

Schedule 1 - The Statement of Requirements

Part 1 – Client Statement of Requirements



Department
for Work &
Pensions



DEPARTMENT FOR WORK AND PENSIONS

ESTATES PROGRAMME MANAGEMENT SERVICES

REFERENCE NUMBER 24166

SCHEDULE 1 PART 1 – THE STATEMENT OF REQUIREMENTS

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1. INTRODUCTION

1.1. Definitions and Interpretation

- 1.1.1. Nothing contained in this Schedule 1 (*The Statement of Requirements*) shall override or modify the Clauses or Schedules of the Contract and this Schedule 1 (*The Statement of Requirements*) is without prejudice to Clause Z.1.29 of the Contract.
- 1.1.2. The definitions in Annex 1 (*Definitions*) to this Schedule 1 (*The Statement of Requirements*) shall apply in respect of this Schedule 1 and where expressly provided for elsewhere in the Contract.

1.2. Objectives

- 1.2.1. The *Consultant* is required to support the *Client* (as described in paragraph 1.1.2) in the end to end delivery of capital works for both Major Projects and for those projects that fall within Lifecycle Works. This will include the provision of a range of expertise to support the *Client* with strategic portfolio planning, pipeline, programme delivery and budget/cost management.
- 1.2.2. The *Consultant* shall provide the following *services*, including but not limited to:
 - (a) Expertise in delivering against all stages of the RIBA Plan of Work and other industry requirements (Treasury Green Book, Construction and Outsourcing Playbooks etc.) through the *Client's* Professional Services Suppliers, Construction Delivery Suppliers and other Client Supply Chain Members;
 - (b) Supporting the *Client* with the development of Business Cases and Investment Appraisals;
 - (c) Supporting the *Client* with the procurement of Professional Services Suppliers and Construction Delivery Suppliers and developing strategic procurement strategies to deliver the evolving five (5) year pipeline of projects;
 - (d) Positioning the *Client* to support the central Government agenda for public sector project delivery, including but not limited to; the Construction Industry Recovery Plan, Construction Playbook and Transforming Infrastructure Performance;
 - (e) Delivering comprehensive management information ("*MI*") reporting function, capturing key information from the *Client's* Professional Services Suppliers, Construction Delivery Suppliers, relevant Client Supply Chain Members and internal *Client* teams;

- (f) Provision of a dashboard and reporting solution that will capture, aggregate and present data related to all projects to the *Client*;
 - (g) Provision of a regular data feed to the *Client's* Integrator System Solution (frequency and content to be defined during the Implementation Phase) to allow the *Client-wide* view through the *Client's* Integrator System Solution;
 - (h) Being responsible for the day-to-day programme delivery;
 - (i) Presenting timely, accurate, professional, innovative and user-friendly reports on pipeline and "in-delivery" activity, programme, cost, design, quality, risk and safety; and
 - (j) Ensure (to the extent it is within the *Consultant's* reasonable control) all legal obligations are met in relation to Health and Safety legislation (for example the Health and Safety at Work etc. Act 1974 and the Construction (Design and Management) Regulations 2015) during the planning, delivering and completion of programme management.
- 1.2.3. The *Consultant* shall identify trends, risks, opportunities and project efficiencies.
- 1.2.4. The *Consultant* shall provide support to enable the *Client* to procure the services of a range of specialists to provide advice and support to key strategic initiatives including but not limited to;
- (a) Asset Verification Surveys to provide independent assurance of the accuracy and validity of the Asset Register; and
 - (b) Specialist subject matter expertise and advice on a range of matters e.g. structural advice on RAAC roofs, ULEV charging infrastructure, MEP commissioning/validation, Asbestos Management, CDM, defects/dilapidations surveys and party walls.
- 1.2.5. The *Consultant's* team shall engage with the *Client* to share best practice, industry trends and market insights and where appropriate topical seminars and workshops.

1.3. The *Consultant's* Role

- 1.3.1. The *Client* requires a highly capable and motivated contractor that will deliver the *service* to the standard required under this Contract from the Contract Date. During the *service period*, the whole supply chain should proactively seek out opportunities for quality enhancement and/or cost savings that may improve the overall value for money of the Estate Property. The *Consultant* shall be a key component within

the supply chain and as such successful performance by the *Consultant* shall be a critical factor in the achievement of this objective.

- 1.3.2. The *Consultant* shall work with the *Client* and Supply Chain Integrator to ensure (to the extent it is within the *Consultant's* reasonable control) that project related Work Orders are captured correctly under the appropriate reporting and budget lines.
- 1.3.3. The *Consultant* shall deliver a comprehensive MI reporting function, capturing all key information and generating intelligent reporting for all projects and Lifecycle Works in pipeline and delivery. This information will include but not limited to, information generated by the *Client's* Professional Services Suppliers, Construction Delivery Suppliers, relevant Client Supply Chain Members and internal *Client* teams.
- 1.3.4. The *Consultant* shall provide MI that will cover all relevant industry standard benchmark data covering but not limited to, budget, forecast, cash flow, accruals programme, risk and opportunity, delivery confidence and RAG assessments, health and safety performance, quality assessments, benefits realisation and delivery of social value both on a project and portfolio level. This will enable the *Client* to have confidence in budget delivery, early indication of variance of actuals to forecast and variance of forecast to budget.
- 1.3.5. The *Consultant* shall provide an analytical and data system that meets industry standards with compatible access arrangements for the *Client*.
- 1.3.6. Every six (6) months or at the end of the Contract, whichever comes first, the *Consultant* is required to provide a report to the *Client* identifying any lessons learnt, areas of weakness, opportunities for improvement within the supply chain including, but not limited to;
 - (a) new or potential improvements to the *service* including quality, responsiveness, procedures, benchmarking methods, performance mechanisms;
 - (b) new or potential improvements which might result in efficiency, increased productivity or a reduction of operational risk; and
 - (c) changes in business processes and ways of working that would enable the programmes to be delivered at lower cost and delivery confidence with greater benefits to the *Client*.
- 1.3.7. The *Consultant* shall take all reasonable steps to check that the information it provides to the *Client* from the *Client* Professional Services Suppliers and the Construction Delivery Supplier is sufficient for the *Client* to decide whether any improvement should be implemented. The *Consultant* shall provide any further information that the *Client* requires.
- 1.3.8. If the *Client* wishes to incorporate any improvement identified by the *Consultant*, the *Client* shall send the *Consultant* a Change Request. A

change control procedure will be agreed with the *Client* during the Implementation Phase.

- 1.3.9. The *Consultant* is required to implement a robust quality management system that is consistent with BS EN ISO 9001 or any equivalent standard, assuring the *Client* that all services are delivered consistently and in compliance with all relevant industry standards.
- 1.3.10. The *Consultant* must retain independence from the rest of the Client Supply Chain Members in the performance of the *services* and must ensure that it acts, at all times, in the *Client's* best interests.
- 1.3.11. The *Consultant* is required to have an appropriate process in place to evaluate customer satisfaction and to act on findings to continually improve their service.
- 1.3.12. The *Consultant* is also required to have an appropriate escalation route for performance related issues capable of handling and responding in a timely manner.

