

Report to: **Audit and Best Value Scrutiny Committee**

Date: **21 November 2007**

By: **Deputy Chief Executive and Director of Corporate Resources**

Title of report: **Project Delivery – Learning for the Future**

Purpose of report: **To advise the Committee of the processes used to conduct post project reviews of major projects and seek endorsement of plans to improve project delivery.**

RECOMMENDATIONS

The committee is recommended to note the procedures used for Post Project Reviews and endorse proposals to improve the delivery of capital projects.

1. Financial Appraisal

1.1 This report has no direct revenue cost implications. However a significant proportion of the published capital programme (which in the first two years of the five year programme totals £374 million gross expenditure) is dedicated to new build and extensions to existing buildings. This report aims to ensure that lessons learnt from the delivery of the capital programme are used to drive improvement going forward.

2. Supporting Information

2.1 Two distinct methods are used to review the delivery of major capital projects:

- a) The COPROP (Association of Corporate Property Officers) Benchmarking Club.
- b) Returns from consultants on the performance of contractors.

COPROP Benchmarking Club

2.2 This is aligned with industry best practice “constructing excellence”. It provides information on –

- a) customer satisfaction with the service provided;
- b) customer satisfaction with the end product;
- c) the existence or otherwise of defects.

2.3 Over the last 3 years this method has been used on various projects, as set out in Appendix 1. The COPROP proformas are shown in Appendix 2.

2.4 Appendix 3 shows the most recent analysis of returns which are produced in January each year. Appendix 4, an extract from the Corporate Asset Management Plan, shows the trend of scoring from this process since 2003/04. For those projects where survey returns were received feedback overall is positive, improving over time and above the COPROP average.

Returns from Consultants on Performance of Contractors

2.5 The Council’s design consultants are required to score the contractor’s performance on each job against 5 criteria:

- Co-operation
- Health & Safety
- Progress
- Supervision

- Workmanship

2.6 The returns are entered into the tendering database, from which the contractor's performance against these criteria can be assessed on all projects since 1998. Examples for some of the firms used by the County Council are shown in Appendix 5. These are used when preparing short lists for tendering for projects over £100k in value. Firstly a long list of 12 companies is selected by rotation from the List of Approved Contractors. This is then used in discussions between the internal commissioning officer and the external consultant to produce a short list for tendering.

3. Commentary on current procedures

3.1 The COPROP process, used to its full potential, is sound and provides the basis for a useful workshop to gauge feedback from stakeholders. However, having analysed the detailed returns it is evident that it has not been used to enable each stakeholder to comment on the quality of service provided by everybody involved. The norm has been for the client department and end user (normally a head teacher or her/his nominee) to provide a rating of the general experience without separately rating, for example the internal professional service provider, the consultant, and the contractor. This has made it difficult to focus on specific areas where the experience has not matched expectations.

3.2 There has also been insufficient time dedicated to the discussion of why individual criteria have been scored the way they have, or to the establishment of better working practices to ensure that lessons are learnt from the process. In large part this has been due to difficulties in recruiting and retaining suitable staff in a very competitive market. For some time the Capital Projects team have struggled to cover vacancies and the focus has tended towards ensuring that projects actually commence to programme.

4. Actions taken and planned to strengthen the ability to deliver

4.1 A small number of high profile projects have recently encountered difficulties, for various reasons. As a result, the Assistant Director – Property has taken on direct line management of the Capital Projects Team. Three staff, at different levels, have been seconded into the team from other teams within CRD Property. In addition, specialist external project managers have been appointed to manage some schemes and another external specialist consultant is planned to be appointed by the committee meeting. This leaves the recruitment of one further internal officer to bring resources up to a reasonable level.

4.2 The measures in paragraph 4.1 are necessarily short term. A project has also commenced to develop a sustainable model which will improve delivery. This will aim to ensure -

- confidence in estimation of cost;
- separation of the project management role; and
- better management of quality, especially at handover stage.

This will need to dovetail with continuing plans to develop more collaborative arrangements with contractors which were referred to in the report to this committee dated 29 November 2006.

5. Conclusion and reason for recommendation

5.1 The County Council makes significant investment in property to improve delivery of services. It is therefore important that proper processes are in place to learn from previous experiences and deploy resources so that maximum benefits are obtained from this investment.

