

# **New Construction Trades Centre at GBMC; East Campus**

## **Post Implementation Review**

### **Commercial and in Confidence**

This document is issued on the basis that the information contained will remain confidential to GBMC

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**SECTION 1.0 - INTRODUCTION**

- 1.1 NorthGates Limited have been appointed by GBMC to undertake a Post Implementation Review (PIR) of the new Construction Trades Centre project at East Campus in Wilson Avenue, Brighton.
- 1.2 The purpose of this Post Implementation Review is to (i) to identify if the projects objectives have been achieved in the operational building (ii) to identify lessons that can be learnt for future schemes.
- 1.3 In undertaking this review we have viewed various project documentation and also undertaken interviews with key staff currently involved in the operation of the Construction Trades Centre. As NorthGates Ltd were the Project Managers and Cost Advisors on the project we have utilised our existing knowledge and information for elements of the review.
- 1.4 We would like to thank the key Users for making themselves available to us during this review period.

## **SECTION 2.0 - EXECUTIVE SUMMARY**

- 2.1 The new Construction trades Centre was a major scheme being undertaken on a steeply sloping site whilst the adjacent College buildings remained in full operation. **Despite these key constraints and risks the scheme managed to achieve the original programme and budget.** The background and basis for this success are incorporated within this report.
- 2.2 In respect of quality of the new Construction Trades Centre, **the key Users we met were very satisfied (ie a mark of 5 out of 5) with the improvements that the building provided to the delivery of Construction Trades curriculum and satisfied (4 out of 5) with the design solution.** Details of specific elements are incorporated as section 8.0 of this report.
- 2.3 Of the outturn £9,399,462 project expenditure, £9 million was funded by a grant from Coast to Capital, under a contracted funding agreement. The funding agreement incorporated key project requirements and the 'benefits' / 'outcomes', that would result from the investment. **Section 7.0 of this report identifies that on the new Construction Trades Centre project these key project benefits / outcomes have not only have been achieved but significantly exceeded.**
- 2.4 **From this review it is clear that the project achieved its objectives and the anticipated outcomes and benefits have been exceeded.**

## SECTION 3.0 – PROJECT BACKGROUND & BRIEF

### **3.1 Project Background & Project Brief**

- 3.1.1 The delivery of Construction Trades within GBMC (originally City College Brighton & Hove) was previously undertaken at three separate sites; Pelham Campus, Preston Road and East Campus. The buildings were also generally in poor condition being rated RICS Category C (Operational) for Building Condition and Category C/D (Operational/Inoperable) for Functional Suitability.

The construction skills curriculum places a requirement on larger practical teaching spaces for plumbing, brickwork, electrical, plastering, carpentry, maintenance, painting and decorating. Sustainable technologies may also emerge as a future curriculum requirement. The disparate nature of the accommodation meant that the curriculum was offered in a piecemeal manner, in facilities that were not ideally suited to practical working and especially where large materials are used. In addition changes in levels between buildings were a major issue affecting accessibility for disabled users.

The above were considered as not matters that could be effectively addressed by incremental or small scale works.

The conclusion was that most of the buildings were no longer fit for purpose, being generally uninspiring, expensive to maintain, and inflexible and impractical to modify.

- 3.1.2 A key element of the College's property strategy was therefore the provision of a new Construction Trades Centre at East Campus, Wilson Avenue. Through this project, the College identified that it will:

- significantly enhance its capacity to respond to local needs in the Construction Industry.
- provide a high quality bespoke facility that is fit for purpose, including provision of larger practical teaching spaces for plumbing, brickwork, electrical, plastering, carpentry, maintenance, painting and decorating.
- allow increased efficiencies through concentrating the construction curriculum in one facility.
- provide a building that will inspire local communities to engage in learning, including engaging those potential learners that are hard to reach.
- Helping businesses develop the world class skills they need to compete effectively in a global marketplace.

See section 8.0 below which identifies that the key Users we met believe the above has been achieved in the completed new Construction Trades Centre.

