



OPI 1 OffSite Project Integrator

Minimum Requirements Specification

Specification

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1. GENERAL REQUIREMENTS

1.1. Introduction

- 1.1.1. This section sets out the LHC technical and performance requirements for OPI 1 OffSite Project Integrator (OPI) Services.
- 1.1.2. In summary the services to be delivered initially cover OffSite Contract Management of:
 - Category 1 – Pre-Manufacturing – 3D primary structural systems (Volumetric)
 - Category 2 – Pre-Manufacturing – 2D primary structural systems (Panelised)

as defined by the MHCLG MMC cross-industry working group. During the course of the Innovation Partnership procedure and any subsequent framework period, the services may be extended to cover:

- Category 3 – Pre-Manufacturing – Pre-Manufactured Non-systemised structural components (eg Load bearing beams, columns, walls, core structures and slabs)
 - Category 4 – Pre-Manufacturing – Additive Manufacturing (eg 3D printing)
 - Category 5 – Pre-Manufacturing – Non-structural assemblies and sub-assemblies
 - Category 6 – Traditional building product led to site labour reduction/productivity improvements (eg large format products)
 - Category 7 – Site process led to labour reduction/productivity improvements. (Innovative solutions)
- 1.1.3. The services shall cover not only RIBA stages 0-7 but also preliminary stages prior to RIBA Stage 0, to support OffSite building projects from initiation and development, land assembly and feasibility through to management of design, completion and in use reviews.
 - 1.1.4. Property types will include housing, bungalows, flats, apartments, sheltered accommodation, care homes and student accommodation.
 - 1.1.5. The framework will cover all forms of tenure, including owner occupier development with or without public financial support.

1.2. Scope of LHC requirements

- 1.2.1. The framework is split across different geographical areas.

In each area, bidders will be required, either directly or through sub-contractors, to offer the minimum requirements described below:

- i. INITIATION AND DEVELOPMENT**
- ii. LAND ASSEMBLY SERVICES (IF REQUIRED AT CALL-OFF STAGE)**
- 0. STRATEGIC DEFINITION (IF NOT PREVIOUSLY ADDRESSED BY THE CLIENT)**
- 1. PREPARATION AND BRIEF**
- 2. CONCEPT DESIGN MANAGEMENT**
- 3. DEVELOPED DESIGN MANAGEMENT**
- 4. TECHNICAL DESIGN MANAGEMENT**
- 5. CONSTRUCTION STAGE MANAGEMENT**
- 6. HANDOVER AND CLOSE OUT MANAGEMENT**
- 7. IN USE REVIEWS**

- 1.2.2. The appointed company will be required to put in place a core project team for all LHC projects or programmes procured under this framework to ensure all contracts awarded through LHC meet the level of standards expected from our Clients.
- 1.2.3. At call-off stage, appointed OPIs will be required to engage, in the first instance, with LHC's NH2 Off-site Housing Construction and MB1 Modular Buildings Appointed Companies (and Appointed Companies to other relevant frameworks) to establish the capability of LHC's existing supply chain in respect of delivery of the specific project.
- Companies sourced from elsewhere MUST comply with a minimum set of capability requirements related to LHC's framework requirements and in respect of delivery of the specific project.
- 1.2.4. The management structure must ensure that a feedback loop is developed and maintained between all parties, in relation to the services delivered.
- 1.2.5. A competent project manager with competent team, which may include but not limited to the following, will head the core project team up;
- Senior Manager
 - Framework Manager
 - Project Manager
 - Cost Manager

Any such person appointed shall also monitor the progress of the project in accordance with the programme.

1.3. Cost Management

- 1.3.1. Subject to the clients procurement requirements the appointed company will be required to contribute to cost management which will include but not limited to the following;
- Attend meetings with client or client's representative to discuss development of the cost plan, providing budget prices as required by the framework user.
 - Develop a construction programme and a programme for sub contracts defining the scope of each works their package
 - Updated costs relating to the project
 - Cash flow projections
 - Providing value for money reports and updating risk register.

