



Defence
Infrastructure
Organisation

RIBA

ECAM Schedule of Services

ECAM Ref: CEN/009

DIO REF: DIOCB3/335

PROVISION OF ASSESSMENT STUDY: RAF SCAMPTON

CCS Framework RM3741

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Changes

Version Control

Version	Date Approved	Detail	Purpose
0.3	17 Dec 2018	ECAM Tmplt	Released for use – G. Channing
0.4	23 Jan 2019	ECAM Tmplt	Includes RIBA Standards for professional services and IPG tasks
0.5	25 Jan 2019	ECAM Tmplt	Includes reference to P3O standards and templates
0.6	13 Feb 2019	ECAM Tmplt	ECAM review comments
0.7	23 Feb 2019	ECAM Tmplt	ITT release
0.8	05 Mar 2019	ECAM Tmplt	Dep Hd review comments

Check, Endorsement and Approval

1	Drafted by Project Manager		2	Checked by DIO	
	Signed	REDACTED		Signed	REDACTED
	Date	REDACTED		Date	REDACTED
	Name	REDACTED		Name	REDACTED
	Post	REDACTED		Post	REDACTED
	E-Mail	REDACTED		E-Mail	REDACTED

3	Endorsed by TLB		4	Approved by SRO	
	Signed			Signed	
	Date			Date	
	Name			Name	
	Post			Post	
	E-Mail			E-Mail	


- Checked** The check should pay attention to the ECAM Schedule of Services, ensuring that a satisfactory commission is put in place at the appropriate time(s) in the project delivery stage.
- Endorsed** To endorse the ECAM Schedule of Service is to express agreement to its content. Endorsement does not apply to subsequent revisions unless subjected to separate assessment and endorsement.
- Approval** An approval is used to freeze the ECAM Schedule of Services. Once approved, no alteration (or amendment) can be carried out without further approval by the Senior Responsible Office (SRO).

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General Guidance

1. The ECAM Schedule of Service (SoS) is an approach that will be used by DIO MPP for commissions using the Crown Commercial Services (CCS) Framework for Project Management and Full Design Technical Services (PMFTDS); contract identification number RM3741.
2. This document will also baseline the project management and technical services that will be contracted for under the CCS Framework. Supporting the development of this service the Technical Service Provider (TSP), Consultants, sub-Consultants are required to follow the Integrated Project Guide (IPG) and the use of the Portfolio Programme and Project Offices (P3O) standards and templates.
3. Where any services are applicable to the project, APPLY tick ☒ the box to confirm the project appointments, activity or outcome required by the DIO using the services from the CCS Framework. Mandatory tasks are marked with the following symbol  confirming that the task must be completed by the TSP. In all cases the ☐ box verifies that a task is not required.
4. Prior to commencing a Stage all previous stage actions should be considered, reviewed and included in the current delivery stage as different projects will have different objectives and outputs; the level of service being scalable for this need.
5. The structure of the SoS follows the RIBA 2013 Plan of Work, building on the required actions for different project stages that enhances the delivery confidence for project success. The TSP, including Other Client Appointments in support of the relevant project stage shall perform the Roles and Services set out in this SoS and comply with the overarching terms and conditions set out in the CSS NEC Professional Services Contract under which this appointment is made.
6. Throughout, it is an obligation on the TSP to check whether any information that is provided by the DIO is confidential and enquire whether the DIO wishes to ensure confidentiality for the project. Where identified, the information stored must comply with the DIO's security policy ensuring all documentation is managed, controlled and secured – Annex A provides further information.
7. For the Government Construction Strategy (GCS) the TSP shall adopt the use of Building Information Modelling (BIM) Level 2 process and appropriate technologies, in accordance with the British Standard 1192 suite of documents, including BS1192-4:2014 (COBie – Code of practice); in line with UK Government's Construction Strategy (GCS) 2011–15 and the GCS 2016-20 – Annex B provides further information.
8. 'Sign Off' and 'Change Control' procedures must be established by the TSP for the deliverables such as the Strategic Brief, Project Brief, Project Execution Plan, Design reports and drawings and the Invitation to Tender (ITT) for the Contractor that will include all relevant project information in a Production Information Pack.
9. DIO will use Quality Design Indicators (DQIs) and design plain language questions for assuring compliance with the project objectives and TLB's expectations. Throughout the RIBA Stages 2, 3 and 4, practical steps will be taken to design-out risk independently assessed for affordability against the baseline construction costs.
10. Throughout commissions there will be a requirement for the TSP to capture regularly data reporting on performance using the performance indicators that will determine the viability to continue with the commission for the next project stage.

Chapter 1 – Schedule of Service Checklist

1. Once the schedule of service details has been completed, and before the ITT and contract is awarded, check this list to ensure that all of the key tasks have been considered.

	YES
Has the Top-Level Budget holder (TLB) Statement of Requirement, Strategic Brief, Project Brief, SoN, URD and Project Execution Plan been agreed?	<input checked="" type="checkbox"/>
Has the target Pre-construction or Construction Cost been agreed and advised?	<input checked="" type="checkbox"/>
Has the ISD, Project Schedule including start and finish dates been agreed?	<input checked="" type="checkbox"/>
Have all Client Project Appointments and Other Appointments including points of contact been agreed?	<input checked="" type="checkbox"/>
Have the Contract Price, ECAM fees, expenses and payment dates been agreed within an approved Business Case?	<input checked="" type="checkbox"/>
Has the Schedule of Services and scope of works - in particular, if Contracted Design and/or Required Specialist options have been selected - been completed and agreed?	<input checked="" type="checkbox"/>
Has either of the TLB or DIO including the roles of Client, Principle Contractor and Principle Designer been properly considered, made aware and clearly allocated to the relevant parties under the CDM Regulations 2015?	<input checked="" type="checkbox"/>
Have all the Production Information Pack, (reports, certificates, approvals, drawings, specifications, permits to work, schedules etc.) been completed?	<input checked="" type="checkbox"/>
Has the Schedule of Services and scope of works - in particular, if Contracted Design and/or Required Specialist options have been selected - been completed and agreed?	<input checked="" type="checkbox"/>
Has the Authority all the Contract Administration tools, (reports, certificates, approvals, drawings, specifications, permits to work, schedules etc.) been drafted?	<input checked="" type="checkbox"/>
Have the arrangements for security, access, working hours and the use of facilities been agreed?	<input checked="" type="checkbox"/>
Has the amount of professional indemnity assurance and relevant insurance policies that is to be allowed for the Project been agreed and has this been arranged?	<input checked="" type="checkbox"/>
Where applicable, have the terms of any Collateral Warrantees or Guarantees or Third-Party Rights or Intellectual Property Rights been determined, and the intended beneficiaries agreed and, if so, who is to provide them?	<input checked="" type="checkbox"/>
Has a dispute resolution process been agreed in case something goes wrong?	<input checked="" type="checkbox"/>
Where applicable, has the principle and process of Novation' been decided?	<input checked="" type="checkbox"/>
For the relevant work stages, have the Parties agreed who is responsible for the payment of any fees and charges, e.g. public utility fees?	<input checked="" type="checkbox"/>
Have all the Contract details been completed?	<input checked="" type="checkbox"/>

Chapter 2 – RIBA Stage Overview and Objectives

1. Before the schedule of services is approved, check and ensure that the key RIBA Stage(s) have been considered and that project objectives are clear, agreed and understood.

RIBA Stage	Overview	Objective
0	<p>This project stage is about the Strategic Definition, which is always the first stage in a potential project, and is when:</p> <p>An idea or problem is formed and begins to take shape as a vision. Strategic options for addressing the identified idea or problem are considered.</p> <p>The Business Case is developed and tested.</p> <p>If appropriate, various possible sites or locations are identified.</p> <p>The key purpose of this stage is to develop a Strategic Brief, which considers how the desired outcomes would be best met within a project. Work at this stage considers what needs to happen to turn the idea into a reality, or how to solve a problem through a definable building project with clear Project Outcomes moving forward to Stage 1.</p>	<p>Throughout the RIBA stages 0 to 2:</p> <ul style="list-style-type: none"> • Define the business need and its objectives (end benefit) and put in place project delivery agreement. • Explore the full range of options to meet the business need and identify objectives – investment decision • Determine a preferred solution and prepare feasibility estimates for discussion / funding • Develop a strategic brief confirming key requirements and constraints • Develop the design brief subject to change control • Determine cost of concept refine feasibility estimate to cost plan • Engage planners in pre-consultation discussions • Carry out site surveys
1	<p>This project stage looks at Preparation and Brief, a pre-design stage that follows on from the customer-fed activities of Stage 0, which focus on deciding what a project is and whether it is a serious proposition. During this stage, clear Project Objects need to be developed to shape and steer the project through subsequent work stages. This stage is about defining and developing both a robust and appropriate approach to the 'processes' needed to deliver a project and the Project Outcomes that will determine its success.</p> <p>Of key importance at this stage is ensuring that appropriate briefing is a defined and specific task, and that it has a distinct start point and a distinct end, or sign-off. Preparing an effective Initial Project Brief and appointing the team that needs to do both this working future work stages, is not something that can be accommodated into other work stages. The 'preparation' in this stage is about preparing to undertake the design stages of the commence at Stage 2.</p>	

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2	This project stage looks at what Concept Design is, and how the design team makes progress towards it during Stage 2. It exams how the design process, using the Plan of Work, shapes the quality of a project and the information that supports it at the completion of the stage. It explores how project strategies can be used to build up an exemplary customer service, and explains what outputs are expected from Stage 2.	
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Chapter 3 – Project Requirements

Defence Line of Development (DLOD)

1. Enter the relevant and pertinent lines of development for a programme, set of programmes or strategy that support the Military Capability for this project.

