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**LEWES  
TOWN  
COUNCIL**

To: **Cllrs Catlin; Chartier; Lamb; Mayhew; Milner; Murray (R); Murray (S); O'Keeffe; and Rowell**

A Meeting of the **Working Party established to oversee repairs to the Council's buildings**, will be held on **Friday 21<sup>st</sup> October 2016**, in the **Yarrow Room, Town Hall, Lewes** at **12:30pm** which you are requested to attend.

S Brigden, Town Clerk  
11<sup>th</sup> October 2016

## **AGENDA**

### 1. QUESTION TIME

To consider any questions received regarding items on the agenda for this meeting.

### 2. APOLOGIES FOR ABSENCE:

To receive apologies from members of the Working-party who are unable to attend.

### 3. MEMBER'S DECLARATIONS OF INTEREST:

To note declarations of any personal or prejudicial interests in matters on this agenda.

### 4. MINUTES:

To agree Minutes of the meeting held on 27<sup>th</sup> September 2016 *(attached, page 3)*

### 5. BUSINESS OF THE MEETING

Update on works to the Town Hall.

Structure of project to refurbish Malling Community Centre:

- a) To consider a Project Execution Plan proposed by the managing surveyors. *(attached, page 5)*
- b) To consider suitably experienced architects proposed by the managing surveyors for invitations to expression of interest.

At this point the Chairman will move:

“That in view of the confidential nature of the business to be transacted during the remainder of the meeting, pursuant to the Public Bodies (Admission to Meetings) Act 1960 etc. any members of the press or public present be excluded and instructed to withdraw. The nature of that business is to consider tender values and submissions for prospective contracts.”

- c) To consider recommendations of the managing surveyors regarding tenders received for relevant 'due diligence' surveys.

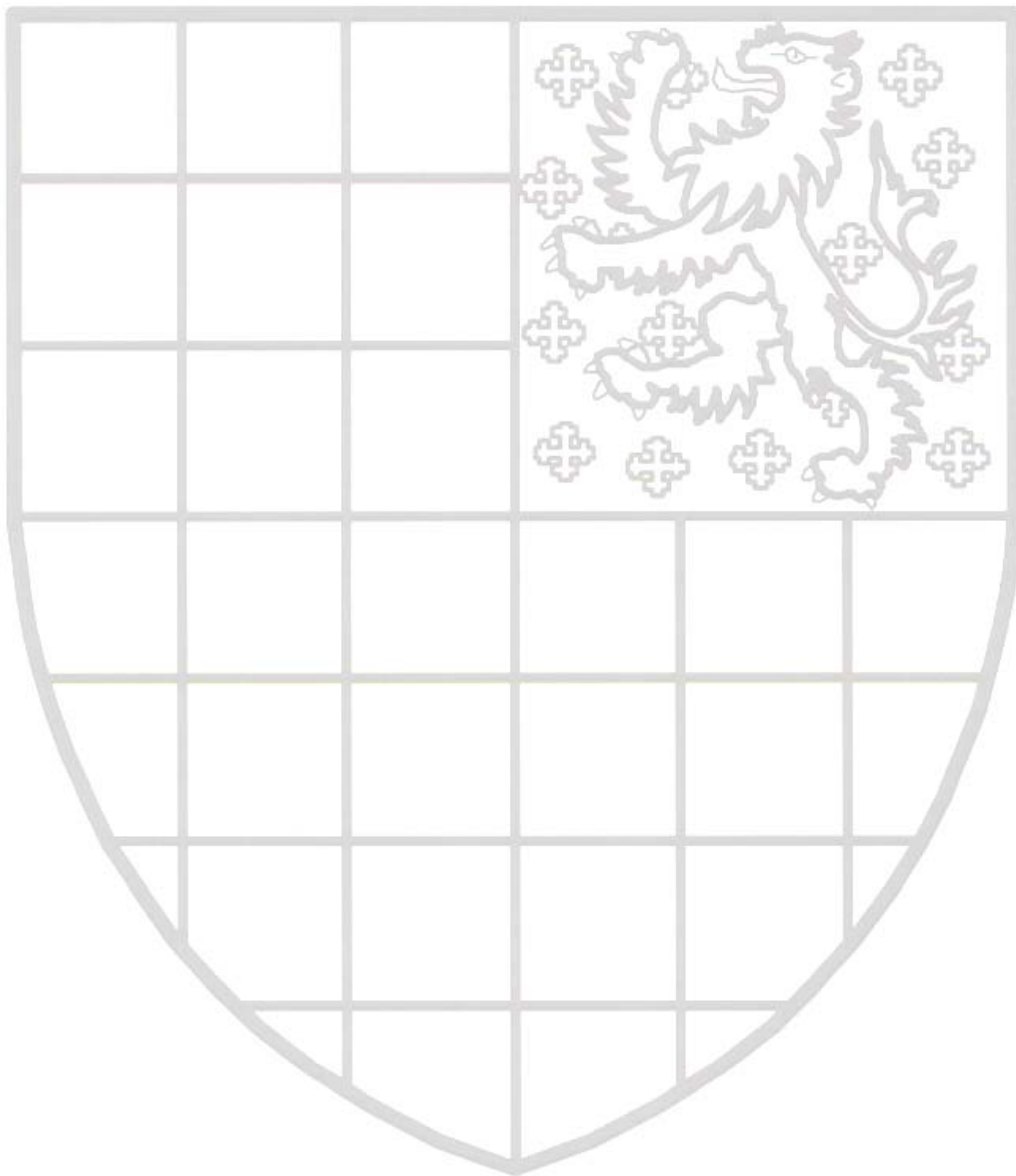
***For further information about items on this agenda please contact the Town Clerk at the above address.***

**PUBLIC ATTENDANCE:** Members of the public have the right, and are welcome, to attend meetings of the Council – questions about items on the agenda may be heard at the start of each meeting with the Chairman's consent. Questions or requests to address the Council should, whenever possible, be submitted in writing to the Town Clerk at least 24 hours in advance. General questions can be raised at our offices between 9am and 5pm Mons- Thurs; 9am and 4pm on Fridays – our staff will be pleased to assist.

**Distribution:** Cllrs Catlin; Chartier; Lamb; Mayhew; Milner; Murray (R); Murray (S); O'Keeffe; and Rowell  
*(copy: all Cllrs: for information)*

*Copies for information: T/hall; LTC website; Lewes Library, Sx. Express, E.Argus, Sx. Police, M Caulfield MP, LDC, ESCC, Fr'ds of Lewes*

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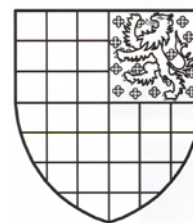
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**LEWES  
TOWN  
COUNCIL**

## **MINUTES**

of the meeting of the **Working Party established to oversee repairs to the Council's buildings**, held on **Tuesday 27<sup>th</sup> September 2016**, in the **Yarrow Room, Town Hall, Lewes** at **11:00am**.

**PRESENT** Cllrs S Catlin; M Chartier; J Lamb; Dr G Mayhew; R Murray; S Murray; R O'Keeffe

**In attendance:** S Brigden (*Town Clerk [TC]*)

**BRepWP2016/09 APOLOGIES FOR ABSENCE:** Apologies had been received from Cllr Milner who had an unavoidable work commitment; and Cllr Rowell (no reason offered).

**BRepWP2016/10 DECLARATIONS OF INTEREST:** There were none.

**BRepWP2016/11 QUESTIONS:** There were none. One member of the public was present.

**BRepWP2016/12 REMIT of the WORKING PARTY:**

The remit of the working party, as defined by Council, was reviewed:

The original remit of the Working Party was to commission repairs to the South elevation and refurbishment of offices at the Town Hall. This was extended by Council to include administration of the project to refurbish the Malling Community Centre, and extended further to include detailed consideration of the options for permanent roof repairs to the Assembly Room and Corn Exchange. On 25<sup>th</sup> August 2016 the Working Party was further delegated authority (*Council resolution FC2016/45.3 refers*) to oversee repairs at the All Saints Centre as and when appropriate.

**BRepWP2016/13 BUSINESS OF THE MEETING:**

*Update on works at Lewes Town Hall:* TC advised that work was underway to strip and re-tile the roof of the Assembly Room, and would continue for several weeks.

The upgraded fire alarm system was now fully-operational, and the infrastructure for publicly-accessible WiFi was in place. Broadband connections were scheduled for 2<sup>nd</sup> October, with commissioning of the system planned for the following day.

*Malling Community Centre:* The Chairman welcomed Grant Crossley, Project Management Director for BLB Chartered Surveyors, who had been asked to submit proposals for management of a project for the refurbishment of the Malling Community Centre (MCC), following the last meeting. Mr Crossley explained that BLB, who were established in 1904 and were the consulting engineers who had managed the recent Town Hall façade refurbishment, had prepared a project brief which was distributed to Members (*copy in Minute book*). This was structured in seven steps according to the industry-standard Royal Institute of British Architects (RIBA) Plan of Works Stages, and covered by the professional standards of the Royal Institution of Chartered Surveyors (RICS).

It was proposed that architects would be invited to prepare draft design ideas for approval by Council and subsequently a building contract would be offered through tender, with the contractors required to allow-for all risks and eventualities such as time over-runs. This would avoid unexpected inflation in the final cost and was a conventional approach. Council could suggest local architects for inclusion in the invitation to the first phase, to supplement the professional shortlist to which BLB would normally refer. It was suggested and agreed that the introduction of their design ideas could be assessed at a meeting held at the MCC to which existing hirers and the public could contribute.

The resulting preferred design option would then be submitted for Council

approval, and the successful architect novated to the build contract once appointed. Members were pleased to note that the proposals recognized potential links to parallel projects such as the proposed refurbishment and extension of the Pells Pool Kiosk in the foreseeable future, to provide a café facility that may complement any similar installation should it be included in designs for MCC. Once the project reached the stage of a more detailed design it was intended that external grant funding would be researched. This was likely to involve multiple agencies as the building has discrete elements such as sports changing facilities; community rooms *etc.* that may be eligible for some 'specialist' grants.

**BRepWP2016/14 CONCLUSIONS:**

The Working Party accepted BLB surveyors' Project Management fee proposal (*copy in Minute book*) in the aggregate sum of £19,062.50 and asked Mr Crossley to begin preliminary "due diligence" surveys such as asbestos risk; mechanical & electrical plant survey *etc.* The group would meet again when an appropriate milestone stage was reached.

**BRepWP2016/15** There being no further business, the Chairman declared the meeting closed, and thanked everyone for their attendance. *The meeting closed at 11:55am*

Signed ..... date .....

Draft



**CHARTERED  
SURVEYORS**



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**Project Execution Plan (PEP)**

**Regeneration of:  
Malling Community Centre**

**DRAFT COPY**

**Prepared for:**



**October 2016**

**Project Name:** Malling Community Centre (Regeneration Project)

**Project Address:** Malling Community Centre  
Spences Lane  
Lewes  
East Sussex  
BN7 2HQ

**Client:** Lewes Town Council

**Project Sponsor:** Steve Brigden, Town Clerk (Lewes Town Council)

**Project Manager:** BLB Surveyors Ltd

**Document Owner:** Grant Crossley MRICS MAPM      **Date:** October 2016

**Revision History:**

Revision Date	Summary of Changes
-	-

**Approvals:**

This document requires the following approvals:

Name	Title	Signature	Issue Date	Version
S. Brigden	Town Clerk		06.10.2016	v1

**Distribution:**

This document has been distributed to:

Name	Title	Issue Date	Version
S. Brigden	Town Clerk, Lewes Town Council	06.10.2016	v1

## Contents

<b>1</b>	<b>Introduction .....</b>	<b>4</b>
1.1	Scope of PEP .....	4
1.2	Issue Status.....	4
1.3	Related Documents .....	4
<b>2</b>	<b>Project Overview.....</b>	<b>5</b>
2.1	Project Details.....	5
2.2	Project Scope.....	7
2.3	Project Constraints .....	8
2.4	Project Success Criteria.....	9
2.5	Success Criteria Measurement .....	11
<b>3</b>	<b>Project Team &amp; Structure.....</b>	<b>12</b>
3.1	Project Culture .....	12
3.2	Project Structure & Governance.....	13
3.3	Strategic Meetings Terms of Reference .....	14
3.4	Project Team .....	15
<b>4</b>	<b>Stakeholder Management .....</b>	<b>22</b>
4.1	Key Stakeholders .....	23
4.2	Stakeholder Management Plans.....	24
4.3	Stakeholder Schedule .....	24
<b>5</b>	<b>Project Communications .....</b>	<b>25</b>
5.1	Correspondence .....	25
5.2	Form of Communication.....	25
5.3	Reporting .....	26
5.4	Meetings .....	28
<b>6</b>	<b>Project Controls .....</b>	<b>29</b>
6.1	Gateway Approval Process .....	29
6.2	Change Control Process .....	30
6.3	Change Proposal Form.....	31
6.4	Project Manager's Instructions.....	31
6.5	Change Control Form.....	31
6.6	Change Control Process Diagram .....	31
<b>7</b>	<b>Programme.....</b>	<b>33</b>
7.1	Key Project Milestones .....	33
7.2	Master Programme (controlled and managed by BLB).....	33
7.3	Design Programmes .....	33
7.4	Construction Programme .....	34
7.5	Services Delivery Programme .....	34
7.6	Programme Changes .....	34
7.7	Progress, Monitoring and Reporting .....	35

7.8	Delays.....	35
<b>8</b>	<b>Project Cost Management .....</b>	<b>36</b>
8.1	Responsibility.....	36
8.2	Cost Plan.....	36
8.3	Risk Contingency.....	36
8.4	Cost Checking.....	36
8.5	Cost Reporting.....	36
8.6	Payments and Approval of Invoices.....	36
<b>9</b>	<b>Procurement &amp; Contracting Strategy.....</b>	<b>37</b>
9.1	Introduction.....	37
9.2	Construction Procurement Options.....	38
9.3	Factors Affecting the Choice of Procurement.....	42
9.4	Assessment .....	42
9.5	Recommendations.....	44
<b>10</b>	<b>Quality Assurance .....</b>	<b>45</b>
10.1	Quality Plan.....	45
10.2	Quality Control.....	45
10.3	Quality Non-Conformance .....	45
10.4	Statutory Requirements .....	46
<b>11</b>	<b>Risk Management.....</b>	<b>47</b>
11.1	Risk Review Meetings .....	48
11.2	Risk Register.....	48
<b>12</b>	<b>Safety Health and Environment .....</b>	<b>49</b>
12.1	Principal Designer .....	49
12.2	Pre-Construction Information Plan (Pre-Tender Health & Safety Plan) .....	49
12.3	Construction Phase Health & Safety Plan.....	49
12.4	Health & Safety File.....	49
12.5	Site Waste Management Plan .....	49
12.6	Safety Reports .....	49
12.7	Visitors to Site.....	49
<b>13</b>	<b>Construction &amp; Handover .....</b>	<b>50</b>
13.1	Handover & Commissioning.....	50
13.2	Practical Completion .....	50
13.3	Operational & Maintenance Manuals .....	50
13.4	Health and Safety File.....	51
13.5	Snagging.....	51
13.6	Defects and Liability Procedures .....	51
13.7	Building File.....	52
13.8	Project Review .....	52



- Appendix A: Project Directory**
- Appendix B: Master Programme**
- Appendix C: Project Meeting Schedule**
- Appendix D: Change Control Form**
- Appendix E: Stakeholder Schedule**
- Appendix F: Risk Register**
- Appendix G: Project Gateway Requirements**
- Appendix H: Project Cost Plan Template (Not Included)**

# 1 Introduction

## 1.1 Scope of PEP

The Project Execution Plan (PEP) is the core document for the control and management of the Malling Community Centre Regeneration Project. Its purpose is to define the strategy for the management of the project by establishing a comprehensive methodology for the successful set up, design, procurement and completion of the project in line with Lewes Town Councils strategic objectives and constraints.

This PEP identifies and communicates the procedures to be used to control the project in accordance with the agreed strategy.

It also outlines the governance structure to be put in place on the project to make sure that delivery is undertaken in accordance with client protocol and procedures.

## 1.2 Issue Status

The PEP is a controlled document, whereby any change or update necessary will be tracked and recorded in the distribution record by the Project Manager, who will ensure the correct administration of the document.

All recipients of the PEP documents will be required to review and confirm that all issues applicable to them are correct and relevant.