2. VALUES AND BEHAVIOURS

2.1. The *Client's* Values and Behaviours

- 2.1.1. The *Consultant* shall operate on behalf of the *Client* and as such uphold, promote and live the *Client's* values.

- 2.1.2. The *Client's* vision is;

"to support people to become better off through work, to enable resilience not reliance and to provide a safety net for those that need it"

- 2.1.3. The *Client* believes a strong culture produces a well-tuned sense of direction and helps create common definitions of success. United by a strong sense of public service, the *Client* upholds, promotes and lives by the enduring values set out in the Civil Service Code – Integrity, Honesty, Impartiality and Objectivity. The *Client* requires the *Consultant* to uphold and model these values.

- 2.1.4. In addition, the *Consultant* shall operate on behalf of the *Client* and as such uphold, promote and live the *Client's* ways of working commitments:

- (a) **Mutual trust:** performance to promise;
- (b) **Communication:** open, honest and timely;
- (c) **Team orientation:** collaboration and desire to succeed;
- (d) **Agility:** rapid responses to change with ease & flexibility;
- (e) **Data led:** harness information to aid strategic decision making;
and

- (f) **Focus:** on the customer and a common purpose.
- 2.1.5. In addition, the *Consultant* shall interact with the *Client*, *Client* employees, other Government Departments ("**OGD**") and OGD colleagues, the *Client* Supply Chain Members, *Client* customers and the general public ensuring (to the extent it is within the *Consultant's* reasonable control) behaviours are in line with the *Client's* values.
- 2.1.6. In addition to the obligations and responsibilities set out in the remainder of this Contract, the *Consultant* shall work with the *Client* to ensure (to the extent it is within the *Consultant's* reasonable control) that the *Consultant* delivers the critical success factors listed below, through the *services* outlined in this Contract. The critical success factors are:
- (a) demonstrate value for money by driving improvements in the *services* it delivers, identifying opportunities for change in processes, and continual strategic ambition;
 - (b) establish an effective and efficient relationship with the *Client* with the right hand-offs and decision making points;
 - (c) provide a best in class system to deliver valuable data insights for strategic decision making and performance management of the *Client's* Professional Service Suppliers and Construction Delivery Suppliers;
 - (d) support the *Client* in the delivery of strategies for change internally and across Government agendas;
 - (e) endorse high performance and demonstrate strength of capability within the *services* they are delivering;
 - (f) work seamlessly with the *Client* Supply Chain Members and provide industry expertise, innovation and continuous improvement; and
 - (g) ensure agility and flexibility to help the Estate Property meet the changing requirements of the *Client*, whilst minimising disruption to operational service delivery.

3. GENERAL SERVICE REQUIREMENTS

3.1. Support for Estates Strategic Positioning

- 3.1.1. The *Consultant* shall support the *Client* in identification of the rolling five (5) year Project Pipeline through review of the *Client* strategy and portfolio planning along with other Government agendas in close consultation with the *Client*.
- 3.1.2. The Client Estate Teams strategic priorities support the wider *Client* and Government priorities in providing effective operation and optimisation of the *Estate Property*. This ensures the *Client* can continue to deliver a first class service to customers and support the safe delivery of face to face customer service and other supporting services of the Estate, whilst managing delivery risk and assurance across Estates spending. The Client Estate Teams' vision is to be a strategic, high performing real estate function, delivering real estate operational excellence which is aligned to the organisation, and which is recognised across Government as a leader in its field.
- 3.1.3. The *Consultant* will support the *Client* in estates-related activity with other Government departments. This support will include but not limited to other Government departments, including HMT, Cabinet Office (OGP, GPA and IPA), and BEIS on estates-related activity. These will likely include: support and input to future Spending Reviews, Strategic Asset Management Plan (SAMP), State of the Estate Report (SofTE), Digital National Asset Register (DNAR), Government Property Profession (GPP), Government Greening Commitments (GGC), contribution to standards development, and other alignment to Government Estates Strategy (incl. One Public Estate and GPA transition).
- 3.1.4. The *Consultant* shall support the *Client* with delivering its Workplace Transformation ("**WT**"). This is a ten (10) year programme focussed on re-shaping how, when and where the *Client* works. This programme looks at organisational, cultural and digital changes that impact the interaction with the workplace, the design, footprint and location of the Estate Property with fewer and better quality buildings. Further information regarding WT will be provided during the Implementation Phase.
- 3.1.5. The *Consultant* shall support the *Client* with delivering its Government commitments on Sustainability, Net Zero Carbon, Places for Growth, more flexible ways of working and to deliver on the *Client* obligations to fully embed Smarter Working and achieve PAS3000 standards.
- 3.1.6. The *Consultant* shall support the *Client* with the continual development of the five (5) year forward looking Project Pipeline demand based on the Estate Property and Asset Strategy.
- 3.1.7. An operational estate is vital to support the *Client's* core business. The *Consultant* shall support the *Client* in providing that operational estate through its annual Lifecycle Works programme

- 3.1.8. The *Consultant* shall support the *Client* to undertake mid and end of financial year reviews of the five (5) year Project Pipeline, Estate Property strategy and Asset Strategy to identify areas for optimisation and improved efficiency.
- 3.1.9. The *Consultant* shall develop and enhance the *Client's* project delivery framework aligned to the RIBA Plan of Work.

3.2. Strategic Procurement Support

- 3.2.1. The *Consultant* shall support the *Client* throughout the procurement process and provide strategic advice and insights to develop and implement a comprehensive, robust and compliant supply chain procurement strategy for Professional Services Suppliers and Construction Delivery Suppliers whilst maintaining a forward-look linked to the *Client* five (5) year Project Pipeline.
- 3.2.2. The *Consultant* shall support the development in conjunction with the *Client*, procurement strategies for the entire portfolio of projects to provide the most effective solution for all types of projects.
- 3.2.3. The *Consultant* shall provide support and expertise in accordance with the Treasury Green Book, the Construction and Outsourcing Playbooks and in compliance with the *Client's* Commercial/Category Management standards.
- 3.2.4. The *Consultant* shall provide subject matter expertise and contribute to the development of a robust suite of procurement documentation including, evaluation criteria, contract terms and conditions, scope of services and KPIs.
- 3.2.5. The *Consultant* shall provide innovation and guidance regarding collaboration and partnering to promote a best-in-class approach to project delivery whilst maintaining an appropriate level of commercial tension.
- 3.2.6. The *Consultant* shall provide guidance to the *Client* in reviewing proposals received from Professional Services Suppliers and Construction Delivery Suppliers.
- 3.2.7. The *Consultant* shall provide recommendations on bundling of specific projects into mini-programmes in order to benefit from economies of scale; achieve synergies in project delivery (i.e. of a similar nature / complexity) and/or reducing the number of individual separate project Work Orders / contract transactions where there is a high volume of projects similar in nature and to minimise disruption to the *Client's* core business.
- 3.2.8. The *Consultant* shall support the *Client* on market engagement and raising its profile with the supply chain to drive increased competition, developing intelligence of the market and value-for-money.

