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Construction project governance — Guidance on delivery management

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National foreword

This British Standard is the UK implementation of ISO 6082:2025.

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A list of organizations represented on this committee can be obtained on request to its committee manager.

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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO document should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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This document was prepared by Technical Committee ISO/TC 59, *Buildings and civil engineering works*, Subcommittee SC 18, *Construction procurement*.

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Introduction

The way clients approach procurement has a major influence on how the industry behaves, performs and, ultimately, delivers value in projects. For each individual project or group of projects, the client's procurement strategy is what orchestrates the collaboration between design professionals, contractors and subcontractors, ensuring that client requirements are met efficiently and effectively (as outlined in ISO 10845-1). Procurement processes not only bring together these various contributors but also establish the terms of engagement, defining the roles, responsibilities, and risks that bind the parties, with the aim of achieving value for money and maximizing project outcomes.

ISO 21502 offers guidance on concepts and practices for project management that are important for and have an impact on a project's successful delivery. It is intended to apply to any public or private organization, as well as any type of project within any industry, regardless of the purpose, delivery approaches, life cycle model used, complexity, size, cost or duration. However, industry-specific adaptations of ISO 21502 are necessary for construction works projects.

The adaptions which are necessary to accommodate the specificities of the construction industry include:

— the need to simultaneously address the geography, site conditions, communities, physical environments, existing construction works, as well as a wide range of stakeholder requirements, client's value proposition and project constraints;

— an ever-changing, complex environment, often with a high degree of known and unknown risks;

— the scale and complexity of projects require high-impact evidence-based decision making with material implications for cost and outcomes;

— the frequent one-of-a-kind product which is delivered on a particular site rather than mass-produced items delivered in a factory environment;

— the frequent integration of built environment professions and engineering disciplines in the design and delivery processes;

— the delivery of a project in phases, which provides an opportunity to review and refine the project design and implementation strategy, as well as to validate the investment intention;

— the industry being almost entirely based on a competitive market environment for project cost, schedule and performance delivery;

— the nature of the contracting construction businesses which are paid for work in progress and become a conduit for payment to those businesses who do the actual work;

— projects being delivered through multiple contracts where:

  — the individual pieces in a single project have no value without every other piece being successfully completed;

  — requirements (specifications), availability of resources (supply-side issues) and the context (how and why projects take place) can change between project inception and completion, particularly where there is an appreciable time between these milestones;

— the involvement of different combinations of funders, professionals, site conditions, materials and technologies and general contractors, specialist contractors, skills and workforces on each project;

— the development or utilization of land;

— the magnitude of individual transactions which can form a major portion of the annual turnover or the assets of organizations and stakeholders involved in the process;

— construction works, with a few exceptions, being acquired to support social and economic activities and, as such, forming inputs into broader projects, beyond the construction sector.

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Furthermore, the buyer-supplier relationship differs from non-construction works projects in that the buying or client function requires significant built environment professional capability throughout the process of conceptualization to implementation and maintenance, i.e. through the full life cycle of the project.

Construction works projects are delivered through a supply chain. Contracts bind the participants in the supply chain. The delivery of construction works projects embraces:

— a "buying" or client delivery management function focusing on client delivery management practices (plan, specify, procure and oversee delivery);

— a "supply" or delivery function focussing on the management and integration of the resources required to deliver the project.

The project management function associated with projects coordinates activities to direct, integrate and control the accomplishment of agreed objectives in support of the supply function. The delivery management function, on the other hand, focuses on knowledgeable leadership, consistent governance and systematic administration of procurement, contracts and project finances.

Client procurement and delivery management practices (the client buying functions) are central to the performance of the supply chain which delivers construction works projects. Such practices have a direct impact on the realization of the client's value proposition for the project, i.e. the promise of measurable benefits. Delivery management is required to transform the value proposition associated with a business case into project outcomes. Accordingly, delivery management focuses on the client's practices in delivering the client's value aspirations for a construction works project whereas project management focuses on practices to accomplish agreed objectives. The ISO 10845 series focuses on the characteristics of procurement processes, methods and procedures and the detail relating thereto, concentrating on the evaluation and award phase of procurement. There are several options relating to how construction works are funded and how design and interface management responsibilities are allocated. There are also options relating to the different types of contracts that may be entered into during the delivery cycle of a project, how contractors and suppliers are to be remunerated, how secondary objectives are to be promoted through a contract and how the market is to be approached to solicit tender offers. Such choices impact upon project outcomes. ISO 22058 provides guidance on the development of procurement strategy and the procurement tactics which are necessary to effectively implement a procurement strategy.

This document focuses on delivery management and is of particular relevance to clients that engage regularly in the delivery of construction projects. It provides guidance on the client organization's function to plan, specify, procure and oversee the delivery of construction works projects, enabling the business case to be converted into project outcomes. A client can be a project owner or an entity within a supply chain which contracts for goods and services or any combination thereof. This document applies primarily to clients who have a continuous flow, or pipeline, of projects. Nevertheless, much of the guidance can be adapted for use by occasional clients who have construction works projects delivered through trusted delivery teams.

Annex A describes the core systems associated with the delivery of construction works projects, namely a planning and budgeting system, an asset management system, a delivery management system and a procurement system. It also indicates the forward and backward linkages between such systems. Annex B provides a control framework which enables project delivery risks to be appropriately and proactively managed and renders the project delivery system capable of being audited. Annex C provides guidance on the specifying of requirements.

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Construction project governance — Guidance on delivery management

1 Scope

This document provides guidance on:

a) the role of the client in the effective and efficient delivery of construction projects;

b) delivery management practices which enable the client's business case to be transformed into project outcomes in a manner which consistently realizes value for money.

