opportunity to fully understand and manage risks, less opportunity to add value and ultimately projects are not as successful.

Contractor Performance has been very strong throughout the last 4 years, with all the KPIs scoring approximately 8/10 on average. The contractors approach to collaboration comes out as our strongest KPI, reemphasising the SCF commitment to collaboration, creating positive relationships, integrating as part of the client team to maximise opportunities to deliver value .

## SCF Contractor preconstruction KPIs



The integrated team approach is designed to ensure affordability during the preconstruction period, with project teams undertaking extensive risk management and package procurement exercises. Throughout this process, SCF track the expected construction cost, recording an average decrease in costs by 1% on the initial budget.

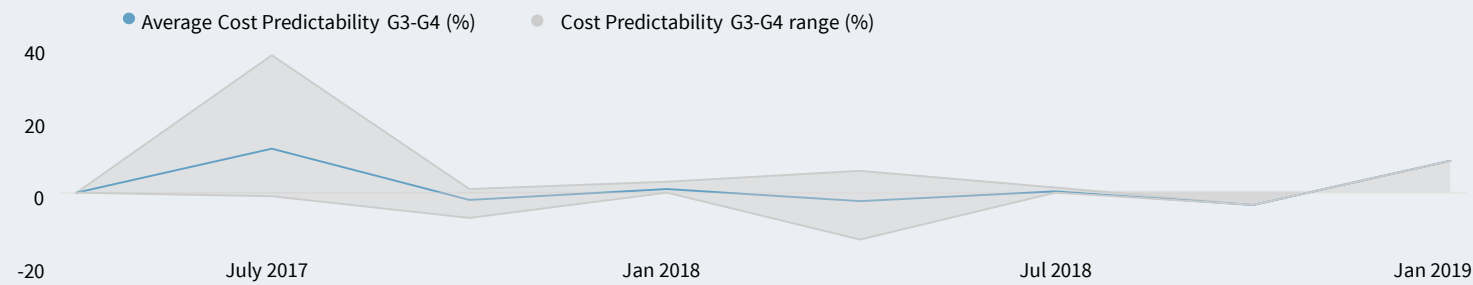


# Construction Performance

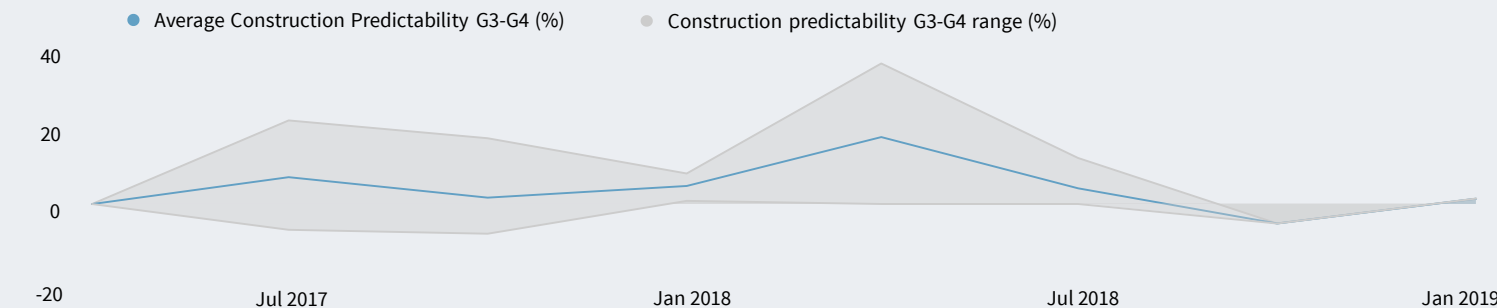
We have seen the exemplary contractor performance during preconstruction, continued into the construction period. We are particularly proud of our contractors maintaining a dedication to the SCF's collaborative ethos, as highlighted by the KPI of 8.6/10. Additionally, our contractors have been particularly proficient with health and safety management, standing by our health and safety charter.



