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| --- |
| Estate Services |

**PROJECT EXECUTION PLAN (PEP)**

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		2. Project Progress Reporting

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1. **Introduction**

The purpose of this document is to define all procedural matters relating to the design, procurement and construction of the project. This document should be read in conjunction with the University of Leeds Project Manager Handbook.

The Project Execution Plan (PEP) is prepared by the Project Manager in consultation with the client and the Project team. It describes the general procedures to be adopted by the client and the team for the project.

The PEP is not a static document. It should be regularly updated by each team member, although all revisions will be issued through the Project Manager to retain an element of control.

The objectives of the PEP are to achieve the client’s requirements in terms of time, cost and quality via:

* Guiding the Project team members in the performance of their duties
* Monitoring and controlling project programme and delivery
* Maintaining an adequate and timely flow of critical information

The document is split into the following sections;

1. The University of Leeds Project Manager Handbook
2. Project objectives and priorities
3. Organisation, roles and responsibilities
4. Project strategy
5. Project controls
6. **University of Leeds Project Manager Handbook**

The University undertakes a wide range of maintenance and new build projects and has developed a University of Leeds Project Manager Handbook for use on University construction projects. At each stage of the project the handbook should be referred to for guidance and support. Within the handbook is a series of processes which are supported by a range of procedures and templates. Each project also has a set of eight gateway reviews that must be signed off by the relevant parties before a project can proceed to the next stage.



**Project Processes**

The processes have been developed to cover the tasks that are undertaken during each of the six project lifecycle stages:

 Feasibility Option Appraisal (RIBA Stage A/B)

Outline Proposals (RIBA Stages C)

Detail Proposals (RIBA Stages D,E)

Tender (RIBA Stages F,H)

Construction (RIBA Stages J,K)

Post Project (RIBA Stage L)

**3. Project Objectives and Priorities**

Client’s brief and design criteria

Summary of project aims

Summary of location, general arrangements and any site constraints

|  |  |
| --- | --- |
| Approval Stage | Approval Sign off Date |
| Gateway 1 Approval – Prima Facie Business case Sign off |  |
| Gateway 2 Approval – Full Business Case Sign off |  |
| Gateway 3 Approval – Funding Granted |  |
| Gateway 4 Approval – Stage A/B Sign Off |  |
| Gateway 5 Approval – Stage C Sign Off |  |
| Gateway 6 Approval – Stage D/E sign Off |  |
| Gateway 7 Approval – Tender Report Approval |  |
| Gateway 8 Approval - Completion |  |

|  |  |  |
| --- | --- | --- |
| Current Approved Programme |  | Location: |
| Current Approved Budget |  |  |

**4 Organisation, Roles and Responsibilities**

**4.1 Project Reporting Structure (General Example)**



The names, address, telephone details of all the organisations involved in the project are included within the project directory. (Reference [Template – Project Directory](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CTemplate%20Documents%5CFES06%20-%20Project%20Directory%20%28v1%29.docx))

* 1. **Key Contacts**

The Project Team

The principle parties involved with the project are:

Client Liaison Officer:

Mobile

 Email

Estates Project Manager:

 Mobile

 Email

External Project Manager:

Mobile

 Email

Quantity Surveyor:

 Mobile

 Tel

Architect:

 Mobile

 Tel

M&E Services Engineer:

 Mobile

 Tel

Structural Engineer:

Mobile

 Tel

CDM Consultant:

 Mobile

 Tel

Main Contractor:

Mobile

 Tel

**4.3 Design Team Tenders Received and Accepted:**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Required | Received | Action |
| Project Manager |  |  |  |
| Architect |  |  |  |
| M&E Engineer |  |  |  |
| S&C Engineer |  |  |  |
| Quantity Surveyor |  |  |  |
| CDM Co-ordinator |  |  |  |

**4.4 Agree Design Team Fee Schedule and Drawdown:**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Required | Received | Action |
| Project Manager |  |  |  |
| Architect |  |  |  |
| M&E Engineer |  |  |  |
| S&C Engineer |  |  |  |
| Quantity Surveyor |  |  |  |
| CDM Co-ordinator |  |  |  |