- 3.2.9. The *Consultant* shall provide support and advice on strategic procurement strategy across all programme workstreams, maintaining a forward-look linked to the *Client* five (5) year Project Pipeline.
- 3.2.10. The *Consultant* shall interrogate data (provided by the *Client* and the Client Supply Chain Members) such as the annual Lifecycle Works programme demand stack, reactive maintenance records and remedial works and provide innovation and strategic direction based on market insight on the bundling of projects to maximise efficiency, improve supply chain appetite and drive value-for-money.
- 3.2.11. The *Consultant* shall liaise with the *Client's* relevant legal adviser to support legal agreements including but not limited to agreements for construction and lease as required.

3.3. Governance

- 3.3.1. The *Consultant* shall instigate formal project gateway reviews at every RIBA stage to be undertaken by individual project teams (including relevant personnel of the *Client*) ("Project Gateway Reviews"). The Project Gateway Reviews will review and agree the following, including but not limited to:
- (a) The scope of the project is aligned to the aims and objectives set out in the agreed Business Case;
 - (b) The design proposals are compliant with the Client's Design Standards;
 - (c) Governance for project briefings across for relevant parties is defined and executed across all projects and that all relevant internal teams are engaged with and that all relevant documentation is produced;
 - (d) The procurement strategy for the Project Pipeline is sound and conducive to achieving value for money;
 - (e) The project cost forecast is accurate and within budget;
 - (f) The project progress against programme and any adjustments required such as re-baselining the programme or the critical path;
 - (g) The project progress against achievement of sustainability targets and other benefits;
 - (h) The process of reviewing and recording project risks are captured and managed appropriately throughout the life of the project;
 - (i) Agreeing the criteria has been met to progress to the next RIBA stage
- 3.3.1A The *Consultant* shall check that the Project Gateway Reviews are taking place and are of good quality, including by taking part in a representative sample of Project Gateway Reviews.
- 3.3.2. The *Consultant* shall be responsible for the on-going development and management of an overarching Programme Plan for all the

anticipated, forecasted and planned projects committed by the *Client*, and other projects as they arise.

- 3.3.3. The *Consultant* shall ensure (to the extent it is within the *Consultant's* reasonable control) early engagement with all relevant stakeholders to foster collaborative working relationship and to capture key requirements.
- 3.3.4. The *Consultant* shall provide support and coordination of unplanned projects works at the request of the *Client* to respond to business needs.
- 3.3.5. The *Consultant* shall organise and run formal monthly governance/ steering group meetings (known as "**Project Control Group meetings**") across each project service stream to provide robust governance and ensure proactive management and escalation of risk (to the extent the same are within the *Consultant's* reasonable control). Information will be required at a programme level to ensure (to the extent it is within the *Consultant's* reasonable control) the full view of strategic, planned and delivery details are available to the *Client*. The *Consultant* will issue the list of action points following each meeting.

3.4. Cost Management

- 3.4.1. The *Consultant* shall support cost forecasting for construction related work to support the build-up of Business Cases.
- 3.4.2. The *Consultant* shall co-ordinate and record cost forecasting for all other activity required to deliver the Project Pipeline.
- 3.4.3. The *Consultant* will review programme and cost, to track costs to ensure (to the extent it is within the *Consultant's* reasonable control) the Estates portfolio of projects are delivering against the *Client's* agreed budgets.
- 3.4.4. The *Consultant* shall escalate to the *Client* if the project is at risk of exceeding the agreed budget or underspending against the agreed budget.
- 3.4.5. The *Consultant* shall on a monthly basis aggregate all project cost reports (for all costs related to projects that are being managed by the *Consultant*) and provide an overall portfolio level budget, cost and forecast progress report to the *Client* to support the *Client's* financial cost and financial management reporting (consolidated management information in paragraph 3.5.2(d) of this Schedule refers).
- 3.4.6. The *Consultant* shall undertake a review of the construction related project cost reports with the Project Suppliers to ensure (to the extent it is within the *Consultant's* reasonable control) information provided to the *Client* is accurate.

- 3.4.7. The *Consultant* shall review all other project related costs to track that these are being delivered to the project budget. The *Consultant* will escalate any potential issues to the relevant parties.
- 3.4.8. The *Consultant* shall set up and initiate programme governance at the earliest point in the project process, with the *Client's* internal teams, and check that all parties record cost related data in accordance with the *Consultant* accounting policies, procedures, and business rules to ensure (to the extent it is within the *Consultant's* reasonable control) the correct treatment of project operating and capital expenditure and VAT treatment.
- 3.4.9. The *Consultant* shall provide governance during the project lifecycle that proactively manages the Project Suppliers to accurately generate monthly accruals and provide an accurate forecast view, providing early oversight to the *Client*.
- 3.4.10. The *Consultant* shall provide an automated feed of pipeline, budget, cost, forecast and VAT data to the Supply Chain Integrator provider that enables consolidated cost and financial reporting from the *Client's* single version of the truth.
- 3.4.11. The *Consultant* shall develop and manage systems that capture and utilise accurate benchmark data on current construction costs.
- 3.4.12. The *Consultant* shall use the most appropriate approach to provide cost estimate using a range (e.g. 3-point risk estimation, probability analysis, P50 vs P80 cost basis).
- 3.4.13. The *Consultant* will quality assure the individual project change request forms that are put forward to the Capex Governance Board (or such other board that the *Client* instructs) as follows:
- 3.4.13.1. the *Consultant* will check that the project team has completed all sections of the form correctly;
- 3.4.13.2. that the root cause of the change is clearly described;
- 3.4.13.3. that the cost of the change is shown, both including and excluding VAT; and
- 3.4.13.4. that the project team has checked and agreed all build ups from the contractor and that the build ups are attached.

The *Consultant*, whilst making sure (to the extent it is within the *Consultant's* reasonable control) that the *Client* does not breach the timescales set out in the NEC project contract, will ensure (to the extent it is within the *Consultant's* reasonable control) that these forms are presented for approval to the relevant *Client* staff at the required two (2) weekly intervals, prior to the forms going forward to the Capex Governance Board.

- 3.4.14. The *Consultant* shall compile all project cost data across the *Client* pipeline to inform estimating and forecasting, review and develop benchmark data with reference to BCIS data.
- 3.4.15. The *Consultant* shall consolidate all pipeline and in-flight project costs to inform overall cost and accurate re-forecasts (particularly with reference to supporting Business Cases) to budget measurement and understand variance.
- 3.4.16. The *Consultant* shall engage with the *Client's* finance team to obtain specific financial advice to use across the portfolio of project activity. This will ensure there is an agreed and joint understanding of the financial governance to be applied.
- 3.4.17. The *Consultant* shall manage and quality assure the collection and submission to the IPA of the Government construction metrics.

