Transforming the Value of Consultancy (TVC) Programme

Delivery Plan 2025-2026

October 2025

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Contents

1.0 Introduction

This delivery plan provides an overview of the planned activities by the Transforming the Value of Consultancy (TVC) Working Group and Consultants Forum.

This delivery plan has been developed in collaboration with sector partners and maybe subject to change to account for new requirements, projects and activities.

For any queries in relation to this document, please contact karen.stevenson@scottishfuturestrust.org.uk

2.0 Background - What is TVC?

Engaging professional consultants to support clients and sponsors plays a key role in delivering the value driven approaches and outcomes desired from capital investment in the Scottish public sector and SFT programme, *Setting up for Success.*

The review of Public Sector Procurement in Construction 2013 recognised **design and whole life costings** as a key component in defining a strong business case and procurement strategy that focussed on outcomes.

"Design-led projects are often assumed to be more costly, focussed on unnecessary quality or more complex in construction. In fact, a good design-led project begins by fully considering the needs of users and future users and employs innovation and careful judgment to deliver the best product within budget. This ensures that buildings are not only fit for purpose, but future-proof. Furthermore, good design methods can facilitate the closer collaboration between procurers, suppliers and end users, before solutions are specified, which ensures that proposals are fully tested, and meet users" needs". Review of Scottish Public Sector Procurement in Construction October 2013

Setting a clear brief for a project, coupled with a collaborative outcome focussed design process, will provide a strong platform to deliver best whole life value.
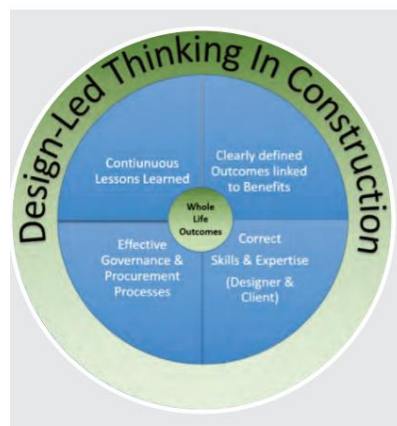
"Facilitating this approach requires the earliest possible engagement between clients, users, designers, and contractors to build integrated team working with a shared values approach.

The need for clients to procure suitably skilled and resourced designers and consultants is key to delivering efficient whole life outcomes."

Allocating the **right team** and undertaking **sufficient planning** is fundamental to the delivery of public sector infrastructure projects. Taking the time to establish the right governance, ethos and design resilience will help to set up the project for success and help to ensure the delivery is better planned to ensure a quality outcome.

However, there are existing arrangements, behaviours, capabilities, and processes which are hindering project delivery and achieving a quality and whole life outcome.

The industry is aware that concerns have been expressed on the client side about a lowering of quality in service provision and on the supply side of constrained scopes of service, reduced room for innovation, fractured procurement approaches, and low fees. Added to this, there is an awareness that not enough focus has been given to the early stages of project development or to allowing the appropriate level of design information required to manufacture and build to a suitable quality standard.

Recognising the Risks

There are a range of challenges across the sector that present risks to being able to deliver the best outcomes and enable the design led thinking approach to delivery.

Lack of Trust/ Values I Transparency of Pipeline I Late Payments I Client Contact I Fee Levels/Profile / Unclear Inspection and supervision responsibilities I PII levels/ Insurance levels I Client Leadership I Using the right procurement option I Failures in the use of Soft Landings process to align information I Project Delays I Delays to approvals I Outputs I Variations in Scopes and Responsibilities I Access for less experienced on projects I PQQ- previous experience I Evaluation: CVs/ Qualifications I Use Stage Boundaries better I Stage 3 Gateway- enhance design/ environmental design/ Promote full elemental cost plans I Proportionate Community Benefits I Clear Brief I Address poor Collaboration, communication I Improve Audit I Place based approach I Quality culture

In detail, risks have been identified in the way those involved work together and the processes they employ, leading to:

> ✓ Inconsistent procurement practice is reducing opportunities.
> ✓ Lack of clarity across appointments is creating gaps in responsibility and duties.
> ✓ Regulatory oversight (with robust gateway points) is poor and leads to mistakes later in the lifecycle.
> ✓ Change control processes are unclear and lead to gaps in the information produced and co-ordinated across the team.
> ✓ Technical solutions are not being owned by the client/ design team, with reliance on standards.
> ✓ Design and build information is falling short, leading to construction mistakes, poor aftercare, and maintenance challenges.