This document is applicable to private sector, public sector or community organizations.

2 Normative references

There are no normative references in this document.

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO and IEC maintain terminology databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at https://www.iso.org/obp

— IEC Electropedia: available at https://www.electropedia.org/

3.1
asset management plan
documented information that specifies the activities, resources, costs and timescales required for an individual asset, or a grouping of assets, to achieve the *organization's* (3.10) asset management objectives

Note 1 to entry: The grouping of assets may be by asset type, asset class, asset system or asset portfolio.

Note 2 to entry: An asset management plan is derived from the strategic asset management plan.

Note 3 to entry: An asset management plan may be contained in, or may be a subsidiary plan of, the strategic asset management plan.

[SOURCE: ISO 55000:2024, 3.2.5, modified — The abbreviated term "AMP" has been removed.]

3.2
brief
document that states the requirements for a project

[SOURCE: ISO 6707-2:2017, 3.2.18, modified — The US preferred term has been removed.]

3.3
business case
documented justification to support decision making about the commitment to a project

Note 1 to entry: A business case summarizes the scope, benefits, costs and *risks* (3.20) of a proposed solution to a business need.

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[SOURCE: ISO 21500:2021, 3.2, modified — "programme or portfolio" at the end of the definition has been removed; note 1 to entry has been added.]

3.4
client
person or *organization* (3.10) initiating and financing a project and approving the *brief* (3.2)

[SOURCE: ISO 6707-2:2017, 3.8.2]

3.5
client delivery management team
individuals or entities who, through coordinated actions, are responsible for performing the *delivery management* (3.8) functions associated with *project delivery* (3.15)

3.6
construction works
everything that is constructed or results from construction operations

[SOURCE: ISO 6707-1:2020, 3.1.1.1, modified — The US preferred term and notes to entry have been removed.]

3.7
contractor
person or *organization* (3.10) that undertakes *construction work* in accordance with a contract

[SOURCE: ISO 6707-2:2017, 3.8.6, modified — The US preferred term has been removed.]

3.8
delivery management
critical leadership role played by a knowledgeable *client* (3.4) to plan, specify, procure and oversee the delivery of *construction works* (3.6) projects including knowledgeable leadership, consistent governance and systematic administration of *procurement* (3.12), contracts and project finances

3.9
feasibility study
evaluation of a proposed *project*, the practicability of its achievement, potential *risks* (3.20) and the design, financial, economic, social and environmental implications

[SOURCE: ISO 6707-2:2017, 3.3.16, modified — "potential risks" has been added.]

3.10
organization
person or group of people that has its own function with responsibilities, authorities and relationships to achieve its objectives

[SOURCE: ISO 55000:2024, 3.3.1, modified — Notes 1 and 2 to entry have been removed.]

3.11
performance
ability to fulfil required functions under intended use conditions, behaviour when in use or impact on economic conditions, the environment, society or quality of life

3.12
procurement
process which creates, manages and fulfils contracts relating to the provision of goods, services and *construction works* (3.6) or disposals, or any combination thereof

[SOURCE: ISO 6707-2:2017, 3.5.18]

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3.13
procurement document
documentation used to initiate or conclude (or both) a contract

[SOURCE: ISO 10845-1:2020, 3.25]

3.14
production information
information which provides the detailing, *performance* (3.11) definition, specification, sizing and positioning of all systems and components enabling either construction or the production of further information for construction

3.15
project delivery
combination of all planning, technical, administrative and managerial actions and activities associated with the construction, supply, refurbishment, rehabilitation, alteration, maintenance or disposal of *construction works* (3.6)

3.16
project delivery team
individuals or entities who, through coordinated activities, are collectively responsible for producing project deliverables

3.17
project delivery management plan
plan which, as a minimum, summarizes the *asset management plan* (3.1), provides a credible forecast of current and net demand for *construction works* (3.6) or requirements for functionality and prioritizes projects against a forecasted budget over a number of years

3.18
project management
coordinated activities to direct and control the accomplishment of agreed objectives

[SOURCE: ISO 21502:2020, 3.24]

3.19
project value
outcome of *client* (3.4) decision making to achieve an optimal balance of the project benefits, *risks* (3.20) and costs

3.20
risk
effect of uncertainty on objectives

Note 1 to entry: An effect is a deviation from the expected. It can be positive, negative or both, and can address, create or result in opportunities and threats.

Note 2 to entry: Objectives can have different aspects and categories and can be applied at different levels.

Note 3 to entry: Risk is usually expressed in terms of risk sources, potential events, their consequences and their likelihood.

[SOURCE: ISO 31000:2018, 3.1]

3.21
scope of work
document that specifies and describes the goods, services, or *construction works* (3.6) which are to be provided, and any other requirements and constraints relating to the manner in which the contract work is to be performed

Note 1 to entry: The term “scope of work” is a generic term that may be used to describe that which is commonly referred to in forms of contract and publications as

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a) supply contract: scope, goods information or specifications

b) service contract: scope, services information, specifications, scope of services, terms of reference or technical specification

c) construction contracts: works information, *production information* (3.14), specifications, project specifications, *performance* (3.11) requirements, specification of work or scope.

Note 2 to entry: The term "scope of work" is also sufficiently broad to include design and *procurement* (3.12) requirements in design and construct, develop and construct and management contracting strategies relating to construction contracts (see ISO 10845-2 and ISO 22058).

[SOURCE: ISO 10845-1:2020, 3.29, modified — In note 2 to entry, the reference to ISO 22058 had been added.]