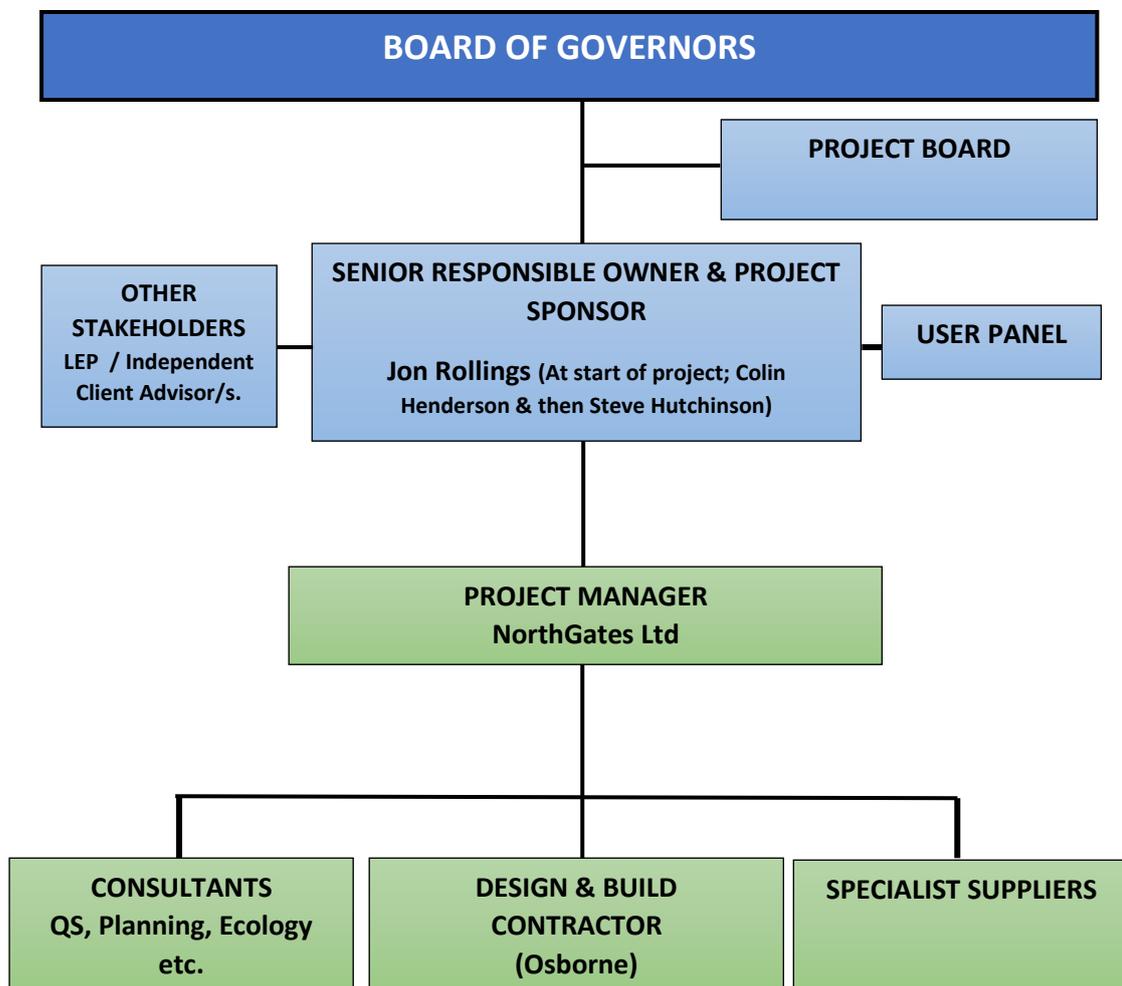
**SECTION 3.0 – PROJECT BACKGROUND & BRIEF (CONT'D)**

- 3.1.3 Following a review of various alternatives, the project scope was determined as comprising part demolition of existing buildings and structures and then the Construction of a new 'fit for purpose' Construction Trades Centre of approximately 3,000 sqm (Gross Internal Floor Area).

**SECTION 4.0 – PROJECT DELIVERY**

**4.1 Management Structure**

- 4.1.1 The original Management Structure for the project is identified within the Project Execution Plan as follows:
- 4.1.2 Jon Rollings (College COO) took over the role of Senior Responsible Owner (SRO). At this time it was also determined to omit the Project Board with Jon Rollings reporting directly to the Board of Governors, who in effect became the Project Board.