**4.5 Execute Design Team Appointment Documentation:**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Required | Received | Action |
| Project Manager |  |  |  |
| Architect |  |  |  |
| M&E Engineer |  |  |  |
| S&C Engineer |  |  |  |
| Quantity Surveyor |  |  |  |
| CDM Co-ordinator |  |  |  |

**4.6 Execute and Issue Design Team Professional Warranties:**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Required | Received | Action |
| Architect |  |  |  |
| M&E Engineer |  |  |  |
| S&C Engineer |  |  |  |

**4.7 Execute and Issue Design Team Novation Agreement:**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Required | Received | Action |
| Architect |  |  |  |
| M&E Engineer |  |  |  |
| S&C Engineer |  |  |  |

* 1. **Construction Contract Particulars**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Required | Received | Action |
| Contract Notice Issue |  |  |  |
| PQQ  |  |  |  |
| PQQ Evaluation |  |  |  |
| ITT |  |  |  |
| ITT Evaluation |  |  |  |
| Tender Report |  |  |  |
| Execute and issue main contract |  |  |  |

**5.0 Project Strategy**

The University has determined a strategy that will be adopted on each project for the management of design, procurement, construction and commissioning, Operation and Maintenance.

**5.1 Design**

The design team will be managed by the Architect as lead consultant. Roles and Responsibilities are detailed within the following templates;

* Scope of Service – External Project Manager
* Scope of Service – Architect
* Scope of Service – Mechanical and Electrical
* Scope of Service – Structural and Civil
* Scope of Service – Quantity Surveyor
* Scope of Service – CDMC & SWMP
* Scope of Service – BREEAM Assessor
* Scope of Service – Acoustics
* Scope of Service – Fire Engineer
* Scope of Service – Monitoring Architect

