



**DEVELOPMENT & INFRASTRUCTURE – PROPERTY SECTION
PROJECT PROCEDURES**

INTRODUCTION

This Procedures document is set out in sections and is aligned with the 2013 RIBA Plan of Work. It lists and describes the tasks/duties to be undertaken at each stage of a project and provides links to relevant Highland Council policies, guidance, forms and templates.

The Project stages are as follows:



Stage 0	In this stage a project is strategically appraised and defined before a detailed brief is created. This Stage is used to ensure that the Client's Business Case and the Strategic Brief have been properly considered before the Initial Project Brief is developed. The Strategic Brief may require a review of sites or options.
Stage 1	This stage has two main activities - developing the Initial Project Brief and assembling the project team/defining their roles and responsibilities.
Stage 2	During this stage, the initial concept design is produced in line with the requirements of the Initial Project Brief. In parallel with the Concept Design, a number of Project Strategies are also developed and may influence the design. It is essential to revisit the brief during this stage and issue a Final Project Brief.
Stage 3	During this stage, the concept design is further developed and this process might require a number of iterations.
Stage 4	Architectural, building services and structural engineering designs are now further refined. By the end of this stage, all aspects of the design will be completed.
Stage 5	Construction works take place.
Stage 6	The priorities during this stage will be facilitating the successful handover of the building and concluding all aspects of the Contract. Other tasks include considering how any lessons learnt can be applied to future projects and undertaking tasks in relation to commissioning.
Stage 7	This stage includes post occupancy evaluation and review of project performance.

REFERENCES

Please refer to the following documents to be used in conjunction with the Project Procedures:

[Contract Standing Orders](#)

[Project Management Governance Policy](#)

[Financial Regulations](#)

[2013 RIBA Plan of Work](#)

[Capital Accounting rules](#)

[Property Policies](#)

ROLES & RESPONSIBILITIES

Project Roles are defined as:

Asb Officer	Asbestos Officer
Bus Support	Business Support
CC	Cost Consultant (Quantity Surveyor)
CDMA	CDM Advisor to Client
CDMO	CDM Officer
Contracts Team	Contracts team
COM TEAM	Commissioning Team
COW	Clerk of Works
DL	Design Lead
ESM	Energy & Sustainability Manager
PA	Principal Architect
PC	Principal Contractor
PD	Principal Designer
PM	Project Manager
PPM	Principal Project Manager
Project Sponsor	Project Sponsor
Property Support	Property Support team
SE	Services Engineer

STAGE 0 - STRATEGIC DEFINITION

Action By	Item No.	Task/Duties
PPM	0.0	Assist Client in the preparation of an Outline Business Case
PPM	0.1	Advise client of CDM obligations
PPM	0.2	Obtain Project Initiation Brief from client
PPM	0.3	Create project number, complete PIF and pass to Property Support
Property Support	0.4	Set up project in Profess, create network project folder, initiate entry on Viewpoint
PPM	0.5	Assign PM to project
PPM	0.6	Create PIP and set fee parameters - issue to relevant discipline Principals
PPM	0.7	Create draft Project Execution Plan
PPM	0.8	Create draft Outline Programme and add to Master Programme
PPM	0.9	Create draft Project Directory and Distribute
PPM	0.10	Create draft Project Risk Register

STAGE 1 - PREPARATION AND BRIEF

Action By	Item No.	AT STAGE START
All Principals	1.0	Determine resources, consider target programme dates, complete and return PIP to PM
Property Support	1.1	Upload PIP info into PROFESS and WLM
PM	1.2	Obtain finalised brief from client and circulate
DL/CDMO	1.3	Carry out PD assessment and SKE evaluation (Skills, Knowledge, Experience)
ESM/DL	1.4	Set sustainability standards
THROUGHOUT STAGE		
Principals/Contracts Team	1.5	Appoint design team. External Appointments arranged via Contracts Team
Property Support	1.6	Input appointment details (internal and external) into Profess and arrange access to Viewpoint
DL/PM	1.7	Create responsibility matrix
PM	1.8	Hold initial project meeting (Issue Project Documents, agree Deliverables and create Meeting Matrix)
PM	1.9	Develop Project Execution Plan and Distribute
PM	1.10	Develop Outline Project Programme and update Master Programme
PA/DL	1.11	Create design programme/deliverables schedule
PM	1.12	Update Project Directory as necessary and Distribute