There is, however, evidence of good practice where things are working well. Some good experience of integrated team working exists and there is a desire to see more.

Change needs to happen, and we are hoping that this programme will help to create the right conditions for success. It is acknowledged that all parties to a project need to commit to change happening to get the most value from engagement.

Construction Industry Transformation Drivers

The environment in which the sector operates to define, design, and deliver construction projects is influenced by the drive towards an outcome focused approach for investment, consideration of the longer-term, and the need for an improved operational 'product'.

In addition, there is a vital need to do something significant for improving the vibrancy and sustainability of the construction industry, including its professional consultancies.

The last few years have seen a considerable number of construction sector improvement initiatives led by the UK Government, Scottish Government, Scottish Futures Trust, professional institutes, and Construction Scotland, amongst others. These have been wide ranging, across design, procurement, project delivery, planning, digitisation, workforce, and modern methods of construction.

Most recently, the Scottish Construction Leadership Forum published its Scottish Construction Accord and Transformation Action Plan, a commitment to transform the Construction industry and its culture.

The push towards achieving Net Zero Carbon is a major driver for transformation in tandem with resilient and sustainable places and inclusive economic growth, for example.

The published recommendations from the Grenfell inquiry and any accompanying legislative changes will also being a greater focus to consultant's appointments and responsibilities.

Delivering Outcomes

Alongside and a critical element of transformation across the sector will be unlocking the risks and challenges and responding to these drivers for change. It will be necessary to:

- ✓ Tackle variable procurement practices.
- ✓ Provide industry with the ingredients to embrace change and to develop a truly high-quality offer.
- ✓ Develop a tool to support greater certainty of quality and support capability across the professions and trades.
- ✓ Signposts set out to a consistent methodology/ terminology (RIBA Plan of Work).
- ✓ Provide the necessary details that will support Clients to seek the advice of consultants to deliver what they need- including the design team acting for them during the construction stage and enabling greater presences of consultants on site, for example.

Enabling Value

In addition to tackling the changes to the way we need to design, manufacture and construct and make operational buildings, there are principal areas of focus for enabling value in any project lifecycle, which are critical to deliver a building that ensures the right outcome for its users. These areas include:

- ✓ Managing Outcomes and Requirements
- ✓ Asset Performance
- ✓ Setting Up for Project Success (Briefing and Evaluation)
- ✓ Improving Construction Quality
- ✓ Tackling New Dimensions
  - o Net Zero and Environmental Sustainability
  - o Inclusive Economic Growth
  - o Delivering Resilient Sustainable Places
  - o Digital Transformation
  - o Manufacturing for Construction

The management of professional appointments and scopes of service can make or break the ability for the client to realise the benefits of these areas of focus and deliver the best product.

Moving the Dial on Appointments

A summit session was arranged for May 2025 with a follow up session in June 2025. The summit brought together consultants from across the professions, professional bodies, contractors, clients and procuring authorities from both the public and private sectors.

The Summit sessions drew broad agreement for an overall **mission** for the programme:

Create a new and informed approach in how public sector clients **define, procure and remunerate** consultants across the asset lifecycle to address risk, impact and derive enhanced value and improve outcomes from our investment in public sector infrastructure.

✔ Supporting public sector clients clearly define their requirements in the commissioning and delivery of consultancy services.
✔ Promote best practice in the selection and procurement of consultants to ensure fair and sustainable procurement practice, remuneration and best value.
✔ Support upskilling and awareness raising on best practice and value in enhanced and clearly defined consultancy services.

There was recognition of the work undertaken so far around Briefing and Evaluation and Task Responsibility, but that these interventions were technical change and support and that the dial needed to be moved to reflect more broadly on cultural and policy/ process changes.

