Construction Leadership Council

Defining Construction Pipelines

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Executive Summary

Construction pipelines serve as critical strategic tools that bridge policy ambitions with delivery outcomes. When effectively implemented, they enable better planning, attract investment, and create market confidence. Yet historically, the government's approach has lacked consistency and reliability, undermining value for money and limiting the market's ability to respond. Pipelines have become increasingly intertwined with political cycles; consequently where uncertainty exists or optics are difficult, silence has often been chosen over transparency, compounding mistrust and inertia.

The recent publication of NISTA's National Investment Pipeline – a central component of the UK's 10 Year Infrastructure Strategy - seeks to break this pattern. By decoupling pipeline from fiscal and political events, it shifts away from market commentary and towards a regular data-led output that offers a clearer forward view.

This paper recognises the progress made and by, reaffirming the value of pipelines, sets out a practical framework for further improvement. It outlines principles for how pipelines should be developed and published to meet the needs of government, industry, and the legal requirements of the Procurement Act 2023, the Construction Playbook, and Commercial Pipeline Guidance (V7).

At its core, this paper recognises the distinction between two essential pipeline perspectives:

- **The Investment Pipeline** - now captured through NISTA's pipeline, providing a strategic 3-5+ year outlook enabling industry to invest in skills, capacity, and innovation while offering government a tool to signal policy priorities and drive strategic outcomes.
- **The Procurement Pipeline** – encompassing near-term (0-3 year) opportunities with actionable data for departments to plan procurement activity and for suppliers to make informed bid decisions and resource allocations.

We build on this structure by proposing a tiered publishing approach that aligns disclosure with project maturity: from Investment stage through Procurement Early View to Procurement-Ready. This would create a clear, evolving journey from policy to delivery, while setting expectations for data certainty at each stage.

To address the systemic delays and inconsistencies that have historically characterised pipeline publication, we reinforce the value of a governance model that balances departmental accountability with national oversight:

- **NISTA** provides strategic leadership through national standards, templates, and a six monthly Investment Pipeline
- **Departments retain operational ownership** of Procurement Pipelines, with quarterly updates embedded into existing governance cycles. These are encouraged to be centrally coordinated via a 'Central Commercial Procurement Portal', creater a simpler, single point access for the market.
- **Accountability is strengthened** through the introduction of Pipeline Maturity Index, administered by Government Commercial Organisation (CO Commercial), benchmarking departments on data quality, update frequency, and market engagement

The first tier has begun to crystalise. As CLC, we will continue to push further to deliver benefits across stakeholders:

- **For government departments** - to streamline reporting processes, reduce duplication, and deliver Commercial Pipeline Guidance compliance.
- **For industry**, to gain reliable forward visibility needed to invest confidently in skills, innovation, and capacity while enabling more effective bid preparation.
- **For ministerial priorities** – to support faster infrastructure delivery, improving value for money, and advances strategic objectives like clean energy transition, regional economic development, and the adoption of industrialised construction methods.

The next steps proposed are not about adding burdens, but about maturing the pipeline into a market-shaping tool—less politicised, more data-driven, and easier to use.

By implementing these recommendations, government can restore market confidence, support better delivery outcomes, and embed a pipeline system that underpins a more resilient, innovative, and high-performing construction sector.

Contents

Executive Summary 2

1. Introduction 4
Pipelines are important.

2. The Importance Of Pipelines 5
Strategic
Technical
Compliance

3. What The Market Wants 7
A. The Investment Pipeline
B. The Procurement Pipeline

4. Challenges With Producing A Pipeline 9

5. Delivering A Gold Standard 10
Clarity on what to publish, and when
Defined roles and responsibilities
What To Publish And When

6. A New Model Of Reporting 12
1. NISTA – strategic leadership and enabling standards
2. Departments – ownership of procurement pipelines
3. Public accountability through a Pipeline Maturity Index

7. Departmental Pipeline Compliance Checklist 13

8. Pipeline Maturity Index 14
Investment Pipeline Maturity Index (IPMI)
Procurement Pipeline Maturity Index (PPMI)

1. Introduction

Pipelines are important.

Construction pipelines are fundamental market-shaping tools with significant economic impact. When properly developed and maintained, they serve as strategic enablers that create the conditions for improved delivery outcomes, informed investment decisions, and a more resilient and capable construction sector.

Consistently and credibly published pipelines function as the bridge between national policy ambitions and project-level delivery, enabling smarter investment, improved productivity, and stronger collaboration between public and private sectors. A well-structured pipeline offers two vital perspectives, macro and micro.

The Strategic Investment Pipeline (macro view)
Providing long-term visibility of programmes of work in development. This supports national infrastructure & regional economic planning, clean energy pathways, skills development, & greater market confidence.

The Procurement Opportunity Pipeline (micro view)
Providing near-term detail on upcoming tenders and contract opportunities. It includes scheme-level information that is essential for supplier planning, team formation, and bid readiness.