- 4.1.3 *In our experience the above management structure conforms to best practice with a clear structure allowing incorporation of User and specialist input at all times.*

## **SECTION 4.0 – PROJECT DELIVERY (CONT'D)**

### **4.2 Procurement Approach**

- 4.2.1 In June 2013 a 'Procurement Route Selection' report was prepared by NorthGates Ltd and approved by the SRO at the time (Colin Henderson) that considered all potential procurement options for the scheme. The report includes a weighted scorecard, which marked each procurement option against the 'weighted' project drivers that had been determined by the whole Project Team. The report also compares the use of an OJEU compliant framework approach against the open OJEU tender process.
- 4.2.2 The Procurement report identifies that a:
- Two Stage Design & Build approach be utilised
  - The Contractor to be procured through the iESE OJEU compliant framework

### **4.3 Tendering Process**

- 4.3.1 The iESE tendering approach utilises two 'mini' competitions.
- 4.3.2 Mini Competition 1 is a 'light touch' designed to assess the Contractor's proposed team and appreciation and understanding of the project and service proposals. Eight iESE framework Contractor's were asked to enter into the mini competition process and five accepted. Requests for project specific information were sent to all five of the Contractor's and their responses were received on 11 November 2013. Each of the submissions was scored by an evaluation panel. The highest scoring three Contractor's (Willmott Dixon, Osborne and Morgan Sindall) were then invited to enter Mini Competition Part 2.
- 4.3.3 A detailed Mini Competition tender and evaluation report (dated November 2013) was prepared and issued by NorthGates Ltd.
- 4.3.4 Mini Competition 2; This competition tests the Contractor's project specific approach, understanding and engagement with the project. It also tests the Contractor's financial response to project specific overheads and profit allowance, cost of preliminaries, design and other pre-construction fees and labour rates. The Mini Competition 2 submissions are then evaluated on a pre-determined weighted basis of Quality (40%) and Financial (30%) and then added to MiniComp 1 results (30%) to arrive at an overall tender score.
- 4.3.5 Mini Competition 2 process:
- Tender documents were issued to the three selected Contractors on 26 November 2013. This included the proposed contract terms and conditions, which was a JCT Design & Build Contract as amended by the Colleges lawyers.
  - Mid tender Briefing and Question and Answer sessions were held with each of the bidders on 5 December 2013.
  - Five tender clarifications were issued to the bidders during the tender period. These included responses to questions raised by bidders during the Question & Answer meetings with the College.

**SECTION 4.0 – PROJECT DELIVERY (CONT'D)**

- Tenders were received from all three bidders by 12 noon on 16 December 2013.
- 4.3.6 The submissions were scored by the evaluation panel with the results identifying two leading close bidders (Osborne & Willmott Dixon). These two Contractor's were invited to interview on 31 January 2014. The interviews were attended by the evaluation panel and Governor representatives.
- 4.3.7 The evaluation and interview panel unanimously agreed to appoint the highest scoring Contractor (Osborne) to be selected to enter into a Pre-Construction Agreement.
- 4.3.8 A detailed Mini Competition tender and evaluation report (dated January 2014) was prepared and issued by NorthGates Ltd.
- 4.4 **Detailed Design Stage & Preparation of the Contract Sum**
  - 4.4.1 Following 'Planning' approval being achieved,' Osbornes as the selected design and build contractor took control of the design process, through a pre-construction agreement. As part of their submission Osborne had determined to take on board the existing design team. with regular design meetings being held throughout the design and contract sum preparation stage.
  - 4.4.2 Regular design meetings were held with curriculum User Groups, to ensure the design best met their requirements. From meetings with Key Users we understand that there is a mixture of feelings within staff as to whether they were fully involved in the process. However it is appreciated that (i) there were numerous staff changes at all levels during the design process, meaning that some design decisions made by one set of staff were not necessarily in accordance with requirements by their replacements. *In our experience this is a common issue on all education schemes where the project gestation periods are generally over 5 years.* (ii) Key Users were engaged fully in the design process at the time the designs were approved and finalised. (iii) All design decisions were agreed and signed off by the college
  - 4.4.3 A risk register was maintained with all project risks being identified, managed and costed throughout the design and procurement process.
  - 4.4.4 Through the design stage (& all other stages) a monthly Project Manager's report was prepared and issued to the Senior Responsible Owner (SRO) as well as the LEP, providing a report on all project matters (incl programme, quality, cost, risks etc)
  - 4.4.5 Client Review meetings as well as meetings / discussions with the LEP were held on a regular basis.
  - 4.4.6 Tender documents were prepared for each package by Osborne and then issued to sub-contractor's for tendering. Generally at least three tenders were required for each package. The tendering process was reviewed and monitored by the Client team (project manager and Quantity Surveyor) at all stages.