SEAN NOLAN

Deputy Chief Executive and Director of Corporate Resources

Contact Officer: John Morris Tel No. 01273 482404

Local Members: All

BACKGROUND DOCUMENTS None.

Summary showing details of no. of Capital Projects recorded & returned for COPROP Capital Works Post-Project Reviews Jan 04/05 to Jan 06/07

No.	Date	Name of school / college / Nature of works	Date	Name of school / college / Nature of works	Date	Name of school / college / Nature of works
1	Jan 04-05	Ringmer College - Enabling works	Jan 05-06	Uckfield Dance & Drama Studio - 8 Classrooms & Toilet Block additions	Jan 06-07	Rose Cottage
2		Red Lake - New kitchen		Westfield Primary School - Extension		Peasmarsh CE School
3		Willingdon CP - Disabled access		Lewes Library		Grays Infant School - Disabled access works (lift and ramps)
4		Pevensey - New school		Catsfield Primary School - New Hall - Classrooms & Practical Areas		Meeching Valley Primary School - Disabled access works
5		Bishop Bell - Extension		Ringmer Community College - Extension		Hampden Park Sports Centre - Disabled access works
6		Hollington Primary - Disabled access		Maynards Green CP School - Build		Westfield Primary School
7		Tideway - Car Park		Park Mead Primary School		Maynards Green County Primary School
8		Pells CE - Ramp		Hailsham Sports College		Park Mead Primary School
9		Grove Park - Disabled toilet		Westfield Primary School		
10		Heathfield - Disabled access				
11		Sedlescombe - Enabling works				
12		Meeching Valley - Disabled toilet				
13		Uplands Community College				
14		Causeway - New car park				
15		Beacon Community Technical College				
16		Ticehurst - New school				
17		Thomas Peacocke - Science Labs				

COPROP Customer Satisfaction Benchmarking Club

Capital Works Post-Project Reviews

Background information

1. This module is designed to provide information on three elements of the national “Constructing Excellence” (formerly “Rethinking Construction”) agenda:-
 - a. Customer Satisfaction (Service)
 - b. Customer Satisfaction (Product)
 - c. Defects
2. The Benchmarking Club will collect information once a year (scheduled for January) on projects completed over the previous twelve months. It is suggested that members should collect their data regularly during the year by means of questionnaires issued between 3 and 6 months of Practical Completion on individual projects. For the current year, this will give you the opportunity to report data on projects reaching completion between February and November 2003.
3. It is suggested that each authority should include returns in respect of all projects with a contract value in excess of £100,000 which reach practical completion within the agreed timeframe.
4. Two forms are used. Examples are attached as Appendices A and B.
 - a. Customer Satisfaction (Service) gives your authority the opportunity to get 360° feedback on the performance of the Professional Service Provider, the Client, the End User, the Main Contractor and any external Lead Consultant employed on the project. Each respondent provides scores for all the others – for example, the End User scores the contributions of the Professional Service Provider, the Client, the Main Contractor and any external Lead Consultant. For the purposes of the Benchmarking Club, we will only collect and report on the performance of the professional service provider.
 - b. Customer Satisfaction (Product) largely follows the recommendations of the Local Government Task Force. It is intended that this form should be issued only to the End User. The form includes a question (Q.10) on the contribution made towards improving educational standards. Participating authorities may choose to adapt this question accordingly for non-Education projects, or to exclude it altogether in such instances. This form also includes a question (Q. 12) on the “defects “ measure promoted by the Construction Best Practice Programme. Please note that the reverse of this form gives more detail on the definition of this measure.
 - c. It is recognised that some authorities may not wish to use all of the questions. Equally, some may wish to add further questions of their own. The Benchmarking Club will provide analysis and feedback only on the questions listed in Appendices A and B.