1.4. Risk Management

- 1.4.1. The appointed company will be expected to meet the user's project-specific targets and project objectives by carefully managing the construction risks. The contractor will be required to have in place risk management process including structure of the risk register to which all parties to project will have access to for projects procured under this framework.
- 1.4.2. The appointed company will be required to develop and implement a project risk strategy, in consultation with the client project team, identify project specific risks, assessing likelihood and impact, take ownership of risks where appropriate, mitigate and report. The risk register will be updated monthly to include new risks and remove risks which are no longer applicable. Contribute to risk management reviews and workshops with framework user's project team or appointed representative.

1.5. Performance Monitoring

- 1.5.1. The Appointed Company is required to undertake the following performance-monitoring regime:
 - At pre-inception meeting, agree KPI's and targets to be developed. Clarify and update KPI definitions and targets when team members are introduced and at Contract Mobilisation stage.
 - Operate procedures and systems to record information in support of performance monitoring and to enable regular robust performance reporting.
 - Monitor the performance of the delivery team and produce monthly performance reports for the LHC member.
 - Where KPI targets are not met, the LHC member shall have the ability to implement remedial actions, including, where appropriate, variations over the period in which the targets were not achieved. Failure to meet the agreed KPI's within the allotted time shall give LHC members have the right to terminate the Contact under the relevant performance clauses.
 - Where sub-contract services companies are used, the KPI's shall be passed down to them. For the avoidance of doubt, the performance of any sub-contractor/company shall be subject to the same performance requirements under as the Appointed Company.
 - Success with KPI's shall be achieved by all parties working together to identify efficiencies in both processes and working methods.
 - LHC framework user's reserves the right to add additional KPIs or modify the KPI's set out during the Term Programme. LHC shall be reliant upon the Appointed Companies to provide data to measure their performance.
 - LHC reserve the right to request independent audit of any data provided. Customer satisfaction shall be measured by LHC Framework using a variety of methods ranging from customer satisfaction survey cards to telephone surveys.

1.6. Consistency of project delivery

- 1.6.1. It is essential that you, the tenderer, fully recognize the importance of being able to provide and maintain a project delivery service that is fully compliant with the minimum requirements within this document, as amended through the Innovation Partnership procedure, consistently throughout all areas you have applied to service.
- 1.6.2. Companies selected to receive this Invitation to Tender must be aware and acknowledge that if subsequently appointed to the framework, it will be the responsibility of all Directors, Managers, Employees and sub-contractors of the Appointed Company to deliver call-off projects awarded under the framework in full accordance with the terms, conditions and specifications described in this ITT and Offer Document, as amended through the Innovation Partnership procedure, and to proactively promote best practice to all LHC customers.
- 1.6.3. Please note that any failure to maintain this required standard whilst servicing the framework agreement may result in your company's suspension or exclusion from it.

1.7. Statutory, Regulations and Standards Requirements

- 1.7.1. The Appointed Company shall ensure compliance at all times with all statutory requirements in relation to its obligations in undertaking the required works and further the statutory obligations of the LHC Client.

European Statutory Instruments:

Directive 2014/24/EU	Procedures for the award of public works contracts, public supply contracts and public service contracts
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Statutory Regulations and Instruments:

SI 2015 No. 102	The Public Contracts Regulations 2015
Scottish Statutory Instrument 2015 no 446	Public Contracts (Scotland) Regulations 2015
Scottish Statutory Instrument 2016 no 47	Public Contracts (Scotland) Amendment Regulations 2016
1974 C. 37	Health and Safety at Work etc. Act 1974
SI 2015/ 51	The Construction (Design and Management) Regulations 2015

- 1.7.2. It is a requirements that any lack of compliance be immediately brought to the attention of the LHC Client in writing together with a recommended action plan and a risk plan in order to mitigate any exposure to risk and rectify any situation in the most expeditious manner.