Technical → Cultural → Process & Policy **Move to this** Cultural → Process & Policy → Technical
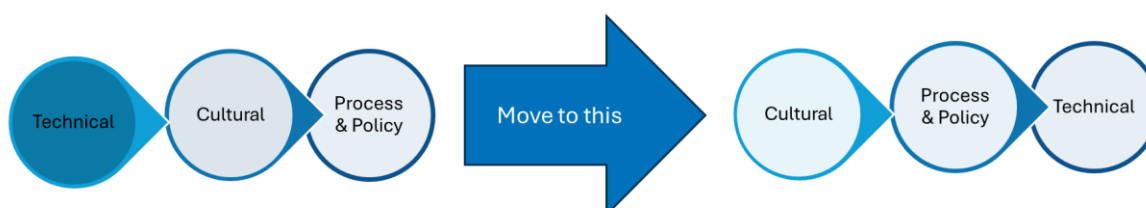
The TVC Summit and follow up session explored the **key themes** alongside **areas for change** that would inform **suggestions for improvement.**

There was an overarching understanding of the need to **_connect conversations_,** sharing and aligning to details within other initiatives. There was recognition that the **_client delivery culture_** needed support. Aligning more closely the project requirements / complexity or details of the project with the consultants appointments (avoiding fees that are too low), better mapping of roles and requirements, informed discussions at the start of the project or in the early stages 0-2 focussed on collaboration and enabling better change management for the project team that acknowledges there will always be

change on a project. Finally, a need to embed a new ***culture in fees*** that moves away from driving down fees and an improved approach to Price/ Quality Assessment.

The specific themes and areas for change included:

- ✓ Cultural Issues
- ✓ Connecting Conversations
- ✓ Challenges Around New Ideas and Practices
- ✓ Client and Consultant Relationships
- ✓ Client Delivery Culture
- ✓ Procurement and Scope Issues
- ✓ Culture in Fees

There were specific activities that were noted as the key drivers and changes that would support the transformation of appointments for consultants.

DEFINE
- ✓ Strengthen Early-Stage Collaboration
- ✓ Develop and Maintain a Master List of Deliverables
- ✓ Embed Feedback Loops into the SIMP
- ✓ Focus on Refurbishment-Specific Standards
- ✓ Enhance Post-Occupancy Evaluation (POE)
- ✓ Create an Integrated Handover Process
- ✓ Promote Knowledge Sharing

PROCURE
- ✓ Framework Selection and Usage
- ✓ Making Frameworks More Project-Specific
- ✓ Strengthening Project Definition and Procurement
- ✓ Improving Consultant Appointments
- ✓ Enhancing Client Expertise

REMUNERATE
- ✓ Shift to Task- and Output-Focused Pricing
- ✓ Improve Client Engagement and Briefing
- ✓ Increase Transparency Around Deliverables
- ✓ Leverage Historical Data for Improved Pricing
- ✓ Align Fees with Growing Complexity

There was recognition that for both clients/ contractors and consultants, the way into new resources may require an option for a light touch approach to enable existing systems to be enhanced to reflect change, rather than requiring wholesale change to internal systems.
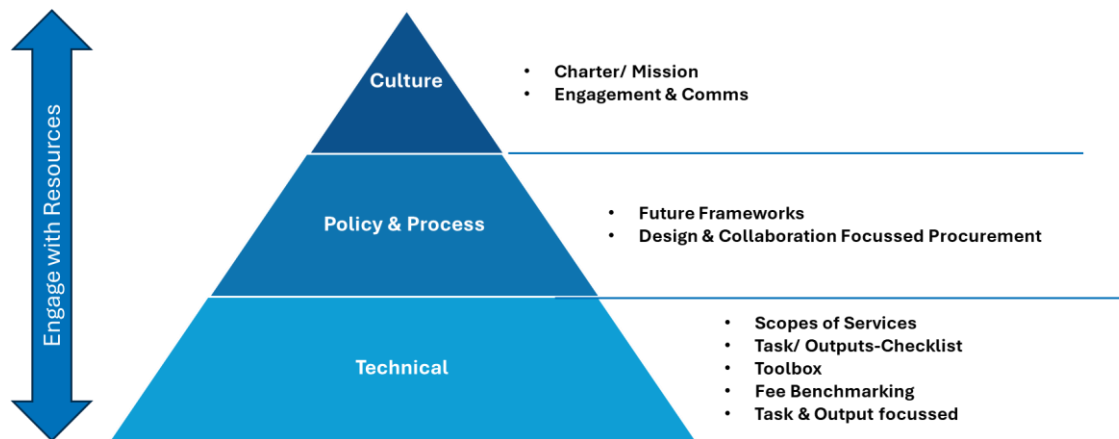
A Delivery Plan meeting, held on in August 2025, consolidated the programme into priority projects that will address the agreed framework.

