
HUB PROJECT DELIVERY TOOLKIT

EAST CENTRAL SCOTLAND



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PURPOSE OF THE TOOLKIT



OBJECTIVES AND AUDIENCE

- The Project Delivery Toolkit (hub East Central edition) aims to provide an overview of how hub projects should work along with descriptions of the governance structure, roles and responsibilities within the project organisation, key steps to be followed at each stage of the project and some insights based on previously delivered projects.
- This manual is intended to support the key contractual roles within the project organisation including:
 - Project SROs
 - Project Directors and Authority Representatives
 - hub Project Managers
 - Lead project representatives within the supply chain

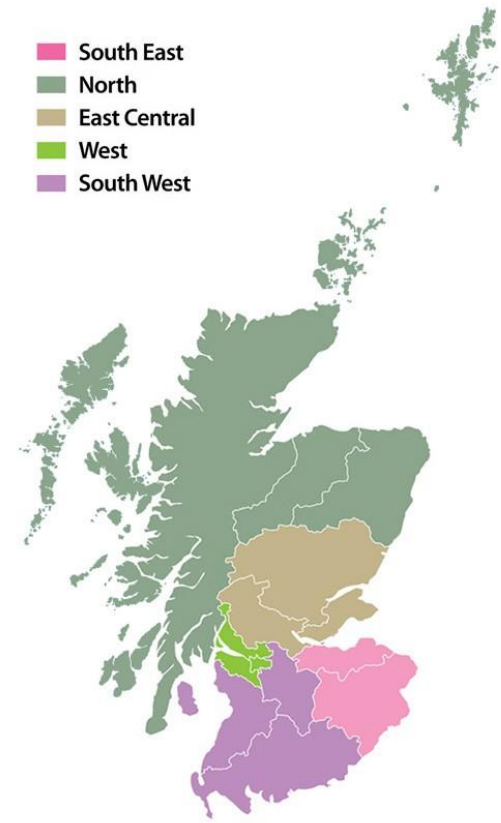


OVERVIEW OF THE HUB INITIATIVE

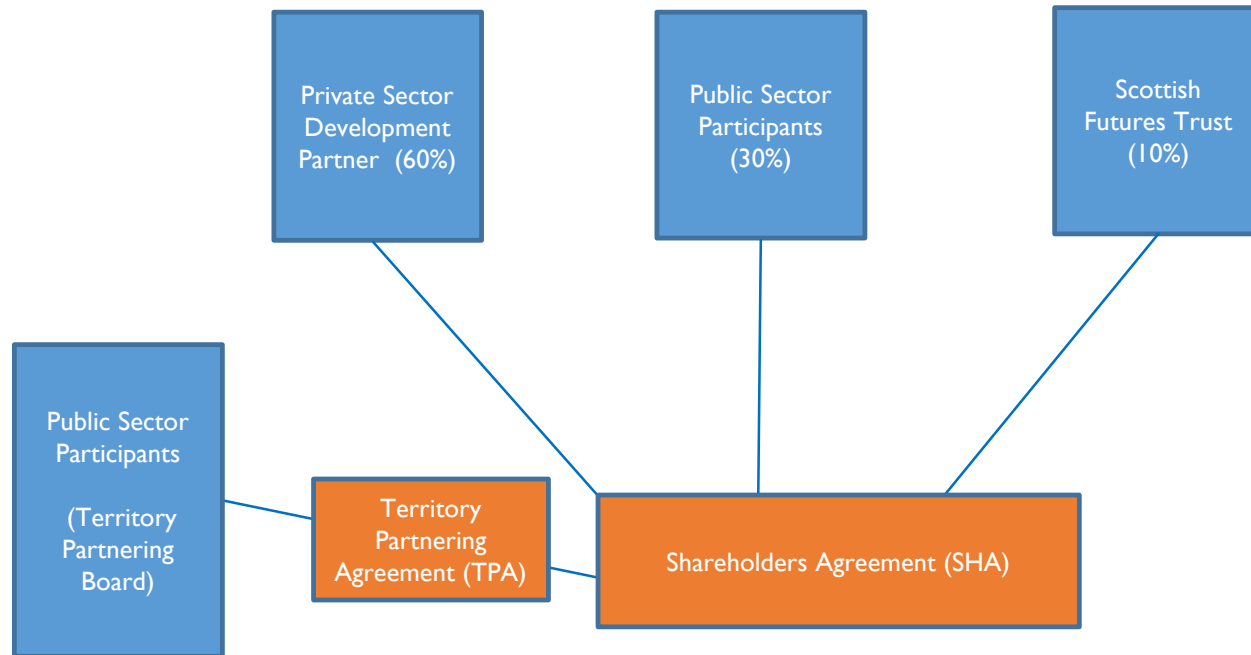


CONTEXT

- A joint venture between the public and private sector to develop and deliver a diverse pipeline of community infrastructure projects
- An opportunity for several public sector agencies to collaborate and deliver community infrastructure solutions
- An opportunity for public sector agencies to plan and procure solutions together
- Five territories and supporting hub companies established across Scotland and working to prescribed policies and procedures
- An opportunity to support local businesses and the community through a long-term needs review and investment planning



HUB OWNERSHIP STRUCTURE



Territory Partnering Agreement

- Governs the partnering relationship between the Public Sector Participants and hubco
- 20-year term with option to extend for a further 5 years
- Obligation on hubco to deliver the Partnering Services
- Contains an approval process for proposals that the Participants require hubco to develop for New Projects
- Contains exclusivity provisions for hubco to develop proposals (subject to the approval process) for new build NHS primary/community facilities over £750k in South East, North and Central and £3.5m in West and South West Territories
- Contains template D&B and DBFM Agreements for delivering approved New Projects
- Contains KPIs and Continuous Improvement Targets
- Establishes a Territory Partnering Board (with representation from each Participant and hubco) to monitor hubco's performance

EAST CENTRAL TERRITORY 'PARTICIPANTS'

- Organisations working within the Territory that have jointly collaborated in the procurement and participation of the hub initiative
- Local Authorities, Health Boards and Blue Light services that all focused on delivering community centric solutions



PROCUREMENT CONTEXT

- OJEU competitive dialogue completed in 2012 for the selection of a private sector development partner (PDSP) to form a public/private hubco
- To provide and deliver (or manage the provision or delivery through its supply chain) new build and refurbished facilities ("Facilities") from which Community Services will be delivered by one or more of the Participants to the public within the Territory.
- FM services in relation to such Facilities or FM services for other facilities used by one or more of the Participants for the provision of such Community Services
- These include, but are not limited to:
 - Health (substantially primary care but may include elements of acute)
 - Wellbeing
 - Library services
 - Education
 - Children's services
 - Residential and social care
 - Social housing
 - Special needs housing
- Other community based services (including but not limited to those provided by the police, fire and rescue and ambulance services)
- The types of Facilities to be built or refurbished by hubco include:
 - Administrative facilities
 - Serviced facilities
 - Depots
 - Workshop facilities
 - Health facilities
 - Education facilities
 - Social housing
 - Special needs housing
 - Care homes



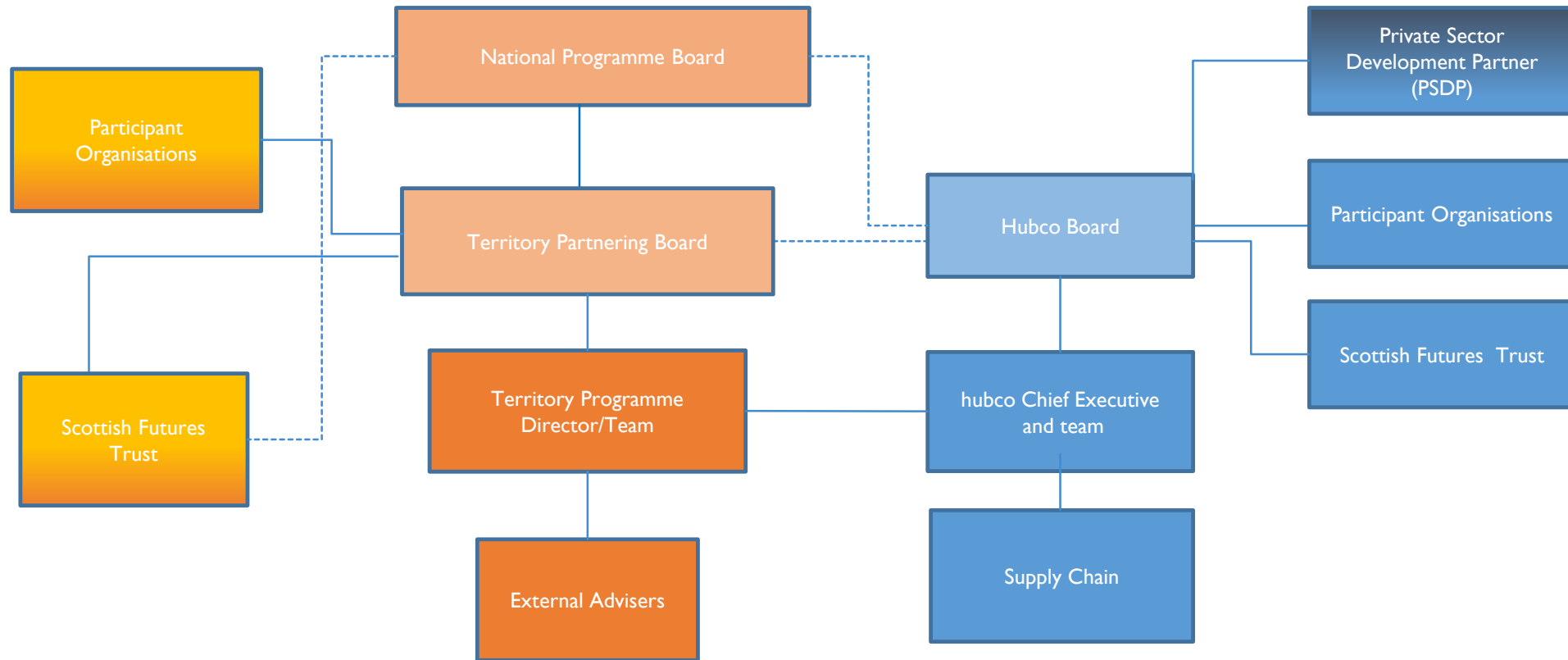
OBJECTIVES AND GOVERNANCE



JOINT OBJECTIVES - TERRITORY AND HUB

- To provide enhanced local services by increasing the scale of joint service working and integration between Participant organisations, Community Planning Partnerships, other local community service planning groups including the third sector, across Scotland
- To deliver a sustained programme of joint asset management and investment into community based facilities and developments so that more and more services are provided locally in communities through multi-disciplinary teams working (wherever possible and appropriate) from single sites
- To establish a more efficient and sustainable procurement methodology for public sector bodies that:
 - reinforces joint strategic planning and delivery;
 - is stable and long-term;
 - delivers demonstrably better value for money than current procurement arrangements;
- Is flexible in its ability to respond to evolving service strategies and in being able to deliver through different contractual/ funding routes; and
- Is able to generate sufficient project size, volume and deal flow to attract private finance into the delivery and long-term management of the service;
- To share learning and improve the procurement process;
- To deliver facilities for Community Services that meet public sector policy objectives for design quality and sustainability; and
- To facilitate and improve the level of stakeholder engagement in the planning of services and development of facilities for Community Services