| **Consultant Design Responsibility Matrix****Reference:****Date:**1 = PRIMARY RESPONSIBILITY2 = SUPPORTING ROLEIf there is no External Project Manager, the Estates Project Manager will undertake all the detailed responsibilities. | **Project Manager** | **External Project Manager** | **Quantity Surveyor** | **Architect** | **Civil/Structural Eng** | **Mechanical & Electrical Eng** | **CDM Coordinator** | **Main Contractor** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Appointment of Consultants | 1 | 2 |  |  |  |  |  |  |
| Brief Information | 1 | 2 | 2 | 2 | 2 | 2 |  |  |
| Instruct changes to brief | 1 | 2 | 2 | 2 | 2 | 2 |  |  |
| Design team co-ordination |  |  | 2 | 1 | 2 | 2 | 2 |  |
| Co-ordination of services  |  |  | 2 | 2 | 2 | 1 |  |  |
| Site ownership and boundaries | 1 | 2 | 2 | 2 |  |  |  |  |
| Land and/or building survey | 2 | 1 | 2 | 2 |  |  |  |  |
| Services survey | 2 | 1 | 2 | 2 | 2 | 2 |  |  |
| Adjoining premises/department | 1 | 2 | 2 | 2 | 2 | 2 |  | 2 |
| Air and/or water condition |  |  |  |  |  | 1 |  |  |
| Planning Application | 2 | 2 | 2 | 1 | 2 | 2 |  |  |
| Building Regs Compliance Certificate |  |  | 2 | 1 | 2 | 2 |  |  |
| Fire Certificate Application |  |  | 2 | 1 | 2 | 2 |  |  |
| Water retaining tanking DPC’s and DPM’s (roof) |  |  | 2 | 1 | 2 | 2 |  | 2 |
| Building envelope design |  |  | 2 | 1 | 2 | 2 |  | 2 |
| Internal walls, partitions, ceilings |  |  | 2 | 1 | 2 | 2 |  | 2 |
| Internal finishes |  |  | 2 | 1 | 2 |  |  | 2 |
| Building structure elements |  |  | 2 | 2 | 1 | 2 |  | 2 |
| Paint performance spec to primary steel |  |  |  | 2 | 1 |  |  | 2 |
| Galv perf spec to external steel |  |  |  | 2 | 1 |  |  | 2 |
| Subcontractor design criteria for concealed steelwork connections |  |  |  |  | 1 |  |  | 2 |
| Architectural metalwork |  |  | 2 | 1 | 2 | 2 |  | 2 |
| Underground drainage |  |  |  | 2 | 1 | 2 |  | 2 |
| Roof drainage |  |  | 2 | 1 | 2 | 2 |  | 2 |
| Int drainage |  |  | 2 | 2 | 2 | 1 |  | 2 |
| Int sanitary installation |  |  | 2 | 2 |  | 1 |  | 2 |
| Sanitary fittings |  |  | 2 | 1 |  |  |  | 2 |
| Rainwater system |  |  | 2 | 2 | 1 |  |  | 2 |
| Main water supply |  |  | 2 | 2 |  | 1 |  | 2 |
| Cold water distribution |  |  | 2 | 2 |  | 1 |  | 2 |
| Hot water supply/distribution |  |  | 2 | 2 |  | 1 |  | 2 |
| Structure fire protection performance spec for intumescent paint |  |  | 2 | 2 | 1 |  |  | 2 |
| Fire stopping |  |  | 2 | 1 | 2 | 2 |  | 2 |
| Fire fighting installations and strategy |  |  | 2 | 1 | 2 | 2 |  | 2 |
| Fire alarm/detection |  |  | 2 | 2 |  | 1 |  | 2 |
| Electrical power and lighting (Internal and External) |  |  | 2 | 2 |  | 1 |  | 2 |
| Communications systems |  |  | 2 | 2 |  | 1 |  | 2 |
| Security services | 2 | 1 | 2 | 2 |  | 2 |  | 2 |
| BMS Systems |  |  | 2 | 2 | 2 | 1 |  | 2 |
| Lightning protection (earthing and bonding) |  |  | 2 | 2 | 2 | 1 |  | 2 |
| Heating installation/fuel supply |  |  | 2 | 2 | 2 | 1 |  | 2 |
| Builders work holes >150 mm x 150 sq |  |  | 2 | 2 | 1 | 2 |  | 2 |
| Builders work holes <150 x 150 |  |  | 2 | 2 | 1 | 2 |  | 2 |
| Mechanical engineering |  |  | 2 | 2 | 2 | 1 |  | 2 |
| Plant room layouts |  |  |  | 2 | 2 | 1 |  | 2 |
| Air conditioning systems |  |  | 2 | 2 | 2 | 1 |  | 2 |
| Main gas supply/distribution |  |  | 2 | 2 | 2 | 1 |  | 2 |
| Lifts, conveyors and hoists |  |  | 2 | 2 | 2 | 1 |  | 2 |
| Refrigeration plant/installations |  |  | 2 | 2 | 2 | 1 |  | 2 |
| External Envelope Cleaning and Maintenance | 2 | 2 | 2 | 1 | 2 | 2 |  | 2 |
| Laboratory Equipment | 2 | 1 | 2 | 2 | 2 | 2 |  | 2 |
| Specialist Equipment schedule | 2 | 1 | 2 | 2 | 2 | 2 |  | 2 |
| Lab furniture | 2 |  | 2 | 1 | 2 | 2 |  | 2 |
| Services sound control and acoustics |  |  | 2 | 2 | 2 | 1 |  | 2 |
| AV Systems |  |  | 2 | 2 |  | 1 |  | 2 |
| Video conferencing services |  |  | 2 | 2 |  | 1 |  | 2 |
| Fixed furniture and fittings (not loose) |  |  | 2 | 1 |  |  |  | 2 |
| Signage |  |  | 2 | 1 |  | 2 |  | 2 |
| Hard and soft landscaping | 2 | 2 | 2 | 1 | 2 | 2 |  | 2 |
| Cost planning and control |  |  | 1 | 2 | 2 | 2 |  |  |
| Building contract preliminaries | 2 | 2 | 1 | 2 | 2 | 2 |  |  |
| Maintenance manuals |  |  |  |  |  |  | 2 | 1 |
| On site quality inspection | 2 | 2 |  | 2 | 2 | 2 |  | 1 |
| Pre Tender Health and Safety plan | 2 | 2 |  | 2 | 2 | 2 | 1 |  |
| Construction Health and Safety Plan |  |  |  |  |  |  |  | 1 |
| Health and Safety file (inc O&M Manuals) |  |  |  | 2 | 2 | 2 | 2 | 1 |

