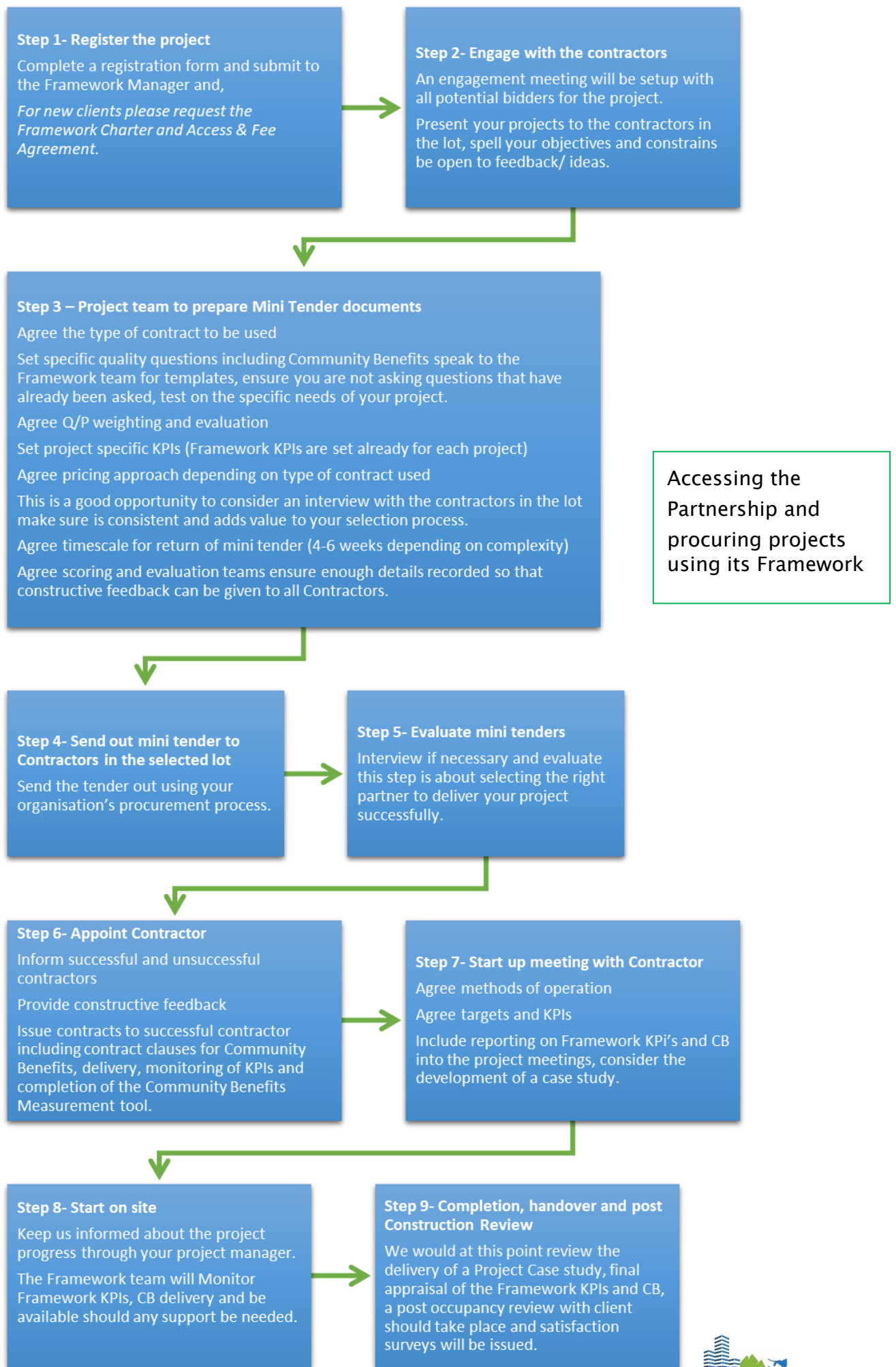




North Wales Construction Partnership

User Guide v1.3





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1. Executive Summary

This North Wales contractor framework is the second local authority-driven construction framework in the region and will build on the award-winning work that has already changed how construction projects are procured in the region.

The framework will be used to deliver a range of major projects across North Wales with a combined value of £500 million, offering a host of opportunities for supply chain development.

As well as the six-North Wales authorities, the framework may also be utilised by other public sector bodies across the region, increasing the value for money it provides and the wider benefits to the region.

Delivering Community Benefits is at the heart of both the procurement approach and the coordination of the investment in the second phase of the North Wales Construction Framework, with a view to unlocking wider economic, social and environmental regeneration.

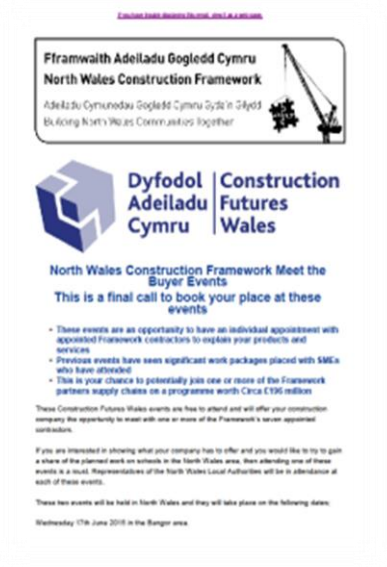
There is a core set of Community Benefit principles which have been agreed by the six North Wales authorities, who will continue to work in partnership with the successful contractors to ensure these are delivered.