## 1.3 Related Documents

It should be noted that the PEP does not take precedence over any of the terms and conditions contained in the contract appointments between Lewes Town Council and any Consultant or Contractor.

## 2 Project Overview

### 2.1 Project Details

#### 2.1.1 Client

Lewes Town Council  
Town Hall  
High Street  
Lewes  
East Sussex  
BN7 2QS

Project Director/Sponsor: Mr. Steve Brigden, Town Clerk (townclerk@lewes-tc.gov.uk)

Other Primary Contacts: Working Party for Malling Community Centre.

#### 2.1.2 Location

##### Site Address

Malling Community Centre  
Spences Lane  
Lewes  
East Sussex  
BN7 2HQ



(Site Photograph: showing Malling Community Centre)

### 2.1.3 Project Vision

Lewes Town Council's vision is to regenerate the Malling Community Centre to create a new mixed use community space. The vision would be to carry out major alteration and refurbishment works to a sustainable design.

As a place of destination the newly renovated building will embrace the community to create a unique and vibrant community space for the provision of access to refreshments, hall use for public access, public WC and baby changing facilities, sports changing Rooms, social bar / café.

Ultimately the scheme needs to be a balanced and well-thought out design.

To achieve this vision BLB and Lewes Town Council will establish a first class team utilising RIBA Chartered Architects to create a scheme that is intelligent, inspiring and will delight the local community.

The aspirations and core objectives for the scheme can be summarised as: -

1. Creating an inspiring and renovated building to encourage community use.
2. A place of flexibility that provides a mixture of indoor activity offerings e.g. fitness clubs, dance lessons.
3. An ethical and sustainable building that is design to be low maintenance and economical to run.
4. Creating a sense of identity to the area that successfully unites and integrates local families, sports clubs and enterprises.

### 2.1.4 Project Background

The Community Centre is a single storey commercial premises, constructed circa. 1970.

The building is of masonry construction. It is understanding the east and west wings of the building is not of original construction. The building is currently occupied for multiple uses: including a children's playschool, changing rooms for the surrounding sports pitched, community hall and general storage.

Localised refurbishment works were carried out in 2014 to create the ESCC Children's Centre. The works included the internal fit out, re-roofing and below ground drainage. These are likely to benefit the regeneration of the Community Centre.

#### Project current position

Early stakeholder engagement has been made with the current users of the Malling Community Centre.

The questionnaire was based on the following questions: -

1. What Facilities would you be most likely to use at the Malling Community Centre?
2. What current or new activities and services would you be most likely to use, or become involved in at the Malling Community Centre.
3. How would you like to see the Malling Community Centre improved?
4. How many of the following live in your household?
5. Do you live in the area of Malling and Bridge Ward?
6. Your views?

Results of the questionnaire have been ranked and included within the appendix.

## 2.2 Project Scope

### 2.2.1 Summary of Accommodation

The newly refurbished Malling Community Centre will need to accommodate:

- Access to Refreshments / Community Cafe
- Hall Use (to provide recreational and sport activities for local clubs).
- Public Access WC's and Baby Changing Facilities
- Social Bar
- Sports Changing Facilities
- Outdoor Community Space and Seating Area.

### 2.2.2 Outline Facility Requirements

Facilities (Ranked in Importance) from Questionnaire

1. Access to Refreshments
2. Large Hall Use (for 200+ People)
3. Public Access WC's & Baby Changing
4. Social Bar
5. Outside Community Space
6. Medium Room Use (for 20 – 40 People)
7. Community Composting & Recycling
8. Sports Changing for Malling Fields
9. Youth Provision
10. Fitness Studio
11. WIFI Internet
12. Indoor Play Area
13. Small Room Use for (for 6-10 People)
14. Learning Facilities
15. Seminar Rooms for Training and Meetings
16. Information Point
17. Studio Spaces
18. Studio Spaces
19. Dance Facilities
20. Work Units
21. Snooker Room / Youth Club
22. Pre-School Nursery
23. Cinema
24. Community Cafe

## 2.3 Project Constraints

### 2.3.1 Statutory Constraints

- Planning Permission is expected to be required. An application would need to be submitted to Local Town Council for any works outside the clients permitted development rights. Planning approval would be essential, including any discharge of planning conditions prior to commencement
- Consent under Building Regulations would be required.

### 2.3.2 Coordination with ESCC Children's Centre / End Users

A well-structured management process with the tenants of the occupied and adjoining children's centre and End Users are to be established.

### 2.3.3 Stakeholder Management

Section 4 of the PEP gives further detail on Stakeholder Management, though the key stakeholders are summarised below:

- Lewes Town Council / Working Party
- Lewes District Council (LDC)
- Local Residents
- Tenants / ESCC Children's Centre
- End Users

### 2.3.4 Financial

Tight cost control and clever design is essential to achieve the client's requirements.

### 2.3.5 Funding / Programme

Funding has been allocated for the works in the region of £260k exc. VAT and Professional Fees. Further funding will be sought to complete the project and meet the client's requirements.

The clients maximum budget is £415,000 exc. VAT and Professional Fees.

### 2.3.6 Access

Management of construction access and deliveries to the site will be an important issue requiring careful attention for the project.

A full traffic management and logistics plan detailing the comprehensive management of site constraints on the sites shall be prepared.

Once the basic principles of a preferred option have been identified for the site, phasing and access will be considered and the option developed to work within the outlined constraints.

### 2.3.7 Bylaws, Temporary Licences and Statutory Authorities

The project team will identify all relevant bylaws, temporary licences and other statutory authorities in connection with the scheme and the appropriate owners will be assigned to consult with the various parties.

## 2.4 Project Success Criteria

### 2.4.1 Design

Intelligent design solutions will be critical for providing an exemplar scheme which is cost viable. The success of this project will stem from the design team engaging in the concept that 'great design, doesn't mean expensive'.

There are specific areas that require focus to deliver the aspirational design goals of the project success:

#### General

- High quality design and landscaping to create a sense of place and community.
- Good quality building design consideration, particularly for circulation and efficient layouts, services provisions, security, open and community space.
- Incorporate effective sustainable design which are efficient to run and maintain without high capital costs.
- The site is in close proximity to Pells Pool (located over Wiley's Bridge) and therefore a strategic design of the community centre should be considered in combining the two sites together in the future.

### 2.4.2 Financial

The key cost objectives for the project are as follows:

- Deliver the project within the overall project budget of £415,000 (TBC).
- Maximise financial value to create a high quality environment which generates a good return.
- Maximise commercial return through intelligent and inventive design
- Successful management of Client expectations and the control of change.

### 2.4.3 Programme

The key programme objectives for the project are as follows:

- Delivery of services in accordance with the Project Master Programme
- Progress the design to enable stakeholder engagement by end December 2016
- Progress the design to enable the submission of planning by early February 2017

### 2.4.4 Quality

The key quality objectives for the project are to provide:

- A completed Community Centre which achieves moderate-to-high standards.
- A facility that is designed and renovated to provide at least a 20-year life.
- A design that meets all relevant statutory quality requirements

#### **2.4.5 Community**

The key community objectives for the project are to provide:

- A refreshed and newly renovated Community Centre with facilities that will embrace the community to create a unique and vibrant community space.

#### **2.4.6 Sustainability**

The key sustainability objectives for the project are as follows:

- Use sustainable design and technologies (where possible)
- An effective combined heat and power solution (where possible).
- Aim to minimise the use of all consumable materials and use renewable and recyclable materials where possible.



## 2.5 Success Criteria Measurement

Ref	Success Criteria	Measure (SMART)	Status
001	<b>Design</b>	Complete design and deliver buildings to meet aspirations and requirements of Client brief.	Design brief being established.
002	<b>Financial</b>	Construction costs to enable realisation	Establish following design options.
003	<b>Programme</b>	Deliver project within agreed timeframe	Development of agreed programme for concept and planning submission.
004	<b>Quality</b>	Provide a fully refurbished building to meet agreed project quality standards.	Quality standards to be established.
005	<b>Community Engagement</b>	Develop a project where the community has been consulted and considered, which meets their needs and aspirations.	Development of Stakeholder Management Plan.
006	<b>Sustainability</b>	Deliver project to agreed project sustainability standards.	Brief established.
007	<b>Safety</b>	Deliver project within statutory safety standards and maintain a zero injury construction site.	Monitoring to commence with construction programme.

### **3 Project Team & Structure**

#### **3.1 Project Culture**

One of the key factors in achieving a scheme that meets or exceeds the client's aspirations is to create a dynamic team where all individuals work together in an open and collaborative and creative environment.

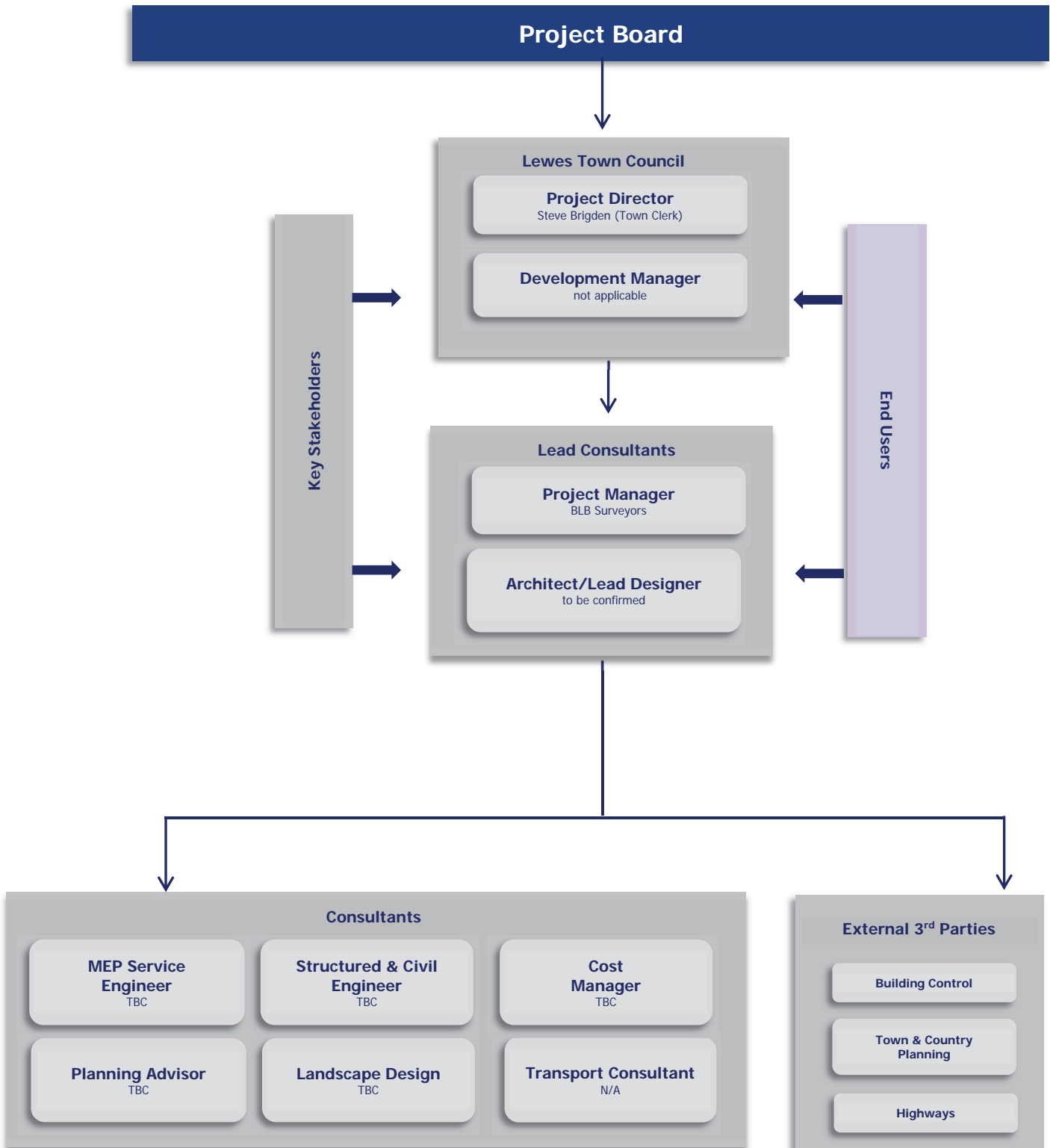
The expectation is for the team members to be passionate about the project, actively engaged with creative ideas and be intelligent in what they do.

### 3.2 Project Structure & Governance

#### 3.2.1 Project Structure Pre-Contract

The project structure pre-contract (RIBA Stages 1 – 3+ including procurement), identifying the project board, lead consultants and consultant appointments within the Malling Community Centre project is shown diagrammatically below.

The Project Directory in [Appendix A](#) provides the contact details of the parties involved.



### 3.3 Strategic Meetings Terms of Reference

Key members of the management teams and on request the project teams will report to the Town Clerk. The Town Clerk will report to the Working Party (WP) on a monthly basis.

#### 3.3.1 Purpose

To oversee the development of the concept, the design brief and the delivery of the project for the purpose of achieving a successful delivery for Mallings Community Centre.

#### 3.3.2 Membership

Membership of the WP Meeting will comprise:

- Steve Brigden (Town Clerk), Lewes Town Council
- Grant Crossley (Project Management Director), BLB Surveyor Ltd
- Councillors (TBA)
- Working Party (TBA)

### 3.4 Project Team

A summary of the key project team members and their roles are described below. The contact information for all personnel is contained within the Project Directory within [Appendix A](#).

#### 3.4.1 Project Manager – BLB Surveyors

Key Personnel:

**Grant Crossley  
Project Manager**



Role:

Grant will be responsible for leading the project team in the successful delivery of the Malling Community Centre. He will actively engage in all aspects of the scheme including stakeholder management, project delivery and risk management.

About:

Grant is a Director at BLB Surveyors and responsible for PM delivery. Grant is a Chartered Surveyor and member of the Association of Project Management. Grant has developed extensive Project Management experience across an array of sectors. He currently acts for a wide range of clients and has primarily gained over 15 years' knowledge and experience within the Private Development, Education, Healthcare, Commercial and Retail sectors.

Grant has been responsible for the successful delivery of numerous diverse and challenging fit out, refurbishment and regeneration projects from feasibility through to completion. His recent successes have included a high commendation at the inaugural 'Young Surveyor of the Year' Awards by the Royal Institution of Chartered Surveyors.

