

# CLIENT OF THE YEAR

## WINNER 2014

### Ministry of Justice Estate Directorate



#### The Ministry of Justice Estate Directorate (MoJED) leads the way across the public sector as an intelligent client.

Over the past year the MoJED has introduced a range of practices and techniques to ensure excellence in construction delivery. As a result it has delivered better projects, with fewer problems and delays – meeting and exceeding the tough cost budgets set by Cabinet Office.

MoJED has developed a set of tools for collaborative working, best practice procurement, fair treatment of its supply chain and proactive project management – delivering significant cost savings year-on-year for the last five years and reducing procurement time and cost. The MoJED process from project inception to starting on site is quicker than ever before. The centrepiece of this collaborative approach is the buffered project programme, where a buffered plan is agreed with contractors, eliminating slack and setting challenging targets to ensure projects finish quickly.

MoJED leads the way in using PAS 91:2013 pre-qualification questionnaires and standardised tender questions, which reduces the burden of tendering, allowing bidders to focus on quality of their submissions rather than the paperwork.

All tenders use open book principles – securing best value and ensuring main contractors deal fairly with tier two and three suppliers. Commitment to SMEs is demonstrated in every tender and social benefit clauses such as carbon reduction measures and apprenticeships are routinely included.

It has deployed BIM and led the way in Government Soft Landings, resulting in solutions which meet user needs, deliver trouble-free construction and achieve average construction savings of 20%.

MoJED works with its partners to drive improvement – using tools to review performance, promoting progression from average to good, and then to excellent. A library of technical and construction standards help drive design and best value in construction, operation and maintenance. A final summary captures lessons learned, which are shared through alerts to staff, partners and the supply chain.

MoJED fosters a culture of high performance, delivering projects on time and to high standards. It continues to drive down costs on a trajectory which ensures it meets and exceeds government targets. Its continuous improvement training framework provides training for partners at all levels, which has received an enthusiastic response because of the long term benefits and added value for participants. Induction sessions now include a basic training in lean for every operative.

MoJED is addressing the key issues facing the construction industry today: rapidly evolving technology, best value delivery and fair treatment of all its partners. It has done so in a uniquely complex, challenging and ever changing environment.

#### Judges' comments

The Ministry of Justice Estate Directorate's active involvement in its projects alongside its continuous improvement value model has enabled its partners and supply chain to improve and develop and to be rewarded for excellence.

They take a transparent approach to procurement, deploying 360 degree and open book principles. They also demonstrate clear leadership in BIM and Soft Landings across government and the wider industry.

The intelligent client ethos sits very well with the award criteria and the ethos of Constructing Excellence.



Ministry  
of Justice

#### FINALISTS

- London Underground Stations and Crossrail: London Underground
- Ministry of Justice Estate Directorate: Ministry of Justice
- Saw Swee Hock Student Centre: London School of Economics
- The South East Property Services Cluster: Hampshire, Reading, Surrey and West Sussex County Councils