**5.1.1 Specialists Surveys, Reports and Consultant Appointments**

|  |  |  |  |
| --- | --- | --- | --- |
| Survey | Required | Received | Action |
| Condition Survey of Services |  |  |  |
| Asbestos Type 3 |  |  |  |
| Topographical |  |  |  |
| Site Investigation |  |  |  |
| CCTV / Drainage Survey |  |  |  |
| Ecological Survey |  |  |  |
| DDA Report |  |  |  |
| Acoustic Report |  |  |  |
| Fire Engineering Report |  |  |  |
| BREEAM  |  |  |  |
| Transport Survey |  |  |  |
| Monitoring Architect |  |  |  |
| Landscaping Architect |  |  |  |
| Interior Designer |  |  |  |

**Information to be provided / obtained during the project:**

* + 1. **FES3 – Prepare Design Brief**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Required | Received | Action |
| Concept sketches |  |  |  |
| Concept floor lay outs |  |  |  |
| Proposed schematics |  |  |  |
| Initial Cost Plan |  |  |  |
| Gateway Approval |  |  |  |

* + 1. **OP2 – Develop Concept**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Required | Received | Action |
| Block Plan |  |  |  |
| Elevations |  |  |  |
| Area Schedules |  |  |  |
| Indicative Details of Structure |  |  |  |
| Services Schematics and typical details |  |  |  |
| Specifications |  |  |  |
| Technical Instructions |  |  |  |
| Cost Plan |  |  |  |
| Gateway Approval |  |  |  |

* + 1. **DP2 - Detailed Proposals**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Required | Received | Action |
| Room Data Sheets |  |  |  |
| Elevations |  |  |  |
| Detailed Building Services Specification |  |  |  |
| Detailed Architectural Specification |  |  |  |
| Schematics and typical details |  |  |  |
| Cost Plan |  |  |  |
| Gateway Approval |  |  |  |

* + 1. **TP1 – Produce Tender Documentation**

|  |  |  |  |
| --- | --- | --- | --- |
|  | Required | Received | Action |
| Standard University Invitation to Tender Documentation |  |  |  |
| Specifications’ for development |  |  |  |
| Site plan, General Arrangements, Elevations and Typical Details Issued |  |  |  |
| Architect Contract (if to be novated) |  |  |  |
| Engineer Contract (if to be novated) |  |  |  |
| Planning Permission and Conditions |  |  |  |
| Detailed Building Services Specifications’ |  |  |  |
| Detailed Architectural Specifications’ |  |  |  |
| Construction Method Statement |  |  |  |
| University Standard Documentation |  |  |  |
| NEC Contract Documentation |  |  |  |
| Employers Requirement Documentation |  |  |  |
| Site Accommodation Layout |  |  |  |
| Pre Tender Health and Safety Plan |  |  |  |
| Site Waste Management Plan |  |  |  |

**5.2 Consultation**

Consultation will be undertaken throughout the project at the following intervals:

FES2 – Prepare Full Business Case

|  |  |  |  |
| --- | --- | --- | --- |
|  | Required | Received | Action |
| End User |  |  |  |
| Maintenance and Operations |  |  |  |

FES3 – Prepare Design Brief

|  |  |  |  |
| --- | --- | --- | --- |
|  | Required | Received | Action |
| End User |  |  |  |
| ISS |  |  |  |
| Catering |  |  |  |
| Engineering Services |  |  |  |
| Cleaning |  |  |  |
| Security |  |  |  |
| Maintenance & Operations – Area Maintenance Team |  |  |  |
| Maintenance & Operations – Fire & Emergency Lighting |  |  |  |
| Maintenance & Operations – Grounds Maintenance |  |  |  |
| Central H&S (Fire) |  |  |  |
| Central Teaching / AV |  |  |  |
| Equality and Diversity |  |  |  |

OP2 – Develop Concept

|  |  |  |  |
| --- | --- | --- | --- |
|  | Required | Received | Action |
| End User |  |  |  |
| ISS |  |  |  |
| Catering |  |  |  |
| Engineering Services |  |  |  |
| Cleaning |  |  |  |
| Security |  |  |  |
| Maintenance & Operations – Area Maintenance Team |  |  |  |
| Maintenance & Operations – Fire & Emergency Lighting |  |  |  |
| Maintenance & Operations – Grounds Maintenance |  |  |  |
| Estates Sustainability |  |  |  |
| Estates H&S (Asbestos) |  |  |  |
| Faculty H&S |  |  |  |
| Central H&S (Fire) |  |  |  |
| Central Teaching / AV |  |  |  |
| Equality and Diversity |  |  |  |