Skills Summary

- Project Management and the facilitation of fit-out, refurbishment and regeneration projects
- Project Monitoring
- Acquisition Support and Development Management

Key Responsibilities:

- Leading the project team through the course of the project
- Assisting in the formulation of project brief and strategy including procurement
- Supporting Lewes Town in all matters relating to the project
- Coordinating team activities to achieve Gateway Approvals
- Liaising with the Lead Designer on all design matters
- Programme and risk management
- Stakeholder management
- Reporting to client board / WP
- Employer's Agent services for Design & Build contract

### 3.4.2 Architect / Lead Designer – TBC

#### Key Personnel:

	<u>Role:</u>
<b>TBA</b>	<u>About:</u>
	<u>Role:</u>
<b>TBA</b>	<u>About:</u>

#### Key Responsibilities:

- Leading the design team and coordination of design team drawings, specifications and design input
- Developing detailed design programme and coordinating activities of design team to meet project milestones.
- Agreeing with Client the design concept / brief
- Architectural design services from concept design through to design completion, including a high level of resolution to construct the Project.
- Participate in project reviews including risk management workshops; value management and engineering workshops; programming workshops; etc.
- Managing the resolution of all necessary Statutory Consents
- Convening, chairing and minuting technical coordination meetings
- Reviewing and commenting on Contractor's Proposals.
- Engaging in option appraisals for identification of most suitable design solutions in terms of cost, buildability and quality.
- Reporting to client board / WP

### 3.4.3 Cost Manager – TBC

Key Personnel:

	<u>Role:</u>
<b>TBA</b>	<u>About:</u>
	<u>Role:</u>
<b>TBA</b>	<u>About:</u>

Key Responsibilities:

- Assessing the design proposals and all options for value for money on a whole life cost basis
- Providing pre-contract cost advice throughout the design development phase
- Preparing the Tender Documentation
- Advising on and preparation of the contract documentation for issue to contractors
- Reviewing and providing a recommendation of tenders received from contractors
- The preparation of interim valuation recommendations and monthly cost reports during the course of the works
- Valuing of change requests raised by design team members during the pre-contract period
- Valuing of post contract variations
- Agreeing the Final Account
- Reporting to Project Manager who in turn will report to Client and project board

### 3.4.4 Principal Designer – TBC

Key Personnel:

	<u>Role:</u>
<b>TBA</b>	<u>About:</u>
	<u>Role:</u>
<b>TBA</b>	<u>About:</u>

Key Responsibilities:

- Ensuring that the Client's obligations are fulfilled and satisfied in compliance with the CDM Regulations
- Monitoring and ensuring designers compliance with CDM Regulations
- Preparing the Outline Construction Health & Safety Information Pack
- Ensuring statutory notifications are submitted to the HSE
- Ensuring contractor compliance with the requirements of the CDM regulations
- Compiling and reviewing the Health & Safety file and passing to the Client when complete
- Providing advice on health and safety matters when requested
- Carrying out monthly site inspections during the construction phase of the project and reporting on health and safety issues
- Reporting to Project Manager who in turn will report to Client and project board



### 3.4.5 Mechanical, Electrical & Public Health (MEP) Services Engineer – TBC

Key Personnel:

	<u>Role:</u>
<b>TBA</b>	<u>About:</u>
	<u>Role:</u>
<b>TBA</b>	<u>About:</u>

Key Responsibilities:

- Full MEP Engineering design services from concept design through to design completion.
- Providing comment, designs and specifications required to meet the designs and proposals of other Design Team members.
- Co-ordinating all building services engineering works.
- Committing to detailed design programme and ensuring completion of activities to meet project milestones.
- Working collaboratively with the lead and other consultants to ensure full coordination of the design and documentation between all design disciplines
- Undertaking an assessment of servicing supply and distribution strategies.
- Preparing and reviewing energy requirements.
- Ensuring that power, water and drainage supplies to the building are sufficient to meet the requirements of the project.
- Liaising with public utilities as required including ascertaining capacities, etc.
- Providing all necessary information to the Architect that is required to secure statutory consents and approvals.
- Engaging in option appraisals for identification of most suitable design solutions in terms of cost, buildability and quality.
- Reviewing Contractor's Proposals with a building services significance.
- Examining the Contractor's Proposals for commissioning procedures and performance testing
- Attending site to monitor the quality and compliance of the Contractor with the contract requirements.
- Managing, advising and making recommendation for BREEAM / Code for Sustainable Home requirements and identifying the actions required to achieve the necessary rating (where applicable)
- Reporting to Lead Designer who in turn will report to Client and Project Manager

### 3.4.6 Civil & Structural Engineer – TBC

#### Key Personnel:

	<u>Role:</u>
<b>TBA</b>	<u>About:</u>
	<u>Role:</u>
<b>TBA</b>	<u>About:</u>

#### Key Responsibilities:

- Structural and Civil Engineering design services from concept design through to design completion.
- Providing comment, designs and specifications required to meet the designs and proposals of other Design Team members.
- Committing to detailed design programme and ensuring completion of activities to meet project milestones.
- Working collaboratively with the lead and other consultants to ensure full coordination of the design and documentation between all design disciplines
- Providing all necessary information to the Architect that is required to secure statutory consents and approvals.
- Engaging in option appraisals for identification of most suitable design solutions in terms of cost, buildability and quality.
- Reviewing Contractor's Proposals with a structural and civils design significance.
- Reporting to Lead Designer who in turn will report to Client and Project Manager

### 3.4.7 Landscape Architect – TBC

Key Personnel:

	<u>Role:</u>
<b>TBA</b>	<u>About:</u>
	<u>Role:</u>
<b>TBA</b>	<u>About:</u>

Key Responsibilities:

- Full hard and soft landscape design services from concept design through to design completion.
- Ascertain and propose signage strategy for the site
- Carry out detailed site assessment and evaluation of existing landscapes prior to generating development proposals
- Providing comment, designs and specifications required to meet the designs and proposals of other Design Team members.
- Committing to detailed design programme and ensuring completion of activities to meet project milestones.
- Working collaboratively with the lead and other consultants to ensure full coordination of the design and documentation between all design disciplines
- Providing all necessary information to the Architect that is required to secure statutory consents and approvals.
- Engaging in option appraisals for identification of most suitable design solutions in terms of cost, buildability and quality.
- Reviewing Contractor's Proposals with a landscaping significance.
- Reporting to Lead Designer who in turn will report to Client and Project Manager

### 3.4.8 Other Consultants

Planning Consultant – TBC

Townscape & Heritage – TBC

Environmental Consultant – TBC

Sustainability – TBC

Daylight / Sunlight - TBC

Transport Consultant - TBC

Acoustic Consultant - TBC

Fire Engineering Consultant - TBC

## 4 Stakeholder Management

The complexity of the project with multiple interested parties and external stakeholders means that a structured approach is required to Stakeholder Engagement.

A **STAKEHOLDER** is defined as “anyone that can affect or is affected by what you are trying to achieve”. In a project the list of stakeholders might include client staff, colleagues, local communities, investors, funders, local communities, regulators, media, end users, etc. Another term for stakeholder could therefore be “the people that count”.

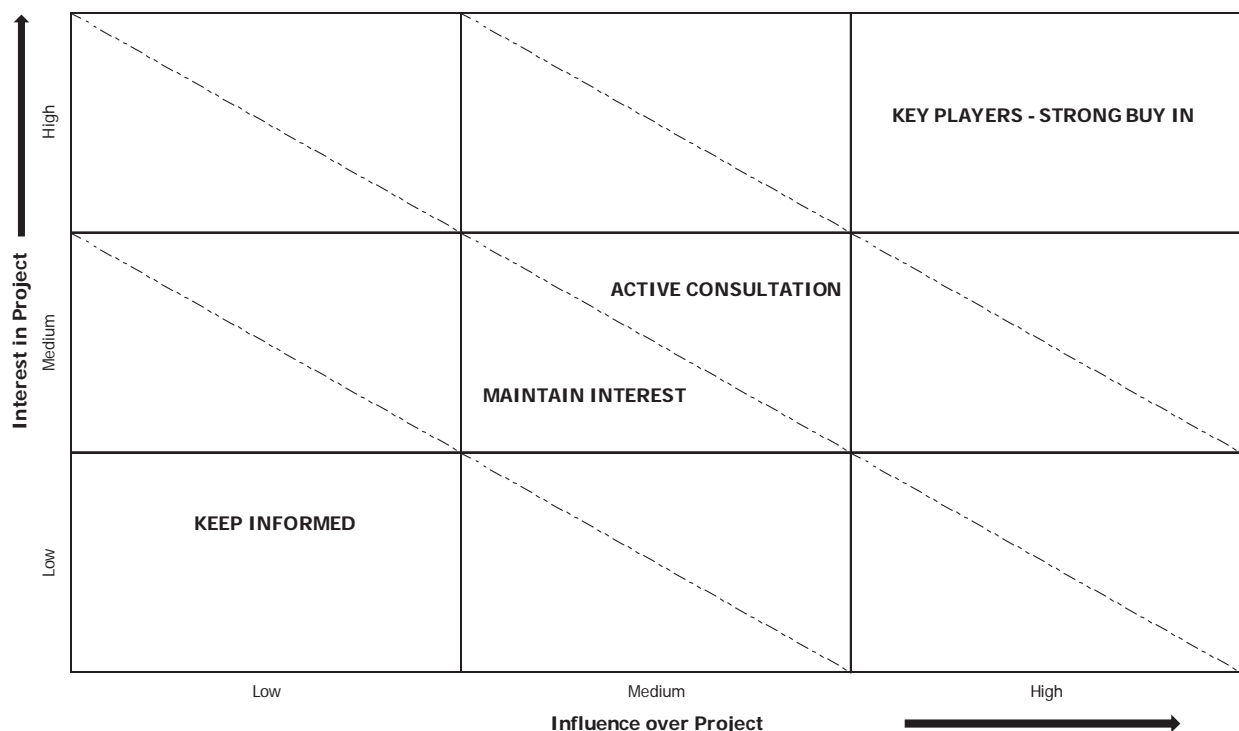
**ENGAGEMENT** refers to all the things we might do with stakeholders (such as consult, listen, understand, communicate, influence, negotiate, etc.), with the broader objectives of satisfying their needs, gaining approval and support, or at least minimising their opposition or obstruction.

Stakeholder Management acknowledges that in certain circumstances, such as encountering unrealistic requirements or interests that contradict the majority interests, we might choose to ignore or discount some stakeholders.

An initial stakeholder identification workshop / questionnaire has been undertaken. The outcome was to identify the external stakeholders relevant to the project and their importance to the project. Their importance was assessed on:

- Stakeholder Power: Their ability to affect the project.
- Stakeholder Interest: Their interest either good or bad on the project.

This enables stakeholders to be categorised and the focus given to those with greater importance, which is highlighted below.



## 4.1 Key Stakeholders

All identified stakeholders are included within the Stakeholder Schedule in [Appendix E](#) and the key stakeholders, i.e. those with high power and high interest are scheduled below.

<b>Stakeholder Organisation</b>	<b>Stakeholder Owner</b>	<b>Strategy Notes</b>
<b>Lewes Town Council (LDC)</b>		
Planners	Architect (TBA)	
Highways	Architect (TBA)	
Regeneration	Architect (TBA)	
Housing	N/A	
CEO	N/A	
Environmental Health	N/A	
Councillors	Steve Brigden	
<b>Malling Community Centre</b>		
ESCC	Steve Brigden	
Econ Dev	N/A	
<b>Community</b>		
Local Action Team	TBA	
<b>Media</b>		
Argus or Similar	TBA	
<b>Residential Neighbours</b>		
Malling Community	Steve Brigden	
Site tenancies	Steve Brigden	
<b>Existing Occupiers</b>		
Children's Community Centre	Steve Brigden	
<b>End Users</b>		
Local Clubs / Activities	TBA	

## 4.2 Stakeholder Management Plans

The Stakeholder Schedule includes a management plan for each stakeholder. The purpose of the plan is to establish the following:

- Stakeholder owner: Individual within the project team responsible for managing the stakeholder engagement
- Stakeholder Audience: Who do we need to communicate with
- Goals, Interests & Motivations: What is the stakeholders perspective in relation to the project. What do they want to see come out of it, are concerned about, etc
- Communication Objectives: What do we want to communicate to them. What do we want the outcome of the engagement to be.
- Communication Method: How are we to communicate with them
- Date / Frequency: When are we to communicate
- Input required by Others (RACI): Who else will be involved in the stakeholder management:
  - Responsible: person who performs an activity or does the work.
  - Accountable: person who is ultimately accountable and has Yes/No/Veto.
  - Consulted: person that needs to feedback and contribute to the activity.
  - Informed: person that needs to know of the decision or action.

## 4.3 Stakeholder Schedule

The Stakeholder Schedule is a live document used throughout the life of the project. The schedule will be updated at regular intervals.

The Project Manager is responsible for maintaining the overall schedule. Individual stakeholder owners are responsible for maintaining their own stakeholder plans and providing regular updates to the Project Manager as the plans develop.

The current Stakeholder Schedule is contained within [Appendix E](#).

## 5 Project Communications

This section details the management and control of project meetings, communication procedures and reporting framework for the project. The aim of these procedures is to keep all communications structured and as clear and concise as possible.

### 5.1 Correspondence

All correspondence between members of the Design Team, Consultants, Contractor, Client and third parties i.e. local authorities, statutory undertakers should be copied to the Project Manager.

All correspondence from the Contractor shall be directed to the Project Manager with copies to the Consultants as relevant.

### 5.2 Form of Communication

Email will initially be the main means of communication on the project. Individual team members should keep copies of all significant project emails.

Relevant Microsoft Office packages are to be used as standard. Unless otherwise agreed with the Project Manager, all reports shall be in Microsoft Word Format. Other documents (programmes and drawings etc), which cannot be submitted in this form, should be converted to \*.pdf files using Adobe Acrobat.

Addresses for communications are as scheduled in the Project Directory in [Appendix A](#).

Any issues that will materially affect the project with respect to time, cost and quality should be addressed through the Project Manager. Any instructions (particularly during the Construction Phase) acted upon without the approval of the Project Manager will be done at the Principal Contractor's own risk. The Change Control Procedure outlined in Section 6 details the correct approach to any material issues.

Electronic information. All non-verbal communication shall be via this media.

The issue of letters should only be undertaken for formal and contractual correspondence.

## 5.3 Reporting

A structured Reporting and Review Process will be implemented to monitor progress of work and to identify key issues and potential problems; recommending a course of action where appropriate. Reports from all parties involved should be structured in such a way that they can be aggregated to provide the data required for presenting to the client in the Project Manager's Report. Appended to this will be the Principal Contractor's Monthly Progress report.

### 5.3.1 Project Manager's Report

The Project Manager's Report will be completed in a dashboard format and issued to the Client on a monthly basis. The report will include, but is not limited to the following:

- An executive summary.
- A brief review of progress, by reference to key dates and project milestones.
- The Anticipated Final Cost of the project, in comparison with the approved project budget.
- A summary review of principal actions undertaken during the period.
- An explanation of departures from, and updated forecasts for, project performance, programme and budget objectives.
- Review of project problems requiring resolution.
- A forecast of principle actions for the forthcoming period.
- The updated register of key project risks and issues.
- A list of outstanding information or decisions required to maintain project progress in accordance with the programme.
- Change control status.

A proposed contents format for the Project Manager's Reports will be agreed with the Client.

### 5.3.2 Designers' Reports

During RIBA Stages 1-3+ all design consultants are required to submit a report to the Project Manager prior to the monthly Design Team Meeting. A template issued from the Project Manager will be used for each consultant to standardise the report format. The consultant's report should include, but is not limited to the following:

- A short review of progress, by reference to key dates and project milestones
- A review of principle actions undertaken during the period and a forecast of principle actions for the forthcoming period
- An explanation of departures from, and updated forecasts for, project performance, programme and budget objectives
- Review of problems requiring resolution
- A list of key issues including potential changes in scope of the Works
- A list of outstanding information or decisions required to maintain project progress in accordance with the programme
- Review of Key Reports issued during the last period
- A report on quality control
- A list of Change Proposals issued with reasons



### 5.3.3 Cost Report

The Cost Manager will submit a cost report to the Project Manager and Client on a monthly basis. The report can include, but is not limited to the following:

- A summary of the cost estimate for the Works, compared with the approved budget
- Fixed price additions and/or inflation allowances within the estimates
- Client approved changes
- Design changes
- Evaluation of instructions and variations
- Evaluation of potential changes and variations
- A cash flow forecast indicating anticipated monthly expenditure
- An estimate of any anticipated claims for extra payment
- Risk allowances and contingency drawdown management
- Management of invoices (fee tracker)

### 5.3.4 Contractor's Progress Reports

The Principal Contractor appointed shall be required to prepare a monthly progress report, for submission to the Project Manager and presentation at the monthly Site Progress Meeting. The Principal Contractor will be requested to submit a copy of the proposed format of these reports, for approval by the Project Manager at the project Pre-Commencement Meeting.

The report should include, but is not limited to the following:

- Executive Summary
- Key issues
- Project Risks
- Progress against Programme (Gantt chart)
- Expected remaining duration of all activities begun but not completed.
- Changes to expected duration, methods, resource requirements and sequencing assumptions of future activities.
- Labour and plant issues
- Information required schedule
- List of variations
- Inclement weather report
- Forecast completion date for all works and slippage or advance upon the contract completion date and intermediate milestone date

## 5.4 Meetings

### 5.4.1 Meetings Generally

The number and frequency of planned meetings in connection with the Project, and the number of regular attendees to each, will be kept to the minimum necessary to enable effective reporting, action and avoid duplication between meeting types. Agendas will be prepared for all meetings, by the nominated Chair, based on a standardised form, and minutes taken and circulated to all attendees.

### 5.4.2 Notes or minutes of meetings

Unless otherwise agreed, formal notes or minutes of the meetings should be prepared by the meeting chairperson and circulated within five working days of the meeting.

