

STANDARD OPERATING PROCEDURE ESTATES PROJECT MANAGEMENT

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VALIDITY – All local SOPS should be accessed via the Trust intranet

CHANGE RECORD

Version	Date	Change details
1.0	July 2022	New SOP. Formatted from previous procedure document with no content changes. Approved by Capital Programme & Estates Group (28th July 2022).

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1. INTRODUCTION

The purpose of this document is to provide a process by which projects will be managed by the Estates Department. Adherence to the procedure will provide Estates Development with framework and working practice that will demonstrate compliance with the following:

- Standing Orders, Scheme of Delegation and Standing Financial Instructions (October 2021)

The aim of the procedure is to enable Estates employees to follow a consistent and auditable process when commissioning and managing projects on behalf of the Trust. It is intended for use on projects that fall below the Official Journal of the European Union (OJEU) procurement process.

This document is not intended to be used as a day-to-day guide for general project management practices or methodologies.

2. SCOPE

The Estates Project Management Procedure applies to all capital and revenue projects that are to be managed by the Estates Department. A 'project' being defined as new work that does not sit within the terms or jurisdiction of any contractual arrangements that have otherwise been entered into by the Trust.

The scope of the document is therefore applicable to all Estates employees who commission and manage projects on behalf of the Trust.

3. DUTIES & RESPONSIBILITIES

3.1. Referenced Policies Duties and Responsibilities

The duties and responsibilities of referenced policies are as defined within the following documentation:

Standing Orders, Scheme of Delegation and Standing Financial Instructions (October 2021)

3.2. Procedure Specific Duties and Responsibilities

3.2.1. Directors and Deputy Directors

- To ensure this procedure is acted on through a process of dissemination and implementation in collaboration with Estates senior managers.
- To ensure that the policy is formally reviewed and monitored.

3.2.2. Head of Procurement

- Management of the tender process and approved routes to market.
- Management of the Oracle ordering system.

3.2.3. Projects and Strategic Development Manager

- Responsibility for the delivery of Estates projects in accordance with this procedure.
- Monitoring of Estates project delivery compliance with this procedure.
- Updating of the Estates Project Management Procedure.

3.2.4. Estates Project Officers / Project Specific Leads

- Adherence to the Estates Project Management Procedure.

4. PROJECT MANAGEMENT PROCEDURES

The Trust's Projects and Strategic Development Manager shall work closely with the Deputy Director of Estates and Facilities to establish the wide range of complex health related issues needed to support the delivery of new healthcare environments.

Each Estates Project Officer / Project Specific Lead must refer to the Trust's Standing Financial Instructions and Scheme of Delegation for all quotation, tendering and control procedures for:

- the procurement of goods and services,
- construction and maintenance of buildings and
- engineering and landscaping work.