HUB GOVERNANCE

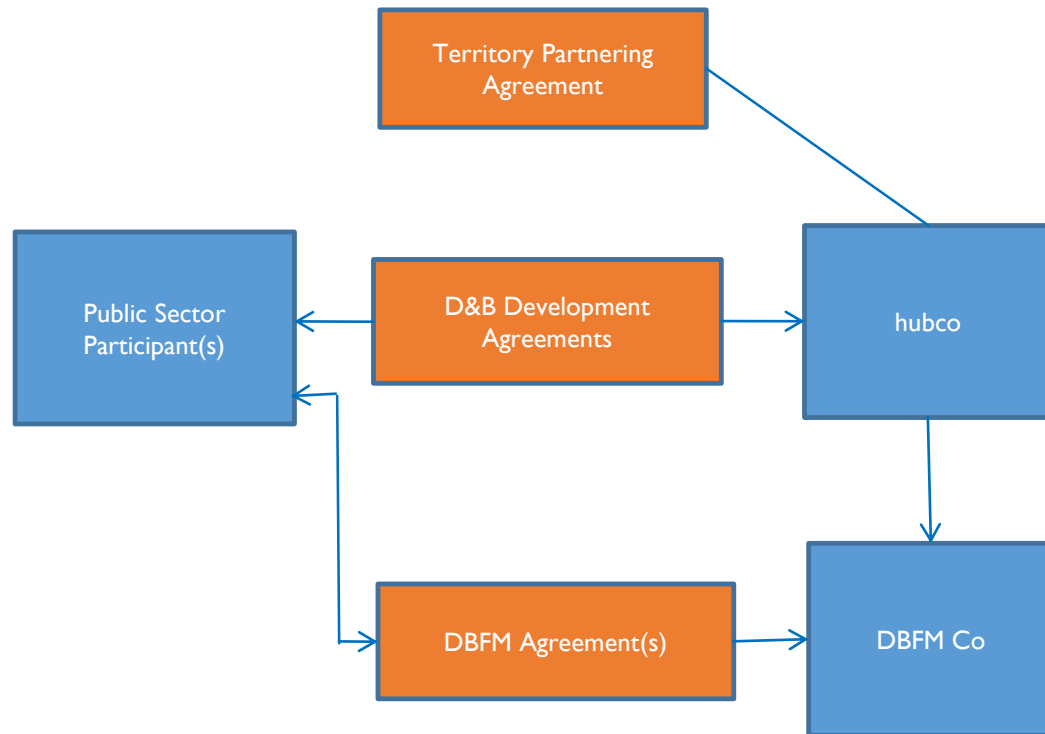




OVERVIEW OF THE CONTRACT



CONTRACTUAL AGREEMENTS



Territory Partnering Agreement

- Contains development and approval processes for hubco for New Projects at request of a Public Sector Participant
- Contains Template D&B Development Agreement (DBDA) and Template DBFM Agreement following New Projects Request (NPR) approval

D&B Development Agreement

- Design and Build contract between the Public Sector Participants (i.e. those procuring the facilities) and hubco for projects that are capially funded

DBFM Agreement

- Design, Build, Finance and Maintain contract between the Public Sector Participants (i.e. those procuring the facilities in question) and Sub hubco for projects that are revenue funded.
- The special purpose vehicles will be jointly owned by the Private Sector Development Partner (PSDP), the Participant, SFT and hub Community Foundation charity.) for delivering DBFM projects.

Standard suite of partnering documents developed and fine-tuned for each Territory.

Draws on best practice from BSF and LIFT partnering models in England.

ADDITIONAL REQUIREMENTS FOR DBFM

- DBDA Projects are Design and Build capital projects that have no external finance/funding for maintenance obligations. DBFM Projects are revenue funded projects that require hubco to raise finance for the project, with the addition of a typically 25 year maintenance obligation.
- A DBFM Project will include the following additional streams :
 1. **Facilities Management**
 - Payment Mechanism
 - Annual Service
 - Life Cycle
 2. **Commercial**
 - Funder
 - Insurance
 - Independent Tester Procurement
 3. **Legal**
 - Participant Representation
 - hubco Representation
 - Life Cycle
 - Tier I (Construction and FM) Representation
 - Funder Representation
- **It is essential that DBFM projects must be led by a Project Director experienced in revenue funded projects**

ADDITIONAL REQUIREMENTS FOR DBFM

Points to consider on DBFM projects:

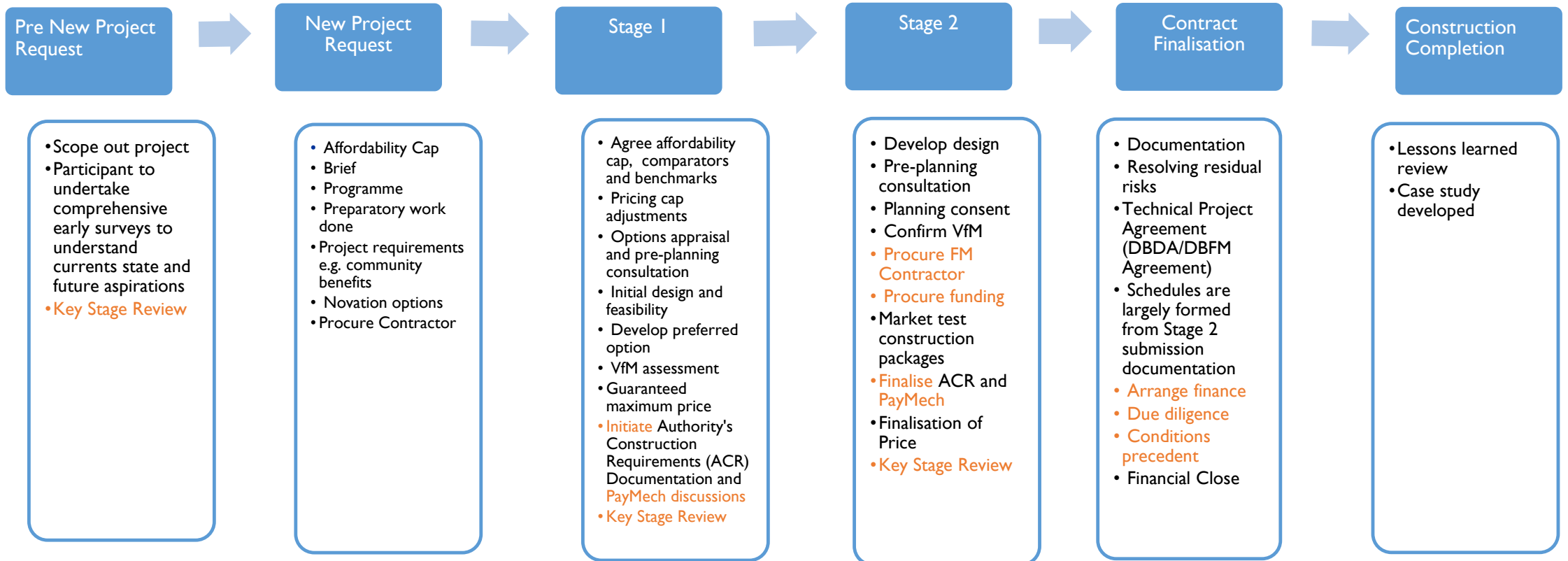
- Preparation of your Board for DBFM - Understand the deal being signed – The DBFM Agreement
- Need to scrutinise technically and commercially the Stage 1 and Stage 2 submissions - Need to demonstrate value for money through the KSR
- Need to manage and agree Boards approach to sub debt and equity in discussion with the Territory
- Land Matters need early and detailed dialogue with legal advisors
- Interface Agreements with partners (Local Authority or Police Scotland)
- Focus on Unitary Charge and ongoing revenue consequences - not just Capital Cost
- Financial Environment (sub debt, lending rates, balance between capex, FM, lifecycle, and SPV cost through model optimisation)
- Technical Specification and numerous technical documents required for contract
- Independent tester (joint appointment)
- SFT led Key Stage Reviews (3 between NPR and FC)