### 5.4.3 Meeting Details

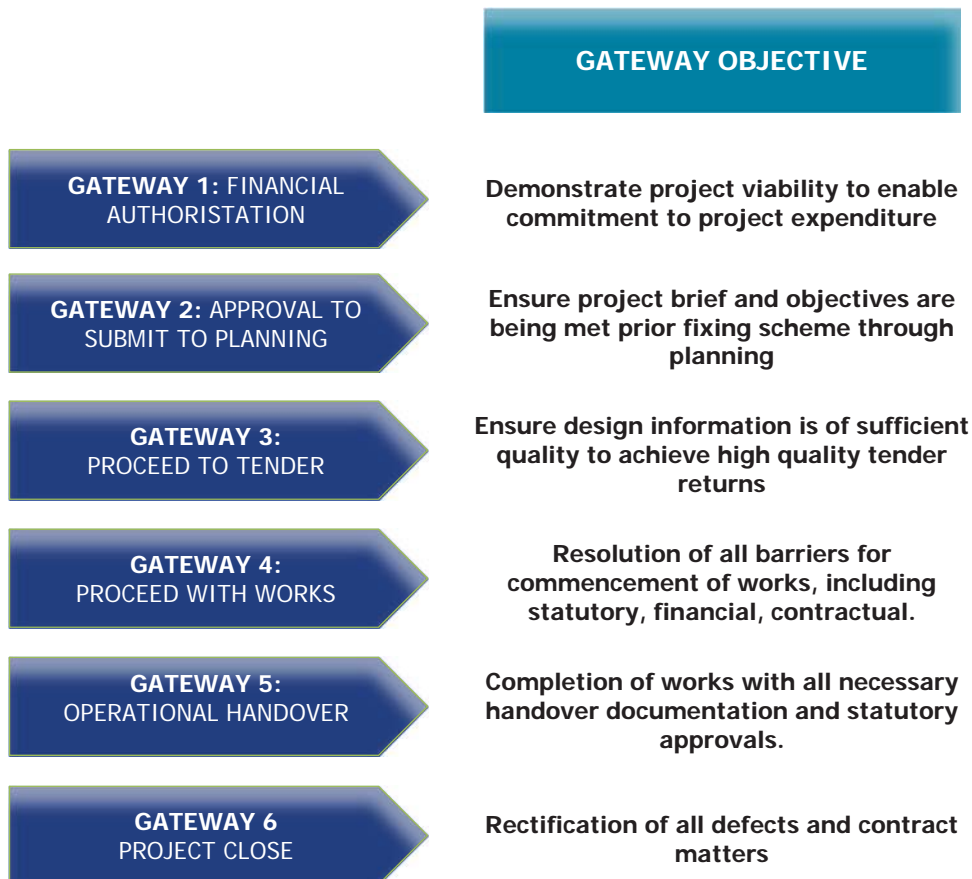
Refer to [Appendix C](#) for the detailed breakdown of each meeting and its purpose, terms of reference, and attendees.

## 6 Project Controls

### 6.1 Gateway Approval Process

The Project will operate a Gateway Approval Process to ensure that the progression of the project is reviewed at key development stages. This ensures that the project remains in alignment with the requirements of the project brief.

The Gateways are summarised as follows:



At each Gateway a report will be produced clearly establishing the position of the project in terms of design, cost, programme, procurement, construction and statutory approvals. The Client will not commit to additional expenditure until it is demonstrated that the scheme meets the project brief or that agreement is obtained to revise the project brief.

The expectations for each Gateway are summarised within Project Gateway Requirements matrix in [Appendix G](#).

## 6.2 Change Control Process

The Change Control Procedure outlined in this section is to be implemented from the end of Stage 2 design onwards, except where a significant change in the client brief or business case occurs prior to Stage 2 it should be utilised.

Up until the completion of Stage 2 design all changes will be tracked through meeting minutes and the risks and issues log which will be reviewed on a monthly basis.

The procedure detailed in this section must be utilised by all parties in order to control all changes, which may arise during the design and construction phases of the project. In addition, if any Request for Information is perceived to have a likely cost effect, this must also be ratified under the Change Control Procedure.

### 6.2.1 Client Change

A Client Change is a change to the project that varies the project brief or Employers Requirements, in terms of Quality, Performance, Cost or Time, with the change being initiated by the Project Director or other Client representative. Examples are changes in the agreed brief specification, or alterations to the project completion date(s) required. Any such variation post contract award would be communicated to the Principal Contractor by way of a Project Manager's Instruction under the terms of the Contract.

### 6.2.2 Design Change

Throughout the project, the design development process shall progress the design accordingly whilst maintaining the Client's aspirations and expectations as set out in the project brief and contract documents. Any deviation of the design from these requirements constitutes a Design Change.

A Design Change is any change initiated by the Project Director or member of the Design Team (or in due course by the Contractor in relation to contractor design elements) and which results in a change to the design or specifications as set out in the agreed project brief or contract documents, or which affects the programme or agreed cost plan.

### 6.2.3 Construction Changes

A Construction Change is a change affecting agreed time, cost, methodology or design/quality issues resulting from unforeseen construction issues arising on site and which could not reasonably have been foreseen during the Design and Tender Phases. This change may be completely unforeseen or a clarification of an item against which some allowance had been made in the tender. It should be noted that a Construction Change Proposal would also result from a Contractor's proposal for savings against time or cost.

**During the Construction Phase the RFI process will be used by the Contractor but it is important to note that it is the responsibility of all to identify where an RFI or RFI response is deemed to be a change in the contract documentation and thus initiate the Change Control Process.**

### 6.3 Change Proposal Form

The Change Proposal Form provides a method of notification of change, giving details of consequent cost and programme effect. It also ensures the Project Director is fully aware of any change and affords the opportunity to ascertain if the proposed change is acceptable in terms of the business case. It enables the Cost Manager to monitor and report cost changes where they affect the outturn cost.

The Change Proposal Form must be completed by the Project Director, the Designer, the Contractor or the Project Manager and issued to the Project Manager/Contractor as appropriate and the Cost Manager. Wherever possible, any available drawings or relevant information should accompany the Form.

No later than five working days from receipt of the Change Proposal Form, the Cost Manager, Design Team member and/ or Contractor shall agree the cost and time implications of the proposed change including any resultant delay or disruption arising and report to the Project Manager.

The Project Manager will then seek the Project Director's approval as required by his delegated authority. Once a decision has been made on a proposed change the Project Manager will inform and instruct the team accordingly.

If the approval of a Change Proposal is subject to funding, it will be placed 'on hold' until confirmation of sufficient funds is made and decision on the Change Proposal is agreed with the Project Director.

### 6.4 Project Manager's Instructions

During the Construction Phase under the Conditions of Contract, the Project Manager may, from time to time, issue Instructions to the Contractor, which shall be in accordance with the form of contract.

### 6.5 Change Control Form

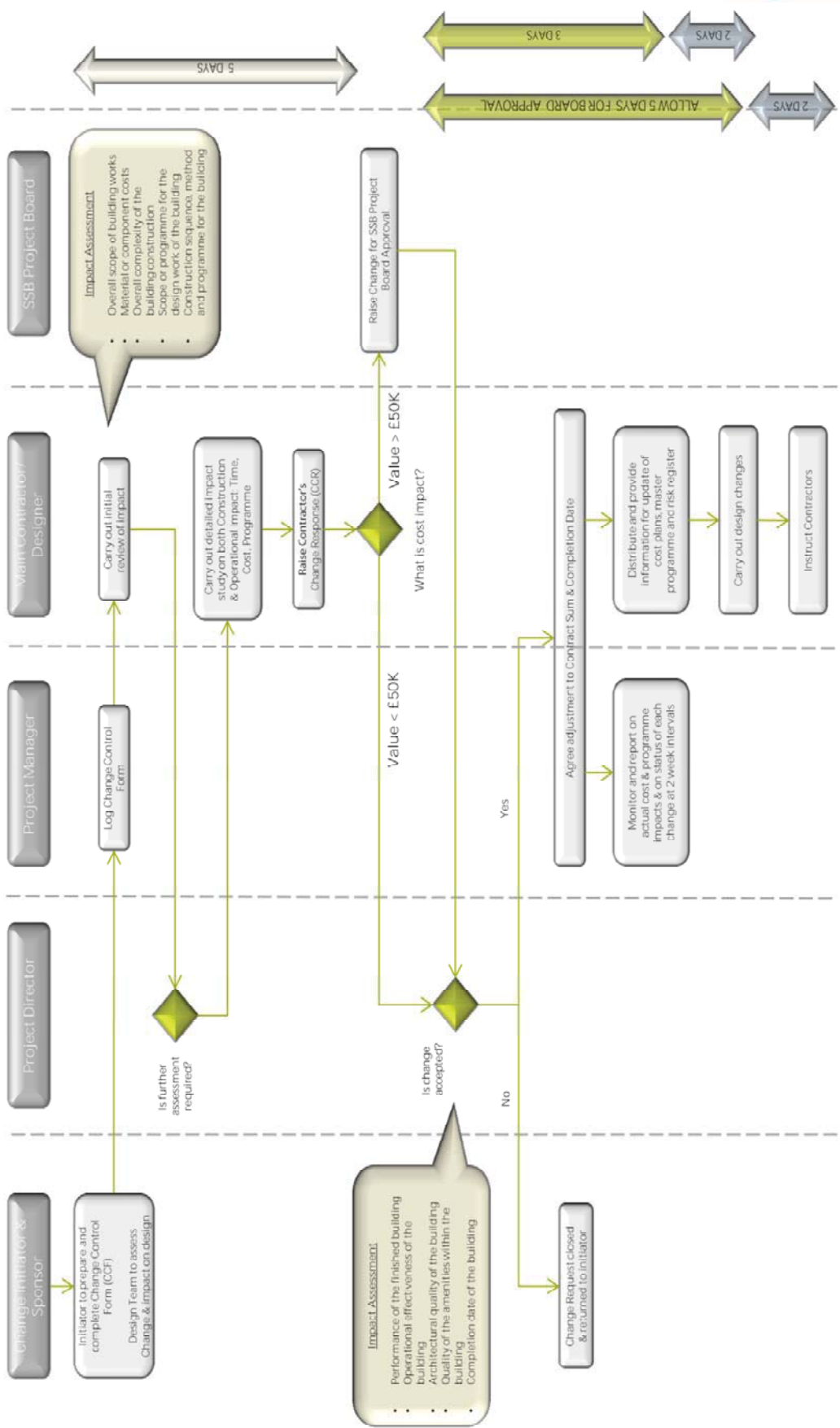
Refer to [Appendix D](#) for an example of the project Change Control Form.

### 6.6 Change Control Process Diagram

The Change Control process is set out diagrammatically on the following page. The timeframe for information flow and processing of change orders should be viewed as indicative. It is anticipated that a faster turnaround will be achieved, although some changes may take longer to process.

Changes with a value above £50,000 during the design and pre-construction phase will be referred to the Malling Community Centre Working Party for approval, thereby extending the period for consideration. To manage this process without delay to overall progress it is expected all parties will raise changes as early as possible and provide all necessary information to facilitate the process.

Project Change Control Process



## 7 Programme

### 7.1 Key Project Milestones

Milestone	Programme Date
Due Diligence Approval to Proceed	January 2017
Planning Submission	February 2017
Tender Design Completed	March 2017
Appoint Main Contractor	June 2017
Commencement of Main Contract Works	July 2017
Phase 1 Completion	December 2017
Handover and Occupation	January 2017

### 7.2 Master Programme (controlled and managed by BLB)

The Master Programme will incorporate the elements of overall design, procurement, construction, technology installation, commissioning and occupation of the building, with key milestones articulated.

Any phasing requirements of construction or partial/sectional handover in advance of final completion may be envisaged, and will be highlighted on the Master Programme where applicable. Key Client and third party approvals will also be identified.

A copy of the project master programme is contained within [Appendix B](#), this currently includes only the planning phase of the project.

### 7.3 Design Programmes

Architect is appointed as the Lead Designer for the project, and is responsible for the design coordination of all design consultants. Design Programmes will be produced by each consultant and coordinated by the Lead Designer according to the following levels of details:

#### 7.3.1 Overall

The Overall Design programme will be the responsibility of the Design Team Leader. It will highlight the key dates for design, co-ordination, approval and release of production information necessary for the procurement and construction phases of the project.

The Overall Design programmes will indicate key dates for the design, approval and release of production information for individual work packages. Particular attention will be paid to drawing iteration for design co-ordination. On some occasions a detailed drawing production programme will be necessary.

#### 7.3.2 Details

The Detailed Design Programmes will be a development of the detailed production information necessary for the procurement and construction phases of the individual work packages. This will primarily be a short term co-ordinating programme.

### 7.3.3 Activity Sheets

Where applicable, activity sheets will schedule the individual design activities required for each work package.

### 7.3.4 Specific Programmes

Individual programmes will also be produced to highlight or address specific problems relating to work packages, should these arise.

## 7.4 Construction Programme

The Master Programme contains periods for construction estimated at the project outset. A detailed Construction Programme will then be prepared by the Principal Contractor as part of the tender submission, to be reviewed and agreed with the Project Manager and the Client. Each Construction Programme will be used to measure, manage and control the construction process, which will be updated regularly.

The following programme/planning requirements should be expected of the Principal Contractor and included within the Construction Programme:

- Provision of a critical path programme with network precedence and logic diagram;
- Details of phases or sections of the works, in sufficient detail that resourcing may be applied and monitored;
- Provided in Microsoft Project, so that it can be analysed by the project manager and design team;
- Information required schedules shall be directly related to the programme requirements;
- Short term detailed programmes shall be produced preferably on a one or two month rolling basis.
- Programmes shall be regularly updated (prior to site meetings) to show actual progress against that planned. The contractors report shall provide an explanation of any divergence.
- Provide recovery programmes of any lost time identifying such measures which are not considered to be 'best endeavours'.

## 7.5 Services Delivery Programme

The production of a service commission programme will be the responsibility of the Principal Contractor. An independent commissioning monitor will be appointed, as part of the design team during post contract activities, to oversee this element of work has been in conjunction with the service engineer.

This programme shall be produced, in good time, and identify the testing and commissioning of the MEP systems within the building.

All significant systems tests shall be identified in order that design team, Statutory Inspectors and other client representatives may witness such events.

## 7.6 Programme Changes

Adoption or rejection of proposals made during the project, will be decided by the Project Manager after discussion with the Client and members of the project team, including consideration of the effect on the timetable, cost and quality. The Client's endorsement will be sought by the Project Manager if significant changes arise via change control.



## 7.7 Progress, Monitoring and Reporting

The Project Manager will monitor progress against the baseline Master Programme and report progress on a monthly basis to the Client within the Project Manager's Report.

All progress reports will relate 'actual' against 'expected' progress and should outline reasons for any deviation and remedial action where required. To facilitate progress control, the Project Manager will also maintain an action list, to which other parties must respond.

## 7.8 Delays

In the event that completion of the contract is likely to be delayed beyond the contract completion date, the Contractor shall inform the Project Manager immediately giving details of:

- Reasons for the delay
- Any actions that can be taken to prevent/minimise the delay
- Implications of such action
- Before issuing any extensions of time to the Contractor, The Project Manager shall obtain the comments of the Client and provide details of:
  - Extent of delays
  - Reasons for delays
  - Contract clause under which extension of time to be issued
  - Financial and other implications

## 8 Project Cost Management

### 8.1 Responsibility

Project Control and Cost Control in particular is the joint responsibility of all members of the Project Team including the Project Management Team and Contractors Teams.

However, the Cost Manager and Project Manager have specific responsibilities to manage, monitor and report on cost status throughout the project cycle.

### 8.2 Cost Plan

The Cost Manager acting on behalf of the Client, and with the Project Manager and design team, will maintain a detailed cost plan and provide estimates of the effect on the cost plan of all design and other change proposals for Lewes Town Council's approval. All parties will be jointly responsible for developing a design and completed product in accordance with agreed cost plan.

Refer to [Appendix G](#) for the project cost plan template.

### 8.3 Risk Contingency

The Cost Manager, supported by the Project Manager, Client and working in partnership with the Contractor will be responsible for managing the contingency fund in line with current risks to the project.

The Cost Manager will advise on the recommended level of contingency aided by quantitative risk techniques be held at each stage of the project, including contingency arising from Client changes, design, procurement and construction. The contingency will be reduced as relevant stages of work are executed and the risk of unforeseen items of variance is reduced. Contingency may also be offset against specific items of additional work. During all stages of the project the Cost Manager will monitor and report on contingency expenditure as the project proceeds.

This Risk Register which covers all perceived risks to the project will be updated monthly in a controlled and inclusive manner. This will be an exercise focusing on the management and mitigation of the identified risks, as detailed further in Section 11.