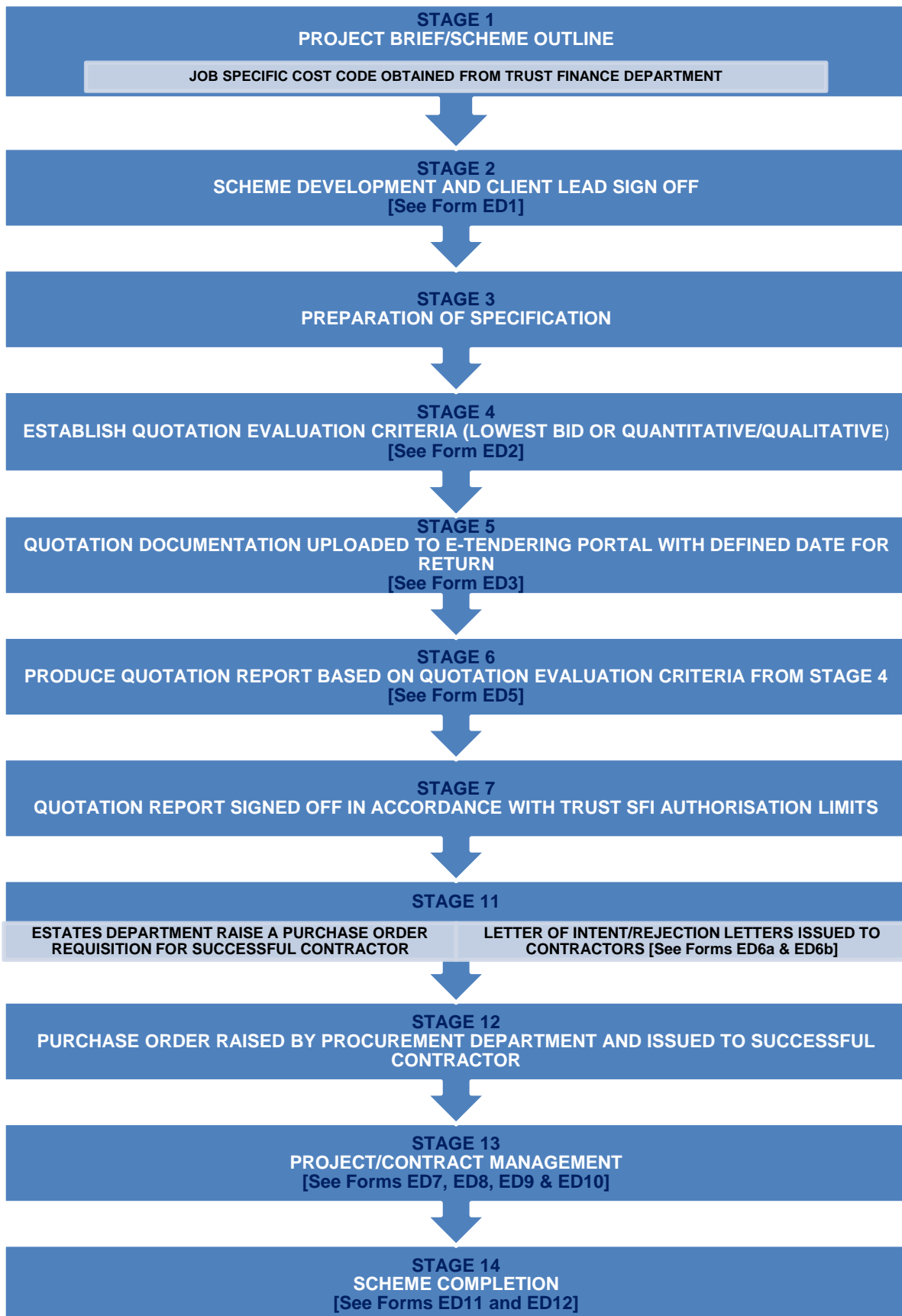
The process to be followed to deliver all projects is defined in Figure 1 (Quotations) and Figure 2 (Tenders).

It is anticipated that the Trust's Projects and Strategic Development Manager and their team shall be involved in the following processes:

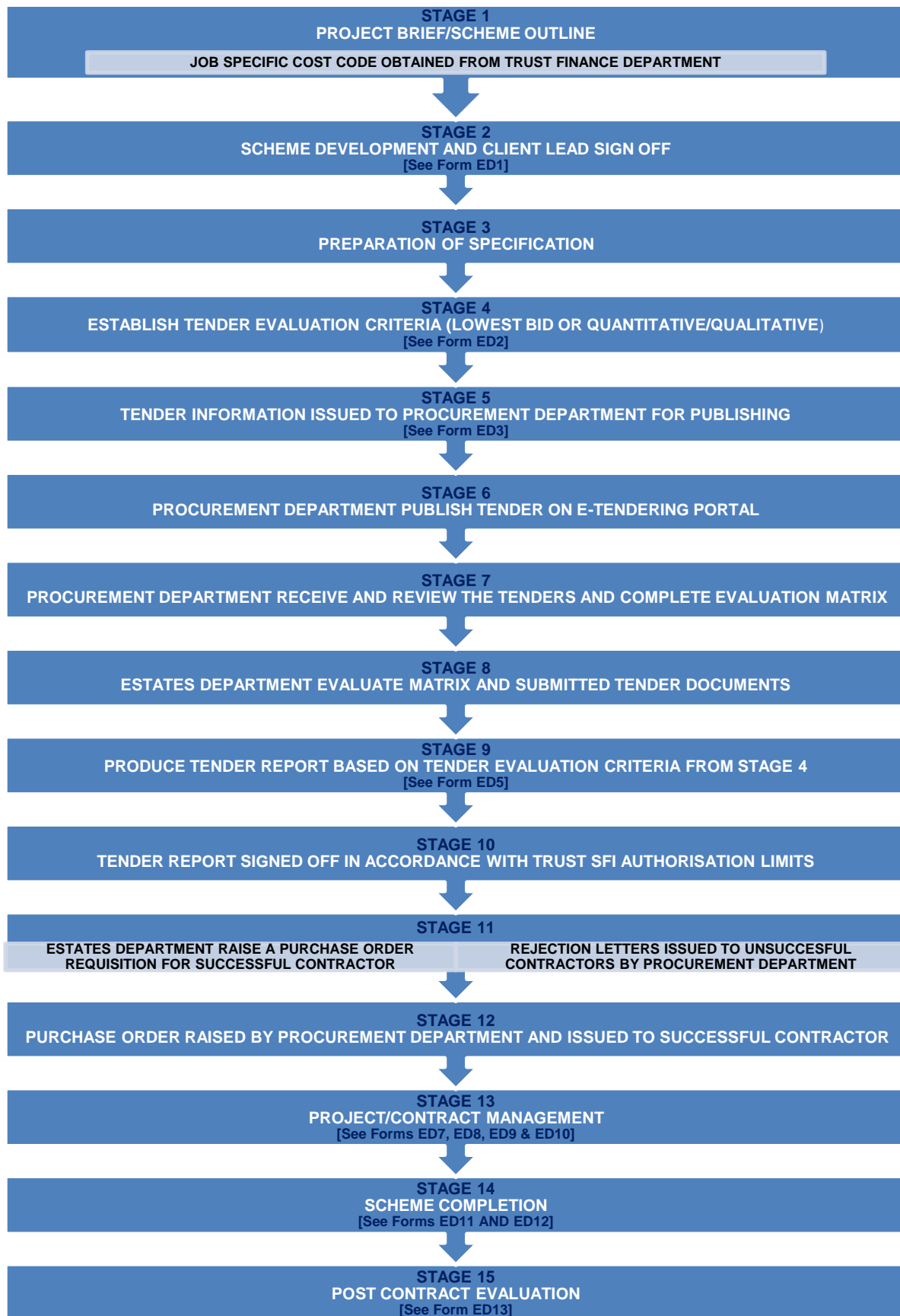
- Assistance in preparing client specific objectives to determine the project brief.
- Preparation of the Project Execution Plan (PEP).
- Advise on budget and funding arrangements.
- Advise on revenue running costs and value for money initiatives.
- Advise on environmental aspects and provide guidance on good practice.
- Advise on acquisitions, planning requirements and the disposal of any property or equipment surplus to requirements.
- Produce feasibility studies and reports outlining any preferred options and provide assistance in the preparation of outline or full business cases.
- Responsible for cost and capital management
- Develop and discuss with the Deputy Director Estates and Facilities an overall Project Strategy and Management Control Plan for individual schemes and overall management of the minor capital programme.
- Select appropriate members of the Project Team with the approval of the Deputy Director of Estates and Facilities.
- Arrange all necessary insurance and warranties for all members of the design team.

