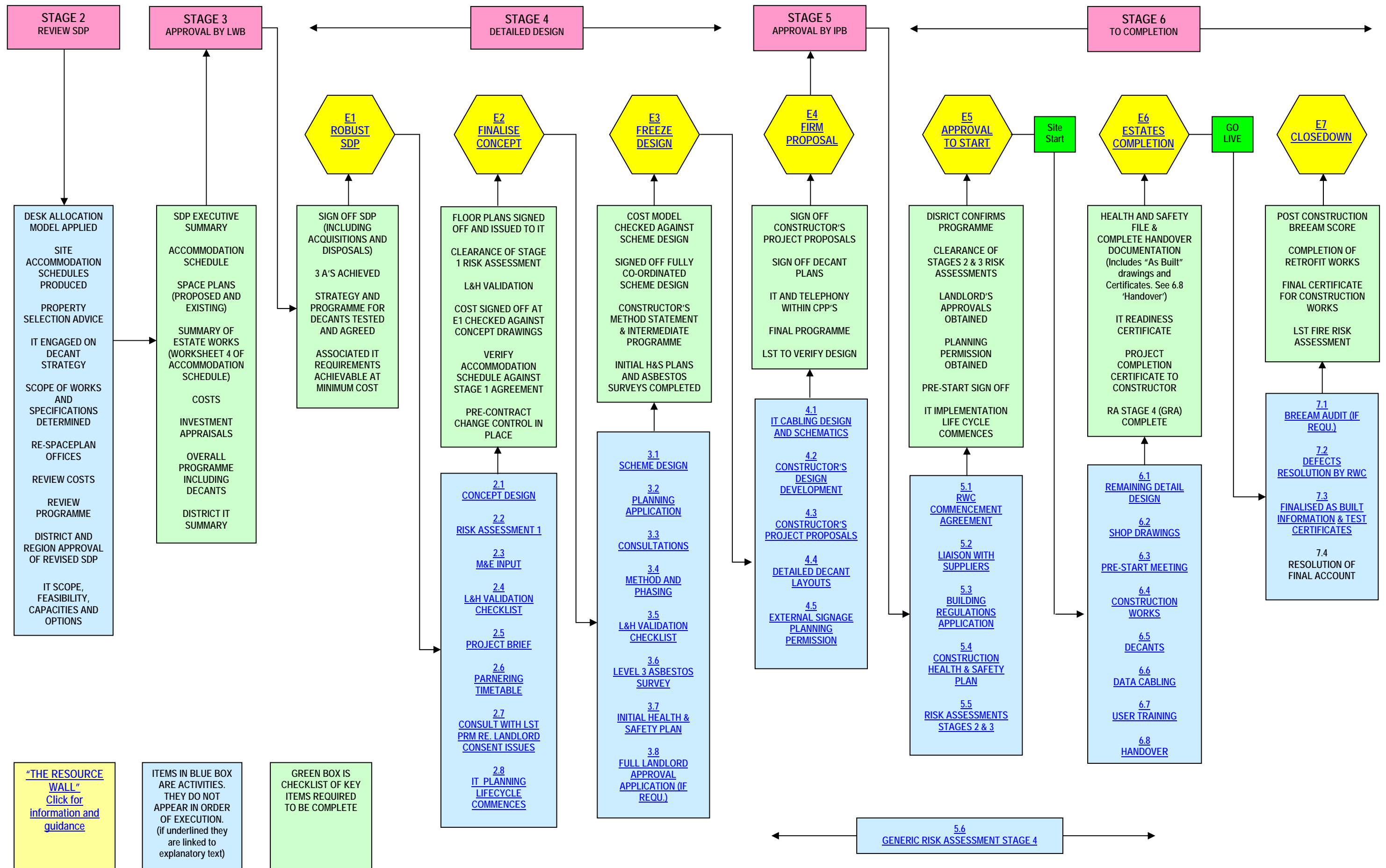


DWP JOBCENTRE PLUS ESTATES GATEWAY PROCESS – V 3.0



THE RESOURCE WALL

[\(Return to Chart\)](#)

[LEVEL ONE
DESCRIPTORS](#)

[ACRONYMS](#)

[PRIME/NON
PRIME
CLARIFICATION](#)

[MEETINGS AND
AGENDAS](#)

[IMP MEMO 265
ACQUISITIONS
PROCESS](#)

[WORD VERSIONS
OF E1-E7 SIGN
OFF FORMS](#)

[COMMERCIAL
PROCESS](#)

[POST CONTRACT
CHANGE CONTROL
PROCESS](#)

[Technical IT
Standards for IT
Equipment Rooms
– New Works](#)

ACRONYMS ([Return to chart](#))

APE	Advance Property Enquiry	QS	Quantity Surveyor
BA	Benefits Agency (former), now Jobcentre Plus.	RA	Risk Assessment
BM	Business Manager	RAS	Required Accommodation Standard
CBM	Costed Business Model	RCM	Regional Commercial Manager
CC	Contact Centre	RDV	Response to Displayed Vacancy
CCO	Customer Care Officer	REHS	Regional Environment, Health & Safety Manager (Planning Supervisor)
CFP	Claim for Payment	RIG	Regional Implementation Group
CM	Change Manager	RWC	Regional Works Contractor (the "Constructor")
CMS	Customer Management System	SDM	Service Delivery Manager
CTPM	Core Team Project Manager	RESM	Regional Estates Support Manager
DA	District Architect	SDP	Service Delivery Plan
DJ	Drivers Jonas	SSO	Social Security Office
DIE	Department's Increase Enquiry	SOR	Schedule of Rates
DM	District Manager	SP	Service Provider
DPM	District Programme Manager	TIES	The Integration of Estates Services
DWP	Department for Work & Pensions	UIP	Uninterruptible Power
EDS	Electronic Data Services	WFI	Work Focused Interview
EOI	Early Office Infrastructure	WPM	Works Programme Manager
EOIC	Early Office Infrastructure Completion	WSA	WS Atkins
ES	Employment Service (former) now Jobcentre Plus		
FD	Field Director		
FIM	Field Implementation Manager		
FM	Facility Manager		
FMC	Facilities Management & Contractor		
FSD	Financial Services Directorate		
FJR	Fortnightly Job Review		
IB	Investment Board		
IPB	Implementation Project Board		
ISDP	Initial Service Delivery Plan		
ISM	Implementation Support Manager		
JSA	Job Seekers Allowance		
KAM	Key Account Manager		
KPI	Key Performance Indicator		
L&H	Lewis & Hickey, Concept Architects		
LCCE	Life Cycle Capital Expenditure		
LST	Land Securities Trillium		
LWB	Living Within Budget		
MTC	Maintenance Term Contractor, inc LST serv. Part.		
MOTO	Memorandum of Terms of Occupation		
OGC	Office of Government Commerce		
OH&P	Overheads & Profit		
PIB	Project Implementation Board		
PM	Project Manager		
PPC 2000	Project Partnering Contract 2000		
PRM	Programme Regional Manager (for LST)		

1ST LEVEL OF INFORMATION FOR ACTIVITIES 2.1 TO 7.5 [Return to chart](#)

2.1 Concept Drawings

Concept drawings will be prepared by the DA from the space plans to indicate furniture layouts, the general arrangement of the proposals and the zoning of the services. Means of access, circulation and escape will also be shown.

2.2 Risk Assessment 1

A 'desk-top' study based on the concept plans, arranged by the DM and the local BM. Feedback regarding control measures to minimise risks must be given to the DPM and the DA.

2.3 M&E Input

The Services Engineer in the design team will review his survey of the existing services and prepare schematic drawings for heating, ventilation and cooling systems together with an outline specification. This will be co-ordinated with the architectural proposals.

2.4 Lewis & Hickey Validation/Checklist

Lewis and Hickey will complete a checklist to ensure the concept design meets the technical and aesthetic requirements of Jobcentre Plus.

2.5 Project Brief

This is part of a suite of contract documents that are pre-prepared and will be made site-specific by the RCM and DPM

2.6 Partnering Timetable

The Regional Works Contractor is required to prepare a programme for each site in a District in collaboration the local team.

2.7 Consult with LST PRM re landlord consent issues

The DPM and the LST PRM must liaise closely to ensure that early applications can be made to the landlord for any alterations the the building fabric.

2.8 Planning Stage of IT Lifecycle

During this stage of the IT Lifecycle, site specific designs are prepared, validated and signed off by the IT community. The detailed site and Comms Room requirements must be established in consultation with the IT Team Leader the RWC and the DA. This stage will culminate in an IT work programme for each site.

Gateway E2 – Finalise Concept

Gateway E2 is a sign off point which signifies the DM's approval to the proposed floor plans, and his/her acknowledgement that they are suitable for IT and estates contractors for more detailed design to commence.

3.1 Scheme Design

This encompasses all of the work required by the DAs and the RWCs to produce completed drawings and works descriptions for each site. This is an iterative process that absorbs feedback from all the other activities between E2 and E3.

3.2 Planning Application

For signage: by signage contractor

For premises, the DA makes applications directly to the local authority. Copy of application and permission to be forwarded to LST for their property records.

3.3 Consultations

Consultations will be led by the DPM. The purpose is to ensure that all the 'business' and estates stakeholders for each site are aware of the proposals and have taken account of them in their wider strategies.

3.4 Method and Phasing

The RWC will develop a strategy for carrying out the works, including means of access, phased work, protection of staff, weekend and night working, and the ability of the site to remain open to the public during the course of the work.

3.5 L&H Validation/Checklist

See 2.4 above for background. With the development of the proposals to full scheme design, and input from consultations and risk assessments, the proposals are checked again for compatibility with the Vision. The DA and L&H's regional team are the parties involved.

3.6 Level 3 Asbestos Survey

Where there is a known presence of asbestos, works cannot commence on site without the asbestos either being removed, contained or avoided by revising the scope of works. This invasive process is known as the Level 3 Survey, which requires partial or full evacuation of the building and removal of whatever fabric necessary to gain access to the asbestos for testing.

3.7 Initial Health and Safety Plan

Compiling this document is a legal requirement and the responsibility of the Area or Regional EHS Co-ordinator. It summarises all the H&S related information for the project in order to brief the RWC on the risks existing on site and in the proposed design.

3.8 Full Landlord Approval Application, (if required)

Where premises are leased landlords' approval will be required for the works. A package of drawings and scopes is assembled by the design team for forwarding to either Lambert Smith Hampton for non-Prime sites or LST for Prime sites. See item 2.7.

Gateway E3 – Freeze Design

This gateway requires the CTPM or his/her representative to confirm that the required outputs have been completed and scheme design frozen, and that the contractor can commence detailed design.

4.1 IT Cabling and Schematics

The RWC will be commencing detail design, which will include mechanical and electrical services. Schematics for the comms room, cabling runs to desking positions and equipment locations are required from IT strand. This will be processed through the IT Co-ordinator. See Item 3.1.

4.2 Constructor's Design Development

The RWC will take the Scheme Design and work these proposals up with his specialist suppliers to arrive at a fully engineered solution for implementing the proposals.

4.3 Constructor's Project Proposals

The construction works will be carried out under a form of contract (PPC 2000), which requires the 'Constructor's Project Proposals' to be finalised before Gateway E4. It sets out all the details of the proposed installed works and changes to fabric, together with total costs and detailed programme.

4.4 Decant Layouts

Decant layouts must be prepared to ensure that staff displaced due to the construction works have a temporary working location which has been risk assessed and has IT provisions. The parties involved would be the 'business', the RWC and the DPM.

4.5 External Signage Planning Permission

New external signs are procured on a countrywide basis. To prevent inappropriate new signage the DA must indicate on plans the location and extent of required signs, and the RWC will provide information on critical site installation dates. The signage contractor is responsible for applying for the planning permission required.

Gateway E4 – Firm Proposal

This gateway signifies the completion of the formal outputs from the RWC and his team, which include price and programme. The sign-off by the FD confirms that the constructor's proposals and decant plans are accepted and that long lead items can be ordered.

5.1 RWC Commencement Agreement

The Constructor's proposals forms the basis of the agreement between the business and the estates team, and defines what is to be provided and when. The Commencement Agreement is a contract document.

5.2 Liaison with suppliers

While the suppliers will be working with the RWC as part of the team it is not until the scope of the work has been fixed that items such as furniture, lighting, flooring and ceilings can be ordered with certainty. Between Gateways E4 and E5 there is valuable lead time to ensure that components will be available as required.

5.3 Building Regulations Application

In England and Wales the RWC is responsible for making the Building Control application in order to obtain certification that the works are compliant with the requirements of the Building Regulations on completion. In Scotland the application will be made at an earlier stage in the project, by the design team.

5.4 Construction Health & Safety Plan

The RWC will develop the Initial Health & Safety Plan to incorporate his construction method statements and site management arrangements. It will contain all the information relating to Health & Safety for the project and is a legal document. It will be approved by the REHS.

5.5 Risk Assessments 2 & 3

Risk Assessment 2 is a site based study to review the RWC's proposed approach to carrying out the works with the Risk Assessor and the TU appointed H&S rep. Risk Assessment 3 is also site based but relates to the risks posed to the staff by the RWC's works, including their risks in any decant locations.

5.6 Generic Risk Assessment Stage 4

Risk Assessment 4 is a detailed local risk assessment, carried out on site, based on Jobcentre Plus Generic Risk Assessment (GRA). The local manager arranges it. It relates to the business process, although there may be feedback in relation to layout and components.

E5 – Approval to Start

Gateway E5 is the decision point for the works to commence on site. The sign off by the DM and the CTPM signifies that Implementation Project Board approval has been given and that the Implementation Stage of the IT lifecycle can commence.

6.1 Remaining Detail Design

The RWC will have submitted full project proposals at Gateway E4 however there will generally be some remaining detail design required by specialists prior to site installation works. These may relate to details that cannot be finalised until strip-out has commenced.

6.2 Shop Drawings

Manufacturers and suppliers of components will produce 'shop' or manufacturing drawings of the product. These drawings will be checked by the RWC's team for compliance and fit in the works prior to delivery to site.

6.3 Pre-Start Meeting

Districts may have different procedures for the launch of site works, however the Pre-Start Meeting is a widely accepted generic term. All the key stakeholders in the project attend it, and the agenda should cover all the important administrative and management aspects of the works.

6.4 Construction Works

The RWC takes possession of the site and should execute the construction works in accordance with the agreed programme, phasing, method statements, scope of works, specification and price.

6.5 Decants

Where the works are phased the DWP staff will be required to move to temporary alternative accommodation. Where the site is to be closed, all the staff must be found accommodation for the duration of the works. Where alternative accommodation is required Risk Assessments must be conducted for all the temporary arrangements (see 5.5). The alterations and adaptations to IT installations are an important part of decants.

6.6 Data Cabling

The RWC will provide a safe route for EDS to access the comms room. Syntegra will be responsible for running data cabling to the ceiling drop points. Wiring from ceiling drop points to the hardware in desking and furniture will be carried out by EDS.

6.7 User Training

At completion of the RWC's work, the site FM team and the business must be briefed by the RWC's specialist suppliers and installers on the correct setting up, use and maintenance of the building and equipment.

6.8 Handover

When the RWC's work is complete the responsibility for the site passes to LST under Prime. The handover process should be formally recorded to ensure there is no misunderstanding regarding the completeness and functionality of the installed works and will include all the necessary documentation. Arrangements should be made well in advance to prevent last minute difficulties.

E6 – Estates Completion

Estates completion is the point at which the RWC's works are complete and an IT Readiness Certificate can be issued for IT final installation work to commence. A Project Completion Certificate will be issued to the RWC.

7.1 BREEAM Audit (if required)

BREEAM is a Building Research Establishment method for measuring the environmental impact of the works. It is wide-ranging, covering how materials incorporated into the works are manufactured to the proximity of public transport to the site. A scoring system has been agreed for Jobcentre Plus, with the target of a "Very Good" rating to be achieved.

7.2 Snagging and Defects Resolution by the RWC

At the completion of his works the RWC will prepare a snagging list of defects to be resolved. It will incorporate items raised by the PM, the DPM, the PRM, the DM and the business. Where there are disputes the DA will be consulted. The RWC will put forward a programme for resolving all defects and agree means of access and out of hours working to minimise disruption to the business.

7.3 Finalised As Built Information & Test Certificates

The RWC will already have passed 'as installed' drawings, manufacturers information and agreed versions of the test certificates and specifications to LST's PRM at handover. This issue represents full and final information and will include hard copy of all test certificates etc. Copies of some test certificates are also required to be displayed on site adjacent to the item concerned.

7.4 Resolution of Final Account

The RCM will settle the RWC's final account for the works when all outstanding defects and issues have been resolved.

E7 – Closedown

With the completion of activities 7.1 to 7.4 the estates involvement in the project is complete.

[\(Return to Chart\)](#)

**Jobcentre Plus Roll Out
Estates Gateway Process Sign-Off**

Stage E1 Form – SDP Approved by LWB Panel

Region _____

District _____

The Field Director and LWB Panel confirm that they have agreed the Service Delivery Plan (SDP) with the district and are content that:

- It meets the acceptability standards set by the Project

The Executive Summary drawn from the SDP and the 3As summary is attached.

Implementation Project Manager _____ (Electronic signature)

Date _____

Distribution: District Manager, Implementation Support Manager, ITC Co-ordinator, CTPM, DPM, L&H Validator.

Purpose of E1 Form: This sign-off signifies the FD's and the LWB Panels' approval to move the Estates process from Strategy Stage to Delivery Stage. The parties are satisfied that the District SDP, which includes the decisions regarding property retention/disposal/acquisition, scope of services being offered from each office, headcount in each office and Estates scope of work, is satisfactory. Upon receiving this sign-off form, Estates will instigate the Delivery process across the whole District. Future (gateway) sign-offs will relate to individual offices.

