



Construction and asset management

Improvement and Efficiency South East

Nolan Davis Ltd

Hampshire Sub-Regional Framework

User Guide

Revision 2 (2009)

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Executive Summary

1. Introduction

This document describes the purpose, procedures and benefits of using the Improvement and Efficiency South East (IESE) Hampshire sub-regional contractors' framework to deliver building projects and programmes of work; typically between £25,000 and £500,000 each.

IESE is one of nine regional partnerships established in England to help the public sector increase efficiency and improve services. IESE, previously South East Centre of Excellence (SECE), supports the region's 74 local authorities in Kent, East Sussex, West Sussex, Surrey, Hampshire, Isle of Wight, Berkshire, Oxfordshire and Buckinghamshire.

Hampshire County Council (HCC) has been acting for IESE since 2005 to provide leadership for the Construction and Asset Management (CAM) Partnership for the management of a range of contractors' and consultants' frameworks for building projects and highways.

The Hampshire sub-regional contractors' framework (The framework) may be used by public sector authorities within the Hampshire and Isle of Wight county boundaries. The framework is managed by HCC at no cost to participating authorities.

By using the framework, authorities have opportunities to realise benefits through:-

- simpler, quicker and reduced-risk procurement
- legally compliant process
- improved predictability of time, cost and quality
- reduced claims and conflict
- standard streamlined processes
- performance improvement measured by regular feedback
- efficiencies obtained by joining similar projects across the county into programmes of work
- using resources more efficiently
- sharing skills and knowledge by repeat procurement
- early supplier involvement reducing aborted design work
- co-ordinated engagement of the whole supply chain
- economies of scale
- access to benchmarking data
- reducing demands on smaller authorities and bringing the benefits of a large managed framework within their reach

The Framework operates from March 2008 to March 2010 with an option to extend for a further two years until March 2012.



2. Purpose of this document

The purpose of this document is to provide a guide for framework practitioners to refer to and to use on a regular basis. The document sets out the overarching principles that participating authorities should use in the development of their local procedures. The roles of IESE and participating authorities and the governance of the Framework are defined.

A small number of templates are specified by IESE to ensure consistency of data management across the Framework. Other forms, template examples, and case studies are available on request from IESE framework management, or from the website www.southeastiep.gov.uk



Section 1 – The Framework Arrangements

3. Background

This framework is part of an overall strategy to respond to the National Improvement and Efficiency Strategy launched jointly by the then Office of the Deputy Prime Minister (now Communities and Local Government) and the Local Government Association in October 2003.

The strategy set up Centres of Excellence designed to help local authorities achieve excellence in procurement and to use buying power constructively, creatively and in partnership with others and achieve the efficiencies required by Her Majesty's Government as a result of the 2004 Gershon Spending Review of 2.5% per annum.

In 2008 the Centres of Excellence merged with Regional Improvement Partnerships to form Regional Improvement and Efficiency

Partnerships (REIP). The key message with this merger was to focus on improvements in performance as well as cashable savings. Improvement and Efficiency South East (IESE) is the body that leads this work in the South East region.

4. Why was this construction framework launched?

To move away from a traditional lowest price tender approach which can lead to unsatisfactory project delivery and costly confrontation, and towards principles of collaborative working and early contractor engagement.

The traditional approach can lead to risks not being correctly assessed or shared which can result in cost and time overruns leading to post-contract claims and a higher project out-turn cost than first expected.

Engaging contractors early in the preconstruction process and working collaboratively on a best-value basis allows the risks and uncertainties of a project to be more efficiently managed and the overall project delivery becomes more predictable.

Additionally, working with a group of contractors on a repeat basis makes it possible to streamline supply chain processes, pass learning on from one project to the next and encourages continuous improvement in other areas such as apprentice training, health and safety and sustainability.

Repeat working across a large number of projects allows the collection of standard performance measurements that maintain a up to date picture of contractor' performance and enables early intervention by the framework management team in contractor under-performance.

5. What can the Framework do?

The framework was established to deliver public authority projects within the notional financial band of £25,000 to £500,000.

The works may be new build, extensions, alterations, repairs and refurbishment of a diverse range of public sector buildings.

The framework is not intended for reactive maintenance, or to create a subsidiary framework.

The framework offers opportunities to link similar projects across Hampshire including inter-authority collaboration into a programmes of work using similar designs and specifications to create economies of scale, better purchasing power and increased savings.

Individual construction projects and their budgets remain entirely under the control of the contracting authority. Users of the framework must comply with this guide and the terms of the overarching framework agreement as a minimum.