3.0 Delivery Plan FY 25-27

The Summit Sessions committed to the delivery of change against the following TVC Shared Outcomes, Mission and Areas of Focus.

Shared Outcomes			
✓ Support Clients to seek the advice of consultants to deliver what they need.	✓ Eliminate variable procurement practices.	✓ Provide industry with the ingredients to embrace change and to develop a truly high-quality offer.	✓ Support greater certainty of quality and support capability across the professions.

TVC Mission
Create a new and informed approach in how public sector procurers *define, procure and remunerate* consultants across the asset lifecycle to address risk, impact and derive enhanced value and improve outcomes from our investment in *public sector* infrastructure.
1. Supporting public sector clients clearly **define** their requirements in the commissioning and delivery of consultancy services. 2. Promote best practice in the selection and **procurement** of consultants to ensure fair and sustainable procurement practice, **remuneration** and best value. 3. Support upskilling and awareness raising on best practice and value in enhanced and clearly defined consultancy services.

Areas of Focus			
Improved commercial awareness- value case on fees (benchmarking/ payment profiles/ fee breakdown) and project costs	**Improved client awareness**- skills gaps/ resources/ responsibility	**Embedding Shared responsibility**- consistency in approach/ roles and responsibilities/ scopes of services master lists.	**Increasing regional support**- framework pipeline and operational requirements

Priority Actions			
	DEFINE	**PROCURE**	**REMUNERATE**
CULTURAL	Benefits, Awareness Raising and Co-ordination		
POLICY/PROCESS	Engagement Strategy- Future Frameworks for Consultants		
TECHNICAL	Consolidate Fee Benchmarking for Consultancy appointments		

The Delivery Plan maps the activities against the outcomes and mission focussing on priority actions, project areas where the greatest impact can be achieved.

It is considered important that each of the areas of focus, definition, procurement and remuneration will be addressed as well as ensuring that the changes include cultural, policy/ process and technical change.
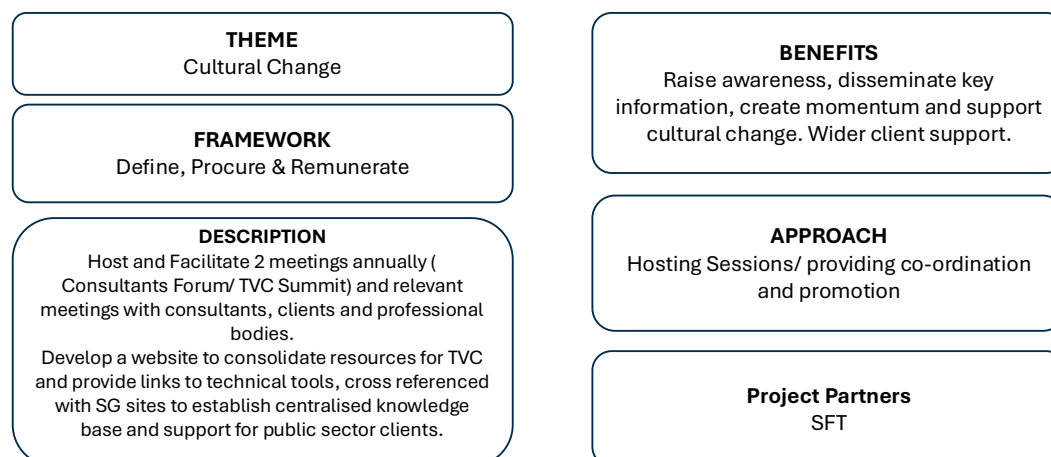
Priority Projects and Mapping

A key part of the delivery plan is to agree projects and areas of focus that will address the project mission.

Fifteen potential projects have been highlighted that address delivery, procurement and remuneration, through 3 approaches, **cultural, policy/ process and technical change**.