Any Additional Information:

[\(Return to Chart\)](#)

**Job Centre Plus Roll Out
Gateway Process Sign-Off**

Stage E2 Form - Finalisation of Concept

IMP No. _____

Site Name _____

OUTPUTS

Comments

Cost signed off at E1 Checked against Concept Drawings - Total to be inserted: £

Floor Plans signed off	Yes / No	
Stage 1 Risk Assessment Carried Out	Yes / No	
Has Accommodation Schedule changed from Stage 1?	Yes* / No	

* If "yes" confirm revised schedule has been signed off by
Implementation Project Manager:-

The District Manager confirms that the floor plans, Accommodation Schedule and Stage 1 Risk Assessment are satisfactory and that the Works can pass through the E2 Gateway.

District Manager _____ (Electronic signature)

Date _____

Distribution: DPM, CTPM, Regional Change Manager, Implementation Support Manager, ITC Co-ordinator, L&H Validator.

Purpose of E2 Form: This sign-off signifies the DM's approval to the proposed floor plans and his/her acknowledgment that they are suitable for issue to IT and Estates Contractors for more detailed design to commence

[\(Return to Chart\)](#)

**Job Centre Plus Roll Out
Gateway Process Sign-Off**

Stage E3 Form - Freeze Design

IMP No. _____

Site Name _____

OUTPUTS

Comments

	Yes/No	Comments
Intermediate Programme	Yes/No	
Completed design submitted and co-ordinated between architect, M&E and Structural Engineers	Yes/No	
Detailed information submitted for landlord's approval, if required	Yes/No	
Details submitted for Planning Permission	Yes/No	
Initial Health & Safety Plan completed by REHS	Yes/No	
Level 3 Asbestos Survey complete	Yes/No	
Constructor's Method Statement Agreed	Yes/No	
Designers' Risk Assessments Completed	Yes/No	

The CTPM confirms that the scheme design is frozen and that the works can pass through the E3 Gateway for the constructor to commence detailed design.

Core Team Project Manager _____ (Electronic signature)

Date _____

Distribution: DM, DPM, PM, Regional Change Manager, Implementation Support Manager, ITC Co-ordinator, L&H Validator.

Purpose of E3 Form: This sign-off signifies the CTPM's satisfaction that the outputs above have been satisfactorily completed and that the design is frozen. It allows the constructor to complete his detailed design and Project Proposals.

[\(Return to Chart\)](#)

**Job Centre Plus Roll Out
Gateway Process Sign-Off**

Stage E4 Form - Firm Proposal

IMP No.

Site Name

OUTPUTS

Comments

Long Lead items to be committed. Estimated value to be inserted £

Insert Target Price £

Detailed breakdown of constructor's price	Yes/No	
Decant Plans are submitted for Sign Off	Yes/No	
Cost Certainty at 95%	Yes/No	
IT/Telephony requirements incorporated within CPPs	Yes/No	
Constructor's Project Proposals submitted	Yes/No	
Risk Schedule completed and valued to less than 5% of target price	Yes/No	
DM has received a full briefing on the scope of works	Yes/No	
Accommodation schedule has not been changed since E2	Yes/No	

Field Director Confirms that the constructor's project proposals and decant plans are accepted and long lead items can be ordered. The Works can move through the E4 Gateway for submission to the IPB.

Field Director _____ (Electronic signature)

Date _____

Distribution: DPM, DM, PM, Regional Change Manager, Implementation Support Manager, ITC Co-ordinator, CTPM.

Purpose of E4 Form: This sign-off signifies the FD's approval to the constructor's project proposals and that the works can move through Gateway E4 for submission to the IPB.

[\(Return to Chart\)](#)

**Job Centre Plus Roll Out
Gateway Process Sign-Off**

Stage E5 Form - Approval to Start

IMP No.

Site Name

OUTPUTS

Comments

Board Approval - Insert value

£

Target Price Agreed

Yes/No

Commencement Agreement Signed (RCM)

Yes/No

Insert date:

KPIs and Incentive Agreed (RCM)

Yes/No

Building Regulations Application Submitted (RWC)

Yes/No

Insert date:

HSE Informed of works via F10 (REHS/RWC)

Yes/No

Construction Phase Health & Safety Plan in place

Yes/No

Landlord approval received (LST)

Yes/No

Insert date:

Planning permission obtained

Yes/No

Insert date:

Risk Assessments Stages 2 & 3 complete

Yes/No

District confirms construction programme

Yes/No

The CTPM and the DM confirm that the works can move through the E5 Gateway.

DM

CTPM

Date

Date

Distribution: DPM, PM, Regional Change Manager, RWC, Implementation Support Manager, ITC Co-ordinator, RCM, REHS, LST.

Purpose of E5 Form: This sign-off signifies that the Implementation Project Board approval has been given, that the Implementation Phase of the IT Lifecycle is to commence and that the RWC can commence work on site.

[\(Return to Chart\)](#)

**Job Centre Plus Roll Out
Gateway Process Sign-Off**

Stage E6 Form - Estates Completion

IMP No.

Site Name

OUTPUTS

Comments

Project Completion Certificate Issued	Yes/No	Insert date:
IT/Telephony readiness certification issued	Yes/No	
Health & Safety File Issued	Yes/No	
Handover arrangements agreed with LST	Yes/No	Insert date:
Snag – free handover	Yes/No	

The Core Team Project Manager and the DM confirm that the works are practically complete and they can move through the E6 Gateway.

Core Team Project Manager _____ (Electronic signature) date:

DM _____ (Electronic signature) date:

Distribution: DPM, FD, Regional Change Manager, Implementation Support Manager, IT Co-ordinator, LST

Purpose of E6 Form: This sign-off confirms the PM's approval that the works are practically complete, the building can be occupied and the works can move through Gateway E6

[\(Return to Chart\)](#)

**Job Centre Plus Roll Out
Gateway Process Sign-Off**

Stage E7 Form - Closedown

IMP No.

Site Name

OUTPUTS

Comments

Final Account Agreed	£	
Works including snags completed	Yes/No	
BREEAM Audit Completed	Yes/No	
O&M, As Built Drawings and Test Certificates Issued	Yes/No	
User training complete	Yes/No	
Handover to FM Provider complete	Yes/No	

The Core Team Project Manager and the DM confirm that all works are completed satisfactorily and they can move through the E7 Gateway.

Core Team Project Manager _____ (Electronic signature) date:

DM _____ (Electronic signature) date:

Distribution: DPM, FD, Regional Change Manager, RWC, RCM, Implementation Support Manager, LST

Purpose of E7 Form: This sign-off confirms the PM's opinion that all Estates works are complete.

2.1 Concept Design ([Return to Chart](#))

The basic space planning carried out at Options Study stage will be developed into desking and furniture layouts. This will show the utilisation of the service zones, circulation routes, branding components, the approximate requirements for storage, copying and printing facilities, and all equipment such as Jobpoints.

The specific information required for validation of the concept is as follows:

Office footprint:- Identify the location of fixed architectural elements such as service cores and entrances and assess the suitability of the fabric for retention in bearing in mind the requirements of the SDP.

Zones:- Determine locations for Back Office, Screened Services, Support, Advice and Forum in line with the Accommodation Schedule.

Access and Circulation:- From the locations of the principle entrances ensure that separate and secure entry, egress and circulation routes can be provided without crossover. This will include consideration of a rationale for access for the disabled.

Finance Room:- Determine the location for a dedicated Finance Room in relation to pay points and any screen facilities where payments may be made.

Component Elements:- Using the CAD blocks, position the furniture to provide space planning in accordance with the Design Manual.

Brand Identity:- Locate Colour, Storage and Resource walls to provide the look and feel of the new brand.

Storage:- Determine storage requirements and establish key positions for storage and other office equipment.

Risk Assessment:- Ensure layouts respect risk assessment criteria.

DDA:- DDA requirements including disabled staff are to be reviewed and measures to be implemented agreed with the Business.

Decants: The decant strategy will be confirmed by the implementation team.

Surveys:- If further survey information is required this is to be identified and carried out. The risks of encountering asbestos will have already been assessed. If there is concern that these risks have not been addressed correctly at this stage it may be necessary to carry out further investigations.

Structural Alterations:- Any structural alterations required should be developed to a schematic stage. The terms of the lease will be checked for restrictions on structural, and any other alterations. See 2.7

PRIME:- Design information should be issued to the LST PRM for their information and verification.

External Signs:- The DPM is responsible for issuing concept drawings to, and briefing, the external signage contractor to carry out a survey (if not already done) and prepare proposals for submission to the L&H Validator and RWC at Scheme Design stage (3.2).

2.2 Risk Assessment Stage 1 ([Return to Chart](#))

Reference should be made to Implementation Memo No M400, see end of Section.

The District Manager is accountable to ensure the Local Jobcentre Plus Business Manager (BM) requests a Risk Assessor, no less than 10 working days prior to the concept drawings being available, to arrange a meeting with the parties stated below with, if necessary, assistance from the District Programme Manager (DPM).

The Risk Assessor should identify immediate (Initial) health and safety issues relating to the day to day operations of the proposed Jobcentre Plus from the concept drawings with reference to the existing premises, and recommend suitable control measures to minimise risks. This assessment may be completed on site, but does not always need to be. Where there are no physical site issues to consider, the assessment can be carried out off site but the DM must ensure that all recommendations made by the assessor must be copied to the TUS and, if necessary, the DPM and District Architect (DA). Feedback regarding the recommended suitable control measures to minimise risks must be provided to the DA and the appointed REHS to make any necessary changes to the concept design.

Note that Gateway E2 may be passed ahead of the formal issue of the Risk Assessor's report **provided** the issues raised at the risk assessment have been incorporated into the design as appropriate.

Input required for Stage 1:

1. Concept Drawings including schematic lighting layouts
2. Site Statistics - Incident reports/records, PV customer statistics, volume information including breakdown between Social Fund, PA clients etc.
3. Information on client groups e.g. under 18s, asylum seekers, non-English speaking, disabled clients etc.
4. (Initial) Risk Assessment Stage 1 Proforma – Template
5. DA's Design Risk Assessment Proforma – Template

Implementation Memo M400:



2.3 M&E Input ([Return to Chart](#))

Review information produced for SDP Option Studies on M&E constraints and requirements.

- Visit the site as necessary and study data and information relating to the project.
- Advise the client on the need for dimensional surveys.
- Consult local authorities about matters of principle.
- Consider alternative outline solutions
- Develop the brief to enable the contractor to be in a position to commence scheme design after E2 is signed off. This can include the use of sketches and supplementary reports in addition to the scope of works.
- Carry out space proving of options e.g. new ductwork runs, new plant, risers etc.
- Provide assistance to the QS to rationalise the cost model.
- Align security solution to Risk Assessment 1. (2.2)

It is not appropriate to carry out further asbestos surveys at this stage in the project unless there is concern that the risks have not been addressed at Options Studies Stage. See 2.1 for advice. At this stage therefore it will not be necessary to provide detailed advice on cable routes etc., however indicative advice could be provided if considered necessary.

2.4 E2 VALIDATION CRITEREA ([Return to Chart](#))

1.0 Office Footprint

Identify the location of fixed architectural elements (such as stairs, lifts, toilets and existing TC rooms) and assess the suitability of all existing partitions to establish the ideal footprint for the open-plan and cellular office space required by the Service Deliver Plan.

2.0 Zones

Determine the ideal location of Back Office and Screened Services Zones, in relation to the Public Areas, and establish the optimum adjacency of Forum, Support and Advice Zones reflecting the requirements described in the Service Delivery Plan and corroborated by a signed-off accommodation schedule.

3.0 Access and Circulation

Establish location of principle entrances, exits, stairs and lifts for both customers and staff and ensure separate and secure circulation routes have been provided, without crossover, around the Jobcentre Plus office. Determine access routes for disabled customers to the principle areas of service delivery and provide access throughout the office for disabled staff members, where it is reasonably achievable.

Ensure that Social Fund entry is provided through the Forum, with egress to the street as far away as is possible from the main entrance.

4.0 Finance Room

Determine the ideal location for the Finance Room in relation to the pay points and screened rooms that it services. Ensure that staff circulation routes do not pass through the Finance Room and that the staff route to the pay points is not compromised by customer circulation.

5.0 Component Elements

Use the CAD blocks to position furniture components, according to the space planning principles set out in the Design Manual, and provide the services and facilities required in each zone whilst achieving a layout that respects the concept vision for customer comfort and privacy.

6.0 Brand Identity

Ensure “look and feel” of the Brand Identity is attained, through ideal placement of Colour walls, Storage Walls, Resource walls and Colour Banners , in conjunction with the furniture component elements.

7.0 Storage

Determine storage requirements and establish key positions for storage walls, filing cabinets, photocopiers and printers; ensure that the location of these items does not compromise circulation.

8.0 Risk Assessment

Ensure layouts respect risk assessment criteria with regard to staff security. In particular, ensure that staff secondary escape routes are not compromised, or that staff are located in exposed positions.

2.4 E2 VALIDATION CHECKLIST

Please ensure that all review dates are booked with the Lewis & Hickey regional validation team to ensure a managed workflow.

In order to provide an efficient validation process, Lewis & Hickey will require the following information to be provided:

- All hard copy documents to be submitted in duplicate;
- An electronic copy of all documents should be provided on CD;
- All drawings to be provided in AutoCAD dwg format. (Please ensure that all external references are bound and an appropriate ctb file is included);
- All drawings to be no smaller than 1:100;
- All documents to follow Jobcentre Plus CAD standards.

Item	Details
Existing site photographs	To be provided on CD only
Accommodation Schedule	To be agreed with DM, DPM and DA
Concept Environment	To be completed for all sites and provided on CD only.
Validation Report	Appropriate sections to be completed by DA, DPM, DM and Risk Assessor
Existing partition layout	Illustrating proposed demolitions
Concept GA	<p>Partitioning including:</p> <ul style="list-style-type: none"> • Glazing <p>Furniture components</p> <p>Storage and equipment including:</p> <ul style="list-style-type: none"> • Storage Walls <p>Branding including:</p> <ul style="list-style-type: none"> • Resource Walls • Banners • Colour Walls <p>Annotation including:</p> <ul style="list-style-type: none"> • indication of immediate environment to assist in determining sight lines and approaches to office • location of customer and staff entrances and exists • customer and staff stair cases and lifts • room names and functions
Service delivery plan / SDP critical issues / Summary of issues	<p>Space / Building assessment including:</p> <ul style="list-style-type: none"> • deviation from concept • extraordinary circumstances • future planning

2.5 Project Brief ([Return to Chart](#))

Project Brief - refer to Project Brief included within the framework agreement sent to the constructors for comment. This is currently draft and will be inserted within the Gateway Process once agreed.



2.6 Partnering Timetable ([Return to chart](#))

The Partnering Timetable should be completed within 3-4 weeks of E1 sign-off and circulated to all.



2.7 Consultation with LST PRM on landlord consent issues Section also applies to 3.8 ([Return to chart](#))

There is a risk that the time required to gain landlords consent for works may exceed the period available between E3/4 and the proposed start on site date. Where changes to the building fabric are proposed the consent is likely to take between 4 and 12 weeks. In addition to this there are two scenarios where consent may be a major hindrance to progress and could, in extreme circumstances, influence the suitability of a site. For these reasons it is important to ensure that consent risks are considered at Strategy Stage.

The highest risk is present where:

1. There is wording in the lease which prevents any structural changes to the building.
2. A lease is shortly to be renewed and the proposed works might affect the tenant's position in negotiations.

At E1 Stage, ensure that early warning is provided to the LST PRM regarding the proposed works. This will be a 2 stage process (see below), with as much concept design information as possible made available between E1 and E2.

As soon as it is available, but before E3 signoff a full package of information should be provided. This should include all aspects of the works which might impact on other building tenants, the building fabric and M&E services. For the avoidance of doubt, this will include but not be limited to:-

1. A full statement of the proposed scope of architectural, structural, M&E and CCTV works, to include:
 - i. alterations to the landlords central plant
 - ii. alterations to the lift(s)
 - iii. alterations to, or adaptation of mechanical ventilation systems
 - iv. installation of or adaptation to air cooling systems
 - v. details of electrical loadings, confirmation of 10% spare capacity to main
 - vi. details of any upgrades required to electrical supplies
 - vii. details of access to all services for maintenance
 - viii. structural alterations to the building fabric
2. Where alterations to the fabric are proposed drawings of the existing layout should also be submitted.

3. A statement describing the provisions within the works for disabled access under DDA.
4. A statement confirming the scope of works which involve the encapsulation or removal of asbestos.
5. A statement regarding how the works will impact on neighbouring occupiers, (either within the building or external), and measures to ensure that the works do not unreasonably interfere with their use and enjoyment of their premises, including whether a party wall award will be required.
6. A detailed programme to include key activity dates, start on site, completion and any phasing of the works.
7. A statement regarding the proposed hours of work for the site.

PM/DPM role:

1. The DPM/PM will liaise with LST or their agent to establish the base information for each site:
 - i. Landlord name, agent, contact
 - ii. Lease to run
 - iii. Special conditions
2. This work should be completed at Strategy Stage.
3. Using the checklist DPM will assemble the information pack from the design information prepared by the DA and the RWC.
4. The DPM/PM will submit the information pack and any forms required to LST's agent, with copy to LST. The application will include the date by which consent is required.
5. The DPM/PM will be provided with confirmation that the application content is satisfactory and is being processed. A named local point of contact will be provided to aid tracking the application.
6. The DPM/PM will, at the first progress check (or within 2 weeks of the application being made), request confirmation that the date for consent is achievable. If no confirmation is received a caution note will be placed against the site in the tracking spreadsheet.
7. The DPM/PM will liaise with the local LST representative to record the progress of the application and obtain feedback on any areas of risk within the application. If there is no confirmation of the required receipt date being met after 4 weeks a red flag will be placed against the site in the tracking spreadsheet. (It is suggested that the reporting cycle is two-weekly)
8. The DPM/PM will continue to liaise regularly with the local LST representative and report against the tracking spreadsheet until consent is obtained.