POST-PROJECT REVIEW : QUALITY OF SERVICE

PROJECT NAME :	PROJECT NUMBER :
YOUR NAME :	YOUR JOB TITLE :

- Question 1: how do you rate the performance of the following on this project? Please fill in the boxes below, using the scale 1-10 where:-

10 = totally satisfied 5 = neither satisfied nor dissatisfied 1= totally dissatisfied

	The Professional Service Provider (note 1)	The Consultant (note 2)	The Client	The "End User" Client (note 3)	The Contractor (note 2)
1. Understanding of project goals / objectives					
2. They worked with me as a team					
3. Speed and responsiveness					
4. Quality of contribution (relative to agreed roles and responsibilities)					
5. My needs were understood					
6. They provided value for money			n/a	n/a	
7. They kept me informed					
8. Handled problems / issues effectively					
9. Handling changes to instructions					
10. Responsible approach to Health & Safety					
11. Overall quality of service was good					
<i>(1) Authorities with an in-house team of professional service providers should record their scores in this column. Authorities with no in-house team may wish to delete this column</i>					
<i>(2) where more than one consultant or contractor was engaged, these scores should be for the <u>principal</u> consultant, or the <u>main</u> contractor.</i>					
<i>(3) "End User" Client will usually mean property manager (e.g. headteacher)</i>					

- Question 2: Which are the 3 most important questions in the above table? Please mark them with an asterisk (*).
- Question 3: Do you have any other comments on this project ? Please enclose them with your reply.

Signed

Date

POST-PROJECT REVIEW : QUALITY OF PRODUCT

Education Projects

PROJECT NAME :	PROJECT NUMBER :
YOUR NAME :	YOUR JOB TITLE :

- Question 1 : how satisfied are you with the project / building? Please fill in the boxes below, using the scale 1-10 where:-
10 = totally satisfied 5 = neither satisfied nor dissatisfied 1 = totally dissatisfied

1. How satisfied are you that the initial brief adequately reflected your aspirations?	1 2 3 4 5 6 7 8 9 10
2. How satisfied are you with the internal and external designs of the building?	1 2 3 4 5 6 7 8 9 10
3. that the project / building is fit for the purpose it was intended to fulfil?	1 2 3 4 5 6 7 8 9 10
4. with the ease and operation of the building in daily use?	1 2 3 4 5 6 7 8 9 10
5. that the ease and cost of maintenance have been considered in this design?	1 2 3 4 5 6 7 8 9 10
6. that energy efficiency has been considered in this design?	1 2 3 4 5 6 7 8 9 10
7. that the project / building will contribute to the local community / built environment?	1 2 3 4 5 6 7 8 9 10
8. that the present and future flexibility has been considered in this design??	1 2 3 4 5 6 7 8 9 10
9. that security considerations have been considered in this design??	1 2 3 4 5 6 7 8 9 10
10. that this project will help you to deliver improved educational standards as in the agreed project targets?	1 2 3 4 5 6 7 8 9 10
11. with the overall standard of workmanship on this project?	1 2 3 4 5 6 7 8 9 10
12. with the condition of the product / facility with respect to defects at the time of handover, using the scale 1-10 as referred to overleaf?	1 2 3 4 5 6 7 8 9 10
13. with the way the contractor dealt with items on the snagging list?	1 2 3 4 5 6 7 8 9 10

- Question 2. Which are the 3 most important questions in the above table? Please mark them with an asterisk (*).
- Question 3. Do you have any other comments on this project ? Please enclose them with your reply.

Signed

Date

DEFECTS

(This approach to measuring defects has been adopted nationally by the Construction Best Practice Programme)

- 10 = Defect-free**
- 8 = Some defects with no significant impact on the client**
- 5/6 = Some defects with some impact on the client**
- 3 = Major defects with major impact on the client**
- 1 = Totally defective**

Overall Mark for Defects



Customer Satisfaction Capital Works – Post Project Review

Capital Projects Average Quality of Service and Product	ESCC	(Service)	(Product)	All Councils COPROP Average	Council Target
2003/04	68.6%	60.2%	77.0%	74.7%	69.0%
2004/05	78.0%	76.2%	79.8%	77.8%	73.0%
2005/06	86.0%	85.6%	86.3%	82.3%	80.0%
2006/07	89.9%	92.5%	87.3%	79.9%	86.0%
2007/08	-	-	-	-	86.0%