These two layers are interdependent. The macro pipeline provides continuity and confidence in government direction, while the micro pipeline offers the precision and practicality needed for timely and effective market engagement.

> *Being transparent about what and where we are investing money means that we can deliver more widely and effectively. It means that we can put people at the very heart of projects – whether that is the taxpayer, a local business, a big city or a small town.*
>
> **Sir John Armitt, Chair, National Infrastructure Commission**

Historically the National Infrastructure and Construction Pipeline was intended to support both perspectives - investment and procurement - but its credibility and consistency were not always been assured. In previous cycles, publication delays and variable data accuracy led some in industry to describe it "more of a wish list than an actual pipeline of infrastructure projects… highly dependent on political whims." This inconsistency undermined the pipeline's credibility, weakened the case for private investment and represented a missed opportunity to drive economic growth.

The Infrastructure Pipeline, recently published by NISTA, however introduces a new approach and a higher standard of quality. It offers a structured, regularly updated, and digitally accessible view of the national Strategic Investment Pipeline, helping industry and investors to plan with confidence. It marks a shift away from reactive publication toward a consistent, data-led tool for long-term planning and investment alignment.

Importantly, this also marks a change in scope: whereas previous iterations attempted to include both investment and procurement data, NISTA's focus is now solely on the Strategic Investment Pipeline. Responsibility for publishing near-term Procurement Pipelines has been formally returned to individual departments. While some may view this as a step back, it reflects a deliberate separation of roles, distinguishing strategic signalling from operational procurement to improve accuracy and enable more timely market engagement.

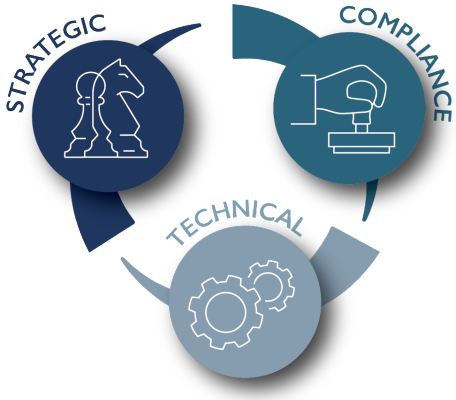
This guidance acknowledges that shift and proposes practical next steps to strengthen pipeline visibility across the system. It includes recommendations for a tiered publishing framework, a maturity index, and refreshed governance to support consistency, comparability, and benchmarking over time.

Specifically this includes:

- **For Departments** – a practical checklist of what should be published, how often, and in what format, to support compliant, consistent, and meaningful construction pipelines that drive better value for money.
- **For Industry** – a shared understanding of what pipeline information should reasonably look like, recognising that early data may evolve, but that transparency, consistency, and quality will improve over time, supporting better business planning and investment decisions.
- **For NISTA and CO Commercial** – defined roles to oversee, benchmark and improve pipeline reporting across government, increasing confidence in both Infrastructure and Procurement Pipelines nationally.

2. The Importance Of Pipelines

A transparent and defined pipeline offers distinct benefits to both contracting authorities and the supply chain. These benefits fall into three categories - strategic, technical, and compliance - each contributing to more effective, consistent, and future-ready delivery.



Strategic

Policy Delivery and Outcome Focus: Pipelines make national priorities tangible. By aligning future commercial activity with strategic goals- such as clean energy, regional economic development, and industrialised construction - they enable more effective, outcome-based procurement in line with the Construction Playbook.

Market Stimulation and Confidence: Visible, credible demand gives suppliers the confidence to invest in innovation, skills, and capacity, supporting a stronger, more resilient construction sector and unlocking better, faster, greener delivery.

Transparency and Market Engagement: Publishing pipeline information broadens market access, particularly for SMEs, VCSEs, and regional businesses. It drives fairer competition, improves engagement quality, and strengthens social value outcomes.