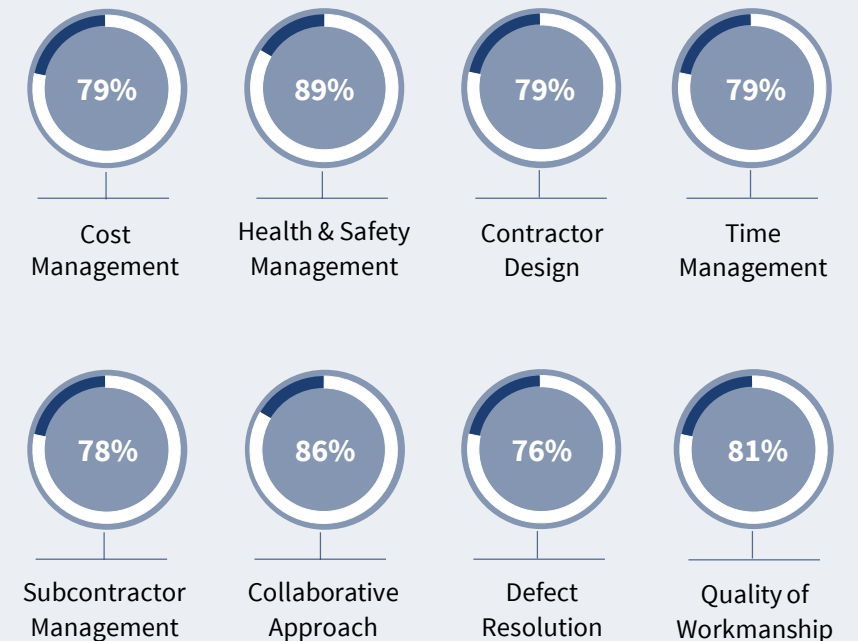
Cost predictability is key for Public sector clients once work has started on site. As such, it is a key performance measure for SCF. To date, SCF projects have been delivered within 2% of the agreed contract sum.



As with costs, delivery of projects on time is paramount to the public sector, with key milestones and deadlines to meet specific needs within communities. Again, SCF projects are delivered on average within 2% of the agreed contract programme, with 80% delivered on time.



## SCF Contractor construction KPIs



# The Benefits of the SCF

**Cost** Cost reduction through integrated team approach

**1%** cost reduction in preconstruction

**Quality** End user satisfaction

**94%** of end users score their product 8 out of 10 or higher.

**87%** Industry average

**Design** Adding value savings of £130m

Added benefits of **10%** on all projects through integrated preconstruction

**Time** Preconstruction completed on time

**70%** of preconstruction is completed on time. The industry average is **59%**

**Risk** Risks mitigated in preconstruction

**£10m** of added value through risk management in preconstruction

**Time** Construction Programme delivered on time

**10%** more likely to be delivered to programme than industry standard, with only an average of 3.5 weeks delay on those projects that overrun.