Line of Development		Line of Development	
<input checked="" type="checkbox"/>	Concepts and Doctrine	<input checked="" type="checkbox"/>	Logistics
<input checked="" type="checkbox"/>	Equipment	<input checked="" type="checkbox"/>	Organisation
<input checked="" type="checkbox"/>	Information	<input checked="" type="checkbox"/>	Personnel
<input checked="" type="checkbox"/>	Infrastructure	<input checked="" type="checkbox"/>	Training
<input checked="" type="checkbox"/>	Interoperability	<input checked="" type="checkbox"/>	Other key stakeholders

Portfolio Programme and Project Offices (P3O)

2. The TSP is to provide additional resource to the Client to enhance the delivery confidence of portfolios, programmes, sub-programmes or projects. These resources may be required to be called on to support DIO and Client PMO functions and would be subject to additional tasking more than the requirement for the TSP to provide these services as part of their ECAM level of project leadership/delivery resource.

P3M3 Support	
<input checked="" type="checkbox"/>	Organisational control
<input checked="" type="checkbox"/>	Management control
<input checked="" type="checkbox"/>	Benefits management
<input checked="" type="checkbox"/>	Risk management
<input checked="" type="checkbox"/>	Stakeholder Engagement
<input checked="" type="checkbox"/>	Finance management
<input checked="" type="checkbox"/>	Resource management

Technical Statement of Requirement (TSOR)

3. Please refer to document: 20200908 – DEO TSOR RAF SCAMPTON

Project Objectives and Project Outcomes

4. Please refer to document: 20200908 – DEO TSOR RAF SCAMPTON

Project Budget

5. The (capital) investment project will be contained within a cost capped provision of £62.534m CDEL inclusive of VAT and risk.

Quality Design Success Objectives

6. TSP to facilitate workshop to assist with the development and understanding of design success for RIBA Stages 0-2

Design Success Factors		Design Quality Indicators	
<input checked="" type="checkbox"/>	Clear brief and sound business case	<input checked="" type="checkbox"/>	Impact – form and materials
<input checked="" type="checkbox"/>	Expert advice where necessary	<input checked="" type="checkbox"/>	Build Quality - performance

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<input checked="" type="checkbox"/>	Appropriate skills and experience	<input checked="" type="checkbox"/>	Build Quality – engineering systems and construction
<input checked="" type="checkbox"/>	Well managed design and procurement process	<input checked="" type="checkbox"/>	Functionality - use
<input checked="" type="checkbox"/>	Adequate budget and timescale	<input checked="" type="checkbox"/>	Functionality – access and space

Team/Process/Information Exchanges

7. As per MPP Capital Projects Process.

Policy Standards and Templates

8. Please refer to document :20201005 – DEO TSOR RAF SCAMPTON

Additional Briefing Documents

9. Please refer to document 20201005 – DEO TSOR RAF SCAMPTON

Project Cost

10. Cost cap that is affordable to the TLB.

Project Stage and Construction Costs	VAT Incl
Riba Stage 0-2	TBC
Construction	£62.180M

Quality Price Ratio and Incentivisation

11. Not applicable for this project.

Project Schedule

12. Please refer to document : DIOCB3-335-TSoR-OS-SCAMPTON

Other Project Appointments

13 Enter the additional resources that will be required to perform expert tasks on the project.

Crown Appointments		TSP Appointments	
DIO MPP PM	<input type="checkbox"/>	Lead Designer	<input checked="" type="checkbox"/>
Building Control	<input type="checkbox"/>	Architect	<input checked="" type="checkbox"/>
Crown Fire Officer	<input type="checkbox"/>	Cost Manager	<input checked="" type="checkbox"/>
BIM Manager	<input type="checkbox"/>	Schedule Manager	<input checked="" type="checkbox"/>
Security Advisor	<input type="checkbox"/>	BIM Manager	<input checked="" type="checkbox"/>
Technical Services	<input type="checkbox"/>	H&S Manager	<input checked="" type="checkbox"/>
Aquatrine	<input type="checkbox"/>	Contract Administrator	<input checked="" type="checkbox"/>
SD Accommodation	<input type="checkbox"/>	Project Lead	<input checked="" type="checkbox"/>
Regional Service Delivery	<input type="checkbox"/>	Other (UXO, Archaeology)	<input checked="" type="checkbox"/>
Other (UXO, Archaeology)	<input type="checkbox"/>		

Meetings, Presentations Project Progress and Project Review Board

14 Provide a breakdown of the attendance and importance that will be required by the TSP for reporting of project progress, SME engagement and statutory approvals.

Stage	Purpose	Total number and/or frequency
To be advised.		

Site, Searches and/or Services Infrastructure and/or Building Inspections/Surveys

15 Identify information about an aspect of feature that is required to de-risk the Assessment stage of the project.

	Legal Searches
<input checked="" type="checkbox"/>	Deeds and title information
<input checked="" type="checkbox"/>	Ownership (including boundaries and possible disputes)
<input checked="" type="checkbox"/>	Central and local government planned works within the vicinity of the site
<input checked="" type="checkbox"/>	Possible compulsory orders
<input checked="" type="checkbox"/>	Party wall appraisal and surveys
<input checked="" type="checkbox"/>	Rights of light appraisal
<input checked="" type="checkbox"/>	Way leave agreements (telecommunications, electrical network, etc)
<input checked="" type="checkbox"/>	Existing licences
<input checked="" type="checkbox"/>	Easements (rights of way, right to light, the right for underground services to pass beneath the land of a neighbouring property, right of support, the right to draw water etc.)
<input checked="" type="checkbox"/>	Restricted covenants
<input checked="" type="checkbox"/>	Tree Preservation Orders or other tree rights
<input checked="" type="checkbox"/>	Listed buildings
<input checked="" type="checkbox"/>	Conservation areas, or other designated areas (such as national parks, areas of outstanding natural beauty and the Norfolk and Suffolk Broads)
<input checked="" type="checkbox"/>	Schedule monuments
<input checked="" type="checkbox"/>	Building regulations approvals
<input checked="" type="checkbox"/>	Statutory waterways and any associated restrictions
<input checked="" type="checkbox"/>	Railways and any associated restrictions
<input checked="" type="checkbox"/>	On site adverts
<input checked="" type="checkbox"/>	Civil aviation authority restrictions
<input checked="" type="checkbox"/>	Car parking licences and agreements
<input checked="" type="checkbox"/>	Existing occupants and legal occupation

	Surveys
<input checked="" type="checkbox"/>	Topographical survey
<input checked="" type="checkbox"/>	Existing building survey (including valuation, measured surveys, structural surveys, structural investigations, condition surveys and demolition surveys)
<input checked="" type="checkbox"/>	Historic use report
<input checked="" type="checkbox"/>	Site investigations
<input checked="" type="checkbox"/>	Contamination survey
<input checked="" type="checkbox"/>	Boundary surveys

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<input checked="" type="checkbox"/>	Structural survey (including retained structures, underground structures and obstructions)
<input checked="" type="checkbox"/>	Unexploded bomb survey
<input checked="" type="checkbox"/>	Railway and tunnel search
<input checked="" type="checkbox"/>	Air quality
<input checked="" type="checkbox"/>	Archaeological survey
<input checked="" type="checkbox"/>	Asbestos and other deleterious materials surveys and registers
<input checked="" type="checkbox"/>	Local area transport infrastructure (adequacy and future use)
<input checked="" type="checkbox"/>	Ecology survey
<input checked="" type="checkbox"/>	Local climate
<input checked="" type="checkbox"/>	Photographic survey

	Site Services
<input checked="" type="checkbox"/>	Fire hydrants
<input checked="" type="checkbox"/>	Telecommunications
<input checked="" type="checkbox"/>	Wireless networks and satellite reception
<input checked="" type="checkbox"/>	Electrical infrastructure and capacity
<input checked="" type="checkbox"/>	Gas network infrastructure and capacity
<input checked="" type="checkbox"/>	Foul sewers and drains infrastructure and capacity
<input checked="" type="checkbox"/>	Existing water supply infrastructure and capacity

	Planning
<input checked="" type="checkbox"/>	Planning applications and approvals for the site and within the vicinity of the site, including conditions and obligations (agreed or in draft)
<input checked="" type="checkbox"/>	Social and economic desktop study
<input checked="" type="checkbox"/>	Access statement
<input checked="" type="checkbox"/>	Statement of community involvement
<input checked="" type="checkbox"/>	Cumulative impact report
<input checked="" type="checkbox"/>	Visual impact assessment
<input checked="" type="checkbox"/>	Sustainability statement
<input checked="" type="checkbox"/>	Heritage report
<input checked="" type="checkbox"/>	Traffic assessment
<input checked="" type="checkbox"/>	Flood risk
<input checked="" type="checkbox"/>	Air quality
<input checked="" type="checkbox"/>	Acoustic environment and noise

Project Team

16. The services will be performed in the specified stages and include performance of any specified roles (where, applicable, as defined in the RIBA 2013 Plan of Work) in the list below. **Specified roles include any performed by the sub-consultants or contractor employed directly by the TSP or roles that are directly undertaken by the TSP i.e. Architect, Lead Designer, Project Lead, Contract Administrator etc.**

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	Role		RIBA Stages (0 to 7)
<input checked="" type="checkbox"/>	Project Manager	Stages that apply	
<input checked="" type="checkbox"/>	Principle Designer (services under the CDM Regulations 2015)	Stages that apply	
<input checked="" type="checkbox"/>	Lead Designer (Architect)	Stages that apply	
<input checked="" type="checkbox"/>	Project Lead	Stages that apply	
<input checked="" type="checkbox"/>	Design Co-ordinator	Stages that apply	
<input checked="" type="checkbox"/>	Contract Administrator	Stages that apply	
<input checked="" type="checkbox"/>	Cost Manager	Stages that apply	
<input checked="" type="checkbox"/>	Schedule Manager	Stages that apply	
<input checked="" type="checkbox"/>	Risk Manager	Stages that apply	
<input checked="" type="checkbox"/>	Benefits Manager	Stages that apply	
<input checked="" type="checkbox"/>	Stakeholder Manager	Stages that apply	
<input checked="" type="checkbox"/>	Building Services Engineer	Stages that apply	
<input checked="" type="checkbox"/>	Civil Engineer	Stages that apply	
<input checked="" type="checkbox"/>	Mechanical Engineer	Stages that apply	
<input checked="" type="checkbox"/>	Electrical Engineer	Stages that apply	
<input checked="" type="checkbox"/>	Structural Engineer	Stages that apply	
<input checked="" type="checkbox"/>	Information Manager	Stages that apply	
<input checked="" type="checkbox"/>	BIM Manager	Stages that apply	
<input checked="" type="checkbox"/>	H&S Consultant	Stages that apply	
<input checked="" type="checkbox"/>	Other	Stages that apply	

17. State any specialist roles that the TSP is going to undertake e.g. landscape, interior design, etc.

Specialist Role		RIBA Stages (0 to 7)
BREEAM / DREEAM	Stages that apply	
Sustainability	Stages that apply	
Transition & Change Management	Stages that apply	

- a. The services for the above Specialist Role(s) that the TSP is undertaking will be added as an appendix to the Contract.

