**Note – This draft is in an early stage and has been shared to give interested parties the opportunity to contribute to the development of the specification and more broadly how the Framework will operate. There will inevitably be inconsistencies which will be addressed prior to the formal launch on the tender as well as wider changes to its content.**

**The Council will choose at its absolute discretion how to respond to feedback received and whether to change any documents as a result.**

**Any feedback received will be kept confidential, however general high-level themes may be discussed at the Bidder Day or subsequent events.**

**Built Environment Professional Services Framework**

**SCHEDULE 5 - SPECIFICATION**

1. **Preamble**
   1. To fully understand the Scope of Services, as set out within this document, it must be read in conjunction with the Framework Agreement, the Schedules and the Call-off Contract.
   2. It is the intention of this contract that it will be possible through the call off process to require the Consultant to take total accountability and responsibility, subject to 2.7 below, for the delivery of the Client’s construction or civil engineering works project utilising a suitably qualified and experience team of professionals providing the required project and commercial management, design, on site supervision as well as other specialist roles and responsibilities. The development of projects must be aligned to the RIBA Plan of Works 2020 with formal go/no go Gateways at the end of each stage.
   3. It is the intention of the Client that the Consultant be appointed at RIBA Stage 0 however the Consultant may be appointed at any point in a project’s life.
   4. At all times the Consultant shall ensure it provides services in line with best practice and industry standard methods of working obeying all relevant legislation and the wider requirements of the Framework in particular Schedules 4 (Method of Operation) and 6 (Council Policies).
   5. The Consultant shall ensure that all tasks required by the Call-off Contract for the delivery of a Project are carried out by a suitable qualified and experienced professional as appropriate the scale, size and general nature of the project.
   6. Outside of the requirements of the individual Call-Off Contracts the Consultant shall ensure that there is an appropriate programme structure is in place to manage the likely workload of the Framework including the interdependencies between projects.
2. **The General Duties**
   1. In order to deliver the Scope, the Consultant shall be required to employ (whether directly or by sub-consulting) the necessary professionals and appropriately qualified and experienced staff. It is the responsibility of the Consultant to determine the optimum resourcing requirements and the appropriate members of staff to utilise on any given project and it is the responsibility of the Consultant to ensure they employ persons with the correct skills, experience, qualifications and professional accreditations to effectively deliver the Scope without support from the Client.
   2. The size of the Consultants team shall be commensurate with the scale, complexity and duration of the projects being undertaken and expected to be undertaken.
   3. The Client will not specify the professional disciplines the Consultant must use for any given project because the Client is relying on the skill and care (in accordance with the Call-off Contract) of the Consultant when selecting the appropriate skills and disciplines to utilise on any given project.
   4. The Consultant shall provide appropriate programme level resourcing to ensure coordination of projects. This service shall be included within project fees and shall include issues sure as quality assurance, managing intendencies between projects and the Contractor supply chain.
   5. The Consultant shall be required to assist the Client in developing Policies and Procedures to be listed in Schedule 7 related to the delivery of projects. This service shall be included within project fees.
   6. The Consultant shall required to provide design services on contracts except where such design services should be carried out by a member of the Council’s group of companies inline with the Council’s Contract Procedure Rules.
   7. In line with the Council’s Contract Procedure Rules if the member of the Council’s group of companies is unable to meet the requirements to be awarded the design work design services shall be added to the Consultants contract.
   8. The Consultant’s fees shall allow for managing the procurement of the member of the Council’s group of companies and subsequent management of such contract as the Client’s Agent within its fees.
   9. Maintain a record of who is working on each project – both subconsultants and direct staff along with their time commitments.
3. **Roles and Responsibilities**
   1. The Consultant can rely on all projects let by Cornwall Council to have the following appointed persons or groups to undertake the essential roles and responsibilities listed in this section.
   2. The Sponsor – defines the scope of the project for delivering the business benefits. This role will be undertaken by an appointed person within the Client. This individual must have adequate knowledge and information about the business and shall be responsible for the Instruction Stage.
   3. The PMO, whose responsibilities shall include:
      1. Providing a named Programme level lead to represent the Client on a Strategic level.
      2. Providing a named lead for each project to represent the Client who from the end of the Instruction Stage say be the day-to-day point of contact for the Consultant for all project related matters.