6. Framework objectives

1	Client	Improved community outcomes through an efficient and sustainable built estate. Demonstrable through high CPA /CAA ratings
2	Product	Ensuring the delivery of a quality and sustainable product, operating at the design efficiencies to the full satisfaction of the user; without adversely increasing life costs.
3	Process	Develop project processes to fully support all IESE objectives. Such processes are streamlined, easy to use, low cost and encourage appropriate behaviours
4	Contractor	Adding value to contracting arrangements to achieve mutual benefits and improved performance.
5	Design	To add value to the design process through robust challenge and application of standardised approach to deliver increased certainty and reduce waste

7. Who can use the framework?

“Participating authorities may include Hampshire County Council, Hampshire Police, Hampshire Fire and Rescue Service, Basingstoke and Deane Borough Council, East Hampshire District Council, Eastleigh Borough Council, Eastleigh Borough Council, Fareham Borough Council, Gosport Borough Council, Hart District Council, Havant Borough

Council, New Forrest District Council, Portsmouth City Council, Rushmore Borough Council, Southampton City Council, Test Valley Borough Council, Winchester City Council, and any other contracting authorities within the meaning of the Public Contracts Regulations 2006 within Hampshire or bordering areas.” OJEU 2006/S 225-241230



Other contracting authorities may include Foundation Schools, Voluntary Aided and Diocese Schools, Housing Associations, Health Authorities and Trusts, however potential users are advised to confirm eligibility before placing projects.

8. Fees

There are currently no fees payable by participating authorities to IESE or HCC to access the framework.

9. List of contractors

Fifteen contractors have been appointed to the Hampshire sub-regional framework:-

- Green Building
- Gregory Havant
- HP Contracts Limited
- John Hobden Limited
- Jorgensen
- Lakehouse
- LST Project Services
- Mountjoy Limited



- Nolan Davis Contracting Limited
- PT Contractors
- Ralls Builders
- R.V. Dart & Son
- T Coleborn & Son Limited
- West End Roofing & Construction Limited
- Woods Commercial

10. Framework capacity

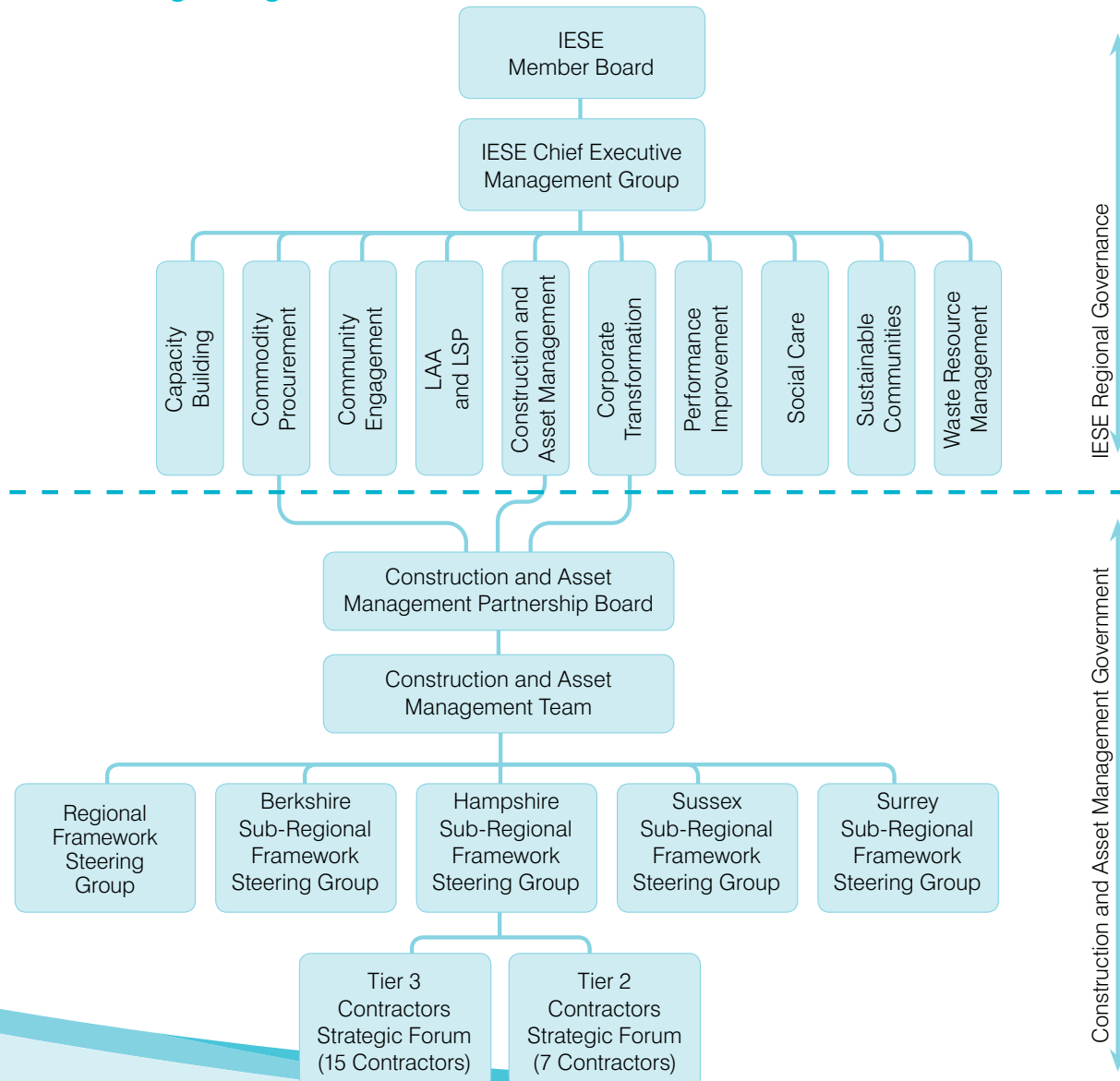
HCC carries out an annual financial review of the framework contractors and shares the results with IESE. A conservative assessment based on turnover shows that the total

capacity of the framework is over £20m per annum.