**Social** Supporting local SMEs

**85%** of spend with SME's

**60%** local spend

**Cost** ROI

Over **£13** of added value benefits for every £1 spent in preconstruction

**Cost** Cost certainty on site

On average, projects are delivered within **2%** of contract sum

**Design** High quality design

**8/10** or higher on **95%** of projects for quality of design

**Social** Delivering employment and skills

Over **11,500** apprentice trainee weeks delivered on SCF projects

**196** new apprentices through SCF

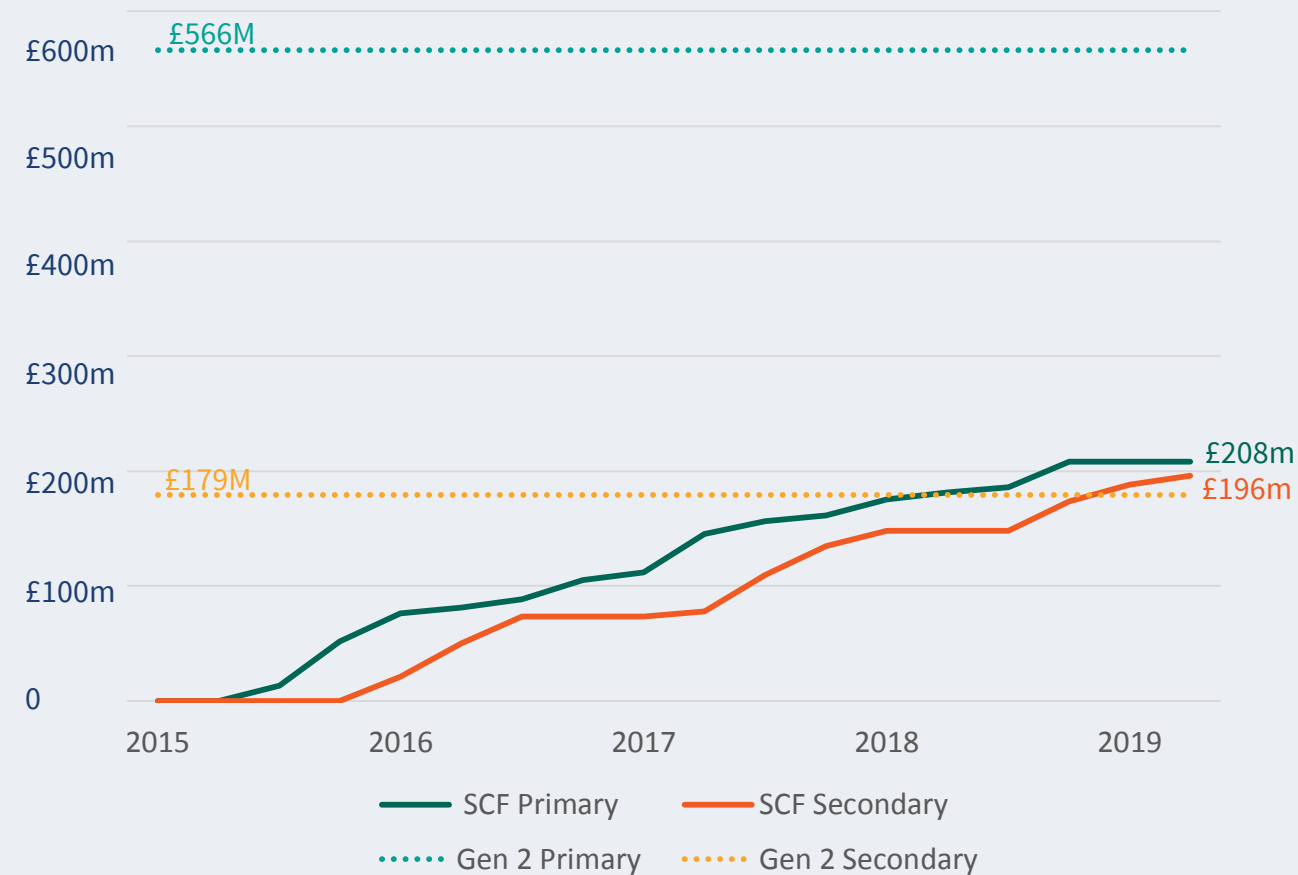
# Primary/Secondary Education

The Primary and Secondary Education sectors have been a significant part of the SCF, with 16% of the total £2.5bn spend, and 45 of 157 projects, in this generation of the framework being in the Primary and Secondary Education sectors.

Despite this, as shown in the graph below, this generation has seen a significantly lower value of work in these sectors in comparison to the previous 4 year framework. As mentioned above, these sectors remain a core deliver area of the framework, and our contractors have a vast catalogue of experience delivering successful school schemes.

## Proven track record of delivery for education

Despite the drop off in delivery of both primary and secondary facilities, SCF has partnered with contractors that are experts in delivery and remains well placed to assist the public sector in the delivery of additional school places.



Total Spend  
**£404M**

Added Value  
**£13M**

Number of Clients  
**14**



**St Michael's School**

**“It has been a pleasure working with Morgan Sindall at St Michael's School. The opportunity for students to access real life local construction projects has been outstanding.”**

Maria Hamblin - Careers Lead  
Wellington Academy

## Further/Higher Education

In recent years there has been a noticeable increase in the number of higher education projects being procured through the framework. The value of work through the SCF is almost double the £245M which was procured during the previous generation.

For the Higher Education Sector, contractors have performed strongly, witnessing a year on year improvement in overall performance, particularly in terms of the collaborative approach and project management KPIs recorded by the framework.

Higher education is a key sector moving forward, and the positive steps in contractor performance over this generation stand SCF in good stead for the future.

### Contractor performance in higher education

SCF has seen year on year improvement in contractor performance in higher education projects since 2015



