This is a repository copy of The new infrastructure procurement routemap: a global guide to improving delivery capability.

White Rose Research Online URL for this paper:
http://eprints.whiterose.ac.uk/78779/

Article:

https://doi.org/10.1680/cien.2013.166.3.99

Reuse
Unless indicated otherwise, fulltext items are protected by copyright with all rights reserved. The copyright exception in section 29 of the Copyright, Designs and Patents Act 1988 allows the making of a single copy solely for the purpose of non-commercial research or private study within the limits of fair dealing. The publisher or other rights-holder may allow further reproduction and re-use of this version - refer to the White Rose Research Online record for this item. Where records identify the publisher as the copyright holder, users can verify any specific terms of use on the publisher's website.

Takedown
If you consider content in White Rose Research Online to be in breach of UK law, please notify us by emailing eprints@whiterose.ac.uk including the URL of the record and the reason for the withdrawal request.
In 2010 the UK government’s advisory unit Infrastructure UK published an infrastructure cost review that identified potential efficiency savings of at least 15%, worth £2 billion to £3 billion a year (HM Treasury, 2010). A subsequent 3-year implementation plan set a target of achieving these savings by 2015.

However, the inability of infrastructure project sponsors and clients to select and implement appropriate procurement strategies, together with wastage and inefficiency in the procurement processes, have been consistently identified as key areas for reform.

Infrastructure UK, the University of Leeds, the Institution of Civil Engineers (ICE) and the Infrastructure Client Working Group thus jointly launched an ‘infrastructure procurement routemap’ in January 2013 to help improve delivery outcomes (HM Treasury, 2013). It brings together a set of assessment tools in an integrated process aimed at improving the capability of sponsors and clients to plan, execute and operate major infrastructure projects.

**Aimed at senior staff**

The routemap is aimed primarily at sponsors (e.g. spending departments) and client organisations (procuring bodies) that deliver major projects and programmes, long-term capital investment plans and publicly procured mega-projects. It needs both sponsors and clients to adopt the process principles at a senior level, and for staff engaged with it to be given responsibility for successful delivery, to maximise its potential. Key roles within these organisations are often populated by ICE members and fellows.

The routemap encapsulates a common-sense approach in a simple set of tools. It provides an objective assessment of the complexity of the organisation and delivery environment, and also of the capability of the sponsor, client and supply chain. The identification of any misalignment between critical success factors, key risks and opportunities can be identified, allowing sponsors and clients to make more informed procurement decisions.

The routemap is needed because no single procurement model can be said to provide the optimum outcome for the wide range of types of infrastructure projects and programmes that exist. The effectiveness of procurement decision-making is based on selecting the correct approach to risk allocation and understanding and managing the multitude of factors that affect the complexity of the delivery environment, particularly in the infrastructure sector.

**Identifying skills gaps**

Choosing a procurement strategy with little or no understanding of capability requirements will rarely result in an efficient outcome. Sponsors and clients must therefore recognise their own strengths and limitations, identify skills gaps and, more importantly, implement an improvement programme before embarking on complex procurement and delivery planning activities.

The routemap is not intended to be prescriptive; rather it is a reflective process. It does not lead to a single solution but ensures that the right questions are asked at the critical junctures in the project or programme life cycle, and that the key risks attributed to the delivery approach are identified.

Infrastructure UK and the University of Leeds and Alan Couzens of Infrastructure UK say it has the potential for worldwide application.

**Worldwide application**

Trial application of the routemap on London’s Crossrail project, the Environment Agency’s Thames estuary project, High Speed 2 railway, London Underground’s station stabilisation programme and Anglian Water’s infrastructure investment strategy have demonstrated the potential for significant savings. Further organisations planning to use it include Network Rail, Heathrow Airport and the Defence Infrastructure Organisation.

**References**