DL	1.13	Create Project QA document
DL/ ESM	1.14	Set Sustainability Checkpoints
PM / DL	1.15	Review available Lessons Learnt/Feedback from previous projects
PM/Contracts Team	1.16	Hold Procurement Workshop or determine procurement route
PA	1.17	Determine level of BIM compliance using SFT BIM tool and agree this with the Consultancy Manager
All	1.18	Follow SFT BIM checklist and project specific EIR document (Employers Information Requirements).
DL	1.19	Log-out existing drawing from Property Management Team
DL/PD	1.20	Review existing H&S File documentation and Asbestos Management Plan
SE / DL	1.21	Develop commissioning plan
SE	1.22	Undertake energy options appraisal and LZCT report (Low or Zero Carbon Technologies)
DL	1.23	Planning Pre-Application Discussion
DL	1.24	Obtain site location plan, confirm boundaries and undertake site analysis
DL	1.25	Arrange Asbestos Refurbishment Survey via Asbestos Officer
Cost Consultant	1.26	Prepare budget cost estimate
PM	1.27	Confirm budget with Client
PM/ALL	1.28	Assist Client in carrying out Stakeholder Consultation

PM / DL	1.29	Review Client / Stakeholder Comments
PM	1.30	Develop Project Risk Register and Distribute
PM / DL	1.31	Update WLM/Profess
TO COMPLETE STAGE		
PM / DL	1.32	Prepare stage 1 final report and issue to client
PM	1.33	Carry out Gateway Review and obtain Client consent to progress to Stage 2
Design Principals	1.34	Complete QA stage end check
PM / DL	1.35	Update WLM/Profess

STAGE 2 - CONCEPT DESIGN

Action By	Item No.	AT STAGE START
PM	2.0	Advise Project Team of approved Stage 2 commencement
PM	2.1	Implement Change Control Procedure
PD/Client/CDMA	2.2	For relevant projects only - complete F10 on HSE website. Client to sign file pdf copy.
DL/Contracts Team	2.3	Organise any additional design team appointments via Contacts Team
DL/PM	2.4	Update Design Phase Programme and pass to PM for incorporation in overall project programme
THROUGHOUT STAGE		
PPM	2.5	Review other projects/works scheduled to be carried out in the same property (See Register of all works in K2)
PM	2.6	Define meetings schedule and attendance, roles and responsibilities and communication strategy
ALL	2.7	Examine Legislative Compliance (planning, warrant, legal, utilities, security)
Design Team	2.8	Assess available Site Surveys / Instruct additional surveys (bats, ecology, transport assessment etc) via Contracts Team
DL/Asbestos Off/Contracts Team	2.9	Gather initial PCI, Scope Brief for site surveys including Asbestos Survey. Appoint Asbestos Surveyor via Contracts Team - obtain and review Asbestos Refurbishment Survey (Asbestos Officer).
Design Team	2.10	Refer to Viewpoint and K2 for existing H&S File and Asbestos Management Plan. Create link to H&S file from Project file in Viewpoint.
DL	2.11	Consider construction and phasing strategy
ALL	2.12	Follow SFT BIM checklist and project specific EIR document (Employers Information Requirements).

DL / CDMA	2.13	Create draft design risk register
Com Team	2.14	Develop Maintenance and Operation Strategy
PM / DL	2.15	Review Sustainability Checkpoints
SE	2.16	Prepare Heating Options Appraisal
Cost Consultant	2.17	Prepare Stage 2 Cost Plan and consider revenue costs also
PM / DL	2.18	Review Budget Compliance
ALL	2.19	Comply with change control procedure and pass approved CCRS to Property Support for updating Profess
DL/PD	2.20	Create Draft Concept Design Proposals Document with initial PCI (site hazard identification)
PM / DL	2.21	Present Draft Concept Proposals to Client / Stakeholders
ALL	2.22	Review/Adopt Client comments Revisit design/spec/cost plan/budget/prog.
PM/DL	2.23	Present amended Document to Client
PM / DL	2.24	Prepare Stage 2 Final Report
PM	2.25	Review and update Project Directory and Distribute (major projects only)
PM	2.26	Review and update Project Execution Plan and Distribute
PM/PD/CDMA	2.27	Review and update Project Risk Register and Distribute
PM	2.28	Review and update Project / Master Programme

DL	2.29	Review and update Design Phase Programme and Distribute
DL	2.30	Review and update Project QA document including stage 2 reviews
PM/DL	2.31	Update WLM/Profess
PM / DL	2.32	Assist Client in the preparation of a Final Business Case (major projects only)
TO COMPLETE STAGE		
Com Team	2.33	Review proposals
PM	2.34	Carry out Gateway Review
PM / DL	2.35	Present to D&I Senior Management Team (major projects only)
DL / Design Principals /CDMO	2.36	Complete QA stage end check and pass copy to CDM Officer
PM	2.37	Obtain Client sign off and/or consent to progress to Stage 3
PM / DL	2.38	Update WLM/Profess

