

HARPER ADAMS UNIVERSITY COLLEGE

Guidelines for Building Project Management

Introduction

1. The following guidelines are to be used in the conduct of major building projects commissioned by the College. The guidelines set out the process for the design and construction phases, and how these should be managed by College personnel. At all times, the commissioning process must have due regard to College Financial Regulations and guidance issued, from time to time, by the HEFCE.

Project Initiation

2. The College can be expected to commission major building projects (defined as an estimated cost of over £100,000) on a regular basis. The initiation process will normally begin:

- ◆ via the Long Term Maintenance (LTM) programme or Capital Works programme approved by the Board of Governors in the College's Annual Operating Statement
- ◆ via a major building development planned within the College's Estate Strategy and for which funding has been identified (in part or in whole) in the College's Corporate Plan
- ◆ in cases of emergency (eg urgent structural repairs) by a special meeting of the Board of Governors

3. Planning for building projects, particularly those involving major refurbishment or new development, must take account of the following criteria:

- ◆ need, as determined by reference to the College building condition survey
- ◆ coherence with the College's Estate Strategy
- ◆ value for money
- ◆ quality of building design
- ◆ impact on the environment

Project Definition

4. It is normally expected that major building projects will be subject to an internal project definition exercise that will detail the aims and objectives of the project. Documentation produced by the HEFCE (Circular 99/51) sets out the information that is required.

5. Approval for proposed capital projects, other than those already approved in the LTM programme, must be sought from the F&GP Committee. Proposals should be supported by:

- ◆ a statement which demonstrates the project's consistency with the corporate plans and estates strategy approved by the Board of Governors (to be provided by the Estates Office)
- ◆ an initial budget for the project; the budget should include a breakdown of costs including professional fees and VAT, together with an indication of funding sources (to be provided by the Estates Office)
- ◆ a financial evaluation of the plans together with their impact on revenue, plus advice on the impact of alternative plans (to be provided by the Finance Office)
- ◆ an investment appraisal in an approved format which complies with Funding Council guidance on option and investment appraisals and whole life costing techniques (to be provided by the Finance Office/Estates Office)
- ◆ a cash flow forecast (to be provided by the Finance Office/Estates Office)

Project Management

6. Building projects will be managed by the Estates and Facilities Manager, under the overall direction of the Director of Corporate Affairs. When the scale of the project dictates, a project manager will need to be appointed to manage the day-to-day operation of the project. The project manager, if appointed externally, will be expected to work closely with the Estates and Facilities Manager and the Director of Corporate Affairs. The scale of fees for external project management will be determined by the Director of Corporate Affairs.

Commissioning of Consultants

7. The Director of Corporate Affairs shall be responsible for commissioning consultants, where a full consultant team is required, to undertake the design and execution of major building contracts. The Estates and Facilities Manager may commission consultants from an approved list for individual projects where professional advice and support is required. Commissions must be based on appropriate scales of fees, with reference to the relevant professional body (eg RIBA for architectural services). Up to date scales of fees will be maintained by the Estates and Facilities Manager.

8. Commissions must, amongst other items, contain provision for:

- ◆ securing information on professional liability insurance cover held by the consultant prior to the start of the project
- ◆ agreeing the services to be provided within the scope of the project (with reference to professional body scheme stage agreements)
- ◆ identifying a lead consultant responsible for co-ordinating the work of the team and ensuring communications are maintained between them
- ◆ the commission to operate initially, until a satisfactory tender for the project is received; this will be followed by confirmation of the commission to the end of the building contract

9. If appropriate to the scale of the project the Construction Industry Board Model Project Pact will be used to establish clear guidelines for the conduct of the design and construction process.

Project Timetable

10. The lead consultant, with the project manager, will determine the overall timetable for the project, based upon the College's requirement for completion. The timetable will take due account of the need for planning and building regulation approval, and will allow sufficient time for full design to take place by the design team. The critical points in the timetable will be:

- ◆ appointment of design team and lead consultant
- ◆ determination of project timetable
- ◆ initial design process and consultation with end users
- ◆ initial cost estimates
- ◆ planning and building regulations submissions and approval
- ◆ pre-tender cost check
- ◆ tender period and tender analysis
- ◆ contract negotiations
- ◆ start of contract
- ◆ practical completion
- ◆ snagging of building works and completion of contract

Early Design Process

11. The Director of Corporate Affairs/Estates and Facilities Manager will monitor costs associated with the project on a regular basis via routine reports from the Quantity Surveyor (or other consultant charged with this responsibility). The estimated cost of the project (including provision for contingencies) must be within the allocated budget before tenders are sought. The design process must therefore be carefully co-ordinated by the project manager, with the lead consultant, to ensure that all costs are taken into account at the pre-tender cost check stage.

12. The project manager will hold regular meetings with the design team consistent with the need to ensure communication between them and to ensure that the project is on time to meet the above critical points. The lead consultant will keep a record of the above meetings. The early design process must involve meetings/presentations with end users to ensure that reasonable client requirements are taken into account at an early stage. The presentations should include the preparation by the architect of a finishes board so that end users can be informed about the detailed design concept for the project. End users will be informed of the implications to amendment of contract drawings and that such amendments will not normally be allowed.

Tender and Pre-Contract Stage

13. Advice on the construction firms that will be approached to tender can be taken from the design team, but the formal decision on the tender short list will remain with the Principal, Director of Corporate Affairs and Estates and Facilities Manager. Bank references and a status report from the College's debt collection/status report agency will be obtained for those firms invited to tender for major building projects.