3.5. Reporting

- 3.5.1. The *Consultant*, working with the Supply Chain Integrator and the *Client* teams (such as finance), shall provide to the *Client* a set of reports as defined below. These reports are both Project Delivery Lifecycle Reports and Consolidated Management Reports. The *Consultant* is to ensure these reports are accessible through the *Consultant's* online tool via dashboards by *Client* users and for them to be near real time at all times during the month.
- 3.5.2. Consolidated Management Reports

The expected reporting cycle will as a minimum follow the following monthly cycle. The MI should be submitted a minimum of two (2) working days in advance of each the reviews identified below. Exemplars of the minimum reporting information are contained in Annex 2 to this Schedule (*Minimum Reporting Information*), with the final format of the reports to be agreed during the Implementation Phase. These represent a month end consolidated reports pack. The *Consultant* shall make each component of each Consolidated Management Report available as a single report, an example of this being project progress reports (dashboard) contained within the consolidated management information report:

 - (a) **Consolidated Pipeline and Business Case** report to be provided every second (2nd) week of the month consolidated and presented for review and agreement by the *Client*;
 - (b) **Consolidated management information** to be provided every second (2nd) week of the month, providing a detailed review and summary of individual projects across the projects and Lifecycle Works portfolio to presented for review and comment by the *Client*;

- (c) **Consolidated Portfolio Position** to be provided every third (3rd) week of the month providing a final review by the *Consultant* to the *Client* of the consolidated portfolio position for final review and assurance;
- (d) **Consolidated Financial Information** to be provided every third (3rd) week of the month and presented to the *Client's* budget holder for final sign off and to feed into the *Client's* monthly financial pack.

3.5.3. Project Delivery Lifecycle Reports:

Working with the Supply Chain Integrator and *Client* teams (such as finance), create and issue to all projects the following Project Delivery Lifecycle Reports to ensure (to the extent it is within the *Consultant's* reasonable control) accurate and consistent reporting:

- 3.5.3.1. programme planning;
- 3.5.3.2. RAID management;
- 3.5.3.3. lessons learnt;
- 3.5.3.4. work scheduling;
- 3.5.3.5. cost management;
- 3.5.3.6. project progress report; and

coordinate such reports with all relevant Client Supply Chain Members, and third parties to ensure (to the extent it is within the *Consultant's* reasonable control) efficient and effective delivery.

3.5.4. The final form of each of the above Project Delivery Lifecycle Reports is to be agreed during the Implementation Phase and shall include but are not limited to:

- (a) a reporting tool that plans and monitors the forecast and actual project/programme activities and expenditure with estimated impact of the forecast, with live dashboards for users/ability for users to tailor the reports;
- (b) cost management tool to understand financial position in relation to the forecast, WIP, budget, accruals and actuals for the Estates portfolio of programmes, taking such individual project information from Client Supply Chain Members as necessary, or directed by the *Client*;
- (c) developing and managing a project prioritisation methodology based on different building classifications covering statutory, mandatory, required, recommended and optional project ratings to ensure (to the extent it is within the *Consultant's* reasonable control) all projects are correctly prioritised to mitigate risk and disruption to the *Client's* core business;
- (d) coordinating the Project Pipeline and the Estate's general plans with other maintenance activity to enable full benefits of efficiencies across the Client Supply Chain and to reduce

- disruption of the *Client's* operational capacity by capturing and monitoring impacts and dependencies; and
- (e) liaising with the *Client* Supply Chain Member responsible for lease and landlord management and where necessary at the discretion of the *Client* liaise with landlords and tenant (directly) to identify and ensure (to the extent it is within the *Consultant's* reasonable control) any consents required and the issuing of any notices are completed.

- 3.5.5. The *Consultant* shall implement a standard commercial management report (CVR or equivalent) for use by all Project Suppliers so that there is consistency of cost management reporting for all projects.

3.6. Risk Management

- 3.6.1. The *Consultant* shall create, manage and govern a Central Risk Register and RAIDL at project and programme level to identify and manage risks and opportunities. The risk management process needs to be iterative to reflect the dynamic nature of project and programme work, responses and assign clear ownership of actions.
- 3.6.2. The *Consultant* shall provide an initial risk assessment of potential project risks at earliest opportunity during the feasibility stage and ensure (to the extent it is within the *Consultant's* reasonable control) these are registered as part of the Business Case and project approvals process.
- 3.6.3. The *Consultant* shall use the central register of common risks that occur on the *Client's* projects and identify trends and early mitigation actions. This must include quantitative risk estimating including 3-point risk estimation, calculation of P50 / P80 etc. to establish the correct level of risk at each project stage.
- 3.6.4. The Project Risk Register to be fully costed (using the mitigated cost and the cost of mitigation assessed) and included in cost estimate to provide risk assessed cost base, quantitative assessment of risks. Process implemented shall align to the *Client* risk management methodology and scoring.
- 3.6.5. The Information captured in the risk register and RAIDL must be shared with the *Client* RAIDL.
- 3.6.6. The *Consultant* shall work with the *Client* Supply Chain Members delivering the project to mitigate risks.
- 3.6.7. The *Consultant* shall ensure (to the extent it is within the *Consultant's* reasonable control) priority risks are escalated to the appropriate governance board to manage stakeholder expectations.

3.7. Design Standards

- 3.7.1. The *Consultant* shall work with the *Client* to support the development of a single suite of design guides and standards. The *Client* will be

responsible for issuing documentation to the Client Supply Chain Members who are delivering projects.

- 3.7.2. The *Consultant* shall work with the *Client* to identify improvement areas in Design Standards on a quarterly basis to provide recommendations, amendments and/or enhancements using project performance data and industry best practice.
- 3.7.3. The *Consultant* shall support the *Client* to develop cost models and indicative delivery timelines of the Design Standards and major component parts.
- 3.7.4. The *Consultant* shall check that all necessary design related forms are completed at the relevant point of the design process by either the Project Supplier or Construction Delivery Supplier and that the forms are complete and accurate.
- 3.7.5. The *Consultant* shall work with *Client's* Design Standards to standardise the use of components to reduce failures, gain economies of scale, and achieve consistency of visual look and feel.
- 3.7.6. The *Consultant* shall provide a baseline for assessing existing Assets including setting parameters that establish when it is economically viable (including an assessment of the ROI) / acceptable to the *Client* to replace legacy Assets.
- 3.7.7. The *Consultant* shall support post-occupancy evaluations that feed into multiple areas including design.
- 3.7.8. The *Consultant* shall provide independent technical advice on Design Standards and specifications set by the *Client*.

3.8. Information Management

- 3.8.1. The *Consultant* shall support the *Client* in the ongoing development of an Information Management (BIM) strategy in line with Government's ISO19650 requirements.
- 3.8.2. The *Consultant* is responsible for co-ordinating the provision of this information in accordance with ISO 19650 through collaboration with the *Client's* Professional Services Suppliers, Project Delivery Suppliers and Client Supply Chain Members.
- 3.8.3. The Government's "Information Management Mandate" is applicable immediately and in accordance with the IPA "Transforming Infrastructure Performance Plan".
- 3.8.4. The *Consultant* shall follow the sensitivity assessment process set out in Clause 4 of ISO 19650-5 to determine whether to implement a security-minded approach. Where a security-minded approach is required, the *Consultant* should develop and implement this, following the requirements set out in Clauses 5 to 9 of ISO 19650-5 and to the approval of the *Client*.