There is no pre-determined limit set by IESE concerning the maximum amount of work placed with the framework, or with any one framework contractor, and each contracting authority should carry out their own risk assessment or discuss with the IESE management team. The risk assessment should take into account both the risk to the authority from placing a high proportion of work with a single contractor, and the risk to the contractor from becoming over-dependent on a one client.

Section 2 – IESE and Framework Governance

12. IESE regional governance



13. Construction and asset management governance

The governing body is the CAM board which is made up of and chaired by HCC officers in their role as the lead authority covering all IESE construction frameworks. The governing body's terms of reference include:

- providing leadership and guidance
- proposing and gaining approval of the annual business plan
- providing resources to match the business plan approval
- stewardship of the IESE processes, ensuring transparency and probity
- approving refinements to the rules of governance, terms of references and working practices
- empowering the management team, steering group and strategic forum
- responding to input from the steering group and strategic forums

14. The sub-regional framework(s) steering group

Made up of senior officers from participating authorities in Hampshire. Meets quarterly, or as necessary, and provides scrutiny, support and representation from their authorities.

These meetings are chaired by a member of the framework management team. The group combines scrutiny of the framework with the larger £500,000 – £2,500,000 Hampshire sub-regional contractors framework.

The terms of reference include:

- scrutiny and support
- defining the framework objectives/ efficiencies
- reviewing workload, including proposing programmes of work
- identifying opportunities for developing inter-authority programmes of work.
- monitoring performance and cost data

- championing success of the arrangements
- framework capacity review
- advising on development of the framework arrangements
- reviewing budgetary issues for the operation of the framework
- reviewing framework management staffing
- agreeing any contributions from participating authorities, if required.
- reviewing and measuring framework objectives and efficiencies
- ensuring quality assurance checks are being followed by authorities
- agreeing the membership of the steering group

Members of the steering group (at August 2009) are:-

Hampshire County Council
 Hampshire Police
 Eastleigh Borough Council
 Southampton City Council
 Portsmouth City Council
 Rushmore Borough Council

15. Sub-regional framework strategic forum

Made up of the directors or their nominated framework managers from the contracting companies. Meets quarterly, or as necessary. This forum provides the contractors with the opportunity to collectively influence the framework arrangements and to collaborate on improvements. These meetings are chaired by a member of the framework management team.

Terms of reference include:

- reviewing workload and contractor capacity
- identifying areas for improvement and make recommendations
- providing key performance measurement data in support of framework KPI
- collaboration in the development of supply chains; particularly for programmes of work
- develop bulk buying opportunities
- influencing design practices in terms of building systems and seeking a common approach.
- leading and contributing to improvement work groups to drive best practice e.g. waste minimisation, health and safety and sustainability

16. CAM framework management team

The framework management team provides operational leadership and reports to the CAM board.

The role includes:-

- acting as a 'critical friend' to authorities to facilitate projects
- providing leadership and guidance
- championing the collaboration ethos over traditional professional roles
- championing culture change, new ways of working.
- championing openness
- recognising challenges and openly and addressing them with all participants
- providing strategic advice on procurement and design
- advising on project set up and project execution
- leading continued development of the rules of governance and working practices
- capturing KPI and performance data to inform learning and improvement
- monitoring compliance and due diligence
- monitoring participating Authorities' compliance with the framework procedures
- monitoring contractors compliance with the framework procedures

17. Contacting the IESE framework management team

Mark Thomas	Framework Manager	01962 846329	mark.r.thomas@hants.gov.uk
Keith Heard	IESE Programme Manager	01962 845 903	keith.heard@hants.gov.uk
David Corcoran	Strategic Manager, Programmes and Performance	01962 847 930	david.corcoran@hants.gov.uk

Website:- www.southeastiep.gov.uk Email:- admin@hants.gov.uk



Section 3 – User Guide

18. Engaging a framework contractor

An authority that has not used the framework before must contact the IESE management team to discuss their requirements before starting to use the framework. Introductory meetings with the authority, their project teams or their project consultants is strongly recommended by IESE and is provided at no charge.

Authorities should satisfy themselves that they are allowed to access the framework, e.g. by checking the OJEU notices obtainable from IESE on request.

All individual projects must be notified to IESE so that the IESE management team can co-ordinate and record contractor selection from the framework.

19. Aim of engagement

The contractor must be engaged in the project design stage as early as possible to assist the project team optimise the design, resolve construction problems and manage risk. The optimum point for contractor engagement is approximately at Planning Application stage or earlier if possible. If the final, detailed design, stage has been completed there will be little benefit from using the framework.

The framework contractors are engaged during the preconstruction at their risk without a fee. Therefore it is unreasonable to engage contractors for extensive preconstruction work if there is a high risk that the project will not proceed.

20. Fit to proceed

Prior to commencing the contractor engagement process, a participating authority must ensure that the project is fit to proceed.