1.8. Business Continuity and Disaster Recovery Plan

- 1.8.1. The appointed company must comply with:
 - ISO 22301 Business Continuity Management
 - BS ISO 22301:2012 Societal security – Business continuity management systems – Requirements
 - PD 25222:2011 Business continuity management – Guidance on supply chain continuity

- 1.8.2. The appointed company must demonstrate the ability to recover data and systems, and processes for frequent backup of systems and data, (the minimum of 24 hour back-up of all data and full Business recovery within 48 hours), regular tests and drills of disaster procedures, data and system backups stored offsite, appropriate and relevant insurance, documented, emergency procedures and both manual and automated procedures in place. .
- 1.8.3. The appointed company shall have in place and operate arrangements that, in the event of an unforeseen circumstance that prevents them from completing a task, all uncompleted tasks can be transferred to another OffSite Consultant / Project Manager and completed in accordance with the relevant requirements and standards, to the satisfaction of the LHC Client.

2. MINIMUM PERFORMANCE REQUIREMENTS

2.1. General Note

- 2.1.1. This section sets out the minimum requirements for the services that should be offered. However, it should be noted that for each project the Clients will specify their requirements which are to be fully complied with by the Appointed Companies.
- 2.1.2. As a minimum requirement you are expected to, set up a Service Level Agreement to ensure the client is asked the right questions, which would then provide an understanding of the client's objectives and the requirements needed to be delivered.
 - Project Scope
 - Why are they requesting the project, and what are they looking to achieve
 - What their service requirements are (e.g. technical, financial, and/or strategic)
 - The resources, (e.g. staffing, financial etc.) required through the whole process –
 - How will the project be funded and what contingency plans will be put in place
 - Timescales, Key reporting and communication requirements

2.2. Aims and Objectives

- 2.2.1. The aims and objectives of the LHC Clients are:
 - Reduce repair and maintenance (life cycle) costs per property
 - Maximise efficiencies in delivery of the programme
 - Demonstrate value for money
 - Establish sound and stable relationships between the Client and companies and other companies in the supply chain
 - Achieve measurable continuous improvement by reference to agreed Key Performance Indicators
 - Innovation
 - Safe Working
 - Promote and adopt the use of Sustainable products
 - Promote the principles of Corporate Social Responsibility
 - Promote the sustainable use of energy in buildings, including the adoption of low and zero carbon technologies, the promotion of energy efficiency and carbon reduction measures and contribute to the alleviation of fuel poverty.

2.3. Buildings and properties which are covered by this framework

2.3.1. Due to the diversity of our Clients, this framework agreement shall include all types of buildings:

- Individual dwellings – houses and flats
- Houses in Multiple occupation
- Residential Blocks – Low-Rise, Medium Rise and Tower Blocks
- Residential homes including those with vulnerable persons, (e.g. Care Homes and Hostels)
- Student residential accommodation
- NHS residential accommodation
- 'Blue Light' residential accommodation

2.3.2. The framework shall provide LHC Clients with the ability to provide the service in the following types of ownership:

- Tenanted housing
- Shared ownership housing
- Help to Buy housing
- Owner occupier development, with or without public financial support
- Any future housing models that the LHC Client may develop

2.4. Minimum Service Requirements

2.4.1. The following minimum requirements **IN BOLD CAPITALS** will be required. For each requirement the possible scenarios are initially suggested in *Italics*, but the detailed provision will be developed through the Innovation Partnership procedure. Additional requirements may be added as identified through the Innovation Partnership procedure.

PRE STAGE 0 - i INITIATION

- *Preparation of OffSite Project Initiation Document (OSPID) to include:*
 - **what** the Client requires to be done and the expected outcomes including OffSite aspirations.
 - **why** it needs to be done.
 - **who** needs to be involved - Project Manager, Client Project Sponsor/Executive, Project Team (including representatives of all disciplines likely to provide useful input into the project)
 - **how** it will be done - identifying risks involved and the needs and expectations of all stakeholders, including communications strategy.
 - **when** it will be done - setting out deadlines for all stages.
- *This document should be shared with the Client Project Sponsor and will serve as the vision, aims and objectives of the project and will be referred to throughout the project to guide, constrain and set parameters upon which regular reporting by the project team will take place.*

PRE STAGE 0 - ii LAND ASSEMBLY (IF REQUIRED BY CLIENT)

- *If required by Client, undertake land assembly duties (expand)*
- *Cross-refer / Update the OSPID accordingly*