CTPM role:

1. The CTPM will ensure that the DPM has set up a tracking spreadsheet and that the indicated submission dates are not unrealistically close to the consent required dates.
2. The CTPM will review the tracking spreadsheet after each update and discuss caution sites with the DPM/PM and the LST representative.
3. If a caution is applied against a key strategic site the CTPM will escalate it immediately to the RIGs
4. Where sites are marked with red flags the CTPM will automatically escalate these to the RIGs

5. Where sites continue to be red flagged after escalation and appear likely to remain so, the CTPM will escalate to the national team.

See also IMP Memo 399 on this topic.



2.8 IT Planning Lifecycle Commences [\(Return to chart\)](#)

The planning stage of the IT lifecycle runs between E1 and E4. This phase covers the requirements and design phase of each site and will run in parallel to the estates process up to and including the E4 gate. This stage will follow a fixed programme of approximately 12 weeks, which will include the following:

- Detailed requirements completion.
- Requirements validation and sign-off
- Environmental and cabling surveys
- Design production
- Design validation
- Design approval.

A comprehensive set of IT requirements for each site will be prepared by the IT Team Leader using a template designed for this purpose.

The outputs from this stage will be:

- Costed design for each site
- Customised work programme for each site, including cabling and decant phases
- Approvals given alongside estates approvals
- Programme alignment with estates.

In addition cabling and containment are to be considered, the location of any new/expanded risers should be identified, floor loadings for UPS systems checked, and serviceability of cooling systems reviewed.

3.1 Scheme Design [\(Return to chart\)](#)

General

The Scheme Design activity requires the co-ordination of all design inputs to form the Project Proposals. The key deliverables on completion of this stage for each site are:-

- Autocad drawings, to be provided by the DA for architectural works, and by the RWC for mechanical, electrical and structural works.
- Floor plans showing the scope of the works generally and the extent and location of floor finishes.
- The location and orientation of workstations and furniture within all the front of house zones.
- Furniture 'type' identification for each item, using the blocks in the Design Manual.
- A schedule of special needs furniture requirements for disabled staff.
- Fixtures, fittings and equipment schedules using the generic schedules in the Appendix of the Design Manual. (It is the RWC's responsibility to ensure all information is correct in every respect prior to ordering).
- Concept lighting and ceiling layout, indicating the direction of ceiling planks. The lighting should identify the type and number of the fittings, and their location related to the layout of furniture and design features. (It does not require a setting out drawing of the ceiling and the achievement of lighting levels is the responsibility of the RWC).

- Defined locations and quantities for internal signage and branding components. (It remains the RWC's responsibility to ensure compliance with statutory requirements). Internal signage will include:
 - Directional Signs
 - Locator Signs
 - Disclaimer & Prohibitive signs.
 - Resource Walls
 - Banners
 - All Poster Holders (window & wall mounted, freestanding, UP mounted)
 - Directories
 - 500x500 Graphic Frames
 - Telephone Point Notice Holders
- A schedule of demolitions + drawings where appropriate.
- Elevations / sections of fabric requiring structural works. Floor to ceiling heights, bulkheads.
- Design Risk Assessments.

Other Activities

During the Scheme Design process other activities will include but not be limited to:-

1. Consideration of best practice requirements of BREEAM, with the specification amended where necessary. (DA)
2. Liaison with the IT Strand to establish the probability of comms room expansion, and other planned IT requirements eg EOIC, equipment room rationalisation project (ERRP). (DPM and IT Co-ordinator)
3. Confirmation of the measures needed to satisfy DDA requirements and incorporation into the design, including staff with special needs. (DA)
4. Liaison with local planning and building control officers, and the submission of a planning application where necessary. (See relevant section for guidance) (DA)
5. A full submission pack is to be prepared and submitted to LST for landlord's approval. (Applies if this level of detail is required. See section 2.7) (DA)
6. The RAS Relief pro-forma is to be completed and sent to the LST PRM (DPM)
7. The signage contractors proposals are to be submitted to the L&H Validator for aesthetic approval and to the RWC for buildability checks, and any comments incorporated (DPM/PM)

L&H Validation Requirements

Component Elements:- Review and incorporate the L&H Validator's comments from E2 Stage. Show job functions, setting out dimensions and identity of component modules. Indicate the positions of floor boxes and power poles.

Materials and Finishes:- Indicate floor, wall and door finishes defining junction points of change and reuse of existing. Indicate new wall construction and extent of secure wall. Indicate retention or replacement of blinds and new blinds required.

Ceiling and Lighting:- Show type, direction and extent of each type of ceiling finish, including relevant back office, screened services and PIR spaces. Apply principles of light fitting type, position and quantity as in the Design Manual to the furniture, component layouts and space zones on the plans.

Internal Signage and Branding:- Determine locations for wall, component and window mounted posters. Indicate positions for directional and mandatory Jobcentre Plus signs both front and back of house.

M&E and Structural Engineering

The selected RWC is to make detailed investigations into the existing mechanical, electrical and public health services installations. From the concept schemes prepared he will develop a full scheme design. This will include: -

- the loading and selection of all main plant items,
- builders work details where major holes or adaptations are required,
- the co-ordination of new ductwork with other services and with the existing fabric,
- schematics for all piped services,
- routing for any new mains electrical supplies,
- containment routes for IT, lighting and small power,
- schematic co-ordinated lighting and ceiling layouts,
- building services controls schematics,
- fire and security installations schematics.

The selected RWC will review any proposed structural works to the fabric and prepare calculations for the sizing of new structural elements.

The Scheme Design will be revised and reissued to incorporate the output from consultations, risk assessments, RWC and other professional input. The Scheme Design stage will be complete when it represents firm proposals meeting the Affordability, Achievability and Acceptability benchmark, and contains sufficient detail to accurately define the requirements of the client. Issues that may invite further consultations and change, such as restrictions placed on the works by the landlord, must be identified.

3.2 Planning ([Return to chart](#))

Planning applications for all external signage will be the responsibility of the signage contractors.

Where the scope of the fit-out works requires a general planning application the application will be made by the DA using the normal application forms, and a fee is payable. The fee for the planning application and any OS site plans required will be reimbursed through their contract with DJ.

3.3 Consultations ([Return to chart](#))

The consultation process will be co-ordinated by the DPM. The purpose of the consultation process is to ensure that all the stakeholders in the product have a clear understanding of the scope, cost and programme, and are satisfied with regard to all the relevant issues.

The consultations will involve:

The Business – furniture layouts, local issues, staff, special requirements, storage, decant planning, phasing, back office requirements and IT Strand requirements.

District Manager – compliance with the intent of the SDP, programme, cost, deviation from the vision, public relations & press.

DWP Regional Estates Staff – cost and space implications of overall acquisitions/disposal programme, PRIME and non-PRIME service change issues, information on lease, landlord and maintenance issues, impact on non-Jobcentre Plus stakeholders (eg other parts of DWP, other Government departments), input to business case costings, commissioning advance property enquiry (APE) option appraisals, attendance at planning meetings.

Implementation Team – decant planning, storage logistics, training, advice on layouts.

Local Authority – planning, building control, means of access and egress, DDA.

Service Providers – backlog maintenance, asbestos register, planned maintenance, scope of works.

Trade Unions – provide constructive input to the relevant parties prior to or at meetings, when and after reviewing the effectiveness of the requested risk assessments and method statements, together with construction phase H&S plan by the RWC. See “Risk Assessments 2 & 3”.

Regional Planning Supervisor –EHS Coordinator – Reviewing, advising and ensuring the business, PMs, DAs, the RWCs and their Designers and Contractors, including Suppliers are carrying out their legal and moral duties.

Landlord – see “Submission to Landlords”.

3.4 Method and Phasing ([Return to chart](#))

The decant strategy will have been established and agreed at Option Study stage to confirm that the proposed works to the site can be executed in accordance with the required duration and timing.

The RWC will develop the principles of the decant strategy and liaise with the business to arrive at an optimum method and phasing for the works.

The RWC’s method and risk assessments will be incorporated into a Method Statement, which will include, among other important topics, his site establishment, means of access, storage of materials, protection of the retained fabric, equipment to be used in the execution of the works and how the public will be protected from his activities. It will provide details of how noisy or potentially high-risk operations will be timed and executed.

The phasing of the works will be part of the Method Statement. If the whole site is to be vacated for the fit out, it is assumed that the works will be carried out as a single continuous operation. In any other circumstances the RWC will provide a series of coloured up plans showing the work areas, means of access and protection measures for each phase of the works. The plans will include durations to enable the Business to plan around the phasing, and a brief description of the scope of the works in each phase and the constructor’s risk assessments.

The method and phasing will be examined in Risk Assessments 2 & 3 and amended accordingly.

3.5 E3 VALIDATION CRITEREA ([Return to chart](#))

See following chart:

1.0 Component Elements

Ensure that the space planning layouts respond to the Concept Architect's comments relating to the Gateway E2 submission.

Identify job role / function of all numbered workstations and cellular rooms.

Ensure all critical setting out dimensions are indicated in respect to workstation positions, circulation corridors, floor boxes and power poles.

Identify component modules for wall-mounted and free-standing Resource Walls.

2.0 Materials and Finishes

Indicate floor finishes and junctions, direction of vinyl wood planking and the extent of new floor finish in relation to existing.

Indicate the extent of vertical window blinds on external windows and the location of horizontal blinds on Private Interview Rooms.

Indicate door finish, and the construction of walls / partitions, including the extent of the secure wall around the Finance Room.

3.0 Ceiling & Lighting

Indicate the specification of ceiling types, the arrangement of tile modules and the floor to ceiling heights.

Ensure the correct distribution of task and feature lighting, in respect to the layout of furniture components, even if an existing ceiling has been retained; in particular ensure the coordination of lighting with Colour Banners, Colour Walls, Storage Walls, Welcome Banners and Resource Walls.

Ensure recessed compact fluorescent lighting responds to the arrangement of furniture components within the Forum and highlights customer circulation routes throughout the Public Areas.

Ensure that ceiling and lighting information is provided for Back Office, Screened Services and Private Interview Room areas.

Indicate the position of floor-boxes or power poles in respect to the setting out of workstations.

4.0 Internal Signing & Branding

Determine locations for wall-mounted and component mounted Posters, with respect to the principles of the Merchandising Placement Strategy, whilst ensuring clear sightlines through the office.

Ensure wall-mounted Posters are included throughout the office cellular rooms, including the Back Office.

Provide suitable locations for free-standing Posters in office front windows, within the Forum, ensuring that they are set back from the glazing to accommodate ceiling illumination.

Provide window-mounted posters on critical external elevations, where vertical window blinds have been provided.

Indicate the positions of all directional and mandatory Jobcentre Plus signs, within the Public Areas and the Back Office.

5.0 External Signing & Branding

Provide outline information regarding the suitable location of external signs, highlighting main entrances, principal external elevations and the critical approaches to the building.

3.5 E3 VALIDATION CHECKLIST

Please ensure that all review dates are booked with the Lewis & Hickey regional validation team to ensure a managed workflow

In order to provide an efficient validation process, Lewis & Hickey will require the following information to be provided:

- All hard copy documents to be submitted in duplicate;
- An electronic copy of all documents should be provided on CD;
- All drawings to be provided in AutoCAD dwg format. (Please ensure that all external references are bound and an appropriate ctb file is included);
- All drawings to be no smaller than 1:100;
- All documents to follow Jobcentre Plus CAD standards.

Item	Details
Validation Report Summary	Sign-off confirmation from DM, DPM and Risk Assessor
Scheme Design GA	<p>Partitioning including:</p> <ul style="list-style-type: none"> • glazing • secure walls <p>Furniture components</p> <p>Storage and equipment including:</p> <ul style="list-style-type: none"> • Storage Walls <p>Branding including:</p> <ul style="list-style-type: none"> • Resource Walls • Banners • Colour Walls • Wall-mounted Posters <p>Annotation including:</p> <ul style="list-style-type: none"> • indication of immediate environment to assist in determining sight lines and approaches to office • location of customer and staff entrances and exists • customer and staff stair cases and lifts • room names and functions • floor finishes and orientation • door finishes
Reflected ceiling plan	<p>To include:</p> <ul style="list-style-type: none"> • ceiling specification • ceiling grid orientation and height • concept lighting layout • power pole positions • dotted outline of furniture and branding elements

3.6 Level 3 Asbestos Surveys [\(Return to chart\)](#)

Sites will already have been assessed for the presence of asbestos prior to Gateway E1. This will have been either a "Level 1" or "Level 2" survey.

Referring to the HSE document *MDHS 100* (dated July 2001), the three levels of asbestos survey are as follows:

Level 1 - Location and assessment survey (presumptive survey) - This is essentially a desk top study to identify where the presence of asbestos is likely and draw up an audit of the location and type of all possible asbestos-containing materials, along with recommendations for action.

Level 2 - Standard sampling, identification and assessment survey (sampling survey) - this level of survey includes the same activities as Level 1, except that samples of suspected asbestos-containing materials will be taken from the location and analysed in a laboratory. Samples will only be taken where materials are accessible.

Level 3 - Full access sampling and identification survey (pre-demolition/ major refurbishment surveys) - This includes a desktop archive search and random sampling of materials as at Level 2. A fully intrusive survey is also carried out to identify possible asbestos-containing materials in areas that may previously have been difficult to reach in the parts of the building that are going to be disturbed by construction operations.

Where there is a possibility of the discovery of asbestos in the course of the fit out works a Level 3 survey has to be carried out in areas identified from the scope of works risk assessment

At this planning stage, a scope of works risk assessment is undertaken to take account of the presence of any known asbestos, what is the age of the building and details recorded in the asbestos register, together with what materials are to be removed and or be disturbed for removing, installing, alteration and or fit out works. Even if known asbestos is recorded, the possibility remains that there could be other previously unidentified asbestos. It is for this reason that a Type 3 survey is conducted in the part(s) mentioned above of the building that is to be affected by Jobcentre Plus rollout works.

The Level 3 Asbestos survey report will be required to be issued both in hard copy and electronically to the employer (Building / Facilities Manager), and to their appointed PM and REHS for review, who then, if acceptable, provide this to the appointed RWC.

The purpose of this is to prevent the exposure of any operative, member of staff or member of the public to asbestos. If a Level 3 survey identifies asbestos and it requires to be removed then a licensed asbestos contractor will be appointed to remove the relevant material in a contained and controlled manner. This requires 14 days notification unless obtaining a formal waiver from the local HSE, prior to any removal by the licensed asbestos contractor providing a site-specific risk assessments, method statement and management plan by on how they will control and remove the asbestos.

Air tests will be required to ensure areas where asbestos has been removed are below the required action levels. These tests require to be confirmed in the form of air test certificates, which should become part of the Health & Safety File and the buildings Asbestos Register.

3.7 Initial Health & Safety Plan & F10 Notification [\(Return to chart\)](#)

The Notification Form 10 (rev.) requires to be completed by the Area or Regional EHS Co-ordinator (planning supervisor) with the Regional Works Contractor (principal contractor) and, in any event, before the start of construction work. Sent to the HSE area office covering the site where construction work is to take place by the Area or Regional EHS Co-ordinator (planning supervisor). Notifiable projects are those where construction work is expected to last more than 30 days or involve more than 500 person days, or involve structural demolition.

There will be a requirement on the Regional Works Contractor (principal contractor) to display a copy of the notifiable particulars on site (regulation 16 (1) (d)). The displayed information should include the most up to date information.

The Initial Health and Safety Plan (Regulation 15)

The pre-tender Health & Safety Plan should be relevant to the work proposed. The level of detail should be proportionate to the risks involved in the project. Information need not be repeated provided there is adequate cross-reference. The information in the pre-tender stage plan should be short, focused clear and precise and inform the tendering contractors of significant hazards they would not normally anticipate or expect to encounter on site. They should not contain questions or open ended statements (e.g. asbestos may be present) The Area or Regional EHS Co-ordinator (planning supervisor) is responsible for seeing that the pre-tender stage plan is prepared and circulated with the appropriate documents and information to the Regional Works Contractor.

Contents of the Pre-tender health and safety Plan Regulation 15 (3)

1 Description of project

a) Project description and programme details; b) details of DWP Contact, Designers, Building /Facilities Owner/Mgr and other consultants; c) extent and location of existing records and plans;

2 Client's considerations and management requirements

- a) Structure and organisation;
- b) Safety goals for the project and arrangements for monitoring and review;
- c) Permits and authorisation requirements;
- d) Emergency procedures;
- e) Site rules and other restrictions on contractors, suppliers and others e.g. access arrangements to those parts of the site that continue to be used by the client.
- f) Activities on or adjacent to the site during the works;
- g) Arrangements for liaison between parties;
- h) Security arrangements.

3 Environmental restrictions and existing on site risks

- a) Safety hazards, including:
 - Boundaries and access, including temporary access and location of temporary site accommodation and storage areas;
 - Adjacent land uses (e.g. schools, shops, factories etc.);
 - Existing storage of hazardous materials;
 - Location of existing services - water, electricity, gas etc.;
 - Ground conditions;
 - Existing structures - stability, fragile materials;
- b) Health hazards, including:
 - Asbestos, including results of surveys;
 - Existing storage of hazardous materials;
 - Contaminated land, including results of surveys;
 - Existing structures hazardous materials;
 - Health risks arising from client's activities.

4) Significant design and construction hazards

- a) Design assumptions and control measures;
- b) Arrangements for co-ordination of on-going design work and handling design changes;
- c) Information on significant risks identified during design (health and safety risks); -Designers Risk Assessments
- d) Materials requiring particular precautions.

5) The Health and Safety File

Agreed format and content.