The framework will help develop a new generation of construction professionals, to help develop a sustainable environment for contractors and continue with its ethos of openness and flexibility, which has already been achieved through engagement and two-way communication between the authorities and contractors / suppliers.

This ethos will continue through the governance structure for the framework and the development of "Special Interest Groups" to ensure innovation and the sharing of best practice.

The aim of the framework is ambitious: to secure improvements to the built environment through delivery of best value, energy efficient, sustainable facilities; utilising the highest possible safety and environment standards, innovation and collaboration, whilst creating a lasting legacy through targeted investment in employment and communities.

This will address the Programme for Wales' priorities and deliver a step change in construction procurement for the region.



Purpose of this document

The purpose of this guide is to give clients a quick understanding of the Framework's processes and ethos. It also outline how the Framework should be used and the principles on which it will be managed.

Participating authorities and other public sector bodies should develop their own individual working procedures that comply with their organisation contractual procedure rules incorporating the Framework principles.

All the Framework documentation will be subject to regular update and review, it will be available electronically through our site.

Benefits

There are a number of potential benefits to be achieved by using this Framework:

- The Framework has already carried out a tender process which is fully compliant with UK and European Procurement Law – thereby saving you valuable time and resources with greatly reduced procurement timescales. There is no need to advertise the requirements and there are no set time periods within the process to which you must adhere.
- The opportunity to have a forum for learning, developing and improving the way in which participating authorities and other public sector bodies deliver Construction projects, encouraging collaboration.
- Contractors listed on the Framework agreement have already been assessed for their operational, technical and professional conformance and capabilities.
- Pre-agreed terms and conditions are imbedded into the Framework agreement.
- A flexible Mini Tender ensures that projects can get underway quickly and efficiently.

- Framework support, with the monitoring of contractors through KPIs, benchmarking against industry standards and actively supporting continuous improvement.
- Forums and special interest groups (SIGs) to encourage shared learning, skills and knowledge.
- Innovative initiatives such as BIM, Fair payment, Project bank accounts, Zero defects and we are a National Skills Academy for Construction.



The Framework agreement will be centrally managed and monitored by Denbighshire County Council. The Partnership benefits will be continuously monitored, supported by a strong governance structure that will provide direction and a streamlined decision making process. Annual performance report will be produced to highlight progress against milestones and delivery of benefits.

2. The Framework Agreement

Background

The North Wales Construction Partnership has been setup by the Six Local Authorities in North Wales as a collaborative hub to exchange knowledge and create an environment of openness and transparency where clients, contractors and the supply chain work to a set of shared objectives utilising the same values.

The partnership host the second iteration of the North Wales Construction Framework it now includes major projects starting from a value of £250K split into 5 lots, with lot 1 split into east and west, the expansion of the Framework will allow to

- give smaller local contractors the opportunity to be part of the partnership and apply for mini tenders under the Framework
- develop healthy competition but continue to be partners
- access support, training and development through Special Interest Groups
- enable us to match the right partners for the right project
- reduce the time it takes to select contractor to a project

This will ensure consistency, drive delivery of the community benefits, develop continuous improvement and set new benchmarks for best practice.

Mission and Behaviors

Framework Mission

Secure improvements to the built environment through delivery of best value, high quality, energy efficient, sustainable facilities; utilising the highest possible safety and environment standards, innovation and collaboration, whilst creating a lasting legacy through targeted investment in employment and communities.

Framework Behaviors

- An Open and Honest Approach
- Forging Mutual Respect and Understanding
- Acting in a Manner to Foster and Deliver an Effective and Collaborative Environment for Success
- Operating a No Blame, non-Adversarial Culture
- Actively Communicating and Sharing Best Practice in an Open and Honest Manner
- Ensuring Prompt and Fair Payment to All

Who can use the Framework?

In addition to the NW Authorities, other public bodies may access and use the Framework. A list of Authorities, public bodies and potential additional users is set out in Appendix 1.

Types of Work

It is anticipated that this Framework will be used to procure via mini tender a wide range of education– related Works under the Framework which may cover (but will not be limited to) the following educational facilities:

- primary schools
- secondary / high schools
- sixth form / further education facilities
- early years / nursery / day care facilities
- special educational needs and learning facilities
- higher education facilities

The refurbishment of the NW Authorities' existing school buildings will be a key part of the Programme.

The NW Authorities will utilise the Framework to procure non–education Projects, which may cover (but will not be limited to) the following local authority / public sector buildings and / or facilities:

- leisure facilities;
- council and other Public sector offices;
- visitor centres;
- storage buildings;
- community facilities;
- emergency services;
- health facilities;
- custody facilities; and
- extra care facilities.

Please note that this list is not exhaustive. Contractors should refer to the Common Procurement Vocabulary (CPV) codes detailed in the OJEU Notice for full details.

The Framework will not cover the procurement of development agreements and wider social housing construction or refurbishment, but could include elements of social housing or supported accommodation facilities, particularly as part of the mix use or integrated services.

Types of Project Delivery

The Framework will focus on two procurement methods:

- design and build
- construct only

For any “design and build” Projects, the degree of user design will be decided upon by the relevant user at mini-tender stage for that Project.

