

27/05/04

## **University of London**

### **Building Services Group (BSG) - Project Procedures**

#### **Introduction**

Responsibility for the University's estate is delegated to the Director of Estates and works to the buildings and plant may only be carried out with University's knowledge and consent. It is University policy that all works, no matter what the source of funding, be carried out with the knowledge and approval of the Estates Division

Why do we have these procedures?

- To produce a consistency of approach
- To ensure compliance with University Regulations
- To ensure compliance with Health and Safety and procurement legislation
- To ensure compliance with Governance and Risk Management
- To achieve value for money during a building project
- To ensure that the responsibility for consulting external agencies is clearly defined e.g. for planning permission, London Fire & Emergency Planning Authority (LFEPA) consents, building control approval and listed building consent.

These procedures are designed to give guidance to all staff in meeting the University's requirements for the appointment of consultants and contractors, and for the specification and management of projects, contracts and contractors.

## **University of London**

### **BSG Project Procedures**

#### **1. Inception**

1.1 A suggestion or request will be made that building works are necessary. Ideally such works will have been identified well in advance of the intended completion date. At this point the Estates Division should be contacted for advice on costs and procedures. The project client should appoint a User Co-ordinator to act as the single point of contact with Estates. Often this is the Building Manager. The need to procure works should be supported by an acceptable funding plan if this is to be funded by the user.

1.2 The User Co-ordinator must provide a written scope of work or outcomes required, which will form the basis of a project brief.

1.3 The Estates Division will allocate a Project Manager (PM), who will provide or obtain advice on budget costs, timescale, technical, contractual, legal, safety (including CDM), fire, disability requirements, planning/building consents, energy management and servicing/maintenance issues and any available appropriate existing drawings and survey details. The PM is responsible for generating a brief and outline requirements including sketch layouts. Briefs should include full description of the services to be provided, programme anticipated and any 'deliverables' together with details of any new surveys required.

1.4 The PM, in consultation with the User Co-ordinator, shall assess the project risks, using the *Project Risk Form* (copy attached).

1.5 The project client must sign off the brief as agreed before proceeding.

1.6 An Activity Form must be completed by the PM and signed by the budget holder. This will generate a cost code to allow orders to be placed.

1.7 The PM should evaluate options for undertaking the work and provide a clear recommendation as to how to proceed.

## **University of London**

### **BSG Project Procedures**

#### **2. Feasibility/Consultant Appointment/Budget Cost**

2.1 The PM shall consider the need for appropriate external consultants and agree this with the Head of Building Services.

2.2 In the absence of any framework agreement on fee levels consultants will be appointed wherever possible on a lump sum fee basis inclusive of expenses. It may be that percentage fees based on the cost of the work are agreed initially, until the scope and scale of the project is known, but it is desirable that lump sum fees should be agreed at post tender stage. If a time charge is unavoidable this should be set against pre agreed maximum limits.

2.3 Consultants shall only be appointed after an Activity Form has been completed, signed by the budget holder, and a cost code generated.

2.4 Where appropriate, the PM shall arrange for applications to be made for statutory consents to the Local Authority. The PM is also responsible for ensuring that all other interested parties are made aware of the project and kept informed as to progress.

2.5 All proposed projects will be reviewed by the Head of Building Services before proceeding to detail design stage.

Outline drawings, specifications and other documentation shall be signed off by the User Co-ordinator, and Head of Building Services.

If the scope of the works or estimated total project cost has changed (up or down) from the information contained in the Activity Form, the Activity Form must be amended and approved accordingly.

2.6 The *Project Risk Form* must be reviewed and updated by the PM in the light of any changes.

## **University of London**

### **BSG Project Procedures**

#### **3. Design**

3.1 The PM is responsible for ensuring that the designs comply with the brief and are acceptable to the User Co-ordinator and the Head of Building Services.

Matters raised at this point must be resolved before proceeding further.