Galvanising resources to drive some of these projects and initiatives is a challenge. SFT identified three projects that deliver against all three themes and approaches and that will drive necessary change and impact.

Project 1- TVC Coordination and Collaboration

THEME
Cultural Change

FRAMEWORK
Define, Procure & Remunerate

DESCRIPTION
Host and Facilitate 2 meetings annually (Consultants Forum/ TVC Summit) and relevant meetings with consultants, clients and professional bodies.
Develop a website to consolidate resources for TVC and provide links to technical tools, cross referenced with SG sites to establish centralised knowledge base and support for public sector clients.

BENEFITS
Raise awareness, disseminate key information, create momentum and support cultural change. Wider client support.

APPROACH
Hosting Sessions/ providing co-ordination and promotion

Project Partners
SFT

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This project will establish a profile for consultant's appointments , promoting cultural change with a website and signposting for resources . The focus for these resources will be local authority procurement and property teams as well as consultancy. Utilising existing programme resources across areas including Briefing and Evaluation and Task Responsibility, the project will consolidate alongside other sector systems and resources, including procurement policy and guidance that can be more easily adopted and accessed by practitioners.

Project 2-Client and Framework Engagement

THEME
Process/ Policy Change

FRAMEWORK
Define, Procure & Remunerate

DESCRIPTION
Develop stakeholder mapping and engagement plan to promote the work of improving how we brief and appoint consultants.
Develop *Commitments* that will support this agenda and gain consensus around key messages.

BENEFITS
Improve the visibility, accessibility, purpose of briefing and appointment of consultants with clients and Frameworks users .

APPROACH
Create database/ engage discussions to deliver a best practice approach.

Project Partners
SFT

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This project will map relevant programs and connect public sector and framework users on the TVC mission as well as embedding Commitments for 'smart appointments' across stakeholders (clients and framework providers etc.). These commitments will be tested and disseminated.

Project 3-Stage Based Validation- '*what good looks like*'

THEME
Technical Change

FRAMEWORK
Define, Procure & Remunerate

DESCRIPTION
Develop a validation checklist / specification for project deliverables and requirements for key stages of the RIBA Plan of Work (focus on Stages 0-3)

BENEFITS
Enable Client to assess quality of milestone deliverables/ assurance and validation that the design team outputs are sufficient quality/ completeness. These will provide a benchmark for scopes of services and fee requirements.

APPROACH
Review/ refine resources and establish templates

Project Partners
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This project will address the misalignment of expectations (client/ consultant) by providing a better outline of what 'taking a project forward' looks like, especially in the early stages of project development, design and budget planning and bringing clarity to

the expertise that different consultants offer. Importantly the validation checklist of deliverables will need to be fit for Framework use as other procurement strategies.

This work will develop from the task based databases and stage overviews already available and ensure they form a wide resource for clients and practitioners.

Mapping the system

Maintaining connections and links to emerging regulation/ advice/ guidance across consultants' appointments- connecting to the TVC Delivery Plan

- CLF's Procurement/ Quality WG- quality in procurement

- CLF's Quality WG- CDP Recommendations

- Professional Bodies Campaigns

- Scottish Government Procurement Policy - outreach/ webinars

- SFT Briefing and Evaluation mandating

- RIBA Horizons- qualitative/ quantitive research on the professions needs

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There is a considerable body of activity taking place elsewhere across construction sector transformation. The Scottish Government's Architecture team will support mapping this activity.

For example;
- Discussions on Contractor Design Portions are taking place at the Accords Quality Working Group (CQIC, following an industry survey with some anticipated recommendations for changing the way CDP is delivered. These recommendations may have implications for consultants appointments and we expect that some joint working across the programmes will be helpful.

- The Scottish Governments Construction Procurement Policy team are promoting a series of webinars, with the first on Sustainable Pricing in Construction. These webinars will provide advice and guidance on procurement practice that will touch on consultants appointments.

- Professional bodies publish policy advice, lead campaigns and develop research that will underpin best practice in consultants appointments that can be showcased.

4.0 Suggested Operating Structure

The following operating structure is proposed that will allow for delivery through those participating in the implementation plan; with engagement and consultation through TVC Forums and with wider industry and sector networks. Oversight of the programme will be through the Working Group of Government sponsors alongside SFT. (matching the model used in the Construction Leadership Forum's Transformation Programme).