The Framework encourages and promotes “early contractor involvement” where appropriate.

In addition to these procurement methods, the following additional pre-Construction services will also form part of the Framework.



- Pre-Construction services
- options appraisals
- feasibility exercises for refurbishment
- remodelling and extension to premises
- production of case studies

Post-Construction services:

- contribution to post-occupational evaluation studies
- promotion of “lessons learnt”
- contribution towards on-going research
- promotion of best practice

Please note that this list is not exhaustive.



Framework Lots

The Framework is structured under five Lots, which have been divided by reference to the estimated value of the Projects

Lot	Project value bands	Contractors on the Framework	Type of Works
1 E	£250K > £999.999K	MPH Construction K & C Construction Garnett Hughes Developments Gareth Morris Construction T G Williams Builders OBR Construction NWPS Construction Williams Homes	<ul style="list-style-type: none"> • Primary schools; • secondary / high schools; • sixth form / further education facilities; • early years / nursery / day care facilities; • special educational needs and learning facilities; and • higher education facilities. • leisure facilities; • council and other Public sector offices; • visitor centres; • storage buildings; • community facilities; • emergency services; • health facilities; • custody facilities; and • extra care facilities. <p>The Framework will not cover the procurement of development agreements and wider social housing construction or refurbishment, but could include elements of social housing or supported accommodation facilities, particularly as part of the mix use or integrated services.</p>
1 W	£250K > £999.999K	MPH Construction K & C Construction Garnett Hughes Developments Gareth Morris Construction T G Williams Builders OBR Construction NWPS Construction Williams Homes TIR Construction	
2	£1m > £1,999.999m	MPH Construction K & C Construction Wynne Construction Read Construction Gareth Morris Construction NWPS Construction Williams Homes	
3	£2m > £5,499,999m	Wynne Construction Read Construction Seddon Construction K & C Construction	
4	£5,500m > £9,999,999m	Wynne Construction Read Construction Seddon Construction	
5	> £10m	Kier Construction Wates Construction GallifordTry Building NW Willmott Dixon Construction	

Contractor

All appointed Contractors are to participate in forums and working groups with the objective of sharing information and best practice.

Collection of KPI data is essential to the management of the Framework and therefore Contractors are responsible for collection and forwarding of data as required.

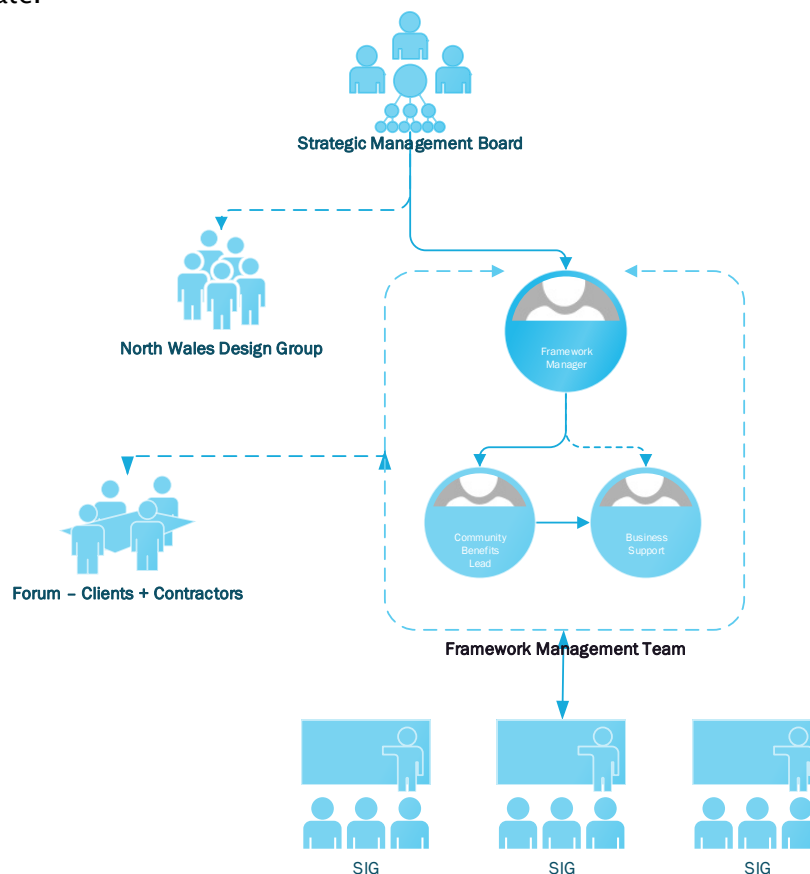
Cost saving and collaborative working is key and Contractors are expected to actively promote this.



Framework Management

The role of the Framework management team is to ensure that:

- There is a commitment to best practice and collaboration between all organisations involved in a Project.
- The users will, under their respective Projects, champion best practice in design, team working, innovation, health and safety and sustainability. Delivering zero defects projects and working with appropriately trained and qualified workforce.
- The project team identifies and manages project risk from the outset.
- The Framework will be monitored to ensure compliance
- KPI data will be collected periodically for all projects and reports produced accordingly. Data will also be used for reporting and analysing purposes.
- Documents are produced for the users of the Framework to aid efficient and quick selection of Contractors. The Framework Manager will also arrange relevant training as necessary.
- The coordinating of contractor meetings and forums such as special interest groups to aid continuous improvement and shared knowledge.
- Promotional activities are undertaken to ensure Framework used to maximum potential.
- Framework performance reporting to the Strategic Management Board and others as appropriate.