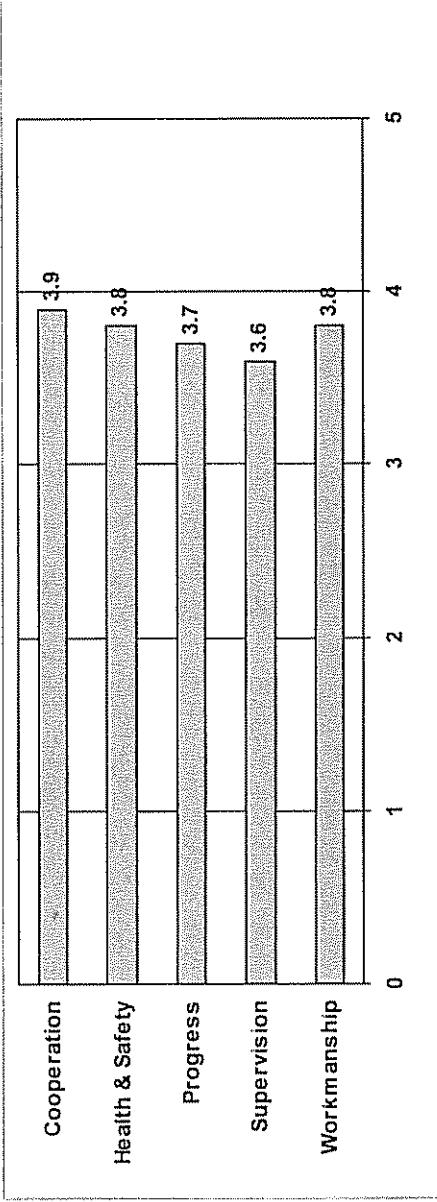
Comments:

The above results show an improving trend in customer satisfaction and the target set for 2006/07 has been exceeded by 3.9%. A target of 86% for 2007/08 has been agreed to consolidate customer satisfaction levels for capital schemes from a baseline of 69% in 2003/04.

The Capital Projects Team in CRD Property continues to work with consultants and the new framework (SECE) contractors to agree RACI process for key activities in taking a project forward. RACI stands for:-

- R - Responsible Person
- A - Accountable Person
- C - Consultation (Persons that need to be consulted in the decision making process)
- I - Inform (Persons that need to be informed of outcome of decisions)

The agreed processes are being applied to each stage of a project to ensure that everyone involved is aware of and accountable for their required contribution to the project, and that communication is improved.

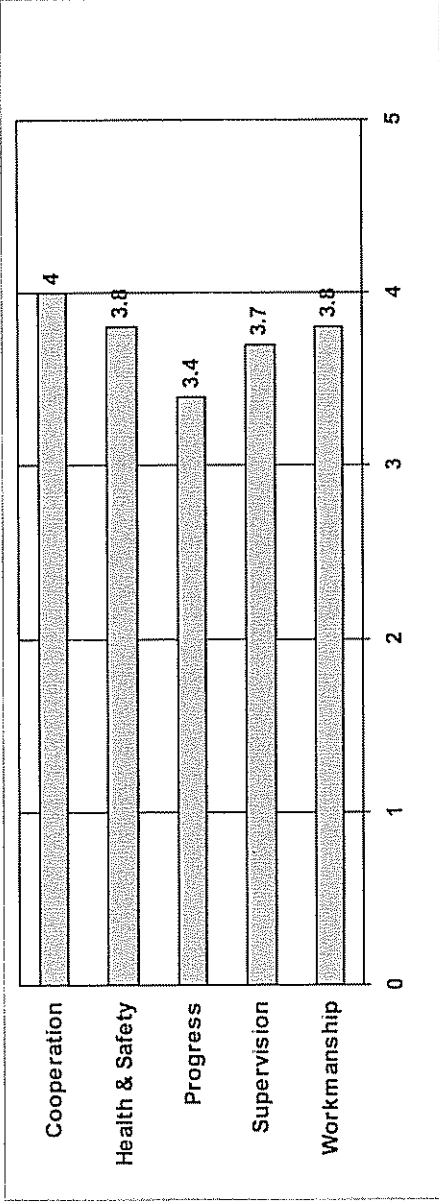


Period: since 01/04/1998
 Tenders in period: 82
 Performance recs: 13
 Overall performance: 75 %