Project Stakeholders

18. The stakeholders that may be affected or likely to be affected by decisions, activities, or outcomes of the project.

Stakeholder		Classification (Inform, Consult, Involve, Partner/Collaborate)	RIBA Stages (0 to 7)
<input checked="" type="checkbox"/>	TLB.	Partner/Collaborate	
<input checked="" type="checkbox"/>	DIO MPP	Collaborate	
<input checked="" type="checkbox"/>	DIO Commercial	Collaborate	
<input checked="" type="checkbox"/>	DIO Finance	Collaborate	
<input checked="" type="checkbox"/>	Scrutiny Committee	Involve/Consult	
<input checked="" type="checkbox"/>	End User	Involve/Consult	
<input checked="" type="checkbox"/>	Security	Involve	
<input checked="" type="checkbox"/>	MOD Building Control	Involve	
<input checked="" type="checkbox"/>	MOD Fire Regulator	Involve	
<input checked="" type="checkbox"/>	Aquatrine Service provider	Involve	
<input checked="" type="checkbox"/>	MOD Explosive Officer	Consult	
<input checked="" type="checkbox"/>	MOD Environmental Officer	Involve/Consult	
<input checked="" type="checkbox"/>	Other TLBs / MOD Agencies / DIO RD	n/a	
<input checked="" type="checkbox"/>	Contractor.	Collaborate	
<input checked="" type="checkbox"/>	Designers.	Collaborate	
<input checked="" type="checkbox"/>	Subcontractors.	Collaborate	
<input checked="" type="checkbox"/>	People employed in any capacity in the project.	Inform	
<input checked="" type="checkbox"/>	Local authorities.	Inform	
<input checked="" type="checkbox"/>	Politicians	Inform	
<input checked="" type="checkbox"/>	Local Lobby Groups	Inform	
<input checked="" type="checkbox"/>	Professional bodies.	Inform	
<input checked="" type="checkbox"/>	Local residents.	Inform	
<input checked="" type="checkbox"/>	Local business owners.	Inform	
<input checked="" type="checkbox"/>	Others as may be required/identified	Inform	

Inform

This category contains those stakeholders who require minimal effort. Stakeholders with lower power but higher legitimacy need to be kept informed of decisions taken that may affect them directly.

Consult

These are stakeholders who require more than just being informed about the project. Since the secondary stakeholders with higher power but lower legitimacy need to be kept on board they should be consulted in order to seek their opinions and input for key decisions that directly or indirectly affect them. It is unlikely that the

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Involvement	strategy will be altered as a result of such consultation, but tactics may be adjusted to maintain higher levels of commitment.
Involve	Stakeholders with high power levels, even those with low legitimacy, need to be involved in all activities in the project according to their interest since they have the power to make decisions that impact on the project. The management should work directly with these stakeholders to ensure that their concerns are consistently understood, considered, and reflected in the projects development.
Partner/Collaborate	Primary stakeholders have high enough levels of legitimacy and power to affect project success and as such, they should be treated as partners to increase their engagement and commitment. This can be achieved by revising and tailoring project strategies, objectives, and outcomes if necessary to win their support.

a. **Additional Information / Comments**

- (1) VAT shall be separately identified and assigned as Recoverable or Irrecoverable; refer to PMI 01/11.
- (2) Any excluded costs shall be clearly identified.
- (3) BCIS All-in Tender price indices are to be used for forward look to the mid-point of construction.
- (4) Residual values shall be calculated and based on 25 year life for refurbishment and 60 year life for new-build.
- (5) Recommendations (with costs) for future surveys shall be provided.
- (6) Electronic copies of the draft and final deliverables shall be issued to the MPP PM. Two hard copies of the deliverable shall be issued to the TLB.

Chapter 4 – Project Team Experience

1. In most cases formulation of the Project Team requires the collaboration of a number of parties with one person identified as lead in order to draw the threads together. The appointment and briefing of the team is something for which the DIO will seek the necessary and relevant experience needed for the delivery of specific task and relevant Project stage(s) throughout the commission.

	Objective	Skills Required
①	Project management from initial idea (Stages 0 to 1) through delivery to handover (Stage 6)	<p>Project management experience in project construction</p> <p>Specialists support role demonstrating technical competence, business acumen, communication skills, leadership, and soft motivational skills</p> <p>Experience in risk management and the delivery of agile and complex projects</p>
②	Cost management from initial idea (Stages 0 to 1) through delivery to handover (Stage 6)	<p>Experience in the contract and commercial management environment, demonstrating sound knowledge and understanding of procurement processes in design and build construction projects,</p> <p>Work collaboratively with internal and external stakeholders with effective communication skills maintaining effective project relationships</p>
③	Support the DIO from initial idea (Stages 0 to 1) through delivery to handover (Stage 6)	Experience of brief writing, Building Regulations and planning, knowledge of local contractors, experience of running tenders and provide support during construction and handover.
④	Deliver a risk-based procurement strategy particular to project types and objectives set by the DIO	Experience in the types of construction procurements that is supportive to the DIO ethos of project success reducing incidences of time and cost overruns, reducing the number of disputes that may arise and the likelihood of project success through partnering and alliancing
⑤	Achieve relevant BREEM ratings for new build & refurbished assets	<p>Experience of what this means at all stages during construction and delivery – and, ideally, of achieving it in practice</p> <p>Specialist support role likely to be required, in order to assist design team</p>

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⊘	Minimise the Building and Fire Crown Regulatory risk in order to move through to delivery stages	An understanding of the Crown regulatory approvals, policy, constraints, ability to understand, advise the Crown authorities to effectively engage with the approvals process to achieve the right Building and Fire regulatory permissions for the DIO
⊘	Minimise the planning risk in order to move through to delivery stages	Specialist understanding of planning policy, constraints, ability to advise and work with the design team, and knowledge of how to effectively engage with the planning system to achieve the right planning permission for the DIO.
⊘	Deliver an award-winning design that reflects the strong ethos and aspirations of the DIO organisation and Government Construction Strategy	Keeping high-quality design as the focus of the scheme: design-led team. Experience of award-winning design-led projects or design-focussed team procurement
⊘	Deliver a low-maintenance infrastructure and associated and relevant support buildings that fits within the DIO's existing maintenance and management programme	Understanding the limitations of what an organisation can realistically achieve in terms of maintenance Realising that maintenance requirements may need to be understood by future owner-occupiers
⊘	Deliver the project through a co-design process with other design specialists	Willingness to work with others and share ideas Communicate effectively with non-professionals
⊘	Manage the safety of the project through design (Stages 2 to 4), delivery (Stage 5) and handover (Stage 6)	Specialist understanding, training and experience to effectively manage the obligations identified in the CDM regulations for project stages involving design and construction services
⊘	Recovery planning	Experience in recovery planning co-ordinating the process of supporting affected projects in time and cost over-runs and to restore the project to the agreed position Take opportunities to go beyond 'recovery' to achieve longer-term aspirations or objectives

Chapter 5 – Performance Indicators

1. Relevant performance indicators will be used as a bench mark to assess the performance of the TSP, Consultant, Contractor, Specialist and Sub-contractors throughout their commission in meeting with the quality objectives and project outcomes.

KPI Number		Description	Frequency
REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	REDACTED
REDACTED	REDACTED	REDACTED	REDACTED

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REDACTED	REDACTED	REDACTED	REDACTED
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REDACTED	REDACTED	REDACTED	REDACTED
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Chapter 6 – Cost Information

1. Development of cost plans will evolve through the life of the project, developing in detail and accuracy as more information becomes available about the nature of the design, and then the actual prices provided by the Contractor and supply chain. Cost Managers for each design stage of the project must check compliance with the New Ways of Measurement, the impact the design may have on construction costs the project evolves applying value engineering where construction costs exceed the approved affordability statement.

Type of Plan				Level	New Rules of Measurement
☑	Initial cost appraisal	Stage 1 - Feasibility stage $\pm 40\%$ (non-standard work) $\pm 20\%$ (standard work e.g. SLA / SFA)	Project budget	1	Quantification of building works in order to prepare order of cost estimates and cost plans as well as approximate estimates
☑	Elemental cost plan	Stage 2 – Investment Assessment $\pm 20\%$	Total construction cost for the project divided into the main elements of the works on a percentage basis	1	Quantification of building works in order to prepare order of cost estimates and cost plans as well as approximate estimates
⊘	Approximate quantities cost plan	Stage 3 - End of developed design to ITT $\pm 5-10\%$	Measured defined quantities from drawings	2	Detailed measurement rules allowing the preparation of bills of quantities, qualified schedules of works and schedules of rates in order to obtain tender prices
⊘	Pre-tender estimates	Stages 2/3/4 - Tender documentation $\pm 5\%$ (Subject to agreed procurement strategy.)	Final estimate of the likely cost of the construction works	2/3	Detailed measurement rules allowing the preparation of bills of quantities, qualified schedules of works and schedules of rates in order to obtain tender prices
⊘	Contract sum	Stage 3 - Selected contractor	Final actual conformed cost of the construction works	NA	
⊘	Final account	Stage 5 - Construction works	Adjustments to the contract sum for final payment	NA	
⊘	Building maintenance	Stage 7 - In use $\pm 10\%$	Quantification and description of maintenance works and subsequent replacement	3	Whole Life Costing plan for associated maintenance and replacement works of assets

Chapter 7 – Drawing List

1. Enter the required project drawings for the project. Note: Refer to Drawing List from original Demand Order. TSP to revise and update drawings as required.