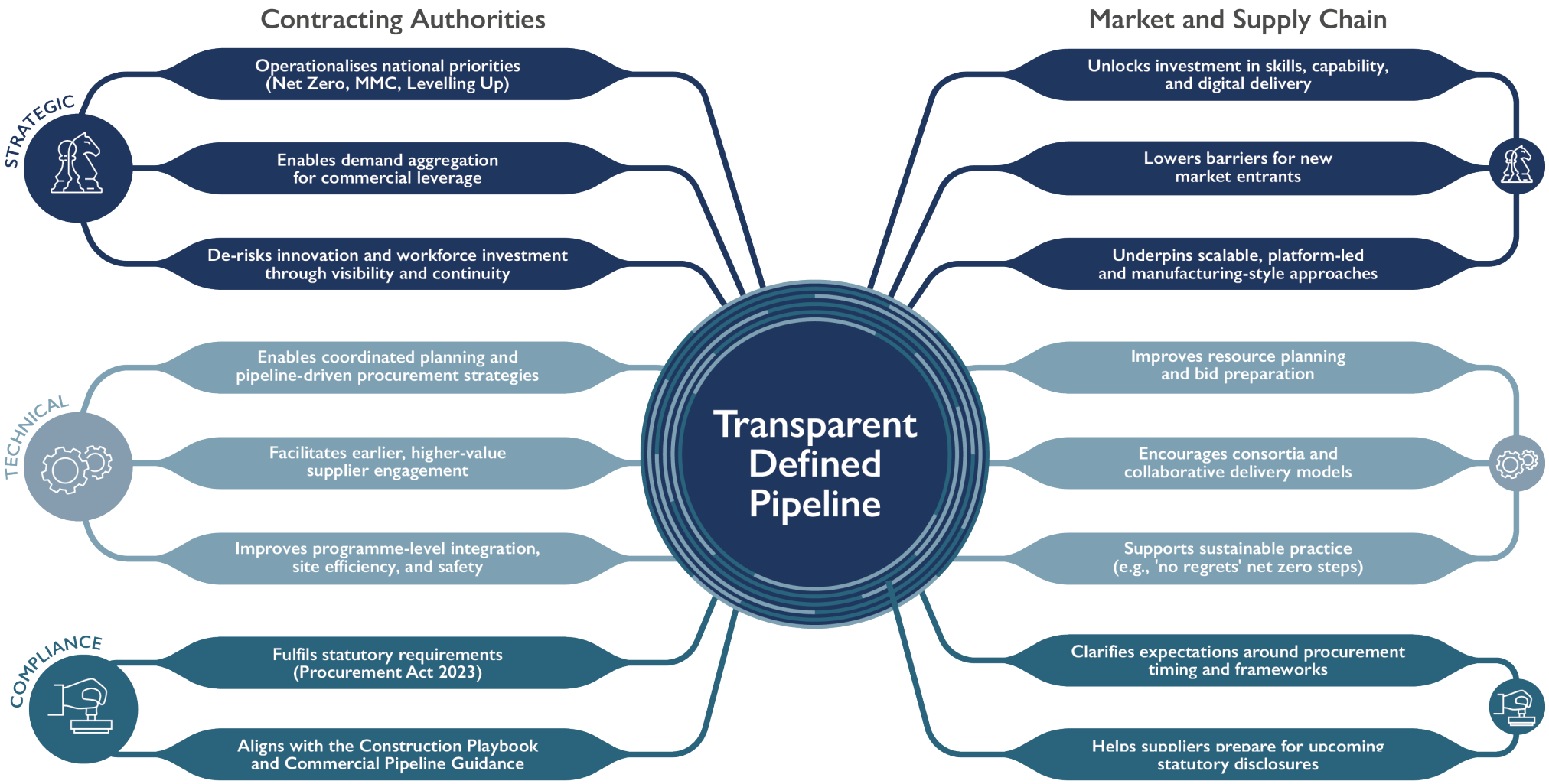
Technical

Forward Planning for Government Clients: For contracting authorities, pipelines underpin internal alignment, programme-level planning, and strategic sequencing of procurements. They help identify opportunities for portfolio delivery and reduce reliance on reactive, fragmented tendering.

Supplier Readiness and Innovation: Early visibility of opportunities enables suppliers to plan effectively, forming delivery partnerships, mobilising teams, and investing in digital tools and modern construction techniques and solutions.

Compliance

Legal and Policy Compliance: The Procurement Act 2023 mandates that pipeline notices for contracts above £2 million be published within 56 days of the start of each financial year. Pipelines are no longer just best practice - they are a legal requirement and central to commercial governance.


Contracting Authorities
Market and Supply Chain
STRATEGIC
Operationalises national priorities (Net Zero, MMC, Levelling Up)
Enables demand aggregation for commercial leverage
De-risks innovation and workforce investment through visibility and continuity
TECHNICAL
Enables coordinated planning and pipeline-driven procurement strategies
Facilitates earlier, higher-value supplier engagement
Improves programme-level integration, site efficiency, and safety
COMPLIANCE
Fulfils statutory requirements (Procurement Act 2023)
Aligns with the Construction Playbook and Commercial Pipeline Guidance
Transparent Defined Pipeline
Unlocks investment in skills, capability, and digital delivery
Lowers barriers for new market entrants
Underpins scalable, platform-led and manufacturing-style approaches
Improves resource planning and bid preparation
Encourages consortia and collaborative delivery models
Supports sustainable practice (e.g., 'no regrets' net zero steps)
Clarifies expectations around procurement timing and frameworks
Helps suppliers prepare for upcoming statutory disclosures

3. What The Market Wants

The UK construction sector does not view pipeline data as a compliance exercise: it sees it as a strategic enabler of investment, planning, and delivery. Across contractors, consultants, suppliers, and investors, there is a consistent and well-evidenced call for government to provide a transparent, contemporary, and well-structured view of future construction activity - one that differentiates between strategic investment intentions and near-term procurement plans.