The scope of review should be proportionate to the value, complexity and risks in the project but should include:-

- a) a realistic assessment of the project budget.
- b) confirmation that the budget will be available when required.
- c) a realistic idea of the project timescales or, as minimum, critical constraints such as start and finish dates or release of funding dates.
- d) an understanding of the scope of services that the contractor will be required to provide during the preconstruction phase.
- e) consideration of whether the project could be aggregated into a wider programme of work.





21. Examples of contractors' pre-construction services

Contractors may be asked to provide any or all of the following services:-

- buildability advice
- material/product selection
- risk identification
- programming
- agreement of sub-contractors tender list with client
- building up contract works cost through open book tendering

- providing tender reports
- attending meetings

Contractors cannot provide professional design services under the terms of the framework agreement, but may provide contractor design services to assist design development

Enabling works and site surveys such as asbestos, or soil or topographical surveys would not be included.



22. Overview of options for contractor selection

Three options for contractor selection are defined by the framework agreement as follows:-

Option 1:

Project < £100k and is a close fit to one of the OJEU tender template projects. (see Appendix 2)

- The contractor is selected by applying the evaluation criteria of the framework agreement by allocating the job to the highest scoring company that has capacity.

Option 2:

Project > £100k and a close fit to one of the OJEU tender template projects

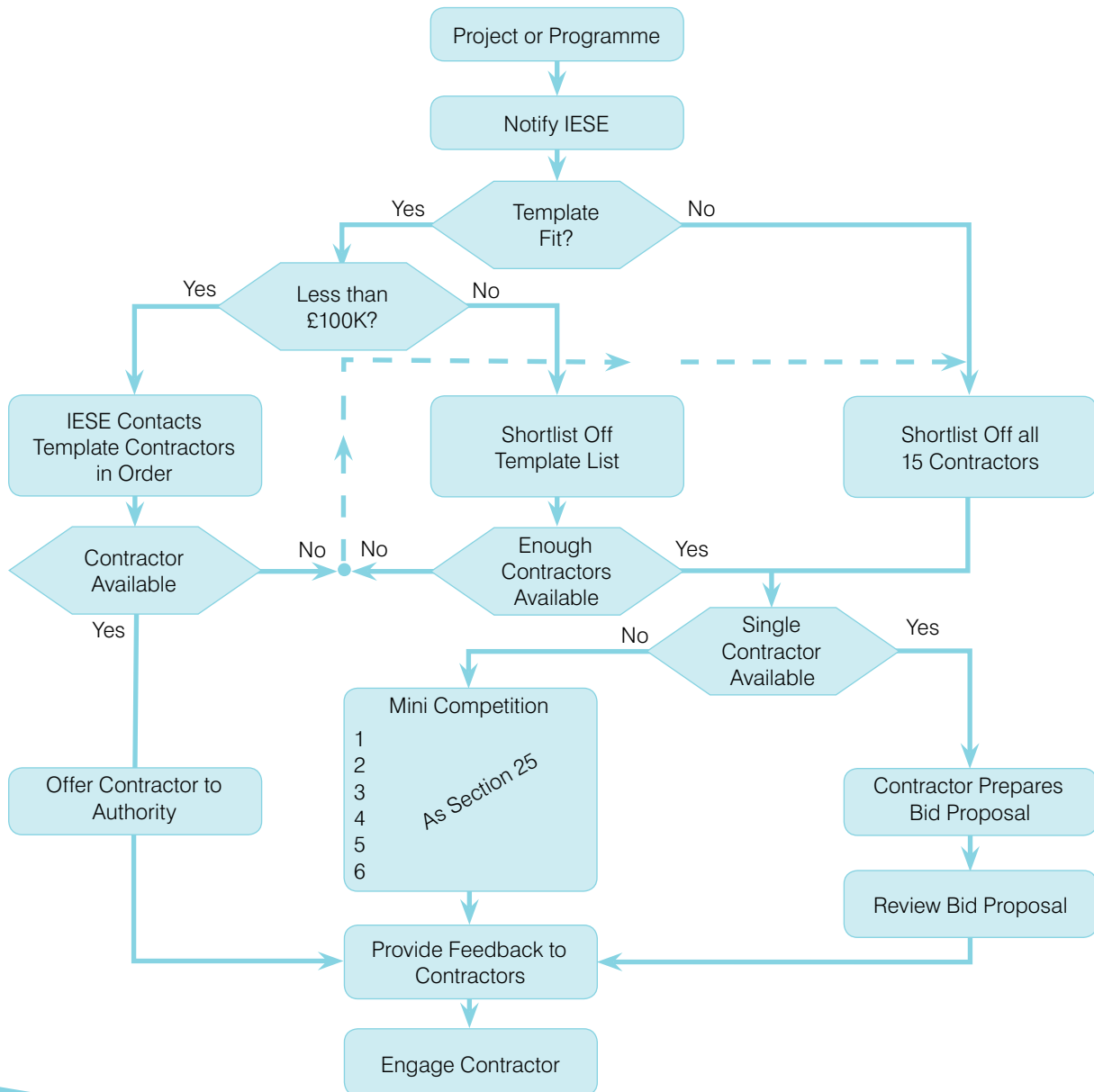
- Issue shortlisting matrix to all Framework Contractors who submitted a tender for the relevant template. This may lead to a single appointment if there is “clear water” between the highest scoring Contractor and other interested Contractors.