Workshops and Training

Introductory meetings providing support and guidance on how to use the Framework will be held by the Framework Management Team to ensure all participating bodies are aware of the process and operations of the Framework.

These sessions will be held in a discussion format where practical advice and guidance will be given and will provide an opportunity for users to contribute ideas.

Additionally workshops and other group sessions will be held as the Framework progresses.



3. Framework Operation

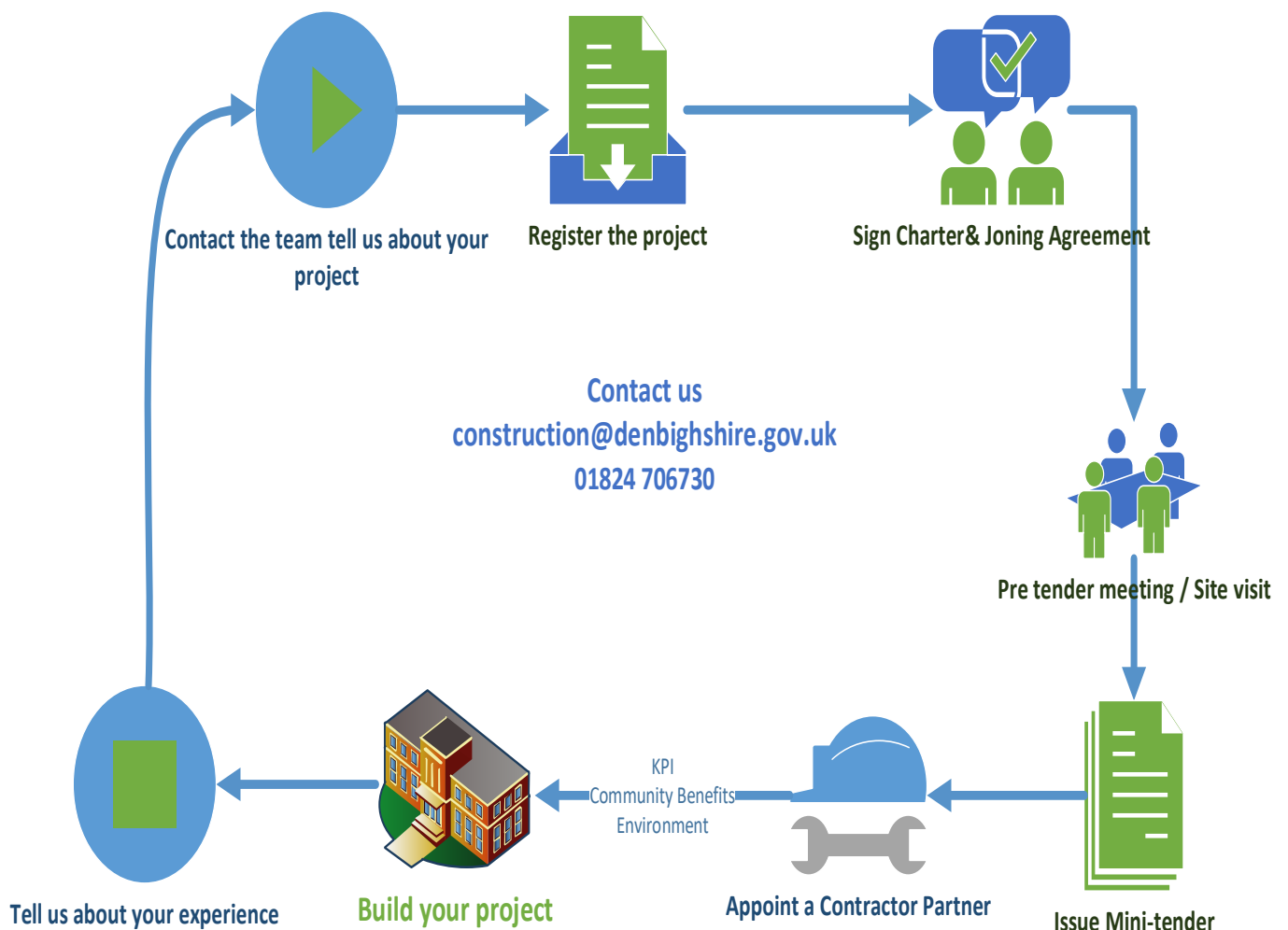
Users considering using the Framework should, in the first instance, contact the Framework Manager to arrange an initial meeting to discuss the proposed project and way forward.

The Framework Manager will provide information on how to access the Framework and provide templates and guidance on the mini tender process.

To use the Framework please contact the Framework team.