3.8 Full Landlord Approval Application – See [Section 2.7](#)

4.1 IT Cabling and Schematics ([Return to Chart](#))

During the Constructor's design development period the IT Co-ordinator will liaise with the RWC to ensure that IT requirements are incorporated within the Constructor's Project Proposals.

This will cover the following areas:

- Comms rooms – firming up of the information gathered at 3.1
- Decant programmes
- Jobpoint removal/install dates (milestones to be shown on construction programme)
- Readiness completion certification (milestones to be shown on construction programme) Note: final details of certification/time periods to be published by IT.
- Cabling contractor to liaise with RWC to agree: installation periods (to be shown on construction programme), attendance requirements.
- Containment details to be agreed with cabling contractor (note RWC to install containment)

Long lead IT/Telephony items may be ordered at E4 sign off.

4.2 Constructor's Design Development [\(Return to Chart\)](#)

The RWC will lead the process of developing the design into a Project Proposals document, which will include a firm price and programme.

The Scheme Design drawings will form the basis of this document and will be developed in sufficient detail to enable the full scope of the works to be identified and taken account of in the price and programme. The RWC will check architectural layouts against survey information and make site inspections to ensure buildability of the scheme.

The proposed method and phasing will be taken into account when cost and programme becomes firm.

The ceiling layouts will be developed from concept to include the layout of the tiles, the precise positioning of lighting fittings, and the general co-ordination with fire detection heads, emergency lighting and fire escape signs. If it is intended to retain the ceiling an inspection will be carried out to verify that this can be done.

The mechanical, electrical and public health services design will be developed to a point where plant is selected, all service runs are sized, their layouts co-ordinated, and termination points located. This will include fire, intruder and panic alarm systems in consultation with the TUs, the implementation team and the FMC.

For PRIME sites – prior to E4 LST are to verify that the design (including services, security systems etc) do not compromise their future obligations under PRIME.

4.3 Constructor's Project Proposals [\(Return to Chart\)](#)

The following checklist is a guide for the contents of the project proposals:

- Drawings and specifications
- Ideas and methods for Value Engineering, Value Management and Risk Management
- Ideas for cost savings and added value, including suggestions for related incentives
- Suggestions for improved implementation of other Project partnering processes
- Proposed rolls and responsibilities for specialist sub contractors, sub contractors and suppliers
- Responses to all of the requirements and proposals set out in the Project Brief
- Cost
- Programme – including phasing and decants
- Construction Health and Safety Plan

Documentation requirements to be reviewed with the RCM.

4.4 Decant Layouts [\(Return to Chart\)](#)

General

When works commence on site in existing premises, it will be necessary either to move staff to other positions within the building, or move them to alternative premises. Where small sites with a short programme are involved it may be beneficial to consider closing the operation temporarily with no formal decant.

When staff move to new locations it is necessary to:

Carry out a Risk Assessment of the new location, furniture arrangement, and surroundings.

Arrange with the IT Co-ordinator for computer and telecoms installations to be transferred.

Ensure that any special needs are provided for in the selection of desking and seating

Advise the service provider of the timing and scope of the moves.

Outline Decant plans

Outline decant plans should clearly indicate the migration of operational unit e.g. CFIS and NINO etc.

The plans should indicate:

- a) the initial unit location and numbers of staff,
- b) any units who will be located in temporary accommodation prior to being migrated to their final positions and,
- c) the final destination of the operational unit and number of staff.

These plans will need to be issued and agreed with the IT implementation team to confirm the voice and data requirements. In particular where transitory turn-around space is required to facilitate the movement of staff

Detailed Decant Plans

Detailed plans should in addition to the operational unit details should specifically identify the person who is to be moved.

Furniture

At completion of the detailed assessments the schedule should also include an assessment of what furniture is to be retained, disposed of, or recycled.

Refer to Implementation Memo M258.

4.5 External Signage Planning Permission [\(Return to Chart\)](#)

Proposals:-

The Sign Contractor will prepare final proposals for all external signs, in accordance with the comments at E3 stage and guidelines contained in Design Manual V6, to include (where required) the following;

- Main entrance signs
- Projecting signs
- Opening hours signs
- Corporate Green Line window treatment (as appropriate)
- High-level building locator signs

Process:-

The Regional Works Contractor (RWC) will need to receive the ATP from the PM to order / implement the external schemes with the Signage Contractor.

Any further amendments to the scheme which could affect signage should be forwarded by the RWC to the Sign Contractor in a timely manner.

It is the responsibility of the DM / DPM to provide the telephone numbers and opening hours to the signage contractor in a timely manner.

It is the Signage Contractors responsibility to liaise with the local planning authority and apply for planning permission (where required) for all external signage.

5.1 Commencement Agreement ([Return to Chart](#))

APPENDIX 3

PART 2 - MODEL COMMENCEMENT AGREEMENT

DEPARTMENT FOR WORK AND PENSIONS – JOBCENTRE PLUS

[To be prepared by Client Representative in conjunction with Regional Commercial Manager]

The Partnering Team members as named below, in accordance with and subject to the terms of a Partnering Contract dated [*insert date of Project Partnering Agreement*] (the "Partnering Contract") and a Framework Agreement between the Client and the Constructor dated [*insert date of Framework Agreement*](the "Framework Agreement") in relation to:-

Project: []

Site: []

Agree under this Commencement Agreement that:

1. Words and expressions used in this Commencement Agreement shall have the same meanings as in the Partnering Contract
2. To the best of their knowledge the Project is ready to commence on Site
3. The following details shall apply by reference to the listed clauses of the Partnering Contract

Reference in Partnering Terms

Clause 6.2	Project Timetable as annexed:	[Project Timetable (to be based on the Model Project Timetable) signed for identification purposes by the parties.]
Clause 6.2	Date of Possession:	

*Reference in Partnering
Terms*

**Insurance applicable for any Projects
where the works include external works,
extensions and acquisitions*

Clause 19.5 if applicable	Environmental Risk Insurance by:	Not Applicable
Clause 19.6 if applicable	Latent Defects Insurance by:	Not Applicable
Clause 19.7 if applicable	Whole Project Insurance:	Not Applicable
Clause 19.9 if applicable	Amount and form of any advance payment guarantee/performance bond/parent company guarantee/retention bond:	Not Applicable
Clause 27.2	Problem-Solving Hierarchy:	Not Applicable
Clause 28	Special Terms (if any) additional to those set out in or attached to the Project Partnering Agreement:	

SIGNED for and on behalf of the **Client**,

Name []

Title []

In the presence of: []

SIGNED for and on behalf of the **Client Representative** by:

Name []

Title []

In the presence of: []

SIGNED for and on behalf of the **Planning Supervisor** by

Name []

Title []

In the presence of: []

We [] (the “Constructor”) of []
confirm our agreement to the creation of the Commencement Agreement upon and subject to the
terms set out in this Commencement Agreement of which this is a duplicate copy.

SIGNED for and on behalf of the **Constructor** by:

Name []

Title []

In the presence of: []

[Countersignature by any Specialist Partnering Team Members]

5.2 Advise Suppliers of Potential Order [\(Return to Chart\)](#)

While the suppliers are expected to hold stock of items sufficient for the probable call-off rate during the role-out there may well be situations where a number of sites coincide or a particularly large site is involved.

The PPC 2000 contract requires the suppliers and the RWC to work as a team, and after Gateway E4 the full scope of the works should be fixed. Between Gateways E4 and E5 there is valuable lead-time to ensure that components will be available as required, and it is the RWC's responsibility to provide the supplier with the correct information.

5.3 Building Regulations Application [\(Return to Chart\)](#)

PRIME

LST will not be involved in the process unless it has a design responsibility. The only situations where LST has a design responsibility will be extensions and where it is refurbishing BOH areas in parallel with the Jobcentre Plus rollout (i.e. BOH work is required but there is no funding so LST does it) In all other cases the Constructor will make the Building Control application.

For prime sites LST used Butler and Young for 02/03 but will let the Constructor use any LA or approved inspector.

GENERAL

The application should be made in sufficient time to allow for any changes required to be implemented, ideally no less than 6 weeks prior to site works commencing.

The scope of works covered by Building Regulations include (but are not limited to) changes to, or replacement of:

- Heating and ventilating plant
- Public Health services
- Means of escape and fire systems
- Windows and doors
- External and internal fabric generally
- Ramps, stairs and means of access
- Structure and load bearing elements
- Handrails and balustrading
- DDA

It will be the RWC's responsibility to obtain certification of compliance with the Regulations.

5.4 Construction Health & Safety Plan [\(Return to Chart\)](#)

The Regional Works Contractor (principal contractor) is to be provided the Initial Health & Safety plan to allow information that needs to be repeated in the construction phase health and safety plan to be transposed. The Regional Works Contractor (principal contractor) must prepare the construction phase plan covering management arrangements and early operations which must be submitted to the DPM / Project Manager/REHS before work starts on site. The REHS will sign off the construction phase health & safety plan. Sufficient time should be allowed for the principal contractor to develop the plan before work starts.

To ensure that the plan is project specific and contains the information set out in regulation 15(4) and the Joint EHS Code of practice, before any works can commence DWP require to be advised by the Area or Regional EHS Co-ordinator (planning supervisor) of its status, before they can proceed.

The Regional Works Contractor (principal contractor) is then responsible for development of the plan and keeping it up to date with assistance of the Area or Regional EHS Co-ordinator (planning supervisor). The

format should fulfil all the criteria requested by the DWP/ Area or Regional EHS Co-ordinator (planning supervisor) and be a workable document for use on site by the site management teams. The aim should be to produce a compact precise document that incorporates and expands the health and safety risks set out in the Initial stage health and safety plan and hazards arising from risk assessments and method statements made during the course of the work. The plan should easily communicate to all on site the hazards and risks associated with the project and cover the management organisation, emergency procedures, and set out arrangements for monitoring management's health and safety effectiveness. The plan must change to reflect the current work on site and should not refer to other documents e.g. legislation and standards that are unlikely to be on site.

Contents of the Construction Phase Health and Safety Plan Regulation 15 (4)

1) Description of project

- a) project description and programme details;
- b) details of client, planning supervisor, designers, principal contractor and other consultants and contractors;
- c) extent and location of existing records and plans;

2) Communications and management of the work

- a) management structure and responsibilities;
- b) health and safety goals for the project and arrangements for monitoring and review of health and safety performance;
- c) arrangements for:
 - regular liaison between parties on site
 - consultation with the workforce
 - the exchange of design information between the client, designers, planning supervisor and contractors on site;
 - handling design changes during the project
 - the selection and control of contractors
 - the exchange of health and safety information between contractors;
 - the provision and use of common means of access and places of work;
 - security, exclusion of unauthorised people;
 - site induction and on-site training;
 - welfare facilities and first aid;
 - the reporting and investigation of accidents and incidents including near misses;
 - the production and approval of risk assessments and method statements;
- d) site rules
- e) fire and emergency procedures.

3) Arrangements for controlling significant site risks

- a) Safety risks:
 - services, including temporary electrical installations;
 - preventing falls;
 - work with or near fragile materials;
 - control of lifting operations;
 - dealing with services (water, gas and electricity);
 - the maintenance of plant and equipment;
 - poor ground conditions;
 - traffic routes and segregation of vehicles and pedestrians;
 - storage of materials including hazardous materials;
 - dealing with existing unstable structures;
 - accommodating adjacent land use;
 - other significant safety risks;
- b) Health risks
 - removal of asbestos;
 - dealing with contaminated land;
 - manual handling;
 - use of hazardous substances;
 - reducing noise and vibration; and
 - other significant health risks.

4) The Health and Safety File

- a) layout and format;
- b) arrangements for the collection and gathering of information ;

c) storage of information.

5.5 Risk Assessments 2&3 ([Return to Chart](#))

Risk Assessment Stage 2

Reference should be made to Implementation Memo 261 and Process Guidance Version 01e for detailed guidance on these stages.

As this Stage involves a review of the contractor's documentation such as the H&S Plan, Method Statements and Risk Assessments, all documents should be made available early in the process and prior to the start of works.

The District Manager is to ensure that the Local Jobcentre Plus Business Manager (BM) requests a Risk Assessor to arrange a meeting on site (with no less than 10 working days notice) with the parties stated below with, if necessary, assistance from the District Programme Manager (DPM).

This site assessment, applying to works in occupied premises, will be by the Risk Assessor and include the Planning Supervisor/ EHS Co-ordinator, the regional works contractor, local BM, the local TU appointed H&S Representative and, if necessary, the DPM, to ensure correct planning, co-ordination and consultation is achieved.

The risk assessor will use the proforma set out at Appendix A to the Risk Assessment Guidance Version 01e

Identified risk controls are detailed also by the Planning Supervisor/EHS Co-ordinator within the Pre Construction Phase Health & Safety Plan.

Risk Assessment Stage 3 – Decanting

The District Manager is to ensure that the Local Jobcentre Plus BM requests a Risk Assessor to arrange a meeting on site (with no less than 10 working days notice) with the parties stated below with, if necessary, assistance from the DPM. (Note- It is advisable that this first assessment is undertaken in conjunction and with the Building Works Risk Assessment Stage 2).

This site assessment, applying to works in occupied premises, will be by the Risk Assessor and include the Planning Supervisor/ EHS Co-ordinator, the regional works contractor, local BM, the local TU appointed H&S Representative and, if necessary, the DPM, to ensure correct planning, co-ordination and consultation is achieved.

If it is believed that it is unsafe to carry out building works, whilst staff continue to work in the same or adjacent areas, it may be necessary to relocate staff within the premises, or ideally move them to alternative accommodation.

As work progresses it may be necessary to move relocated staff to further temporary locations.

Prior to moving staff to a new location, decant risk assessments will be undertaken incorporating the building works assessment (Stage 2, and operational issues which may affect the health and safety of staff or customers can be considered. Guidance is provided at Appendix B to the Guidance Note Version 01e. Layout plans for the temporary accommodation will need to be considered by the Risk Assessor to identify health and safety issues and to recommend suitable control measures to minimise risks. The layout plans for all decant stages should be made available to the risk assessor before work starts so that the risk assessment can be carried out covering all decants and any changes necessary to the plans can be incorporated. It will also preclude the need for additional risk assessment costs to be levied for each individual decant.

Stages 2 & 3 outputs

1. Scheme Design Drawings, including lighting
2. Template Appendix A to Risk Assessment Guidance Version 01e
3. Template: Consider Appendix B to Guidance Version 01e
4. Contractors Design Risk Assessments
5. Planning Supervisor/ EHS Co-ordinator Pre Construction Phase Health & Safety Plan – Template (See EHS Code of Practice).

5.6 Risk Assessment 4 ([Return to Chart](#))

Reference must be made to Implementation Memo 261 and Process Guidance Version 01e for detailed guidance on this Stage.

The BM will contact the Risk Assessment Administrator to arrange a date for completion of the detailed local risk assessment. Clear and comprehensive guidance on procedures to be followed for arranging and completing the risk assessment can be found in the existing guidance notes accompanying the GRA. The site meeting for the GRA should ensure that all parties in attendance are clear on what key issues are being discussed and equally clear on what recommendations are being made by the Risk Assessor, before the meeting is closed, unless the Risk Assessor needs to take further advice or undertake further research on a particular issue. Any issues which cannot be resolved or where recommendations cannot be agreed, details should be escalated through appropriate channels. Risk Assessors will be asked to raise any concerns they may have regarding failures to implement recommendations which they believe deal with key issues, with the DWP Estates contact point.

Prior to the 'go-live' date, the BM must ensure that there are no other H&S issues and that the recommended control measures are in place. If there are any outstanding H&S issues which the BM is unable to resolve, they should seek the Risk Assessors advice.

Outputs - One of the key outputs from the GRA stage is the confirmation by the risk assessor of the security guarding requirement for the site. This assessment of need should take into account all other control measures proposed. This will include CCTV, panic alarms, door security systems etc, and the requirement for Customer Care Officers (CCOs) - or standard security guards where the full range of Jobcentre Plus services is not being delivered - must be viewed in balance with the built security systems planned for the site. Early notice of the numbers of guards must be provided by the DMs at least 14 weeks prior to the expected go-live date. It is essential that this notice period is given to the service providers as failure to do so may impact upon the ability of the site to go-live as planned. As the GRA stage may not take place sufficiently early to enable this notice to be given, it is these indicative numbers which must be reviewed by the risk assessor during the GRA stage.

It is also essential that the key documents which require DM/BM sign off after the completion of the GRA, are completed and returned to the Risk Assessment Administrator immediately following receipt of the GRA report. It is a vital stage in the assessment process for management to acknowledge the report and confirm acceptance of the recommendations, or provide detail of areas of disagreement.

Changes post-GRA - Any changes to scope of works or layouts, after formal sign off of site plans by the DM, must be considered in the light of any possible H&S impact upon staff or customers. A formal visit to site by the risk assessor may not be necessary where the changes are minor, however, the outcome of the GRA must be considered in the light of any changes, to avoid H&S issues arising when the site is due to go-live.

Note: There is a requirement to carry out the GRA prior to go live – it is not fixed in the Gateway Process. In addition this is a resource intensive process and should be booked with the risk assessors in good time so as not to hold up go live. Estates issues should only arise at this stage if there have been changes to the plans post Stage 1 Risk Assessment that have not been reviewed by the risk assessor. Target completion of the GRA is by E6.

6.1 Remaining Detail Design ([Return to Chart](#))

The project proposals submitted by the RWC for the E4 Gateway will indicate the full scope of the works. Some detail design will already have been completed in arriving at these proposals. These will generally relate details for placing early orders, building regulations approval, and some of the builders work in connection with the services installation works.

Subcontractors and installers will, either from site dimensions or as a result of opening up the building fabric, generally complete remaining detail design. It is particularly important to ensure that this information is incorporated into the "as built" drawings prepared after Gateway E6.

See "Shop Drawings" for further information on this topic.