      3. be the champion for the project, with a personal commitment to delivering a facility that delivers the objectives set for it;
      4. ensure the project is considered at appropriate Project Board(s)
      5. obtain all necessary client and Council approvals for paperwork submitted by the Consultant;
      6. ensure that a brief and narrative are developed and updated that clearly reflect the project objectives and is agreed by the stakeholders in order to appoint appropriate consultant support through an appropriate procurement route;
      7. ensure that the terms of appointment are amended promptly in line with any decisions taken;
      8. ensuring that the Gateway review process is followed.
      9. Provide the Consultant with copies of Council policies and procedures; and
      10. Provide the Consultant with access to the Client’s Contract Management Software and Data Management Software
   4. A series of Capital Project Boards will be established for all capital and investment projects. The Project Board shall be chaired by the Sponsor or a suitable alternative. Their responsibilities shall include:
      1. review monthly reports on the performance for each Project and act as strategic mechanism for managing the performance of the internal and external parties appointed to deliver the project;
      2. undertake key project Gateway Reviews, providing sign off to the principal project stages and authorisation to proceed to the next; and
      3. by exception where the project parameters laid out in the Project Initiation Document are exceeded review and direct strategic, budgetary and performance issues in relation to the Project.
   5. The Framework Manager
      1. Lead on Framework related activity including Strategic Management Boards, KPI management and arranging Audits
      2. Be the point of escalation where the PMO and Consultant are in dispute.
4. **The Scope of Services**
   1. The Consultant shall provide the following Core Services, duties and obligations with regards to the management of the framework and all contracts let under it.
   2. This Scope shall form part of the Scope of Services for all contracts called off under the Framework and undertaking of these services shall be deemed to be included within the tendered total of the prices for all works and services undertaken except where they are explicitly excluded by Schedule X – Method of Operation
5. **General**
   1. Manage the overall operational and commercial aspects of your obligations under this Framework Agreement, delivering overall contractual performance that fulfils the Consultants obligations under the Framework Agreement.
   2. Ensure all projects called off under the framework are programmed, planned and resourced adequately.
   3. Ensure staff delivering projects have realistic workloads to ensure the successful delivery of projects and that there is appropriate cover for periods of absence including leave and sickness.
   4. Liaise and communicate with the Clients Framework Manager including attending and contributing to the Framework Strategic Management Board meetings, disseminating information and strategic direction to the Consultants teams.
   5. Produce, report and act upon the Key Performance Indicators, ensuring the highest standards of performance are achieved and maintained, reviewing and seeking agreement on other strategic performance issues.
   6. Work with the Client in planning and allocation of resources for current and planned projects enabling resource requirements for future workloads to be identified and allocated.
   7. Work proactively and in a spirit of mutual trust with others to deliver projects in accordance with the Call-off Contract in a manner that minimises change, risk and time and cost overruns.
   8. Develop, nurture and manage client relationships and create opportunities for repeat business.
   9. Promote and maintain the highest standards of health, safety and environmental management.
   10. Develop, nurture and manage supply chain relationships.
   11. Share best practice and drive continuous improvement.
   12. Comply with any policies that are specific to the Project and/or Works that they are required to carry out and complete the Scope for. This may, without limitation, include:
       * + safeguarding requirements;
         + Health and Safety requirements;
         + parking requirements;
         + opening hours;
         + restrictions on visiting times;
         + clothing or other attire;
         + confidentiality agreements;
         + telecommunications or data restrictions
   13. Comply with any conditions imposed by Project funders
6. **Health and Safety**
   1. Be responsible for management of the Health and Safety of all the Consultants and Sub-Consultant activities, including where attending site.
   2. The Consultant shall comply with all obligations under H&S legislation and regulation and the obligations set out in this Framework Agreement.
   3. To ensure all employees (and Sub Consultants under their control) are provided with suitable health and safety training and guidance prior to allowing them to carry out any activities relating to their appointment under this Framework Agreement.
7. **Safeguarding**
   1. Be responsible for the Consultants management of Safeguarding maintaining an adequate safeguarding policy, and complying with the policy and procedures set out in the Framework and Safeguarding Schedule.
8. **Procurement of Sub Consultants**
   1. Be responsible for all the consultants own project procurement tasks on the project with sub consultants and others as required to undertake the Scope. Negotiate and put in place the contracts with sub consultants and suppliers, fulfilling the requirements of the Framework Agreement working closely with operations & supply chain to ensure robust procurement process & strategy.
   2. Tailor the procurement processes used to appoint Sub Consultants to target Cornish companies and in particular SMEs to ensure benefit to the Cornish economy.
   3. Build long term supply chain framework relationships with key sub consultants, nurturing relationships to aid ensuring adequate resources are available as and when required.