DP2 – Detailed Proposals

|  |  |  |  |
| --- | --- | --- | --- |
|  | Required | Received | Action |
| End User |  |  |  |
| ISS |  |  |  |
| Catering |  |  |  |
| Engineering Services |  |  |  |
| Cleaning |  |  |  |
| Security |  |  |  |
| Maintenance & Operations – Area Maintenance Team |  |  |  |
| Maintenance & Operations – Fire & Emergency Lighting |  |  |  |
| Maintenance & Operations – Grounds Maintenance |  |  |  |
| Estates Sustainability |  |  |  |
| Estates H&S (Asbestos) |  |  |  |
| Estates Interior Designer |  |  |  |
| Faculty H&S |  |  |  |
| Central H&S (Fire) |  |  |  |
| Central Teaching / AV |  |  |  |
| Equality and Diversity |  |  |  |

C2 – Site Stakeholder Involvement

|  |  |  |  |
| --- | --- | --- | --- |
|  | Required | Received | Action |
| End User |  |  |  |
| ISS |  |  |  |
| Catering |  |  |  |
| Engineering Services |  |  |  |
| Cleaning |  |  |  |
| Security |  |  |  |
| Maintenance & Operations – Area Maintenance Team |  |  |  |
| Maintenance & Operations – Fire & Emergency Lighting |  |  |  |
| Maintenance & Operations – Grounds Maintenance |  |  |  |
| Estates H&S (Asbestos) |  |  |  |
| Estates Interior Designer |  |  |  |
| Central H&S (Fire) |  |  |  |
| Central Teaching / AV |  |  |  |

**5.3 Procurement**

Appointment of the design team refer to the following process:

 [P1 – Procurement Process 1 – Appoint Design Team](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CP1%20-%20Appoint%20Design%20Team.xlsx)

Appointment of specialist consultants / surveys refer to the following process:

[P2 – Procurement Process 2 – Specialist Consultants / Surveys](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CP2%20-%20Specialist%20Consultants%20-%20Surveys.xlsx)

Appointment of the main contractor refer to the following processes:

[DP1 – Expressions of Interest](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CDP1%20-%20Expressions%20of%20Interest.xlsx)

[T1 – Produce Tender Documents](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CT1%20-%20Produce%20Tender%20Documentation.xlsx)

[T2 – Evaluate Tender Returns](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CT2%20-%20Evaluate%20Tender%20Returns.xlsx)

[T3 – Appoint Contractor](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CT3%20-%20Appoint%20Contractor%20-%20%20Mobilisation.xlsx)

**5.4 Construction**

Onsite management refer to the following process

[C1 Site Progress Monitoring](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CC1%20-%20Site%20Progress%20Monitoring.xlsx)

[C2 – Site Stakeholder Involvement](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CC2%20-%20Site%20Stakeholder%20Involvement.xlsx)

The contract is to be administered by the NEC Project Manager using the following templates;

[Early Warning Notification](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CTemplate%20Documents%5CC105%20-%20Early%20Warning%20Notification%20%28v1%29.docx)

[Record of Risk Reduction Meeting](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CTemplate%20Documents%5CC106%20-%20Record%20of%20Risk%20Reduction%20Meeting%20%28v1%29.docx)

[Notification of a Compensation Event from the Project Manager](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CTemplate%20Documents%5CC107%20-%20Compensation%20Event%20Notification%20from%20the%20Project%20Manager%20%28v1%29.docx)

[Notification of a Compensation Event from the Contractor](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CTemplate%20Documents%5CC108%20-%20Compensation%20Event%20Notification%20from%20the%20Contractor%20%28v1%29.docx)

[Quotation for a Compensation Event](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CTemplate%20Documents%5CC109%20-%20Quotation%20for%20a%20Compensation%20Event%20%28v1%29.docx)

[Project Manager Instruction / Notification](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CTemplate%20Documents%5CC110%20-%20Project%20Manager%27s%20Instructions%20-%20Notification%20%28v1%29.docx)

[Supervisor Instruction / Notification](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CTemplate%20Documents%5CC111%20-%20Supervisor%27s%20Instruction%20-%20Notification%20%28v1%29.docx)