- User consultations – prepare and coordinate room data sheets to establish the client's requirements.
- Discuss technical design requirements as appropriate with; the Trust's Deputy Director of Estates and Facilities, Projects Manager, Specialist Fire Safety Adviser, Hotel Services, Maintenance Manager, Information Technology Manager, Health and Safety Manager, Pharmacy Lead, Infection Control Lead, Security Lead, Building Control Officer, Planning Officer, Engineering representative, Head of Service and Unit Manager.
- Coordinate the design process from outline design through to the detail design stages.
- Develop the Pre-Construction Information.
- Select the Procurement system with the agreement of the Deputy Director of Estates and Facilities and Senior Procurement Manager.
- Coordinate with all Statutory Authorities from inception to completion of the project.
- Prepare the Tender documentation and abide with the Trust's Standing Financial Instructions (SFI) and Scheme of Delegation.
- Liaise with the Procurement Department to publish the information on the e-tendering system.
- Liaise with the Procurement Department to evaluate and report on Contractors Tender returns.
- Liaise with the Procurement Department to send tender return information to Estates Department for evaluation.
- Participate in selecting and appointing a successful Contractor.
- Evaluate the Contractor's Method Statements and Risk Assessments in accordance with the Construction Design and Management Regulations and issue all the necessary documentation to the Health and Safety Executive.
- Coordinate the Procurement and delivery of specialist services or goods which fall outside the main construction programme.
- Establish an acceptable programme for the works to monitor progress and quality and provide overall organisational control of the construction process.
- Arrange meetings, issue instructions and authorise payments to the Contractor, Consultants and statutory bodies.
- Ensure an overall Site Safety Policy is implemented and maintained during the construction works.
- Provide budget estimates, cash flow statements and financial reports during key stages of the above process.
- Agree the final account with the Contractor.
- Arrange technical inspections, commissioning, defect inspections and practical completion.
- Organise handover and occupation.
- Compile and manage Maintenance Manuals and Health and Safety files.
- Develop Maintenance Programmes and arrange staff training.
- Undertake Post Project Evaluation.

4.1. Figure 1 - Quotations



4.2. Figure 2 - Tenders



5. PROJECT BRIEFING AND SIGN-OFF

Prior to a Project Specification being drawn up a Project Briefing Document is produced, which identifies the project client requirements. Produced collaboratively between the Estates department and the lead client/project board this document will establish the basis from which each scheme will be delivered.

Various Actions and Responsibilities:

- Briefing – Users Panel, Project Director, Estates Projects Manager and Estates Project Lead.
- Procurement/Construction – Head of Procurement, Estates Projects Manager and Lead Architect/Estates Project Lead.
- Finance – Director of Finance, Project Director and Estates Projects Manager.
- Communications, as appropriate from the following:
 - ◆ Maintenance (inc Mechanical and Electrical Compliance Managers)
 - ◆ Infection Control
 - ◆ Pharmacy
 - ◆ Hotel Services
 - ◆ IT
 - ◆ Health and Safety
 - ◆ Fire Safety
 - ◆ Security
 - ◆ Clinical Managers
 - ◆ Consultants
 - ◆ Statutory Authorities
- Drawing and supporting documents to be circulated and available for viewing.
- Commissioning – Estates Projects Manager/Estates Project Lead to coordinate, depending on the size and complexity of scheme (to be identified at the outset by the Estates Projects Manager).
- Design Development – Estates Projects Manager/Estates Project Lead.
- Contract Action/Design/Programming – Estates Projects Manager/Lead Architect/Estates Project Lead.

The proposed project is then drafted by either the Estates Team or external Consultant to sufficiently communicate the scope of works that is to be undertaken to the identified lead client.

The identified lead client will be required to sign-off the Estates Scheme Acceptance (Form ED1) before the project can be progressed further.

6. PREPARATION OF SPECIFICATIONS

The documentation that is compiled for each tendering process is as follows:

- Scheme Drawings
- Schedule of Works
- ITT Document
- NBS Specification
- Preliminaries
- Information for Contractors
- Basic infection prevention and control advice for external contract and voluntary workers in healthcare premises
- Pre-Construction Information

The package of documentation that is issued to the Trust's Procurement Department also includes; tender publish date, tender return date, anticipated contract value and the site liaison. All formal tenders are published on the Trusts e-tendering system by the Trust's Procurement team.

7. TENDER/QUOTATION EVALUATION CRITERIA

To enable the tender/quotation to be evaluated in accordance with the Trust's SFIs, the evaluation criteria is established on a project by project basis.

Depending on the complexity of the project, the evaluation criteria will be based on either a quantitative basis (lowest bid) or a combination of quantitative and qualitative data. This will be established using Form ED2.

The evaluation criteria will then form part of the Trust's Invitation to Tender (ITT) documentation.