The market recognises - and expects government to reflect - that there are two distinct but interconnected types of pipeline data:

A. the Investment Pipeline, and

B. the Procurement Pipeline.

These serve different users, operate over different timeframes, and require different levels of data granularity and certainty.

A. The Investment Pipeline

The Investment Pipeline provides a long-range view of planned public construction and infrastructure investment. It is not about immediate tenders, but about strategic intent: what types of projects are coming, why they matter, and when they are likely to mature. This insight is critical for industry to plan investment in skills, capacity, manufacturing, and innovation, particularly for SMEs and firms operating in developing capital intensive solutions.

The market expects a firm 3–5 year programme, supported by committed funding, alongside a longer-term indicative outlook. Projects should be categorised by stage and certainty (e.g. indicative, in development, funded) to support risk-based decision-making.

Just as importantly, the Investment Pipeline must demonstrate how projects align with wider policy goals, such as clean energy transition, regional economic development and adoption of industrialised design and construction. It should function not as a static list, but as a dynamic tool for market signalling and strategic planning.

This is the function now served by the Infrastructure Pipeline, published by NISTA. Designed to provide a confident operational view for investors, the Infrastructure Pipeline includes both publicly and, where available, privately funded infrastructure projects. Its purpose is to give businesses the certainty needed to invest in capacity, technology, and people.

B. The Procurement Pipeline

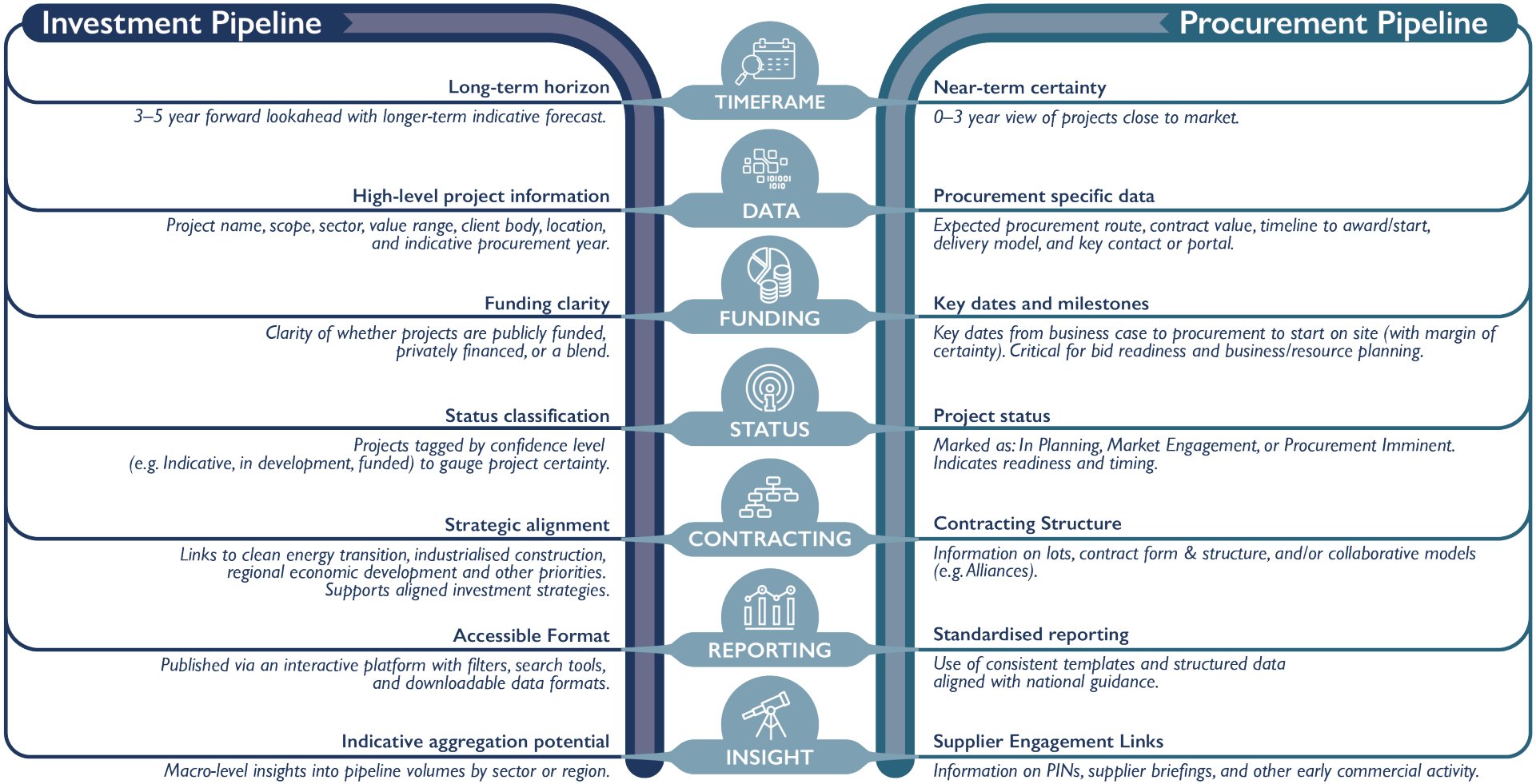
By contrast, the Procurement Pipeline focuses on projects approaching the market, typically those moving from Outline Business Case (OBC) through to tender. The market expectation here is not vision, but clarity, precision, and reliability.