3.22
stakeholder
person, group or *organization* (3.10) that has interests in, or can affect, be affected by, or perceive itself to be affected by, any aspect of the project

[SOURCE: ISO 21500:2021, 3.18, modified — "programme or portfolio" at the end of the definition has been removed.]

3.23
sustainable development
development that meets the environmental, social and economic needs of the present without compromising the ability of future generations to meet their own needs

[SOURCE: ISO Guide 82:2019, 3.2, modified — Note 1 to entry has been removed.]

3.24
value for money
optimal use of resources to achieve intended project outcomes

Note 1 to entry: Optimal use of resources results in the most desirable possible outcomes given expressed or implied restrictions or constraints.

[SOURCE: ISO 10845-1:2020, 3.40, modified — "project" has been added.]

3.25
value proposition
promise of measurable benefits

Note 1 to entry: The *client's* (3.4) *business case* (3.3), vision, values and project priorities collectively make up the client's value proposition for a project

4 Delivery management concepts

4.1 Fundamentals of construction works projects

Construction works result from the management and integration of five primary resources, namely finance, people, materials, plant and equipment. Such works are delivered through a supply chain which is procured, mobilized and directed to provide the necessary professional services, labour and equipment, materials, products, components, assemblies and plant required to provide the works.

Contracts bind the participants in the supply chain (professionals, general contractors, suppliers of materials or equipment, suppliers, manufacturers, fabricators, service providers, subcontractors, etc.) and define the obligations, liabilities and risks that link the parties together. Direct contracts can be entered into with consultants, service providers, suppliers and contractors who, in turn, may subcontract some of their responsibilities under their contracts to subcontractors. The client's packaging strategy is a component of a procurement strategy that focuses on the organization of work into contracts or orders issued in terms of a framework agreement. This modifies the number of contractual relationships which the client must put in place, oversee and administer (see ISO 22058).

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Subcontracting is a well-established practice in the construction industry. It is an effective means of involving small, medium and micro enterprises in the supply chain for the delivery of construction works. The contractor provides the overall planning for the project, coordinates the multiple interfaces between the sub-contractors and, unless otherwise stated in the contract with the client, remains responsible for providing the works as if the work had not been subcontracted. Subcontractors in turn manage their own work on site and off site.

4.2 The delivery process

4.2.1 Overview

Construction works projects are necessary to support organizational strategic objectives according to an organization's purpose and values. The client's business case, vision, values and project priorities collectively make up the client's value proposition for a project. A client should to provide effective leadership of the project throughout the delivery cycle, commencing at a strategic level and ending at the close out of a project. A client must also:

— obtain the necessary resources which primarily relate to finance, people, materials, plant and equipment, to deliver the project;

— contract and mobilize a supply chain (linked set of resources and processes) to provide the necessary professional services, labour and equipment and to manufacture or supply materials, products, components, assemblies and plant;

— make executive decisions to enable project delivery outcomes which realize benefits for not only the organization but also for internal or external stakeholders.

Figure 1 illustrates the process whereby a client's value proposition is transformed into project delivery outcomes (see ISO 22058). Project outcomes result in construction works projects with the required functionality, performance, and quality in all its forms, ready for use, with a concomitant impact on the three aspects of sustainability (economic, environmental and social; see ISO 21931-1 and ISO 21931-2). Project value, on the other hand, is the outcome of client decision making to achieve an optimal balance of the project benefits, risks and costs.

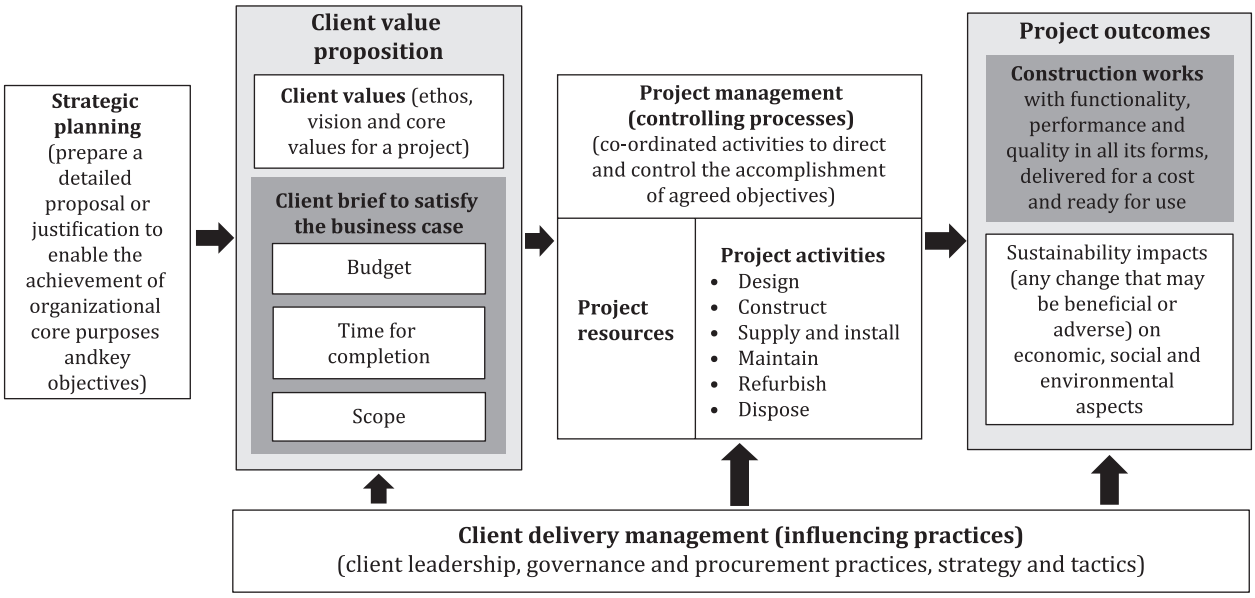

Figure 1 — Translating the client value proposition into project outcomes

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4.2.2 Organizational governance practices

Each organization has its own functions with responsibilities, authorities and relationships to achieve its objectives and a governing body which has ultimate accountability for the whole organization. Organizations are guided by governance frameworks (strategies, policies, decision-making structures and accountabilities through which the organization's governance arrangements operate), which ensure that the organization remains true to its purpose (see ISO 37000).