Type		Guidance
<input checked="" type="checkbox"/>	Assembly drawings	Can be used to represent items that consist of more than one component
<input checked="" type="checkbox"/>	Block plan	Show the siting of a project in relation to Ordinance Survey Maps. Conventions are used to depict boundaries, roads and other details
<input checked="" type="checkbox"/>	Component drawing	Components that are 'self-contained' and sourced from a single supplier (i.e.SARTS)
<input checked="" type="checkbox"/>	Concept drawing / sketches	Freehand that are used to explore initial ideas for design concept drawings or sketches
<input checked="" type="checkbox"/>	Design drawings	Used to communicate ideas about a developing design that include the development of the brief, investigation of potential sites and assessing options,
<input checked="" type="checkbox"/>	Detailed drawings	Provide detailed description of the geometric form of a part of an object such as a building, bridge, tunnel, machine and plant
<input checked="" type="checkbox"/>	Electrical drawings	Known also as a wiring diagram, provides visual representation and information relating to an electrical system or circuit
<input checked="" type="checkbox"/>	Elevations	Two-dimensional drawing of the building's facade
<input checked="" type="checkbox"/>	Floor plans	Show the layout of rooms within the building
<input checked="" type="checkbox"/>	Engineering drawing	Defines the requirements for engineering products or components
<input checked="" type="checkbox"/>	Location / general arrangement drawings	Presents the overall composition of an object such as a building – this may include a plan, sections and elevations
<input checked="" type="checkbox"/>	Installation drawings	Information needed by trades to install part of the works
<input checked="" type="checkbox"/>	Location plan	A supporting document that may be required by a planning authority as part of the planning application
<input checked="" type="checkbox"/>	Perspective	Gives a realistic impression of what a volume or space will look like
<input checked="" type="checkbox"/>	Scale drawing	Illustrates items at less than (or more than) their actual size
<input checked="" type="checkbox"/>	Section drawing	Shows a view of a structure as though it has been sliced in half or cut along imaginary plane
<input checked="" type="checkbox"/>	Shop drawing	Relate to pre-fabricated components showing how they should be manufacture or installed (i.e. SARTS)
<input checked="" type="checkbox"/>	Site plans	A large-scale plan that shows the full extent of the site for an existing or proposed development
<input checked="" type="checkbox"/>	Technical drawings	Refers to any drawing that conveys the way that something functions or how it is constructed

Chapter 8 – Project Documentation

1. Obligations and responsibilities on a traditional design and build project commonly require a suite of documentation that prevents confusion and mistakes for delivering successful outcomes. Some documents are used to report progress, convey design intent, obtain process and to formalise an agreement when implemented ensure that common and consistent approaches are adopted.

Briefing Documents

Brief		RIBA Stages (0 to 1)
<input checked="" type="checkbox"/>	Strategic brief	
<input checked="" type="checkbox"/>	Project brief	

Local Authority Planning Consents:

Application		RIBA Stages (1 to 6)
<input checked="" type="checkbox"/>	Outline application	
<input checked="" type="checkbox"/>	Pre-commencement planning conditions	
<input checked="" type="checkbox"/>	Construction-stage planning conditions	
<input checked="" type="checkbox"/>	Pre-occupancy planning conditions	

Reports and Deliverables: Note: Refer to Drawing List from original Demand Order as detailed in TSOR. TSP to revise and update drawings as required.

Report / Deliverable		RIBA Stages (0 to 7)
<input checked="" type="checkbox"/>	Project monthly report	
<input checked="" type="checkbox"/>	Learning from experience report	
<input checked="" type="checkbox"/>	Stakeholder management plan	
<input checked="" type="checkbox"/>	Benefits register	
<input checked="" type="checkbox"/>	End of stage report	
<input checked="" type="checkbox"/>	Feasibility study report	
<input checked="" type="checkbox"/>	Option appraisal	
<input checked="" type="checkbox"/>	Business case (Support in preparation only)	
<input checked="" type="checkbox"/>	Scrutiny evidence requirement table (Support in preparation only)	
<input checked="" type="checkbox"/>	Project progress reports	
<input checked="" type="checkbox"/>	Cost plans	
<input checked="" type="checkbox"/>	Project schedule	
<input checked="" type="checkbox"/>	Performance report	
<input checked="" type="checkbox"/>	Quality report	
<input checked="" type="checkbox"/>	Design reports – Concept, DPO , Technical	
<input checked="" type="checkbox"/>	Payment schedule report	
<input checked="" type="checkbox"/>	Project progress report – time and cost	
<input checked="" type="checkbox"/>	Project board presentations	

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<input checked="" type="checkbox"/>	Project assurance group and gateway review evidence	
<input checked="" type="checkbox"/>	Sustainability strategy	
<input checked="" type="checkbox"/>	Construction strategy	
<input checked="" type="checkbox"/>	H&S strategy – including CDM Regulations	
<input checked="" type="checkbox"/>	H&S file	
<input checked="" type="checkbox"/>	H&S accident and near miss reporting and relevant lost hours	
<input checked="" type="checkbox"/>	Handover strategy	
<input checked="" type="checkbox"/>	Planning strategy	
<input checked="" type="checkbox"/>	Building control and fire safety strategy	
<input checked="" type="checkbox"/>	Government soft landings strategy	
<input checked="" type="checkbox"/>	Maintenance and operability strategy	
<input checked="" type="checkbox"/>	Procurement strategy	
<input checked="" type="checkbox"/>	BIM execution plan	
<input checked="" type="checkbox"/>	BIM master information delivery plan	
<input checked="" type="checkbox"/>	BIM task information delivery plan	
<input checked="" type="checkbox"/>	BIM project implementation plan	
<input checked="" type="checkbox"/>	Invitation to tender pack (Revision of existing ITT)	
<input checked="" type="checkbox"/>	Production information pack	
<input checked="" type="checkbox"/>	Project execution plan	
<input checked="" type="checkbox"/>	Roles and responsibility matrix	
<input checked="" type="checkbox"/>	Change control management	
<input checked="" type="checkbox"/>	Project drawings	

Instructions:

Type		RIBA Stages (0 to 7)
<input checked="" type="checkbox"/>	Project team instruction	

Manage and Oversee Construction Documentation:

N/A

Chapter 9 – Production Information Pack

1. The services for the co-ordination and management of the quality of production information that will be used at ITT for the Contractor, will be the responsibility of the TSP / Consultant.

Type		Requirement
⊘	Drawings	Location drawings, component drawings and dimensioned diagrams
⊘	Specifications	Design criteria and calculations
⊘	Bills of Quantity	Instructional specifications for pricing, or for items such as building work and fixing schedules, such as sanitary fitting, doors, windows, ironmongery, light fittings, louvers, roller shutters, diffusers, grilles and manholes
⊘	Equipment	Identify and manage long lead items and on the 'front-end' of construction services diversions, demolition, setting out details, underground drainage, piling and groundworks
⊘	Certificates	Relevant planning certificates including building control and fire safety approvals
⊘	Surveys	Environmental, land contamination, explosive ordinance, asbestos and other relevant survey that will inform the build contract

Chapter 10 – Information Formats

1. This relates to electronic drawings and documents produced by the TSP, other project appointments using Computer Aided Design (CAD), any other proprietary software, or Building Information Modelling (BIM) in connection with the Services.

Select the preferred option:

- ☒ Information, drawings and documents produced by or on behalf of the TSP shall be provided to DIO in PDF format only

OR

- ☒ Information, drawings and documents produced by or on behalf of the TSP shall be provided to DIO in PDF format and in the file format(s) listed below on the condition that the PDF format files take precedence and the TSP is liable for any loss or degradation of information resulting from the translation from the original file format to any other file format from the recipients' reading of it in any other software or another version of the software related to below:

Software (e.g. AutoCAD, REVIT, ArchiCAD)	Version	File format (e.g. dwg, dxf, dgn, ifc, rvt)	Type of data (e.g. 2D or 3D CAD Files, BIM Models, spreadsheets etc.)
AutoCAD			
MS Word			
MS Excel			

AND

- ☒ Information, drawings and documents produced by the TSP or other project appointment shall be provided to DIO in accordance with the agreed BIM protocol dated: reference:

Chapter 11 – Schedule of Services

1. The following criteria for services that are either general or for different stages of the RIBA 2013 Plan of Work apply to project management and full design services that may be required to deliver (capital) infrastructure investment projects. DIO MPP PMs should consult with their relevant TLBs to determine the level of services required for funded programmes identified in the CIDP removing those project stages that are not relevant to the commission.