8. E-TENDERING

In order to enable the Procurement Department to upload the tender documentation onto the e-tendering portal, the tender documentation, as outlined in *3.0 Preparation of Specifications*, must be saved to the CPC Tender folder held on the Trust's V drive. The Scheme Details for E-Tender upload (Form ED3) must then be completed and emailed to the Procurement Department to prompt the tender documentation upload to the E-Tendering Portal.

All communications with potential bidders must be managed by the Procurement Department via the e-tendering system.

9. RECEIVING PRICING DOCUMENTS

The receipt of pricing documentation will vary dependent upon whether it is a Quotation or a Tender.

9.1. Receipt of Tenders

The Procurement Department will download the documentation for all the submitted bids following the expiry of the predefined deadline for return. The same will produce a matrix that shall identify whether the submissions are compliant with the ITT and include the tender figure.

9.2. Receipt of Quotations

The Estates Department will receive the documentation for all the submitted bids following the expiry of the predefined deadline for return.

10. ESTATES EVALUATIONS AND REPORTS

Submitted tenders/quotations will be recorded within the CPC Tender Folder. They will then be evaluated against the set criteria identified within the submitted documentation. This will enable a Tender/Quotation Report (Form ED4) to be produced which will contain the following;

- project specific capital/revenue code,
- budget allocation,
- tender submission date
- schedule of tenderers
- the tender evaluation which includes the tender price and
- a statement of recommendation for the highest ranked bid.

The report must then be forwarded to the relevant authorised signatory as defined within the Trust's Scheme of Delegation.

11. ACCEPTANCE OF BIDS

The acceptance of bids will vary dependent upon whether it is a Quotation or Tender.

11.1. Acceptance of Tenders

The authorised Tender Report (Form ED4) shall be forwarded to the Procurement Department who will then produce letters of intent and rejection to the relevant bidders. The Estates Department shall raise a purchase order requisition via the Trust's Oracle iProcurement portal. This will prompt the Procurement Department to issue a Purchase Order to the appointed Contractor.

The Estates Department will then arrange for a Pre-Commencement Meeting (Form ED6) to take place on site with all relevant parties as identified by the Project Manager.

11.2. Acceptance of Quotations

The authorised Quotation Report (Form ED4) will prompt the Estates Department to produce letters of intent (Form ED5a) and rejection (Form ED5b) to the relevant bidders.

The Estates Department shall raise a purchase order requisition via the Trust's Oracle iProcurement portal. This will prompt the Procurement Department to issue a Purchase Order to the appointed Contractor.

12. PROJECT/CONTRACT MANAGEMENT

12.1. Building Contracts

For all tendered schemes that exceed £50,000, a Building Contract will be drafted which will include;

- Scheme Drawings
- Schedule of Works
- NBS Specification
- Preliminaries

The form of Contract will be established on a project by project basis depending on the financial limits and engagement methodology (traditional, partnering etc.) with the Main Contractor.

Two sets of the Contract documents must be drafted, by either the Estates Department or external Consultant, and duly signed by the Chief Executive of Humber Teaching NHS Foundation Trust and the designated signatory for the appointed Contractor.

NB. Works may only commence once all Contract documentation is signed by both parties.

12.2. Scheme/Contract Management

The duties associated with scheme contract management may either be undertaken by the Estates Department or appointed external Consultant.

The forms identified below are specific to projects that are managed by Humber NHS Foundation Trust. Any appointed external Consultant will abide by the terms of their professional registration (RIBA, RICS).

- Supervising Officer's Instruction (Form ED9)
- Payment Certificate (Form ED10)
- Practical Completion Certificate (Form ED11)
- Making Good Defects Certificate (Form ED12)

12.2.1. Supervising Officer's Instruction (SOI)

An SOI is issued by the designated Project Manager for each scheme to formalise all agreed variations to The Contract or Purchase Order. The first SOI will always include the omission of any contingency and/or provisional sums.

12.2.2. Payment Certificates

During the scheme the Main Contractor may ask for a stage payment against the work done. This will require the Main Contractor to submit an application for payment which will be assessed by the Project Manager for the scheme. An interim payment certificate will be issued for the agreed value of works completed to date. This gives all the relevant scheme costs, value of works to date, retention, amount paid previously and the amount due.