Suppliers and bidders need specific, actionable data: procurement route, contract value, location, timelines, delivery model, and a named contact or procurement portal. This allows organisations to assess opportunities, make bid/no-bid decisions, allocate resources, and prepare to mobilise effectively.

Quarterly updates are now considered the minimum standard. Frequency and accuracy are critical - particularly for suppliers managing complex pipelines, planning long-term frameworks or preparing to commit significant costs to bid. Data must also be consistent, structured, and aligned to national templates to ensure comparability and confidence.

Engagement is equally important. Suppliers - especially SMEs and specialists - want visibility of PINs, supplier briefings, and early market dialogue. These signals are essential for preparing effective bids and forming delivery partnerships.

The market does not view the Investment and Procurement Pipelines in isolation. It expects a coherent, connected journey from strategy to delivery, with shared project identifiers, visible progress through lifecycle stages, and tools that allow users to track the evolution of individual projects. A joined-up approach improves transparency, reduces duplication, and ensures that early-stage ambition translates into commercial delivery.


Investment Pipeline
Procurement Pipeline
Long-term horizon
3–5 year forward lookahead with longer-term indicative forecast.
TIMEFRAME
Near-term certainty
0–3 year view of projects close to market.
High-level project information
Project name, scope, sector, value range, client body, location, and indicative procurement year.
DATA
Procurement specific data
Expected procurement route, contract value, timeline to award/start, delivery model, and key contact or portal.
Funding clarity
Clarity of whether projects are publicly funded, privately financed, or a blend.
FUNDING
Key dates and milestones
Key dates from business case to procurement to start on site (with margin of certainty). Critical for bid readiness and business/resource planning.
Status classification
Projects tagged by confidence level (e.g. Indicative, in development, funded) to gauge project certainty.
STATUS
Project status
Marked as: In Planning, Market Engagement, or Procurement Imminent. Indicates readiness and timing.
Strategic alignment
Links to clean energy transition, industrialised construction, regional economic development and other priorities. Supports aligned investment strategies.
CONTRACTING
Contracting Structure
Information on lots, contract form & structure, and/or collaborative models (e.g. Alliances).
Accessible Format
Published via an interactive platform with filters, search tools, and downloadable data formats.
REPORTING
Standardised reporting
Use of consistent templates and structured data aligned with national guidance.
Indicative aggregation potential
Macro-level insights into pipeline volumes by sector or region.
INSIGHT
Supplier Engagement Links
Information on PINs, supplier briefings, and other early commercial activity.

4. Challenges With Producing A Pipeline

Despite its strategic importance, historically the process for producing the National Infrastructure and Construction Pipeline has bureaucratically heavy, politically fraught, and operationally unsustainable.

What should have been a trusted, straightforward tool for informing the market often became a complex negotiation, misaligned with the very outcomes it was intended to support:

- **Political Sensitivities and Delays:** In previous cycles, pipeline publication was delayed due to sensitivities around the inclusion of certain high-profile projects. Without a mechanism to isolate or publish partial datasets, a small number of unresolved issues often held up wider release.
- **Strategic-Political Misalignment:** Tensions between short-term political priorities and long-term infrastructure planning created uncertainty over language, timing, and project maturity—resulting in inconsistent publication rhythms and unclear messaging to the market.
- **Lengthy Clearance Loops:** Approval processes typically involved multiple layers—across commercial, policy, finance, and governance teams. In some cases, additional cross-departmental checks extended clearance timelines and reduced agility.
- **Fragmented Data and Incomplete Coverage:** There is no mandate for local authorities or wider public bodies to submit pipeline data. As a result, critical elements of public sector activity have often been missing. While third-party data (e.g. from Barbour ABI) can supplement gaps, integration has historically been labour-intensive and often imprecise.
- **Lack of Consistent Standards:** Despite the existence of Commercial Pipeline Guidance, adoption has varied. Differences in format, data structure, and update frequency across departments made aggregation difficult and reduced comparability
- **Overly Complex Modelling Requirements:** Historically the underlying modelling required to forecast investment pipelines were technically opaque. This has created difficulty in validating data, aligning timeframes, and maintaining confidence in published outputs.

The result was too often a compromised output: frequently delayed, diluted by political sensitivities, and disconnected from actual procurement activity.