Number of Clients

22

Number of Projects

33

Total Spend

£443M

Added Value

£23M

Contractor Construction Performance

9/10



Bridgwater College

**“Overall a very good experience and we now have a building to be proud of.”**

David Harper - Head of Estates  
Bridgwater & Taunton College



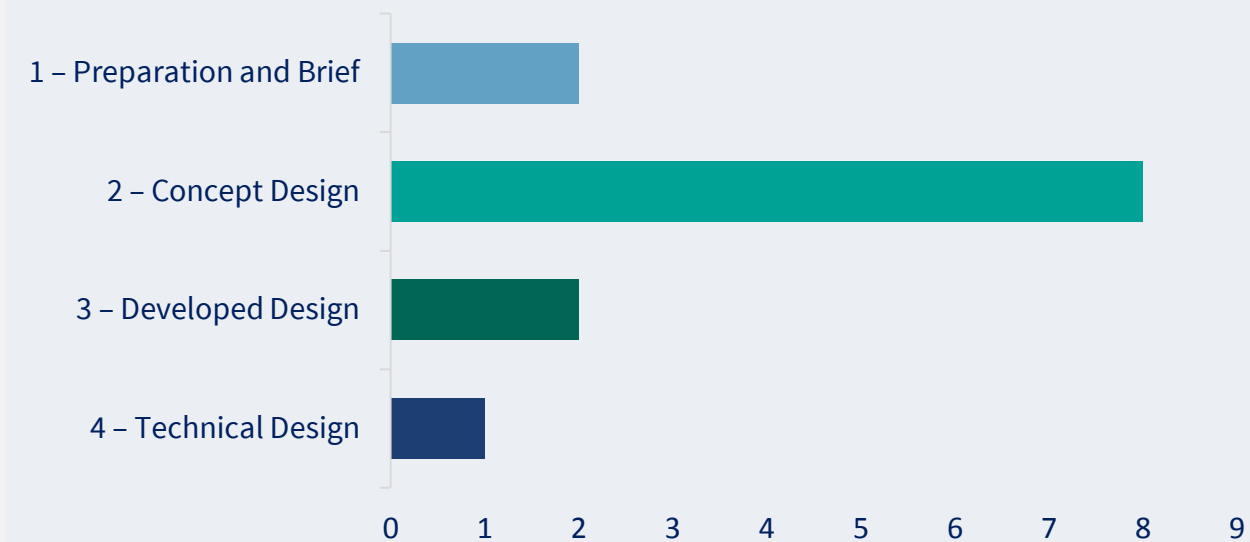
# Leisure Overview

SCF has seen a large increase in demand for leisure facilities across the South. This trend has been driven by a number of factors; As local communities have become engaged with well-being, health and fitness, combined with the aging of traditional leisure centres, councils have had to invest in modern facilities, providing community space, with state of the art health and fitness opportunities and improved environmental performance.

Leisure projects amount to 14% of SCF's total project value, with 13 new projects having been procured on a 2 stage basis. These clients have found excellent results by engaging with the framework contractors during the early stages of their projects. Through early engagement, the expertise and buildability advise of our contractors have led to clients scoring contractors over 9 out of 10 for their project management and collaborative approach. Additionally, on average, the actual total project costs have been 7% lower than the budgeted figure.

## RIBA Stage of Contractor Engagement

Early contractor engagement on leisure projects has ensured that clients have received the best advice to deliver their new leisure facilities



Total Spend  
£340M

Added Value  
£15M

Number of Clients  
12

### Littlehampton Leisure Centre

**“This project started as a bit of a dream in 2011. We wanted to offer something better for the wellbeing of our community, and here we are after a lot of hard work!”**