   4. Ensure that sub-Consultants and appointed written contracts and that suppliers are paid in accordance with the fair payment terms under the Framework Agreement.
9. **Procurement of Contractors and Relationships with Supply Chain**
   1. In order for the consultant to be accountable and responsible for the delivery of projects the Consultant shall have control over the procurement strategies and the process for the appointment of Contractors and other suppliers acting as the Client’s agent.
   2. The Consultant shall be responsible for all stages of required procurements from drafting procurement strategies to running the tender process, arranging the execution of contracts to contract management.
   3. The Consultant is able, if they so desire, to setup over arching Frameworks for the delivery of projects, utilities external Frameworks, standalone tenders or any other procurement mechanism.
   4. The Consultant shall be responsible for the wider management of the supply chain including market engagement to ensure interest from the marketplace in projects.
10. **Management of the Council’s Group of Companies**
    1. The Consultant must comply with the Contract Procedure Rules which include the use of the Council’s Group of Companies.
    2. The Consultant shall maintain productive relationships with the members of the Council’s Group of Companies.
    3. The Consultant shall be responsible for management of relationships with the Councils Group of Companies to assist with their business planning processes.
11. **Instruction Stage**
    1. Use the Instruction Stage to establish an agreed clear expressed client brief, setting out the objectives and success measures for the project.
    2. Support, understand and advise the Sponsor and PMO as to the briefing and information requirements and their other obligations to provide information to the Consultant to enable this stage
    3. Ensure the outcomes/objectives are suitably challenged and explored through this stage proactively feeding back such information as required to enable the client to make properly informed decisions at all times.
    4. Critically appraise the supplied information to establish ambiguities, errors or omissions and notify the Sponsor and PMO of same to ensure the Consultant is able to meet the Project’s outputs and objectives within the specified constraints.
    5. Produce and issue to the Client for approval a Project Initiation Document (“PID”).
    6. The PID shall include the following information as a minimum:-
       1. A description of the background to the project
       2. Summary of the business case which provides the justification for the project.
       3. Site(s) descriptions and location plans
       4. Details of the project scope, To include:
       5. project tolerances, including cost, time, quality and risk.
       6. assumptions
       7. exclusions outside the scope of the project.
       8. constraints which have the potential to impact the delivery of the overall project.
       9. A detailed description of the project deliverables and SMART measurable outputs and outcomes. Include what measures shall be used to determine success.
       10. Detail of the project team to include a project structure chart to illustrate the key project team members, including the delivery team, the project board and the end users.
       11. Details on stakeholders
       12. Funding sources showing agreed budget and anticipated budget and requirements for proposed project funding, with values, draw-down timescales and terms and conditions
       13. Details of the reporting, gateway and monitoring processes to control the project.
       14. A Risk register.
       15. Outline summary of the proposed method of communication, in accordance with the communications strategy.
       16. The Project Quality Plan.
       17. A detailed explanation of the proposed project approach, this should include:
           1. Generic standards for the works
           2. Outline procurement and contracting straties for the project
           3. Outline methodology and proposed approach to project delivery.
       18. An overall project delivery programme
    7. Maintain the PID throughout the Project implementing the outputs as required.
12. **Clients Agent**
    1. The Consultant will be required to act as the Client’s Agent for the purposes of administering contracts, taking the contractual roles of NEC3/4 ECC Project Manager and Supervisor or equivalent under different forms of contract.
    2. The roles set out above shall be carried out in strict accordance with the Managed Contract, but it shall always be subject to the limitations set out within the Call-off Contract with the Client.
13. **Client Change**
    1. Any change to the Project must be instructed by the PMO Project Lead and approved by the Project’s Board at it’s monthly meeting.