Bluestone plc

Property	Author	Est	Category	Tender Price	Ranking	Actual Tender In Date	Actual Date Tender Accepted	Compl. Due Date	Co-operation H and S	Standard of Progress	Supervision Workmanship	Contract Delayed	Contractor Resp. for Delay?	Undue Claims?
Eastbourne, St Marys House	AJK	£325,000.00	Building	£412,484.00	4/6	14/03/2007								
Alterations, Main contract - and St Marks House - Alterations - 4262 6332														
Hastings, Red Lake CP School	AJK	£400,000.00	Building	£329,251.00	4/6	13/12/2006								
New Children's Centre and Int alls, Main contract - 1210 6252														
Crowborough, Beacon Corn Cell	Pell Frisch	£595,000.00	Building	£758,138.00	5/6	27/09/2006								
Rationalisation, Main contract - New build Dance, Drama and Music Studios - 0736 5643														
Petworth Police Station	Pbrnck	£600,000.00	Building	£752,789.00	3/6	06/09/2006								
Refurbishment and extension works, Main contract - 6317 (or FSP92505Q)														
Eastbourne, Willington Community School	HAM	£55,000.00	Building	£59,939.00	2/6	28/03/2006								
Refurbishment of changing rooms, Main contract - 1937 5953														
Hailsham, Grangemead OPH	HAM	£75,000.00	Building	£94,617.00	5/6	15/03/2006								
Construction of new lift shaft with internal alterations, Main contract - 7305 5937														
Brighton, Sussex House	OW	£92,290.00	Building	£110,637.00	3/5	15/02/2006								
Refurbishment of Ablutions, Main contract - 6086 (or 309593)														
Hastings, Robsack Wood CP School	Pell Frisch	£56,465.61	Building	£105,946.00	4/6	14/12/2005								
Community Hall - Disabled access, Main contract - 1212 6020														
Eastbourne, Oakwood Childrens Centre	WAS	£961,000.00	Building	£785,051.00	1/6	05/10/2005	30/11/2005	05/04/2006	Good	Good	Good	Good	Good	Y
New single storey childrens centre, Main contract - 1937 5732														
Contractor aimed to provide "perfect delivery" but completed a few days after target date with list of outstanding items.														

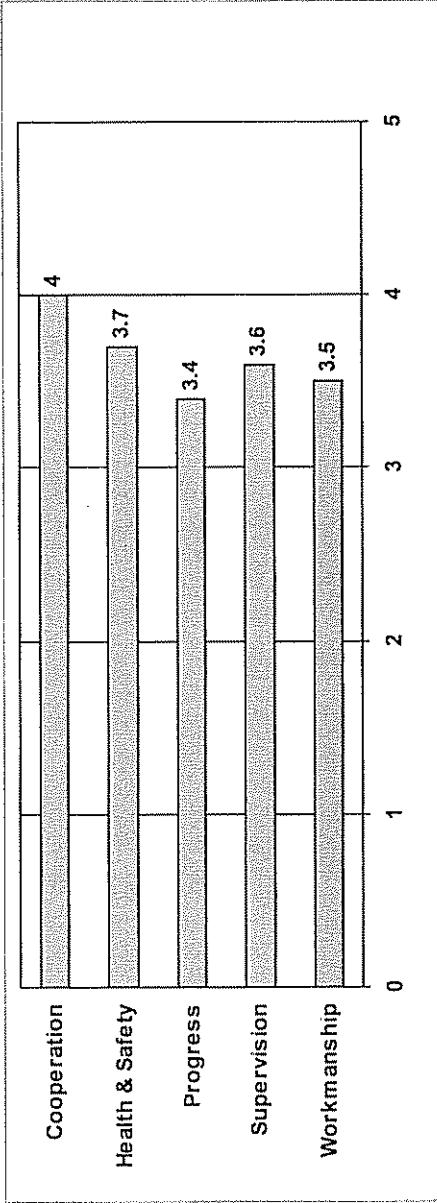
Period: since 01/04/1998
 Tenders in period: 149
 Performance recs: 15
 Overall performance: 75 %



CONTRACTOR'S AVERAGE PERFORMANCE (since 01/04/1998)