In response, NISTA and the CLC have worked together to lay the foundations for a more coherent, consistent, and sustainable approach to pipeline reporting. The launch of the National Infrastructure Pipeline dashboard marks an important shift in addressing much of the above - moving away from reactive, manually curated publications toward a structured, data-led model. It signals the beginning of a system that prioritises clarity over complexity and coordination over control.

5. Delivering A Gold Standard

To continue the evolution from fragmented processes to a pipeline model that is credible, agile, and trusted across government and industry, two practical shifts are now recommended.

A. Clarity on what to publish, and when

B. Defined roles and responsibilities

Clarity on what to publish, and when

A consistent, cross-government structure for pipeline data that supports strategic planning and market engagement, featuring:

- **A tiered model:** Investment, Procurement (Early View), and Procurement-Ready
- **Mandatory data fields** aligned to project and business case maturity
- **Standardised formats and routine update cycles** to support comparability and reduce administrative friction

This framework subdivides the Procurement Pipeline into two distinct stages. "Early View" gives the market advance notice of upcoming opportunities, enabling suppliers to prepare and engage early. In many cases, this early visibility can and should be informed by long-range estate and asset planning, such as that supported by ISO 55000-compliant Strategic Asset Management Plans[1]

"Procurement-Ready" applies to projects approaching tender, providing the detailed, actionable information required for bid mobilisation and resource planning.

While the minimum legal requirements for pipeline publication are already set - covering contracts over £2 million, with annual publication and a 56-day deadline from the start of each financial year- this framework proposes a more ambitious standard. It encourages departments to publish below the threshold where possible, update more frequently but ultimately ensure that early signals and timely detail are available to the supply chain, supporting better engagement and delivery.

Defined roles and responsibilities

A governance model that balances local accountability with national oversight, via:

- **Departmental ownership of the Procurements pipelines**, with updates published at least every six months and embedded into regular governance cycles, aligned to centrally agreed data standards
- **Consideration of a central coordination role for CO Commercial**, in providing a single, market-facing portal to host pipeline data across government
- **Standard-setting, guidance, and assurance led by CO Commercial** for procurement pipelines (reflecting its policy lead under the Procurement Act), and by NISTA for investment pipeline principles and strategic alignment, with joint working where appropriate;
- **A shift from control to clarity**, with a focus on benchmarking, continuous improvement, and visible progress over time.

The publication of the Investment Pipeline by NISTA begins to enact this model, signalling a new approach.

What To Publish And When

Building on recent progress, the following framework sets out practical guidance on *what to publish, when to publish it, and how it should be shared.*

It defines minimum data requirements, publication timings, and expectations at each stage—Investment, Procurement (Early View), and Procurement-Ready - to help departments meet their obligations under the Procurement Act 2023 and align with best practice set out in the Construction Playbook and Commercial Pipeline Guidance (V7).

Pipeline Stage	Investment Pipeline	Procurement Pipeline (Early View)	Procurement Pipeline (Procurement-Ready)
Purpose	Signals future government construction investment; supports strategic market awareness	Indicates upcoming commercial activity; enables supplier planning and engagement	Provides suppliers with sufficient detail for bid readiness and mobilisation
WHAT Information to Publish	» Project or programme name » Contract title » Business area / sector » Investment envelope or ROM budget, if known (range) » Anticipated procurement route » Relevant framework (if applicable) » Expected year(s) of procurement	» Asset Type » Type of Project (refurb, renewal, extend, new build) » Project description » Estimated contract value » Procurement route/procedure (e.g. open, restricted) » Framework reference (if applicable) » CPV code » Estimated procurement start (quarter/year) » Indicative contract length » Delivery milestones (if known) » Functional Unit of measurement (km of road, no of school places, hospital beds, etc)	» Detailed project scope or work package » Procurement launch date » Contracting strategy (e.g. alliance, single-stage) » Delivery model/MMC intentions » Lot/geographic breakdown (if applicable) » Social value and sustainability priorities » Confirmed CPV, value and route
WHY Value to Market	Signals future demand and pipeline direction Supports early awareness and strategic planning	Provides actionable early insights to support supplier readiness, partnership formation, and SME engagement	Enables detailed bid preparation for complex or large-scale opportunities; aligns with ITT readiness
WHEN Business Case Stage	Initial budget identification or Strategic Outline Case (SOC), whichever is the earlier	Outline Business Case (OBC) or pre-market engagement, whichever is the earlier	Full Business Case (FBC) or procurement-ready, whichever is the earlier
Potential for Aggregation	Highlights potential sectoral or programme-scale demand Supports long-term investment in skills and capability	Reveals thematic or regional aggregation opportunities across similar projects	Informs aggregation or standardisation decisions across contracting strategies and delivery approaches
Policy/Legal Alignment	✓ Optional under Procurement Act ✓ Supports TIP/NICP strategic transparency	✓ Required under Procurement Act for contracts >£2m within 18 months ✓ Matches Commercial Pipeline Guidance minimum fields	✓ Fully compliant with Procurement Act and V7; aligns with Construction Playbook market engagement expectations
Where to Publish	NISTA National Infrastructure Pipeline	GOV.UK, Find a Tender, or designated CO Commercial platform	GOV.UK and Find a Tender, aligned with statutory notice platforms
Update Frequency	Recommended: bi-annually or at major programme change	Required: at least quarterly (per Commercial Pipeline Guidance)	Required: prior to tender release and quarterly thereafter if not yet tendered

The framework above sets out current best practice aligned with business case stages. However, the longer-term aspiration should be to move beyond project-level listings and towards earlier, asset-based signals of public sector demand.