Operational Arrangements

- The Working Group will meet once a year.
- The Annual Summit will take place in March.
- The TVC Consultants Forum will meet to respond to the programme.

Stakeholder input will be drawn from the consultancy, contracting and client groups to address the delivery plan.

5.0 Programme Plan

The TVC programme will map delivery of these projects over the next 2 years, and to secure the appropriate resources.

The TVC programme will continue to monitor the long list of projects, detailed in the Project Tracker in Appendix A. This tracker will remain a live document that can be updated to reflect emerging issues and insights from the Annual TVC Summit and TVC Consultants Forum.

	Programme Plan	
September	Schedule Consultants Forum/ Steering Group meetings	
September	Workshop/ Announce TVC Mission	
September- Dec	Gather data/ consultation	
Dec	Consultants Forum meeting- progress/ next steps	
Jan- March	**Refine resources and information**	
March/ April	TVC Summit Session	
April- June	Awareness Raising and Training	

A programme plan maps the key steps in the programme for the first 12 months, focussed on reporting back to Stakeholders at an Annual Summit to allow for review and resetting.

Appendix A Project Long List Summary

The following **spreadsheet** details the projects, details and will be used to map resources and deliverables.

Transforming the Value of Consultancy (TVC)
Project Tracker - PROPOSED PROJECTS

Jun-26

Nr	Projects	CULTURAL PROCESS/ POLICY TECHNICAL	DEFINE PROCURE REMUNERATE	Description	Benefits/ Purpose	Likely Approach	Status Notes	Project Partners/ Stakeholders	Consultancy Support	Existing Resources	Outputs
1	TVC Coordination and Collaboration	CULTURAL	ALL	Host and Facilitate 2 meetings annually (Consultants Forum/ TVC Summit) and relevent meetings with consultants, clients and professional bodies. Develop a website to consolidate resources for TVC and provide links to technical tools. Consider how this site can be utilised or cross references with Scottish Government websites to establish centralised knowledge base and support for public sector clients. Provide PMO functions for the programme.	Raise awareness, disseminate key information, create momentum and support cultural change. Wider client support.	Hosting Sessions/ providing co-ordination and promotion					
2	TVC Charter	CULTURAL • Early involvement and professional advice • Procurement , Frameworks and Scope Definition • Addressing Resource Gaps • Collaboration and Communication	ALL	Develop a Charter for best practice for Transforming the Value of Consultancy that can be considered and adopted by Clients into their existing procurement processes.	Establish Cultural Shift- fostering a culture of collaboration, clarity and mutual understanding. Providing overarching principles that can help address the technical and process/ policy areas that create friction between stakeholders.	Establish stakeholder group/ develop draft/ consultation and engagement/ final/consider campaign approach			Marketing / Publication Budget TBC		
3	TVC System Mapping	CULTURAL	ALL	Maintain a system map for the TVC programme	Ensures connections/ crossovers are identified across other programmes and priorities and where benefits can be considered through joint working etc.	Simple mapping (miro or table format) of existing systems effecting change and ensuring there is a programme response to these (procurement,conditions, policy, bahaviours, industry trends etc)	Initial mapping exercise on Miro			Miro Mapping	
4	Promote Benefits and Awareness of TVC	CULTURAL	ALL	Establish a structured process for documenting and sharing lessons learned and feedback into guidance and policy system using professional bodies and engagement forums to maintain sector intelligence and feedback	Use this knowledge to refine templates, processes and strategies for future projects.	Adopting an outcomes approach- Review existing sector systems/ resources and establish best practice approach.		CQIC			
5	Client and Framework Engagement	PROCESS/POLICY	PROCURE/ ALL	Develop stakeholder mapping and engagement plan to promote the work of improving how we brief and appoint consultants. Develop 'commitments' that will support this agenda and gain consensus around key messages.	Improve the visibility, accessibility, purpose of briefing and appointment of consultants with clients and Frameworks users .	Create database/ engage discussions to deliver a best practice approach.				Framework mapping tool (part of the https://pipeline.scottishfuturestrust.org.uk/)	
6	Improve procurement practice for consultants (T&C/Quality Assessment)	PROCESS/POLICY	PROCURE	Identifying and raising awareness of best practice in the procurement of consultants. Look at processes and approach to procurement. Engagement with wider transformatoin network on learning and proposed actions.	To promote better client fit including access for smaller consultants, flexibility to adapt etc.	Review existing sector systems/ resources and establish best practice approach.					