## **SECTION 4.0 – PROJECT DELIVERY (CONT'D)**

- 4.4.7 Whilst a Value Management approach had been adopted throughout the design stage, prior to the finalisation of the contract sum by Osborne, it became apparent that the final figure was above the agreed cost plan. A value engineering workshop was undertaken with the result that the contract sum complied with the budget and funding available (see also item 6.4.1).
- 4.4.8 Whilst an enabling contract was initially let in the sum of £472,032.10 this was subsumed within the main contract let in the sum of £6,925,080.00 and signed on 29 February 2016.

### **4.5 Construction Stage Generally**

- 4.5.1 The site of the new building is on a steep slope that necessitated considerable earth and substructure works. Indeed significant elements of the building are underground. In addition the construction works was undertaken adjacent to the existing retained College buildings that remained in full operation during the project. It was therefore a difficult construction project.

*Despite these major risks and constraints the project met the original programme and budget, which we believe is due to effective risk management, good communications and an excellent construction team.*

### **4.6 Construction Stage - Contract Administration**

- 4.6.1 The JCT design & build contract was administered, on behalf of the College by NorthGates Ltd, who held at least monthly site meetings.
- 4.6.2 Monthly progress reports were issued to the College and LEP with regular Client review meetings attended by NorthGates Ltd and the College SRO.

### **4.7 Construction Stage - Quality Control**

- 4.7.1 Osborne as Design & Build Contractor managed the design development, site, construction process and quality control.
- 4.7.2 Quality control was checked and monitored on behalf of the College (as client) by the design team; Architect, M&E Engineer and Structural Engineer through warranties direct to the College. Monthly quality and progress reports were issued by each of the design team direct to the College through the Contract Administrator. Any issues / actions were identified, reviewed and rectified.

### **4.8 Construction Stage - Cost & Risk Management**

- 4.8.1 A financial and risk analysis report on the project was prepared and issued by NorthGates Ltd each month and reviewed with the client.

## **SECTION 4.0 – PROJECT DELIVERY (CONT'D)**

- 4.8.2 Each variation, where possible, had a cost and any programme implications agreed with the Contractor prior to the instruction being issued.

### **4.9 Construction Stage - Liaison between the College & the Contractor**

- 4.9.1 The Users we met considered that the relationship and liaison between the Contractor and College was very good. Although the construction site was attached to the retained College buildings, which were in full operation during the works, the Users considered that disruption was minimal.
- 4.9.2 Regular visits to the site for staff and students were organised by the Contractor throughout the Construction process. The Users considered the visits to be highly beneficial, both in education terms as well as maintaining a positive relationship.

### **4.10 Building Defects**

- 4.10.1 All building defects have been successfully rectified by the Contractor. However as identified below in item 8.1.12 below, we would recommend that the Contractor is contacted with regard to the potential BMS issues identified above. This may not form part of the contract works.

### **4.11 Building Training & Maintenance**

- 4.11.1 The Users consider that whilst there was appropriate training with regard to the building and its systems, it was all taken prior to hand-over and there was a lot of detailed information to take in within a short period.
- The Users believed that consideration should be given to the inclusion of an additional post-handover training / review meeting. We would recommend that this is considered for future schemes.*

### **4.12 Building Manuals & Certificates**

- 4.12.1 The Users we met considered that all building manuals and certificates etc were provided in a clear manner. It is noted however that to prepare a maintenance schedule for the building, all of the manuals needed to be reviewed to identify service periods etc.
- We would recommend that on future schemes consideration be given to obtaining a maintenance schedule from the contractor as part of the building contract.*

### **4.13 Move in phase**

- 4.13.1 The Users considered that the move in phase was very smooth. This stage was considered to be greatly assisted by the lengthy period between handover and the start of operation. (5 month period)