6.2 Shop Drawings [\(Return to Chart\)](#)

Manufacturers and installers of components will generally produce shop drawings of their products. These are technical drawings, often at full size, to enable the components to be manufactured at their works to the correct sizes, specification and detail.

Taking the necessary site dimensions for sizing of components is the responsibility of the subcontractor.

It is important that the design team have the opportunity to review and comment on these drawings prior to manufacture commencing.

The Regional Works Contractor will be responsible for monitoring the programme for the production of shop drawings, and the contractor's design team will be responsible for signing them off.

6.3 Pre Commencement Meeting [\(Return to Chart\)](#)

The Pre-Start Meeting should be arranged to take place approximately 1 week before site works commence.

Purpose	Brief the Local Office Representative Agree solutions for specific site requirements Explain asbestos removal process to Local Office Representative (as necessary)
Attendees	Project Manager District Programme Manager Local Office Representative Constructor Area/Regional Environmental Health and Safety Co-ordinator
Chaired/Minuted	Project Manager
Minutes Circulation	Attendees and absentees, Core Team Project Manager
Timing	Approximately one week before works starts on site

SITE PRE-COMMENCEMENT MEETING - SAMPLE AGENDA

- 1.0 Introductions
- 2.0 Apologies for Absence
- 3.0 Architectural Issues/Scope
- 4.0 Services Issues/Scope
 - Existing Services (electricity, water, gas, drainage, telephones and IT)
 - Maintenance of office supplies (as above)
- 5.0 Structural Issues/Scope
- 6.0 IT Issues/Scope
- 7.0 Client Issues

Agree site and office points of contact
Agree daily meeting between points of contact
Agree site issues resolution/escalation process
Confirm client cannot issue instructions to contractor

- 8.0 Construction Issues
Protection of specific site elements against damage
Access by third party sub-contractors (e.g. to comms. rooms)
- 9.0 Health, Safety and Environmental Issues
Issue F 10 Notification form to HSE
Management of Asbestos
Constructor's H&S Plan and risk assessments
Training (Site Inductions, Tool Box Talks and Passport)
Definition of site boundary
Segregation of office and construction work
Signage
Site security
Fire Precautions
Access for office staff, public and site staff (including DDA issues)
Storage of materials and equipment
Constructor's accommodation (location and security)
Skips (location and security)
Working Hours
Policy on no-smoking, radios, parking, telephones and welfare facilities for site operatives
Frequency of monitoring by A/REH&S, PMs and Constructor's H&S managers
Notification of accidents or damage
- 10.0 Decanting Issues
- 11.0 Programme Issues
- 12.0 Any Other Business
- 13.0 Date of Next Meeting

6.4 Construction Works [\(Return to Chart\)](#)

The RWC will control the construction works and carry them out in accordance with:-

- agreed programme,
- risk assessments & method statements,
- Construction Phase Health & Safety plan
- scope of works and
- price.

The Pre-Start meeting will ensure that all the correct provisions are in place for construction works to start. If any of the above items have not been agreed it is extremely unlikely that it is advisable for works to commence. For each work activity Risk assessments & method statement requires to be prepared, that has been reviewed and accepted by the PM in consultation with the business and their TU reps, with assistance of the REHS prior to these activities or works commencing for health and safety reasons. For "Construction Phase Health & Safety Plan" see separate template

Taking each item above:

Programme – This should be in sufficient detail to show the commencement and completion of each construction activity. It should not be limited to a single bar covering a number of items. Key milestones must be

shown, such as the possession of new working areas, the handover of completed areas, and power on dates. The programme will be monitored by Project Manager (PM).

Site Specific Risk Assessments and Method Statements – Construction Phase Health & Safety Plan. This is an extensive document, which encapsulates all the health and safety issues relating to the works. This will include as detailed within the Joint EHS Code of Practice, these as a minimum for any meeting agenda:

- Protection for the public
- Secure work areas
- Access for operatives and deliveries
- Temporary fire and safety provisions
- Welfare for operatives
- Environmental protection
- Training of site management & operatives
- Reporting and monitoring procedures
- Individual risk assessments & method statements for each works package

Scope of Works – The scope of works will be as set out in the Project Proposals document.

Price – The RWC will develop a firm price for the works concurrent with the preparation of the Project Proposals. This will be used as the basis for valuing any changes and for valuations of work completed.

The PM is the only person who can issue an instruction to the RWC.

The Health and Safety File will be produced by the RWC in accordance with CDM. The REHS will comment on the draft Health and Safety File prior to finalisation.

6.5 Decants [\(Return to Chart\)](#)

Decant risk assessments will have been undertaken at 3.6. Any change from that stage will need to be taken into account prior to the actual decant taking place and revisions to the RA made as required.

PRIME – move contractor will be arranged by LST outside the building contract

NON-PRIME – move/porterage to be arranged through the RWC.

Example Decant Checklist

Layouts

Produce desk layouts – staff/function locations

Staff public interface

Filing

Printer and fax locations

Photocopiers

Switchboard

Porterage

Crate delivery

Labelling

Transport

Access

Parking

Security

Temporary protection

Crate collection

IT & Voice Kit

Disconnection

Packing
Transport
Placing on desks/reconnection

Communication

Move responsibilities
Staff contact
Contractor contact
Landlord contact
Emergency (weekend) contacts

Other Issues

Post/courier services redirection
Notification of public – signage requirements
Cleaners – post move/regular service
Welfare provision
DDA issues
Stand by lift engineers
Floor loading for filing/safes
Notice boards/white boards
Fire appliances

Post Move Support

Call out numbers for building & IT

6.6 Data Cabling [\(Return to Chart\)](#)

NON – PRIME: RWC to carry out data cabling

PRIME: Cabling contractor to carryout cabling in accordance with agreed programme.

Regular liaison between RWC and cabling contractor should take place to ensure that any changes to either parties' programmes can be address.

The cabling contractor must comply with CDM.

The RWC will provide a safe route to the comms room.

6.7 User Training [\(Return to Chart\)](#)

In addition to the handover to the FM Service Provider it is essential to ensure that staff receive training on the relevant staff facing systems.

The local manager should nominate relevant individuals to attend training sessions arranged by the RWC through the PM.

Training may be given on:

- CCTV
- Panic alarms
- Fire alarm
- Lift
- Intruder alarms
- Automatic doors
- Desking systems eg adjustment of monitor supports

- Blinds
- Heating/cooling systems

This list is not exhaustive.

The BM should be advised of the location of the documentation required for the day-to-day use of these systems.

The RWC should obtain signatures from individuals to confirm that training has been undertaken.

The Telephony Provider should arrange training on the telephony system.

The ESSA/CSO should attend the training on CCTV, security systems, telephones, panic alarms and heating/cooling systems (in particular in relation to the comms room).

6.8 Handover – LST Handover Procedures [\(Return to Chart\)](#)

Snagging/Commissioning

This will involve the RWC, PM and Dalkia, optional for BSM. Ideally to be held a few days prior to completion to give time for any snags identified to be sorted before completion. This should be the time to arrange any training for service partners (Dalkia for services & Group 4 for CCTV etc.) on new systems and the draft O&M manuals should also be available for this meeting. Chaired by PM.

'Contractual' Handover

This is the handover from the RWC. It should involve the PM and RWC. The PM will accept handover, and with the RWC will be required to provide the certification and as installed information as detailed on the LST project handover schedule (e.g. electrical test certificates, commissioning data, warranty details & asbestos clearance certificates - as build drawings will not normally be ready at this point in time). This meeting would probably be best planned the morning prior to client handover. Chaired by PM.

'Client' Handover

This is handover to DWP and should involve the DPM, DWP, BM PM . Snagging items not rectified to be identified to DWP with dates for resolution. Best planned for the afternoon of the RWC's final day on site or the next morning. The DPM should accept handover on behalf of DWP. Chaired by PM.

LST handover proforma included below:

Project Manager	<input type="text"/>	MAXIMO Project Reference	<input type="text"/>
DWP Cost Centre Code	<input type="text"/>	EOI/POPS/JC+/DWP/LST	<input type="text"/>
Project Title	<input type="text"/>		
Building Name	<input type="text"/>	Building Number	<input type="text"/>
Building Address	<input type="text"/>		

PRIME – Modernisation Toolkit Handover Document

Section 1 (to be completed by the Programme Manager)

Principle Contractor	<input type="text"/>	Tel No	<input type="text"/>
Maintenance Service Partner	<input type="text"/>	Tel No	<input type="text"/>
Project Scheduled Completion Date	<input type="text"/>		

Section 2 (to be completed by the Programme Manager)

Lead Consultant

Name	<input type="text"/>	Signature	<input type="text"/>
Company	<input type="text"/>	Date	<input type="text"/>

LS Trillium Project Manager		Name	<input type="text"/>
Signature	<input type="text"/>	Date	<input type="text"/>

This Handover Document is to be raised at the commencement of the Project by the LS Trillium Project Manager and issued to the lead consultant project managing the works. The retention of this document during the Project implementation is the responsibility of the Contractor.

Section 3

Schedule of Documents to be provided for Handover

Documents	To be completed by Lead Consultant		To be completed by LS Trillium
	Tick those included at handover	Insert issue date for those to follow	Tick if applicable, insert NA if not applicable
1 Building Regulations approval together with details of relaxations/dispensations.			
B&CE Information			
2. Schedule of all B*CE drawings and specifications including structural design calculations.			
3. Copies of as installed drawings and specifications including structural indications of floor loadings etc.			
4. One soft copy of each master drawing on AutoCAD.			
5. Schedule of principle materials used in construction.			
6. Health & Safety File (CDM).			
M&E Information			
7. Schedule of all M&E drawings including specifications and details of their location.			
8. Copies of as installed M&E drawings and specifications.			
9. One soft copy of each drawing on AutoCAD.			
10. Schedule of M&E equipment with copies of manufacturers maintenance and operating instructions and list of recommended spares.			
11. Schedule of M&E planned maintenance documents.			
12. Manufacturers 12 month warranties.			
Public Health & External Services			
13. Schedule of all PHE and external services drawings including landscaping and details of location.			
14. As installed PHE drawings (sufficient for maintenance)			
15. One soft copy of each master drawing on AutoCAD.			
Test Certificates			
16. Public Health Engineering Installation.			
17. Electrical Installation.			
18. Gas Installation Internal			
19. Gas Installation External.			
20. Cranes, hoists, lifting beams.			
21. Lifts, passenger and goods.			

Documents	To be completed by Lead Consultant		To be completed by LS Trillium
	<i>Tick those included at handover</i>	<i>Insert issue date for those to follow</i>	<i>Tick if applicable, insert NA if not applicable</i>
22. Safety ring bolts, window cleaning equipment.			
23. Boilers and pressure vessels including pipework.			
24. Mechanical ventilation, air conditioning plants and installation.			
25. Internal heating installation.			
26. Other plant and installations.			
Fire Precaution Documents and Signs/Notices			
27. Fire certificate			
28. Schedule of fire appliances.			
29. Fire risk assessments			
30. Details of any relaxations, dispensations and determinations.			
31. Schedule of Fire, Safety Signs/Notices.			
Other Miscellaneous Requirements			
32. Health and Safety Officers report.			
33. Schedule of keys, tools and devices.			
34. Copy of any guarantees on materials, equipment and workmanship.			
35. List of defects at handover.			
36. Written confirmation of defects completion.			
37. Asset Records			
38. Statutory Inspections updated <ul style="list-style-type: none"> • Fire Risk Assessments • Water Risk Assessments • Fire Certificate • Electrical Testing Certificates 			

Section 6

Sign Off

Defects List Issued Yes No Date

Defects Work Completed Satisfactorily Yes No Date

Works Accepted on behalf of LS Trillium

Lead Consultant Name Signature Date

LST Programme Manager Name Signature Date

DWP Estates Name Signature Date

Health & Safety File/Operation Manual Format



Health & Safety File/Operation Manual Template



7.1 BREEAM Audit ([Return to Chart](#))

BREEAM is the Building Research Establishment's Environmental Assessment Method. It is an assessment tool that provides a credible transparent environmental label for buildings based on good practice.

The aim of BREEAM is to encourage the use of materials that have a low impact on the environment, taking account of the full life cycle of the materials in question. Similarly the operation of the building is assessed to measure energy efficiency and environmental impact. This includes the methods used for construction work and the impact of the building in its day-to-day use.

The assessment is normally carried out early in the design stage, but in the case of Jobcentre Plus there are a number of predetermined features incorporated into the Design Manual and the operation of the building, and therefore most of the variables relate to site practices during fit out works. Assessment is therefore carried out after site completion.

In line with cross government targets DWP require to strive for a BREEAM rating of "Very Good" for an identified number of Jobcentre Plus refurbishments that classify as a major refurbishment and "Excellent" on complete New Build projects.

As most of the works are within existing buildings there will be two BREEAM scores. The first score will relate to the whole building's performance after the new works have been completed, and the second score will be a DWP rating for those parts of the building that have undergone works under the roll-out. In the case of new build with sole occupation there will be only one score.

The audit will be carried out by DWP Estates, their service provider teams and consultants appointed by DWP who are trained by BRE, and will involve the Works Contractor and the whole design team. The score will be used as a measurement of progress and continuous improvement working towards and achieving the DWP target.

7.2 Snagging and Defects Resolution [\(Return to Chart\)](#)

The RWC should target zero defects. Endeavours should be made to snag as work progresses.

Where phased handovers occur, snagging and defects should be treated as final for each phase.

At the completion of his works the RWC will prepare a snagging list of defects to be resolved. It will incorporate items raised by the PM, the DPM, the FM, the DM and the business.

It is important to ensure that only one master list of snagging items is in circulation. The PM should collect and collate comments from all parties, particularly the local manager and ensure that all items are entered on the master-snagging list.

The PM should ensure that these items are actual snags; any local requests for additional works should be put through change control in the normal manner.

If the RWC disputes that an identified item is not a snag – the DA will be consulted via the PM.

The RWC will put forward a programme for resolving all defects and agree means of access and out of hours working to minimise disruption to the business. This should be agreed with the local manager.

It is essential that the RWC resolves snagging items swiftly. Delay may impact IT install and go-live. Protraction can also lead to a negative perception of the project from a client point of view – even if the remainder of the job has been perceived as a success.

The target for clearance of all snagging issues is two months from the issue of the project completion certificate. The RWC should try to improve on this period.

The local manager should be provided with clear instructions as to the notification route for defects i.e. via Help Desk or PM/RWC.

The PM must ensure that any defect does not fall down between RWC and FM service provider.

7.3 Finalised As Built Information [\(Return to Chart\)](#)

The RWC is required to produce drawings and specifications reflecting the installed works including any changes or site adjustments that were required. Copies will be provided to the FM, with the originals passing to LST on Prime sites and to the regional office of DWP Estates for non-Prime sites.

The format of the documentation is to be agreed with the FM.

7.4 O&Ms and Test Certificates [\(Return to Chart\)](#)

The RWC is required to produce Operation and Maintenance manuals and test certificates covering all the installed equipment and components in the works. Distribution will be as in 7.3 except that copies of some test certificates should be displayed on site adjacent to the item concerned.

Consideration should be given to PAT testing/earth bond testing of desks. PM to ensure that where requires, particularly for decants/use of existing furniture, the responsibility is clearly defined.

Relevant test certification for desks etc should be in place and available prior to any IT installation taking place.

Attention should be paid to the lift certification process.

Clarification on Prime and Non Prime issues
[\(Return to Chart\)](#)

E1 to E4

	Action	Non-Prime	Prime
1	Access to site including plant rooms	Normal day time access will be facilitated by the Project Officer (PO) –Atkins Building Services Manager (BSM) – DJ This is charged on a day rate	Access to site should be co-ordinated through the LST PRM (see list attached)
2	Organise attendance of MTC's as programme required – (e.g. Shutdowns etc)	Need one instruction to DJ nationally to cover staff and MTC attendance. DJ to issue one instruction to Atkins nationally to cover staff and MTC attendance. This is through DJ National (see attached List)	This will be co-ordinated through the LST PRM Note on LST sites MTC are referred to as "service Partners"
3	Advice to RWC on site constraints	This will be done locally by the BSM or PO	This will be co-ordinated through the LST PRM The PRM reviews information with the BSM on impact of works
4	Advice to DPM/PM on decant strategy	This will be done locally by the BSM or PO	This will be co-ordinated through the LST PRM
5	Access to previous H&S plans for Planning Supervisor	This will be done locally by the BSM or PO	This will be co-ordinated through the LST PRM
6	Security of Site	No security needed as DJ/Atkins hold pre-survey meeting to agree security arrangements	LST PRM provides security survey information to consider incorporation of Aegis systems and any perimeter security upgrades required security on all LST sites is through Group 4 and will be co-ordinated by the PRM.
7	Instruct Level 3 asbestos surveys	PM to Contact DJ Nationally to instruct survey company to attend	PM to Co-ordinate via the LST PRM they will instruct surveys from their list of their tendered companies Out of hours security will need to be arranged on prime sites via the PRM
	Across both estates the asbestos survey companies are expected to conduct an initial level 1 / 2 survey, during their initial visit to site, in any voids that need to be viewed by the contractor. The process is to be managed by the PM not by the BSM's or PRM's and the PM will co-ordinate with the Asbestos surveyor the RWC and the BSM for each building.		