By publishing indicative needs - such as school places, hospital capacity, or net-zero retrofit goals - before the SOC stage, government can offer the supply chains earlier visibility of likely future work. This would support investment in capability, enables regional aggregation, and encourages strategic alignment across tiers and sectors.

While not all departments can do this today, embedding such needs-based forecasts within the Investment Pipeline should be a future goal, one that shifts it from a list of intentions to a true strategic planning tool. With NISTA considering this direction, the critical next step lies with departments: to improve the consistency, frequency, and accessibility of Procurement Pipelines. Embedding updates into governance cycles and aligning with national standards will be essential to building a system that the market can plan against and trust.

6. A New Model Of Reporting

To embed this approach across government, a revised reporting model is also recommended, shifting from centralised data coordination to a system of distributed responsibility, underpinned by clear national standards and proportionate oversight.

This proposal is structured around three complementary layers of responsibility.

1. NISTA – strategic leadership and enabling standards

It is recommended that NISTA continue to lead on the Investment Pipeline, publishing a six monthly strategic-level view of projects at the Strategic Outline Case (SOC) stage or earlier funding intent. This forms the macro-level perspective, providing forward visibility to support investment alignment, policy delivery, and long-term capacity planning..

To support consistency across the pipeline lifecycle, it is also recommended that NISTA, in collaboration with the CO Commercial:

- Define the standard data expectations for all pipeline stages
- Issue templates and guidance to support consistency
- Offer light-touch assurance and support to departments.

2. Departments – ownership of procurement pipelines

To ensure legal and policy compliance, departments should retain responsibility for maintaining and publishing their Procurement Pipelines, covering projects from Outline Business Case (OBC) through to tender. This includes both the Early View and Procurement-Ready stages as defined in the framework.

Departments should:

- Publish data using standard templates and formats developed by CO Commercial to support consistency and comparability
- Update pipelines at least quarterly, aligned with internal governance cycles
- Align publication practice with the requirements set out in the Procurement Act 2023, the Commercial Pipeline Guidance V7, and the Construction Playbook.

3. Public accountability through a Pipeline Maturity Index

To reinforce consistency, drive improvement, and increase transparency, it is recommended that CO Commercial, NISTA and / or CLC develop and publish an annual Pipeline Maturity Index, benchmarking departmental performance against:

- Data completeness
- Frequency and regularity of updates
- Use of standard formats
- Alignment with business case maturity stages
- Integration of supplier and market feedback.

The index would ideally highlight exemplar practice, identify areas for development and be published to improve supplier confidence and drive peer accountability.

This model would support a more balanced and sustainable approach to pipeline reporting- where information is:

- Owned by those closest to delivery,
- Structured against a consistent national standard, and
- Reviewed through transparent, proportionate assurance to support continuous improvement across government.

7. Departmental Pipeline Compliance Checklist

This practical checklist is designed to help departments self-assess their alignment with pipeline expectations across the Investment, Early View Procurement, and Procurement-Ready stages. It links directly to the Procurement Act 2023, Commercial Pipeline Guidance V7 (which defines a 'Minimum Viable Pipeline), and Construction Playbook principles.

Checklist Item	Investment	Procurement - EV	Procurement Ready	Description	Compliant? (✓/✗)	Comments/Actions
1. Project listed in correct tier	✓	✓	✓	Project assigned to Investment, Early View, or Procurement-Ready stage based on business case maturity		
2. Data fields completed	✓	✓	✓	All mandatory fields for relevant tier populated (see earlier framework)		
3. Status clearly classified	✓	✓	✓	Project tagged with a defined confidence/status level (e.g. Indicative / In Development / Funded)		
4. Aligned to current national templates	✓	✓	✓	Data submitted using NISTA-compliant format and schema		
5. Funding source identified	✓			Public, private, or blended funding status recorded		
6. Procurement route outlined		✓	✓	Procurement method and relevant framework (if applicable) specified		
7. Key dates entered			✓	Procurement start, contract award, and start on site estimated or confirmed		
8. Delivery model & lotting			✓	Delivery strategy (e.g. MMC use, contract form, lotting) recorded		
9. Strategic alignment stated	✓	✓	✓	Link to clean energy transition, industrialised construction, regional economic development, or other priorities noted		
10. Updated this quarter		✓	✓	Record refreshed as part of quarterly review cycle		
11. Linked to governance process	✓	✓	✓	Pipeline entries reviewed and signed off through internal governance		
12. Published on required platform(s)		✓	✓	Published on GOV.UK, Find a Tender, or designated platform		
13. Supplier engagement info included			✓	PINs, supplier briefings, or market engagement activities noted		
14. Data validated internally		✓	✓	Entries checked for accuracy and completeness prior to publication		