- 3.8.5. The *Consultant* shall have in place the capability to fulfil the Information Management function, either with people within its own organisation, people acting on behalf of it, or a combination of both;
- 3.8.6. The *Consultant* in conjunction with the *Client* will set out the information requirements concerning Assets and projects to support the *Client's* organisational/asset whole-life and project objectives, by producing:
- (a) Organisational information requirements ("**OIRs**") – organisational objectives;
 - (b) Project information requirements ("**PIRs**") – purpose, design and construction of an Asset;
 - (c) Asset information requirements ("**AIRs**") – operation and maintenance of an Asset;
 - (d) Security Information Requirements ("**SIR**"), where applicable – in relation to information security; and
 - (e) Exchange information requirements ("**EIRs**") – in relation to an appointment.
- 3.8.7. The *Consultant* shall have a digital means of defining the information requirements and then procuring, assuring, and immutably storing, via a system of record, the information that it procures-for ultimate transfer and management by the Supply Chain Integrator.
- 3.8.8. The *Consultant* shall ensure (to the extent it is within the *Consultant's* reasonable control) that Information Management Standards are adhered to.
- 3.8.9. The *Consultant* shall provide Governance during the project lifecycle to ensure (to the extent it is within the *Consultant's* reasonable control) the *Client's* information requirements are satisfied in all relevant contractual documentation, recognising that the information it procures and holds on behalf of the *Client* is an important asset with monetary value of equal importance to the delivery of the physical built asset.
- 3.8.10. The *Consultant* shall make sure for any new built properties that a 3D BIM model is created in the delivery phase and is managed by the Supply Chain Integrator throughout the operational phase. The *Consultant* shall also make sure this information is being updated as Lifecycle Work projects and refurbishments are undertaken.
- 3.8.11. The *Consultant* shall make sure for existing properties where there is no 3D BIM model in place, projects are managed using the same BIM process but instead with 2D drawings and asset information in line with the *Client's* information management strategy.

3.9. Audit

- 3.9.1. The *Consultant* shall from time to time in agreement with the *Client* undertake regular audits of the Estate's general plans and where required projects (both completed projects and also those in the

process of being completed) to ensure (to the extent it is within the *Consultant's* reasonable control) delivery against the *Client* project requirements (i.e. safety, compliance, financial and programme performance etc.), to support the *Client's* proactive management of the Client Supply Chain Members delivering the project. The call off prices and rates quoted in the additional services section of the Pricing Schedule will be used in these circumstances.

- 3.9.2. The *Consultant* shall provide accurate data to the *Client* who will then undertake periodic sample audits of the Project supplier's output.

3.10. Health & Safety Management

- 3.10.1. The *Consultant* shall support the *Client's* Health & Safety and projects team by providing delivery related Governance that tracks adherence to the *Client's* Health & Safety requirements including proposing/recommending activities such as accident/incident investigations, health and safety reporting, consultation and meetings with the *Client/liaison* with supply chain / enforcing authorities and application of legal standards in relation to the programmes.
- 3.10.2. The *Consultant* shall support the *Client* in discharging its responsibility for transfer of site possession and handover of projects.
- 3.10.3. The *Consultant* shall support the *Client* to assure and demonstrate Health & Safety compliance across its projects.
- 3.10.4. The *Consultant* shall leverage Client Supply Chain Members expertise to deliver improved Health & Safety compliance and performance.
- 3.10.5. The *Consultant* shall align with BCDR Plan and have in place sufficient mitigation activities to ensure (to the extent it is within the *Consultant's* reasonable control) the delivery of work is not interrupted.

3.11. Sustainability

- 3.11.1. The *Consultant* will work with the *Client* to embed its sustainability agenda into the programme management framework (e.g. BREEAM Very Good for Major Refurbishments, Excellent for New Build) and endorse initiatives with low carbon footprint into project scope design.
- 3.11.2. The *Consultant* shall provide regular guidance on innovative solutions and emerging technologies to support the *Client* in delivering its sustainability agenda in project delivery to support Government Greening Commitments.
- 3.11.3. The *Consultant* shall monitor all projects to check if the following Energy Use Intensity ("EUI") standards are being achieved. If not, the

Consultant will challenge the project team and escalate any non-conformity to the relevant stakeholders within the *Client*;

(a) New offices - 70 kWh/m²/year NLA,

(b) Major refurbishments - 115 kWh/m²/year NLA

- 3.11.4. The *Consultant* shall challenge the project team that for any new building coming onto the Estate, the targets are met for the top quartile for energy use. This changes annually, but currently is an A to C EPC rating (a rating of 0-67). The *Consultant* will report on any non-conformity monthly.
- 3.11.5. The *Consultant* shall monitor and promote that for new build and major refurbishment projects, as well as Lifecycle boiler replacements where practicable, heating and hot water generation will be fossil fuel free. The *Consultant* will report on any non-conformity monthly.
- 3.11.6. Refer to Schedule 12 of this Contract for further details regarding the *Client's* Sustainability policy.

3.12. Performance Management

- 3.12.1. The *Client* and the *Consultant* shall use the findings of the performance management regime set out in Schedule 9 of the Contract to inform the way the *Consultant* operates.

3.13. Performance Management of the Professional Service Suppliers

- 3.13.1. The *Consultant* will be responsible for the day to day management of the Project Suppliers in relation to the agreed Governance model.
- 3.13.2. The *Consultant* will collate and report monthly on performance data of the Project Suppliers in relation to the performance measurements and pass that to the *Client* to allow the most effective Performance Management of those parties.
- 3.13.3. Within the report the *Consultant* shall highlight performance management issues to the *Client* if:
 - (a) a contractual issue is likely to cause a commercial dispute and or negatively impact any party to such an extent that provision of the *services* becomes unviable or should hinder the delivery of the relevant services;
 - (b) a performance issue has resulted or is likely to result in a failure that has a negative impact on the performance of the *Client's* core business or the performance issue is related to health, safety or security;
 - (c) the *Client's* relevant legal adviser and the Supply Chain Integrator both agree the issue should be escalated; and/or
 - (d) any issue remains un-resolved for two (2) months or more.
- 3.13.4. For the avoidance of doubt, escalation does not in any way mitigate, reduce or in any way modify the obligations of this Statement of Requirements.