How to use the Framework

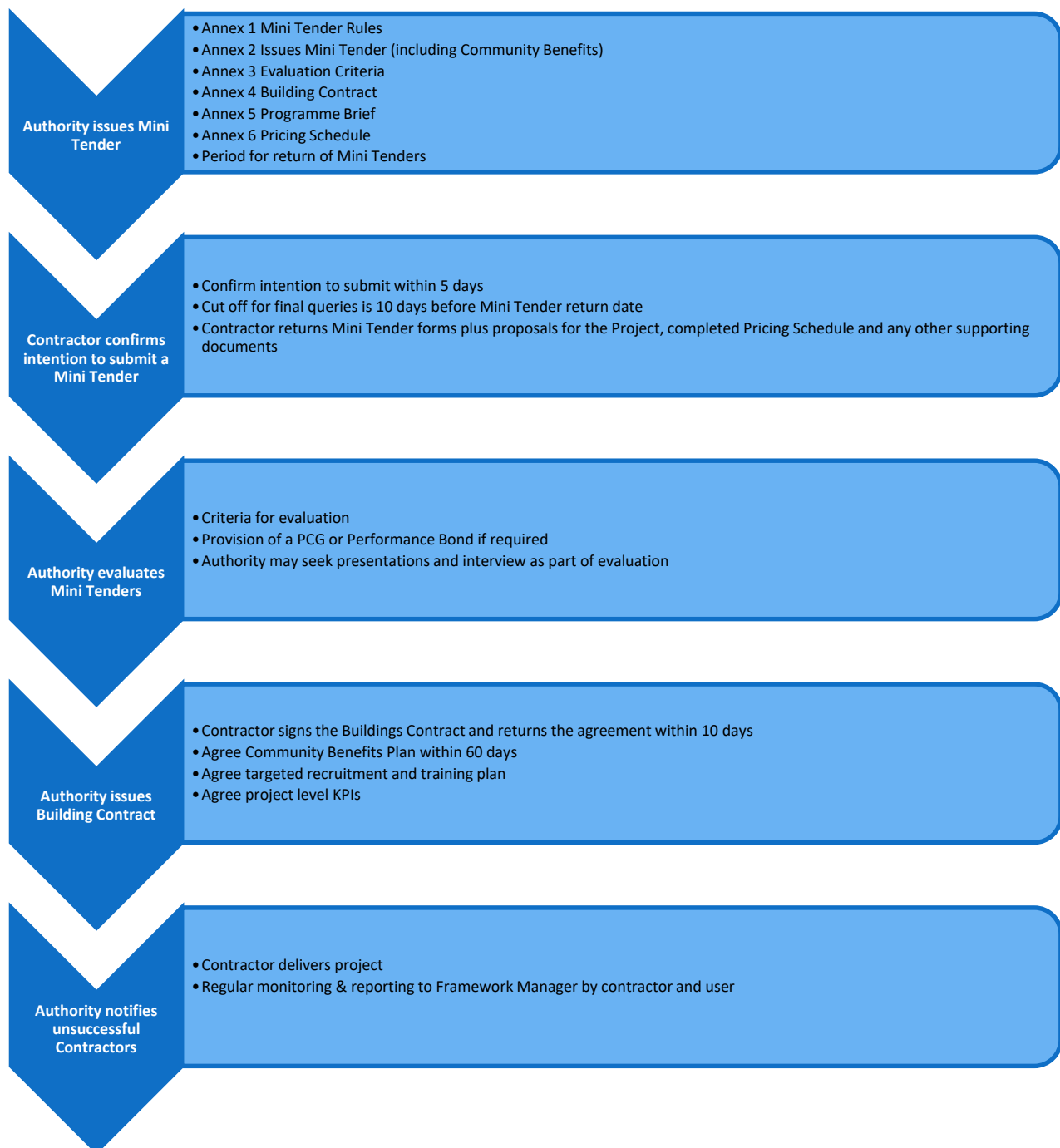
As part of the process of appointing a contractor it is in all cases the responsibility of the user to make the appointment and is not part of the Framework Management Team role.



Selection – Mini tender

Building Contracts will be awarded under each Lot exclusively by mini-tender, in accordance with the procedure set out in the Contractor Framework Agreement.

The mini-tender will be undertaken by reference to a mixture of criteria including cost, quality and KPI performance assessments.



Please request copy of the **Registration Form**

Design and Build Mini-Tender

Design and build Projects will involve early stage design duties being undertaken by the relevant user to set-out the employer's requirements. The employer's requirement document will then be presented to the relevant Contractors with the mini-tender documentation.

Following the completion of the mini-tender process, the remaining design will be completed by the successful Contractor, either utilising the relevant users novated design team, or through the Contractor's preferred design team.



Full design Mini-Tenders

Full design Projects will involve the majority of the design duties being undertaken by the relevant user (either in-house or via a design consultant). The project design will be presented to the relevant Contractors with the mini-tender documentation.

Where a full design approach is considered appropriate by the relevant user it is less important to engage the selected Contractor as early in the design process, as the design role will not transfer to the Contractor.

Early Contractor Involvement

ECI often results in a more complete approach to design, with the experience of both the designer and the Contractor taken into account early in the design process. This can result in lower project costs and safer working practices and applies to D&B and full design routes.



Accordingly, prior to each mini-tender, workshops may be held where ECI can be introduced to the design process without unfair bias being given to one or more potential Contractors.

Workshops may be held at any RIBA stage prior to a mini-tender, however the earlier the Contractor is involved in the process, the more likelihood their

influence will produce a measurable effect on the design process.

ECI may also occur soon after Mini Tender, as Contractors could be brought on board and join the design process.