Project delivery is necessary to support the strategic and business objectives of client organizations according to their purpose and values and must be delivered within the client's organizational governance framework. Client organizational governing bodies should hold management to account to ensure that construction works projects embrace the culture, norms and practices of the organization and align with its purpose. They should make decisions informed by credible information and reliable data, anticipated operational costs, stakeholders, ethical and societal expectations, compliance obligations, open and honest reporting and natural environment limitations and impacts (see ISO 37000).

4.2.3 Controlling practices

The purpose of controlling a project is to monitor and measure performance against an agreed plan, including authorized changes, taking account of the following when doing so (see ISO 21502):

— the business need is frequently satisfied though multiple contracts which should be procured and managed in such a way that the anticipated benefits are progressively realized;

— there are several interfaces and interdependencies between contracts where delays in or failure to put in place one contract or timeously complete a contract or a part thereof has a knock-on effect which not only delays project completion but can significantly increase project costs;

— demand is most often determined and managed through service life plans which are based on an assessment of current performance against desired levels of service or functionality and asset management plans which provide a credible forecast of current demand and net demand for services or requirements for functionality over a period of time;

— demand should be proactively managed through the planning, evaluation and award and contract management phases to prevent scope creep, i.e. changes, continuous or uncontrolled growth in a project's scope, at any point after the project commences;

— a range of different combinations of goods and services with differing characteristics such as initial cost, reliability, life-cycle costs, and operating costs can satisfy user requirements;

— risks are high due to uncertainties at the time when the contract is concluded;

— a supply chain frequently must be contracted, mobilized, and overseen to provide the necessary professional services, materials, products, components and assemblies, equipment and labour to fulfil the requirements of contracts;

— the final or outturn contract price equates to:

  — the sum of the initial contract price for work, which is known;

  — the cost of changes in scope of contract (variations) to enhance quality performance or to address shortcomings which can impair performance;

  — the amount of contract price adjustment for inflation provided for in the contract;

  — the cost of risk events that materialize in the execution of a contract for which the supplier or contractor is not responsible (see ISO 10845-1:2020, Annex E).

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4.2.4 Influencing practices

During the process of converting a value proposition into project outcomes, the client should perform the following delivery management practices to realize project value:

— plan - decide on what should be done, how it is to be resourced and achieved and in what time frames, and set a budget;

— specify - define the organization's functional and other requirements for the project clearly and precisely;

— procure - obtain project resources (internal and external) to perform project activities with care and effort;

— oversee delivery - observe and define the execution of the project to realize the organization's value proposition associated with the project justification.

Delivery management includes a "buyer function", which requires significant built environment professional capability throughout the full life cycle of the project (see ISO 10845-1:2020, Annex B).

NOTE Delivery management activities include planning at a programme and project level.

4.3 Procurement cycle associated with the delivery of a construction works project

A typical procurement cycle for the delivery of a construction works project is indicated in Figure 2 (see ISO 22058:2022, Annex A). It comprises three phases, namely;

— a planning phase during which decisions are made as to what, where and when goods and services are required, how the market is to be approached and what is the number, type, nature and timing of the required contracts;

— an evaluation and award phase during which contracts are entered into following the development of procurement tactics enabling a procurement strategy to be effectively implemented and the application of the method by which tender offers are solicited from the market;

— a contract administration phase during which compliance with requirements, changes in requirements and risk events which manifest during the execution of contracts are managed, the works are commissioned and contracts are closed out.

Construction works projects are identified during strategic planning processes or through the identification of critical needs identified within an asset management system (see Annex A). Thereafter projects should be motivated by considering the benefit of the project or the consequences of not undertaking the project, or both.

Procurement strategy is required to engage with the market commencing with a make-or-buy decision and, if the decision is to make, whether design and interface management responsibilities are to be retained or transferred (see ISO 22058). During the planning and specifying stage, a strategic brief is developed, which defines project objectives, needs, acceptance criteria and client priorities and aspirations, and which sets out the basis for the development of a concept report. A concept report is then developed which sets out a viable solution to the strategic brief (see Annex B). A decision is then made to implement the project. A gateway review or financial feasibility studies may be required to inform this decision.

During the evaluation and award phase, procurement tactics are developed to effectively implement the adopted procurement strategy (see ISO 22058) and procurement documents are developed (see ISO 10845-1, ISO 10845-2, ISO 10845-3 and ISO 10845-4) prior to approaching the market for the services of a contractor. Tender offers are then solicited and evaluated, and a contract is awarded to the successful tenderer (see ISO 10845-1).

The delivery of construction works should be overseen during the contract administration phase where contracts are administered in accordance with the administrative procedures included in the conditions of contract and compliance with the requirements of the contract is confirmed. The commissioning of the works, the handing over of the works to the end user or operator and the close out of the contract should also be overseen.