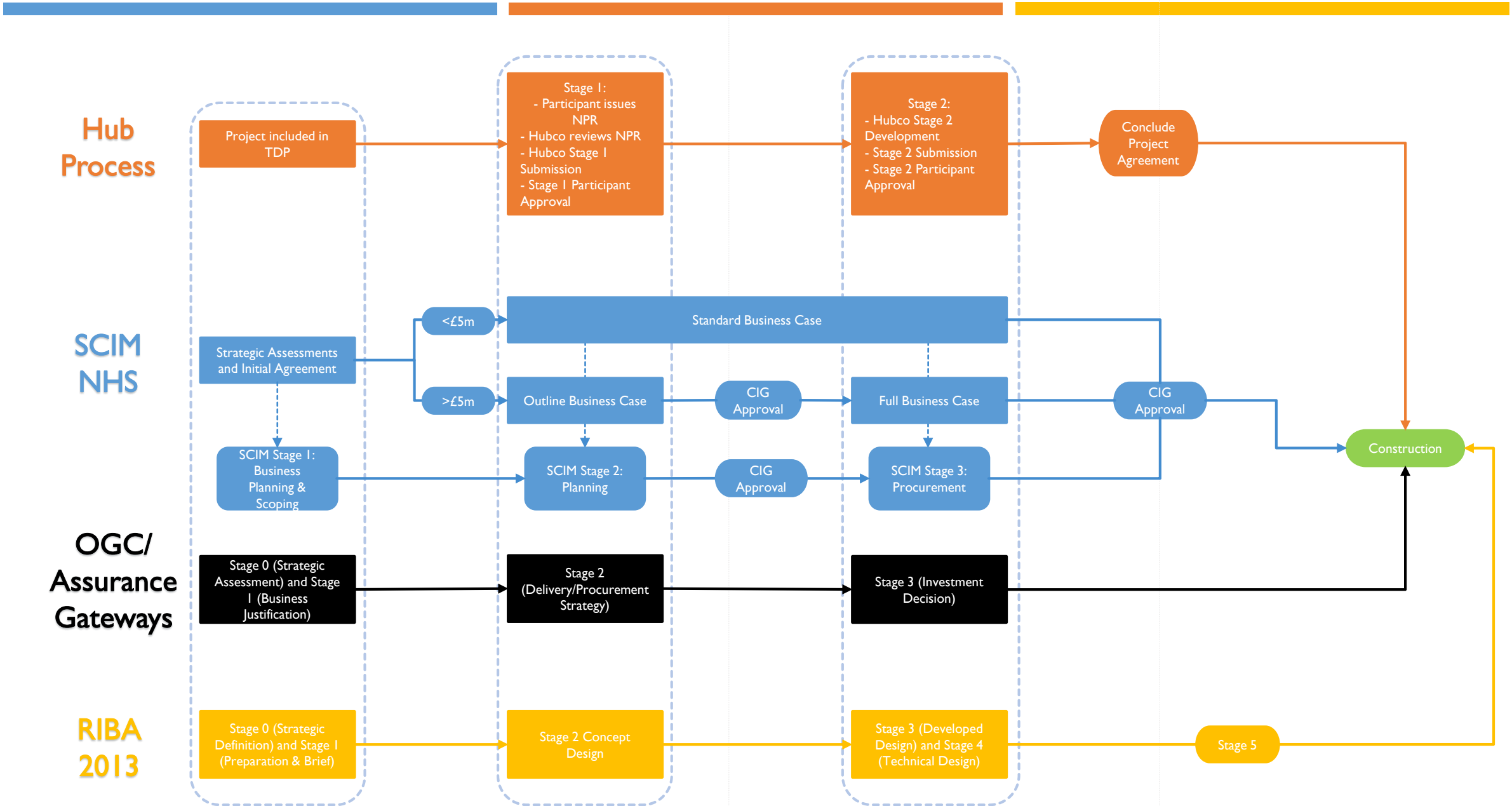
THE HUB PROCESS



PROCESS OVERVIEW



*Text in orange mainly for DBFM projects

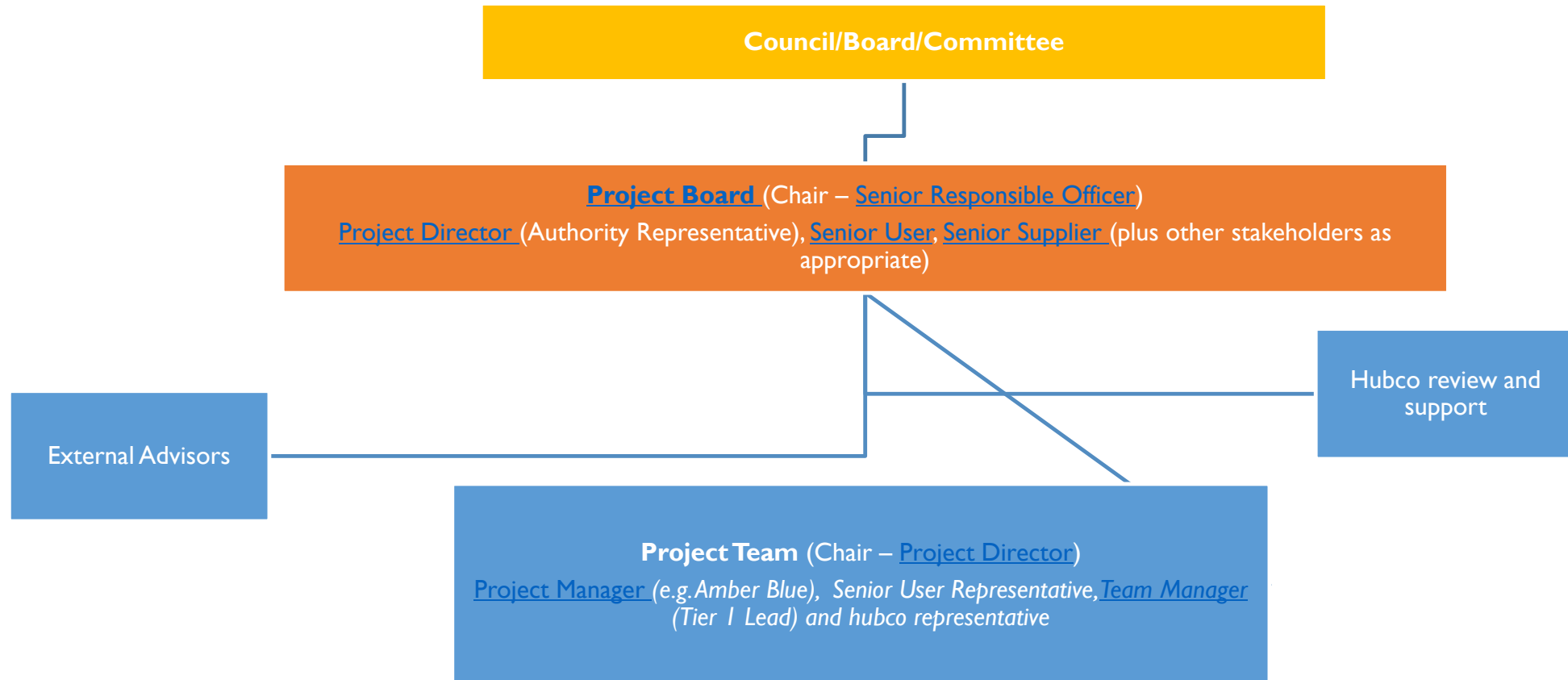




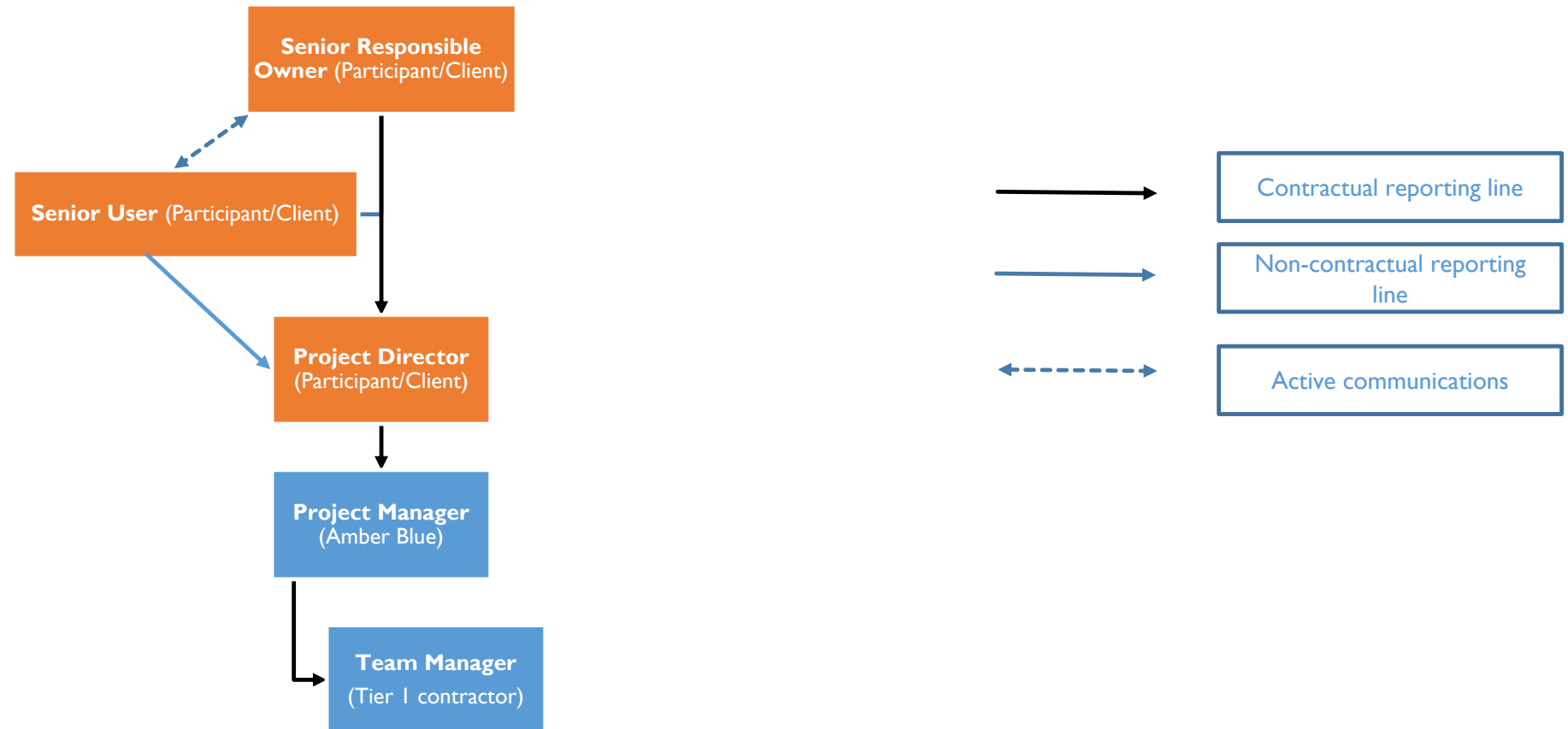
PROJECT GOVERNANCE



PROJECT GOVERNANCE STRUCTURE

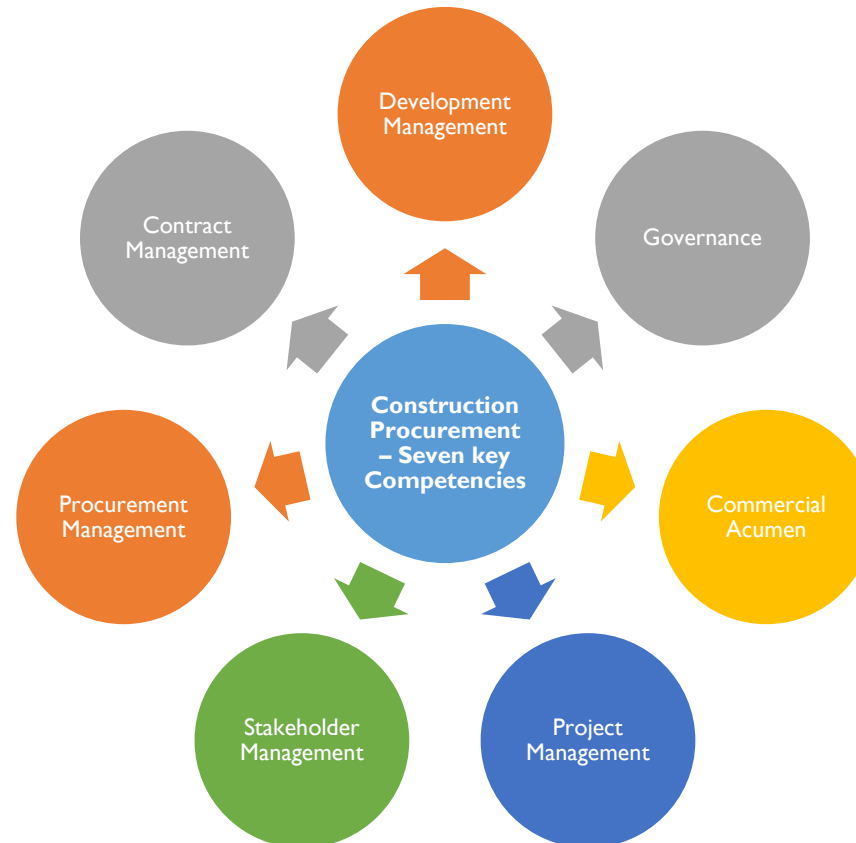


KEY LINES OF COMMUNICATION



CONSTRUCTION PROCUREMENT REVIEW RECOMMENDATIONS

- ❖ Key competencies required of the day to day project management roles including **Project Director** and **Project Manager** within the project are detailed in the Construction Procurement Review Baseline Skillsets Guidance





ROLES AND RESPONSIBILITIES



ROLE OF PROGRAMME BOARD/COUNCIL/COMMITTEE

- ✓ ***Ultimately accountable for the investment decision and therefore the success or failure of the project.***
- Must ensure that there is a business need for the project and a set of deliverable success criteria
- Must ensure that the business drivers and expected benefits have been developed through appropriate consultation
- Must ensure that the project delivers value for money from a whole-life perspective and that maximum return for investment is achieved.
- Approve project timescales and financial investment.
- Review high-level project updates and make timely decisions
- Must demonstrate visible commitment to the project and provide support in overcoming project blockers

ROLE OF THE SENIOR RESPONSIBLE OFFICER (SRO)

- ✓ ***The recognised senior owner within the organisation and take personal responsibility for successful delivery of the project. (Role undertaken by Participant organisation)***
- Chair of the Project Board and responsible for ensuring that the project meets its objectives and delivers the projected benefits
- Appoint Project Director in conjunction with the Project Board and agree remit and extend delegated authority
- Should remain in place throughout the project
- Maintain visible and sustained commitment to the project
- Responsible for ensuring that a project's objectives are clearly defined and achievable
- Ensures that a brief is developed that clearly reflects the project objectives and sign off project requirements ensuring project affordability
- Ensure that risks are identified, actively managed and controlled
- Oversee project performance and resolve any issues that fall outside of the Project Director's delegated authority

ROLE OF PROJECT BOARD

- ✓ ***Responsible for direction and timely decision making to ensure that the project remains on course to deliver the desired benefits and required quality. (Role led by Participant organisation)***
- Oversees the effectiveness of the Project Director and the Project Team
- Responsible for ensuring that adequate resources are made available for the delivery of the project within programme timescales.
- Ensure that project scope is developed and clearly defined and has been agreed by the key stakeholders
- Ensure appropriate stakeholder identification, analysis and engagement
- Establish a progress and reporting procedure, ensuring that any changes in circumstances affecting the project are evaluated and appropriate corrective action taken
- Ensure that project gateway reviews are carried out at appropriate stages and that recommendations are implemented
- Ensure that post-project review takes place objectives are met

ROLE OF THE PROJECT DIRECTOR

- ✓ ***Responsible to the SRO and the Project Board for the effective delivery and management of the project. (Role undertaken by Participant organisation)***
- Provides leadership, support and direction to the Project team
- Develops and manages the implementation of measures to meet the project objectives including development of the Outline Business Case and Full Business Case
- Ensures compliance with all relevant procurement legislation and good practice requirements
- Ensures effective monitoring of progress and takes corrective action where required, exerting stringent formal control of decisions involving costs, risks content and material variations and changes in the approved project scope
- Lead role in the procurement and management of contractors and external advisers including providing clear remit and direction to external advisers.
- Supported by the Project Team and other stakeholders as required, to make recommendations to the Project Board at key stages, as agreed with the Project Board

ROLE OF THE SENIOR USER

- ✓ ***Senior representative of the user group that will be ultimately impacted by the project output. (Role undertaken by Participant organisation)***
- Responsible for ensuring that the User needs are clearly specified at the outset
- Responsible for ensuring that adequate input is provided from the User perspective from the outset of the project