Option 3:

Where the project does not have a close fit to the tender templates.

- Issue shortlisting matrix to all framework contractors. Assess and verify, if required, the results of the shortlisting matrix. Typically, the three highest scoring contractors are short-listed for mini-competition. However a single appointment is possible if there is ‘clear water’ between the highest scoring contractor and other interested contractors.

If more than one contractor is short-listed from Option 2 or 3 this leads to a mini-competition.



Option 1 – Selection off template

Selection off template may be used for a very quick and efficient allocation of a contractor for smaller projects. The participating authority should contact the IESE management team and jointly agree that a template approach can be used. IESE will advise the authority of the ranking order of the contractors in the chosen template and will approach the contractors in order. Once the contractor has been selected, the participating authority will be advised.

If there is no agreement as to the suitability of an off-template approach then the contracting authority may proceed directly to Option 3

Options 2 and 3 – Shortlisting

Selection under options 2 and 3 is initiated by IESE inviting the contractors to express interest against outline project details using the shortlisting matrix. Outline project details typically contain brief information on the

project location, scope and nature of work, programme, cost estimate, mini competition timescales and projects constraints.

The participating authority should review and set the weighting scores, if used, before issue of the enquiry. Not all categories need to be used.

Contractors score their interest on lines 1 to 4 of the matrix allowing them to quickly and efficiently de-select themselves without prejudice to their receiving further enquiries, or a need to prepare bid documents at this stage.

The contracting authority may exceptionally de-select a contractor using line 5 if there is a justifiable reason to do so. e.g. in legal dispute with that contractor on another project.

The IESE management team can provide details of tender and KPI scores, if required.



		Project specific weighting	Score 1 to 5	Weighted score
1	Preferred type of Work	0.2		
2	Relevant Experience	0.2		
3	Capacity (resources)	0.2		
4	Geographical location	0.2		
5	Client Preference	0		
6	KPI Score	0.2		
7	Tender Score	0		
		Total Score		

Example shortlisting matrix

The participating authority notifies all contractors of the names of the shortlisted contractors and re-confirms the dates of issue and return of the mini-competition. The shortlisted contractors may resign from the list at this point without penalty, e.g. if the list is unreasonably long or the dates have changed and are no longer achievable. Typically only 24 hours would be given to notify withdrawal in writing (email) otherwise the contractors will be assumed to be committed to the mini competition and subsequent withdrawal will not be accepted.

IESE encourages participating authorities to provide individual feedback, on request, to any of the contactors at this stage. There is no obligation to provide written feedback or to hold a face to face meeting.

Single selection under options 2 or 3

If a single contactor is identified from the shortlisting stage it is recommended that the contracting authority still prepares a project requirement document in the style of a mini-competition document for the contactor

to complete and for the contracting authority to assess. It is optional whether the contractor is notified at this stage that they are the only bidder.

23. Mini competition

Mini competition is not a tender but is intended to be a simple way to continue and complete the last, project-specific, stage of the contractor selection process initiated by the 2007 framework OJEU.

The aim is to identify the most suitable contractor for a project. The mini-competition should be short, and should only need two or three weeks from initiation to contractor engagement. The mini competition process is required to be :-

- fair, transparent and auditable
- concise
- project-specific
- not re-open questions in the 2007 framework OJEU tender process

- define contractor's preconstruction duties and responsibilities
- assessed predominantly on capability/ quality and overall best value, not lowest bid cost.

The contracting authority is required to carry out the following tasks:-

- identify contractor's services required during the pre-construction phase
- prepare and issue mini-competition document
- copy mini-competition document to IESE
- prepare criteria for assessing returned proposals.
- assess returned proposals.
- (optional) short interview with some of all of the bidding contractors.
- select and notify the contractors and IESE of the outcome
- provide feedback on request to unsuccessful contractors

25. The mini-competition document

Sample mini-competition documents and advice are available from the IESE management team. A participating authority should consider the most appropriate content to use for each project rather than automatically following a previous example. A typical mini-competition document, including all appendices, drawings etc, should be less than ten pages long and should not need the contractor to take longer than two weeks to complete. The type of information included is:-

Part A - instructions for return of bid document

Part B - project description

Part C - contractor pre-construction services

Part D - ability or quality based questions.

Two or three project-specific questions are considered adequate.

Part E - Client budget template and master programme

Part F- Form of offer which should include confirmation of the OH&P (overhead and profit) figure offered.

26. Assessing mini-competitions

Assessment is carried out by the participating authority in consultation with IESE, if required, to verify compliance with the tendered framework figures.

The assessment of the written submission ability questions should be made against pre-prepared model answers, or scoring prompts.

Following consideration of the written submission an interview may be held with some, or all, of the contractors to moderate the written submission scores.

Indicative project-specific preliminaries, rates and OH&P figures may be included in the assessment but, because it is intended that the contractor is appointed very early in the design process and the project scope will be less fixed, the weighting of the commercial part of the bid should comprise no more than 30% of the overall weighting. The actual weighting to be used must be disclosed to the contractors in the mini-completion document.