STAGE 0 - STRATEGIC DEFINITION (IF NOT PREVIOUSLY ADDRESSED BY THE CLIENT)

- *Consider and define:*
 - *opportunities and advantages of applying OffSite across portfolios or programmes of projects.*

- *how OffSite might impact on the Business Case or Strategic Brief.*
- *whole life issues in the Strategic Brief including options for reuse or repurposing and recycling of components at the end of the building's life.*
- *Life Cycle Costing (LCC) analysis and Whole Life Cost (WLC) implications*
- *Consider how OffSite impacts on the assembly of the project team including how the project team will achieve a collaborative approach and how innovation can be incentivised.*
- *Feedback – Ensure lessons learned from previous projects have been incorporated.*
- *Cross-refer / Update the OSPID accordingly.*

STAGE 1 - PREPARATION AND BRIEF

- *Prepare the Project Brief, incorporating the client's OffSite requirements. This should include high-level targets for the extent of OffSite adoption and time / cost / waste savings against traditional benchmarks.*
- *When preparing the Project Brief, consider:*
 - *the appropriateness of early OffSite Manufacturer and Contractor involvement and action accordingly.*
 - *opportunities for 'repeatability', site / logistical constraints and early input from specialist subcontractors.*
 - *best practice OffSite exemplars for comparable projects.*
 - *how to emphasise the importance of OffSite in the Project Brief when assembling the project team and developing the Procurement Strategy, including how to select design team members with OffSite experience.*
 - *establishing and articulating the behaviours required for effective collaboration and the experience needed to deliver the OffSite solution.*
- *Obtain or prepare Site Information and incorporate in the Project Brief*
- *Undertake Feasibility Studies with the selected OffSite Manufacturer and Contractor and relevant members of the Project Team and test the feasibility of high-level OffSite objectives included in the OSPID.*
- *Cross-refer / Update the OSPID accordingly.*

STAGE 2 - CONCEPT DESIGN

- *Consider the appropriateness of early OffSite Manufacturer and Contractor involvement and action accordingly (if not undertaken at Stage 1).*
- *Prepare and agree a Pre-construction Services Agreement (PCSA), in which the selected OffSite Contractor leads the Concept Design, working with the Project Team or their own architects, to ensure designs are achievable and will deliver required benefits.*
- *Test initial Concept Design options against the OffSite aspirations set out in the Project Brief and/or OSPID*
- *Prepare the Construction Strategy considering OffSite aspects in Risk Assessments and the Health & Safety and Maintenance and Operational Strategies.*
- *Ensure that the Cost Information takes account of the OffSite methodologies set out in the Construction Strategy.*
- *Update the Procurement Strategy and hold discussions with contractors and specialist subcontractors relevant to the procurement route to test OffSite objectives set out in the Concept Design including the Construction Strategy.*
- *Cross-refer / Update the OSPID accordingly.*

STAGE 3 - DEVELOPED DESIGN

- *Instruct the selected OffSite Manufacturer and Contractor to compete the developed design, considering:*

- *buildability, including how the erection sequence, fabrication or manufacturing techniques and tolerances impact on interfaces.*
- *updated Cost Information.*
- *updated Risk Assessments and the Health and Safety and Maintenance and Operational Strategies.*
- *Update the Construction Strategy taking into account OffSite opportunities appropriate to the Developed Design and coordination activities.*
- *Arrange for the submission of Planning Application for the developed design, including pre- and post-application meetings.*
- *Cross-refer / Update the OSPID accordingly*

STAGE 4 - TECHNICAL DESIGN

- *Instruct the selected OffSite Manufacturer and Contractor to develop the OffSite technical design and specifications.*
- *Update the Construction Strategy considering the lifting, handling and transportation strategy for each component and sub-assembly.*
- *Consider manufacturing and assembly risks in the updated Risk Assessment and Health and Safety Strategy.*
- *Develop a commissioning plan optimising the use of factory acceptance testing.*
- *Cross-refer / Update the OSPID accordingly*