8	Removal of asbestos <i>(Our policy is to contain asbestos rather than remove it)</i>	This process is the same for both Prime and Non Prime there will be a separate list of named firms in a region (compiled from LST, DJ and RWC's that have been vetted by the core team). There will be no distinction between Prime and non-Prime. The removal works will be tendered by the RWC and will form part of the RWC works in effect this will be managed by the RWC overseen by the PM Note : The asbestos survey company and removal company cannot be the same due to conflicts of interest.	
9	Planning permission	Signage: By signage company Buildings: By DA. The DA should use circular 1884 this speeds up the process <i>(PH will issue full guidance by the end of w/c 7/7/03)</i>	Signage: By signage company Building: by the DA directly to the local authority Copy of application and permission to be forwarded to LST for their property records.
10	Building Regulations & Fire	This needs to be done by RWC, they Complete form AC2 to Capita directly Invoicing between Capita and RWC.	Submitted by RWC to Butler and Young Copies to be forwarded to LST for their property records.
Landlord Approvals: DPM's are to collate all the information required to make the submission. Escalation of approval issues to go to estates (Craig Butler)			
11	Landlord Approvals	DPM: issues information directly Lambert Smith & Hampton Co-ordination of the collation of reports is done by DWP estates (Craig Butler)	DPM: to issue information to LST PRM Co-ordination of the collation of reports is done by DWP estates (Craig Butler)
12	Risk Assessments	All RA carried by LST consultants.	Management by LST in accordance with DWP Estates agreement
13	RAS compliance or relief	N/A	RESM is to apply for relief This is to be managed directly between the RESM and the LST PRM. DPM's are not involved in this process
14	LCCE interface	N/A	RESM to administer This is to be managed directly between the RESM and the LST PRM. DPM's are not involved in this process. LCCE contributions go directly to centre not to district
15	Decanting of staff between E1 and E6	RWC to co-ordinate and manage the decanting PM to arrange the risk assessment of decants with the risk assessors	LST to arrange for MiB to provide attendance, and manage payments to MiB. LST to arrange decant risk assessments and any resulting Display Screen Assessments.
16	Decanting of staff beyond E6	RWC to co-ordinate and manage the decanting PM to arrange the risk assessment of decants with the risk assessors	LST to arrange for MiB to provide attendance, and manage payments to MiB. LST to arrange decant risk assessments and any resulting Display Screen Assessments.

E5 to E7

	Prior to work commencing	Pre-start meeting: attendance by office managers, security and MTC. Notify Help Desk of programme etc. Pre-condition Survey: attendance by office managers Update help desk / LST Customer Service Centre	
17	Prior to work commencing	All of these activities will be supported by existing staff structure (Project Officers = Atkins, BSM's = DJ), charged on day rate basis as per Framework Agreement. Need one instruction to DJ nationally to cover staff and MTC attendance. DJ to issue one instruction to Atkins nationally to cover staff and MTC attendance.	Co-ordination on Prime estate to be through the LST PRM PRM to satisfy themselves that all consents approvals etc. are in place
18	Integration of fire alarm and intruder alarm systems: attendance by MTC On-site works: MTC interface	Interface is nationally by DJ BSM's (As above)	LST PRM to co-ordinate with LST service partners to attend when required
19	On-site works: additional security PM to confirm all out of hours working requirements with RWC	Out of hours security Provided by RWC -	LST PRM will arrange out of hours security cover to suit the requirements of the project done by LST's security provider Group 4 Cost to be charged to project.

Contacts LST (PRM's)

District	LST Manager	Contact Details
Bedfordshire	Vikki Maughan	07808 908133
Berkshire	Vikki Maughan	07808 908133
Birmingham & Solihull	Andy Gibson	07808 908241
Cardiff & V	Andy Gibson	07808 908241
London - Central	Andy Littlejohns	07711 732749
Cheshire & Warrington	Julie Watkinson	07808 908174
Cornwall	Andy Littlejohns	07711 732749
Cumbria	Julie Watkinson	07808 908174
Dorset	Andy Littlejohns	07711 732749
Glasgow	Billy McDowall	07802 686487
Halton & St Helens	Julie Watkinson	07808 908174
Lancashire West	Julie Watkinson	07808 908174
Liverpool	Julie Watkinson	07808 908174
Lothian & Borders	Billy McDowall	07802 686487

Norfolk	Vikki Maughan	07808 908133
London - North East	Andy Littlejohns	07711 732749
North West Wales & Powys	Andy Gibson	07808 908241
North Yorkshire	Julie Trotter	07808 908108
Northamptonshire	Vikki Maughan	07808 908133
Northumberland	Julie Trotter	07808 908108
South Humber	Julie Trotter	07808 908108
Surrey	Vikki Maughan	07808 908133
Sussex	Andy Littlejohns	07711 732749
Tayside	Billy McDowall	07802 686487
Tees Valley	Julie Trotter	07808 908108
Wakefield	Julie Trotter	07808 908108
London -West	Andy Littlejohns	07711 732749

Contacts DJ

National contacts:

Steve Woolley 0207 896 8029

Shelford Cupid 0207 896 8152

[\(Return to Process\)](#)

Jobcentre Plus Implementation Memo

To:	Field Directors FIMs (for distribution to DMs)	From:	Martin Pryor (Return to Chart) DWP Estates
cc:	Project HEO & above Peter Besley Peter O'Connor Brian Glew Alan Wickert Chris Wright Jonathan Seckington Simi Gandhi (to DPMs, Regional Estates - Planners & G7s)	Gatekeeper Ref. No:	M265
		Date:	21 st February 2003
		Expiry Date: *	31 March 2006
		Contact:	Neil Shuttleworth 0113 2309196

Subject: Jobcentre Plus Property Acquisitions & Disposals: Process Guidance for Managers

Action: To note process and incorporate into Service Delivery Planning

Timing: Immediate: to inform 2003/04 Service Delivery Planning

INTRODUCTION

1. The acquisition of new property and additional space for DWP businesses is undertaken by Land Securities Trillium (with a few exceptions) via the PRIME Contract. There are specific contractual processes and timescales in place for dealing with this.
2. It has been recognized, however, that the particular demands of Jobcentre Plus rollout, and the sheer scale of change to the estate, requires a streamlined and flexible approach if business objectives are to be met.
3. There is also a requirement to rationalise both the size and cost of the DWP estate, of which Jobcentre Plus forms the largest part, in line with projected reductions in staff numbers. Rationalisation and Property Targets are explained below.
4. DWP Estates and Land Securities Trillium (LST), in consultation with the Implementation Project, have looked at ways of better meeting the business needs of Jobcentre Plus rollout; setting realistic expectations and supporting estate and cost rationalisation. In order to realise this goal, it is essential that Estates and LST are involved early in the planning process.
5. A guide to the process of planning and implementing property acquisitions and disposals is included at Annex A. It is accompanied by a process map at Annex B, and a one-page reference aid at Annex C. This information does not replace previous, related guidance, but refers to other sources where appropriate. The primary aim here, is to describe and guide Managers through the main property-related considerations, and to clarify how Estates and LST can add value to the service delivery planning process.

ESTATE RATIONALISATION - BACKGROUND

6. DWP is the largest Government Department with almost 141,000 staff in over 2.5 million m² of floor space costing in excess of £500m pa. Jobcentre Plus is the largest business within DWP, comprising over 65% of the Department by headcount. Its programme of acquisitions and disposals for rollout will be key to the future size, shape and cost of the Department's estate.

7. Across the Department, changes in the way that DWP delivers its business will result in an expected 13% reduction in staff in the coming years. The current Departmental Plan projects this fall in staff numbers between now and 2006 and the SR2002 agreement reflects the cost reductions anticipated from this. Assuming a direct correlation between changes in staff numbers and occupied floor space, the overall size of the estate should reduce by 13% or, approximately, 333,000m² over the coming four year period.
8. The Department has recently approved an outline estate strategy that proposes a two-tier approach to setting Property Targets:
 - the focus of the first tier is estate change that links staff numbers to the amount of accommodation occupied;
 - the focus of the second will be to secure improvements in the efficient use of space (space utilisation) across the Department.
9. The introduction of the two-tier property targets will enable managers to become better informed of the consequence of employing their staff with regard to space occupation and its cost. It is also recommended that managers are provided with incentives to meet targets, and work on developing a suitable cash allocation system is being led by Group Finance.

IMPLICATIONS FOR SERVICE DELIVERY PLANS

10. The challenge for Service Delivery Planners will be to free up sufficient space across the Jobcentre Plus estate to permit the required level of disposal to take place. It will not be enough to merely dispose of properties so that the eventual estate reaches the original target of around 1000 properties. The space and cost in those buildings needs to reflect the overall required reduction. What must be avoided is disposing of a number of properties and relocating staff and business into a newly acquired one, only to end up with almost as much space as previously occupied, at similar cost.
11. It is against this background that a number of property acquisitions are already being delivered for Jobcentre Plus rollout. Others are due to come on stream throughout the rollout programme. These will increase the floor area and cost of the estate and will consequently increase the number of property disposals needed to meet the overall space and cost reductions identified.
12. Service Delivery Planners need to critically appraise the use of existing space, freeing up whole properties where possible and making more efficient use of space to permit the release, or sharing, of parts of properties where necessary. The challenge is compounded by limited flexibility within much of the current property portfolio, and by the relatively short time available to make the necessary changes.

SUMMARY

13. The Investment **Board** will continue to look critically at acquisition proposals and will need to be assured that:
 - all acquisitions are balanced by corresponding disposals;
 - the overall size of the Department's estate reduces in line with property targets and the requirement for less space;
 - the overall cost of running the estate reduces in line with the reduction in space.
14. In signing off Service Delivery Plans, Field Directors will need to:
 - take the estate strategy, property targets and SR2002 efficiencies into account and;
 - reject options that do not provide an overall reduction in occupied space and cost.
15. Please direct any queries concerning the content of this Memo or annexes to Neil Shuttleworth (0113 2309196) or Chris Wright (0113 2309768).

Introduction – Supporting the Service Delivery Plan

1. DWP Estates and Land Securities Trillium (LST) wish to become involved at the earliest opportunity with the preparation of each District's Service Delivery Plan (SDP). In particular:

- to assist with the detailed consideration of existing properties in each District.
- advise on any acquisitions and disposals that may be required.
- add value to the development process, and help Managers and DPMs produce an Achievable, Affordable and Acceptable SDP.

2. As the estate is considered, Regional Estates and LST will give advice on :-

Existing Estate:

- Freehold or Leasehold.
- Where leasehold - length of lease, options to terminate, Landlord's intentions.
- Site and building characteristics and constraints.
- Minor occupiers;

Disposals:

- From the PRIME (former DSS) Estate.
- From the non-PRIME (former ES) Estate;

Acquisitions:

- General advice.
- The Advance Property Enquiry (APE).
- The Department's Increase Enquiry (DIE).

Note: there may be some circumstances where Lambert Smith Hampton, managing agents for the former ES estate (rather than LST) will need to be used. Estates will advise when this is necessary.

3. LST will appoint an Acquisitions and Disposals Manager for each District to:

- work with the local Implementation Team and Regional Estates.
- assist with the Property aspects of the SDP.
- enable informed decisions to be made about the existing Estate and acquisitions and disposals that may be required.

This joint involvement will also assist each District to obtain the various levels of approvals required for acquisitions and disposals as early as possible.

4. Regional Estates and LST have agreed that their joint involvement with SDP development can enable the District's property strategy to be developed in parallel with its overall business objectives. The early identification and assessment of the changes that may be needed will assist the overall implementation of the SDP by minimising nugatory work.

5. The Estates District Programme Manager (DPM) will be a key member of the Implementation Team, and there may be activities which he/she can take forward in parallel with the property acquisitions process, to reduce the overall programme. We will consider these flexible possibilities later.

6. The following sets out the framework for each District to make the most of this joint service and advice.

Looking at the existing estate and site selection

7. Do existing sites meet the future service delivery requirements in terms of:

- size and internal layout.
- optimum space usage (efficient occupation).
- location and accessibility.
- quality of accommodation.

8. Has site selection taken account of properties with:

- imminent or short term lease expiry.
- disproportionately high running costs.
- poor standards of accommodation and flexibility.
- little or no alternative available.

9. Do plans take account of the service delivery requirements of all appropriate stakeholders including:

- District and Regional Office functions.
- Pensions.
- Medical Services.
- Child Support Agency.
- CFIS fraud operations.
- Debt Management.
- Other Government Departments (OGD);

In addition, have local Trade Union representations been taken into account.

Businesses must collaborate and co-operate with each other, the corporate centre and local planners.

10. If an existing site is unable to support the SDP in whole or part, using the above criteria, then it may be necessary to consider:

- extension of the building.
- the acquisition of new service delivery location(s).
- working with a partner (eg, Local Authority) in their premises.
- the subsequent disposal of unsuitable surplus sites;

bearing in mind that we must minimise organisational upheaval and unnecessary staff churn.

11. In preparation for supporting such a proposal, detailed information will be required about the existing estate:

- your Regional Estates contact will help provide this data from the merged estate database.

Considering Estate Opportunities and Constraints

12. Regional Estates(non-PRIME) and LST(PRIME) will provide the following expert advice regarding the estate:

- Freehold or Leasehold status.
- options to end lease; including expiry or break dates.
- anticipated likelihood of Landlord granting further lease.
- any building or site constraints.
- details of MOTOs or commercial sub-leases.

13. If an acquisition or disposal is to be considered, the following initial activity should take place:

Property Acquisition:

- In order to establish likely property availability within a given area, Estates and LST have devised the Advance Property Enquiry (APE) which will provide high level advice and information, typically for use in the formation of business cases.
- Or, the Department's Increase Enquiry (DIE) may be used at this time if the Investment Board has already approved an outline Business Case for the acquisition (see alternative route under "Specifying the Requirement....").

14. APEs and DIEs are completed by your Regional Estates contact in consultation with the local Implementation Team. For contractual reasons, they should only be issued by the Estates Property Strategy Team to LST in the form of a Contractual Notice.

15. It is worth stating at this point that, in looking for suitable properties for acquisition, LST will be required to consider, in priority order:

- available existing DWP space.
- available Government Civil Estate space (via OGC).
- commercial (open market) space.

16. If a preferred property solution is already fairly well defined through local area knowledge*, it may be desirable to skip the APE stage and move straight to DIE issue in the interests of speed (see "Specifying the Requirement...." below).

**A note of caution here: investigation of the local property market by business managers must be avoided, as this may compromise future LST negotiations if landlords become aware that a Government Department is looking for space. To pursue a single property without knowledge of potential alternatives raises VFM issues and denies the possibility of a fall-back option. This significantly increases risk. Also, NAO will expect the business to have examined the Civil Estate to check for potentially suitable vacant premises.*

Issue of an Advance Property Enquiry (APE):

17. This process is to be used when the strategy being developed contemplates the acquisition of a totally new site. It is there to help in the preparation of a deliverable SDP and a well considered and informed business case. It will help determine whether the acquisitions and disposals strategy is realistic in terms of practicality and cost. It may save time and abortive costs later.

18. As much information as possible about the business requirements will be needed to support this. For example:

- number of staff,
- business functions to be delivered,
- preferred location.

19. APEs are designed to be fast and simple; the report should be delivered in 15 business days at a cost of £750. It is a high level review, and should cover as tight a geographical area as possible to achieve best value and results. It will provide the following:

- general market overview; schedule of available, suitable premises
- brief comment (no survey) on the condition of any suitable premises
- provision of rents, service charge, rates
- no space planning
- no legal work or investigations

Property Disposal:

20. Consideration should be given to:

- Unavoidable Cost of surrendering PRIME "Core" properties.
- Flexible "Band 1 & 2" PRIME properties can be vacated at little or no cost.
- Flexible "Band 3" PRIME properties can be surrendered but at cost. There may be scope to negotiate a mutually beneficial surrender with LST.
- Contractual notice periods required for termination of services and surrender of sites.
- ongoing running costs of vacated sites prior to contractual disposal.
- the terms and costs of surrendering MOTO agreements with OGDs
- the terms and costs of surrendering any casual hirings or licences.
- costs of works to enable vacated properties to be re-let.

21. Your Regional Estates contact will be able to assist you with obtaining and interpreting this information. You will also need to refer to:

- current Closure Authority rules and guidance and any local sensitivities or representations.

- as part of the formal closure process to be completed, there may be a need to liaise with Estates because of the potential impact of Landlords learning about consultation exercises to close properties.

Specifying the Requirement and Outputs for an Acquisition

22. Following SDP and Business Case approval, the formal mechanism to acquire space can be put in place. This is called a *Department's Increase Enquiry (DIE)*, and will be arranged by your Regional Estates contact for issue via the Property Strategy Team. The information required for the DIE will be based upon that provided in the SDP and Business Case, but will need more detail about the requirements.

23. It is recognized that the timing of the DIE needs to be flexible. There is sometimes a need for a DIE to be instructed before a Business Case has been approved. However, this should be exceptional and only considered where there is a strong justifiable business need for a fast track approach. In this case, information obtained from the DIE output will feed into a comprehensive Business Case.

24. If a Business Manager wishes Estates to issue a DIE prior to formal Investment Board approval, they will need to obtain the following:

- Field Director endorsement of the business need.
- confirmation that any abortive LST fee costs will be underwritten, should the DIE be withdrawn, or if Investment Board approval of the business case is not subsequently obtained.

25. It should be remembered that LST resources will be tied up early on such DIEs, and therefore it is important that a robust business requirement has been identified for an acquisition. Abortive work will draw valuable resources away from other DIEs.

26. Examples of information required for the DIE will be:

- firm-up size(square metres), FM service requirements and Amenities.
- confirm staff numbers and business services.
- specify preferred location and access requirements.
- state timescales within rollout programme.
- specify business need in terms of likely duration in years.

27. Note that if Temporary Accommodation is required (no more than 4 years) this will be subject to an enhanced process where Estates may request LST to identify suitable Proposed Sites within 20 working days. Greater flexibility on location and amenities will maximise speed of acquisition.

28. From issue of the DIE, Land Securities Trillium have a specified contractual timescale (60 working days) in which to produce an Option Appraisal, although they will always endeavour to better this. If it has been preceded by an APE it will be possible to reduce the timescale because some work to identify suitable premises has already been included in the APE.

29. The Option Appraisal will provide:

- indicative forecast of Facilities Price for each location.
- location plan and description of each location.
- net internal floor areas per floor and total net internal area.
- a description of the amenities present.
- broad scope of works and estimated acquisition & fit-out costs.
- indicative programme.
- recommendations for selection of preferred site.