- Responsible for timely decision making and sign-offs on User Acceptance Criteria (and Authority Construction Requirements)
- Advises on stakeholder identification and engagement
- Supports project gateway reviews at various stages and that ensured that User specific recommendations are implemented

ROLE OF THE SENIOR SUPPLIER *

- ✓ **Senior representative from the organisation that is responsible for providing goods and services on the project. (Role undertaken by hub)**
 - Must have authority to commit or acquire the resources required to produce the project deliverables
 - Accountable for the quality of the deliverables
 - Advises on design, development, and acceptance methods for the project deliverables
 - Ensures resources required are agreed and are made available
 - Makes effective use of supplier resources within the approved budget
 - Ensures project delivery proposals are realistic through liaison with resources
 - Ensure quality procedures are adhered to, so that deliverables meet requirements
 - Encourages the transfer of product knowledge and skills to the appropriate staff within the organisation
- * *Note: In traditional contracting arrangements, the Senior Supplier is not always in attendance at Project Boards. On collaborative contracts, their attendance is encouraged - even if for part of the meeting - or a public sector representative on their behalf.*

ROLE OF THE PROJECT MANAGER

- ✓ ***Provides day-to-day management of the project and is the main point of contact for the Project Team and Suppliers. (Role undertaken by hub/Amber Blue)***
- Develops and maintains the Project Execution Plan (PEP)
- Develops and monitors the project programme for the Stage 1 and Stage 2 approval process through to Contract Finalisation/Financial Close
- Supports the PD and SU Rep in developing the Outline Business Case and Full Business Case with the support of the Project Team
- Drive the Stage 1 & Stage 2 project deliverables, liaising with the Participant and Contractor
- Ensure that Interim cost reports are issued by the Tier 1 Contractors, and report to the participants and hubco to ensure that projects remain within the agreed caps and remain value for money.
- Develop and manage the project risk register with hubco, the participants and the Tier 1/Tier 2 supply chain.
- Works with the PD/SU Rep to co-ordinate and rationalises the requirements of all the key stakeholders in developing design brief
- Ensures all site issues are addressed including acquisition, title conditions and site investigations
- Ensure that the Project Agreement is developed, including the Schedules.

ROLE OF THE AUTHORITY REPRESENTATIVE *

- **Articulate the client's requirements, aspirations and vision for the new facilities including construction requirements and services specification in a timely manner. (Role undertaken by Participant organisation)**
- Acts as a conduit between the Client stakeholders and the Project team. Co-ordinates and rationalises the requirements of all the key Client stakeholders in developing design brief.
- Review and evaluating proposals including design review, and VFM
- Fulfil the duties of the Authority Representative under the DBFM Agreement
- Co-ordinate transfer and set up arrangements to new facility including arranging familiarisation sessions for staff in relation to the new facilities and its security and environmental systems
- Arrange for training of staff in relation to operating the contract
- Liaison with building user representatives and FM Provider
- Regular review of the sub-hubco performance, its audit reports and any user complaints and reports
- Discuss and agree remedial action in relation to any areas of poor performance
- Review Monthly Service Report and agree appropriate deductions

* *Note: The Authority Representative role could potentially be undertaken by the PD in which case it is beneficial to have a Senior User Representative perform the day to day liaison between the 'service/client' team and the Project team.*

ROLE OF THE TEAM MANAGER(TIER I LEAD)

- ✓ ***Manages the integrated team of contractors, architect and designers and is the main point of contact for the Suppliers.***
- Monitoring performance and the delivery programme and report on progress regularly to Project Manager and Project Director
- Translate the client's requirements, aspirations and vision for the new facilities including construction requirements, room data sheets and services specification
- Support development of the design brief and the affordability cap including providing and/or agreeing comparators and benchmarks
- Review and evaluating proposals including design review, draft pricing reports and vfm
- Manage project risks and liaise with regulatory authorities
- Provide support and assistance to the Project Director and Project Manager