[Technical Enquiry](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CTemplate%20Documents%5CC112%20-%20Technical%20Enquiry%20%28v1%29.docx)

[Contractors Submission](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CTemplate%20Documents%5CC113%20-%20Contractors%20Submission%20%28v1%29.docx)

The Contractor will be paid in accordance with the following processes;

[C2 – Project Valuation](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CC2%20-%20Project%20Valuations.xlsx)

[PP3 – Project Final Account](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CPP3%20-%20Final%20Account.xlsx)

**5.5 Commissioning, Operation and Maintenance**

For handover meetings / procedures refer to the following process;

[C3 – Testing, Commissioning, Handover](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CC3%20-%20Testing%20Commissioning%20Handover.xlsx)

For User commissioning, training and acceptance refer to the following procedures;

[C3 – Testing, Commissioning, Handover](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CC3%20-%20Testing%20Commissioning%20Handover.xlsx)

For updating the asset register refer to the following process;

[PP2 – Post Completion](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CPP2%20-%20Post%20Completion.xlsx)

For H&S file and as-built drawings refer to the following process;

[PP2 – Post Completion](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CPP2%20-%20Post%20Completion.xlsx)

**6.0 Project Controls**

The University has determined set processes that will allow the Project Manager to exercise control in the following areas;

**6.1 Change Control**

 **- Initiation of change requests**

 **- Preparation of change proposals**

 **- Approval of changes**

 **- Registering of project changes**

[Refer to CC1 – Change Control Process](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CCC1%20-%20Change%20Control%20Process.xlsx)

**6.2 Programme**

Through Stage’s A to J the Project Manager will manage the programme and update on a monthly basis. Once a Contractor is appointed a programme will be provided at four weekly intervals to the NEC Project Manager, this programme will subsequently be incorporated into the monthly report.

The key dates are as follows:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | PlannedProgramme | Duration(weeks) | ActualProgramme | Variation |
| Stage A/B Signoff |  |  |  |  |
| Stage C signoff |  |  |  |  |
| Stage D signoff |  |  |  |  |
| Planning submission |  |  |  |  |
| Planning approval |  |  |  |  |
| Tender |  |  |  |  |
| Contract award |  |  |  |  |
| Construction start |  |  |  |  |
| Construction completion |  |  |  |  |
| Client fitting out |  |  |  |  |
| Occupation |  |  |  |  |

**6.3 Cost**

**6.3.1 Cost Planning**

Refer to the following processes

 [FES3 – Prepare Design Brief](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CFES3%20-%20Prepare%20Design%20Brief.xlsx)

[OP2 – Develop Concept](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5COP2%20-%20Develop%20Concept.xlsx)

[DP2 – Detailed Proposals](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CDP2%20-%20Detailed%20Proposals.xlsx)

and utilise template [Cost Plan - Cashflow](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CTemplate%20Documents%5CFES05%20-%20Cost%20Plan%20-%20Cashflow%20Template%20%28v1%29.xlsx)

**6.3.2 Cost Reporting**

This is to be undertaken monthly when the project is on site by the Quantity Surveyor utilising template [Monthly Project Cost Summary](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CTemplate%20Documents%5CC114%20-%20Monthly%20Cost%20Report%20Template%20%28v1%29.xlsx)

**6.3.3 Invoicing Procedure**

Refer to University Purchase to Pay Procedure <http://www.leeds.ac.uk/purchasing/UoL/guidelines/guidelines.htm>

**Consultant Invoices**

All fee invoices should be in accordance with the agreed fee drawn down schedule and pre agreed with the Project Manager prior to submission.

All fee invoices from consultants are to be addressed to:

University of Leeds,

Accounts Payable,

EC Stoner Building,

Leeds,

LS2 9JT

The Payee is to be marked as ‘University of Leeds’ and all invoices have to clearly identify the purchase order number prescribed for the works.

**Contractor Invoices**

At commencement a schedule of application dates should be agreed and provided to Estates Finance.

On a monthly basis the Contractor’s work is valued and the Project Manager will issue a payment certificate. The Contractor will then raise an invoice for this amount.