### 8.4 Cost Checking

Cost checking is to be performed throughout the project by the Cost Manager in conjunction with the Project Manager, Design Team and Contractor. Estimates for elements are to be reviewed and if necessary adjusted as soon as a reasonable amount of new information can be obtained. Emphasis is to be placed on providing the Project Manager and other team members with the earliest possible warning of likely cost variations to facilitate decision making.

### 8.5 Cost Reporting

The Cost Manager will issue a monthly Cost Report for incorporation into the Project Managers Report which will include details of the current financial position, an updated cash flow and a projection of the likely Final Account amount. Full details of the contents of this report are included in Section 3.4.3.

Refer to Appendix H for the project cost report template.

### 8.6 Payments and Approval of Invoices

Payments will be made in accordance with the conditions of contract and current legislation.

## 9 Procurement & Contracting Strategy

### 9.1 Introduction

It is essential that, in order to provide Lewes Town Council with the optimum procurement route, all forms of contract are considered prior to committing to the way forward. Within this report we set out in simple terms the options available for the redevelopment of the property at Malling Community Centre and make recommendations for consideration by Lewes Town Council. This report does not cover every possible procurement option but merely considers, in simple terms, the most appropriate options for the Malling Community Centre Regeneration Project. Specifically, management contracting and construction management have been excluded from this report as they are considered not suitable for this project.

On any project, for there to be any reasonable guarantee of success, the following must exist: -

- A full and clear brief from the client
- Full information on the existing conditions of the site
- Full and clear design information and specification from the design team available before commencement of construction
- Complete and accurate tender and contract documentation
- A logical progressing of the design; a well-considered and reasonable programme for the construction
- Minimum changes during the construction period

If the foregoing criteria are achieved, then the choice of contract procedures becomes less important because the project should run smoothly, no matter what method is selected. But it is because this position is difficult to achieve that choosing the most suitable method of procurement is often essential to the success of the project

To make the appropriate choice it is necessary to assess the characteristics of the available methods against particular requirements of the Malling Community Centre Regeneration project.

## 9.2 Construction Procurement Options

In the construction industry, there are several methods of procuring building work. These are: -

### 2.01 Lump Sum/Traditional

Lump sum contracting has been the traditional method of placing contracts in the United Kingdom. It is today not used as extensively as it was a few years ago. In simple terms, this involves the preparation of measured bills of quantities after the design has been completed. This document schedules out all the materials, plant and labour to be used on the project which is then priced by a number of competing Contractors to arrive at 'lump sum' tenders. It is a tried and tested course, Design Teams and Contractors are well used to it and it has been the basis of many successful projects. It provides the Client with a contract price at the outset based upon the best offer received and, if the "ideals" described in the introduction are achieved, it can work very well.

Under this arrangement the Client is responsible for appointing an Architect, Structural Engineer, Services Engineer, Quantity Surveyor and various other specialists who are responsible for defining the Client's requirements and developing the design and specifications in the light of planning and other statutory restrictions.

Due to the multiplicity of relationships between the Client and the Design Team, on large projects or where the Client has insufficient in-house resources it has become common to appoint a Project Manager to co-ordinate all the various activities on their behalf.

The Contractor is responsible for executing and completing the building works including placing all sub-contract orders. The Contractors accept a fair degree of "risk" but the standard forms of building contracts customarily used stipulate various occurrences that can relieve him of liability.

In the late eighties and early nineties, this method developed an increasingly poor reputation, principally because Clients and design teams embarked on lump sum contracts when the "ideals" identified in the introduction had not been achieved. In today's competitive market, Contractors often take on slim margins and rely on deficiencies of the Design Team or Client changes to increase their return resulting in an adversarial climate between Client, Design Team and Contractor. Standard contracts can however be amended to create a less antagonistic relationship and to encourage the Contractor to feel part of the team.

### Advantages

### Disadvantages

- |  |  |
|--|--|
| <ol style="list-style-type: none"> <li>1 The best method of obtaining the most competitive tender price.</li> <li>2 The Client has a definitive cost for the project before commencement.</li> <li>3 Variation procedure is straightforward.</li> <li>4 Sub-Contractors are under the main Contractors control.</li> </ol> | <ol style="list-style-type: none"> <li>1 If full Bills of Quantities are required tenders cannot be obtained until designs are complete.</li> <li>2 No Contractor involvement or input in the design stages.</li> <li>3 Little pre-planning input on buildability or pre-ordering opportunity as Contractor is usually appointed only a short time before commencement on site.</li> <li>4 Sub-Contracting is cumbersome if nominated.</li> <li>5 The success of this approach depends on a full and complete design, although approximate quantities and abridged Bills of Quantities have been used successfully and avoid a number of disadvantages.</li> </ol> |
|--|--|

#### 2.02 Two Stage Lump Sum/Traditional

One particular method of avoiding an adversarial situation whilst maintaining a Traditional approach is to select a single Contractor and negotiate a contract sum with him. The idea is to establish a good faith situation with the Contractor to the advantage of all even though the benefit of the competitive market may be sacrificed, at least in part.

The Contractor can be selected via a first stage tender document in which he prices preliminaries, mark-ups, etc., and provides his proposals for constructing the building. A decision to appoint is therefore taken on a qualitative basis as well as a quantitative basis. The sub-contract packages are then tendered jointly with the Contractor and the most economical price selected for each element of the works. A lump sum fixed price is then agreed with the Contractor prior to the commencement of the works.

Some advantages and disadvantages of this approach are as follows: -

### Advantages

### Disadvantages

- |  |   |
|--|---|
| <ol style="list-style-type: none"> <li>1 Early Contractor involvement in design, thereby promoting buildable solutions and avoiding problems on site.</li> <li>2 Early Contractor involvement helps to promote a "Team Spirit".</li> <li>3 The Client and Design team can have a major influence on the Sub-contractors who tender each package.</li> <li>4 Reduction in costs of preparing tender.</li> </ol> | <ol style="list-style-type: none"> <li>1 The Contractor is "committed" prior to a fixed price being agreed (albeit the level of commitment can be capped).</li> <li>2 There may be a pre-construction "fee".</li> </ol> |
|--|---|

### 2.03 Design & Build

Design & Build is a popular alternative route for a wide variety of Clients who have realised that the other forms of contract procurement leave them exposed to a variety of “risks” which may ultimately affect the overall success of projects.

Under a Design & Build arrangement the Contractor is totally responsible for the appointment and co-ordination of design consultants in addition to the construction work itself. The contract provides for a fixed lump sum price tied to pre-determined programme dates. The Contractor prepares his “proposals” which once accepted by the Client are incorporated in the contract documentation leaving the contractor totally at risk if he fails to perform. Design & Build Forms of contract are probably not appropriate for “fast track” projects where it is impossible to fully define the parameters of the project at the outset and it is conceivably the least appropriate form of relationship from the Client’s viewpoint if any “changes/variations” are introduced during the project.

There are variants of Design & Build contractual arrangements, including “Design & Manage” and “Design, Manage and Construct” both of these variants seek to transfer some of the “risks” from the Contractor back to the Client. When considering this route of procurement, it is advisable to aim to achieve a “pure” Design & Build arrangement or as close to that situation as the particular circumstances permit.

#### Advantages

#### Disadvantages

- |   |  |
|---|--|
| <p>1 The JCT version has all the benefits of the JCT family of contracts; there is a familiarity of style and phraseology</p>                       | <p>1 There is no provision for dealing with any discrepancy between the Employer’s Requirements and the Contractors Proposals, both of which are signed by the contracting parties. It is therefore essential that any discrepancies are identified and dealt with before a contract is signed or the contract suitably amended.</p>   |
| <p>2 There is certainty of cost when elements of the design are not fixed as the risk is transferred to the Contractor</p>                          | <p>2 Increase risk tends to lead to increased price.</p>   |
| <p>3 Contractors like the freedom and control of their own destiny particularly on the larger contracts.</p>  | <p>3 There is no requirement for the Contractors design liability to be insured. It is recommended that this is put into effect and therefore provision must be made in the Employers Requirement Document. It is important that any such insurance operates fully during the construction period as well as thereafter and that the contractor has an indemnity for liability arising out of sub-let design work.</p> |
| <p>4 Provision is made for a contract sum analysis that can effectively be a schedule of priced quantities. This is a contract document.</p>        | <p>4 The Employer has less control over the design process and may find himself presented with his least favoured scheme on economy grounds.</p>   |
| <p>5 The Selective Tendering Procedure is covered by a code that envisages either single stage tendering or two stage tendering as appropriate.</p> | <p>5 The available choice of tenderer suitably experienced in Design &amp; Build is limited; it is therefore important to select a contractor with a proven track record.</p>  |

### Advantages

- 6 Time is likely to be saved overall in the design and construction process.
- 7 The Form affords clearer lines of responsibility from the Employer's viewpoint. One party is responsible for the design and the construction.
- 8 The Contractor is appointed early and has the opportunity to contribute to design in respect of buildability this maximising benefits of economic methods of construction.
- 9 The Client has a single line of responsibility with a Contractor for both design and construction.
- 10 The Contractor accepts risks in respect of planning, statutory approvals and building regulations, to the extent of his design involvement.
- 11 The Client has a greater certainty on price if the brief is firm.
- 12 Client generated variations can be properly evaluated on the basis of the priced quantities.
- 13 Design development responsibility with the Contractor
- 14 Easy administration situation for the Client with single source of responsibility for project completion.

### Disadvantages

- 6 The Employer may need to employ specialist consultants to check Contractor's Proposals even if only on a limited brief. This is particularly so if the Contractor proposes cheaper alternatives that, in his view, do not compromise the Employer's Requirements. In terms of Quality Control, monitoring the Contractor may be inadequate and the Employer may wish to take on site inspection staff.
- 7 A thorough specification needs to be prepared if the quality of design development and specification is to be controlled.
- 8 If additional costs are to be avoided the Client must be willing to accept the Contractor's design detailing and/or reductions in specification and quality of work.
- 9 Often difficult to compare tenders received.
- 10 Design changes are difficult and usually expensive to incorporate.
- 11 Quality of design development and specification is difficult to control and depends totally on adequacy of specification and initial design.
- 12 The design may not be particularly imaginative and quality could suffer.

### 9.3 Factors Affecting the Choice of Procurement

The following specific factors need consideration before deciding on a route to procurement:

<b>Size and Complexity</b>	Are the works of a simple or minor nature or more complex and technologically advanced?
<b>Form of Construction</b>	Is the construction to be broadly defined as traditional, repetitive or innovative?
<b>Timing</b>	What are the overall programme parameters-will they have an important effect on the procurement route?
<b>Predictability versus Uncertainty</b>	What is the extent to which the project is capable of detailed definition at the outset? This will be a critical factor.
<b>Cost Certainty</b>	Is there a requirement for a fixed cost as opposed to a variable contract sum?
<b>Administration</b>	Is there willingness and ability of the Client to undertake administration of the process?
<b>Risk</b>	The degree to which risk is allocated between the parties will influence the Contractor's and consultant's ability to both manage the overall construction process and achieve the Client's objectives.
<b>Competition</b>	What is the degree to which the design and construction functions are to be the subject of competitive tenders?
<b>Quality of Product</b>	To what extent will the end product be judged in respect of overall quality of appearance, function, etc.?

### 9.4 Assessment

Turning now to the specific requirements for the proposed redevelopment at Malling Community Centre, our assessment of the factors which govern the choice of procurement route are set out hereunder:

#### **Size and Complexity**

This is a large small regeneration project within the confines of the existing building. The site is bounded by busy roads and pedestrian areas. Generally, the form of construction envisaged is straightforward and does not demand advanced construction techniques.



### **Timing**

An early start on site is not the principal driving factor in determining the procurement method for this project. There is a desire to obtain a high level of cost certainty prior to the formal award of the contract.

It may be beneficial to carry out diligence inspections to the existing buildings as an early separate enabling contract in order to obtain an early start once agreement has been reached between Lewes Town Council.

### **Predictability and Uncertainty**

Once due diligence surveys and site investigations have taken place there is a low degree of risk associated with the design.

### **Cost Certainty**

Cost certainty is one of the prime requirements of Malling Community Centre regeneration project and will therefore have an extremely strong influence on the preferred procurement route.

### **Risk**

The chosen procurement route must minimise risk to Malling Community Centre regeneration project in terms of cost, quality and completion dates.

Particular elements of the risk to be borne in mind are: -

- The volume of pedestrians and traffic around Malling Community Centre.

- The need to excavate in areas where the extent of the existing substructure and structures are unknown.

- Tenant / End User led changes or requirements.

- Ability of design team to maintain information flow to Contractor in traditional lump sum route.

### **Competition**

The chosen procurement route must take advantage of the prevailing competitive market.

### **Quality of Product**

Given the prime location of the site it is fundamental that the highest quality of end product is achieved and the chosen procurement route must recognise this.

## 9.5 Recommendations

It is recommended that either a single or two-stage method of tendering is adopted based upon a design and build contract. This will ensure that a contractor may be appointed early enough to establish a working relationship with the design team and be involved in the design process and buildability solutions whilst providing a firm price prior to the award of the contract.

It is also recommended that an early separate contract be let for the demolition of the existing building in order that the existing substructures and adjacent structures may be exposed and investigated. This will allow an early design solution for substructures and work to adjacent buildings and reduce the risk and delays to the main works thereby reducing the cost. It may be possible for this work to be carried out by the proposed contractor in order that he is involved at this early stage and his performance monitored.

The following points are the key factors in arriving at the recommendation: -

- 1 A significant financial benefit will flow from early completion
- 2 The enabling works will facilitate site investigation and reduce design risks
- 3 The shorter pre-contract process will assist early completion
- 4 Improved exploration of buildability with contractor
- 5 Two stage method is less adversarial than traditional tendering
- 6 Maintain competition by tendering process.
- 7 Contractor takes on more risk thereby providing greater certainty to Lewes Town Council.

## 10 Quality Assurance

### 10.1 Quality Plan

The Principal Contractor will produce a project Quality Plan, which will act as the master Quality Assurance document on the project. This plan is to be reviewed for approval by the Project Manager before construction work on the project commences.

### 10.2 Quality Control

The Project team will have the responsibility for setting standards and monitoring project quality. A proposed monitoring policy will form a key area for review in the procurement process.

The Project Team will agree on procedures for quality control of materials, equipment and erection of work and will agree plans for inspection, testing and utilisation of controls such as checklists, reports, installation and test records etc. These will assist in establishing whether work is being carried out in accordance with the contract documents, to the appropriate quality of workmanship and provide for early identification and rectification of deficiencies.

However, the prime responsibility for achieving quality levels to include quality control rests with the Principal Contractor.

The Project Manager will agree with the Principal Contractor the samples and mock-ups required for Client review and approval before implementation. Depending on the type of procurement route chosen, this could extend to such items as furniture, fittings and equipment. The Principal Contractor will produce a schedule of inspection dates, which will be integrated into the construction programme.

Inspections by the Client and Project Team will be arranged and co-ordinated by the Project Manager.

### 10.3 Quality Non-Conformance

The Project Manager shall undertake routine inspections throughout the duration of the works to monitor and ensure all works meet the required quality standards. Upon inspection of Contractor operations, any areas of non-conformance that are identified will be logged on a Non-Conformance Report by the Project Manager.

The report should be issued following consultation with the Contractor Representative and an agreed time frame should be documented on this report for the rectification of issues.

Where the Contractor does not rectify the issue within the agreed timeframe a second Non-Conformance report may be issued or the Principal may consider suspension or termination of the contract if the issue is of sufficient significance.

The following information should be recorded on the Non-Conformance Report:

- Specific details of non-conformance, which may include:
  - Any plant or equipment involved
  - Any chemicals or hazardous substances involved
  - Safe Work Method Statements not followed
  - Any other physical aspects
  - Nature of the risk
- Actions agreed to by all parties following consultation, and that should adequately address the identified non-conformance. This may take the form of specific control measures and should take into account the hierarchy of controls.

- The agreed timeframe by which the Contractor should have implemented the actions documented in the Non-Conformance Report.
- The completion date required
- Verification that the agreed actions have taken place on or soon after the agreed Completion Date

#### 10.4 Statutory Requirements

Compliance of the design with all necessary statutory requirements will be the responsibility of the Design Team.

Review and approval of the building works are to be undertaken by the Building Control inspector, who has the authority to approve all building relating matters.

## 11 Risk Management

An effective Risk Management Strategy identifies and manages risks through a structured approach which focuses management attention on effective risk mitigation and control leading to recommendations for risk provision and contingency allocation.