Novation

It is envisaged that in most cases the initial project brief will be set-out by the user. In some cases, where a design and build type approach is desired, the design responsibility may transfer to the Contractor at a point which suits the procurement method, the project programme, and the users requirements.

Some users may opt to transfer their appointed design team to the Contractor for the remainder of a Project.



4. Quality

Principles

One of the key objectives of the Framework is to improve project delivery by monitoring individual project performance in areas such as cost and time.

Project Review meetings will take place periodically to assess the evolution of the projects, this will align with the project programme.

The number of Reviews will depend on the complexity of the project.



It is paramount that all stakeholders, including the user, designers, Contractors, key sub-Contractors and end-users, participate in these Reviews in line with the ethos of the Framework of an open collaborative approach that leads to constructive challenge.

Key Performance Indicator (KPI) measurements are collected periodically and at the final Review of every project or programme of work.

Data Management

The Framework Management Team will regularly collect information on the projects in order to track trends and performance. This data will then be used to benchmark against other projects, Construction industry data and other users data.

The Framework will provide the mechanism for collecting the performance data of each contractor, project and user.

Data will be collated and regular reports issued on the Framework performance.

Process

The following guidance defines the minimum Framework requirements. The Reviews are not intended to duplicate or replace more extensive Quality Assurance processes that may already be in operation by the user.

Fit to proceed to contractor appointment

To engage with the contractor from an early stage is the most efficient way to use the Framework, however, there are cases in which there is no certainty of whether the project will go ahead. In these situations it is important to manage the amount and the possibility of abortive work.

To manage this situation it is important to consider the following prior to procurement.

- The probability of the project reaching Construction stage. If pre-Construction work is required by the Contractors, is there a budget for abortive cost?
- Has the funding been confirmed? Does it match the expectations of the client? Is the fund holder fully engaged and is a realistic programme and brief in place?
- Can we achieve efficiencies using economies of scale?
- Is there enough pre-Construction time to maximise the benefits from two-stage collaborative working?
- Is the collaborative approach widely accepted?
- Are there any unusual project risks or special considerations that should be disclosed at mini tender?

End of Construction Review

The Framework Manager will consult with project Managers and Contractors regarding an end of Construction Review. This Review will be undertaken as soon as practically possible after completion.

In addition to KPI data, lessons learned information will be required detailing what went well and not so well. Questionnaires will be used to gain information from the users.

A summary of the project along with photographs will also be required so that these can be used in Framework publications.



People and Customer Satisfaction Review

Questionnaires have been created to collect data from projects. These are to be completed as soon as possible after the project completion data.

These questionnaires will collect contractor performance, client team performance and Framework management performance.

There will be no distinction between participants and an average score will be used to score performance. Please note that this data will always relate to organisations, teams or companies and not to individuals.

Framework Performance Indicators

The users will establish and manage key performance indicators (KPIs), which the Contractors will be required to adhere to, to ensure that the performance of the Framework, individual Projects and the overarching Programme are monitored and measured.

There are KPIs set at a Framework level and KPIs at a Project level. The first ones will be established by the Operational Management Board (OMB) and the second ones by the specific project team.

Performance standards will be reported regularly to the Strategic Management Board (SMB) for Review. Contractors must engage in the use of a performance management regime that embraces these KPIs and is focused on Project / Framework performance and “Community Benefits.”

The screenshot shows a detailed spreadsheet for tracking project performance. The header section includes fields for Project Name, Project Manager/Contact, and Project Location. The main table has columns for 'Number of Placements or Weeks (to be completed by the contractor)', 'Actual No. Sub-Contractors Employed (to be completed by the contractor)', 'Actual Total Weeks (to be completed by the contractor)', 'Target no. of persons or weeks', 'Actual Delivery', and 'Actuals Yr 1' through 'Yr 12'. The rows list various placement types such as 'Work placements', 'Apprenticeships', 'Traineeships', 'Employment', 'Subcontracting', 'Consulting', 'Contracting', 'Design', 'Construction', 'Maintenance', 'Repairs', 'Refurbishment', 'Renovation', 'Extension', 'New build', 'Conversion', 'Demolition', 'Disposal', 'Waste management', 'Landscaping', 'Groundworks', 'Foundation', 'Structural', 'Roofing', 'Cladding', 'Finishing', 'Painting', 'Decorating', 'Fitting out', 'Commissioning', 'Handover', 'Close out', 'Final inspection', 'Handover to client', 'Final payment', 'Close out', 'Final inspection', 'Handover to client', 'Final payment', 'Close out'. The bottom section includes a 'TOTAL' row and a 'Project Name' field.

Frequency and Method of Collection

The Framework management team have developed a performance measurement system and this will be available via an online system.

Contractors must report on any Project awarded under the Framework through this system. The data will be collated on a regular basis by the system and will be managed by the Framework Manager who will liaise directly with the relevant Contractor(s) and the delegated Project Manager for each user and report the data to the OMB and SMB.

Monthly data collection will ensure that any slippages in performance are identified sufficiently early so that action can be taken to rectify slippages and ensure continuous improvement.

Value of KPIs and Review

The KPIs will be used to monitor the performance of each Contractor appointed under the Framework but also there is a built in opportunity for 360 degree Review whereby the delegated Project Manager for a Project and the relevant user can be assessed on particular areas so that the users each have the opportunity to identify areas for improvement and not repeat errors or mistakes.