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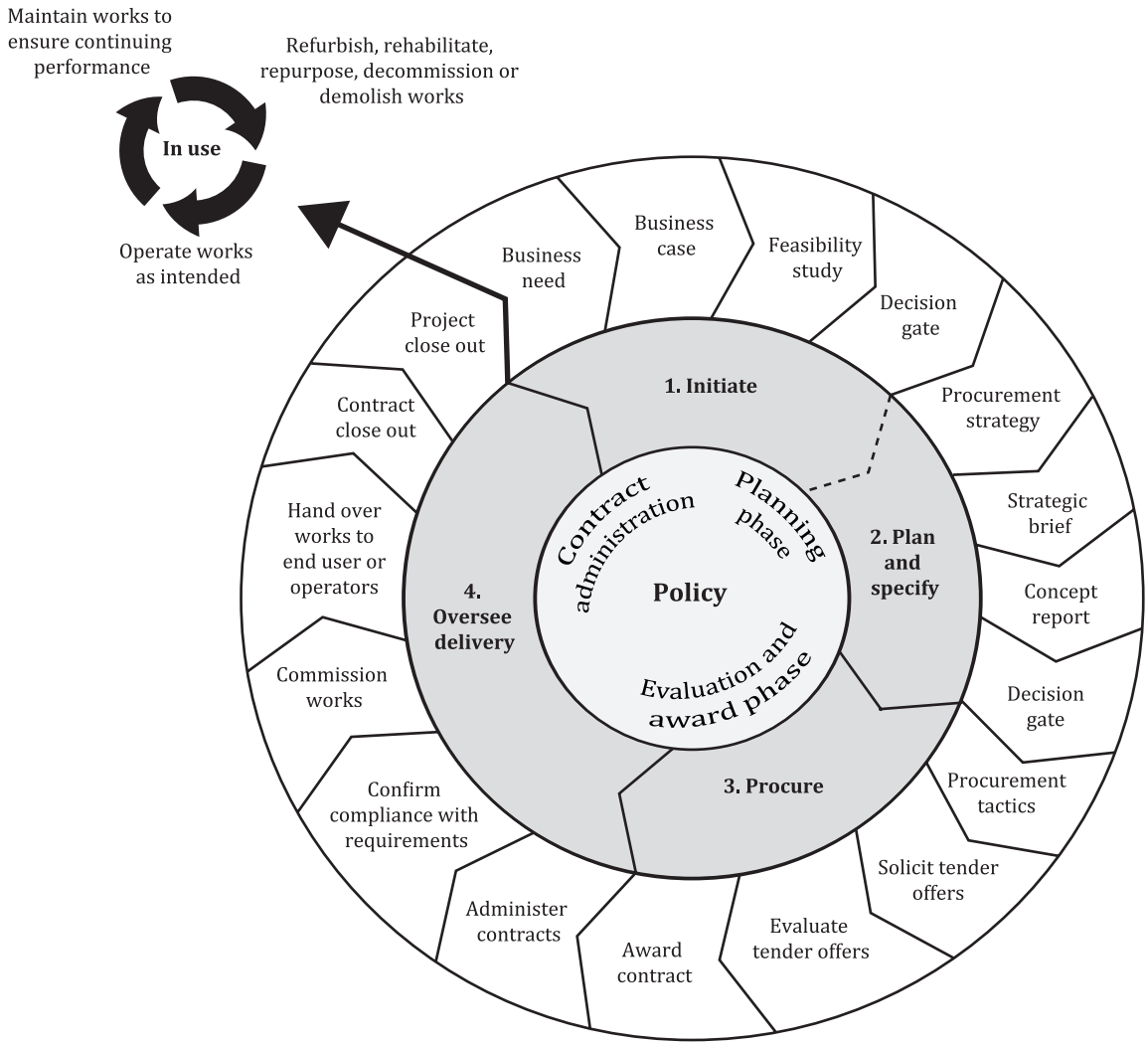

Figure 2 — The procurement cycle for construction works (ISO 22058)

NOTE Figure 2 indicates the procurement cycle for new construction works. Although the project ends following the close out of the contract, procurement of resources can be required to operate and maintain the construction works in use. Projects to refurbish, rehabilitate, repurpose, decommission or demolish existing construction works can be required in which case new projects will be initiated using many of the subphases indicated in Figure 2.

4.4 Context for project delivery

4.4.1 Regional, organizational and project context

4.4.1.1 Overview

Activities associated with construction works projects take place within a regional, organizational and project context. Figure 3 depicts these project informants as a sequence of ideas each of which establishes the system boundaries for the next. Different role players in the delivery process are commonly required to manage these system boundaries. Typically, the organizational governing body manages the interface between the underlying regional content and the organization, the client delivery management team manages the boundary between organizational constraints and the project controls while the project delivery team manages the boundaries between the project controls and activities.

Themes associated with the social, ethical, cultural, economic, political and physical characteristics of a region can impact adversely or beneficially on the delivery of construction works projects. The regional themes also shape and constrain an organization's governance system. Organizational constraints including

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law and regulation, organizational governance, values, financial, policy and technology in turn constrain aspects of construction works.

4.4.1.2 Organizational constraints

Regional themes, such as those indicated in Figure 3, shape and constrain the system by which an organization is directed, overseen, and held accountable for achieving its defined purpose which, at its foundation, includes (see ISO 37000):

— setting the purpose, mission, vision, organizational ethos, organizational values, and culture to give the organization direction;

— steering the strategy and balancing resources appropriately to achieve that purpose;

— exercising oversight of the organization's performance, ensuring compliance and viability;

— engaging with and accounting to stakeholders.

Organizations have executive managers who have authority delegated from the governing body for the implementation of policies and strategies to fulfil the purpose of the organization. Governance involves setting and being accountable for the purpose and parameters for the organization, whereas management is about fulfilling the associated objectives within those parameters. Accordingly, governance authorizes, directs, empowers, provides oversight and limits the actions of management while management works within the constraints set by the organization's governance to achieve the organization's objectives. Management is about getting the work done whereas governance is about ensuring that the right purpose is pursued in the right way.