**SECTION 5.0 – PROJECT PROGRAMME**

## 5.1 Programme assessment utilising the Funding Agreement (Schedule 2) Milestone Dates

<b>Milestone</b>	<b>Funding Agreement Identified Completion Dates</b>	<b>Actual Completion Dates achieved</b>
Detailed Design Stage and Contract Sum finalised for CTC	December 2015	21 December 2015
Preparation of Contract Sum / Sub-Contractor Tendering	December 2015	21 December 2015
Letting of Construction Contract	December 2015	21 December 2015
Demolition & Enabling Works	January 2016	31 January 2016
Construction of CTC; Handover	3 April 2017	20 March 2017 (ie 2 weeks earlier than programmed)
External Works	March 2017	20 March 2017
College Fitting Out & Occupation	June 2017	Ongoing until September 2017
Opening Day to Students	September 2017	September 2017

5.2 ***As can be seen from the above, the project achieved all the key milestone dates that had been set within the funding agreement. Indeed the construction works achieved practical completion some 2 weeks prior to the contract date.***

**SECTION 6.0 – FINANCIAL OUTCOME****6.1 Project Budget**

- 6.1.1 The budget for the scheme was set at £9,393,000 (as schedule 2 of the funding agreement). This comprised £9 million grant and £0.393 million matching funding from GBMC.

**6.2 Financial Outcome of the Scheme**

Construction Contract	£6,981,046.28	Agreed Final Account
Client Costs	£851,838.72	Includes fees, surveys & Fixtures & Fittings etc
<b>TOTAL PROJECT COST (EXCL VAT)</b>	<b>£7,832,885.00</b>	
VAT (at 20%)	£1,566,577.00	
<b>TOTAL PROJECT COST (INCL VAT)</b>	<b>£9,399,462.00</b>	

***As can be seen from the above the project achieved the budget (other than a minor £6k) and complied with schedule 2 of the funding agreement***

**6.3 Outturn Funding for the scheme**

LEP Grant	£9,000,000
CCBH Direct Funding	£399,462
<b>TOTAL</b>	<b>£9,399,462</b>

**6.4 How the Project Maintained its strict Budget**

- 6.4.1 *Throughout the design, procurement and construction stages of the project strong cost and risk management was undertaken. This included:*
- (i) regular cost and risk reporting.*
  - (ii) during the construction stage, all the cost and programme implications of proposed client changes were agreed prior to issue.*
  - (iii) a value management approach, where all parties questioned design decisions made in an open forum. As part of this process a value engineering workshop was held when initial package tenders were above estimated allowances. Through this process cost reductions were achieved to bring the scheme back on budget. As part of this post implementation review we went through the value engineering changes with the key Users to identify whether in hindsight any of the savings taken were detrimental to the end product. Of the £345k (incl VAT) of savings achieved, only £10k (additional vents) were considered by the Users to have been detrimental. This highlights the importance of a value management approach at all stages of all projects, to ensure that the end product is as efficient as possible. Without the value engineering approach £335k would have been spent that would not have benefitted the outturn product in meetings its requirements.*

**SECTION 7.0 - PROJECT BENEFITS AND OUTCOMES**

7.1 Within the Coast to Capital grant funding agreement, the project 'Benefits' / 'Outcomes' were identified. In addition the agreement places certain conditions on GBMC. Key aspects are reviewed below:

7.2 Funding Agreement; Pre-Condition 1; - 'The delivery body (GBMC) agrees to use best endeavours to complete the full re-generation project which also includes Pelham ...'

*Status – **Delivered**; GBMC continue to pursue the re-development of the Pelham campus, with a current major scheme in the planning process.*

7.3 Funding Agreement; Pre-Condition 2; the project is 'to be monitored monthly. The Delivery Body will send Coast to Capital monthly project reports .....

*Status – **Delivered**; Detailed monthly reports were issued by GBMC to Coast to Capital throughout the project. The contents reported on each month were:*

- 1.0 Key Activities in last period
- 2.0 Project Managers Report (incl programme and progress)
- 3.0 Project Milestones
- 4.0 Financial Report
- 5.0 Risk Appraisal
- 6.0 Permissions, Approvals etc
- 7.0 Project Brief / Outstanding information required
- 8.0 LEP Monitoring update

7.4 Funding Agreement; Pre-Condition 3; 'The Delivery Body (GBMC) will attend regular ... project meetings with C2C and Brighton & Hove Council'.