This data will be shared at the OMB level so that new ways of operating, best practice and special areas of development can be identified. These results, where necessary, will also be reported to the SMB.

Special Interest Groups

These groups are dynamic, open forums to facilitate and promote a partnership relationship between the Framework Users and the Contractors with the aim to improve procedures, share knowledge and best practice.

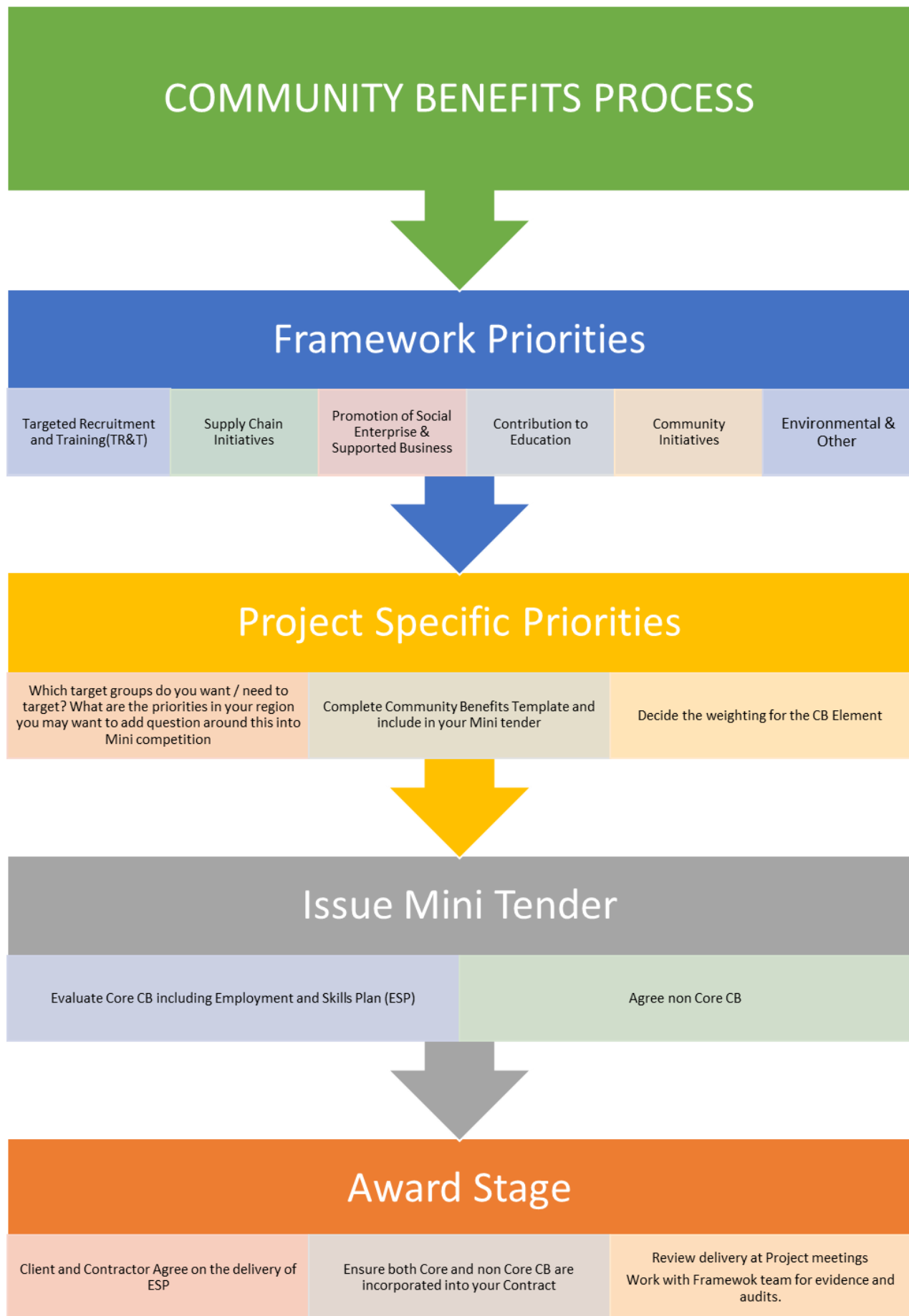
Workshops will improve the way we work together focusing on the Framework objectives, to share the different approaches towards solving problems and finding better ways to work. Initially these groups will highlight improvements which can be incorporated into the Framework operation process.



Annual Health Checks

The Framework Manager will undertake project checks on a regular basis and keep control over the projects accessing the Framework to ensure that the project spend remains under the total value of the Framework. There will also be regular checks to make sure that the Framework is operating within guidelines, to promote its use and to deliver tangible benefits.