The objectives of the risk management process are to:

- Recognise the potential impact of risk on the project objectives
- Formulate an accepted procedure for the process
- Identify potential risks and allocate a risk owner – (If high risk the owner will develop an action plan as mitigation measure) and where applicable the financial impact will be incorporated into the cost plan and cost reporting.
- Assess the impact of the identified risks
- Prioritise and plan risk responses
- Manage and control the risks

A **RISK** is defined as “Any occurrence or potential occurrence which could impact on the successful delivery of the stated project objectives”. It is a combination of an uncertainty with a fixed constraint (Time, Budget etc.) causing a negative impact on the project objectives.

An **OPPORTUNITY** is a combination of an uncertainty with a fixed constraint (Time, Budget etc.) causing a positive impact.

The risks and opportunities are items that could potentially occur and would have an impact on the project and are current not included within the Project Cost Reports. The risks have been ranked to reflect the overall aims of the project

The stages in the Risk Management Process can be depicted in the following graphical format:



## 11.1 Risk Review Meetings

Throughout the RIBA Design Stages the Project Manager will schedule regular Risk Review Meetings in order to develop the risk register and capture any other risks to the project delivery.

The purpose of the reviews is to: -

- Identify high level risks that may impact on the achievement of project objectives
- Identify risks specific to the design and construction of the project
- Identify risks specific to the operation of the client as a business
- Qualitatively assess risks for probability of occurrence and impact
- Generate a categorised risk register with a qualitative assessment to identify the priority risks, which can be developed by the project team

Regular risk review meetings will be held at the commencement of each design stage, as well as monthly throughout the construction period at the Monthly Progress Meeting.

## 11.2 Risk Register

The developed Risk Register is a live document used throughout the life of the project. The register will be updated at regular intervals.

The Contractor will assume responsibility for the project risk register upon appointment and will be expected to submit the key project risks as part of the Contractor's Monthly Report.

Individual risks will be owned by specific team members with mitigation measures issued to ensure that the strategy is actioned.

The current project Risk Register is contained in [Appendix F](#).

## 12 Safety Health and Environment

### 12.1 Principal Designer

The Principal Designer will fulfil their duties under the Construction (Design and Management) Regulation and Approved Code of Practice – “Managing Health & Safety in Construction”. In particular they will be actively involved in all stages of the design development to ensure that adequate safety reviews are conducted and safety is inherent in the design of the new facility.

In addition, they will monitor and review design risk assessments that will be undertaken by the design team.

### 12.2 Pre-Construction Information Plan (Pre-Tender Health & Safety Plan)

The CDM Coordinator will produce a Pre-Construction Information Plan (PCIP) for each construction contract (i.e. Enabling Works/Main Contract), with input and assistance from the client and the design team as required.

### 12.3 Construction Phase Health & Safety Plan

The Principal Contractor will be required to develop the pre-tender Health & Safety plan to produce a Construction Phase plan prior to commencement of operations. This will be in accordance with the CDM regulations.

### 12.4 Health & Safety File

The PCIP will provide a framework to the Principal Contractor for production of the Health & Safety File. The file will be compiled as work progresses and following approval by the CDM Coordinator, the completed file will be handed to the Client on completion of the construction works.

### 12.5 Site Waste Management Plan

The Principal Contractor shall be required to submit a Site Waste Management Plan to outline the policies and procedures to be implemented to store, remove and dispose of all waste produced on site in line with environmental regulations.

The Project Manager will be required to review the plan to ensure all necessary waste management measures are in place before site construction commences.,

### 12.6 Safety Reports

The Contractor will be responsible for instigating procedures for the reporting of accidents, incidents and dangerous occurrences.

All such incidents shall be reported to the Project Manager at the regular progress meetings and recorded in the minutes.

The contractor will be responsible for instigating procedures for the control and monitoring of safety on site. Regular safety audits should form part of the construction phase health & safety plan, and copies of audits and inspections should be provided to the Project Manager at the progress meetings.

### 12.7 Visitors to Site

The Contractor shall ensure that all access to site by visitors is closely managed. A visitor to site should report to the site office and sign in. They should receive a site induction on their first visit to site and updates as the nature of the work and the site changes. The contractor should make appropriate provision for the supply of personal protective equipment for visitors to site and ensure that such PPE is worn at all times. It is likely that the main contractor will require all unaccompanied visitors to hold the industry standard CSCS Safety Accreditation. Visitors not in possession of the appropriate card will likely need to be accompanied when on site.

## 13 Construction & Handover

### 13.1 Handover & Commissioning

Handover will occur at the end of the project following completion of the works and resolution of all outstanding issues.

The Contractor will be responsible for producing a commissioning schedule, which will detail proposals. This will be agreed with the appropriate design team members and the Client's representatives. Proposals for witnessing of testing and commissioning will be developed with the appointed contractor.

Handover procedures are to be developed by the Project Manager in conjunction with the Client, the Contractor and the CDM Coordinator at the appropriate time. The Contractors shall agree the dates of handover with the Project Manager.

### 13.2 Practical Completion

The Contractor is to provide a minimum 14-day notice of the anticipated date of practical completion. At which time a meeting will be held on site with the Contractor and Consultants to review: -

- Progress against the Contractor schedule of outstanding works
- Works have been carried out in accordance with the contract drawings/ specifications
- Works are being carried out to the required quality standards
- Agree schedule for outstanding works and remedial work necessary prior to arranging a snagging meeting

Practical Completion will be achieved when, in the opinion of the Architect & Project Manager, the building works are sufficiently complete to permit the Client to use it. The required Health and Safety File information will have been issued to the Principal Designer and all the requisite Operation & Maintenance Manuals have been prepared/ issued and are available.

Practical Completion will not be granted until all current NCRs are closed out and applicable works completed.

In order to avoid any doubt, the Project Manager is to notify the Practical Contractor of the express conditions of completeness necessary for him to certify Practical Completion. This notification will need to be made in good time to ensure clear understanding of the exact requirements of Practical Completion prior to the event.

Once practical completion is issued, the project comes to an end and the building is handed over to the responsibility of the Client.

### 13.3 Operational & Maintenance Manuals

The adequate handing over of the O&M Manuals is a pre-requisite to Practical Completion.

The Principal Contractor is responsible for preparing the services and building O&M Manuals. The specific level of information required is to include:

- As-built drawings
- Test certificates
- Maintenance schedules
- Operation details
- Manufacturers maintenance details
- Warranties



- Manufacturer's literature.
- Contact names and addresses for all subcontractors/suppliers
- Equipment specifications/schedules

Responses to the draft O&M Manuals from the M&E Engineer (services) and the Architect and Structural Engineer (building) will be notified no later than two weeks before Practical Completion, thus allowing sufficient time for the Principal Contractor to incorporate any comments into the manuals.

The final draft issue of the O&M Manuals will be made at the time of Practical Completion, but at least one copy will need to be forwarded to the Planning Supervisor one week prior to this for inclusion within the Health and Safety File.

### 13.4 Health and Safety File

The Principal Designer is responsible for the compilation and issue of the Health and Safety File to the Client, however, the majority of the information included within the File is required to be prepared and forwarded to him by the Design Team and Principal Contractor.

The Principal Designer will manage the production of the Health and Safety File which is compiled during the course of the project and will issue Schedule of Information required at tender stage to both the Design Team and the tendering Principal Contractor.

### 13.5 Snagging

Practical Completion does not require the rectification of all non-conformance issues/ defects. Such defects, which are identified and are not sufficient to prevent certification of Practical Completion should be scheduled and attached to the Certificate. The Principal Contractor will need to identify the timescale within which he will rectify the outstanding works/snagging, taking due regard to the fact that the building will be occupied.

It is the responsibility of the contractor to identify and clear any snags before offering the building to the design team for inspection where they will accept / not accept the snag.

There could be a rolling snagging programme, which would routinely occur to deal with snags during the duration of the works. This would enable items to be signed off before practical completion.

The Contract Administrator will issue a practical completion certificate once all the snags have been rectified. Practical completion may be phased so that certifications are issued on sectional completions where applicable.

### 13.6 Defects and Liability Procedures

The Defects Liability Period is for the manifestation and identification of latent defects. It is not for the purposes of continued, "snagging". Prior to the expiry of the Defects Liability Period (as determined by the Conditions of Contract), the Architect, Structural and M&E Engineer will need to compile a Schedule of Defects, and seek any contribution from the Client and Client User in this regard and notify the Principal Contractor accordingly. The Principal Contractor is to produce a programme for and complete such remedial works at his own expense, having regard to the occupation and operation of the building.

Upon satisfactory completion of the remedial works the Project Manager will issue the Final Certificate.

Where defects appear during the defects liability period the Contractor is to comply with the following call out requirements: -

- The Contractor shall provide contact names and numbers for each trade for any 24-hour period
- Defects categorised as causing a danger to Health & Safety or security, that result in the closing of any part of the Building, or accommodation shall be attended to within 2 hours.

- Defects categorised as causing inconvenience to the Building or occupants, but not affecting health and safety, shall be attended to within 24 hours
- Other defects shall be attended to within a timescale to be agreed with the Project Manager.

If the Contractor does not comply with any of the above, the Client shall make alternative arrangements to complete remedial work and deduct the cost from monies due to the Contractor.

### 13.7 Building File

A Building File is to be co-ordinated by the Project Manager and handed to the Client at practical completion of the project. This document will be a compilation of all of the key project documents recording the project history.

The Building File is to contain the following: -

- Operational & Maintenance Manuals
- Health & Safety File
- As built drawings from the design team
- All statutory approvals required for this project.
- All certificates issued for this project (only originals are acceptable).

### 13.8 Project Review

All members of the project team shall attend a project review after completion of the works.

The objective of the review is to establish if there are any positive lessons to be learned from the project and identify improvements to the delivery of future projects.

The Project Manager will be responsible co-ordinating the review process. All key participants to the project will be responsible for providing input to the review process.

## Appendix A: Project Directory

## Malling Community Centre Project Directory v1

### CLIENT LEWES TOWN COUNCIL

<b>Name:</b>	Steve Brigden	<b>Address:</b>	Lewes Town Council
<b>Position:</b>	Town Clerk, Lewes Town Council		Town Hall
<b>Tel:</b>	01273 471469		High Street
<b>Mobile:</b>	-		Lewesd
<b>Email:</b>	<a href="mailto:townclerk@lewes-tc.gov.uk">townclerk@lewes-tc.gov.uk</a>		East Sussex, BN7 2QS

### PROJECT MANAGER BLB SURVEYORS

<b>Name:</b>	Grant Crossley	<b>Address:</b>	BLB Surveyors Ltd
<b>Position:</b>	Project Management Director		BLB House
<b>Tel:</b>	01273 301888		15 - 16 Hunns Mere Way
<b>Mobile:</b>	07879 474007		Brighton
<b>Email:</b>	<a href="mailto:grant.c@blbsurveyors.co.uk">grant.c@blbsurveyors.co.uk</a>		BN2 6AH

### COST CONSULTANT TBA

<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

### ARCHITECT / DESIGN TEAM LEADER TBA

<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

### PLANNING CONSULTANT TBA

<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

### PRINCIPAL DESIGNER TBA

<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

<b>CIVIL &amp; STRUCTURAL ENGINEER</b>	<b>TBA</b>
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<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

<b>MEP BUILDING SERVICES ENGINEER</b>	<b>TBA</b>
---------------------------------------	------------

<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

<b>SUSTAINABILITY CONSULTANT</b>	<b>TBA</b>
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<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

<b>ENVIRONMENTAL CONSULTANT</b>	<b>TBA</b>
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<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

<b>LOCAL AUTHORITY</b>	<b>TBA</b>
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<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

<b>APPROVED INSPECTOR</b>	<b>TBA</b>
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<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

<b>PARTY WALL SURVEYOR</b>	<b>TBA</b>
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<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

<b>ACOUSTIC CONSULTANT</b>	<b>TBA</b>
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<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

<b>TRAFFIC / HIGHWAYS CONSULTANT</b>	<b>TBA</b>
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<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

<b>FIRE CONSULTANT</b>	<b>TBA</b>
------------------------	------------

<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

<b>INTERIOR DESIGNER</b>	<b>TBA</b>
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<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

<b>LANDSCAPE ARCHITECT</b>	<b>TBA</b>
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<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

<b>LEGAL ADVISOR</b>	<b>TBA</b>
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<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

<b>CLERK OF WORKS</b>	<b>TBA</b>
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<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

<b>MAIN CONTRACTOR</b>	<b>TBA</b>
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<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

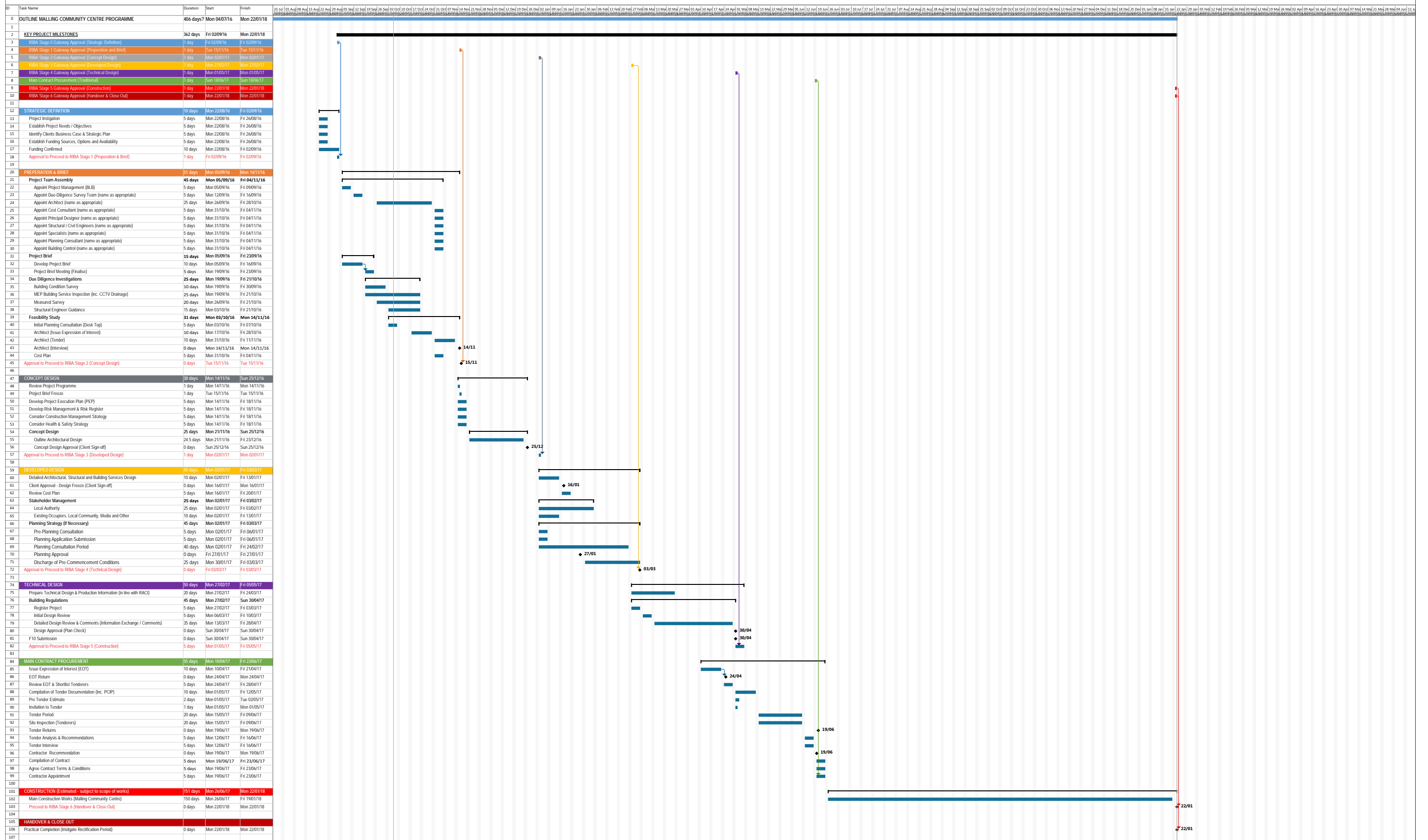
<b>KEY STAKEHOLDERS</b>	<b>TBA</b>
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<b>Name:</b>		<b>Address:</b>	
<b>Position:</b>			
<b>Tel:</b>			
<b>Mobile:</b>			
<b>Email:</b>			

## Appendix B: Master Programme



MALLING COMMUNITY CENTRE (DRAFT)



## Appendix C: Project Meeting Schedule

## Meeting Schedules (TBA)

PROJECT BOARD MEETING		
Purpose of Meeting		
Frequency		
Location		
Attendees		
Input:		<ul style="list-style-type: none"> <li>▪ [Requirements for meeting]</li> </ul>
Output:		<ul style="list-style-type: none"> <li>▪ [Outcomes of meeting]</li> </ul>

PROJECT PROGRESS MEETING	
Purpose of Meeting	
Frequency	
Location	
Attendees	
Input:	
Output:	

DESIGN TEAM MEETING	
Purpose of Meeting	
Frequency	
Location	
Attendees	
Input:	
Output:	

DESIGN WORKSHOP	
Purpose of Meeting	Design workshops are convened to review particular project, design or construction related matters. They should be informal and focussed on resolution of specific matters.
Frequency	To suit design progress.
Location	As appropriate to matter
Attendees	
Input:	
Output:	

PROJECT COST MEETING	
Purpose of Meeting	
Frequency	
Location	
Attendees	
Input:	
Output:	

AD HOC MEETINGS	
Purpose of Meeting	For occasional meetings as might be necessary to do with: <ul style="list-style-type: none"> <li>▪ Planning and other relevant statutory authorities</li> <li>▪ Neighbours and other stakeholders</li> <li>▪ Procurement, contract and legal</li> <li>▪ Sustainability</li> <li>▪ Health and safety</li> </ul>
Frequency	As necessary
Location	As appropriate to matter
Attendees	<ul style="list-style-type: none"> <li>▪ Project Manager / Lead Designer (Chair)</li> </ul> and as appropriate to the particular topic: <ul style="list-style-type: none"> <li>▪ Client</li> <li>▪ Consultant team</li> <li>▪ Specialist designers</li> <li>▪ Specialist consultants</li> <li>▪ Contractors and/or specialist subcontractors</li> </ul>
Input:	Information developed to a suitable level for review.
Output:	Meeting notes. Relevant reports.