Organizations may put in place several systems to effectively implement aspects of governance frameworks across all units within the organization. These systems can include quality management systems (see ISO 9001, ISO 9004 and ISO 10006), environmental management systems (see ISO 14001), business management continuity systems (see ISO 22301), security management system, including those aspects critical to security assurance of the supply chain (see ISO 28000), anti-bribery management systems (see ISO 37001), risk management system (see ISO 31000), auditing management system (see ISO 19011), occupational health and safety management systems (see ISO 45001) and compliance management systems (see ISO 37301).

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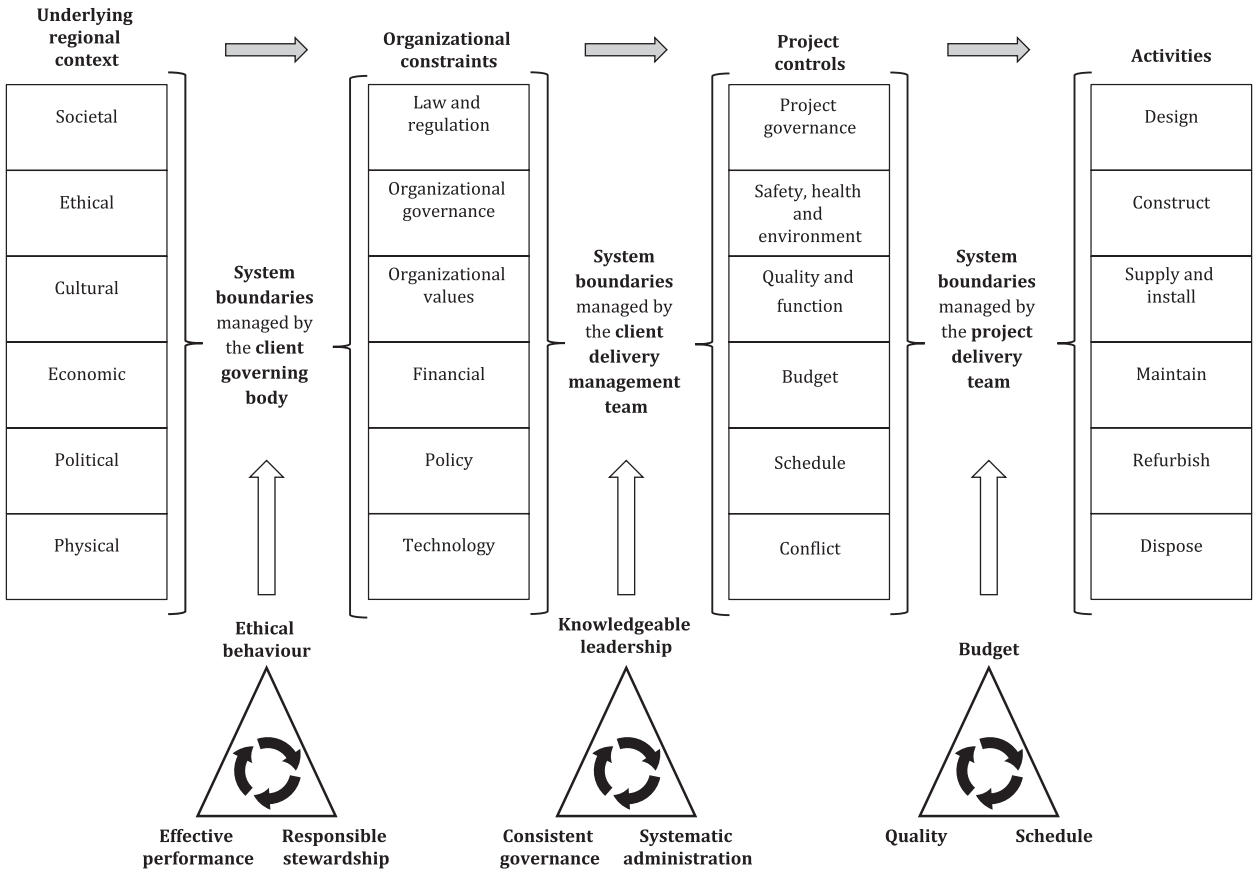

Figure 3 — The context within which project delivery takes place

Governing bodies may also put in place specific policies to:

— integrate project, programme and portfolio management with the organization's overall governance (see ISO 21505, ISO 21503 and ISO 21504);

— integrate sustainability within procurement (see ISO 10845-1:2020, Annex C and ISO 20400);

— address impacts of organizational decisions and activities on society and the environment (social responsibility) (see ISO 26000), resilience in the supply chain, governance in information technology for the organization (see ISO/IEC 38500), and the management of collaborative business relationships (see ISO 44001);

— ensure interoperability in information management systems during the various stages of a project (see ISO 19650-1 and ISO 19650-2).

4.4.1.3 Project governance

Projects are delivered against a client's brief which is informed by:

— the client's business case for a project;

— the client's value proposition for a project which can be realized in the delivery of the project.

The activities directly related to the provision of construction works take place within project management controls which seek to accomplish agreed project objectives. Such objectives are fulfilled by a combination of (see ISO 21502):

— deliverables - unique and verifiable elements that are required to be produced by a project;

— outputs - aggregated tangible or intangible deliverables that form the project result;

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— outcomes - change resulting from the use of the output from a project;

— benefits - created advantage, value or other positive effect.