Property	Author	Est	Category	Tender Price	Ranking	Actual Tender In Date	Actual Date Tender Accepted	Compl. Due Date	Standard of	Contract Delayed
Easbourne, Somer Drive	Frankham	£30,000.00	Building	£46,666.00	1/4	30/10/2007			Co-operation H and S	Contractor Resp. for Delay?
Kichean, internal decs and external works, Main contract - 7277 6475	Frankham	£24,000.00	Building	£30,763.00	4/4	16/10/2007			Progress	Undue Claims?
Lewes, County Hall	Frankham	£40,000.00	Building	£39,378.00	3/4	16/10/2007			Supervision	
Repairs and decorations, Main contract - 4187 6588	Frankham	£40,000.00	Building	£46,046.00	4/4	16/10/2007			Workmanship	
Lewes, County Hall	Frankham	£30,000.00	Building	£188,817.15	1/5	12/09/2007				
Resurface East car park, Main contract - 4187 6585	Frankham	£30,000.00	Building	£35,746.00	2/4	21/09/2007				
Lewes, County Hall	HAM	£500,000.00	Building	£37,912.00	2/4	24/07/2007				
Decoration, carpets and ceilings, Main contract - 4187 6587	Frankham	£40,000.00	Building	£56,395.00	3/4	24/07/2007				
Lewes, County Hall	Frankham	£40,000.00	Building	£343,888.00	2/6	18/07/2007				
Various Clients	HAM	£500,000.00	Building							
Building Term Contract - Area D, West, Main contract - 6591	CRD-P	£28,500.00	Building							
Polegate, Gilda Crescent OPH	CRD-P	£27,500.00	Building							
Decoration and carpeting to Flais 2, 3 and 5, Main contract - 7561 6581	HAM	£27,500.00	Building							
Wadhurst, Uplands Com College	HAM	£40,000.00	Building							
Disabled WC and associated works, Main contract - 1921 6366	Frankham	£40,000.00	Building							
Heathfield Com Coll	Frankham	£40,000.00	Building							
Renew roof covering above staff room, Main contract - 1286 6565	NPS	£150,000.00	Specialist							
Maresfield Travellers Site	NPS	£150,000.00	Specialist							
Provide Amenity Blocks, Maint contract - Service ails and resurfacing - 4650 6281										

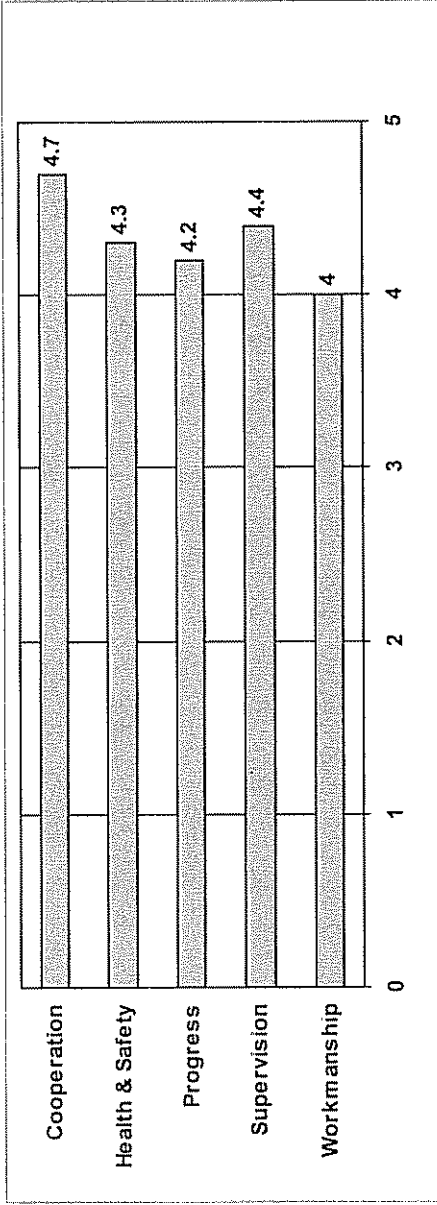
Period: since 01/04/1998
 Tenders in period: 135
 Performance recs: 45
 Overall performance: 73 %



CONTRACTOR'S AVERAGE PERFORMANCE (since 01/04/1998)