## Post Contract Meetings

PROJECT PROGRESS MEETING	
Purpose of Meeting	
Frequency	
Location	
Attendees	
Input:	
Output:	

DESIGN TEAM MEETING	
Purpose of Meeting	
Frequency	
Location	
Attendees	
Input:	
Output:	

## Appendix D: Change Control Form

<b>Project Title</b> Change Control Form		CCF Reference:		add date	
		Originator		add originator	
		Date Raised:		add date	
		Date Required for Sign-Off:		add date	
<b>Description of Change:</b>					
<p>Add description, use back up sheets and cross reference where required.</p> <p>Include notification of particular facility tenant change affects.</p>					
<b>Originator:</b>	Client		Yes	Other Stakeholders	
	Project Manager			WT Customer Services Team	
	Contractor			Tenant (Specify)	
	Architect			Other (specify):	
	Engineers			Other (specify):	
<b>Reason for Change:</b>			<b>Building Control</b>		
<p>Include a detailed description as the the reason for the change, why it's required and the likely funding source. Use back up supporting information when required.</p> <p>Include explanation of design effect if change not implemented, benefit and priority/Constraints Impact on deliverables):</p>			Client Change		Yes
			Design Omission/Co-ordination		
			Value Engineering		
			Other (specify):		
<b>Impact:</b>	Time Impact:		Insert Time Impact	Cost Impact:	£ -
				Other (specify):	£ -
	<b>TOTAL ESTIMATED COST:</b>				£ -
<b>Technical Appraisal:</b>					
Provide technical appraisal provided by the design team with supporting documentation where required.					
<b>Programme Impact:</b>					
Provide a statement or an updated programme with impacts and implications analysis.					
<b>Drawings/Documents Enclosed:</b>					
Cross reference supporting information, drawings, specifications, emails, quotes, letters etc..					
<b>Implications/Clarifications/Comments:</b>		<b>Time:</b>		Add comment	
Detail sign off required, or any further governance implications		<b>Capital Cost:</b>		Add comment	
		<b>Business Impact:</b>		Ensure the business case impacts are assessed	
<b>Approval:</b>	1	Signature	Signatory No. 1	Date:	circle R A G
	2	Signature	Signatory No. 2	Date:	R A G
	3	Signature	Signatory No. 3	Date:	R A G
<b>RED</b>	<b>- Rejected</b>			<b>Instruction Reference:</b>	Add No
<b>AMBER</b>	<b>- Approved with comments (attach comments)</b>			<b>Status:</b>	
<b>GREEN</b>	<b>- Approved</b>				

## Appendix E: Stakeholder Schedule



Ref	Stakeholder Organisation	Stakeholder Ranking				Management Plans						Strategy Notes	Last Updated	
		Stakeholder Owner	Stakeholder Power	Stakeholder Interest	Stakeholder Ranking	Stakeholder Audience	Goals, Interests & Motivations	Communication Objectives	Communication Medium	Date / Frequency	Input Required By Others (RACI)			
<b>1.00 LOCAL AUTHORITY</b>														
1.01			High	High	9	Key Player								
1.02			High	High	9	Key Player								
1.03			High	High	9	Key Player								
1.04			High	High	9	Key Player								
<b>2.00 STAKEHOLDER</b>														
2.01			High	Low	3	Maintain Interest								
2.02			High	Low	3	Maintain Interest								
2.03			High	Low	3	Maintain Interest								
2.04			High	Low	3	Maintain Interest								
<b>3.00 Community</b>														
3.01			High	Low	3	Maintain Interest								
3.02			High	Low	3	Maintain Interest								
3.03			High	Low	3	Maintain Interest								
3.04			High	Low	3	Maintain Interest								
3.05			High	Low	3	Maintain Interest								
3.05			High	Low	3	Maintain Interest								
3.06			High	Low	3	Maintain Interest								
<b>4.00 Media</b>														
4.01			High	Low	3	Maintain Interest								
4.02			High	Low	3	Maintain Interest								
4.03			High	Low	3	Maintain Interest								
<b>5.00 Coast to Capital</b>														
5.01			High	Low	3	Maintain Interest								
<b>6.00 Residential Neighbours</b>														
6.01			High	Low	3	Maintain Interest								
<b>7.00 Existing Occupiers</b>														
7.01			High	Low	3	Maintain Interest								
<b>8.00 End Users</b>														
8.01			High	High	9	Key Player								
<b>9.00 Local Business</b>														
9.01			High	Low	3	Maintain Interest								
<b>10.00 Civic/Conservation Society</b>														
10.01			High	Low	3	Maintain Interest								
<b>11.00 Stats</b>														
11.01			High	Low	3	Maintain Interest								
<b>12.00 Education</b>														
12.01			High	Low	3	Maintain Interest								
<b>13.00 Other</b>														
13.01			High	Low	3	Maintain Interest								

## Appendix F: Risk Register

Ref	Risk Description	Impact Description	Risk Champion	RIBA Phase	Risk Impact	Risk Likelihood	Urgency Score	Control method	Last Updated	Next Action By	Cost Allowance
<b>1.00 Project brief, business case, leadership &amp; management</b>											
1.01	Project structure not clearly established	- lack of understanding over roles responsibilities - understanding of reporting and sign off processes - Poor team culture and performance	PM	0: Definition	Critical	Likely	20	Immediate	- Early review and agreement embedded into Project Execution Plan. - Agreement to collaborative working.		
1.02	Internal organisation sign off	- Client has conflicts internally over responsibility for approvals and sign off. - Risk of decision by committee can slow process and create uncertainty.	Client	1: Brief	Major	Unlikely	8	Medium	- Client to agree internal engagement processes. - Nominate relevant stakeholders and define area of input. Include in PEP.		
1.03	Communication strategy	- Lack of clarity on who needs what information. Can lead to 'information overload and key messages being missed.	PM	1: Brief	Insignificant	Unlikely	2	Low	- Agree preferred methods of communication. Identify conduits for information transfer. Embed in PEP and communicate to team.		
1.04	Inappropriate client sponsor not selected	- Selected sponsor unable to make decisions / has lack of authority. Lack of strategic focus.	Client	1: Brief	Critical	Rare	5	Low	- Ensure appropriate senior manager is selected. Clarify day-to-day can be undertaken by another person.		
1.05	Failure to define project brief	- Lack of clarity in requirements can cause inefficient design and cost effectiveness. - Gaps in brief can result in key functions not being met. Resulting in delays and cost increases.	Client/PM	1: Brief	Critical	Possible	15	High	- Engage all relevant stakeholders in brief development. Identify key requirements. Record information in written brief and include in PEP.		
1.06	Failure to establish clear business case	- Project viability not adequately assessed. Insufficient capital or lack of RoI can result in wasted expenditure.	Client	0: Definition	Critical	Possible	15	High	- Define business objectives, evaluate scheme including budget against objectives.		
1.07	Changes to project brief	- Changes to brief not captured as design develops. Reduces efficiency; could cause delay and cost in redesign.	Client	2: Concept Design	Critical	Possible	15	High	- Establish process for review of brief on regular basis. Ensure any changes in requirement are captured and communicated to team. Utilise change control.		
1.08	Monitoring progress against project brief	- Design is allowed to develop without referring back to brief. Can cause inefficiencies and design creep.	PM	2: Concept Design	Major	Unlikely	8	Medium	- Regular review and sign off. Encourage all team members to question whether their design is meeting brief.		
1.09	Continuity of project team	- Changes in team members causes loss of knowledge, disruption and delay.	PM	1: Brief	Minor	Unlikely	4	Low	- Ensure senior manager is overseeing from each organisation to enable continuity if individual leaves		
1.10	Sign off procedure at key Gateways	- Lack of review and sign off can lead to proceeding without full client buy in. Problems with planning submissions.	PM	1: Brief	Critical	Rare	5	Low	- Establish protocols and include in programme. Ensure sign off process completed at each relevant stage.		
<b>2.00 Economic &amp; financial issues; incl procurement</b>											
2.01	Securing sufficient funding	- Project is not viable. Potential cashflow issues.	Client	1: Brief	Critical	Unlikely	10	Medium	- Early identification of funding. Create plan for securing funding. Introduce project controls to limit expenditure until funding secured.		
2.02	Sufficiency of budget	- Lack of cost management during design process means assumed budget is insufficient. Requirement for VE / redesign	QS	2: Concept Design	Moderate	Unlikely	6	Medium	- QS to instigate cost planning protocols. Ensure updated cost information in place at each client review stage.		
2.03	Lack of defined procurement approach	- Programme uncertainty. Potential to miss best option for specific project.	QS	2: Concept Design	Moderate	Unlikely	6	Medium	- Carry out appraisal of options. Early decision and inclusion in PEP.		

2.07	Lack of whole life cost assessment	- Focus on capital cost results in building that is expensive to run and maintain.	QS	2: Concept Design	Moderate	Possible	9	Medium	- WLC should be adopted and assessed for key elements of project.			
2.10	Adequacy of contingency	- Allowance to low or high resulting in either unnecessary VE or budget issues	QS	2: Concept Design	Moderate	Possible	9	Medium	- Contingency to be allocated not generic - Design development contingency to drop as design progresses.			
2.12	Completeness of cost estimates	- Cost estimate excludes some items / Inclusion of undefined provisional sums, results in insufficient budget BE SPECIFIC	QS	2: Concept Design	Moderate	Possible	9	Medium	- QS to identify any exclusions and advise why. - Review provisional allowances, create strategy to resolve.			
2.13	Inflation	- Volatile market means inflation causes budgetary issues - SPECIFIC materials / components suffering price increase	QS	2: Concept Design	Moderate	Possible	9	Medium	- Include appropriate allowance for inflation. Review regularly. - Identify alternative products			
<b>3.00 Design adequacy, information &amp; technical challenges</b>												
3.01	Opportunity for design reviews	- Lack of client review results in loss of quality. Increased risk of change. - Identify SPECIFIC areas for review; e.g. ICT / Security / M&F	PM	2: Concept Design	Major	Possible	12	High	- Establish specific review dates for elements. Identify feedback process for eventual sign off.			
3.02	Specialist design consultants	- Failure to employ appropriate designers impacts of quality and functionality. - Identify SPECIFIC areas for review; e.g. Kitchen, Dance Studio, Data Centre	PM	1: Brief	Moderate	Possible	9	Medium	- Identify full professional team early and include fees in budget. - Carry out tender based on relevant experience.			
3.03	Design coordination	- Lack of coordination results in design errors and requirement for change.	Lead designer / PM	2: Concept Design	Moderate	Possible	9	Medium	- Ensure adequate time is included in design programme for coordination. - Ensure schedule of coordination meetings in place			
3.04	Option appraisals (specific)	- SPECIFICALLY identify any implications of alternative options.		2: Concept Design	Minor	Unlikely	4	Low				
3.07	Coordination with specialist fitout / FF&E	- Lack of coordination impacts functionality. Potential for late change	PM	2: Concept Design	Moderate	Possible	9	Medium	- Identify specialist packages early. - Obtain specialist advice early. - Undertake workshops as design progresses.			
3.13	Requirement to meet specific criteria	- Failure to consider specific design criteria impacts functionality, funding implications, e.g. Housing - HQI, SBD, Lifetime Homes Education - BB101, EFA standards	PM	1: Brief	Major	Possible	12	High	- Establish industry specific criteria and incorporate into PEP. - Work with team to investigate specialisms for specific building			
3.14	Design specific issues...	SPECIFIC items		2: Concept Design	Critical	Rare	5	Low				
<b>4.00 Statutory &amp; legal issues</b>												
4.01	Completion of site purchase	- Delays in purchase impact on programme	Client	1: Brief	Critical	Rare	5	Low	- Allow sufficient time to resolve legals before committing significant money to project.			
4.02	Completion of searches on site	- Failure to complete early could result in changes in design and viability.	Client	1: Brief	Major	Unlikely	8	Medium	- During purchase all relevant searches should be undertaken.			
4.03	Boundary clearly defined	- Incorrect boundaries could significantly delay project	Client / Architect	1: Brief	Critical	Rare	5	Low	- Correct title plan obtained at earliest stage. - Architect to draw accurate red line on site plans.			
4.04	Negotiation of easements / covenants	- Delays due to restrictions imposed.	Client	1: Brief	Moderate	Unlikely	6	Medium	- Identify impact on design early. Mitigate by changing design. - Commence negotiations early.			
4.05	Resolution of statutory rights over land including utilities, highways, network rail, etc	- Linked to searches ensure adequate understanding of statutory rights over land to avoid disruption to design	PM / Client	1: Brief	Moderate	Unlikely	6	Medium	- Ascertain any neighbouring statutory uses. Begin early dialogue.			
4.06	Pre-application planning consultation	- Will pre-app be benefit? Could improve chances of approval or just delay.	Architect	2: Concept Design	Moderate	Unlikely	6	Medium	- Identify likely implication of pre-app to inform decision.			