5: Community Benefits



Appendix 1 List of potential future users of the Framework

No.	Organisation	Sector
1	Arts Council of Wales	Assembly Government Sponsored Bodies
2	Betsi Cadwaladr Community Health Council	Assembly Government Sponsored Bodies
3	Capital Region Tourism	Other
4	Care Council for Wales	Assembly Government Sponsored Bodies
5	Careers Wales	Assembly Government Sponsored Bodies
6	Cartrefi Conwy	Housing Association
7	Cartrefi Cymunedol Gwynedd	Housing Association
8	Ceredigion Council	County Councils
9	Cheshire East Council	County Councils
10	Cheshire West and Chester council	County Councils
11	Children's Commissioner for Wales	Assembly Government Sponsored Bodies
12	Coleg Cambria	Further Education
13	Coleg Harlech WEA North	Further Education
14	Colleges Wales (Formally Fforwm)	Further Education
15	Community Housing Cymru	Housing Association
16	Companies House	Central Government
17	Conwy County Borough Council	County Councils
18	Conwy Schools	Schools
19	Court Services	Other
20	Cynnal Cymru	Other
21	Data Unit Wales	Assembly Government Sponsored Bodies
22	Denbighshire County Council	County Councils
23	Denbighshire Schools	Schools
24	DVLA	Other
25	Estyn	Assembly Government Sponsored Bodies
26	First Choice	Housing Association

No.	Organisation	Sector
27	Flintshire Schools	Schools
28	Flintshire County Council	County Councils
29	Food Standards Agency	Other
30	General Teaching Council for Wales	Assembly Government Sponsored Bodies
31	Glyndwr University	Higher Education
32	Grŵp Cynefin	Housing Association
33	Grwp Llandrillo– Menai	Further Education
34	Cyngor Gwynedd Council	County Councils
35	Gwynedd Schools	Schools
36	Hafan Cymru	Housing Association
37	HEFCW	Assembly Government Sponsored Bodies
38	Isle of Anglesey Schools	Schools
39	Isle of Anglesey County Council	County Councils
40	Local Government Boundary Commission	Assembly Government Sponsored Bodies
41	Melin Homes	Housing Association
42	Mid–Wales Housing	Housing Association
43	National Library of Wales	Assembly Government Sponsored Bodies
44	National Museum & Galleries Wales	Assembly Government Sponsored Bodies
45	National Resources Wales	Assembly Government Sponsored Bodies
46	Newydd	Housing Association
47	North Wales Fire and Rescue Service	Emergency Services
48	North Wales Housing	Housing Association
49	North Wales Police	Emergency Services
50	Office For National Statistics	Other
51	One Voice Wales (Town & Community Councils)	Other
52	Parliamentary Service (National Assembly for Wales Commission)	Central Government
53	Pennaf	Housing Association
54	Pobl Group	Housing Association
55	Polish Housing Society	Housing Association

No.	Organisation	Sector
56	Powys Council	County Councils
57	Royal Commission for Ancient & Historical Monuments of Wales	Assembly Government Sponsored Bodies
58	Royal Mint	Other
59	Snowdonia National Park	Assembly Government Sponsored Bodies
60	Snowdonia National Park	Assembly Government Sponsored Bodies
61	Social Security Improvement Agency (SSIA)	Assembly Government Sponsored Bodies
62	Sports Council for Wales	Assembly Government Sponsored Bodies
63	Tai Ceredigion	Housing Association
64	The Carbon Trust	Other
65	The Patent Office	Central Government
66	Town & Community Councils	Local Government
67	University of Wales Bangor	Higher Education
68	Valuation Tribunal for Wales	Assembly Government Sponsored Bodies
69	Wales and West Housing	Housing Association
70	Wales Audit Office	Assembly Government Sponsored Bodies
71	Wales Centre for Health	Assembly Government Sponsored Bodies
72	Wales Environment Trust	Charities & Third Sector
73	Welsh Government	Central Government
74	Welsh Government sponsored bodies	Assembly Government Sponsored Bodies
75	Welsh Language Board	Assembly Government Sponsored Bodies
76	Welsh Local Government Association	Other
77	WRAP	Other
78	Wrexham County Borough Council	County Councils
79	Wrexham Schools	Schools

The North Wales Construction Partnership (NWCP)

Proposed Project

Registration Form

Please could you complete the form below to register your interest in utilising the NWCP, this will enable the framework manager to register your project onto the framework and to ensure you received assistance in accessing the contractors in your particular lot.

Once received you will be contacted by the framework manager to discuss your project in more detail and provide you with the relevant templates for you to complete.

Lot Number	
Project Number	<i>Filled in by framework manager</i>
Contact Details of Project Manager	<i>Name, telephone, email address, location</i>
Proposed Project	
Estimated project value	<i>£</i>
Estimated Construction	<i>£ (estimated build cost)</i>
Proposed form of contract	<i>NEC, JCT etc.</i>
Mini Tender is going to be issued through	<i>Name of public sector body or organisation</i>
Outline Brief	<i>Insert narrative here</i>
Procurement (weightings)	<i>Mini tender will be evaluated on a ?/? quality/commercial scoring basis</i>
Procurement Process	<i>One or two stage process</i>
Procurement Tool	<i>E.g., Proactis, Bravo, paper based etc.</i>

Timelines

Timeline	<i>Period to deliver project</i>
Mini tender:	<i>Insert timeframes for selection of contractor</i>
Issue Tender Documentation	<i>Date to be issued</i>
Tender Period	<i>Timeframe in Weeks</i>
Evaluation Period	<i>Timeframe in Weeks</i>
Appointment of Contractor	<i>Date in which contractor is to be appointed</i>
Site visit/briefing session	<i>Estimated date</i>
Clarification interviews	<i>Estimated Date</i>



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