Property	Project	Tender Opening Comments	On-site Performance Comments	Author	Est Category	Est £	Tender Price £	Ranking	Actual Tender In Date	Actual Date Tender Accepted	Compl. Due Date	Standard of		Contract Delayed		
												Co-operation	H and S			
Marosfield Travellers Site				NPS	Specialist	£150,000.00	£0.00	4/6	18/07/2007			Progress	Supervision	Workmanship	Contractor Resp. for Delay?	Undue Claims?
Provide Amenity Blocks, Maint contract - Service alls and resurfacing - 4650 6281				BG	Building	£480,000.00	£484,976.89	1/6	09/05/2007	01/08/2007	24/11/2007					
Hallsbam, Sandbanks																
New Respite Care Centre, Main contract - 7325 6010				AJK	Building	£460,000.00	£483,565.16	2/6	31/01/2007							
Price revised from £555,940.00																
Hastings, Churchwood CP School																
New Children's Centre and extn for disabled wc, Main contract - 1144 6249																
Hastings, Conquest Centre				BG	Building	£522,000.00	£545,994.96	3/6	31/01/2007							
New Drop In Centre, Main contract - 7350 6352																
Various SPA Properties				OW	Building	£28,000.00	£36,737.00	4/6	23/01/2007							
Rye, Battle, Littlehmpin P Slns - New ordinance stores, Main contract - 6355 (or 310015)																
Battle and Langton CE School				AJK	Building	£350,000.00	£0.00	5/6	10/01/2007							
New Children's Centre & internal alterations, Main contract - 0169 6258																
Bexhill Library				Pell Frisch	Building	£39,016.31	£0.00	6/6	09/01/2007							
Installation of new lift car, Main contract - Maint works, new ramp and bidrs work for new lift - 3337 6018																
Bexhill, Beaching Park Centre				NPS	Building	£548,000.00	£468,990.00	4/6	13/12/2006							
Refurbishment, Main contract - 6947 6274																
Hastings, Red Lake CP School				AJK	Building	£400,000.00	£296,918.72	2/6	13/12/2006							
New Children's Centre and int alls, Main contract - 1210 6252																

Period: since 01/04/1998
 Tenders in period: 88
 Performance recs: 23
 Overall performance: 86 %



Westridge Construction Ltd

CONTRACTOR'S AVERAGE PERFORMANCE (since 01/04/1998)

Property	Author	Est	Category	Tender Price	Ranking	Actual Tender In Date	Actual Date Tender Accepted	Compl. Due Date	Co-operation H and S	Progress	Supervision	Workmanship	Contract Delayed	Contractor Resp. for Delay?	Undue Claims?
Easbourne, Seaside, 43	NPS	£274,000.00	Building	£230,769.00	4/6	18/07/2007									
Filling out of Devonshire Childrens Centre, Main contract - 6304															
Haslings, Helenswood Upper School	HAM	£450,000.00	Building	£363,692.00	2/6	13/06/2007									
Replace curtain walling, Main contract - 1178 6388															
Newhaven, Tideway School	Pell Frisch	£350,000.00	Building	£364,742.00	2/6	28/03/2007									
Temporary accommodation, Main contract - 1571 6377															
Easbourne, Spray Water Centre	AJK	£275,000.00	Building	£294,146.00	1/6	22/11/2006	12/12/2006	29/06/2007	Very Good	Good	Good	Good	Good		
Demolition and reconstruction, Main contract - 5673															
A good quality local contractor															
Easbourne, Hampden Park CS School	NPS	£138,000.00	Building	£135,886.00	2/6	23/09/2006									
Sports Centre - Disabled access works, Main contract - 0864 6019															
Challey School	MS	£670,000.00	Building	£708,926.00	3/6	05/07/2006									
Admin extension and science dept alterations, Main contract - 0717 5957															
Northiam CE School	NPS	£1,324,000.00	Building	£1,138,030.00	3/6	27/09/2006									
Sports Hall, Sports Hall extension - Main contract - 1586 5645															
Haslings, Mount Denys	Pell Frisch	£50,000.00	Building	£87,305.00	4/6	14/06/2006									
Kitchen refurbishment and replacement extract hood, Main contract - 7370 5968															
Horsham Police Station	OW	£196,000.00	Building	£234,829.00	3/6	31/05/2006									
Alterations to locker rooms & ablutions, Main contract - 6279 (or 309591)															