STAGE 3 - DEVELOPED DESIGN

Action By	Item No.	AT STAGE START
PPM / PM	3.0	Advise Project Team of approved Stage 3 commencement
PM	3.1	Convene project team meeting to confirm deliverables and timeframes
THROUGHOUT STAGE		
ALL	3.2	Attend scheduled Design and Progress meetings as required
DL	3.3	Refer to existing H&S File and review any outstanding PCI.
ALL/Asbestos Officer	3.4	Refer to existing Asbestos Register. If any asbestos removal is essential organise as enabling works in conjunction with Asbestos Officers.
Design Team	3.5	Prepare Developed Design Proposals
SE	3.6	Revisit/review heating options appraisal
DL/PD	3.7	Ensure design team proposals are coordinated
DL	3.8	Review Construction Strategy
ALL	3.9	Follow SFT BIM checklist and project specific EIR document (Employers Information Requirements).
DL / CDMA	3.10	Review Health and Safety Outcomes
Com Team	3.11	Review Maintenance and Operation Strategy
PM / DL	3.12	Review Sustainability Checkpoints

DL/PD	3.13	Follow utility connection and disconnection guidance
ALL	3.14	Comply with change control procedure and pass approved CCRS to Property Support for updating Profess/WLM
Cost Consultant	3.15	Prepare Stage 3 Cost Plan
PM / DL	3.16	Review budget Compliance and carry out any necessary cost savings review
Design Team/PD	3.17	Create Draft Developed Design Proposals Document including outline design hazard information / cleaning and maintenance plan
PM / DL	3.18	Present Draft Developed Proposals to Client / Stakeholders
PM	3.19	Review / Adopt Client comments, revisit design/spec/cost plan/budget/prog.
PM	3.20	Present amended Document to Client
PM	3.21	Conduct regular project team reviews / feedback
Design Team/PD	3.22	Conduct designers risk review (mandatory) to check status of design hazards and risks
DL	3.23	Prepare stage 3 final report
DL	3.24	Apply for Planning Permission
PM	3.25	Review and update Project Directory and Distribute (major projects only)
PM	3.26	Review and update Project Execution Plan and Distribute
PM/PD/CDMA	3.27	Review and update Project Risk Register and Distribute
PM/PD	3.28	Review and update Project / Master Programme and update PCI / F10

DL	3.29	Review and update Design Phase Programme and Distribute
DL	3.30	Review and update Project QA document including stage 3 reviews
PM / DL	3.31	Update WLM/Profess
TO COMPLETE STAGE		
Com Team	3.32	Review proposals
PM	3.33	Carry out Gateway review
DL / Design Principals/CDMO	3.34	Complete QA stage end check and pass copy to CDM Officer to check PCI package
PM	3.35	Obtain Client sign off and/or consent to progress to Stage 4
PM / DL	3.36	Update WLM/Profess

STAGE 4 - TECHNICAL DESIGN

Action By	Item No.	AT STAGE START
PPM / PM	4.0	Advise Project Team of Stage 4 commencement
PM	4.1	Convene project team meeting to confirm deliverables and timeframes
THROUGHOUT STAGE		
ALL	4.2	Attend scheduled Design and Progress meetings as required
ALL	4.3	Refer to existing H&S File and Asbestos Register
DL	4.4	Consider maintenance costs/revenue implications
DL	4.5	Review Construction Strategy
ALL	4.6	Follow SFT BIM checklist and project specific EIR document (Employers Information Requirements).
DL / CDMA	4.7	Review Health and Safety Outcomes
Com Team	4.8	Review O&M Strategy
Com team	4.9	Confirm O&M requirement for input into tender docs
PM / DL	4.10	Review Sustainability Checkpoints
DL	4.11	Submit Building Warrant application
DL	4.12	Complete Supplier Selection form and pass to PPM for approval