ROLE OF SFT/PROGRAMME MANAGEMENT OFFICE (PMO)

- PMO as centre of expertise, sharing guidance, capacity building and best practice across Territories.
- Provide support and advice to the Territory Programme Director as required
- Undertake Key Stage Reviews on DBFM projects and provide advice, support and assistance to the Participants.
- Set up and maintain data base of comparator/benchmark data on construction, FM, recurring costs and Whole Life costs
- Monitor use of standard documents during project delivery and consider and determine derogations from standard form (i.e. DBDA and DBFM)

PROJECT PLANNING

All projects require a Project Management Plan or Project Execution Plan (PEP) that will be produced by hubco/Amber Blue and will:

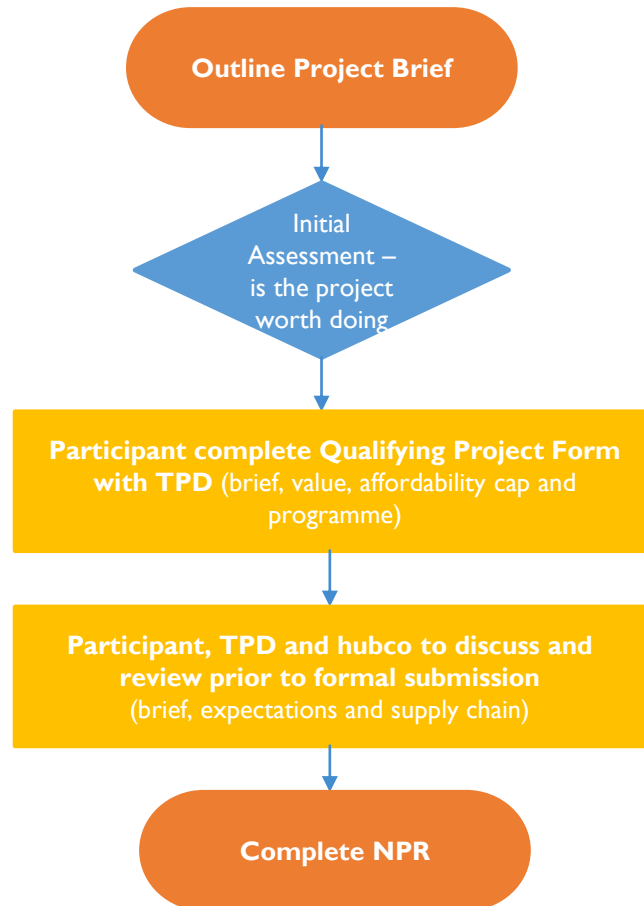
- Define the project, its objectives and success factors
- Set out the governance arrangements
- Detail the project management arrangements, work streams and resources at each stage of the project development, procurement, delivery, transfer and set up and operation
- Set out the budget and its management arrangements
- Detail the risks and risk management and control processes
- Set out the communications strategy and stakeholder engagement plan
- Include a detailed programme of activities including interdependencies, key milestones and timings



SIMPLIFIED METHOD STATEMENTS AND LESSONS



PRE-NPR PROCESS



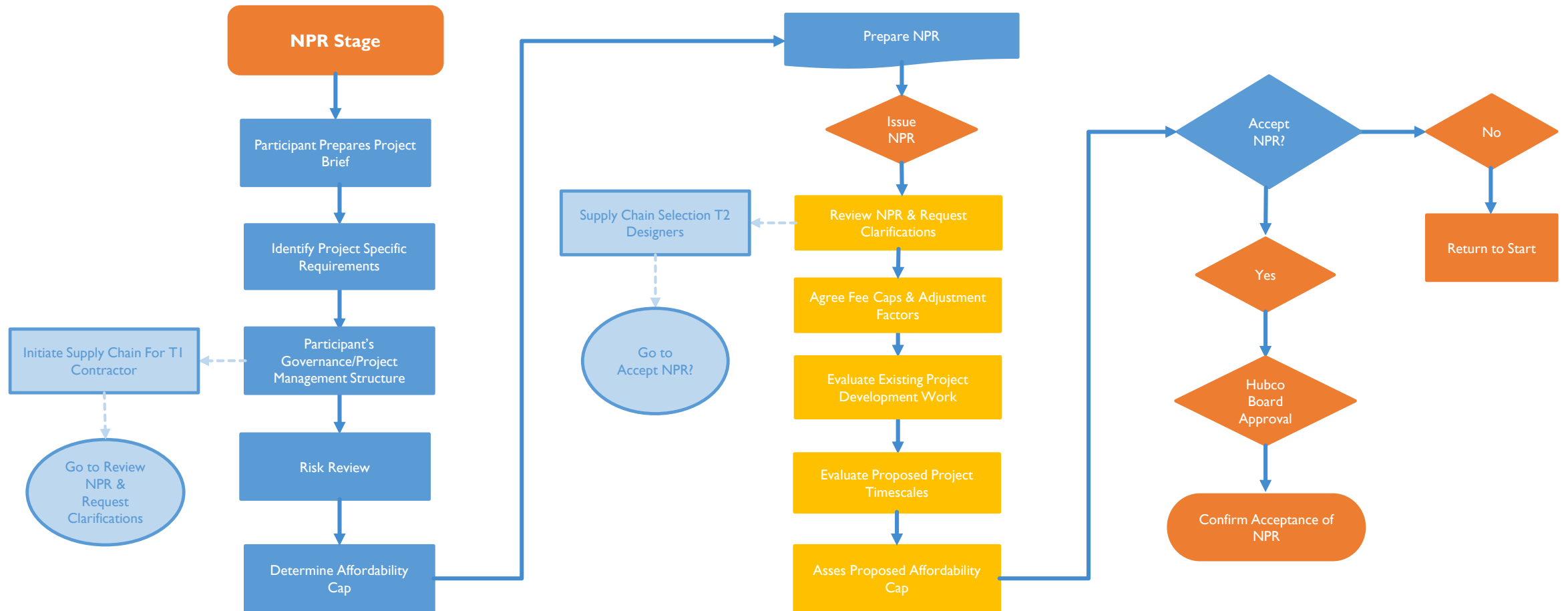
PRE-NPR ROLES AND RESPONSIBILITIES

| | |
|---------------------|--|
| Participant | <ul style="list-style-type: none">✓ Outline evidence based drivers and objectives for the projects✓ Outline the scope of the project and funding proposals✓ Identify Authority Representative and previously undertaken work✓ Support with supply chain selection |
| TPD | <ul style="list-style-type: none">✓ Work with Territory to identify synergies across other projects.✓ Ensure that the scope is as robust as possible✓ Work with SFT PMO and hubco to review appropriate benchmarks✓ Support with supply chain selection |
| Hubco | <ul style="list-style-type: none">✓ Early discussions with Participant and TPD to confirm resource capability✓ Provide buildability advice and use supply chain and/or Strategic Support where appropriate |
| Amber Blue | <ul style="list-style-type: none">✓ Review and plan most appropriate PM resources should the project go ahead |
| Supply Chain | <ul style="list-style-type: none">✓ Support with either Strategic Support Services or early buildability advice as required |

PRE-NPR LESSONS LEARNED

- ✓ The opportunity for driving collaboration and efficiency is greatest at the pre-NPR stage. Early and robust discussions about the project scope and brief across the Territory, SFT and hubco are beneficial
- ✓ Robust benchmarking (and market testing if appropriate for niche projects) will support early understanding of cost and programme. This could be through benchmarking against known projects, use of the Community Infrastructure Benchmark database and SFT metrics
- ✓ Project Governance must be carefully thought through and established (ideally using the Construction Procurement Review recommendations) at the outset and any resource/skills gap addressed through appropriate support.
- ✓ NPRs must consider lessons learned on similar projects whilst reviewing scope, governance, resources, costs and programme.

NPR PROCESS



NPR ROLES AND RESPONSIBILITIES

| | |
|-------------------------------------|---|
| Participant | <ul style="list-style-type: none">✓ Liaise with Territory Programme Director✓ Prepare Project Brief identifying:<ul style="list-style-type: none">✓ Vision & contextual background/strategic aims & objectives✓ Key objectives and outcomes✓ Project specific requirements✓ Define governance & project management structure✓ Identify project risks✓ Develop cost plan & set Affordability Cap✓ Draft & issue New Project Request✓ Participate in Supply Chain Selection✓ Respond to Hubco RFI/clarification requests |
| Territory Programme Director | <ul style="list-style-type: none">✓ Advise Participant on preparation of New Project Request and Fee Caps✓ Participate in Risk Evaluation✓ Assess if Affordability Cap is realistic |
| hubco | <ul style="list-style-type: none">✓ Initiate Supply Chain Selection Process✓ Provide advice on Fee Caps and develop elemental cost plan✓ Assess if Affordability Cap is realistic |
| Amber Blue | <ul style="list-style-type: none">✓ Review NPR & issue clarification requests to Participant✓ Review any project development work undertaken by Participant✓ Prepare indicative master programme and assess whether proposed timescales are realistic✓ Initial Risk Evaluation |
| Supply Chain | <ul style="list-style-type: none">✓ T1 Contractor participates in T2 Design Team Selection✓ Review any project development work undertaken by Participant✓ Review cost plan and confirm project can be delivered within Affordability Cap |

NPR LESSONS LEARNED

✓ **Comprehensive Project Brief:**

- Brief must describe what the aims and objectives of the project are together with project specific requirements.
- Clear articulation by Participants of their requirements at NPR and during Stages 1 & 2 is the much more efficient than awaiting design team to 'second guess' the requirements.