27. Engagement of contractor

The participating authority should confirm the engagement of the winning contractor in writing.

The unsuccessful contractors should be notified and given the opportunity of feedback. IESE encourages participating authorities to provide individual feedback, on request, to any of the contractors. There is no obligation to provide written feedback or to hold a face to face meeting.

The participating authority would be expected to produce a short selection report for its internal procurement quality assurance processes. IESE may ask for a copy in confidence of this report to verify compliance with framework process.

28. Principles to agreeing a contract sum

The contractor and the authority shall work together collaboratively on an open book basis to agree a contract sum.

Overheads and profit figures are fixed under the framework and should be consistent with the nearest template project, or as otherwise agreed.

The original template projects included priced preliminaries. The template figures should be used as a benchmark, however adjustments should be made, either as an increase or decrease, for project-specific circumstances, changing market conditions or local factors. It shall be the responsibility of the contractor to justify any increases.



Reference may also be made to financial summary sheets returned by the contractor for previous similar projects.

IESE shall confirm any agreed RPI adjustments in the contractors framework management costs.

Sub-contact packages should be tendered using a list of tenderers agreed by the contracting authority and the rates will automatically reflect prevailing market conditions.

Advantage should also be taken of any bulk-buying saving programmes set up by IESE

29. Form of contract

The framework agreement is intended to be used with any of the JCT suite of contracts, or other appropriate published forms subject to agreement between the parties, to form the underlying (project-specific) contract. The participating authority becomes a contracting authority once it has entered into contract with a contractor.

30. Construction phase roles and responsibilities

Roles and responsibilities should be developed by mutual agreement to suit project specific circumstances however the following principles apply:-

- All parties are responsible for working in an open and collaborative way
- The contracting authority is responsible for administering the project, including issuing instructions, monitoring progress, certifying payments and returning data to IESE etc.
- The contracting authority is responsible for ensuring that project reviews, KPI workshops, cost and benefits capturing are undertaken in accordance with IESE requirements. The framework contractor may initiate and run these meetings.
- The contractor is responsible for notifying IESE of changes in project start on site and completion dates, significant changes in contract values and keeping a record of benefits for later agreement.

- IESE is responsible for ensuring framework principles of openness and collaboration are being followed. IESE will support project teams by attending project review meetings, by exception, at the invitation of any party.

31. Training and induction

IESE is able to provide, at no charge, a selection of training and induction workshops in the principles and working practices of the framework for potential and existing contracting authorities, contractors and design teams. Authorities are encouraged to discuss their requirements with the IESE management team.



Section 4.0 – Principles of IESE Project Quality Assurance

32. Introduction

Participating authorities using the framework agree to operate a system of project quality assurance appropriate to the type and size of project. The IESE review procedures are a minimum standard and are not intended to duplicate suitable systems already in use by contracting authorities.

There are three assurance processes which are carried out collaboratively by all project stakeholders in a workshop environment:-

- project reviews at key stages during the project
- collection of KPIs at the end of a project. The KPI measurement format is defined by IESE in order to ensure consistency between different projects
- collection of information on project cost, time and benefits for each project.

33. Project reviews

Potential projects range from £25,000 to £500,000 and can be of different duration and complexity so there is no fixed schedule defined for project reviews, other than an end of project review must be undertaken for all projects in accordance with the requirements of this document.

Any participant may call a review and there is no limit to the number of intermediate reviews that may be held. There is no requirement to routinely send review reports to IESE, although IESE may request copies for comment and QA purposes

The aim of a review is to ensure that the project is fit to proceed to the next stage and to look forward to identify in good time actions that are required to ensure the smooth running of the project.

It is essential that all relevant stakeholders participate in project reviews such as the client (funding or sponsoring department), end users, design team, project manager, contractor and key sub-contractors. The reviews should be carried out in an open and constructive environment with an aim that all parties can identify and mitigate future risks and capture learning from the project.

Principle milestones for a review are:-

1. Start up meeting undertaken immediately upon contractor appointment
2. End of preconstruction phase to ensure that the project is fit to proceed to contract.
3. End of project (mandatory)

34. Scope of Project Reviews

IESE expects that Reviews should be broad ranging and that the majority will cover most of the following topics:-

- client strategic brief, aims and objectives
- project roles, responsibilities and management

- cost and budget management
- design development and management
- programmes (including design, construction and handover programmes)
- procurement of sub-contractors, long lead in items, product options.
- value engineering and opportunities for benefits
- risk identification and management
- H&S and CDM
- lessons Learnt
- future Reviews

Example review templates are available from IESE, but must be assessed by the project team prior to use to ensure that they are appropriate for their particular project.



35. Key Performance Indicators

The mandatory collection of KPIs at the end of the project shall occur as soon as possible after practical completion. The KPI meeting can be conveniently combined with the end of project review and the capture of cost, time and benefits (CTB) data. The data from this meeting shall be collaboratively agreed, signed off by the contracting authority, and copied immediately to IESE. As well as the numeric scores, the inclusion of concise comments to support the scores is particularly useful and is strongly encouraged

KPIs can optionally be collected at the end of preconstruction and standard forms are available from IESE

Standard post practical completion forms are included in the appendix comprising of:-

- client team performance
- contractors team performance (including sub-contractors, if applicable)
- combined team appraisal of project
- End user / occupier appraisal of the project

Downloadable versions of the templates, including detailed guidance on scoring, are available on the IESE website, or from the IESE management team.