8. Pipeline Maturity Index

To support more consistent, transparent, and trusted pipeline reporting across government, we recommend that departments be assessed against a structured maturity index. To that end, we have developed two practical frameworks: one for the Investment Pipeline, focused on strategic visibility and alignment with national priorities; and one for the Procurement Pipeline, focused on operational readiness, accuracy, and supplier usability.

Investment Pipeline Maturity Index (IPMI)

		Scoring Guide			
Category	**Focus**	**0 =**	**1 =**	**2 =**	**3 =**
1. Data Completeness	% of required investment pipeline fields populated (e.g. project name, scope, funding type, location, value range)	<50%	50–74%	75–89%	≥90%
2. Update Frequency	Frequency of updates to the published investment pipeline (annual baseline required)	Rarely / ad hoc	Annual only	Bi-annually	Annual baseline with in-year updates/change log
3. Format Compliance	Use of approved investment pipeline template/schema aligned to national standards (e.g. NISTA)	Not used	Inconsistent	Mostly compliant	Fully compliant
4. Maturity Alignment	Projects categorised based on stage (Indicative/ In-Development) aligned to business case maturity (pre-SOC, SOC)	Frequently misaligned	Mixed accuracy	Mostly accurate	Fully aligned
5. Strategic Alignment	Extent to which projects are tagged or grouped by national government priorities or local asset management strategies	Not shown	Inconsistent	Mostly shown	Clearly structured and linked
6. Change Tracking & Accuracy	Stability of key fields over time (dates, value, scope), with explanation of changes provided	Frequent changes to dates, values, or scope, with no audit trail or rationale.	Some changes tracked manually, but no consistency or transparency.	Most key changes logged (e.g. value, timing) with reason noted in at least 75% of cases.	Changes tracked via automated log or structured field (e.g. "change reason"), version history maintained and visible to market.
7. Portfolio Insight	Evidence of internal or cross-government demand aggregation into portfolios to unlock scale and efficiency.	None	Internal groupings	Partial cross-government aggregation	Active cross-government portfolios
8. Insight Utilisation	Evidence that pipeline data informs departmental decisions (e.g. resourcing, workforce planning, benchmarking).	Not used internally	Ad hoc use	Regular analysis	Used for strategic planning / performance improvement
9. Industry Feedback & Responsiveness	Is there a supplier/investor feedback mechanism for the Investment Pipeline and evidence of action?	No mechanism	Passive/unclear	Surveys/events only	Active loop with documented actions

Procurement Pipeline Maturity Index (PPMI)

		Scoring Guide			
Category	Focus	0 =	1 =	2 =	3 =
1. Data Completeness	Coverage of all required procurement data fields (e.g. contract value, procurement route, start date, location, contact).	<50% complete	50–74%	75–89%	≥90%
2. Update Frequency	How regularly the pipeline is refreshed (per guidance: quarterly minimum).	Rarely / ad hoc	Annual only	Bi-annually	Quarterly or better
3. Format Compliance	Use of structured, standardised templates aligned to national guidance (e.g. NISTA,V7).	Not used	Inconsistent	Mostly compliant	Fully compliant
4. Maturity Alignment	Are entries clearly aligned to appropriate business case stage (OBC/FBC)?	Frequently misaligned	Mixed	Mostly accurate	Fully aligned
5. Procurement Detail & Transparency	Inclusion of key supplier-facing info: procurement route, lotting, timeline, delivery model, and portal/contact	Minimal or vague	Basic only	Mostly complete	Fully transparent
6. Delay & Change Tracking	Are changes to dates or scope tracked, updated, and explained over time?	Not tracked	Ad hoc or partial	Mostly consistent	Fully tracked with rationale/version history
7. Early Market Engagement	Visibility of PINs, supplier briefings, or engagement activity in advance of tenders.	None	Occasional or incomplete	Mostly available	Clear and structured across entries
8. Supplier Feedback & Responsiveness	Is there a way for suppliers to comment on pipeline content and see responses/improvements?	No feedback route	Passive/informal only	Occasional surveys/events	Active loop + visible improvement actions

Construction Leadership Council

This guidance note has been prepared in collaboration with the CLC Industrialisation Working Group, with representatives from:

Akerlof
Atkins Realis
Bryden Wood
Elevate
Department of Business & Trade
Department for Education
Department of Health & Social Care
Expedition Engineering
NISTA
Mott MacDonald
Manufacturing Technology Centre

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