ALL	4.13	Follow contractors process which determines tasks relevant to project value
ALL	4.14	Follow Procurement Manual requirements and D&I supplementary guidance relating to performance bonds, insurance levels and financial assessment requirements
CDMA/PD/CDMA	4.15	Review H&S SKE of proposed Tenderers. Report findings to APA and PM
Design Team	4.16	Prepare Design Documents for Tender
ALL	4.17	Comply with change control procedure and pass approved CCRS to Property Support for updating Profess/WLM
ALL	4.18	Assess need for Legal requirements (eg Collateral Warranties)
Design Team	4.19	Create Draft Tender Documentation
DL/PD	4.20	Review and confirm design hazard and risk information including status of PCI
PD/CDM-A	4.21	Prepare Pre-Construction Health and Safety Information package, check contract documents with the QS/Cost Consultant for correct application of CDM and format of H&S File.
DL	4.22	Ensure tender information is coordinated
ALL	4.23	Review budget Compliance / Value Engineering / Client Approval
PD/CDMO	4.24	Determine layout of H&S File and O&M manual
DL / Cost Consultant	4.25	Issue Tender Documents (refer to Contractors process for method of tendering)
Cost Consultant	4.26	Prepare Pre-Tender Estimate
PM/DL/Bus Sup/Prop Sup	4.27	Receive priced tender documents and complete 'tender opening' log
ALL/PD	4.28	Carry out tender evaluations if required (as defined in the contractors process)

PM/DL	4.29	Confirm receipt of Full Planning Consent
PM/DL	4.30	Confirm receipt of Building Warrant
PM/DL/PD/Asbestos O	4.31	Confirm asbestos survey clear or removal work completed during enabling works (in conjunction with Asbestos Officer), update PCI and AMP and H&S File as necessary
PM	4.32	Conduct regular project team reviews / feedback
PM	4.33	Review and update Project Directory and Distribute (major projects only)
PM	4.34	Review and update Project Execution Plan and Distribute
PM/PD/CDMA	4.35	Review and update Risk Register and Distribute
PM/DL	4.36	Review and update Project and Master Programme (update PCI and F10 if programme alters)
DL	4.37	Review and update Design Phase Programme and Distribute
DL	4.38	Review and update Project QA document including stage FGH reviews
PM / DL	4.39	Update WLM/Profess
TO COMPLETE STAGE		
DL	4.40	Complete QA stage end check and copy to CDM Officer
DL/PM/PD	4.41	Review Scope of Works against targeted R&D asbestos survey (to ensure any change to scope has been covered by the survey)
PM / DL / CC / PD	4.42	Prepare Tender Report including outcome of evaluation of response to initial PCI and pass to PM for finalising and issue to client
PM	4.43	Finalise tender report and pass to client for authorisation

PM	4.44	Obtain Client Project Approval
PM / DL	4.45	Set Dates for Stand Down Period (major projects only)
PM / Bus Support	4.46	Create Contract Award Letters and Unsuccessful Letters (as per contractors process)
Contracts Team	4.47	Arrange contract award notice on Public Contracts Scotland
DL	4.48	Email RHI inbox to notify of project details and brief description of works so that RHI income can be claimed.
PM / PD	4.49	Review and update Project Directory and Distribute (all projects) and PCI package / F10 if required
PM	4.50	Review and update Project Execution Plan and Distribute
PM / PD	4.51	Review and update Project and Master Programme and Distribute and PCI package / F10 if required
PM / PD / CDMA	4.52	Review and update Project Risk Register and Distribute
PM	4.53	Review PR opportunities with client
DL / Design Principals	4.54	Complete QA stage end check
PM / CPM	4.55	Update WLM/Profess

STAGE 5 - CONSTRUCTION

Action By	Item No.	AT STAGE START
PM	5.0	Review and update Project / Master Programme
PM / COW	5.1	Review any further client comments / instructions.
PM/DL	5.2	Confirm all statutory approvals in place
DL	5.3	Conduct pre-start meeting and cover all items from standard agenda
DL	5.4	Issue Contract Documents
PM	5.5	Accept construction stage H&S Plan
CDMA / PD	5.6	Update F10
PM	5.7	Confirm 'Plan In Place' issued
Contractor	5.8	Ensure Asbestos Survey information has been reviewed
Design Team	5.9	Review Contractors Programme of works, Method Statements
COW	5.10	COW to review mobilisation to confirm welfare provisions are available prior to construction work commencing.
CDMA / PD	5.11	Review construction stage Construction Phase Plan
DL	5.12	If applicable (projects with contracts periods in excess of 8 weeks), check Contractor has registered site with Considerate Constructor Scheme
PM / DL	5.13	Confirm insurance in place and advise Council's Insurance Officer