Stage 2 – Concept Design

Project Tasks		
CCS & ECAM Task		DIO Expectation
<input checked="" type="checkbox"/>	2.1	<p>CCS - Monitor preparation and progress of the Concept Design and preliminary Cost Information. Ensure all the foregoing are in accordance with the Initial Project Brief, Design Responsibility Matrix, Information Exchanges and the Design Programme. Prepare Project Strategies.</p> <p>Identify stakeholders in order to consult and create the concept design. Review, update the project team resource plan.</p> <p>Identify requirement for additional consultants or specialist designers. Prepare the concept design for discussion with the Client.</p> <p>Provide architectural information to the Other Client Appointments as reasonably required to enable them to carry out their services.</p> <p>Assist with the development of technical specifications.</p> <p>Maintain project management procedures, hierarchy of responsibility and lines of communication for the exchange of information between Other Client Appointments.</p> <p>Establish the change control procedures between the Client and the Other Client Appointments.</p> <p>Issue instructions to the Other Client Appointments on behalf of Client. Organise, chair and record meetings and issue record of decisions for the other appointments, project and design teams, workshops, reviews and project meetings, identify activities to be undertaken and determine who is responsible for taking action and report on progress to the Client.</p>

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			<p>Issue instructions on behalf of the Client, to the Project / Professional Team and Contractor in accordance with the terms of the appointment</p> <p>Establish a structure and procedure for delivering the Project deliverables under this appointment.</p> <p>Manage meetings for the Project including frequency, function, required attendees, chairperson and responsibility for recording of meetings and circulating reports and other information.</p> <p>Prepare recommendation for the Client's approval and implement agreed procedure.</p>
<input checked="" type="checkbox"/>	2.2	CCS - Review Site Information, Project Information and collate and agree changes to the Initial Project Brief and prepare and issue the final Project Brief.	<p>Agree and obtain Site and Project Information from the Client's Facility Management department.</p> <p>Collate and agree with the Client changes to the initial Project Brief and issue the final Project Brief</p>
<input type="checkbox"/>	2.3	CCS - Prepare the Sustainability Strategy and the Maintenance and Operational Strategy and lead and manage the Sustainability Checkpoint.	<p>Provide specialise knowledge on sustainability consistent with the Client's environmental policy.</p> <p>Establish the review, approval, variation and reporting procedure. Develop sustainability strategy.</p> <p>Co-ordinate the relevant information received from the other Client Appointments with the sustainability strategy.</p> <p>Prepare recommendation for the Client's approval.</p> <p>Engage with the Client's Facility Management department and implement the review, approval, variation and reporting procedure for the Maintenance and Operational Strategy.</p> <p>Prepare amendments for the Client's approval.</p>
<input checked="" type="checkbox"/>	2.4	CCS - Review and develop the Handover Strategy and Risk Assessments.	<p>Convene and chair all principle Project meetings.</p> <p>Review the inter-operational handover strategy. Facilitate, set up and manage, Risk and Opportunity workshops.</p> <p>With the Other Client Appointments, establish a risk and opportunities register.</p>

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			<p>Establish review, approval, variation and reporting procedure.</p> <p>Facilitate and manage early warning and risk reduction meetings.</p> <p>Prepare a risk management strategy.</p> <p>Prepare and maintain a risk and opportunities register.</p> <p>Prepare recommendation for the Client's approval.</p>
<input checked="" type="checkbox"/>	2.5	CCS - Prepare the initial Construction Strategy and the Health and Safety Strategy.	<p>Develop and advise the Client on a strategy for competing effectively in the market including compliance with the Government Construction Strategy.</p> <p>Liaise with the Project / Professional Team and advise the Client of its obligations under the CDM Regulations and 4Cs.</p> <p>Obtain advice on safe systems of work, permits and evaluation of Contractor's method statements.</p> <p>Prepare health and safety file and establish review, approval, variation and reporting procedure.</p> <p>Implement agreed procedure.</p>
<input checked="" type="checkbox"/>	2.6	CCS - Review and update the Project Execution Plan (PEP).	<p>Liaise with the Project / Professional Team and update the Project Execution Plan.</p> <p>Establish continual review, approval, variation and reporting procedure throughout the project.</p> <p>Prepare recommendation for the Client's approval.</p>
<input checked="" type="checkbox"/>	2.7	CCS - Review and update the Project Programme and the Project Budget.	<p>Liaise with the Project / Professional Team and establish a structure and procedure for programme management.</p> <p>Establish review, approval, variation and reporting procedures.</p> <p>With the Other Client Appointments, review the Project Programme and agree any changes with Client.</p> <p>Comment on the Project Programme.</p> <p>Review and update the Project Programme.</p>

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			<p>Prepare recommendations for the Client's approval.</p> <p>Agree financial and progress reporting procedures with the Client. Implement agreed procedures.</p> <p>Obtain progress and quality reports from the Contractor(s).</p> <p>Advise on the cost, contractual and programme consequences arising from an accelerated instruction.</p> <p>Obtain authorisation from the Client for additional costs where the Contracted costs limit of authority is likely to exceed.</p> <p>Check applications for payment from the Contractor(s).</p> <p>Check other invoices related to the Project.</p> <p>Arrange for the preparation and maintenance of accrual cash flow forecasts monitoring expenditure of the Project.</p> <p>Provide statement to the Client.</p>
<input checked="" type="checkbox"/>	2.8	CCS - Agree with the Lead Designer the Design Responsibility Matrix, Information Exchange and Technology Strategy, all prepared by the Lead Designer. Agree the preliminary Cost Information, prepared by the Cost Manager.	<p>Maintain the Client's approvals for Building Regulations, Fire Safety, Ordinance, Environmental and Security for the development of the concept design.</p> <p>Provide the services to establish the responsibilities for design including information exchange and technology strategy.</p> <p>Prepare recommendation for the Client's approval. Liaise with the Project / Professional Team and establish a structure, procedure for cost management.</p> <p>Establish review, approval, variations and reporting procedures. Prepare recommendation for the Client's approval.</p> <p>Complete an elemental cost plan for those tasks that support the Assessment Study and discuss with the Contracting Authority the scope of costs that will in future be monitored by the cost consultant and those that will be monitored and controlled by the Client organisation.</p> <p>Identify design solutions and discuss possible construction methods for the Project with the Client.</p>

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			<p>With the Other Client appointments, develop a design responsibility matrix. Prepare the design programme with input from Other Client Appointments. With the Other Client Appointments, develop the Concept Design.</p> <p>Co-ordinate the relevant information received from the Other Client Appointments with the Architect/Consultants design.</p> <p>Comment on the Construction Cost. Provide updated Construction Cost information to the Client.</p> <p>Provide architectural design information and identify the reasonably foreseeable residual health and safety risk to the Principle Designer.</p> <p>Undertake third party consultations, as reasonably required.</p> <p>Provide architectural information for updating the Construction Cost and review the architectural design development against the latest approved Construction Cost.</p> <p>Report to the Client on progress against the design programme. Advise the Client of any decisions required or actions to address early warning issues and obtain authorisation.</p> <p>Facilitate, set up and manage value management exercise when requested by the Client.</p>
<input checked="" type="checkbox"/>	2.9	CCS - Design and Build Two Stage Tender and / or Pre-construction work	<p>Raise the 'Request for Contract Action' (RCA) for the Client's approval.</p> <p>Liaise with the Client and advise on methods of progressing the next stage of the project – Developed Design and Technical Design.</p> <p>Liaise with the Client and advise on all pre-construction work to be completed before the commencement of the build contract, Stage 5.</p> <p>Liaise with the Client and advise on the ECAM services required for Stage 3 – Developed Design.</p> <p>Provide a costed resource management plan for the next project stage(s).</p> <p>Prepare a contract management plan for the Client's approval.</p>

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			Prepare recommendation for the Client and to seek Commercial approval.
<input checked="" type="checkbox"/>	2.10	CCS - Collate information from the Project Team and assemble the Employer's Requirements.	<p>Liaise with the Client and the Project / Professional Team and co-ordinate the preparation of the Customer's Requirement for the design stages, pre-construction work and ECAM services.</p> <p>Prepare recommendations for the Client's approval.</p>
<input checked="" type="checkbox"/>	2.21	ECAM - Develop the Business Execution Plan in response to the Employers Information Requirement (EIR). Building Information Management (BIM) Data Drop 2.	<p>Provide the Client with professional advice to comply with regulations and legislation.</p> <p>Upload data on to the Client's information management system and prepare the Master Information Development Plan in response to the Information Delivery Plan for the BIM Data Drop.</p> <p>Convene and chair all principle Project meetings.</p> <p>Facilitate, set up and manage BIM workshops.</p> <p>Review GSL with the Client's Facility Management department.</p>
<input checked="" type="checkbox"/>	2.22	ECAM - Complete a joint Assurance and Compliance check with the Contracting Authority.	<p>Provide services and assist with the collation of information and making project information accessible in support of L1, L2 and L3 Assurance and Compliance Checks.</p> <p>Work collaboratively at regular intervals with the Client's representative.</p>
<input checked="" type="checkbox"/>	2.23	ECAM - Update benefits map and strategy. Create benefits realisation plan and create benefits profiles.	Convene and chair all principle Project meetings. Facilitate, set up and manage Benefit workshops.
<input checked="" type="checkbox"/>	2.24	ECAM - Undertake quality checks on project deliverables.	<p>Liaise with the Project / Professional Team and Contractor and establish the quality checks for the project deliverable.</p> <p>Establish review, approval, variation and reporting procedure. Facilitate and manage early warning and risk reduction meetings.</p> <p>Prepare recommendations for the Client's approval.</p>
<input checked="" type="checkbox"/>	2.25	ECAM - In consultation with the TLB, agree the presentation of Project progress and attend Project Review Boards.	<p>Liaise with the Client in the preparation of the presentation. Agree the information that will ensure stake holder buy-in to the objectives of the Project.</p> <p>Seek advice on strategic issues and major points of clarity. Implement agreed procedure.</p>