Nigel Lynn – CEO  
Arun District Council

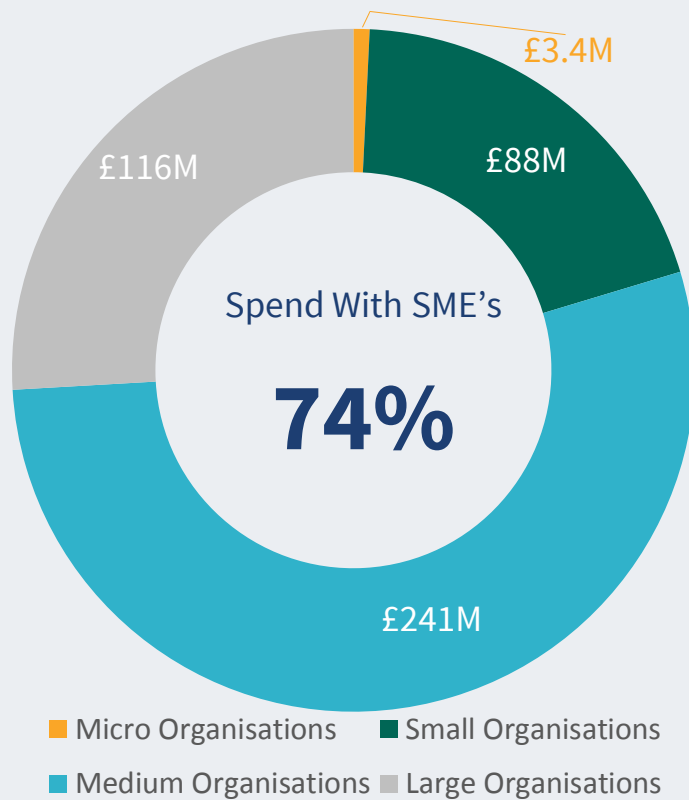
## Central Government Overview

Of the £2.5bn worth of projects delivered by the framework, 18% has been in the Central Government sector, with 9 clients procuring 11 projects.

In central government contracts, there is a target to achieve a total of 33% of spend with small and medium-sized enterprises (SMEs) by 2022.. During the last 4 years, central government projects procured through the SCF have achieved an SME spend that is more than double of the government target. We will further promote spend with SME's and communicate the widespread benefits for the construction industry.

### SCF promote delivery by Local SMEs

SME spend is a cornerstone of the framework, for which targets of over 70% have been included in KPIs for over 8 years



Total Spend

£450M

Added Value

£44M

Number of Clients

9



### UKHO

“On behalf of all at the UKHO, I would like thank your team for the exceptional delivery. Not only was this achieved within the time and cost agreement but with outstanding quality.”

Johanna Funnell - Client Project Manager  
UKHO

# Fire, Police and Health Overview

SCF's Fire, Police and Health projects amount to £217M in value, with 9 clients procuring 14 projects through the framework. The framework has however, seen a decline in the value of works procured over the past 4 years with £121M in 2016, £51M in 2017 and £42M in 2018 procured via the framework.

Despite the noticeable drop in value of projects coming through the SCF in this sector, contractors on the framework have maintained exemplary performance which our clients have rewarded with strong KPI scores. In particular, attention should be drawn to the collaborative approach KPI, for which contractors have scored almost 10 out of 10 on average. SCF are proud of figures such as these, which confirms our contractors are committed to working in fully integrated project teams.

## Contractor's KPI's



**9.7** /10 for their collaborative approach



**8.7** /10 for procurement



**9.3** /10 for project management



**9.3** /10 for cost management



**9.2** /10 for supply chain management

Total Spend	Added Value	Number of Clients
£217M	£7M	9



### Hendon Driving School

“Positive relationships between all parties has enabled the project to proceed smoothly. Working with the supply chain in a two stage environment has added value to both the design and construction.”

## Civic and Community Overview

The construction of new facilities such as community hubs, libraries and offices are particularly vital for local government and their communities to ensure they are sustainable and adaptable for their immediate and long-term need. The total project value of the SCF Civic and Community sector is £550M and a total of 21 clients have procured 27 projects through the framework in this sector.

Most projects in this sector have seen significant savings in construction costs during the preconstruction period; with an average saving of 4%. This is made achievable through the integrated team approach of the framework and practices such as early engagement of the main contractor, and their specialist supply chain partners who can help eliminate unnecessary expenses and develop efficiencies.

Total Spend

£548M


Added Value


£13M

Number of Clients


21


### Predictability


 -4% cost predictability in preconstruction

 0.4% time predictability

### Contractor's KPI's

 8.1 out of 10 for design development

 8.2 out of 10 for collaborative approach

 8.3 out of 10 for project management



### Oceansgate

“Oceansgate is one of our success stories in the LEP’s portfolio. The official opening of Phase 1 confirms Oceansgate’s status as a world-class centre for the marine sector.”