14. The tender process for major building projects will normally be managed by the Quantity Surveyor, on behalf of the College. Due account will be taken of the requirements of the EU Procurement Directive when assessing estimated tender thresholds. The College will witness the opening of tenders and will be represented in any subsequent formal meetings with construction firm representatives at which clarification of tenders is sought.

15. The F&GP Committee will receive a formal report on the result of tender exercises, prepared by the Director of Corporate Affairs and, subject to being satisfied that the project should proceed, will authorise acceptance of the recommended tender. Where the timetable for the project does not allow for tender acceptance to be delayed until the next meeting of the Committee, approval must be obtained from the Principal and the Chairman and Vice Chairman of the Board of Governors. The project programme should normally indicate when tender approval is required so that the F&GP Committee can delegate authority to the Principal, Chairman and Vice Chairman to accept a tender. A detailed project timetable will be obtained by the College from the contractor at the earliest available opportunity prior to final acceptance of the tender.

16. It will not usually be necessary for the College solicitors to have sight of a standard form of building contract recommended and overseen by the appointed Quantity Surveyor. Nevertheless, where non-standard provisions in the contract are requested by the construction firm the Director of Corporate Affairs shall be authorised to seek independent legal advice from specialist construction lawyers prior to entering into the contract.

17. The Quantity Surveyor will be expected to advise the College about issues concerning performance bonds prior to the contract, and to secure information from the construction firm where this is considered necessary.

18. The design team and College representatives shall normally seek an early meeting with the appointed construction firm to be formally introduced to the firm's site representatives. The

College will retain the right to request that nominated site representatives are changed where this is considered necessary.

19. The Board of Governors may, if it considers it necessary, appoint a link Governor who will be kept advised, by the Project Manager, on progress with the project and will, in turn, keep the Board up to date on the project.

Contract Stage

20. As a minimum, monthly site meetings will be held between the design team and the construction firm. These meetings will be attended by the Estates and Facilities Manager and the Director of Corporate Affairs. Regular meetings (at least monthly) of the design team, which will include cost-checks provided by the Quantity Surveyor and a report on progress against the project timetable, will be held as considered necessary by the lead consultant and the Director of Corporate Affairs. The lead consultant will keep a record of the above meetings.

21. The project manager must ensure that an independent record of architects instructions is maintained and that this record is checked off monthly with those of the architect, M&E consultants and the Quantity Surveyor, so as to ensure that an accurate cost-check is available for design team meetings. The project manager must also ensure that when accompanying members of the design team on site that a record is kept of items agreed with the contractors (usually to be followed by an official instruction) or between consultants.

22. The project manager will be expected to liaise with nominated end users to keep them informed of progress with the project and to ensure that their reasonable requirements are taken into account. The project manager should ensure that no-one is gives instructions to the contractors other than the members of the design team, and that the contractors are reminded of this restriction.

23. The cost implications of halting noisy work can be considerable. The project manager will therefore ensure that periods of noisy work are notified to end users in the vicinity of the project. The project manager is to ensure that the contractors are aware that only the Estates and Facilities Manager, or the Director of Corporate Affairs, are authorised to halt noisy work that is in progress and that instructions from other staff will not be accepted.

24. Requests from the contractor for extensions of time will be considered initially by the design team. The Quantity Surveyor will produce a cost estimate of the impact of the request. The College will be consulted about requests for extensions of time, which may only be agreed, in writing, if supported by the design team and accepted by the Director of Corporate Affairs.

Practical Completion

25. The project manager will ensure that a full record of items for rectification, identified by the design team, is maintained and that the snagging work programme is conducted within agreed time limits.

26. The design team will certify practical completion after consultation with the Estates and Facilities Manager and Director of Corporate Affairs.

Accounting

27. Certificates for payment to contractors, duly authorised by the quantity surveyor and the architect, will be checked for accuracy by the project manager and approved for payment by the Director of Corporate Affairs. The project manager will keep an independent record of all certified payments, and agreed retention, as a measure of progress against the project budget. Regular

reports on progress with the project against timetable and budget, will be made by the Director of Corporate Affairs to the F&GP Committee.

28. Where external grants have been provided for the project, the Finance Office will claim the proportion of expenditure funded by the grant as soon as possible after receipt of approved certificates for payment. Payments to contractors will be processed by the Finance Office so that they might be made in accordance with the agreed terms of payment.

29. Agreed retention payments will only be released on the certification of the quantity surveyor and architect and with the approval of the Director of Corporate Affairs.

Occupation

30. The project manager will be responsible for preparing and executing a plan for occupation of the project building. This will include co-ordination of removals, telephone relocation and other services as required by the end users. It will not include packing or unpacking of individual offices etc, which must be dealt with by the occupants of those premises.

Post Occupancy Evaluation

31. The College is expected to conduct a post occupancy evaluation on the conduct of the project and on whether the project has met user requirements. Where the building was constructed for commercial purposes, the evaluation should include reference to the performance of the building in meeting its commercial function. At the end of the scheme, the project manager will prepare a brief report on the conduct of the project and the performance of the design team and contractors. This will be used as guidance for future building contracts. The project manager will also conduct a brief survey of end users, normally 6 months after occupation, to determine their level of satisfaction with the building. Post occupancy evaluation reports will be considered by the F&GP Committee.

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