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<input checked="" type="checkbox"/>	2.26	ECAM - Undertake Learning from Experience exercise.	<p>Convene and chair all principle Project meetings.</p> <p>Organise LfE workshops for the Project providing a report to the Client. Facilitate, set up and manage LfE workshops.</p>
<input checked="" type="checkbox"/>	2.27	ECAM - Provide support in the development of the Contracting Authority's recovery plan.	<p>Liaise with the Client and summarize the project recovery strategies, detailing what project milestones have been achieved and what has yet to be accomplished, core problems, obstacles, and risks that are preventing or slowing down project completion, listing them in order of importance.</p> <p>Proposed strategies for recovery actions, recovery scheduling, recovery budget and methods for monitoring the project recovery process.</p> <p>Prepare recommendation for the Client's approval</p>
<input checked="" type="checkbox"/>	2.28	ECAM - Collating, curating and controlling on behalf of the Client project information. Manage the update of Project Information in response to ongoing Client Feedback.	<p>Provide services to the Client and setup a document control and storage management system.</p> <p>Prepare recommendation for the Client's approval.</p>
<input checked="" type="checkbox"/>	2.29	<p>Information Exchanges Updated Project Execution Plan, containing Project Objectives and Project Outcomes Final Project Brief that reflects the Concept Design Concept Design in agreed formats Project strategies Project programme Cost information in agreed format Scrutiny evidence</p> <p>Consider project relationship with local neighbours, communities, councils and elected members Report to the DIO on project, viability, including planning policy, procurement strategy, cost parameters and development appraisal Further advice on likely consultant team Information protocols How the information will be retained, updated and superseded The status of hard copies, digital copies and digital approvals List of specific software used in the creation of the data</p>	<p>Compliance with the HM Governments' administration system for the secure, timely and efficient sharing of information security classifications</p>

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⊘	2.31	Government Exchanges Project information must be written in plain and easily understandable language – direct relevance to PAS 1192-3 which refers to 'Organisational Information Requirements' and 'Plain Language Questions'.	All project information must be organised, demonstrating robust security, collating, curating, controlling and management processes.
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Annex A – MOD Security Requirements

Statement of Requirement Security Clause

1. OFFICIAL and OFFICIAL- SENSITIVE Security Condition for UK Contracts Definitions is detailed at Annex A to this statement of requirement. Security, escorting and relevant clearances including access to the sites must be by prior arrangement with the appropriate DIO authority noting that;
 - a. The contractor must complete the **[Baseline Personal Security Standard (BPSS) or relevant Security Clearance(s)]** in all instances that will allow individuals to access most establishments unescorted;
 - b. The contractor shall ensure that all material, including maps, blueprints, sketches and written material, is handled and stored in accordance with the Government Security Classification (GSC) Policy and the JSP 440 – Defence Manual of Resilience, Business Continuity and Security ensuring full compliance with the confidentiality clause for this contract;
 - c. Where release is required to a sub-contracted partner then the contractor will seek approval for the release of classified information.
 - d. Documents are only to be addressed to those authorised for access.
 - e. For this contract the control and management of the Feasibility Study Report including relevant supporting information, will be classified as “OFFICIAL – SENSITIVE” Government Furnished Information (GFI).
 - f. For the purposes of this Contract check if a Security Aspects Letter (SAL) is a requirement for the Invitation to Tender and provided with this Invitation to Tender.

OFFICIAL and OFFICIAL- SENSITIVE Security Condition for UK Contracts

1. **Definitions.** The term "Authority" means a Ministry of Defence (MOD) official acting on behalf of the Secretary of State for Defence.
2. **Security Grading.** All aspects associated with this Contract are classified OFFICIAL. Some aspects are more sensitive and are classified as OFFICIAL-SENSITIVE. The Authority shall issue a Security Aspects Letter which shall define the OFFICIAL- SENSITIVE information that is furnished to the Contractor, or which is to be developed by it, under this Contract. The Contractor shall mark all OFFICIAL-SENSITIVE documents which it originates or copies during the Contract clearly with the OFFICIAL-SENSITIVE classification. However, the Contractor is not required to mark information/material related to the contract which is only OFFICIAL.
3. **Official Secrets Acts.** The Contractor's attention is drawn to the provisions of the Official Secrets Acts 1911-1989 in general, and to the provisions of Section 2 of the Official Secrets Act 1911 (as amended by the Act of 1989) in particular. The Contractor shall take all reasonable steps to make sure that all individuals employed on any work in connection with the Contract (including sub-contractors) have notice that these statutory provisions, or any others provided by the Authority, apply to them and shall continue so to apply after the completion or earlier termination of the Contract.

Protection of OFFICIAL and OFFICIAL- SENSITIVE Information

4. The Contractor shall protect OFFICIAL and OFFICIAL-SENSITIVE information provided to it or generated by it in accordance with the requirements detailed in this Security Condition and any other conditions that may be specified by the Authority. The Contractor shall take all reasonable steps to prevent the loss or compromise of the information or from deliberate or opportunist attack.
5. The contractor shall apply Industry Security Notice (ISN) 2017/01 requirements to every industry owned IT and communication system used to store, process or generate MOD information including those systems containing OFFICIAL and/or OFFICIAL-SENSITIVE information. ISN 2017/01 details Defence Assurance and Risk Tool (DART) registration, IT security accreditation processes, risk assessment and risk management requirements. The ISN is available at: https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/594320/DART_ISN_-_V2_3.pdf
6. OFFICIAL and OFFICIAL-SENSITIVE information shall be protected in a manner to avoid unauthorised access. The Contractor shall take all reasonable steps to prevent the loss, compromise or inappropriate access of the information or from deliberate or opportunist attack.
7. All OFFICIAL and OFFICIAL-SENSITIVE material including documents, media and other material shall be physically secured to prevent unauthorised access. When not in use OFFICIAL and OFFICIAL- SENSITIVE documents/material shall be handled with care. As a minimum, when not in use, OFFICIAL-SENSITIVE material shall be stored under lock and key and in a lockable room, cabinets, drawers or safe and the keys/combinations are themselves to be subject to a level of physical security and control.
8. Disclosure of OFFICIAL and OFFICIAL-SENSITIVE information shall be strictly in accordance with the "need to know" principle. Except with the written consent of the Authority, the Contractor shall not disclose any of the classified aspects of the Contract detailed in the Security Aspects Letter other than to a person directly employed by the Contractor or sub-Contractor, or Service Provider.

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9. Any samples, patterns, specifications, plans, drawings or any other documents issued by or on behalf of the Authority for the purposes of the Contract remain the property of the Authority and shall be returned on completion of the Contract or, if directed by the Authority, destroyed in accordance with paragraph 32.

10. **Access.** Access to OFFICIAL and OFFICIAL-SENSITIVE information shall be confined to those individuals who have a “need-to-know”, have been made aware of the requirement to protect the information and whose access is essential for the purpose of his or her duties.

11. The Contractor shall ensure that all individuals having access to OFFICIAL-SENSITIVE information have undergone basic recruitment checks. Contractors shall apply the requirements of HMG Baseline Personnel Security Standard (BPSS) for all individuals having access to OFFICIAL-SENSITIVE information. Further details and the full requirements of the BPSS can be found at the Gov.UK website at:

<https://www.gov.uk/government/publications/government-baseline-personnel-security-standard>.

12. **Hard Copy Distribution.** OFFICIAL and OFFICIAL-SENSITIVE documents shall be distributed, both within and outside company premises in such a way as to make sure that no unauthorised person has access. It may be sent by ordinary post or Commercial Couriers in a single envelope. The words OFFICIAL or OFFICIAL-SENSITIVE shall not appear on the envelope. The envelope should bear a stamp or details that clearly indicates the full address of the office from which it was sent.

13. Advice on the distribution of OFFICIAL-SENSITIVE documents abroad or any other general advice including the distribution of OFFICIAL-SENSITIVE hardware shall be sought from the Authority.

14. **Electronic Communication, Telephony and Facsimile Services.** OFFICIAL information may be emailed unencrypted over the internet. OFFICIAL-SENSITIVE information shall normally only be transmitted over the internet encrypted using either a CESG Commercial Product Assurance (CPA) cryptographic product or a MOD approved cryptographic technique such as Transmission Layer Security (TLS). In the case of TLS both the sender and recipient organisations must have TLS enabled. Details of the required TLS implementation are available at:

<https://www.ncsc.gov.uk/guidance/tls-external-facing-services>

15 Details of the CPA scheme are available at:

<https://www.ncsc.gov.uk/scheme/commercial-product-assurance-cpa>

16 Exceptionally, in urgent cases, OFFICIAL-SENSITIVE information may be emailed unencrypted over the internet where there is a strong business need to do so and only with the prior approval of the Authority.

17. OFFICIAL-SENSITIVE information shall only be sent when it is known that the recipient has been made aware of and can comply with the requirements of these Security Conditions and subject to any explicit limitations that the authority shall require. Such limitations, including any regarding publication, further circulation or other handling instructions shall be clearly identified in the email sent with the material.

18. OFFICIAL information may be discussed on fixed and mobile telephones with persons located both within the UK and overseas. OFFICIAL-SENSITIVE information may be discussed on fixed and mobile types of telephone within the UK, but not within earshot of unauthorised persons.

19. OFFICIAL information may be faxed to recipients located both within the UK and overseas, however OFFICIAL-SENSITIVE information may be faxed only to UK recipients.

20. **Use of Information Systems.** The detailed functions that must be provided by an IT system to satisfy the minimum requirements cannot all be described here; it is for the implementers to identify possible means of attack and ensure proportionate security mitigations are applied to prevent a successful attack.

21. The contractor shall ensure 10 Steps to Cyber Security is applied in a proportionate manner for each IT and communications system storing, processing or generating MOD UK OFFICIAL or OFFICIAL-SENSITIVE information. 10 Steps to Cyber Security is available at:

<https://www.ncsc.gov.uk/guidance/10-steps-cyber-security>

22. The contractor shall ensure competent personnel apply 10 Steps to Cyber Security.

23. As a general rule, any communication path between an unauthorised user and the data can be used to carry out an attack on the system or be used to compromise or ex-filtrate data.

24. Within the framework of the 10 Steps to Cyber Security, the following describes the minimum security requirements for processing and accessing OFFICIAL-SENSITIVE information on IT systems.

a. Access Physical access to all hardware elements of the IT system is to be strictly controlled. The principle of “least privilege” will be applied to System Administrators. Users of the IT System -Administrators should not conduct ‘standard’ User functions using their privileged accounts.

b. Identification and Authentication (ID&A). All systems shall have the following functionality:

(1) Up-to-date lists of authorised users.