*Status – **Delivered**; GBMC attended all meetings requested throughout the procurement process.*

7.5 Funding Agreement; Funding & Drawdown – Item 2;

The total cost of the project is identified at £9,393,000, comprising £9m grant funds and £393k of match funding from GBMC.

Funding payments were to be paid, quarterly in advance. Full reconciliations of the previous Quarters expenditure were required as a condition of payment.

*Status – **Delivered**; (i) See Section 6.0 above identifying that the project met the budget; (ii) Quarterly full reconciliations of the previous Quarters expenditure were issued quarterly throughout the project in accordance with Coast to Capital requirements. (iii) Ongoing communications between GBMC and Coast to Capital took place throughout the scheme.*

**SECTION 7.0 - PROJECT BENEFITS AND OUTCOMES (CONT'D)**7.6 Funding Agreement Item 4; Contractual inputs, outcomes and outputs;

An analysis of the contractual outcomes against those actually achieved is identified in the chart on the next sheet.

Status - **Delivered**; **The chart shows that the key outputs have not only been achieved but significantly exceeded.**

We understand that Coast to Capital have identified that they are content with the identified outputs as the table below and therefore have officially signed off the project.

Construction Trades Centre: Output Delivery									
Outputs and Outcomes	Note Ref	15/16 actual	16/17 actual	17/18 to date	18/19	Total	Total per Funding Agreement	Status	How data is collected
New build training / learning floorspace	1	N/A	3,000m2	N/A	N/A	3,000m2	3,000m2	Delivered	Buidling plans
Additional apprenticeships	2	N/A	0	62	N/A	62	30	Delivered	College MIS system
Additional 16-18 learners	3	N/A	0	45	N/A	45	40	Delivered	College MIS system
Additional other learners	4	N/A	0	20	N/A	20	12	Delivered	College MIS system
Match funding	5	N/A	£91k	£203k	£105k *	£399k	£393k	Delivered	Financial system
* Main contract retention only									
<b>Notes:</b>									
1. New build practical handover date 20th March 2017, building operational from September 2017									
2. Apprenticeship starts of 263 in 2017/18 compared to 201 in 2016/17, increase of 62									
3. Output assessed based on new courses runing in 2017/18: Foundation contruction (24 learners) and Level 1 Electrical Installation (21 learners)									
4. Output delivery assessment based on new MOT Testing course									
5. Match funding of £399k (inclusive of main contract retention) delivered (excludes additional work on new refectory and site operation/security facilities)									

**SECTION 4.0 - PROJECT BENEFITS AND OUTCOMES (CONT'D)**

- 7.7 Funding Agreement Item 4; Follow on Investment. The follow on investment at the site is identified as follows:

	15/16	16/17	17/18	18/19	19/20	20/21	Target
Follow on investment at site (inc revenue funding)		£85k	£80k	£75k	£10k	£5k	£255k

Status – **Delivered up to current year 2018/19**; We understand that ongoing investment has been undertaken at the East Campus exceeding the values identified overall. This has included the refurbishment of the adjacent existing kitchens and refectory as well as fitting out works of the new Construction Trades Centre.

- 7.8 Funding Agreement Item 5 - Milestone Log; The key milestones for the scheme are identified

Status – **Delivered**; See section 5.0 above which reviews the project programme / milestone dates within the funding agreement and demonstrates that the key milestones were all achieved.

**SECTION 8.0 – USER SATISFACTION & THE DESIGN SOLUTION****8.1 We undertook meetings with current key Users of the Construction Trades Centre. The following reflects the outcome of these meetings.**