7	Support client side resource and skills	PROCESS/POLICY	PROCURE	Explore and identify the current and future challenges in procurers to deliver effective consultancy appointments.	Establish greater consistency in approach and support for client side teams	Consultation exercise / review/ resources etc				CIOB Client Guide	
13	Setting Up For Success - Promote the benefits and importance of the correct resources during briefing & evaluation.	PROCESS/POLICY	REMUNERATE	Promote the benefits and importance of the correct resources during briefing & evaluation. Utilise existing resources and processes around Briefing, POE and Benchmarking that can support projects lifecycle.	Unlock investment in additonal resources to better support projects at the early stage and support effective evaluaiton of projects.	Review existing sector systems/ resources and establish best practice approach.		.		https://www.scottishfuturestrust.org.uk/publications/documents/briefing-and-evaluation-framework	
8	Stage Based Validation Requirements- Stages 0-3 'what good looks like'	TECHNICAL	DEFINE/ALL	Develop a validation checklist / specification for project deliverables and requirements for key stages of the RIBA Plan of Work (focus on Stages 0-3)	Enable Client to assess quality of milestone deliverables/ assurance and validation that the design team outputs are sufficient quality/ completeness. These will provide a benchmark for scopes of services and fee requirements. Raise awareness, disseminate key information, create momentum and support cultural change. Address early collaboration, feedback loops in POE, Optimise use of BIM and help with the new focus on refurbishment. Provide early focus on refurbishment and the different requirements.	Review/ refine resources and establish templates					
9	Effective Procurement Strategies in projects to improve outcomes.	TECHNICAL	DEFINE	Engage with CLF's Procurement Group (part of Transformation Programme) to identify key measures that promote the value of effective procurement strategies to improve outcomes.	To promote best practice approach for consultants appointments, incuding addressing aspects including novation gaps etc.	Review existing sector systems/ resources and establish best practice approac/ 10 point plan, for example.					
10	Scope of Services Master List (in SIMP Format using Unclass)	TECHNICAL	DEFINE	Develop a populated 'master 'scope of services that can be used to create discipline specific scopes (aligning SIMP format using Unclass) for stages 0-3 (using the current stage overviews as the basis of this work)	Defining client needs and ensuring there is a common approach to appointments and that early tasks such as briefing, ECI etc are covered and brought in at the right time that will strengthen early stage collaboration and promote approaches to collaboration between client/ design team/ contractor (addressing gaps between them all)	Review existing sector systems/ resources and establish best practice approach.		CQIC CDP recommendations		SFT's Draft Task Responsibility Tolbox and Stage Overviews	
11	Identify best practice in roles and responsibilities for project appointments.	TECHNICAL	DEFINE	Develop and identify best practice in defining roles and responsibilities descriptions for key roles (prioritise lead designer/ project lead) to bring some consistency across projects and across client bodies – some standardisation	Simplify appointments by introducing model descriptions	Review existing sector systems/ resources and establish best practice approach.				SFT's Draft Roles and Expertise Description and Glossary	
12	Consolidate fee benchmarking for consultancy appointments.	TECHNICAL	REMUNERATE	Undertake a benchmarking exercise on deliverables and fees based on actual costs and deliverables for similar scale and complexity projects etc based on historical information	By reviewing past projects, firms and clients can better understand the costs of specific deliverables that will inform future pricing	establishing a baseline on fees through consultation/ collate/ establish system for hub					
14	Develop value case on the investment in the correct skills and expertise across the project lifecycle	TECHNICAL	REMUNERATE	Consider and develop benefits and ROI for the investment in suitable qualified and resourced consultancy support across the prioject lifecycle to deliver improved whole life value.	Support procurers to demonstrate whole life value in consultancy appointments.	Collate overview of the skills and expertise requirements/ benchmarking etc					
17											
18											
19											