(2) Positive identification of all users at the start of each processing session.

c. Passwords. Passwords are part of most ID&A, Security Measures. Passwords shall be ‘strong’ using an appropriate method to achieve this, for example including numeric and “special” characters (if permitted by the system) as well as alphabetic characters.

d. Internal Access Control. All systems shall have internal Access Controls to prevent unauthorised users from accessing or modifying the data.

e. Data Transmission. Unless the Authority authorises otherwise, OFFICIAL- SENSITIVE information shall be transmitted or accessed electronically (e.g. point to point computer links) via a public network like the Internet, using a CPA product or equivalent as described in paragraph 13 above,

f. Security Accounting and Audit. Security relevant events fall into two categories, namely legitimate events and violations.

(1). The following events shall always be recorded:

- (a) All log on attempts whether successful or failed,
- (b) Log off (including time out where applicable),
- (c) The creation, deletion or alteration of access rights and privileges,
- (d) The creation, deletion or alteration of passwords,

(2) For each of the events listed above, the following information is to be recorded:

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- (a) Type of event,
- (b) User ID,
- (c) Date & Time,
- (d) Device ID, The accounting records shall have a facility to provide the System Manager with a hard copy of all or selected activity. There shall also be a facility for the records to be printed in an easily readable form. All security records are to be inaccessible to users without a need to know. If the operating system is unable to provide this then the equipment shall be protected by physical means when not in use i.e. locked away or the hard drive removed and locked away.

g. Integrity & Availability. The following supporting measures shall be implemented:

- (1). Provide general protection against normally foreseeable accidents/mishaps and known recurrent problems (e.g. viruses and power supply variations),
- (2). Defined Business Contingency Plan,
- (3). Data backup with local storage,
- (4). Anti-Virus Software (Implementation, with updates, of an acceptable industry standard Anti-virus software),
- (5). Operating systems, applications and firmware should be supported,
- (6). Patching of Operating Systems and Applications used shall be in line with the manufacturers recommended schedule. If patches cannot be applied an understanding of the resulting risk will be documented,

h. Logon Banners Wherever possible, a "Logon Banner" shall be provided to summarise the requirements for access to a system which may be needed to institute legal action in case of any breach occurring. A suggested format for the text (depending on national legal requirements) could be:

"Unauthorised access to this computer system may constitute a criminal offence"

i. Unattended Terminals. Users are to be automatically logged off the system if their terminals have been inactive for some predetermined period of time, or systems must activate a password protected screen saver after 15 minutes of inactivity, to prevent an attacker making use of an unattended terminal.

j. Internet Connections. Computer systems shall not be connected direct to the Internet or 'untrusted' systems unless protected by a firewall (a software based personal firewall is the minimum but risk assessment and management must be used to identify whether this is sufficient).

k. Disposal Before IT storage media (e.g. disks) are disposed of, an erasure product shall be used to overwrite the data. This is a more thorough process than deletion of files, which does not remove the data.

25. **Laptops.** Laptops holding any MOD supplied or contractor generated OFFICIAL-SENSITIVE information are to be encrypted using a CPA product or equivalent as described in paragraph 14 above.

26. Unencrypted laptops not on a secure site¹ are to be recalled and only used or stored in an appropriately secure location until further notice or until approved full encryption is installed. Where the encryption policy cannot be met, a Risk Balance Case that fully explains why the policy cannot be complied with and the mitigation plan, which should explain any limitations on the use of the system, is to be submitted to the Authority for consideration. Unencrypted laptops and drives containing personal data are not to be taken outside of secure sites. For the avoidance of doubt

¹ Secure Sites are defined as either Government premises or a secured office on the contractor premises

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the term “drives” includes all removable, recordable media (e.g. memory sticks, compact flash, recordable optical media e.g. CDs and DVDs), floppy discs and external hard drives.

27. Any token, touch memory device or password(s) associated with the encryption package is to be kept separate from the machine whenever the machine is not in use, left unattended or in transit.

28. Portable CIS devices are not to be left unattended in any public location. They are not to be left unattended in any motor vehicles either in view or in the boot or luggage compartment at any time. When the vehicle is being driven the CIS is to be secured out of sight in the glove compartment, boot or luggage compartment as appropriate to deter opportunist theft.

29. **Loss and Incident Reporting.** The contractor shall immediately report any loss or otherwise compromise of any OFFICIAL or OFFICIAL-SENSITIVE information to the Authority.

30. Accordingly, in accordance with Industry Security Notice 2014/02 as may be subsequently updated at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/293480/ISN_2014_02_Incident_Reporting.pdf

31' Any security incident involving any MOD owned, processed, or Contractor generated OFFICIAL or OFFICIAL-SENSITIVE information defined in the contract Security Aspects Letter shall be immediately reported to the MOD Defence Industry Warning, Advice and Reporting Point (WARP), within the Joint Security Co-ordination Centre (JSyCC). This will assist the JSyCC in formulating a formal information security reporting process and the management of any associated risks, impact analysis and upward reporting to the MOD's Chief Information Officer (CIO) and, as appropriate, the company concerned. The MOD WARP will also advise the contractor what further action is required to be undertaken.

JSyCC WARP Contact Details

Email: For those with access to the RLI: [CIO-DSAS-JSyCCOperations](mailto:CIO-DSAS-JSyCCOperations@mod.gov.uk)

Email: For those without access to the RLI: CIO-DSAS-JSyCCOperations@mod.gov.uk

Telephone: Working Hours: 0306 770 2187

Out of Hours/Duty Officer Phone: 07768 558863

Fax: 01480 446328

Mail: Joint Security Co-ordination Centre (JSyCC), X007 Bazalgette Pavilion, RAF Wyton, Huntingdon, Cambs, PE28 2EA.

32. **Sub-Contracts.** The Contractor may Sub-contract any elements of this Contract to Sub-contractors within the United Kingdom notifying the Authority. When sub-contracting to a Sub-contractor located in the UK the Contractor shall ensure that these Security Conditions shall be incorporated within the Sub-contract document. The prior approval of the Authority shall be obtained should the Contractor wish to Sub-contract any OFFICIAL/SENSITIVE elements of the Contract to a Sub-contractor located in another country. The first page of Appendix 5 (MOD Form 1686 (F1686)) of the Security Policy Framework Contractual Process chapter is to be used for seeking such approval. The MOD Form 1686 can be found at Appendix 5 at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/367494/Contractual_Process_-_Appendix_5_form.doc.

33. If the Sub-contract is approved, the Authority shall provide the Contractor with the security conditions that shall be incorporated within the Sub-contract document. Chapter 2: Contract Security – Annex N

34. Publicity Material. Contractors wishing to release any publicity material or display hardware that arises from this contract shall seek the prior approval of the Authority. Publicity material includes open publication in the contractor's publicity literature or website or through the media; displays at exhibitions in any country; lectures or symposia; scientific or technical papers, or any other occasion where members of the general public may have access to the information even if organised or sponsored by the MOD, Services or any other government department.

35. Private Venture. Any defence related Private Venture derived from the activities of this Contract are to be formally assessed by the Authority for determination of its appropriate classification. Contractors are to submit a definitive product specification for PV Security Grading in accordance with the requirement detailed at:

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/414857/20150310_PV_Ex_Guidance_Document.pdf

36. Promotions and Potential Export Sales. Contractors wishing to promote, demonstrate, sell or export any material that may lead to the release of information or equipment classified OFFICIAL-SENSITIVE (including classified tactics, training or doctrine related to an OFFICIAL-SENSITIVE equipment) are to obtain the prior approval of the Authority utilising the MOD Form 680 process, as identified at:

<https://www.gov.uk/mod-f680-applications>.

37. Destruction. As soon as no longer required, OFFICIAL and OFFICIAL-SENSITIVE information/material shall be destroyed in such a way as to make reconstitution unlikely, for example, by burning, shredding or tearing into small pieces. Advice shall be sought from the Authority when information/material cannot be destroyed or, unless already authorised by the Authority, when its retention is considered by the Contractor to be necessary or desirable. Unwanted OFFICIAL-SENSITIVE information/material which cannot be destroyed in such a way shall be returned to the Authority.

38. Interpretation/Guidance. Advice regarding the interpretation of the above requirements should be sought from the Authority.

39. Further requirements, advice and guidance for the protection of MOD information at the level of OFFICIAL-SENSITIVE may be found in Industry Security Notices at:

<https://www.gov.uk/government/publications/industry-security-notices-isns>.

40. Audit. Where considered necessary by the Authority, the Contractor shall provide evidence of compliance with this Security Condition and/or permit the inspection of the Contractors processes and facilities by representatives of the Authority to ensure compliance with these requirements.