3.14. Accepted Programme

- 3.14.1. The *Consultant* shall comply with its obligations in clauses 31.1 to 32.2 (as amended by the relevant Z clauses) and shall provide the *Client* with a programme on the date of this Contract and a revised programme quarterly.
- 3.14.2. The *Consultant* shall show on each programme for acceptance:
- 3.14.2.1. the *Consultant's* plans for delivering the service including the Implementation Plan (for the relevant Contract Months);
 - 3.14.2.2. the *Consultant's* plans for meeting Parts 1 and 2 of the Statement of Requirements;
 - 3.14.2.3. Key Tasks and Key Dates for such Key Tasks;
 - 3.14.2.4. Milestone Dates;
 - 3.14.2.5. the *Consultant's* plans to provide any relevant Deliverables and the Key Dates for providing such Deliverables;
 - 3.14.2.6. the dates when in order to complete a Key Task, the Supplier will need:
 - access to a Client Supply Chain Member; and
 - information and things to be provided by the *Client*;
 - 3.14.2.7. the *Consultant's* plans for delivering the Exit Plan (for the relevant Contract Months);
 - 3.14.2.8. any other information that the Parties agree should be included on each programme; and
 - 3.14.2.9. any other information reasonably requested by the *Client* and/or the Service Manager, including any information referred to in or implied by Parts 1 and/or 2 of the Statement of Requirements.

4. Project Lifecycle

4.1. Business Case Development

- 4.1.1. The *Consultant* shall support the development of Business Cases including but not limited to; setting out the strategic context, high level deliverables, to include three-point estimating, quantitative risk analysis and outline milestones, providing where relevant value for money option analysis, working closely with the *Client* to ensure (to the extent it is within the *Consultant's* reasonable control) clear articulation of the *Client's* requirements. For the avoidance of the doubt, the drafting of all Business Cases is led by the *Client*. This must be compliant with The Treasury Green Book and use of the Five

Case Model approach as recommended by Her Majesty's Treasury, where appropriate. The *Consultant* shall maintain a forward-look approach to the strategic planning of the 5-year Project Pipeline and provide expert advice to the *Client* on the timing for Business Case submissions.

- 4.1.2. The *Consultant* shall provide technical insight and commercial acumen into setting objectives and key milestones to manage optimism bias but deliver against the *Client's* criteria for acquisition and disposal of its Estate.
- 4.1.3. The *Consultant* shall identify high-level risks to programme delivery and benefit realisation and, to the extent it is within the *Consultant's* reasonable control, ensure this is captured in business case documentation, offering effective mitigation and controls.
- 4.1.4. The *Consultant* shall provide the right level of financial data for the *Client* to conduct required financial due diligence and assurance (e.g. value for money and affordability test).
- 4.1.5. The *Consultant* shall produce accurate cost benchmarking data sets against the delivery of projects every quarter to enable accurate cost estimating on behalf of the *Client*.
- 4.1.6. The *Consultant* shall support the *Client* in developing processes to support accurate Investment Appraisals and other Business Case approvals.

4.2. Design Management

- 4.2.1. The *Consultant* shall support the *Client* in ensuring all projects deliver accommodation in compliance with the *Client's* Design Standards and PAS3000 principles. The *Consultant* shall ensure (to the extent it is within the *Consultant's* reasonable control) design proposals are aligned to the wider strategic agenda, e.g. Workplace Transformation Programme and central Government sustainability policy.
- 4.2.2. The *Consultant* shall develop and implement a robust and efficient design assurance review regime to ensure (to the extent it is within the *Consultant's* reasonable control) all design proposals are reviewed and agreed by the relevant *Client* stakeholders. The *Client* will confirm the stakeholders during the Implementation Phase.
- 4.2.3. From time to time and subject to change request, the *Consultant* may be required to provide a level of technical expertise to support the *Client* with activities such as early space planning, building surveying advice and feasibility studies.

4.3. Overview of Delivery Management

- 4.3.1. The *Consultant* shall provide a strategic oversight of the *Client's* Professional Services Supplier and Construction Delivery Suppliers and provide reports to the *Client* that demonstrate reporting function

across all workstreams to ensure (to the extent it is within the *Consultant's* reasonable control) that both are fulfilling their obligations. The reporting requirements will be agreed during the Implementation Phase and will be reviewed periodically to align with industry best practice.

- 4.3.2. The *Consultant* shall establish and instil an efficient and disciplined reporting and governance regime for all workstreams, focussing on key programme and cost reporting, risk management, change control and KPI's.
- 4.3.3. The *Consultant* shall review programmes to ensure (to the extent it is within the *Consultant's* reasonable control) the Estates portfolio of projects and planned pipeline of works are managed against milestones as set out in the Business Cases.
- 4.3.4. The *Consultant* shall be expected to aggregate all project progress reports (from the Professional Services Supplier) to provide an overall programme overview including, milestone mapping, forecast reporting and escalate early to the *Client* if the programme/project is at risk of exceeding or under delivering to the programme budget.
- 4.3.5. The *Consultant* shall undertake a regular review of the project progress and risk reports with the Professional Services Suppliers and Construction Delivery Suppliers in order to ensure (to the extent it is within the *Consultant's* reasonable control) information provided to the *Client* is accurate.
- 4.3.6. The *Consultant* shall provide monthly programme and pipeline status reports on all current and forecasted Major and Minor Works, Lifecycle Works and projects programmes.
- 4.3.7. The *Consultant* shall consolidate all pipeline and in-flight project programmes to provide accurate reporting of project progress against plan.
- 4.3.8. The *Consultant* shall, subject to ensuring (to the extent it is within the *Consultant's* reasonable control) compliance with the *Client* governance and reporting structure, financial and accounting policies and the Client Supply Chain Contracts; implement a robust change management regime with a supporting governance framework.
- 4.3.9. The *Client* will provide the *Consultant* with access to their CEMAR or equivalent software, which is used by the projects teams to manage current and future NEC 3 & 4 contracts. The *Consultant* will be provided with training on the system. The *Consultant* will use the system in their capacity as programme managers. For the avoidance of doubt, the individual project teams will administer the individual projects using this system.

4.4. Construction Design Management

- 4.4.1. The *Consultant* shall provide advice and support to enable the *Client* to correctly discharge its duties as the *Client* under the Construction (Design and Management) Regulations 2015.
- 4.4.2. The *Consultant* shall plan all programmes and portfolio works so that any risks involved are managed from project start to completion and are communicated to the *Client* and any matters that may affect this.
- 4.4.3. The *Consultant* shall cooperate and coordinate work with other duty holders including the provision of pre-construction information and ensuring (to the extent it is within the *Consultant's* reasonable control) that construction phase plans are drafted before construction work commences.
- 4.4.4. The *Consultant* shall provide professional assurance and audit that, (in accordance with the Construction Design and Management Regulations 2015) the "principal designer" and "principal contractor" are fulfilling their duties under Construction (Design and Management) Regulations 2015 and ensuring (to the extent it is within the *Consultant's* reasonable control) the enforcing authorities are notified where necessary depending on the nature of the programme.