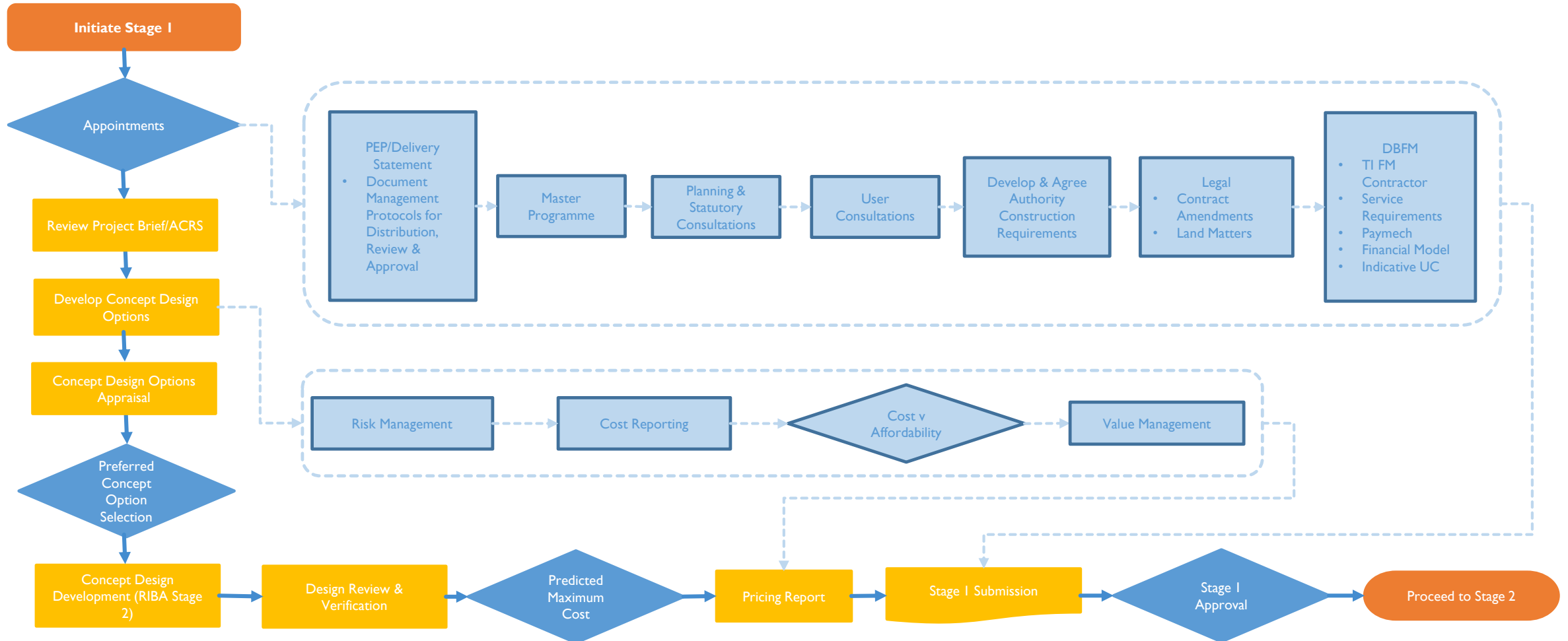
✓ **Affordability Cap and Programme must align with Project Brief:**

- Often Affordability Caps set at NPR do not reflect the aspirational requirements of the project brief and initial Authorities Construction Requirements.
- Where Participant has undertaken design work Affordability Cap should reflect developed design
- Where Cost advice has be given undertake due diligence to understand the basis of the design & and specification.

✓ **Take Ownership of the Affordability Cap**

- Understand the basis of how the Affordability Cap has been calculated in particular the 'benchmark' design & specification. Articulating requirements over and above this will make the project unaffordable.

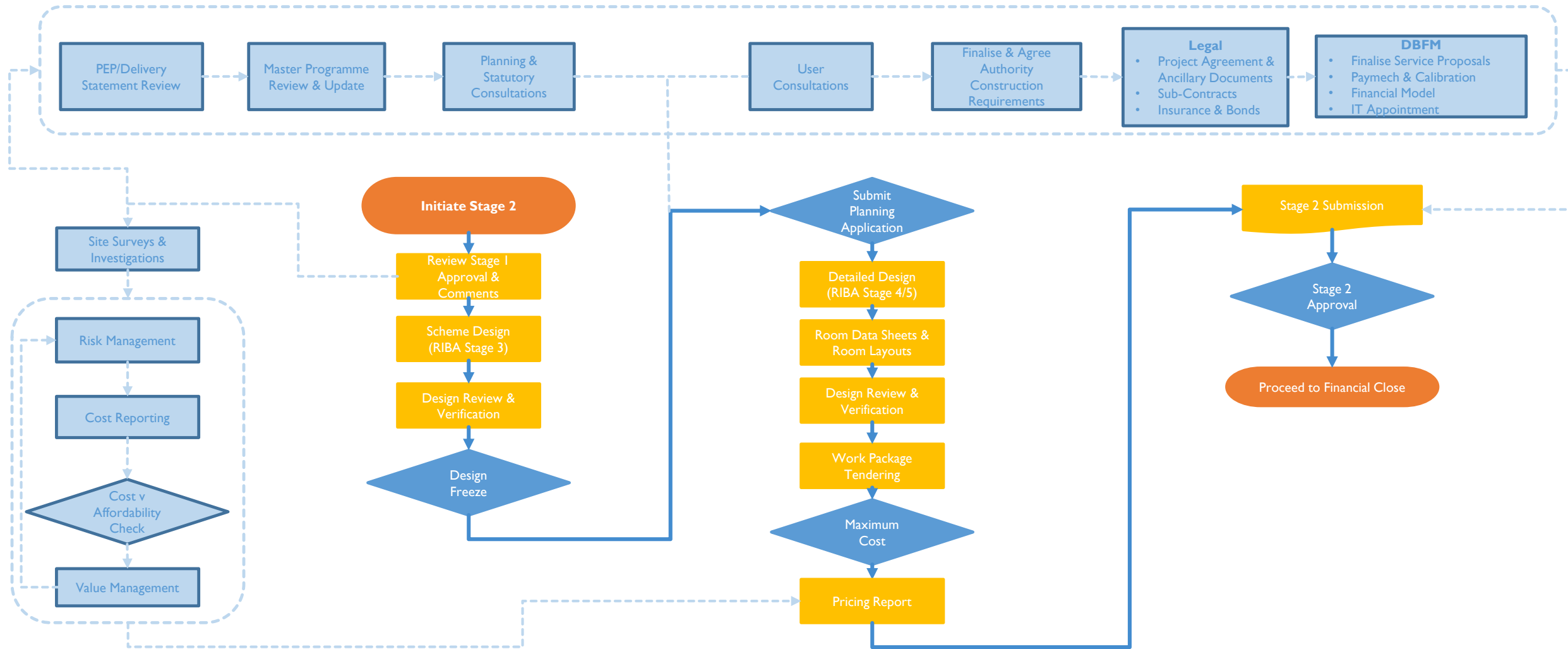
STAGE I PROCESS



STAGE I ROLES AND RESPONSIBILITIES

| | |
|---------------------|--|
| Participant | <ul style="list-style-type: none">✓ Confirm Participant's governance structure, roles and responsibilities.✓ Issue Project Brief & Authority's Construction Requirements✓ Appoint Principal Designer✓ Stakeholder Management✓ Participate in Risk Reviews✓ Respond to Requests for Information✓ Participate in design reviews, provide comments and verify review✓ Status |
| hubco | <ul style="list-style-type: none">✓ Appoint Supply Chain✓ Produce elemental cost Plan and Pricing Report✓ Performance Management✓ Supply Chain Selection for Tier I FM Service provider (DBFM only) |
| Amber Blue | <ul style="list-style-type: none">✓ Prepare Delivery Statement (PEP) and Master Programme✓ Project & programme management✓ Project Team agree protocols for the issue, review and approval of Contractor's Proposals✓ Risk Management & maintain Risk Register✓ Prepare & Collate Stage I Submission |
| Supply Chain | <ul style="list-style-type: none">✓ Participate in Risk Reviews✓ T1 Contractor manages design team and provides regular cost reports Planning, Statutory Bodies and User Group consultations✓ T2 Designers undertake desktop studies & develop Concept Design Proposals✓ Initiate and manage design reviews✓ Produce Contractor's Proposals for inclusion in Stage I Submission and confirm Predicted Stage I Maximum Cost |

STAGE 2 PROCESS



STAGE 2 ROLES AND RESPONSIBILITIES

Participant

- ✓ Issue Comments & details of proposed changes arising from Stage 1 Review & Approval
- ✓ Implement Change Control
- ✓ Participate in Risk Reviews
- ✓ Review & approve Developed (Scheme)Design to establish 'Design Freeze'
- ✓ Respond to Requests for Information
- ✓ Participate in design reviews, provide comments and verify review Status
- ✓ Adhere to Protocols for Issue& Review of Design Information
- ✓ Stakeholder Management
- ✓ Develop ACR's in line with Design Development
- ✓ Issue Project Agreement & Proposed Paymech/GSU's (DBFM)
- ✓ Issue Land Title Conditions/Reserved Rights
- ✓ Review Stage 2 Submission

Hubco

- ✓ Review Stage 1 Approval & Comments
- ✓ Review and assess TI Cost Reports
- ✓ Undertake interim Design & Cost Reviews with Amber Blue
- ✓ Performance Management
- ✓ Issue Project Agreement (DBDA)
- ✓ Initiate Independent Tester Selection Process (DBFM)
- ✓ Produce Stage 2 Pricing Report

STAGE 2 ROLES AND RESPONSIBILITIES

Amber Blue

- ✓ Update Delivery Statement (PEP) and Master Programme
- ✓ Project & programme management
- ✓ Risk Management & maintain Risk Register
- ✓ Value Management / VE Reviews
- ✓ Manage Change Control
- ✓ Prepare & Collate Stage 2 Submission

Supply Chain

- ✓ Participate in Risk Reviews
- ✓ TI Contractor manages design team and provides regular cost reports
- ✓ Developed (Scheme) Design & Design Freeze
- ✓ Submit Planning Application
- ✓ Specialist T3 Supply Chain Design Input
- ✓ Produce Room Data Sheets & Room Layouts
- ✓ Initiate and manage design reviews
- ✓ Adhere to Protocols for Issue & Review of Design Information
- ✓ VFM Cost Benchmarking & Work Package Tendering
- ✓ FM Service Provider Develops Service Level Specs, Method Statements & quality Plan (DBFM). Review Paymech.
- ✓ Produce Contractor's Proposals for inclusion in Stage 2 Submission and confirm Maximum Cost

STAGE 1 AND 2 LESSONS LEARNED

✓ **Authority's Construction Requirements**

- Review and amend as design develops to reduce subjectivity. Ideally agreed no later than "Old" RIBA Stage D. (Design Freeze)

✓ **Project Governance & Management**

- Ensure clearly defined roles, responsibilities and reporting structures across all parties
- At start of project stage review and understand core stage activities to be undertaken by project team.
- Understanding implications of not making key decisions / providing clear direction
- Communication and relationships are key
- Change is not design development

✓ **Pricing Report**

- Regular Cost Plan Reports / Early Warnings
- Review Design v Costs at key stages. Design to Cost.