THROUGHOUT STAGE

DL	5.14	Issue Construction Information Documents
ALL	5.15	Follow SFT BIM checklist and project specific EIR document (Employers Information Requirements).
DL	5.16	Administer the contract, issue AI's, interim and other certificates as required
ALL	5.17	Conduct regular site progress meetings
PM	5.18	Provide progress report to Client at agreed intervals
PM	5.19	Review programme and plan ahead for commissioning and handover
Cost Consultant	5.19	Carry out interim valuation /Financial Reporting at agreed intervals
PM	5.20	Housing Projects – Keep Address List in Database Up-To-Date
Contractor /CDMA	5.21	Update Construction Phase Plan and F10 as required
ALL	5.22	Comply with change control procedure and pass approved CCRS to Property Support for updating Profess
COW	5.23	Conduct quality updates at agreed intervals. COW reports to be filed in project file/Viewpoint and a link sent to PM/CA if internal. If PM or CA are external then reports to be emailed to them.
Contractor	5.24	Prepare H&S File (A-I summary sheets) and O&M manuals
Contractor	5.25	Upload H&S File and O&M manuals to Viewpoint
PD or PC Contractor / Com team	5.26	Review H&S File, O&M manuals and Conduct Commissioning Process
DL	5.28	Confirm acceptance of Fire Zone Plan (fwd copy to Property Management Team)

DL (Contractor if D&B)	5.29	Obtain BW Completion Certificate
COW/DL	5.30	Confirm all notified defects have been rectified
COW/DL	5.31	Carry out snagging inspection and compile/circulate snagging list
DL	5.32	Issue Partial / phased / non completion certificate
DL	5.33	Review and update Project Directory
PM	5.34	Review and update Project Execution Plan
PM / PD / CDMA	5.35	Review and update Project Risk Register
PM	5.36	Review and update Project and Master Programme
DL	5.37	Review and update Project QA document including stage 5 review
PM	5.38	Update WLM/Profess
TO COMPLETE STAGE		
DL / Design Principals / CDMO	5.39	Complete QA stage end check and forward copy to CDM Officer
DL/COW/BSI	5.40	Ensure File in Place, including all relevant commissioning certificates
PM / PPM	5.41	Update WLM/Profess

STAGE 6 - HANDOVER AND CLOSE OUT

Action By	Item No.	Task/Duties
PM / DL	6.0	Review and action Handover Checklist
PM/DL	6.1	Undertake walkround with Client
PM / DL	6.2	Review CCRSs and check all client approvals gained
DL / CDMO	6.3	Complete QA stage end check and copy to CDM Officer
ALL	6.4	Follow SFT BIM checklist and project specific EIR document (Employers Information Requirements).
DL	6.5	Log As Built drawings with Asset Management Team
Com team	6.6	Confirm training/familiarisation arranged for client/user
DL	6.7	Confirm Building Warrant Completion Certificate Achieved (incl. Fire Safety Summary)
DL	6.8	Complete Handover Form (including M&E / Energy Section)
DL / Asb. Officer	6.9	Update K2 - Asbestos Portal / Asset Management Records
DL	6.10	Ensure Utility and Maintenance Contracts are updated (part of Soft landings with contractors)
DL	6.11	Issue certificate of practical completion and release retention
ALL	6.12	Housing Projects – Carry Out ‘Lock Down’ (confirm final address list and select works done)
PM / PPM	6.13	Update WLM

PM	6.14	Initiate lesson learnt review
PM / DL	6.15	Advise Programme Manager that practical completion has been reached so that Case Study and Lessons Learnt can be initiated.

STAGE 7 - IN USE

Action By	Item No.	AT STAGE START
Cost Consultant	7.0	Agree Final Account
PM	7.1	Review any client comments / instructions from handover
PM	7.2	Prepare Project Completion Report (includes feedback from users/team/client)
THROUGHOUT STAGE		
Client	7.3	Notification of defects
DL	7.4	Inform contractor of defects and nominate timescale to rectify
ALL	7.5	Follow SFT BIM checklist and project specific EIR document (Employers Information Requirements).
Property Maintenance	7.6	Consider maintenance contracts that will be required at end of defects period
DL / COW / CDMA	7.7	Periodic checks to confirm defects attended to (may require revised CPP)
SE	7.8	Conduct occupied M&E Performance Review
DL	7.9	Conduct pre 'end of defects' liability inspection
DL	7.10	Submit list of outstanding defects to Contractor
DL / COW	7.11	Check last defects have been rectified
PM	7.12	Inform Client of End of Defects Liability Period

TO COMPLETE STAGE

DL / CDMO	7.13	Complete QA stage end check and copy to CDM Officer
DL / PM	7.14	Conduct Post Occupancy Review
DL / PD	7.15	Issue Making Good Defects certificate
DL	7.16	Final Certificate/release of retention
DL	7.17	Ensure all Utility and Maintenance/Serviceing Contracts are in place
PM / PPM	7.18	Update WLM/Profess
PM / PPM / PD	7.19	Review project performance and finalise project performance rating/lessons learnt
DL	7.20	Archive project file as per current archiving procedures and update folder path on WLM.