Your Regional Estates contact will be able to assist you in interpreting this information and coming to a decision on the preferred way forward.

Taking Forward a Preferred Option

30. Once a decision has been taken on the preferred site or sites, DWP has a contractual timescale to confirm its requirements and request a Feasibility Study on the preferred site(s). From receipt of such notice, LST has 30

Business Days (60 days for a new building or extension) to prepare this. It must state LST's view on the feasibility of the Proposed Site(s) to fulfil DWP's business requirements, and include in the information:

- indicative space planning.
- a firm assessment of the Facilities Price (FP).

31. Note that the Facilities Price does not include the costs of Commercial Rates and Utilities, I.T. and Telephony installations, the Fit Out scheme for the property and associated fees and VAT. Your Regional Estates contact and the DPM will be able to assist you in obtaining more information about these elements of the costs.

32. In order to reduce the overall acquisition timescale, it may be possible at this stage to undertake some early parallel planning work via LST and the DPM, although this will depend on the number of property options being considered. If a clear front runner has emerged, it may be possible to undertake initial work (at risk) on:

- outline design and layout.
- finalisation of Heads of Terms (for lease or purchase).
- outline consents (planning, alterations, etc.).
- refine costs.

33. The PRIME Contract provides that pulling out of the acquisition within 25 business days of receipt of the Option Appraisal will result in abortive fees being payable @ 50% of the aggregate expenses that have been incurred. After this time, DWP will bear all the costs and expenses:

- however, since LST are often required to work outside these contractual timescales, compensation for fees they incur (themselves and from their agents, etc.) is awarded on a quantum merit basis. The more LST are pressed for rapid results, the greater their claim will be. We are only addressing situations here where the acquisition is aborted by DWP, so a normal acquisition will not incur any 'extra' costs – so long as the acquisition is completed;
- it is therefore important that Estates is provided with a timely Authority to Proceed, or instruction to abort the DIE. Your Regional Estates contact and LST will be able to advise you on the likely level of fees for each stage.

34. Once approval has been obtained from the Investment Board to proceed with the acquisition based on the business case, Estates should be instructed, via an Authority to Proceed, to complete the necessary stages to secure the property or space in question through LST.

Note: if an outline business case acquisition has previously been approved by the Investment Board, re-submission is only required if the revised costs are more than plus or minus 5% of the previous funding approval. If no such prior approval has been given, a full business case must be submitted to the Investment Board, and subsequent approval secured before an Authority to Proceed with the acquisition is given:

- An approval to proceed with a search is NOT an approval to acquire.

35. The completion of the acquisition may involve undertaking:

- detailed building surveys.
- preparation of outline fit-out requirements and plans.
- application for outline Planning Consent and change of use.
- Building Regulations approvals.
- completion of developer agreement and programme.
- legal completion of the acquisition;

depending on the type of property in question. Any of these stages can sometimes be lengthy, and estimated timescales will need to be built into the overall programme to determine the go-live date in the rollout. Again, it may be possible to reduce the programme by undertaking advance, parallel planning work – see 32 above.

36. Note that acquisition of space from another Government Department (OGD), or in a Partner's premises, will involve direct negotiations with the parties concerned. Your Regional Estates contact will be able to advise and assist you through these stages, and may need to be more actively involved in such negotiations, as an Administrative Transfer may be necessary which could carry a one-off cost and PES baseline implications.

Monitoring Progress and Completing the Acquisition

37. There will be an acquisitions information tracking process available, utilising the Estates Property Database. This will allow Estates and the Implementation Project to monitor progress of individual acquisitions against a generic baseline programme and key milestones. The process will start with the issue of a DIE, and bespoke, fortnightly update reports will be available for the Project Board and Checkpoints. Exception reports (comments) will be included where target milestone dates are missed, with estimated revised dates being included.

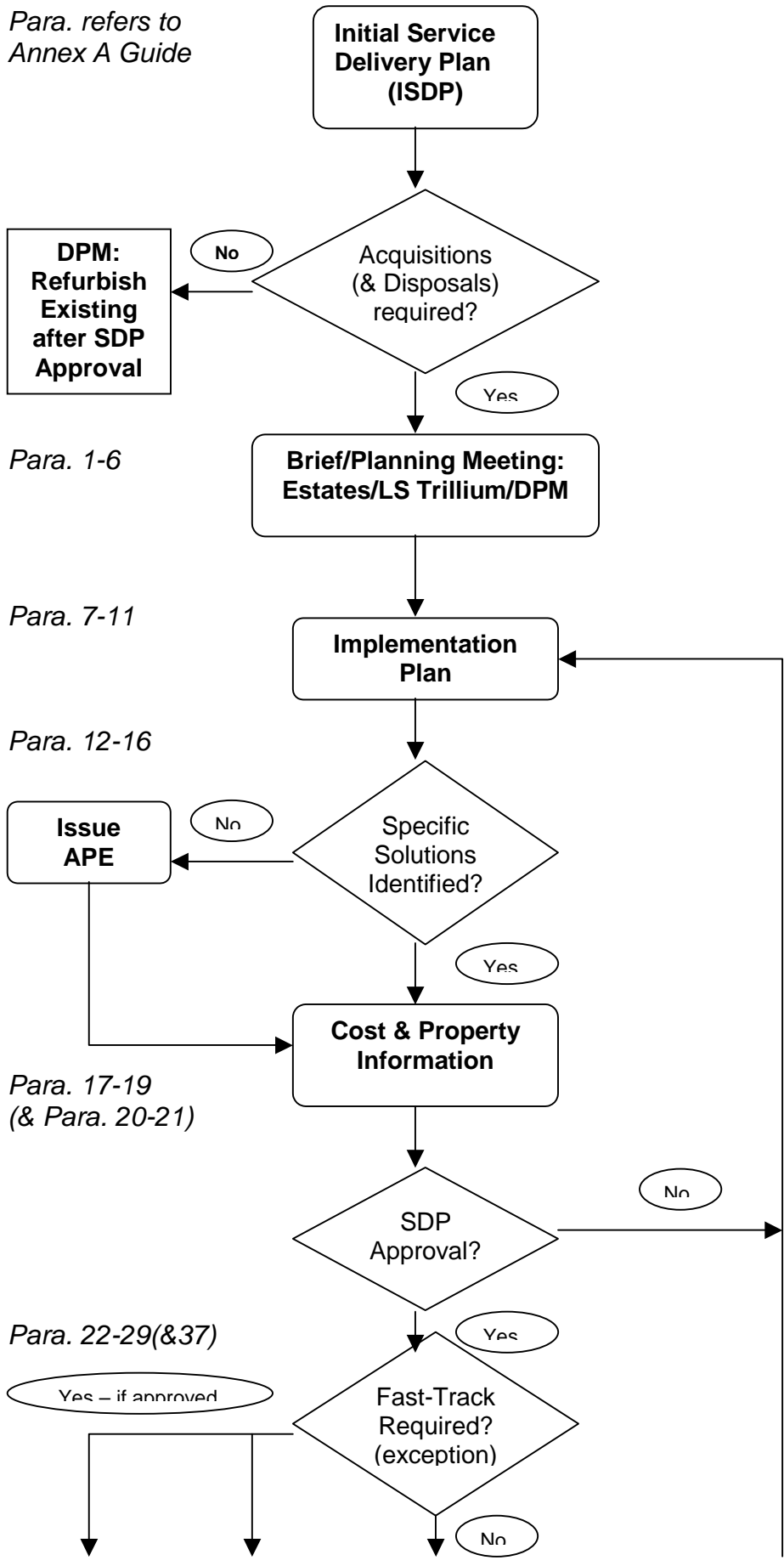
Note: it is important to stress the need for ongoing review of costs during the acquisition (and disposal) process. If, at key stages, revised costs are more than plus or minus 5% of the previous funding approval, then a re-submission must be made to the Investment Board.

38. Once the acquisition of the property is legally secured the refurbishment, construction or fit-out stage can begin. This will be co-ordinated by the DPM and his/her team of professionals. Progress monitoring for this stage will then transfer to the normal Rollout Schedule for Estates work, IT activity, and go-live.

Separate process guidance from the Estates Core Team for the construction, refurbishment and fit-out stages is currently in production.

Note: It should be stressed that refurbishment and fitting out can take as long as 6 months if the premises are not physically ideal – either in terms of layout or condition and amenities. This needs to be born in mind as part of rollout planning.

Para. refers to Annex A Guide



Para. 1-6

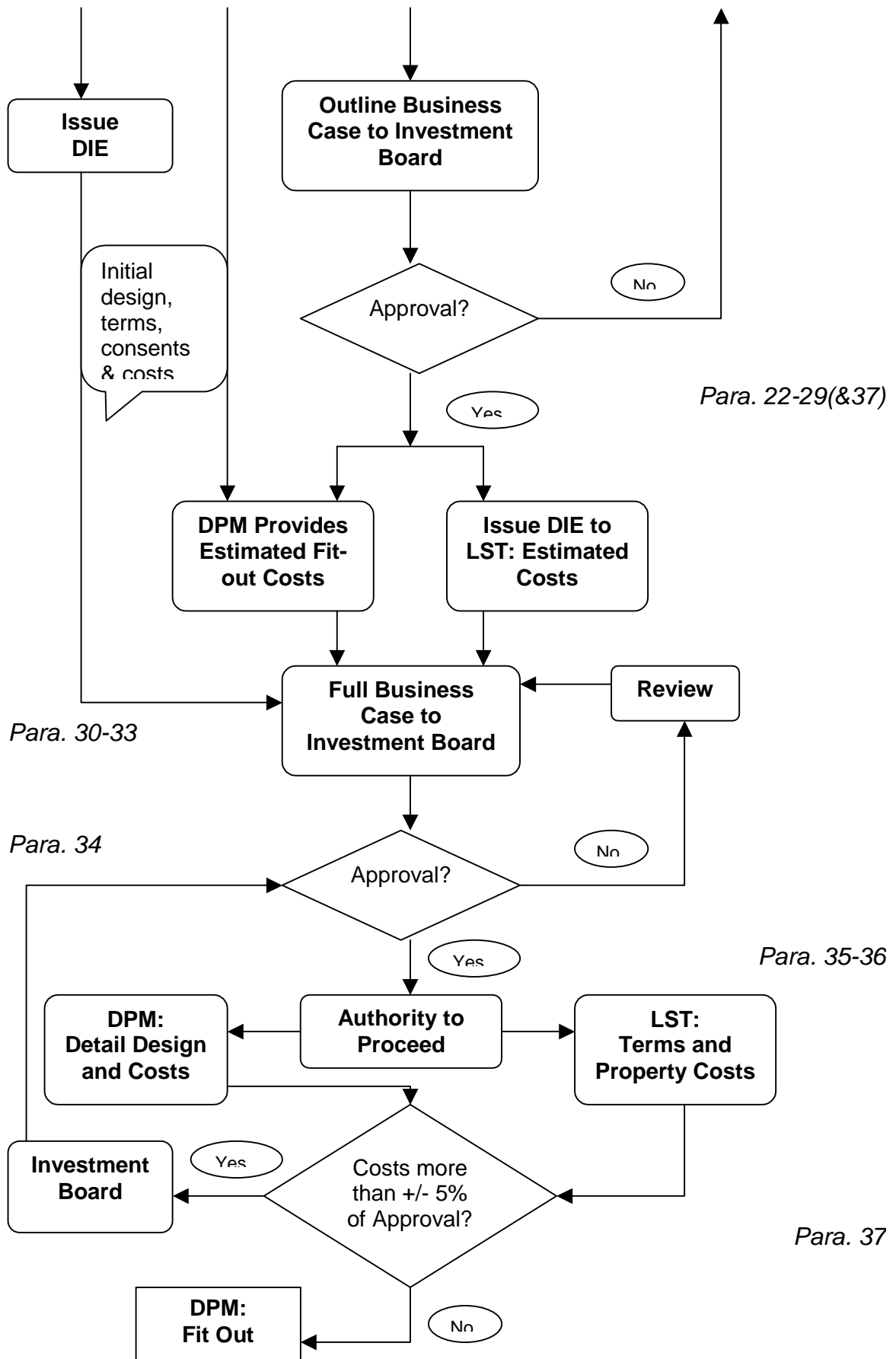
Para. 7-11

Para. 12-16

Para. 17-19
(& Para. 20-21)

Para. 22-29(&37)

Yes - if approved



Quick Summary of Acquisition & Disposal Action

Refer to Annex A Guide, for Paragraph Numbers

-
- Define your business need Main Implementation Memo:
"Estate Rationalisation"
 - Give yourself contingency options Paragraphs 7-11
 - Consult with all stakeholders Paragraph 9
 - Consult with Estates & LST Paragraphs 1-6
 - Remember VFM Paragraphs 1,15,20,25 + Main
Implementation Memo
 - If you are considering an acquisition, issue
an APE Paragraphs 13,14,16-19
 - Business Case completion Paragraphs 11,13,17,23,34
 - Approval, funding and change control Paragraphs 3,20,22,24, 33-
34,37-38
 - Formal acquisition of space: the DIE Paragraphs 13-14,16,22-35
 - Planning, works and delivery Paragraphs 32,35,37-38

"Be prepared to handle obstacles: moving in and out of property is complex"

A list of related guidance which may be helpful:

Jobcentre Plus Implementation Memos:

M/135/02 - Jobcentre Plus Rollout: Estates Roles & Responsibilities

M/139/02 - Guidance in Drafting Business Cases to Submit to the Investment Board

M/153/02 - 2003/04 Rollout and Beyond; Matching Space Planning to HR Profiles

M/159/02 - Investment Board Sub Group Business Case Assessment Criteria

M/185/02 - Authority to Proceed with Estates Work

M/213/02 - Jobcentre Plus Investment Board - Submission of Business Cases

Commercial Process [\(Return to RW\)](#)

Version 5.0 of the Commercial Process



Tender Report



Change Control [\(Return to RW\)](#)

Commercial Control – Change Control

Basis of Change Control

The objective of change control process is that:-

- changes are embraced not rejected (subject to their impact)
- changes are assessed prior to implementation
- stakeholders are involved in the process
- the impact of change is fully understood prior to approval
- the impact of change can be monitored
- no changes are instructed without prior approval
- instructions are channelled through and instructed by one person only

District Level

The Change Control Process detailed in Appendix C is used to monitor any changes to the scope of a project as signed off initially at E1 and subsequently at E5. This will apply to all types of projects refurbishments, contact centres and acquisitions which must all go through the same process.

This system will operate at District level and be managed by the District Programme Manager (DPM) overviewed by the RCM. The principal of the process is that any member of the District team can raise a change request on the basis that whoever is aware of the change first raises the request.

Between Gateways E1 to E4 any approved change requests may have an affect on the anticipated project forecast cost but they will not affect expenditure, as approval to expend additional sums must be gained at E5. Before passing through E5 and gaining approval to start on site, a Tender Report must be submitted which will compare the cost of the project at E1 and E5, provide a trail of any approved changes post E1 and detail measures undertaken to minimise the cost of any changes.

The more robust planning review process for 2004/06 should greatly reduce the likelihood of the need for change after E5, however the same process will apply.

Evaluation of Change Request

Once the change is raised it is evaluated against the standard criteria of time, cost, quality and environmental, health and safety issues firstly by the project team and either rejected by the **project team** (the project team being those annotated in Appendix C) or approved to proceed and then passed to the Core Team Project Manager (CTPM).

The CTPM will have delegated authority to approve changes, without the need for review at other levels, in order to speed up the process.

The CTPM will determine whether the change request has an effect on the Accommodation Schedule, programme, scope and specification or a combination of these strands. This initial review will determine the route that the change request will follow to obtain approval.

If there are revisions to the Accommodation Schedule the change request must be reviewed by Peter Davies for approval or rejection. If there is a dispute regarding the rejection of the change then it will be submitted to the Living Within Budget (LWB) **Is this the correct forum?** panel for further review.

If the change request has an impact on the scope or specification then the CTPM will review it and either approve or reject. Once again if there is a dispute regarding the rejection of the change then it will be referred to the Project Finance Group for a final decision.

The third area is change to the programme, which can impact on IT, decanting, go live dates etc. The **District Change Manager** will either reject or approve the change. If an approved change impacts on the IT or any other strand in any way the change must be channelled through the Implementation Project Change Control Process for approval by either the **Regional Change Control Board (RCCB)** or the **National Change Control Board (NCCB)** prior to its implementation.

Each change request will be assessed on its merits and not whether its implementation would breach any predetermined approved expenditure.

Regional or National Level

Changes may also be raised at Regional or National Level, which will be advised to the project team independently of the estates change control process.

Changes to Risk/Provisional Items

The above process relates to changes in scope of projects from that agreed. Within each "Target Price" agreed at E4/5 will be a sum for Risks/Provisional Sums. These will be restricted to approximately 5% of the target price to ensure that projects are fit i.e. have the required level of cost certainty to proceed past Gate E5. These sums will not be subject to the District level change control, as they will have been included within the ATP at Gate E5. Typically these types of change would fall into the following categories:

- Risks – work that **may** have to be undertaken if an assumption is not proved correct i.e. ceilings cannot be reused, noisy works cannot be undertaken during the day due to staff complaints,
- Provisional Items – works that are **known to be required** but cannot be confirmed until an earlier activity has been undertaken i.e. level of remedial works to a sub floor after carpet removal.

Traditionally these would fall within the remit of the Project Manager in his or her role as **Client** Representative under the PPC2000 contract to instruct as necessary. The changes will be evaluated for financial impact prior to implementation and if required may be reviewed by the District Manager prior to instruction.

The two separate systems allow change to be managed at the appropriate level.