Annex B – MOD BIM Guidance

1. **UK Governments Construction Strategy.** The Supplier shall adopt the use of Building Information Modelling (BIM) Level 2 process and appropriate technologies, in accordance with the British Standard 1192 suite of documents, including BS1192-4:2014 (COBie – Code of practice); in line with UK Government's Construction Strategy (GCS) 2011–15 and the GCS 2016-20. The Supplier shall fully participate in Government Soft Landings (GSL) processes, as, in part, defined by BS 8536 Parts 1 and 2 (Briefing for design and construction – Part 1: Code of practice for facilities infrastructure and Part 2: Code of practice for asset management (Linear and geographical infrastructure)). The Contractor shall liaise with the SM to align the interest of those who design and construct an Asset with those who subsequently use it.
 - a. The Supplier shall develop skills, experience and capability around BIM Level 2 and GSL.
2. **Building Information Modelling.** The Supplier shall use processes, technologies and systems that meet the Government's requirements for BIM Level 2 in accordance with the DIO's Employer's Information Requirements (EIR) and ensure that all information and data in these systems is maintained in accordance with security classification of the Level 2 Asset and in accordance with any asset specific *Built Asset Security Information Requirements (BASIR)*. *DIO specific guidance documents can be found in Booklet 4 - Employer Supplied Information and include Employers Information Requirement (EIR) Information Delivery Plan (IDP) and BIM guidance document, GSL Guidance document, Pre-BIM Execution Plan (Pre-BEP) and Post BIM Execution Plan (Post-BEP) and Instruction Guidance Notice (IGN)-006/17(or as updated).*
3. **For any Works Development Activities the Contractor shall:**
 - a. Schedule, plan, coordinate and deliver the information: model(s) documents and data files at the Level of Development specified in the Information Delivery Plan (IDP) and to the EIR;

Note 1: The Contractor will hold model(s) documents and data files at the Level of Development specified in the IDP and to the EIR until DIO have procured their Employers Asset Information Model Common Data Environment (AIM CDE) or

Note 2: On request forward model(s) documents and data files to another Supplier.
 - b. Arrange for complementary BIM processes, procedures and standards to be incorporated into any subcontracts that it enters into in relation to the Contract to the extent required to enable the Contractor to comply with this clause;
 - c. The Supplier shall work with the DIO PM and project Stakeholders to profile and update the Information Delivery Plan from the template long list for appropriate information deliverables, formats, stage appointment Level of Detail (LOD) & Level of Information (LOI) required to meet the stage Gateway Plain Language Questions and provide published status information: models, documents and data, from appointed task teams and subsequent suppliers, confirm a consolidated Master Information Delivery Plan against the IDP, accept, reject and store appropriate shared and published information deliverable files against the plan. Produce the Information Delivery Plan for the next phase of the Works Development activities;
 - d. The Supplier shall work with the SM collaboratively in completion of the post operation evaluation for projects handed over in accordance with the GSL guidance document;
 - e. The Supplier shall arrange for and undertake a BIM Maturity Assessment in accordance with DIO's Guidance Document (BIM Maturity Assessment Tool) for each phase of delivery;
 - f. The Contractor shall throughout the course of the contract, as a result of their work development activities, update the COBie Demand Matrix (CDMx) in accordance with the DIO EIR, IDP and Asset Information Requirements (AIR), appropriate to those work

development activities to ensure COBie data is delivered at the appropriate stage LOD & LOI;

g. Payment for any development activities is dependent on completion of work development activities, including the provision, updating and acceptance of information within the Employers AIM CDE, as appropriate with those work development activities (*See Note 1, & 2*).

4. For any Works Development Activities initiated by another Supplier the Appointed

Contractor shall: receive the information: models, documents and data files at the Level of Development (LOD & LOI) provided as specified in the IDP to the EIR; review and mark-up Models, Documents and Data files as a result of its work development activities (see Note 1);

- a. throughout the course of the contract, as a result of their work development activities, update the COBie Demand Matrix (CDMx) in accordance with the DIO EIR, IDP and Asset Information Requirements (AIR), appropriate to those work development activities to ensure COBie data is delivered at the appropriate stage LOD & LOI.;
- b. produce and maintain the Information Delivery Plan to meet the Gateway Plain Language Questions, receive and align the MIDP and accept, reject and store appropriate shared and published information deliverable files against plan for the next phase of the Works Development activities;
- c. support the SM collaboratively in completion of the post operation evaluation for projects handed over in accordance with the GSL guidance;
- d. arrange for and undertake a BIM Maturity Assessment in accordance with DIO's Guidance Document (BIM Maturity Assessment Tool) for each phase of delivery.
- e. Payment for any development activities is dependent on completion of those work development activities, including the provision, updating and acceptance of information within the Employers AIM CDE as appropriate with those work development activities. *See Note 1, i.*

5. For any Works in which the Contractor is employed to act as the Employers Agent.

The Contractor shall act as the Employers Information Manager. As part of this role the Contractor shall;

- a. provide assurance that the models documents and data files at the Level of Development provided by the Works Contractor are received rejected, accepted and stored to meet DIO's Information Requirements;
- b. throughout the course of the contract, as a result of their work development activities, update the COBie Demand Matrix (CDMx) in accordance with the DIO EIR, IDP and Asset Information Requirements (AIR), appropriate to those work development activities to ensure COBie data is delivered at the appropriate stage LOD & LOI;
- c. liaise with the DIO BIM Team and/or their BIM Technical Advisors, and follow any guidance so as to ensure a consistency of approach across DIO's Delivery Area in delivery of its BIM requirements;
- d. complete the Post Occupation/Operation Evaluation at the end of the Projects Defect Liabilities Period (Normally 12 months from Handover of the completed asset);
- e. provide assurance that the Works Contractor meets their "Aftercare" responsibilities.
- f. The Contractor shall act as the Employer Information Manager in uploading, transferring and managing file-based information including model's documents and COBie data files, as profiled in the IDP and delivered by all parties, to and within the Employers Asset Information Model Common Data Environment (AIM CDE) or if not available hold and

maintain this information in the Contractor's own CDE in a form ready to be transferred when the DIO AIM CDE available.

6. **Training – Collaborative approach.** Building Information Modelling (BIM) workshops:
- a. The Contractor shall undertake a collaborative approach and facilitate workshops to promote Building Information Modelling (BIM) Level 2 process and appropriate technologies and Government Soft Landing (GSL) with both Contractor (and Works Contractor if appointed) and Employer staff and or the Employers representatives;
 - b. The Contractor will provide project by project Case Studies to disseminate BIM best practice across the Supplier (and Works Contractor if appointed) and Employer staff and/or the Employers representatives.

Annex C – Policy, Standards and Templates

Contractors are expected to comply with the latest versions of the following standards. Any conflicts in guidance should be highlighted to the DIO MPP for advice and resolution.								
<input checked="" type="checkbox"/>	101	The Defence Writing Guide	<input checked="" type="checkbox"/>	418	Management of Environmental Protection in Defence	<input checked="" type="checkbox"/>	464	Tri-Service Accommodation Regulations (TSARs)
<input checked="" type="checkbox"/>	315	Building Performance Standards (BPS)	<input checked="" type="checkbox"/>	426	Defence fire safety and fire risk management	<input checked="" type="checkbox"/>	465	Spatial Data Policy for UK Defence
<input checked="" type="checkbox"/>	362	Defence Lands Handbook	<input checked="" type="checkbox"/>	434	Defence Construction in the Built Environment	<input checked="" type="checkbox"/>	507	Investment Appraisal and Evaluation
<input checked="" type="checkbox"/>	364	Joint Service EOD and Search Manual	<input checked="" type="checkbox"/>	435	Defence Estate Management	<input checked="" type="checkbox"/>	520	Safety and Environmental Management of Ordnance, Munitions and Explosives over the Equipment Acquisition Cycle
<input checked="" type="checkbox"/>	375	Management of Health and Safety in Defence	<input checked="" type="checkbox"/>	440	The Defence Manual of Security, Resilience and Business Continuity	<input checked="" type="checkbox"/>	655	Defence Investment Approvals
<input checked="" type="checkbox"/>	375 Pt1	Management of Health and Safety in Defence: Directive	<input checked="" type="checkbox"/>	441	Managing Information in Defence	<input checked="" type="checkbox"/>	892	Risk Management
<input checked="" type="checkbox"/>	375 Pt2 Volume 2	Management of Health and Safety in Defence: Audit	<input checked="" type="checkbox"/>	454	Land Systems Safety and Environmental Protection	<input checked="" type="checkbox"/>	940	MOD Policy for Quality
<input checked="" type="checkbox"/>	375 Pt2 Volume 3	Management of Health and Safety in Defence: High Risk Activities on the Defence Estate	<input checked="" type="checkbox"/>	456	Defence Catering Manual	<input checked="" type="checkbox"/>	945	MOD Policy for Configuration Management

Appendix A – CDM Guidance

1. **Principle Designer.** The Services cover the range of services expected of a Principal Designer based on the CDM Regulations 2015 which the Principal Designer is authorised to perform and shall be responsible for.
2. The Principal Designer will, so far as is reasonably practicable, and subject to clause 3.1 in the Contract Conditions, deliver the following services:
 - a. Plan, manage and monitor the Pre-construction Phase and co-ordinate matters relating to health and safety during the Pre-Construction Phase to ensure that the Project is carried out without unreasonable risks to health or safety.
 - b. Take into account the general principles of prevention and, where relevant, the content of any Construction Phase plan and Health and Safety File when:
 - (1) design, technical and organisational aspects are being decided in order to plan the various items or stages of work which are to take place simultaneously or in succession
 - (2) reviewing estimates of the period of time required to complete such work or work stages
 - c. Identify and eliminate or control foreseeable risks to the health or safety of any person:
 - (1) carrying out or liable to be affected by construction work
 - (2) maintaining or cleaning a structure
 - (3) using a structure designed as a workplace
 - d. Ensure all Other Client Appointments comply with their duties under the CDM Regulations 2015
 - e. Ensure that all persons working in relation to the Pre-construction Phase co-operate with the Client, the Principal Designer and each other, regarding health and safety
 - f. Assist the Client in the provision of the Pre-construction Information, promptly and in a convenient form, to every designer and contractor appointed, or being considered for appointment, to the Project, so far as is within the Principal Designer's control
 - g. Liaise with the Principal Contractor for the duration of the Principal Designer's appointment and share with the Principal Contractor information relevant to the planning, management and monitoring of the Construction and the co-ordination of health and safety matters during the Construction Phase
 - h. Assist the Principal Contractor in preparing the Construction Phase plan by providing to the Principal Contractor all information the Principal Designer holds that is relevant to the Construction Phase plan including:
 - (1) Pre-construction Information obtained from the client

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(2) any information obtained from designers that is provided to the Principal Designer about health and safety risks

- i. Prepare a Health and Safety File appropriate to the characteristics of the Project, which must contain information relating to the Project that is likely to be needed during any subsequent project to ensure the health and safety of any person.
- j. Ensure that the Health and Safety File is appropriately reviewed, updated and revised from time to time to take into account of the work and any changes that have occurred.
- k. Pass the Health and Safety File to the DIO at the end of the Project or pass the Health and Safety File to the Principle Contractor if the Principle Designer's appointment ends before the end of the Project.