    2. The Consultant does not take any instructions from the Sponsor following approval of the Project Initial Document.
14. **Reporting**
    1. The provider/supplier/contractor will be responsible for recording and maintaining an up to date account of all aspects of project management dealt with whilst delivering a capital scheme on behalf of the Council. This includes, but is not limited to:
       1. Risks and Risk Registers;
       2. Issues log;
       3. Decisions log;
       4. Schedules/Plans;
       5. Finances to cover spend to date, accurals, forecast and cash flow forecasts;
       6. Detailed Cost reports;
       7. RAG Status’;
       8. H&S reports and issues;
       9. Change Requests;
       10. BREEAM/CEEQUAL info (where applicable);
       11. Cross-Cutting Themes info (where applicable); and
       12. Other supporting documentation relevant to the scheme;
    2. In addition, the provider/supplier/contractor will be expected to provide information on the above alongside any requested narrative updates on:
       1. aspects delivered in a given period;
       2. aspects to be delivered in a given period;
       3. general overall status updates as required but suitable for a variety of officers including, but not limited to:
          * Steering Group level Officers
          * Programme Board Officers
          * Senior Council Officers (requiring updates in layman’s terms)
       4. ‘Path to Green’ explanations as to how a project is to be brought back to an overall ‘Green’ status where it is anything but
    3. The provider/supplier/contractor is required to update the Council’s Capital Project Management System (or any successor) with the information requested in 13.1. Information collected in this system will be fed into the Council’s standard reports held in Power BI format.
    4. For the purposes of reporting the Council categorises all project management data collected and provided by the provider/supplier/contractor into the below two categories:
       1. Data direct from a Master Version
       2. Data periodically transferred from a Master Version
    5. The provider/supplier/contractor must keep and update any master versions of the project management data referred to in 1.1 within the Council’s Capital Project Management system (or any successor) wherever possible in addition to the Data Management Software. The Council’s reporting systems will therefore assume data collected from these sources to always be a live account of the very latest position. Where this is the case as much data as can be provided by the provider/supplier/contractor into the Council’s Capital Project Management system (or any successor) should be done so on a weekly basis.
15. **Risk** 
    1. The Consultant shall be expected to maintain the Project risk register (issues log) created at Instruction Stage to ensure it shows all risks, providing information with regard to mitigation, reduction, removal, ownership, likelihood, impact and costs of all risks.
    2. For each contract for which the Consultant is appointed the Consultant shall ensure for all Managed Contracts seperate risk registers (issues log) are created, updated and maintained specifically for that Contract, such risks being transferred to the Project Risk Register as required.
    3. Implement formal risk management procedures.
    4. Proactively monitor, manage and where appropriate remove such risks in a manner that minimizes the Clients exposure to matters that may negatively impact programme, cost or quality.
16. **ICT and Project Management Software**
    1. The Consultant shall use the Contract Management and Data Management Software as instructed by the Client’s Framework Manager.
    2. The Consultant shall ensure all contract management activity occurs via the Contract Management Software
    3. The Consultant shall ensure all project documentation, including working documents and drafts are sorted within the Data Management Software.
17. **Documentation**
    1. The consultant shall take overall responsibility for the storage, retention and retrieval of all documents relating to the project which may include drawings, specifications, contract documents, schedules, reports, notifications and communications within the Client’s Software.
18. **Audits**
    1. On no more than a quarterly basis the Client or an agent of the Client may Audit the performance of the Consultant. The Audit shall include checks such as:
       * + All Documentation is located within the Data Management Software
         + The correct contractual processes are being followed where the Consultant is managing a contract on behalf of the Client
    2. The Client shall make the results of the Audit available to the Consultant and it shall form the basis of the performance management of the Consultant.
19. **Payment**
    1. The Client currently uses Oracle Cloud as its payment system and this is generally referred to as ERP by the Council. The Client may change their payment system at their sole discretion and the Consultant shall be responsible for familiarise themselves with the new system as required to undertake the Scope.
    2. The Consultant is primarily responsible for two types of payment:
    3. Obtaining payment of their own fees (which shall be done in accordance with the Call-off Contract); and
    4. Certifying the payment due to others and ensuring payment is made by the Client
    5. The Consultant shall be responsible for ensuring purchase orders are raised within the Client’s ERP system this shall include raising requisitions within the Client’s system, goods receipting works and clearing invoices for payment as required by the Client’s P2P process
20. **Project Lead**
    1. The Consultant shall appoint a named Project Lead for the entire duration of the project who shall take responsibility for the management of the entire project ensuring compliance with the Scope, managing to the objectives, cost, time and quality requirements of the Client and take all reasonable steps to ensure the design and the works are completed on or before the date established by the Client.
    2. To Project Leader shall provide leadership for the entire project and proactively manage the project activities of the design team, sub-consultants and contractor(s).
    3. The Project Lead shall be the single point of contact to liaise and co-ordinate with the Client, stakeholders, end users and others to ensure the factors critical to the success of the project are fully established and understood. Work proactively with such groups to ensure their expectations are effectively managed and that cost effective efficient solutions are sought.
    4. The Project Lead shall monitor the Consultants performance and activity under the Contract and take such internal corrective action as required to provide an acceptable standard of service without prompt from the Client.