The above measures overviewed by the RCM will ensure that Field Directors and District Managers are fully informed on the commercial status of their Regions and Districts and changes are only approved within the remit and defined authority of individuals. This devolves responsibility for reporting to the Region and will instil greater confidence in the management of spend by Estates as relationships and trust are engendered between the Field Directors/ District Managers and the representatives from Estates the RCM, DPM and PM. In addition it will provide clear communication of the Regions' internal budget transfers to the Core/Central Management Teams which will at all times be reconcilable to the Authority To Proceed totals plus any additional budget sanctioned by the Implementation Project Finance Group.

Commitments

Control of commitments will be managed with change control similar to the above, which will be operated at project level in accordance with the requirements of PPC 2000. Changes to the Regional Works Contractors (RWC) Agreed Price will fall into one of two categories:

1. Expenditure against a risk/provisional item.
2. Instruction to carry out a scope change in accordance with a change approved using the process outlined above in the Budget section.

As stated in the previous section, type 1 change will be within the remit of the project manager to instruct, with referral to the District Manager if required, and is covered under the original ATP obtained at E5.

Type 2 changes will be back-to-back with approval of District scope changes and virtually instantaneous following appropriate approval, as the RWC will have been involved in pricing the change on behalf of the District.

Change type 2 will alter the "Target Price" (as referred to in Appendix D Target Cost and Reimbursement Mechanism Rev A dated 18.06.03) agreed at E4 and provide the basis for agreement of the "Final Target Price" to be agreed at E7. As you will be aware, the agreed process for reimbursement is on an actual cost basis plus the lump sum of ringfenced overheads and profit.

The expectation is that the actual cost will fall below the target price. In order that we can effectively manage this expectation, the contractor will submit with his monthly application for payment a statement of actual costs incurred to date together with a forecast of future costs to completion.

Initially this forecast will principally be made up of estimated costs but as the project proceeds the certainty of the actual costs to be incurred will increase.

By establishing this protocol of reporting and estimating costs on a monthly basis and comparing these to the works completed to date we will readily be able to establish if a trend exists that would give rise to actual costs being in excess of the target price. It should be noted that actual costs incurred will principally only be in excess of the target cost if the RWC becomes inefficient in the execution of their works. The risk of this happening is driven by the two principal parties to the contract – the Client and the Regional Works Contractor.

Client driven risk – the main reasons that a Client can cause inefficiency is by either delaying or disrupting the process. Principal reasons for delay will be late approval of schemes and decant strategies. This risk is being mitigated in 2003/04 by the introduction of the Gateway process and engagement of the RWC and their supply chains early on in the process. Disruption of the process will occur if changes to approved schemes are introduced post E5 or if decant strategies fail. Again this risk is being mitigated by introduction of the Gateway process that is very stringent about freezing design and restricting change. An improved change control process will also allow identification of trends indicating excessive change after Gate E5. Action can then be taken to ensure that adherence to the Gateway process is re-established.

RWC driven risk – the main risks from the RWC will be uneconomic working and over resourcing and overstretching of the supply chain. Uneconomic working will result from slow and inefficient labour and lack of co-ordination, over resourcing will result from the RWC flooding labour onto a site. These risks are mitigated by the fact that the RWC will have a series of incentives to minimise their costs namely - concentration of profit, the

formal incentivisation scheme and that further work will be awarded to the best RWC's in the future. In addition our own PM's and DPM's will be on site and monitoring progress on a regular basis and any occurrence of these risks will be swiftly curtailed. Overstretching of the supply chain both the RWC's own domestics and the named suppliers procured via the OJEC by DWP will lead to additional costs if the supply chain cannot deliver or perform in accordance with the programme. This risk has initially been mitigated by selection of suitable numbers and types of suppliers and will be mitigated in the future by ongoing supply chain management by the Estates Core Team and DWP's own procurement team.

By monitoring the actual cost, inefficiencies will be highlighted and corrective action instigated.



[\(Return to RW\)](#)

DWP ESTATES LED MEETINGS

Introduction

This document outlines a format for the main DWP Estates meetings only and is not an exhaustive list of all meetings that will occur on this project. It separates meetings into three categories; project, district and region and is for CTPMs, DPMS and PMs to use on the 03/04 rollout. Although these are Estates led meetings they will involve attendance of individuals from Jobcentre Plus and IT Strand.

Before delving into the detail, consider the following general points:

The number and frequency of meetings and the list of attendees should be kept to the minimum required.

Not all the attendees in the lists below need attend every meeting, be sensible with the use of people's time. The chairman should consider inviting everyone on the attendance list and agree non attendance with the attendee in advance.

The model agendas included in the appendices may be modified slightly. They include some suggested topics for discussion under the main headings.

Regular meetings should be scheduled throughout the year to make co-ordination of diaries easier.

Non-routine meetings may be required and these are encouraged to discuss specific issues, dependent upon the timescale and complexity of the project.

The chairman should e-mail the agenda to all attendees at least one week before the meeting to confirm the date, time, venue and points for discussion.

Minute all meetings and try to issue minutes within 2 working days.

1.0 Project Level

1.1 Project Start Meeting

Purpose

- Bring the Constructor and others on board
- Introduce Project Team members to each other
- Discuss project scope, cost, programme, H&S issues and practical solutions etc.
- Clarify initial queries and agree an action plan for the weeks ahead
- Handover of all relevant documentation to the Constructor

Attendees

- District Programme Manager
- Project Manager
- District Architect
- Services Engineer
- Structural Engineer
- Constructor
- Area/Regional Environmental Health and Safety Co-ordinator
- Regional Commercial Manager
- District Implementation Team (as appropriate)
- Regional Estates Service Manager

Chaired/Minuted District Programme Manager

Minutes Circulation

- Attendees and absentees
- Core Team Project Manager

Timing At start of E2

Agenda Refer to Appendices

Notes

There is no need to hold a separate meeting for each project. Several projects may be covered at the same meeting and it could even be used to start all projects simultaneously within a district. When discussing multiple projects consider each project separately; go through each in turn to ensure all points are covered for each project.

1.2 Project Team Meetings (Design and Construction Phases)

Purpose

General

- Discuss key issues
- Co-ordinate the actions and information requirements of each Partnering Team member
- Review project costs
- Review Client issues (local and national)
- Review programme issues
- Review procurement issues
- Review all outstanding change requests
- Initiate actions to resolve issues
- Ensure that previous corrective actions have been taken

Design Stage

- Ensure the design fulfils the Client brief
- Monitor the progress of the design
- Review and clarify particular points of co-ordination and buildability
- Verify completeness of the stage design
- Manage any remaining risks

Ensure health and safety risks are identified and design risk assessments completed (for CDM purposes)

Construction Stage

Identify major project interface problems

Ensure all issues raised by the Stage 2 Risk Assessment are addressed adequately

Confirm site/office liaison working correctly

Identify project cost and programme variances

Discuss and agree the interface with adjoining buildings, tenants and other Contractors

Review site health and safety (including Constructor's risk assessments and method statements)

Review quality of workmanship

Attendees	Project Manager District Programme Manager District Architect (as either designer or monitor) Services Engineer Structural Engineer Constructor (and Specialists as required) Regional Commercial Manager Area/Regional Environmental Health and Safety Co-ordinator District Implementation Team (as appropriate) Regional IT Co-ordinator Local Office Representative (during construction phase only and only if appropriate)
	Note: Not all of the above need attend the construction stage meetings.
Chaired/Minuted	Design stage - Project Manager Construction stage - Constructor
Minutes Circulation	Attendees and absentees Core Team Project Manager
Timing	Depends on size, scope and complexity of the project. Likely to be around every one to two weeks. From E 2 onwards
Agenda	Refer to Appendices

Notes In addition to the above construction stage meetings, PMs could hold short weekly on site meetings with the Constructor and Local Office Representative to discuss construction/office interface issues. When discussing multiple projects consider each project separately; go through each in turn to ensure all points are covered for each project.

1.3 Site Pre-Commencement Meeting

Purpose	Brief the Local Office Representative Agree solutions for specific site requirements Explain asbestos removal process to Local Office Representative (as necessary)
Attendees	Project Manager District Programme Manager Local Office Representative Constructor Area/Regional Environmental Health and Safety Co-ordinator
Chaired/Minuted	Project Manager
Minutes Circulation	Attendees and absentees Core Team Project Manager
Timing	Approximately one week before works starts on site Between E 5 and E 6
Agenda	Refer to Appendices

1.4 Project Completion Meeting

Purpose	Inspect the works and determine whether they are ready to be handed back to the Client Issue Project Completion Certificate Schedule minor outstanding snagging Ensure all training (CCTV, security etc.) is complete Handover of all O&M manuals, H&S File and Certificates Obtain acceptance of works by Facilities Manager
Attendees	Project Manager District Programme Manager Local Office Representative Constructor District Implementation Team (as appropriate) DWP Estates Representative Facilities Manager
Chaired/Minuted	Project Manager
Minutes Circulation	Attendees and absentees
Timing	Upon completion of the construction works Just before E 6
Agenda	Refer to Appendices

2.0 District Level

2.1 District Launch Meeting

Purpose	Integrate Estates and Jobcentre Plus teams Obtain common understanding of roles and responsibilities Establish ways of working Review lessons learnt from Year 1
Attendees	Project Manager District Programme Manager Core Team Project Manager District Architect (as either designer or monitor) Services Engineer Constructor Regional Commercial Manager Area/Regional Environmental Health and Safety Co-ordinator Regional IT Co-ordinator Regional Account Manager Change Implementation Manager Regional Estates Service Manager District Manager
Chaired/Minuted	District Programme Manager
Minutes Circulation	Attendees and absentees
Timing	After E 1
Agenda	Refer to Appendices

2.2 District Review Meeting

Purpose	Review all projects and discuss key issues Explain problems to Client and present options/solutions Understand key Client issues
Attendees	District Programme Manager District Manager Implementation Team (appropriate members) Core Team Project Manager
Chaired/Minuted	District Programme Manager
Minutes Circulation	Attendees and absentees
Timing	Monthly (or as appropriate)
Agenda	Refer to Appendices

2.3 IT Checkpoint Meeting

Purpose	Co-ordinate IT input in design and construction phases Ensure IT have required information
---------	---

	Monitor progress of IT lifecycle Address site based co-ordination issues
Attendees	District Programme Manager Regional IT Co-ordinator EDS/Syntegra – local representatives Project Manager District Implementation Team – IT co-ordinator
Chaired/Minuted	District Programme Manager
Minutes Circulation	Attendees and absentees
Timing	Two weeks (or as appropriate)
Agenda	Refer to Appendices

3.0 Regional Level

Meeting structure under development.

APPENDIX – SAMPLE AGENDAS

PROJECT START MEETING AGENDA

FOR (insert project name(s))

HELD AT (insert time) HOURS ON (insert date)

HELD AT (insert venue)

- 1.0 Introductions
- 2.0 Apologies for Absence
- 3.0 Architectural Scope Include accommodation schedule and DDA
- 4.0 Services Scope
- 5.0 Structural Scope
- 6.0 IT scope
- 7.0 Programme
 - Gateway Process
 - Risk Assessments
- 8.0 Cost
- 9.0 Health, Safety and Environmental Issues
- 10.0 Decanting Issues
- 11.0 Construction Issues
- 12.0 Client Issues
- 13.0 Communications
 - Routes
 - Meetings/Reports
 - Authority to issue instructions
 - File/Drawing reference protocols
- 14.0 Handover of Documentation
- 15.0 Any Other Business
- 16.0 Date of Next Meeting

Notes: If discussing multiple projects, for each project go through all headings before moving on to the next project

PROJECT TEAM MEETING AGENDA

FOR (insert project name(s))

HELD AT (insert time) HOURS ON (insert date)

HELD AT (insert venue)

- 1.0 Introductions
- 2.0 Apologies for Absence
- 3.0 Previous Minutes (confirm accepted or record amendments)
- 4.0 Architectural Issues
- 5.0 Services Issues
- 6.0 Structural Issues
- 7.0 IT Issues
- 8.0 Client Issues
- 9.0 Construction Issues
- 10.0 Health, Safety and Environmental Issues
- 11.0 Decanting Issues
- 12.0 Programme Issues
- 13.0 Cost Issues
- 14.0 Statutory Issues (including landlord's approval)
- 15.0 Procurement Issues
- 16.0 Change Requests
- 17.0 Any Other Business
- 18.0 Date of Next Meeting

Notes: Under each heading discuss new items first then previous meeting action points
If discussing multiple projects, for each project go through all headings before moving on to the next project

SITE PRE-COMMENCEMENT MEETING AGENDA

FOR (insert project name)

HELD AT (insert time) HOURS ON (insert date)

HELD AT (insert venue)

- 1.0 Introductions
- 2.0 Apologies for Absence
- 3.0 Architectural Issues/Scope
- 4.0 Services Issues/Scope
 - Existing Services (electricity, water, gas, drainage, telephones and IT)
 - Maintenance of office supplies (as above)
- 5.0 Structural Issues/Scope
- 6.0 IT Issues/Scope
- 7.0 Client Issues
 - Agree site and office points of contact
 - Agree daily meeting between points of contact
 - Agree site issues resolution/escalation process
 - Confirm client cannot issue instructions to contractor
- 8.0 Construction Issues
 - Protection of specific site elements against damage
 - Access by third party sub-contractors (e.g. to comms. rooms)
- 9.0 Health, Safety and Environmental Issues
 - Issue F 10 Notification form to HSE
 - Management of Asbestos
 - Constructor's H&S Plan and risk assessments
 - Training (Site Inductions, Tool Box Talks and Passport)
 - Definition of site boundary
 - Segregation of office and construction work
 - Signage
 - Site security
 - Fire Precautions
 - Access for office and site staff
 - Storage of materials and equipment
 - Constructor's accommodation (location and security)
 - Skips (location and security)
 - Working Hours
 - Policy on no-smoking, radios, parking, telephones and welfare facilities for site operatives
 - Frequency of monitoring by A/REH&S, PMs and Constructor's H&S managers
 - Notification of accidents or damage
- 10.0 Decanting Issues

11.0 Programme Issues

12.0 Any Other Business

13.0 Date of Next Meeting

PROJECT COMPLETION MEETING AGENDA

FOR (insert project name)

HELD AT (insert time) HOURS ON (insert date)

HELD AT (insert venue)

- 1.0 Introductions
- 2.0 Apologies for Absence
- 3.0 Site Inspection
- 4.0 Completion of Outstanding Snagging
- 5.0 Training of Local Office Staff
- 6.0 Handover Documentation
- 7.0 Certificates
- 8.0 Completion of late Change Requests
- 9.0 Acceptance of the Works by the Facilities Manager
- 10.0 Any Other Business
- 11.0 Date of Next Meeting (if Project Completion not achieved)

DISTRICT LAUNCH MEETING AGENDA

FOR (insert district name)

HELD AT (insert time) HOURS ON (insert date)

HELD AT (insert venue)

09:30-10:00 Tea & Coffee on arrival

10.00-10.20 Welcome / round the table introductions DPM

Understanding who we are

10.20-10.40 **DWP / Jobcentre Plus**
Video & Presentation of the DWP / Jobcentre Plus Organisation RAM, CIM

Regional Structure (Implementation & Estates Teams)

10.40-11.00 Roles & Responsibilities / Objectives RAM, CTPM

11.00-11.20 **District Implementation Team**
Roles & Responsibilities / Objectives DM, CM

11.20-12.30 **DWP Estates**
Roles & Responsibilities / Objectives DPM, PM
RCM, RWC
REHS, DA,
SE

12.30-12.45 **IT Strand**
Roles & Responsibilities / Objectives IT

12.45-13.30 **Lunch**

What is to be done

13:30-14:10 Overview of District by DM /DPM outlining DM, DPM
- Constraints/concerns
- Views / ambitions
- SDP / budgets

How to deliver (Estates)

14.10-15.40 Lessons learnt from 02/03 DPM
Gateway Process
Reporting - Cost RCM
- Programme PM, RWC
- Meeting structures / frequency DPM

15.40-15.50 Way forward and date of next meeting DPM

DISTRICT REVIEW MEETING AGENDA

FOR (insert district name)

HELD AT (insert time) HOURS ON (insert date)

HELD AT (insert venue)

- 1.0 Introductions
- 2.0 Apologies for Absence
- 3.0 Previous Minutes (confirm accepted or record amendments)
- 4.0 Review of Individual Projects
 - Estates issues (scope, progress, cost, EH&S, procurement issues etc.)
 - IT Issues
- 5.0 Decanting Issues
- 6.0 Statutory Issues (including landlord's approval)
- 7.0 Change Requests
- 8.0 Client Issues
- 9.0 Contact Centre
- 10.0 New Acquisitions
- 11.0 Any Other Business
- 12.0 Date of Next Meeting

Note: Under each heading discuss new items first then previous meeting action points

IT CHECKPOINT MEETING AGENDA

FOR (insert district name)

HELD AT (insert time) HOURS ON (insert date)

HELD AT (insert venue)

- 1.0 Introductions
- 2.0 Apologies for Absence
- 3.0 Previous Minutes (confirm accepted or record amendments)
- 4.0 Non-Prime Sites
 - 4.1 Information Issues
 - 4.2 Lifecycle Status
 - 4.3 Change Issues
 - 4.4 On-Site Activities/Co-ordination with Constructor
 - 4.5 Job Points
 - 4.6 Warm Phones
 - 4.7 New Equipment Orders
 - 4.8 Work to Communications Rooms
- 5.0 Prime Sites
 - 5.1 Information Issues
 - 5.2 Lifecycle Status
 - 5.3 Change Issues
 - 5.4 On-Site Activities/Co-ordination with Constructor
 - 5.5 Job Points
 - 5.6 Warm Phones
 - 5.7 New Equipment Orders
 - 5.8 Work to Communications Rooms
- 6.0 Any Other Business
- 7.0 Date of Next Meeting

Note: Under each heading discuss new items first then previous meeting action points

[\(Return to Process\)](#)