36. Cost, time and benefits (CTB)

IESE measures the predictability of the out-turn cost of projects as well as the predictability of the project completion date. Both KPIs are calculated by IESE from the data given on the project performance KPI sheet. (Appendix 4)

Additionally, contracting authorities' project QS or cost manager shall complete and return the financial summary template included in Appendix 5. This allows IESE to collect up to date information on project costs across a large number of projects which can be shared with participating authorities in the benchmarking of future projects.

Collaborative working and early engagement of contractors during the preconstruction stages of a project has been shown to create both cost saving and non-cash savings by creating the time and working relationships to optimise solutions before the time pressures of site-work. These savings are considered to be extra benefits attributable to the IESE way of working.

The IESE process requires project teams to collaboratively make their best estimate of benefits achieved and record them

on the prompt form given in Appendix 6. It is accepted that this is not an exact calculation and it is suggested that the contactors propose a list of benefits that they have brought to the project, the project team reviews and adds to the list, and a representative of the contacting authority countersigns the form to indicate that the figures are reasonable.

37. Project Completion and returning data to IESE

IESE will not designate a project as complete in its records until copies of the signed off QA forms (as above) are received by the management team.

- KPI forms
- benefits forms
- financial summary sheet.

Appendix 1 – OJEU details

38. Details of OJEU process

The framework contractors were procured through an OJEU compliant tender process; OJEU reference 2006/S 225-241230 (25/11/06), and Award Notice 84847-2008 (2008/S 64-085847) dated 02 April 2008.

The framework will run for two years ending on 28 February 2010. There is an option to extend the arrangement by a further 2 years.

The basis of the OJEU tender was a combination of ability questions and commercial information related to up to eight template projects which covered topic areas such as:- programme and project planning, quality management, health, safety and environment, customer care. The template projects included a range of extension, refurbishment and maintenance projects.

Tenderers were instructed to respond to all ability questions and provide a commercial return for those template projects that cover the scale and nature of work that they would wish to be considered for if appointed to the framework. Further details are available to participating authorities by arrangement with IESE.

39. Framework Contract

The overlying framework agreements exist between Hampshire County Council, on behalf of the South East Centre of Excellence (precursor to IESE), and each of the framework contractors. Further details are available to participating authorities by arrangement with IESE.

Appendix 2 – Template projects

In the OJEU tender the framework contractors priced between four and eight templates depending on their size and their preferred

type of work. Only contractors who completed a particular template project are eligible for shortlisting on that project type.

Example shortlisting matrix

		Approx value
1	<i>Specialist teaching spaces</i> Refurbishment of science laboratories and food technology room	£240k
2	<i>Re-cladding of external walls</i> Phased dismantling and replacement with aluminium cladding and aluminium walls.	£600k
3	<i>Specialist Sports Hall roof and wall cladding</i> Remove existing asbestos wall and roof cladding and replace with profiled steel sheeting	£240k
4	<i>Large extension</i> 150 sq m extension to community centre in traditional construction	£300k
5	<i>Small extension</i> 20 sq m extension to school in traditional construction	£40k
6	<i>Internal refurbishment (part) and fire alarm installation to whole school</i>	£300k
7	<i>Toilet refurbishment</i> 12 cubicles and accessible w.c. at school	£40k
8	<i>Reception refurbishment</i> New stud partition walls and associated M&E	£50k

Appendix 3 – Definition of Cost Time KPI calculation

- Time predictability – percentage variance is calculated as follows :
 - a) Start on Site (A)
 - b) Original Contract Completion (B)
 - c) Contract Completion
(including Extension of Time) (C)
 - d) Practical Completion (D)
- Cost Predictability – percentage variance is calculated as follows :
 - a) Original Contract Sum (A)
 - b) Additional Approvals (B)
 - c) Estimated Final Cost (C)

Time Predictability is calculated excluding extension of time :

$$\frac{[(D-A)-(B-A)]}{[B-A]}$$

and also including extension of time:

$$\frac{[(D-A)-(C-A)]}{[C-A]}$$


Cost Predictability is calculated excluding additional approvals :

$$\frac{[C-A]}{A}$$


and also including additional approvals :

$$\frac{[C-A-B]}{[A+B]}$$

Appendix 4 – KPI forms

OCCUPIER APPRAISAL MEASURED BY OCCUPIER – AFTER COMPLETION OF BUILDING WORK											
This form may <u>only</u> be completed by the occupier, although the survey may be completed by email or by a telephone interview											
Name of property		:									
Type of work		:									
Client Project team		:									
Main contractor		:									
Name of Occupier representative :						Date:					
		Excellent								Poor	
Assessment of Client Project team performance		10	9	8	7	6	5	4	3	2	1
1	Liaison with you and understanding of your requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Time taken to organise the works	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Communication with you during the works	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Overseeing of the on-site works	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Satisfaction with handover arrangements and for completing any outstanding matters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Satisfaction with the completed project	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Overall Client Project teams' performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessment of Contractor's performance		10	9	8	7	6	5	4	3	2	1
8	Site Health & Safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Quality of workmanship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Progress of the Works	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Consideration towards you and other site users	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Overall Contractor performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Any other comments (continue overleaf if necessary)											