21. **Cost Management**
    1. The consultant shall create a baseline cost plan which is continuously updated throughout the project in accordance with an appropriate rules of estimating and cost measurement (e.g. RICS New Rules of Measurement) appropriate to the stage of the project and ensure expenditure and cost forecasts are reported to the Client at a minimum monthly, or more frequently to show significant cost change.
    2. The consultant shall creatively contribute and implement value engineering and improved build-ability solutions and value management processes.
    3. The consultant shall continually monitor project costs with regard to the Project budget and, issuing early warnings as necessary as soon as aware of risks that may affect the agreed contract sum.
    4. The consultant shall monitor design and construction development with regard to compliance with the budget and instruct such changes to the design as are necessary to maintain contractual budgetary, programme and qualitative outputs.
22. **Programming**
    1. The Consultant will be required to provide programme advice during the Instruction Stage, advising on likely durations of each project stage.
    2. Establish an effective programme management process; bring together all required activities and work streams into a coherent, coordinated, detailed Project Programme identifying float, critical paths, and key dates.
    3. Where required under the Contract to manage multiple Project streams in a programme the Consultant shall ensure that the programme clearly identifies all activities for all Projects in a manner that allows the identification of critical matters for each Project individually.
    4. The Consultant shall provide Early Warnings at the earliest opportunity of being aware of risks that could impact upon the Accepted Programme simultaneously proactively acting to minimise or remove such risk.
    5. The Consultant shall also be required to provide a Programme Level programme showing all projects.
23. **Stakeholder / Communication Strategy**
    1. Devise, implement and maintain a communication strategy, obtain agreement from the Client and between client, stakeholders and project teams (and other interested parties as required).
    2. The Communication Strategy is to include but not be limited to:
       1. Project contacts directory
       2. Objectives
       3. Audiences
       4. Consultations
       5. Approval process for publicity
       6. Method/frequency/format of communications
       7. Resources
       8. Timescales
       9. Management of stakeholder and public engagement, including attendance, note taking and responding to any actions
       10. Public meetings and communications
    3. As required by the needs of the Project, coordinate and liaise with and supply information as required to interested parties, stakeholders and Client interfaces including but not limited to:
       1. Legal services, whether internal to the Client or external, for the purposes of ensuring the Managed Contracts are complete, signed and properly executed.
       2. The Client’s Estates Management team and their supplier(s) in relation to any land transactions and purchases that may be required on individual schemes.
       3. The Client’s Maintenance and Asset Management teams and their supplier(s) to ensure the fabric and engineering maintenance implications of the scheme are fully realised and addressed.
       4. The Client’s Infrastructure adoption team in relation to any scheme adoption where applicable.
       5. The Client’s Integrated Technology Contract (ITC) provider, in relation to all electrical and technology requirements.
       6. Where required by the Client provide information for and support meetings with Elected Members, members of the public and other interested parties.
       7. Statutory authorities and consultees
24. **Design**
    1. Where the Consultant is to provide the design they shall ensure the design information is of suitable quality, extent and detail, and within costs and budget constraints, in accordance with all current and relevant legislation, standards and codes of practice, as well as the Client’s Scope so that each Project can progress through Gateway approvals and that tender packages can be prepared and the asset constructed in accordance with the agreed overall programme
    2. Where the Consultant is not to the provide the design, they shall:
    3. Specify, procure, manage, coordinate the required design services on behalf of the Client.
    4. Manage, coordinate and monitor the work of the Designers, issuing such instruction as necessary to ensure the design requirements of the contract are met. Use commercial, contractual, programme and technical expertise to lead, manage, co-ordinate, monitor and produce the design of all constructional elements which are required to be designed by the Consultant, including work by consultants, specialists and suppliers.
    5. Ensuring the design information is of suitable quality, extent and detail, and within costs and budget constraints, in accordance with all current and relevant legislation, standards and codes of practice, as well as the Client’s Scope so that each Project can progress through Gateway approvals and that tender packages can be prepared and the asset constructed in accordance with the agreed overall programme.
    6. Co-ordinate and prepare the Design Services Programme and ensure this is fully integrated into the Project Programme.
25. **Principal Designer** 
    1. Where appointed to provide the Design the Consultant shall exercise the powers and duties of and associated with the statutory function of Principal Designer under the Construction (Design and Management) Regulations 2015.
    2. The Consultant shall advise the Client on his duties under CDM at all stages of the project and cooperate fully with Health and Safety inspections undertaken by the Client’s representative, or others and ensure that the project is designed and constructed to the highest levels of health and safety standards.