✓ **Change Control**

- Implement and manage change control – it is required for purpose of managing budget & programme
- All parties to be honest as to the implications of change – do not hide behind 'design development'

✓ **Design Review**

- Review and verify status of design ahead for Stage Submissions

✓ **Management of Supply Chain**

- Challenge design and costs
- Regular progress reporting

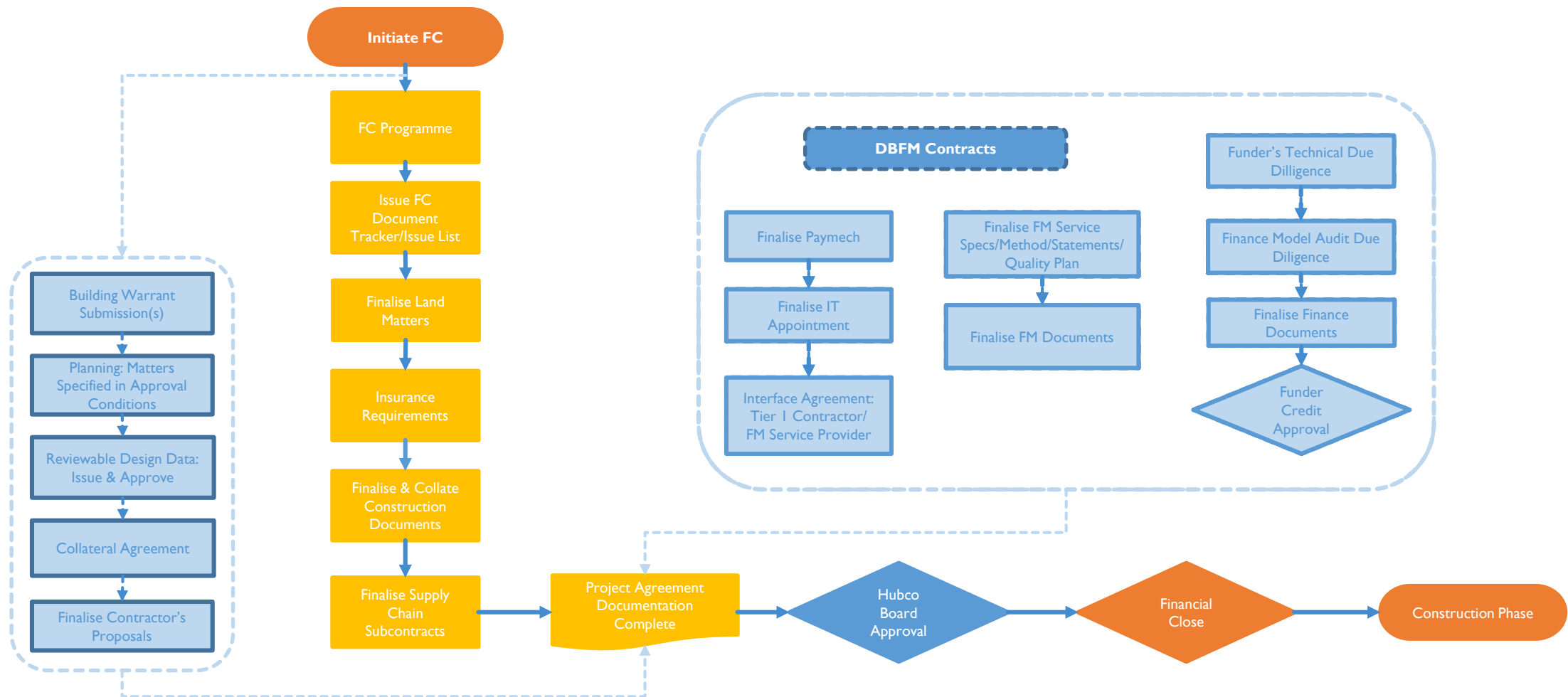
✓ **Approvals**

- Do not proceed with design development until such time appropriate stage approvals have been given
- Be prepared to stop. Absence of clear approval / instruction = do not proceed.

✓ **Document Management**

- Use Project Collaboration System (Conject) for the issue of documents and drawings between team members

FINANCIAL CLOSE PROCESS



FINANCIAL CLOSE ROLES AND RESPONSIBILITIES

| | |
|---------------------|---|
| Participant | <ul style="list-style-type: none"> ✓ Issue Stage2 Approval ✓ Finalise Land Matters ✓ Review & approve Reviewable Design Data ✓ Finalise ACR's ✓ Finalise /Agree Project Agreement and Ancillary Documents ✓ Financial Model Audit (DBFM) |
| hubco | <ul style="list-style-type: none"> ✓ Finalise /Agree Project Agreement and Ancillary Documents ✓ Finalise Supply Chain Sub Contracts ✓ Finalise TI Contractor / FM Service Provider Interface Agreement (DBFM) ✓ Finalise IT Appointment (DBFM) ✓ Finalise Financial Model (DBFM) ✓ Project Insurances ✓ Obtain Hubco Board Approvals |
| Amber Blue | <ul style="list-style-type: none"> ✓ Produce Financial Close Programme ✓ Issue FC Document Tracker / Gaps List ✓ Project & programme management ✓ Liaise with Funder's Technical Adviser (DBFM) ✓ Collate Project Agreement Technical Schedules |
| Supply Chain | <ul style="list-style-type: none"> ✓ Building Warrant Submission(s) ✓ Planning: Issue information for approval of Matters Specified in Conditions ✓ Issue Reviewable Design Data ✓ Adhere to Protocols for Issue & Review of Design Information ✓ Collate & Issue Signed Collateral Agreements ✓ FM Service Provider Finalises Service Level Specs, Method Statements & quality Plan (DBFM). Finalises FM Documents. ✓ Finalise Contractor's Proposals |

FINANCIAL CLOSE LESSONS LEARNED

- ✓ Land Matters must be agreed early (and concluded by end of Stage 2 at latest)
- ✓ Never too early to commence discussions
- ✓ DBBD/DBFM Agreement(Project Agreement) must be issued no later than Stage 2
- ✓ All appointments must be in place
- ✓ Agree Completion Criteria in place for handovers
- ✓ Responsibility equipment matrix must be clear

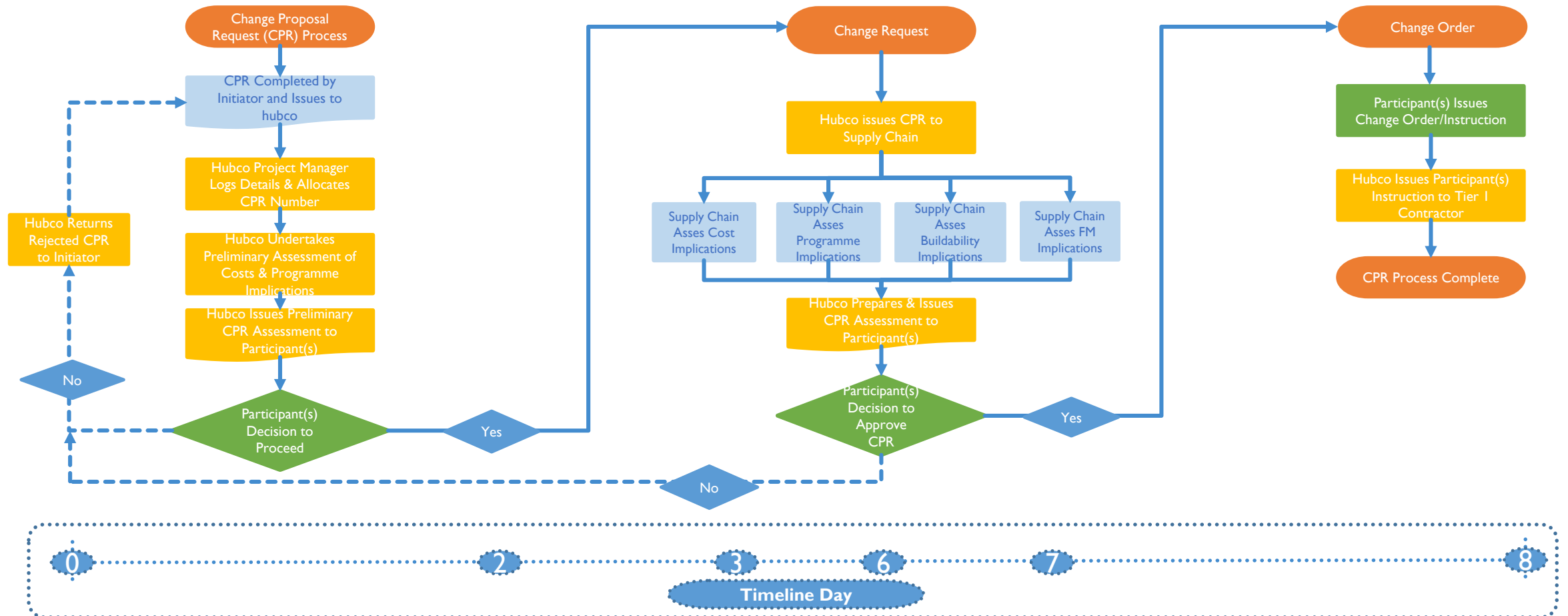
CONSTRUCTION PHASE LESSONS LEARNED

- ✓ **Avoid Contractor changes to Construction Proposals without first agreeing such items through the Review Procedure, namely:-**
 - Unilateral Specification and / or Design Alterations by Contractor
 - As a result of undocumented Participant encouragement
- ✓ **The Contractor's proposals as agreed do not satisfy the Authority Requirements**
 - All Construction Delivery Team members need to continually cross-check their proposals with the Authority Requirements to ensure Technical compliance during the Construction Phase
- ✓ **Variations to the Contract are not addressed efficiently by either the Contractor or the Participant**
 - Delays in agreeing any proposed changes to the Works will have a detrimental effect in terms of overall progress and relationships.
 - Participants will not be sympathetic to future delays and / or disruption to the works, resultant from a poor turnaround to an Authority Change Notice (Variation Enquiry)
- ✓ **Do not underestimate the time it takes to obtain and compile the documentation required at Completion**
 - Contractors need to protect themselves from delays in Authority decisions, by ensuring that a "reply by date" is included within their submissions.
 - Utilising the approved hub Variation templates in tandem with Conject / BIW will assist in completing the above successfully
- ✓ **Do not forget to liaise with the Facilities Management provider when developing/refining Change Proposals**
 - Documentation which has been submitted late, either during the construction period, or by the Completion Date, could prevent the completion of the construction phase.
 - Can lead to abortive effort as WLC implications in respect to any proposed alterations have not been verified