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PROJECT PERFORMANCE (MEASURED BY COMBINED TEAM - POST PRACTICAL COMPLETION)		
		
A. Project		
Contract at:		
Description of works:		
Date of review:		
B. Project Team		
Authority:	Project Manager:	
Lead Designer:	Cost Consultant:	
QS:	Contractor:	
C. Project dates and cost data for calculation of Performance		
Contract start on site:		
Original contract completion date:	Original contract sum:	
Revised contract completion date:	Approved variations:	
Actual PC completion date	Estimated final cost	
D. Performance – complete No 1, 2, 3 and 4 only		
Code	Performance Measure	Score
1	Time Predictability	%
2	Cost Predictability	%
3	Quality of Product; scored on a scale of 1-10	
4	Defects at handover; scored on a scale of 1-10	
5	End User satisfaction – Service (See notes on reverse)	
6	End User satisfaction – Product (See notes on reverse)	
Comments:		
Signed/name	Designation/position	Date

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**CONTRACTOR PERFORMANCE – POST PRACTICAL COMPLETION
(MEASURED BY CLIENT PROJECT TEAM)**



Contractor:	Authority:
Project name:	
TMS code:	
Date of review:	Review led by:

	Score 1-10	Comment
1. Appointment of Contractor	<input style="width:30px; height:30px;" type="text"/>	<input style="width:95%; height:30px;" type="text"/>
2. Payment - Time	<input style="width:30px; height:30px;" type="text"/>	<input style="width:95%; height:30px;" type="text"/>
3. Design Information - Time	<input style="width:30px; height:30px;" type="text"/>	<input style="width:95%; height:30px;" type="text"/>
4. Design Information - Quality	<input style="width:30px; height:30px;" type="text"/>	<input style="width:95%; height:30px;" type="text"/>
5. Contract Administration	<input style="width:30px; height:30px;" type="text"/>	<input style="width:95%; height:30px;" type="text"/>
6. Agreeing Costs	<input style="width:30px; height:30px;" type="text"/>	<input style="width:95%; height:30px;" type="text"/>
7. Collaborative Approach	<input style="width:30px; height:30px;" type="text"/>	<input style="width:95%; height:30px;" type="text"/>
8. Management of Change Control	<input style="width:30px; height:30px;" type="text"/>	<input style="width:95%; height:30px;" type="text"/>
9. Overall Performance	<input style="width:30px; height:30px;" type="text"/>	<input style="width:95%; height:30px;" type="text"/>

Signed/name

Date

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CONTRACTOR PERFORMANCE – POST PRACTICAL COMPLETION (MEASURED BY CLIENT PROJECT TEAM)		
Contractor:	Authority:	
Project name:		
TMS code if applicable		
Date of Review	Review led by:	
	Score 1-10	Comment
1. Time Management	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
2. Financial Management	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
3. Health and Safety	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
4. Management of Subcontractors	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
5. Quality of Workmanship	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
6. Progress in Making Good Defects	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
7. Collaborative Approach	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
8. Design Development/Contractor Design (if applicable)	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
9. Customer Satisfaction	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
10. Contractor Performance	<input style="width: 100%; height: 20px;" type="text"/>	<input style="width: 100%; height: 20px;" type="text"/>
Signed/name	Date	

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Appendix 6 – Benefits template

IESE TIER 3 FRAMEWORK BENEFITS		
Project Name: _____		
Contractor _____		
Date of collaborative end of project review _____		
PROMPTS:- <small>NOTE- Prompts below are not exhaustive. ANY other benefits identified should also be recorded.</small>		
1 Buildability e.g. savings from simplification or efficiency in construction methods	Details: _____	£ 0
2 Material selection e.g. savings in initial cost or programme time. Savings from standardising components, reducing number of different types, bulk buying etc SAVE benefits	Details: _____	£ 0
3 Programme e.g. savings from reduction in build or design programme. Or early identification of missing design information avoiding delay or abortive work on site	Details: _____	£ 0
4 Sub-Contractors e.g. savings from early identification, client approval, co-ordination or briefing of sub-contractors	Details: _____	£ 0
5 Risk e.g. identification and avoidance of major risks to- time, cost, H&S or quality	Details: _____	£ 0
6 Client Team resource saving e.g. time or resources saved by early contractor involvement in project.	Details: _____	£ 0
7 Reduction in waste e.g. Saving of £1500 per 6-yard skip avoided. Value of material re-used in job.	Details: _____	£ 0
8 Life cycle savings e.g. Savings from reduced maintenance (e.g. less repainting or changing of light bulbs), or improved reliability (fewer call outs) Easier maintenance access etc	Details: _____	£ 0
9 Others e.g. Non-cash benefits such as improved goodwill from end User. Training of Apprentices etc	Details: _____	£ 0
Client Agreement		TOTAL £ 0

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Hampshire County Council

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