26. **Work by Others including Specialists and Surveys** 
    1. The Consultant will be responsible for undertaking or commissioning such surveys as may be required in order to complete the Scope.
    2. The Consultant shall Specify, procure, manage and undertake the necessary factual surveys, reports, calculations and investigations required to deliver the project to achieve the best value outcomes for the scheme when balancing the cost of undertaking the surveys versus the risk of not carrying out such surveys.
    3. The net cost of the surveys commissioned by the Consultant shall be subject to remuneration from the Client
    4. The Consultants rates include the costs of programming, coordinating, procuring, managing, arranging, evaluation and reporting of such surveys, reports, calculations and investigations.
27. **Approvals (including Planning)**
    1. As the Consultant shall be responsible for design, the Consultant will be responsible for securing all regulatory approvals that have not previously been obtained by the Client, including Building Regulations approval, Fire Officer's and Licensing Authority's approval, listed building consent and development control requirements, planning permissions and other consents as required for construction to commence.
    2. The Consultant shall create and maintain an ongoing dialogue with planners as required ensuring planning matters are properly coordinated and integrated in all projects from pre-application stage onwards.
    3. The Consultant shall take responsibility for the submission of all planning applications, including all necessary documentation in a manner compliant with the accepted programme.
    4. The Consultant shall ensure the design complies fully with the requirements and timing of all planning conditions to be discharged.
28. **Cost and Design Reviews**
    1. The Consultant shall be required to arrange, prepare for, attend and contribute to design and cost reviews to be undertaken during the Feasibility, Concept and Technical Design Stages (if appointed to undertake the design for those stages). The PMO Project Lead and Sponsor shall be invited to the Review.
    2. At each Design and Cost Review the Consultant shall provide such design and cost information as required to enable the PMO and Sponsor to critically review the design solution.
    3. The Consultant shall produce a Design Review Report to present to the Client during each design review is conducted. The Design Phase Progress Report shall include, as required:
       1. Client Objectives/outcomes
       2. Design summary update
       3. Site plans
       4. Landscaping and external works plans
       5. General arrangement plans
       6. Longitudinal / cross sections and elevations
       7. Scope of works and outline specifications
       8. Summary of surveys, investigations and evaluations
       9. Critical adjacencies
       10. End user occupation analysis
       11. Design risk assessments
       12. Design and Access Statement
       13. Constraints, Exclusions and Assumptions
       14. Sustainability and environmental strategy
       15. Maintenance and Operational strategy
       16. Handover and defects Strategy
       17. Consultations and stakeholder engagements
       18. Design comment on Cost plan
       19. Progress against programme
       20. Decisions pending
       21. Information required schedule
    4. The Consultant shall not be required to make changes to the design following any review but shall give due regard to the feedback from the PMO and Sponsor.
29. **Buildability**
    1. The Consultant shall prepare and submit to the PMO a Buildability Report during the Design Stage (at the end of Concept Design unless otherwise agreed with the PMO) that shall assess and conclude with recommendations on each and all of the following aspects of the Project:
       1. The sequencing of activities.
       2. Alternative and innovative construction methods, including substructure, the use of plant and equipment, which save labour and time and prevent possible damage.
       3. Standardisation of components and processes.
       4. Earthwork strategy, cut and fill balance, minimisation of waste.
       5. Reductions in complexity
       6. Identification of appropriate suppliers and lead in times.
       7. Prefabrication opportunities.
       8. Ease and order of interface connections and abutments.
       9. Packaging of the works and allocation of scope in relation to trade and specialist contracts.
       10. Installation and maintenance access arrangements including long-term replacement.
       11. Temporary works such as propping, facade retention, retaining facilities and trench support, crane supports, formwork, falsework and scaffolding including gantries.
       12. Susceptibility to damage and protective procedures in-transit and in-situ.
       13. Waste management and reduction
       14. Constraints analysis
       15. Enabling works
30. **Lessons Learned** 
    1. The Consultant shall maintain a Lessons Learned register and ensure due regard is given to its content when delivering projects.
31. **Outputs**
    1. At the end of each stage the Consultant will provide to the PMO the Outputs listed in the Information Exchange as appropriate to the project in the RIBA Plan of Work alongside an End Stage Report.
    2. The End Stage Report report shall include an updated Project Initiation Document, a Cost Plan, a Lifecyle Costing Report, Risk Management Report, Programme and information on surveys undertaken.