4.5. Project Handover for Stage 6 & 7 of the RIBA Plan of Work

- 4.5.1. The *Consultant* shall co-ordinate the Client Supply Chain Members responsible for the design, delivery, maintenance and operation of the *Client* projects and Assets.
- 4.5.2. The *Consultant* shall ensure (to the extent it is within the *Consultant's* reasonable control) the principles of Government's Soft Landings are implemented from project inception and that outputs are realised in the successful handover of the project. The handover of outputs can occur when they are deemed acceptable by the *Client*.
- 4.5.3. The *Consultant* shall provide necessary input to Project Information Management, handover documentation, BIM Models, Asset Tag information to the *Client* via the *Client's* Integrator System Solution (the *Client's* asset management team will review Asset data). Documentation will include information related to deliverables including any guarantees and warranties, in line with the *Client's* Information Management Strategy (including but not limited to ISO 55000, 55001, 55002, SFG20+ and ISO 19650).
- 4.5.4. The *Consultant* shall oversee the handover, acceptance and transfer to service delivery for projects that become the *Client* assets. Proactively engage with stakeholders to understand the processes performed in business as usual activities.
- 4.5.5. The *Consultant* shall liaise with the Client Supply Chain Members along with internal and external stakeholders in divestment / decommission / clearing of *Client* Assets. Handover may include all

pertinent information, acceptance certificates, transfer of responsibility for deliverables and formal transfer of ownership.

4.6. Post Project Reviews

- 4.6.1. The *Consultant* shall establish and implement a comprehensive Post Project Review process to measure performance of the project against the core objectives set out in the agreed Business Case, including:
- (a) Project outturn cost against Business Case cost plan;
 - (b) Actual project completion date against forecast programme;
 - (c) Review of Change Control Register;
 - (d) Final review of Risk Register and mitigation strategy;
 - (e) Benefits realisation;
 - (f) Customer satisfaction feedback;
 - (g) Achievement of sustainability objectives; and
 - (h) Lessons learned.
- 4.6.2. The *Consultant* shall produce an End of Project Report that sets out the findings from the Post Project Review, captures lessons learned and makes recommendations for future improvements and reference models.
- 4.6.3. The *Consultant* shall undertake trend analysis from completed Post Project reviews to capture and report thematic information around 'common failures' and make recommendations on improvements to project delivery methodology and/or ways of working.

5. Contract Implementation

- 5.1.1. The *Consultant* will comply with the requirements of Schedule 10 (*Implementation Plan*) (look at Schedule 10 for content).
- 5.1.2. The *Consultant* will during this period engage with the *Client* to understand contract responsibilities and the *Estate Property*, agree a forward plan of engagement to update key stakeholders on the service to be provided and complete any other key activities as identified in the Implementation Plan.

Annex 1 – Definitions

In Schedule 1 (*The Statement of Requirements*), unless otherwise provided or the context otherwise requires, defined terms shall have the definitions prescribed to them in the Contract and as prescribed in this Annex 1 below:

"Asset" means any asset on the Asset Register;

"Asset Register" means the master asset register which is held and maintained by the Supply Chain Integrator;

"Asset Strategy" means the management strategy for the Assets as may be notified by the Client to the Consultant from time to time;

"Business Case" means the process of appraisal to assess feasibility, identify and define the options and to support advice on prioritisation and choice for a project or programme, and **"Business Cases"** shall be construed accordingly;

"Capex Governance Board" means the Estate's finance board that meets regularly to approve all project and other costs;

"Central Risk Register" means the central risk register that records all RAID logs, individual risk register and/or other registers and logs for all projects and programmes referred to in this Contract;

"Client's Design Standards" means the design standards and/or the design guides issued and maintained by the Client design standards teams from time to time;

"Client's Integrator System Solution" means the system provided and maintained by the Supply Chain Integrator under the Integrator Agreement and any alternative system provided and maintained by a replacement or successor Supply Chain Integrator;

"Consolidated Management Reports" means the reports set out in paragraph 3.5.2 of this Schedule 1;

"Construction Delivery Supplier" means the Client Supply Chain Member(s) responsible for the provision of construction services;

"Information Management Standards" means the standards relating to the Information Management strategy referred to in paragraph 3.8.1 of this Schedule 1 (*The Statement of Requirements*);

"Investment Appraisals" means the process of appraisal to assist with Her Majesty's Treasury's approval for a project or programme;

"Lifecycle Works" means works intended to prolong the effective working of life of any Asset;

"Major Projects" means capital works projects managed by DWP's major projects team;

"Professional Services Suppliers" means the Client Supply Chain Member(s) responsible for the provision of project management, cost management and/or the Client's design standards services (as the case may be);

"Programme Plan" means a plan to include timescales, costs, outputs and dependencies, all risks and assumptions, a schedule showing the programme's deliverables and milestones;

"Project Control Group meetings" has the meaning given in paragraph 3.3.5 of this Schedule 1;

"Project Delivery Lifecycle Reports" means the reports as set out in paragraph 3.5.3 of this Schedule 1;

"Project Pipeline" means the rolling five (5) year project pipeline or such as part(s) of the rolling five (5) year pipeline as may be notified by the *Client* to the *Consultant*;

"Project Suppliers" means both of the Professional Services Suppliers and the Construction Delivery Supplier together;

"Work Orders" means a work order for planned preventative maintenance, repair and / or reactive works generated through the helpdesk operated by the Supply Chain Integrator and **"WO"** shall be construed accordingly; and

"Workplace Transformation" or **"WT"** has the meaning given in paragraph 3.1.4 of this Schedule 1.

Annex 2 – Minimum Reporting Requirements

The reports set out at this Annex 2 are provided as a guidance of the anticipated minimum reporting requirements for the Consolidated Management Reports only and are not provided as a template for the final agreed versions.

CAPEX Programme Steering Group

Agenda

	Item	Owner	Timings	
1	Actions		10	10:30 – 10:40
2	Investment Plan		15	10:40 - 10:55
3	Business Case Pipeline		10	10:55 – 11:05
4	COLO Projects		10	11:05 – 11:15
5	Major Projects		15	11:15 – 11:30
6	Relocation Projects		20	11:30 – 11:50
7	AOB	All	5	11:55 – 12:00

Actions–Open

ID	Meeting Name	Date Added	Action Description	Action Owner	Target Date	Status
CA0061	CAPEX SteeringGroup	09/11/2020			07/12/2020	Open
CA0088	CAPEX SteeringGroup	04/05/2021			07/06/2021	Open
CA0089	CAPEX SteeringGroup	04/05/2021			07/06/2021	Open
CA0090	CAPEX SteeringGroup	04/05/2021			07/06/2021	Open
CA0091	CAPEX SteeringGroup	04/05/2021			07/06/2021	Open
CA0092	CAPEX SteeringGroup	04/05/2021			07/06/2021	Open
CA0093	CAPEX SteeringGroup	04/05/2021			07/06/2021	Open
CA0094	CAPEX SteeringGroup	04/05/2021			07/06/2021	Open
CA0095	CAPEX SteeringGroup	04/05/2021			07/06/2021	Open
CA0096	CAPEX SteeringGroup	04/05/2021			07/06/2021	Open
CA0097	CAPEX SteeringGroup	04/05/2021			07/06/2021	Open
CA0098	CAPEX SteeringGroup	04/05/2021			07/06/2021	Open
CA0099	CAPEX SteeringGroup	04/05/2021			07/06/2021	Open