The focus of project management controls is primarily on budget, schedule, function, quality, conflict, health and safety and the environment. Project management controls are informed by delivery constraints which in turn are shaped within regional characteristics and the organization's governance system as indicated in Figure 3.

Controls can also be included to address:

— compliance with organizational policies;

— additional client goals in the form of key performance indicators (KPIs) which can be measured, quantified, verified and audited for compliance and can be reported on during the execution of a project (see ISO 10845-1:2020, Annex G and ISO 22058);

— benefits (see ISO 21502).

4.4.2 Risk

4.4.2.1 Causes and sources of risk

Although many construction works projects are similar in nature, each project is unique and presents its own set of risks. This is due to several important project variables employed in delivering the required construction works including:

— what is delivered, differences between locations where the construction works projects are delivered, the client's value proposition for projects, stakeholder influences, resources employed, constraints, and processes and procurement practices;

— different combinations of funders, clients and built environment professionals, site conditions, materials and technologies and general contractors, specialist contractors, skills and workforces.

Construction works projects must be planned, specified, procured and delivered. Once decisions are made on what the project must deliver, who will deliver it and how it will be funded and governed, the remaining decisions centre on how it will be managed through to completion. Such management takes place within a project-specific environment which continuously involves the management of risk events, which may be foreseen or unforeseen, and which have the potential to negatively impact on project outcomes during the protracted delivery process.

Sources of risk in construction works projects include those relating to client or owner behaviour, human behaviour, community opposition or unrest, design (omissions, interfaces or changes), economic circumstances, finances, force majeure, political and regulatory frameworks, project governance, technical aspects, technology, third parties (subcontractors or suppliers), environmental safeguards, natural events, weather and inherent site conditions. Risks can also manifest in weak clients who are not capable of making timeous decisions or have difficulty in providing information timeously or in paying promptly for work done.

4.4.2.2 Allocating risk between the client and the contractor

Risks that are known with total or specific certainty can generally be identified by the parties in the analysis of risks. Unknown risks with general and total uncertainty are generally new and emerging risks, which in all probability are not predicted or included in the risk analysis.

A central issue that must be dealt with in construction works projects is the financial liability related to the risks which can manifest during the performance of the contract. The parties (client and contractor) to a contract can exercise choices on how to deal with inherent project risks, the focus of which is on the payment and responsibility for the cost of the event should it materialize. Risk can be contractually retained or transferred. In some instances, insurances can be taken out to cover risks, for example, as a hedge against adverse currency exchange rate fluctuations or to cover storm damage to the works. The contractor tries to limit liability in contracts to a foreseeable figure, includes an allowance for risks in his or her tendered prices

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and spreads the risk across the projects. The contractor is paid its risk allowance included in the prices irrespective of whether a risk event occurs. The client may share risks with the contractor to reduce risk pricing but must make provision for contingencies in the budget to fund risk events for which the contractor is not at risk, that may materialize during the performance of the contract. Increasing the risk borne by the contractor inevitably increases the price of the contract. Conversely, if the client retains certain risks, it only pays for risks that materialize. Value for money is achieved when the efficiency gains by transferring risk are higher than the losses from inefficient risk pricing, particularly where tenders are awarded based on least cost.

4.4.2.3 Implications of excessive risk transfer

The more risk that is transferred through contracts, the less willing firms are to submit tenders. Not all firms have sufficiently large balance sheets to accept the full construction risk. Incumbents in local markets may have information and experience that gives them an advantage over new entrants. Less competition in turn can have a knock-on effect on risk pricing. Reducing uncertainty for new entrants increases the competition in the local market. The higher the uncertainty, the higher the risk pricing. An underestimate of risk results in the "winner's curse" which can lead to a failure to deliver on contractual obligations. The winner is often the tenderer who least overestimates the risk.

Drivers of inefficient risk pricing include excessive transfer of risk, lender requirements which require a high degree of certainty, availability of sufficient and reliable information and sufficient time for preparation of tenders. Risk pricing inefficiency can be reduced though design clarity and flexibility, following established risk allocation principles where the key objective is to contain the cost of the risk, and considering the benefits of joint risk management. Relational contracting based on collaborative procurement strategies to manage unforeseen events in complex projects, early contractor involvement and alliancing can also lead to a reduction in risk pricing.

4.4.2.4 Framing of delivery models

Delivery models are framed around the retention of risk by the client and the transfer of risk to the contractor. Procurement strategies and tactics influence project outcomes. Differentiators between delivery models include:

— the treatment of risk (risk allocation, risk sharing, or both);

— the mitigation of risk through collaborative approaches and making use of competitive dialogue or negotiations to address uncertainties in tender processes;

— the extent to which activities external to the project are bundled;

— the associated scope of the project contracts;

— the approach to remuneration (fixed price, reimbursement or target price) within these contracts;

— positive or negative incentives such as pain-gain share regimes and performance bonds;

— how contractors get involved in the design process (early contractor involvement).

4.4.2.5 Impact of change

Change is any variation from the way work is planned, designed, budgeted or scheduled. It can arise from design changes, scope of work changes, delays in finalizing or issuing of production information, unforeseen site conditions, regulatory changes, inadequate specifications or production information, schedule changes and subcontractor performance. Change is expected on any construction works project due to evolving circumstances and requirements which can impact upon project outcomes. Change can be either positive or negative. A positive change comes about when it enhances the project outcomes or when it rectifies circumstances that would otherwise harm a project. A negative change in the absence of diligent implementation can have dire consequences resulting in cost and schedule overruns, sub-standard project outcomes, lost profits and ruined relationships.