- 8.1.1 The facility is believed to be a great improvement from the previous Construction Trades provision, providing a better environment for both students and staff.
- 8.1.2 The Construction Trades Centre (CTC) is considered to be user friendly, attractive and welcoming, with well proportioned spaces that suit their purpose.
- 8.1.3 We understand that since the commencement of operations at the CTC there has been less student behavioural issues and a comparatively minimal level of vandalism.
- 8.1.4 The Users consider the CTC to provide an appropriate sense of place and learning ambience and provides a good learning atmosphere. Feedback from Users we interviewed identified that most staff are very positive (see also items identified below) and students have been very positive.
- 8.1.5 Currently no improvement in individual exam results have been identified to date, as a result of the new facility.
- 8.1.6 The building is considered to make good use of natural light.
- 8.1.7 The building is considered to have a positive relationship with the surrounding area and buildings.
- 8.1.8 Whilst the entrance to the East Campus was not part of the CTC scheme, the Users considered the entrance to the CTC itself provided a good and appropriate sense of arrival.
- 8.1.9 The Users consider the workmanship to be very good with the use of robust materials throughout.
- 8.1.10 No Safety or Security issues to date have been identified. The doors utilise individual locks, whilst the Users would have preferred a College wide 'suited' approach, although it is understood that this did not form part of the scope of the project.
- 8.1.11 The Users considered the building easy to move around with good use of signage. The signage was installed by the College post completion.

**SECTION 8.0 – USER SATISFACTION & THE DESIGN SOLUTION (CONT'D)**

- 8.1.12 We understand that there have been some heating and ventilation issues, with the workshops being too warm at certain times, necessitating ongoing manual adjustments to heating units etc. The Users considered this to be an issue with the electronic Building Management System (BMS).  
*We would recommend that the BMS installation company be contacted to make programming adjustments to the system to try and resolve this issue.*
- 8.1.13 The Users consider that the vehicular access including the loading and unloading of materials to the CTC works very well and have identified no issues.
- 8.1.14 Within the CTC there was considered to be very limited storage area, with the workshops having no bespoke storage areas. Whilst it is understood that this is the way the facility was designed (ie storage to be part of the workshop areas) the Users considered that they would have preferred some additional specific storage rooms.
- 8.1.15 We understand that the photo-voltaic panels have not yet produced the energy benefits that were anticipated, although the Users believe that they need to make some minor adjustments / tweaks to the system to maximise their potential.  
*We would recommend that necessary adjustments be made to the Photo-voltaic system to maximise the energy benefits.*
- 8.1.16 The ICT facilities comprise use of wireless Wi-Fi which the Users considered appropriate.
- 8.1.17 Whilst The Users understand that within any CTC the building acoustics is difficult, we understand that the acoustics within the CTC workshops is considered to be an issue. The introduction of partitioning has slightly helped.  
*We would recommend that an acoustics review be undertaken to ensure that all reasonable measures are considered to reduce this issue as far as practicable.*
- 8.1.18 The Users considered the procurement and introduction of Furniture, Fittings and Equipment was very smooth and well managed. This was undertaken directly by the College. Generally the classroom utilised new furniture, whilst existing legacy equipment was installed into the workshop spaces.
- 8.1.19 The large atrium area has been used to host the regional heat of 'skill build' (a multi-trade competition for construction trainees and apprentices). We understand that following the success of the event, the organisers wish to utilise the CTC for future years competitions.
- 8.1.20 We understand that the CTC has also hosted a Coast to Capital management away day.

**SECTION 8.0 – USER SATISFACTION & THE DESIGN SOLUTION (CONT'D)**

8.1.21 Overall the Users considered themselves to be 'Very satisfied' (ie a mark of 5 out of 5) with the improvements to the delivery of Construction Trades education and 'Satisfied' (4 out of 5) with the building design solution. Most staff and students were considered to be very positive about the new CTC.

## APPENDIX 1 - SUMMARY OF RECOMMENDATIONS TO BE CONSIDERED

ITEM RECOMMENDED FOR CONSIDERATION	
1	Item 4.11; Consideration to the inclusion of post-handover building training being provided to Users, in addition to the standard pre-handover sessions.
2	Item 4.12; Consideration to the Contractor providing a bespoke month by month maintenance & service schedule at handover, in addition to the standard installation by installation 'Operation & Maintenance' manuals.
3	Item 8.1.12; Recommendation that the Building Management System be adjusted / re-programmed by the installation company to better meet the building and occupant requirements.
4	Item 8.1.15; Recommendation that appropriate adjustments are made to the Photo-Voltaic system to maximise the energy benefits of the installation.
5	Item 8.1.17; Recommendation that an acoustic review is undertaken of the workshop areas to identify all reasonable measures that can be undertaken to minimise noise impact.