FREQUENTLY ASKED QUESTIONS

- [What is the Change control process?](#)
- [How are ACRs developed?](#)
- [What is the Reviewable Design Data \(RDD\) process?](#)
- [What is the risk management process?](#)
- [What is Conject and how is it used?](#)

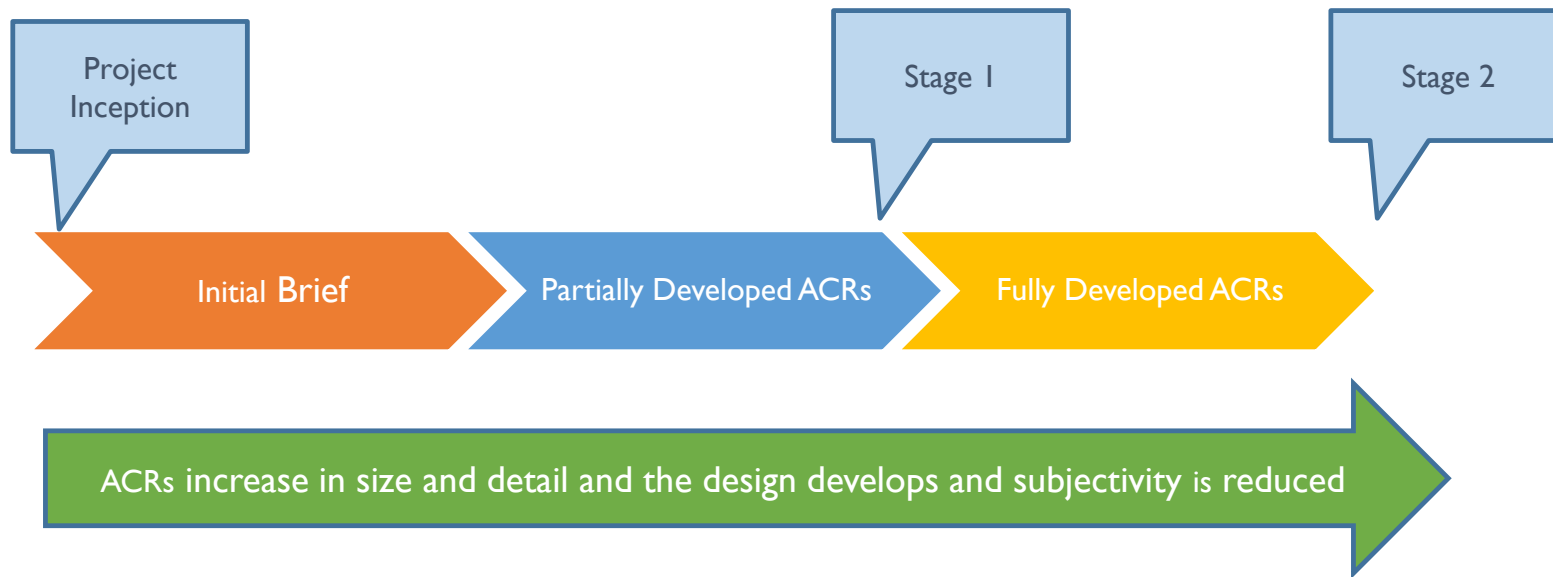
CHANGE CONTROL PROCESS



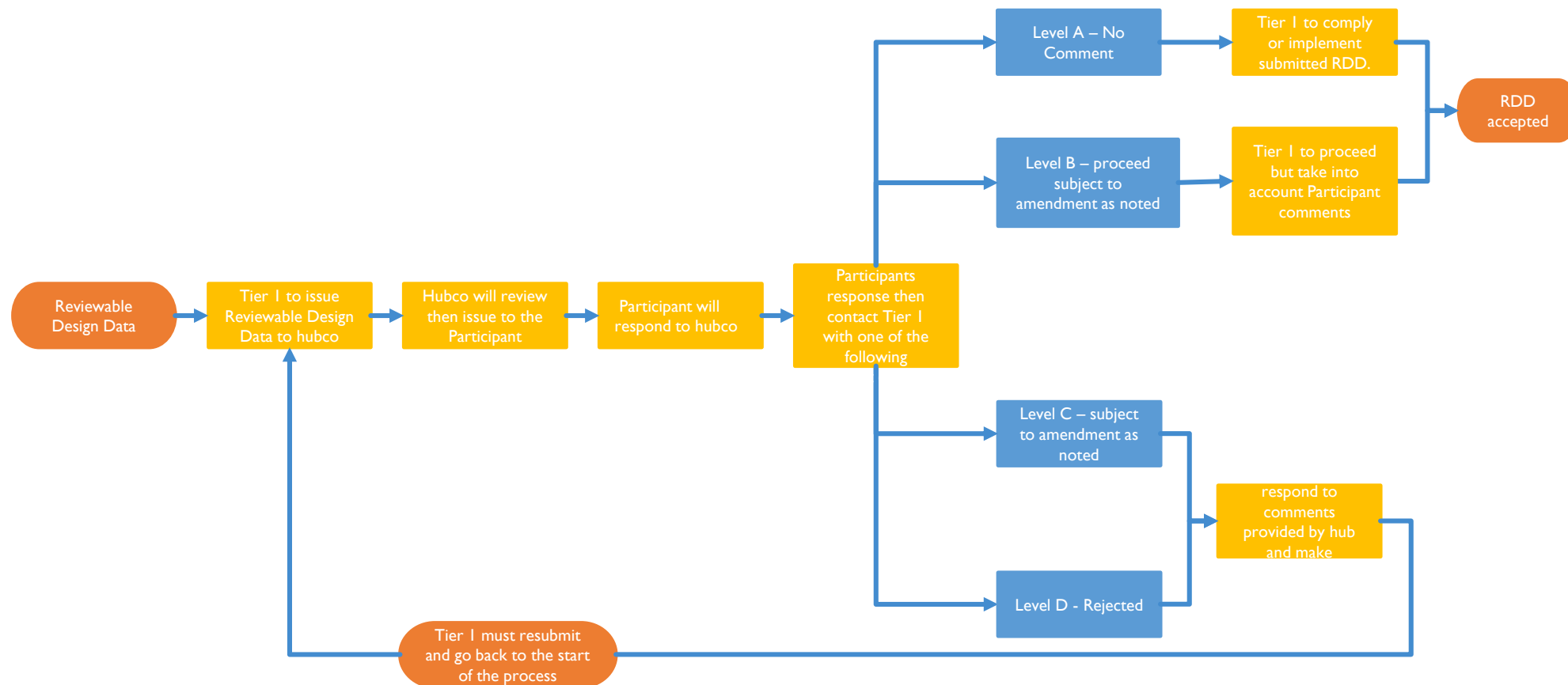
HOW ARE ACR'S DEVELOPED?

- ❖ The detailed process for developed Project Briefs and [Authority Construction Requirements](#) are available on the SFT hub portal.

A high-level overview of the process is shown below:



REVIEWABLE DESIGN DATA PROCESS



WHAT IS THE RISK MANAGEMENT PROCESS?

- Participant must review and identify project risks at pre NPR stage. This review should inform level of risk allowance within the NPR Affordability Cap cost plan
- Hubco & Tier I Supply Chain Risk assessments start at NPR stage
- Risk register must be costed with allowances for Non Site Specific and Site Specific Construction Risks / Design Risk (design development/contingency) / Planning risks – this can be separately managed by the Participant using appropriate commercial review
- Risk allowance at Stage I is **not capped** but based on a costed risk register.
- Management and transfer of risk allowances from register through to Pricing Report to be transparent

WHAT IS CONJECT AND HOW IS IT USED?

- Conject is a web based project collaboration and document management software that is used to control and manage drawings and documentation on all projects.
- The key project processes will also be managed and controlled using the Conject system include:
 - Supply Chain Selection
 - Request For Information
 - Change Control
 - Reviewable Design Data
 - Finishes & Review Items
- Project Teams must agree protocols for the distribution, review and management of documentation:
 - Issued by
 - Issued to
 - Purpose of Issue
 - Document Status
- Key user training can be made available through hubco.
- The East Central Scotland Hub Conject web address is <https://ecthub.mybiw.com>

HELP AND SUPPORT

- [Construction Procurement Review toolkit](#)
- [Guidance on developing Project Brief and Authority Construction Requirements](#)
- [Guidance on preparation of Authority Construction Requirements](#)
- [Setting Affordability Caps](#)
- [Demonstrating VFM at Stage 2](#)
- hub East Central Territory Partnering Agreement – available on request
- [hub East Central Project Manger Handbook](#)
- [PRINCE2 methodology](#)
- [APMP podcasts](#)

For further information or feedback, please contact:

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