Note. Changes after this point become costly and will delay the project. The PM must ensure that this is understood by the User Co-ordinator.

3.2 When CDM Regulations apply to a project, the PM shall arrange a design review meeting, to be attended by the design team, including the Planning Supervisor.

3.3 The PM shall arrange for the completion of detailed written specifications. The PM is responsible for ensuring that the specifications are acceptable to (and signed by) the User Co-ordinator.

3.4 The PM shall ensure that the project programme is discussed and confirmed with the User Co-ordinator to ensure minimal disruption to services and facilities. The PM shall ensure that the Building Manager and/or Facilities Management (FM) are notified of the proposed location and programme of the project works and shall adjust the programme as necessary.

3.5 The PM shall ensure that services interruptions are co-ordinated with all interested parties, including (as necessary) the Building Manager, Facilities Management, Network Support and colleagues in Building Services as appropriate.

3.6 A definitive, co-ordinated set of approved information shall be assembled, against which assessments of any subsequent proposed changes shall be made.

3.7 The *Project Risk Form* must be reviewed and updated by the PM in the light of any changes.

## **University of London**

### **BSG Project Procedures**

#### **4. Procurement: Contract**

4.1 The use of forms of contract other than the GC/Works series will require the prior approval of the Head of Building Services. Details and copies of the GC/Works series of contracts are available via the Head of Building Services.

The PM shall check the contract for appropriate deletions, drawings, liquidated damages, insurance and retention clauses.

## **University of London**

### **BSG Project Procedures**

#### **5. Procurement: Tender Documentation**

5.1 The PM shall ensure that key milestone dates from the project programme are included in the tender documents.

5.2 Where the approved budget is likely to be exceeded either because the scope of the work has changed or because estimates indicate a cost increase then the Head of Building Services must be notified before proceeding to tender.

5.3 The PM shall arrange for the preparation of detailed tender documents.

5.4 The PM, in consultation with the User Co-ordinator and the Head of Building Services, shall agree which contractors or consultants should be invited to tender. Account shall be taken of the capabilities and experience of prospective tenderers, their current workload and their knowledge and understanding of the University. The Estates Division has an informal list of recognised contractors and consultants and has access to similar lists held by Bloomsbury Estates Group colleges.

5.5 The Estates Division's *Tendering Procedures* apply.



## University of London

### BSG Project Procedures

#### **6. Construction: Site Possession, Access and Financial Control**

6.1 The PM shall obtain a Programme of Works from the Contractor and discuss its contents with the User Co-ordinator to ensure implications for surrounding working areas are understood. The Building Manager and/or Facilities Management shall be made aware of the programme.

6.2 The PM shall ensure that the Asbestos Manager is notified and consulted and that work proceeds in accordance with the University's *Asbestos Management Plan*.

6.3 The PM shall ensure that the User Co-ordinator understands that the site area is restricted and the legal responsibility of the contractor. Staff and students shall be instructed not to visit the site without prior permission of the PM or contractor.

6.4 The PM shall be responsible for reviewing the project budget. If at any stage the amount of anticipated expenditure is to vary by more than £5,000 or 10% (whichever is less) the budget holder and the Head of Building Services should be informed.

6.5 Budget holders should note that, although every effort will be made to keep the project cost within budget, the very nature of construction work in existing buildings means that this is not always possible. User Co-ordinators will be given the opportunity to discuss and agree any changes which may be possible and which will reduce a potential overspend, but again, such changes may not always be possible.

6.6 The Activity Form must be amended and approved accordingly.

6.7 The PM shall remain the contact point with contractors for the University. The PM shall supervise the contractor and liaise with consultants on compliance with and adherence to the project's specifications. The PM shall check and authorise all payments requested and check that any retention rates are correct.