4.15	Party Wall issues	- Delay in commencing works - Additional cost for fees and works	PM / Architect	2: Concept Design	Critical	Rare	5	Low	- Early identification of any party walls. - Appointment of surveyor - Early notices			
4.16	Rights of Light	- Potential enforcement notice can be issued stopping works. - Cost of damages	PM / Architect	2: Concept Design	Critical	Rare	5	Low	- Establish any infringement - Employ specialist if necessary. - Amend design as necessary			
4.17	Listed Building Consent	- Issues with satisfying officer results in redesign and delay	Architect	3: Developed Design	Critical	Rare	5	Low	- Early consultation. Obtain agreement to solutions			
4.18	Agreement on main contract incl amendments	- Lack of agreed amendments impacts on risk transfer - Delay in commencing works.	QS / PM	3: Developed Design	Critical	Rare	5	Low	- Issue amendments with tender - Carry out negotiation and agree before closing tender			
4.19	Resolution of tender qualifications	- Failure to resolve can result in additional costs post contract or unacceptable changes.	QS / PM	3: Developed Design	Moderate	Possible	9	Medium	- Tender report identifies qualifications. - Negotiate out during tender period			
4.20	Completion of warranties	- Lack of warranties can impact on funding / sales - can include designer, product and building warranties (NHBC)	QS	5: Construction	Major	Unlikely	8	Medium	- Place obligation in contract, including financial penalty - Develop tracker - Agree wording from outset			
<b>5.00 Utilities</b>												
5.01	Capacity of existing electrical supply	- Significant cost and delay if insufficient capacity	Services Consultant	2: Concept Design	Moderate	Possible	9	Medium	- Capacity checks resolved at earliest opportunity			
5.02	Capacity of existing gas supply	- Significant cost and delay if insufficient capacity	Services Consultant	2: Concept Design	Moderate	Possible	9	Medium	- Capacity checks resolved at earliest opportunity			
5.03	Capacity of existing water supply	- Significant cost and delay if insufficient capacity	Services Consultant	2: Concept Design	Moderate	Possible	9	Medium	- Capacity checks resolved at earliest opportunity			
5.04	Requirement for diversion of existing services	- Expense of redesign. Delay to programme	Services Consultant	2: Concept Design	Major	Possible	12	High	- Obtain survey at earliest opportunity. Depending on nature of site consider radar survey.			
5.08	Design & approval of surface water	- Failure to obtain approval. Redesign required	Engineer	2: Concept Design	Moderate	Possible	9	Medium	- Early consultation with water company. - Obtain written consent and place orders as necessary			
5.09	Design & approval of foul water	- Failure to obtain approval. Redesign required	Engineer	2: Concept Design	Moderate	Possible	9	Medium	- Early consultation with water company. - Obtain written consent and place orders as necessary			
5.10	Resolution of telecom requirements	- Failure to have telecoms operational.	Services Consultant	3: Developed Design	Moderate	Possible	9	Medium	- Consult early and place orders in good time.			
<b>6.00 Programme &amp; sequencing</b>												
6.01	Clarity of master programme	- Lack of programme results in failure to meet milestones and cause project drift. - Sufficiency of timescales	PM	1: Brief	Moderate	Unlikely	6	Medium	- Development of programme from outset. - Ensure buy in from all stakeholders to deliver.			
6.02	Ability to meet project dates	- Loss of credibility and failure to meet expectations	PM	1: Brief	Major	Unlikely	8	Medium	- Ensure realistic timescales are included. - Investigate alternative approaches to meet dates - Accept revised programme			
6.03	Allocation of risk and float within programme	- Failure to consider risks results in delay	PM	1: Brief	Moderate	Possible	9	Medium	- Risk assessments need to include 'programme contingency' as well as cost			
6.08	Slippage in design programme	- Designers fail to maintain programme	Architect	2: Concept Design	Moderate	Possible	9	Medium	- Obtain commitment from designers. - Encourage open dialogue and EWN if falling behind			
6.12	Specific delay events...	SPECIFIC items			Critical	Rare	5	Low				
<b>7.00 Stakeholder interests</b>												
7.01	Failure to identify all stakeholders	- Failure to consult with key stakeholders cause negativity and potential delay - Failure to understand power of stakeholders	PM / Client	1: Brief	Moderate	Possible	9	Medium	- Client workshop to identify stakeholders. - Develop management plan			

7.02	Lack of stakeholder engagement plan	<ul style="list-style-type: none"> <li>- Failure to maintain dialogue with stakeholders</li> <li>- Loss of trust and reputation</li> <li>- Attempts to negatively impact development</li> </ul>	PM / Client	1: Brief	Moderate	Possible	9	Medium	<ul style="list-style-type: none"> <li>- Develop stakeholder plan identifying engagement activities and timescales</li> <li>- Ensure consultation has feedback loop</li> </ul>			
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7.03	Opportunity for review and feedback	- Lack of consultation with end users / department heads results in failure to meet needs	PM / Client	2: Concept Design	Moderate	Possible	9	Medium	- Incorporate review process into programme, include designers - Ensure feedback loop			
7.04	Failure to meet stakeholder aspirations	-Final scheme does not incorporate stakeholder requirements.	PM / Client	2: Concept Design	Moderate	Possible	9	Medium	- Ensure stakeholder feedback is relayed to design team. Where aspirations not feasible advise stakeholders why.			
7.06	Local community issues	-SPECIFIC issues relevant to project			Minor	Possible	6	Medium				
7.07	Media interest / implications	-SPECIFIC issues relevant to project			Minor	Possible	6	Medium				
7.08	Specific stakeholder issues...	-SPECIFIC issues relevant to project			Minor	Possible	6	Medium				
<b>8.00 Site conditions and surveys</b>												
8.01	Existing ground conditions	- Additional time, cost and redesign	Engineer	2: Concept Design	Moderate	Unlikely	6	Medium	- Commission survey at earliest opportunity			
8.02	Soils Report	- Additional time, cost and redesign	Engineer	2: Concept Design	Moderate	Unlikely	6	Medium	- Commission survey at earliest opportunity			
8.03	Flood risk / ground water	- Additional time, cost and redesign	Engineer	2: Concept Design	Moderate	Unlikely	6	Medium	- Commission survey at earliest opportunity			
8.04	Survey of existing structures	- Additional time, cost and redesign	Engineer	2: Concept Design	Moderate	Unlikely	6	Medium	- Commission survey at earliest opportunity			
8.05	Transport impact assessment	- Additional time, cost and redesign	Architect	2: Concept Design	Moderate	Unlikely	6	Medium	- Commission survey at earliest opportunity			
8.06	Asbestos Survey	- Additional time, cost and redesign	PM	2: Concept Design	Moderate	Almost certain	15	High	- Commission survey at earliest opportunity			
8.07	Below ground services / service diversions	- Additional time, cost and redesign	Services Consultant	2: Concept Design	Moderate	Almost certain	15	High	- Commission survey at earliest opportunity			
8.08	Ecology survey	- Additional time, cost and redesign	Architect	2: Concept Design	Moderate	Unlikely	6	Medium	- Commission survey at earliest opportunity			
8.09	Protected species survey	- Additional time, cost and redesign	Architect	2: Concept Design	Major	Unlikely	8	Medium	- Commission survey at earliest opportunity			
8.10	Acoustic survey	- Additional time, cost and redesign	PM	2: Concept Design	Moderate	Unlikely	6	Medium	- Commission survey at earliest opportunity			
8.11	Other specific surveys...	- SPECIFIC surveys required			Minor	Possible	6	Medium	- Commission survey at earliest opportunity			
<b>9.00 Environmental / Sustainability</b>												
9.04	Appointment of specialist consultant / assessor	- Failure to appoint early can result in loss of credits and redesign	PM	2: Concept Design	Moderate	Possible	9	Medium	- If required by brief - appoint early			
9.08	Opportunity to minimise waste through design and construction	- Inefficient design causes excessive waste, negative environmental impact and cost implication	Architect	3: Developed Design	Moderate	Likely	12	High	- Consider BIM to develop design and ensure standardisation of sizes to suit components. - Consider MMC and off site fabrication.			



10.00 Construction Site Risks											
10.01	Site set-up risks	- SPECIFIC issues	Architect	4: Technical Design	Moderate	Possible	9	Medium			
10.02	Impact on neighbours	- SPECIFIC issues	Contractor	5: Construction	Moderate	Possible	9	Medium			
10.03	Maintaining business as usual	- SPECIFIC issues	Architect	4: Technical Design	Moderate	Possible	9	Medium			
10.04	Traffic management	- SPECIFIC issues	Contractor	5: Construction	Moderate	Possible	9	Medium			
10.05	Parking	- SPECIFIC issues	Contractor	5: Construction	Moderate	Possible	9	Medium			
10.06	Segregation	- SPECIFIC issues	Architect	4: Technical Design	Moderate	Possible	9	Medium			
10.07	Sufficiency of site management	- Site management lacks specific skills and experience relevant to SPECIFIC project requirements.	PM	4: Technical Design	Moderate	Possible	9	Medium	- Tender process requires details on site management. Management required to attend interview and commitment to keeping individual		
10.08	Client coordination	- Failure to communicate between contractor / client can impact on day-to-day operations - Lack of trust between parties	Contractor	5: Construction	Moderate	Possible	9	Medium	- Identify key contacts between client and contractor. Weekly meetings held		
10.09	Control of enabling works	- SPECIFIC issues	PM	4: Technical Design	Moderate	Possible	9	Medium			
10.10	Interaction with other contractors	- SPECIFIC issues	PM	4: Technical Design	Moderate	Possible	9	Medium			
10.11	Quality Control / Inspections	- Lack of QA impacts on quality and increased number of defects following completion	Contractor / PM	5: Construction	Moderate	Possible	9	Medium	- Contractor to commit to QA process - Opportunity for client inspections - Appoint specialist		
10.12	Level of defects at completion	- Disruption caused by rectifying after completion. Client dissatisfaction. Risks that handover is postponed	Contractor / PM	6: Handover	Moderate	Likely	12	High	- Ensure sufficient programme for inspections. - Establish benchmark room early.		
10.13	Adequacy of client training / demonstrations	- Lack of training results in problems operating building	Contractor	6: Handover	Moderate	Possible	9	Medium	- Establish training protocols - Allow for revisit once in occupation		
10.14	Commissioning of equipment	- Faults in commissioning result in issues after completion.	Contractor	6: Handover	Moderate	Possible	9	Medium	- Employ independent commissioning agent - Witnessing from client specialist		
10.15	Aftercare / defect resolutions	- Failure to rectify defects in timely manner.	Contractor	6: Handover	Moderate	Possible	9	Medium	- Reporting process and timescales to be agreed		
10.15	Construction specific risks...	- SPECIFIC issues	Contractor	5: Construction	Moderate	Possible	9	Medium			
11.00 Health & safety / Natural Events											
11.01	Incorporation of health and safety considerations into design	- SPECIFIC issues	CDMC	2: Concept Design	Moderate	Possible	9	Medium			
11.03	Specific natural event risks...	- SPECIFIC issues	Contractor	5: Construction	Moderate	Possible	9	Medium			
12.00 Client Direct Works											
12.01	Adequacy of direct work budgets	- Not all works identified or costs included within budget - Insufficient cost allowances for direct works	PM / Client	1: Brief	Moderate	Likely	12	High	- Establish cost bases for all relevant areas. Include in overall cost estimate - Market test / procure direct works at early stage		
12.02	Specification of furniture and equipment	- Failure to identify results in inefficient design. - Lack of money available to achieve aspirations.	PM / Client	2: Concept Design	Moderate	Possible	9	Medium	- Obtain early advice. - Coordinate with architect to show on drawings - Market test / procure early		
12.03	Integration of fit out works with main construction works	- SPECIFIC issues	PM / Contractor	5: Construction	Moderate	Possible	9	Medium			
12.04	ICT Fit out	- SPECIFIC issues	PM / Contractor	5: Construction	Moderate	Possible	9	Medium			
12.05	Enabling works specific risks...	- SPECIFIC issues	PM	5: Construction	Moderate	Possible	9	Medium			
12.06	Appointment of specialist companies	- SPECIFIC issues	PM	5: Construction	Moderate	Possible	9	Medium			



## Appendix G: Project Gateway Requirements

	<b>GATEWAY 1: FINANCIAL AUTHORISATION</b>	<b>GATEWAY 2: APPROVAL TO SUBMIT TO PLANNING</b>	<b>GATEWAY 3: PROCEED TO TENDER</b>	<b>GATEWAY 4: PROCEED WITH WORKS</b>	<b>GATEWAY 5: OPERATIONAL HANDOVER</b>	<b>GATEWAY 6: PROJECT CLOSE</b>
<b>GATEWAY OBJECTIVE</b>	<b>Demonstrate project viability to enable commitment to project expenditure</b>	<b>Ensure project brief and objectives are being met prior fixing scheme through planning</b>	<b>Ensure design information is of sufficient quality to achieve high quality tender returns</b>	<b>Resolution of all barriers for commencement of works, including statutory, financial, contractual.</b>	<b>Completion of works with all necessary handover documentation and statutory approvals.</b>	<b>Rectification of all defects and contract matters</b>
<b>PROJECT DEFINITION</b>	<ul style="list-style-type: none"> <li>• Business Case concluded</li> <li>• Project Brief complete</li> <li>• Governance and controls agreed</li> <li>• Project Execution Plan</li> <li>• Stakeholders Management Plan</li> </ul>	Confirm/update <ul style="list-style-type: none"> <li>• Business case</li> <li>• Brief changes</li> <li>• Project Execution Plan</li> </ul>	Confirm/update <ul style="list-style-type: none"> <li>• Business case</li> <li>• Brief changes</li> <li>• Project Execution Plan</li> </ul>	Confirm/update <ul style="list-style-type: none"> <li>• Business case</li> <li>• Brief changes</li> <li>• Project Execution Plan</li> </ul>		<ul style="list-style-type: none"> <li>• Post Occupancy Review</li> </ul>
<b>DESIGN</b>	<ul style="list-style-type: none"> <li>• Sketch layout and massing strategy</li> <li>• Site specific surveys</li> <li>• Constraints Plan</li> <li>• Boundary identified</li> </ul>	<ul style="list-style-type: none"> <li>• RIBA Stage 2 Design Report</li> <li>• Buildability &amp; site constraints</li> <li>• Statutory compliance</li> <li>• Planning application</li> <li>• Material selection</li> </ul>	<ul style="list-style-type: none"> <li>• RIBA Stage 3 Design Report</li> <li>• Full tender design information</li> <li>• Quality specifications</li> <li>• Utility requirements resolved</li> <li>• Building control application</li> <li>• Statutory compliance</li> <li>• Material &amp; component specification</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of Contractor's Proposals</li> <li>• Resolution of Qualifications</li> <li>• Strategy for resolution of onerous planning conditions</li> </ul>	<ul style="list-style-type: none"> <li>• 'As Built' Drawings Issued</li> <li>• Planning conditions discharged</li> <li>• Building Control Approval</li> <li>• Statutory adoptions</li> </ul>	
<b>FINANCIAL</b>	<ul style="list-style-type: none"> <li>• Budget established</li> <li>• Feasibility estimate</li> <li>• Identify pre-construction fees</li> <li>• Identify costs to next Gateway</li> </ul>	<ul style="list-style-type: none"> <li>• Elemental cost plan</li> <li>• WLC analysis</li> <li>• Identify costs to next Gateway</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-tender estimate</li> <li>• Market testing</li> </ul>	<ul style="list-style-type: none"> <li>• Contract Sum Agreed</li> <li>• Provisional Sums Identified</li> </ul>	<ul style="list-style-type: none"> <li>• Final Account agreed</li> </ul>	<ul style="list-style-type: none"> <li>• Certified Statement of Account</li> <li>• Final Valuation</li> </ul>
<b>PROCUREMENT</b>	<ul style="list-style-type: none"> <li>• Procurement complete for key professional team</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement strategy resolved</li> <li>• Form of contract identified</li> <li>• Novation requirements resolved</li> </ul>	<ul style="list-style-type: none"> <li>• Employer's Requirements complete</li> <li>• Contract amendments complete</li> <li>• Tender documentation complete</li> </ul>	<ul style="list-style-type: none"> <li>• Contract Agreed</li> <li>• Qualifications / Exclusions Resolved</li> </ul>	<ul style="list-style-type: none"> <li>• All warranties in place</li> </ul>	
<b>DELIVERY &amp; RISK</b>	<ul style="list-style-type: none"> <li>• Programme to Planning</li> <li>• Risk Register Established</li> </ul>	<ul style="list-style-type: none"> <li>• Master programme</li> <li>• Risk register, allocation and cost allowances</li> </ul>	<ul style="list-style-type: none"> <li>• Contract / tender programme</li> <li>• Allocation of risk to contractor identified</li> </ul>	<ul style="list-style-type: none"> <li>• Contract programme</li> <li>• Risk register allocated to contractor</li> </ul>	<ul style="list-style-type: none"> <li>• Monitor and close out defects</li> <li>• Commissioning &amp; Witnessing</li> <li>• Building Manual</li> <li>• Tenants Manuals</li> </ul>	<ul style="list-style-type: none"> <li>• Resolution of all defects</li> <li>• Maintenance of roads complete</li> </ul>
<b>HEALTH &amp; SAFETY</b>	<ul style="list-style-type: none"> <li>• Identify Principal Designer</li> </ul>	<ul style="list-style-type: none"> <li>• CDM Design Review</li> <li>• Instigate health and safety review</li> </ul>	<ul style="list-style-type: none"> <li>• Pre Construction Information Plan</li> <li>• HSE Notification</li> </ul>	<ul style="list-style-type: none"> <li>• Contractor's Health &amp; Safety Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Health &amp; Safety File</li> </ul>	

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