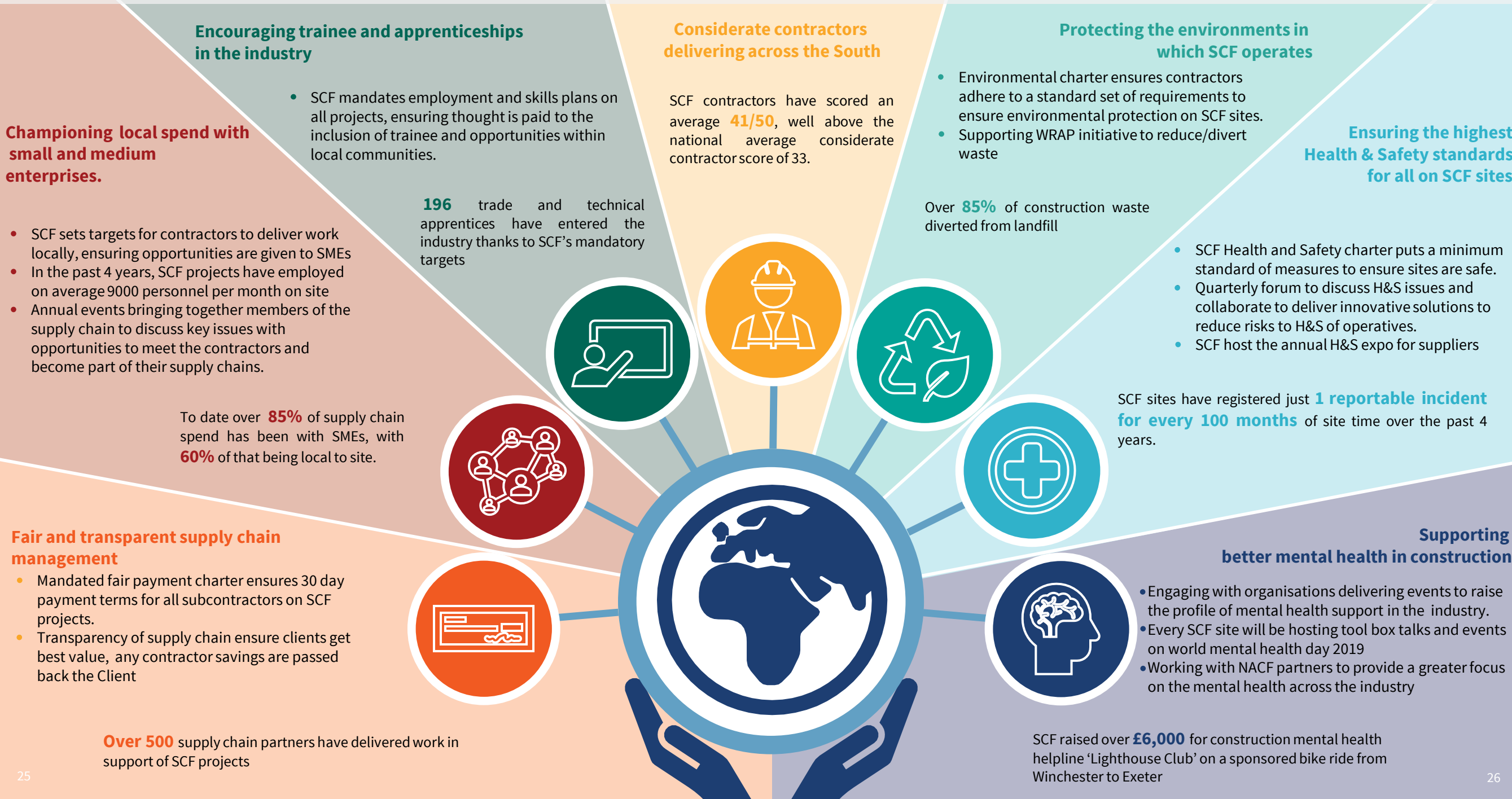
Chris Garcia  
The Heart of the South West LEP

# Social Legacy

SCF is dedicated to delivering social value, to creating ground-breaking solutions to create enhanced social outcomes for all of those influenced by our projects, whilst supporting initiatives related to our role in the National Association of Construction Frameworks (NACF). We aim to use our unique position to support a future of sustainable development and shared value for communities, generating career prospects for all in the industry, promoting widespread collaboration and transparency, whilst finding innovative ways to reduce the impact construction has on the environment.

We recognise the importance of addressing social value in construction and through partnerships with national contractors, working alongside regional frameworks across the country, we will continue to find new ways to support social, economic and environmental improvements in the industry.

The SCF has delivered numerous social value outcomes over this generation of the SCF, providing various benefits to local communities across the south of England. Some noteworthy SCF outcomes are shown below.





Shaping public  
construction

SCF has been delivering major projects for the public sector for over 12 years with the goal of creating lasting partnerships between the SCF community, through contractors, clients, consultants and the supply chain, providing efficiency and value for the public.

The last 4 years have seen the SCF cement its place as the trusted advisor to the public sector, delivering projects for over 70 public sector clients utilising the integrated two stage approach to deliver their capital projects. Through early engagement and the integration of contractors and industry professionals within the client team, this integrated approach has ensured the highest level of value can be achieved.