CAPEX Programme Steering Group

Summary Forecast Changes – FY21/22

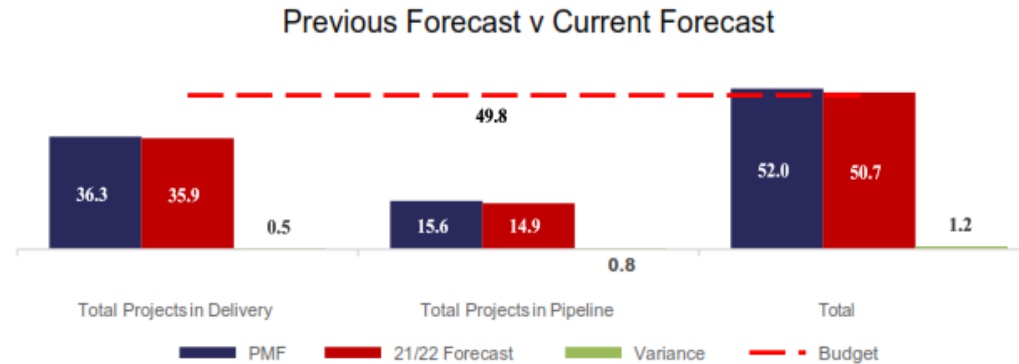
Key messages:

£1.2m decrease in forecast due: £0.5m Projects in Delivery and £0.8m Pipeline.

Braintree new site added into Pipeline this month.

(£0.9m) pressure against Budget – see next slide

To discuss:



Summary Forecast Changes v Budget

Description	Budget £m	PMF £m	FY21/22 £m	Budget v Forecast Variance £m	Forecast movement £'000
Total Projects In Delivery and Pipeline					
Total in Delivery					
Total in Pipeline (FOH, BOH)					

Budget v Forecast:

Forecast Changes – Projects in Delivery

Major Projects	PMF £'000	FY21/22 £'000	Forecast movement £'000	Further Details
Total Major Projects				

[illegible]

Forecast Changes - Pipeline

[illegible]

Estate Risks – FY21/22

Estates Risks 2021-22								
DWP Reference	Ref	Risk Description	Risk Owner	Risk Likel'd (max = 75%)	Target Completion Date	Most Likely £m	Last month £m	Movement £m
				25%	Jul-21	1.00	TBC	0.0
				50%	Jul-21	2.28	TBC	0.0
				25%	Jul-21	0.7	0.7	
				75%	May-21	0.5	0.0	
Total Risks						4.5	0.7	0.00
Closed from last Month								
							TBC	0.0

Estate Opportunities – FY21/22

Estates Opportunities 2021-22								
Sodexo Ref	Ref	Opportunity Description	Opportunity Owner	Opportunity Likelihood (max = 25%)	Target Completion Date	Most Likely £m	Last month£m	Movement £m
				20%	Jul-21	0.85	1.7	(0.86)
Total Opportunity						0.9	1.7	(0.86)

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View of Investment Plan – FY21/22 –FY24-25


Post pillar work on the CSR – Baseline numbers reflected below. Forecast updated following submission of CSR – Excludes WTP & REEP.

Co-location Projects:

Project Dashboard Report

Project Information			
Project Name		Project Number	1003700
Project Description			
DWP Project Lead			
Consultant PM			
Consultant QS			

Date 01/06/2021



Project Status Indicators

Time	People	Property	Overall
■	■	■	■
Risk	Resource	Digital	

Key Activities Completed this Period

SCC liaison regarding operational processes and building issues

SCC liaison regarding operational processes and building issues

Continued discussions re break notices for existing premises are ongoing.

Key Activities Planned for Next Period

Continued liaison with LA regarding programme of works

Liaison with SCC re Operational issues

F&F schedule to be completed

Site visit

Key Risks

#	Description	Owner	Risk Factor
1		JM	
2			


Key Issues

#	Description	Owner	Priority















Project Status Summary

Site works are progressing well. Continued liaison with SCC regarding final layouts and how the various partner operations will fit together.

Major Projects –

Project Dashboard Report				Date	01/06/2021																									
Project Information <table border="1"> <tr> <td>Project Name</td> <td colspan="2"></td> <td>Project Number</td> <td></td> </tr> <tr> <td>Project Description</td> <td colspan="4"></td> </tr> <tr> <td>DWP Project Lead</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Consultant PM WTP</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Consultant QS WTP</td> <td></td> <td></td> <td></td> <td></td> </tr> </table>				Project Name			Project Number		Project Description					DWP Project Lead					Consultant PM WTP					Consultant QS WTP					Key Activities Completed this Period Snagging nearing completion Final costs are being submitted as CRs Furniture install continues	
Project Name			Project Number																											
Project Description																														
DWP Project Lead																														
Consultant PM WTP																														
Consultant QS WTP																														
Project Status Indicators <table border="1"> <tr> <td>Time</td> <td><div></div></td> <td>Property</td> <td><div></div></td> <td>People</td> <td><div></div></td> <td>Overall</td> <td><div></div></td> </tr> <tr> <td>Risk</td> <td><div></div></td> <td>Resource</td> <td><div></div></td> <td>Digital</td> <td><div></div></td> <td></td> <td></td> </tr> </table>				Time	<div></div>	Property	<div></div>	People	<div></div>	Overall	<div></div>	Risk	<div></div>	Resource	<div></div>	Digital	<div></div>			Key Activities Planned for Next Period Furniture completion Handover of O&Ms to RMsg install intruder alarm										
Time	<div></div>	Property	<div></div>	People	<div></div>	Overall	<div></div>																							
Risk	<div></div>	Resource	<div></div>	Digital	<div></div>																									
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				#	Description	Owner	Risk Factor																							
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						FM	<div></div>																							
Project Status Summary managing closure of snags furniture continues installation, on track																														
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Key Issues				<table border="1"> <thead> <tr> <th>#</th> <th>Description</th> <th>Owner</th> <th>Priority</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>			#	Description	Owner	Priority																				
#	Description	Owner	Priority																											

Relocations –

Project Dashboard Report				Date	28/05/2021																						
Project Information																											
Project Name				Project Number																							
Project Description																											
DWP Project Lead																											
Consultant PM																											
Consultant QS																											
Project Status Indicators																											
Time		Property		People		Overall																					
Risk		Resource		Digital																							
Project Status Summary				Key Activities Completed this Period CAB approval Work on site commenced 10/5/21 (pre start 5/5/21) BT Openreach OSAS 31/3/21 - completed Lease completion in place with landlords consent Furniture order placed with SBL Meeting held with Asset team to identify virtual assets for PPM schedules																							
Tenders evaluation resulted in contract award for SML. Approved at CAB and contractor started on site 10th May 2021. There is some risk of delay with materials - particularly M&E (across industry). Construction completion will be delayed by 1 week, however this will be an issue to project end date. Digital - plan is to use the existing fibre and move this to the new comms room, meaning site will need to operate on wifi for cutover period.				Key Activities Planned for Next Period Advertisement consent to be completed Service mobilisation activity ramping up to ensure smooth handover Digital cutover work to be scheduled with BT Openreach																							
				Key Risks																							
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