6.8 Authorisation for any specification changes must be confirmed in writing by the PM/consulting team. Changes to specification that increase costs within the contingency figure may be agreed by the PM. Changes which increase costs to greater than the budget figure shall be referred to the Head of Building Services. Any changes requested by the User Co-ordinator that may delay the completion of the project or increase the project budget cost must be questioned. Any such changes that are agreed must be accompanied by signed authority from the budget holder agreeing to meet the increased costs and confirming acceptance of the effect the requested changes may have on contract completion and occupation dates.

6.7 The *Project Risk Form* must be reviewed and updated by the PM in the light of any changes.

## University of London

### BSG Project Procedures

#### **7. Construction: Completion/Handover**

7.1 The PM shall ensure:

Prior to the Date of Practical Completion that:

- all outstanding and remedial works ("snagging lists") are drafted with User Co-ordinator and building maintainer's approval;
- the date of occupation is confirmed with the User Co-ordinator;
- all contractual requirements have been met for testing, commissioning, training of maintenance staff, provision of certificates, drawings, O&M and CDM manuals;
- all drawings have been handed over in the required CAD format.

On the date of Practical Completion that:

- a *Certificate of Practical Completion* is drafted, signed and distributed to all relevant parties by the PM;
- a *Project Sign Off form* is endorsed (and signed) by the PM, User Co-ordinator and relevant building maintainer (confirming that the project has been handed over subject to all listed outstanding and remedial works being completed within a specified time period);
- the operation and maintenance of all affected areas and new equipment is endorsed by and handed over to the building maintainer if applicable.

## **University of London**

### **BSG Project Procedures**

#### **8. Post Construction**

8.1 The PM shall carry out regular cost reconciliations as final invoices are submitted, checked and signed; and report to the Head of Building Services as appropriate.

8.2 The PM shall send copies of as-finished CAD plans to the drawing office for updating the register.

8.3 Before the end of the defects liability period the PM shall ensure that all outstanding and remedial works ("snagging") have been completed.

8.4 At the end of defects liability period the PM shall ensure that the site is visited by consultants and contractors. The PM shall ensure a *Project Sign Off (Defects Liability)* form is completed.

8.5 The PM shall authorise release of final retention funds, bonds etc if there are no outstanding works. If works continue to be outstanding, contractors shall be given written notice that retention funds, bonds etc. will be used to complete works by others.

8.6 The PM shall arrange for the completion of the final account for his agreement.

8.7 The PM shall ensure that user feedback is obtained for assessment of wear and tear and suitability for use and for feedback for feasibility/budget cost details for future projects.

8.8 Where requested by the Director of Estates or Head of Building Services, the PM shall arrange and hold a post-contract review meeting with all interested parties and will ensure that any lessons learnt will be passed on to colleagues for future benefit.

8.9 The PM shall close the project files and supervise archiving of files.

**UNIVERSITY OF LONDON - BUILDING SERVICES GROUP**

**PROJECT RISK FORM**

<b>PROPERTY:</b>
<b>PROJECT DESCRIPTION:</b>
<b>BUDGET:</b>

**L = Likelihood**      1 Remote      2 Probable      3 Likely

**I = Impact**          1 Low          2 Medium      3 High

**R = Risk**              L x I = Risk

Area of Risk	Comments	L	I	R
<b>Planning/Listed Building</b>				
<b>Other Statutory/Health and Safety</b>				
<b>Cost</b>				
<b>Programme</b>				
<b>Contract</b>				
<b>Construction</b>				
<b>Management</b>				
<b>TOTAL RISK</b>				

**Total Risk 14                      Acceptable**

**Risk > 14 < 28                      Refer to Head of Building Services**

**Risk 28 or more                      Refer to Director of Estates**

Signed ..... (Project Manager)

Date: .....

<b>Reviewed at Feasibility Stage Y/N Comments</b>	<b>PM Signature and date</b>
<b>Reviewed at Detail Design Stage Y/N Comments</b>	<b>PM Signature and date</b>
<b>Reviewed Post-tender Y/N Comments</b>	<b>PM Signature and date</b>