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The direct impact of any change commonly relates to added or omitted scope or delays. Although such impacts can have multiple dimensions, they are translated into adjustments to time and cost. Secondary impacts (disruption, cumulative impact, ripple effects, etc.) are the additional, or effect on the cost of performing work, which is not directly changed, i.e. the unchanged work. This is the added cost due to lowered productivity or increased rework on the unchanged work. These impacts result from out-of-sequence working, engineering rework, reduced productivity, hiring new staff with the requisite qualifications or experience to recover the programme time lost, increased overtime, night shifts, management or oversight stretch and impacts on attention span, workforce morale, out-of-sequence flow of information to vendors, partners, etc.

The secondary impacts of change on a project are difficult to address and define as they:

— can be widely separated in space and time from the cause, but must be tied to their source;

— can be cumulative across large numbers of individual impacts;

— are fundamentally about productivity and rework, which are hard to measure

— present a challenging analytical task to quantify.

NOTE The secondary impacts of change can have a far greater impact on the project than the direct impacts of change as they grow disproportionately over more and more changes and appear sometime after the initial change event has occurred and variations in project conditions drive different secondary impacts. Early resolution can cut their impact significantly. Secondary impacts can be significantly reduced by less tight project schedules.

4.5 Client organization inputs into projects

4.5.1 Overview

An organization, functioning as a client, initiates and finances a project and approves the requirements for the project as captured in a brief and any changes thereto. The principal function of the client organization is to ensure that a solution to the business case for a project is achieved. The client, as such, owns the business case of the project and is accountable for project outcomes. The client should provide effective leadership of the project throughout the project delivery cycle, commencing at a strategic level and ending at the close out of a project. The client also must obtain the necessary resources to deliver the project and make executive decisions to enable project delivery outcomes, which realize benefits for not only the organization but also for internal or external stakeholders.

A client should:

— establish a clear business case, which captures intent, at the inception of a project, and constantly revisit the business case to verify its assumptions, objectives and ongoing validity;

— carefully monitor objectives and remain vigilant for changes throughout the project delivery cycle that can impact on a project and its business case;

— ensure that adequate maintenance regimes and protocols are put in place to ensure long-term sustainability of the construction works that is delivered;

— ensure compliance with legislative provisions including those relating to health, safety and the environment and the obtaining of the necessary statutory permissions;

— be bold enough to make timely decisions such initiating corrective actions if necessary and to halt, terminate or curtail the project if it becomes unviable or if there is insufficient budget to complete the project or related projects;

— pay contracted resources on time.

4.5.2 Values and vision

Values determine the ethos, vision and core principles of a project. They shape not only the culture for the project but also the “delivery intent” of a project. They typically comprise several competing aims relating

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to the delivery process and delivery outcomes. Values also establish the client's aspirations for a project which are reflected not only in the delivery processes but also in the construction works. Legislation can establish minimum requirements relating to issues such as equity, health and safety and protection of the environment. Values establish aspirations or desirable outcomes which are beyond minimum requirements embedded in legislation and policy. Values serve as broad guidelines in all situations where choices must be made regarding which path to follow. They enable those responsible for delivering projects to understand the difference between what is desirable and what is not desirable. They also serve to shape the outcome of the investment.

Vision provides direction and a sense of purpose for a project. It can be critical in justifying a project in terms of aims and investment and includes a clear description of strategic intent. Vision can also refer to the client organization's view on:

— the nature, spatial relationships, design, qualities and respective costs of its planned construction related projects;

— how different functions should be spatially arranged and grouped including the principles guiding these spatial relationships in an urban environment, precinct, estate, campus or set of campuses which may be formalized in a spatial development framework which provides ongoing guidance to development and the positioning of buildings and site services.

Client organizations should identify what is valuable to the organization (core values), as well as what values should be reflected in their construction works projects.

The organization's business case, vision, values and project priorities collectively make up the organization's value proposition for a project. Planning, design, site activities etc. associated with project delivery transform the organization's value proposition into project outcomes which impact on the three aspects of sustainability (economic, environmental and social) and result in construction works with the required functionality, performance and quality in all its forms, delivered for a cost and ready for use (see Figure 1).

4.5.3 Organizational policies which inform project delivery values

An organization's stewardship policies inform values and visions, particularly those relating to sustainable development and socially responsible behaviour in relation to the natural environment and social, and economic context within which it operates. Such policies seek to utilize organizational resources in a responsible manner by effectively balancing negative and positive impacts, considering the global context, ensuring its contribution to sustainable development and engendering the trust and confidence of the communities within which it operates, and beyond (see ISO 37000).

Depending upon the jurisdiction within which an organization operates, legislation can regulate aspects of sustainable development and behaviour. Legislation establishes minimum requirements. Responsible stewardship policies establish organizational intentions and direction which extend beyond minimum requirements. The divers behind such policies commonly include environmental conservation and protection, human rights and quality of life.

Sustainable development policies deal with environmental, economic and social impacts which may adversely or beneficially change the environment, economy and quality of life or society, respectively. While the challenge of sustainable development is global, the strategies for addressing sustainability in construction works are local and differ in context and content from region to region. Such strategies should reflect the context not only in the built environment, but also in the social environment which includes social equity, cultural issues, traditions, heritage issues, human health and comfort, social infrastructure and safe and healthy environments. It may in addition, particularly in developing countries, include poverty reduction, job creation, access to safe, affordable and healthy shelter and mitigation of loss of livelihoods. Given the disparities in standards of living between developed and developing nations, the approach in general to the social component is very different. This results in different development priorities between the developed nations and developing nations (see ISO 10845-1:2020, Annex C).

Organizational policies may deal with global, interregional and local environmental impacts and embrace aspects such as those identified in Table 1 (see ISO 21931-1). Policies which deal with economic impacts

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