**6.4 Risk**

The risk management process can be separated into three distinct phases:-

**Risk Identification**

Risks are either identified at a specific risk workshop, or on an ad hoc basis as the project progresses. The entire project team are responsible for identifying risks, and reporting new risks to the Project Manager.

The Project Manager has overall responsibility for the creation and management of the Risk Register, and all risks will be added to the risk register for the assessment stage.

**Risk Assessment**

Once a risk has been identified and added to the risk register it should be assessed. The risk will be assigned an owner, who will assist the Project Manager in assigning a risk score, and agreeing any actions require to mitigate or remove the risk.

The Project Manager will add these details to the risk register.

**Risk Monitoring**

The ultimate responsibility for monitoring and updating the risk register lies with the Project Manager, however regular input is required from the risk owners. Risks will be updated by the risk owner in the following instances:-

* Within each monthly report
* When the risk has a significant change in status

Updates on risks should be provided to the Project Manager.

Refer to [R1 – Risk Management](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CR1%20-%20Risk%20Management.xlsx)

* 1. **Quality**

**6.5.1 Definition of standards**

The University standards are contained within standard policies and procedures, this information will be passed to the Design Team at appointment and the Contractor at tender.

Refer to the following processes:

[FES3 – Prepare Design Brief](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CFES3%20-%20Prepare%20Design%20Brief.xlsx)

[T1 – Produce Tender Documentation](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CT1%20-%20Produce%20Tender%20Documentation.xlsx)

* + 1. **Site Controls and Inspection**

Refer to the following process:

[C1 – Site Progress Monitoring](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CC1%20-%20Site%20Progress%20Monitoring.xlsx)

* + 1. **Defects Rectification**

Refer to the following process:

[PP1 – Defects Resolution Post Handover](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CPP1%20-%20Defects%20Resolution%20Post%20Handover.xlsx)

**6.5 Organisation and Administration**

**6.5.1 Project Filing System**

Refer to the following process:

[FES3 – Prepare design Brief](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CFES3%20-%20Prepare%20Design%20Brief.xlsx)

* + 1. **Meetings**

Refer to the following process:

[C1 – Site Progress Monitoring](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CC1%20-%20Site%20Progress%20Monitoring.xlsx)

Meeting Strategy

The following meetings are proposed as being necessary to run at the intervals stated and where necessary by exception.

|  |  |  |
| --- | --- | --- |
| Meeting | Chaired by | Frequency |
| Project Team Meetings | Project Manager |  |
| Design Team Meetings | Architect |  |
| Stakeholder Meetings | Project Manager |  |
| Contract Liaison Meetings | Project Manager |  |
| Commissioning Meetings | Project Manager | At identified stages during the project. |

* + 1. **Project Progress Reporting**

Project Reports will be issued by the Project Manager on a monthly basis throughout the project in accordance with the client’s standards.

Generally this report will include:

* Executive Summary
* Health & Safety
* Programme
* Financial
* Statutory/Client approvals
* Procurement
* Risks/Opportunities
* Construction activity
* Quality
* Change Control
* Key issues/causes for concern
* Actions to be progressed next month
* Progress photographs
* Appendices

Consultant Reports

Issued monthly and containing input from consultants comprising:

* Design Development Status
* Information Requirements/Request Status
* Proposed Actions
* Update on Owned Risks
* Summary

These will be issued to coincide with the planned Project Team meetings.

Refer to the following templates:

[Monthly Project Cost Summary](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CTemplate%20Documents%5CMonthly%20Cost%20Report%20Template%20%28v1%29.xlsx)

[Monthly PM Report](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProject%20Reporting%5CProject%20Report%20Template.docx)

**6.6 Health and Safety**

Refer to the following processes;

[HS1 – Site Survey / Visits](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CHS1%20-%20Site%20Surveys%20Visits.xlsx)

[HS2 – Pre Start](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CHS2%20-%20Pre%20Start.xlsx)

[HS3 – Onsite Working](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CHS3%20-%20Onsite%20Working.xlsx)

[C1 – Site Progress Monitoring](file:///%5C%5Cds.leeds.ac.uk%5Cshared%5CEstates%5CEstates-2%5CEstates_Shared%5CLIB3%5CPOLICIES%20%26%20PROCEDURES%5CCAPITAL%20DEVELOPMENT%5CProcesses%5CC1%20-%20Site%20Progress%20Monitoring.xlsx)