A Final Payment Certificate will be produced for all works under Contract once the Making Good Defects Certificate has been issued.

An authorised copy (signed in accordance with the Scheme of Delegation) of all Payment Certificates will be submitted to the Finance Department who will then pay the certified amounts. The Main Contractor will then issue authenticated VAT receipts for the paid amounts.

NB. Works under Contract will be paid on Payment Certificates and not on Contractor invoices in accordance with each scheme's contractual terms.

12.2.3. Practical Completion Certificate

A Practical Completion Certificate will be issued to the Main Contractor upon practical completion of the works. The issuing of this Certificate will initiate the 12 months defects liability period. This will then enable the partial release of retention monies in accordance with each scheme's contractual terms.

12.2.4. Making Good Defects Certificate

A Making Good Defects Certificate will be issued to the Main Contractor after a minimum of 12 months has elapsed following the issue of the Practical Completion Certificate. The Certificate will only be issued once the Project Manager is satisfied that all identified defects have been made good.

12.3. Meetings and Technical Inspections

Dependent upon the complexity and size of each scheme, the Estates Department will arrange for a Pre-Commencement Meeting (Form ED6) to take place on site with all relevant parties as identified by the Project Manager. Further Progress Meetings, Commissioning Meetings and Technical Inspections will be co-ordinated as required.

On an agreed date with the Main Contractor, and prior to the Practical Completion of the scheme, a full defects inspection will take place. All defective items identified will be scheduled and issued to the Main Contractor for rectification before a Practical Completion Certificate can be issued.

A Handover Meeting will be held on site, at which time the Main Contractor will return all Trust property and provide two copies of the Health and Safety documentation (in accordance with CDM regulations) relevant to that project. The Main Contractor or CDM co-ordinator (appointed when schemes are notifiable to the HSE) is responsible for compiling the Health and Safety file.

12.4. Re-Occupation on Completion

Prior to any works commencing each day the principal contractor in conjunction with on site representative must complete a re-occupation form (ED7); this form confirms that the contractor has signed, has received a site induction for the building / service, has relevant escorting in place (where appropriate), what has been issued from site for contractors use (i.e. key, alarm etc.), and functionality of any equipment / systems (i.e. fire detection, CCTV etc.).

On completion of daily activity, the form must be completed and signed off by both the principal contractor and site representative, confirming that keys / alarms, etc. have been handed back in, all equipment / systems are functioning as per pre commencement, and the space is safe for re-occupation.

12.5. Post Contract Evaluation

Upon practical completion and agreement of the final account, the Project Manager will undertake a Post Contract Evaluation (Form ED13) of the project. This identifies whether the project was delivered to a satisfactory standard, within time and on budget.

APPENDIX A – FORMS

[Form ED1 - Estates Scheme Sign Off Sheet](#)

[Form ED2 - Quotation Evaluation Criteria Form](#)

[Form ED3 - Scheme Details for E-Tendering Upload](#)

[Form ED4 - Quotation Tender Report](#)

[Form ED5a - Quotation Accept Letter](#)

[Form ED5b - Quotation Rejection Letter](#)

[Form ED6 - Pre-Commencement Site Meeting Agenda](#)

[Form ED7 - Room Occupation Form](#)

[Form ED8 - Progress Meeting Template](#)

[Form ED9 - Supervising Officers Instruction](#)

[Form ED10 - Payment Certificate](#)

[Form ED11 - Practical Completion Certificate](#)

[Form ED12 - Making Good Defects Certificate](#)

[Form ED13 - Post Contract Evaluation Form](#)

APPENDIX B – DOCUMENTS

[Invitation to Tender \(ITT\)](#)

[Information for Contractors](#)

[Information for Visiting Professionals and Contractors](#)

[Information for Visiting a Patient in the Humber Centre or Greentrees](#)

[Induction for Professionals and Contractors](#)

[Basic infection prevention and control advice \(for external contract and voluntary workers in healthcare premises\)](#)

[Pre-Construction Information](#)

[Scheme Details for Bravo Upload](#)

[Procurement Tender Evaluation Matrix](#)