STAGE 5 - CONSTRUCTION

- *Update the Construction Strategy, including a logistics plan that ensures the right materials, plant and operatives are deployed in the right place at the right time.*
- *Instruct the selected OffSite Manufacturer and Contractor to proceed with the manufacture and construction of the project, capturing 'As-Constructed' Information.*
- *Capture Feedback including lessons learned from site installation to inform the Procurement Strategy of future projects.*
- *Cross-refer / Update the OSPID accordingly*

STAGE 6 - HANDOVER AND CLOSE OUT

- *Consider how to capture commissioning and 'As-Constructed' information in a manner that will assist the In Use stage including the potential disassembly of the building.*
- *Ensure that 'As-Constructed' Information relating to OffSite elements has been delivered including feedback on information to be incorporated into the client's in-house BIM object library (if appropriate).*
- *Provide Feedback on the capability and performance of Manufacturers, Contractors and subcontractors who delivered OffSite aspects.*
- *Cross-refer / Update the OSPID accordingly.*

STAGE 7 - IN USE

- *Develop, collect and record Life-Cycle Cost and Whole Life Cost data to inform future projects.*
- *Consider any Feedback during the In Use stage necessary to inform future projects.*
- *Monitor the performance of standardised components including maintenance and replacement and provide Feedback.*
- *Monitor disassembly or potential reuse of materials during demolition at the end of the stage and provide Feedback.*

2.5. Competence and experience

2.5.1. The service shall be provided by competent and experienced person(s) **who can provide evidence of a recognised qualification listed below and with OffSite construction experience:**

- *Prince 2 Practitioner*
- *CPMS or Equivalent Diploma or degree in project management.*
- *Registration with Architects Registration Board (ARB)*
- *Chartered Institute of Architectural Technologists (CIAT)*
- *Quantity surveying, building surveying or project management degree accredited by RICS or APM*
- *Member of the Royal Institution of Chartered Surveyors*
- *Chartered Project Management Surveyor*
- *MCIOB qualification or equivalent*

2.5.2. These services may be in house or subcontracted out. However, it is the Primary consultant's responsibility to ensure that all other consultants and sub-contractors are in compliance with the requirements of the framework.

2.6. General Performance Requirements

2.6.1. Project Documentation and Report Format

- 2.6.1.1. Project documentation and reports shall be provided in an interoperable approved format, (including with regards to any confidential or sensitive information) and, as a minimum, be open source, which shall be compatible with PDF, Word and Excel, made available and supplied by email (and hard copy when required) to the Client, its representatives and consultants, including contractors and sub-contractors, (when required). This shall be within the deadlines stipulated within the Call- off specification and Service Level Agreement Response Times.
- 2.6.1.2. All project documentation and reports shall be robust and technically competent, (including details of methodologies and procedures employed to ensure all relevant technical standards have been followed and met), be signed off internally as technically accurate prior to handover, and be provided in a format to meet the requirements and approval of the LHC Client.

- 2.6.1.3. Any reasonable requests for changes to draft documentation and reports from the LHC Client should be carried out at no charge, prior to finalisation of the report
- 2.6.1.4. All reports shall contain the technical qualifications, experience and signatures of the documentation or report authors, all relevant third party signatures, (e.g. from sub-contractors), the date and time of any inspections / monitoring / testing / assessments / surveys / audits carried out. Project documentation and reports shall include any caveats, qualifications, limitations and recommendations for any further services.
- 2.6.1.5. Project documentation and reports shall be made available to the client within the minimal standard for the framework of Five (5) working days.
- 2.6.1.6. It will be the responsibility of the Appointed Company to report any non-conformances to the Clients appointed responsible person, this must include recommendations for all necessary remedial action to mitigate the risk.
- 2.6.1.7. Appointed Companies' project documentation, reports and IT systems shall fully comply with the Data Protection Act 1998 and ISO 27001. All information recorded shall be the property of the LHC Client and available at no cost to the Client, with access to all information recorded on behalf of the Client supplied during the time of a call-off contract and on completion. This includes any agreements to store information on behalf of the Client for a predetermined period of time after the completion of a call-off contract.

2.6.2. Competence of all Tasks

- 2.6.2.1. The appointed company will confirm and ensure that it employs competent personal that have and maintain the appropriate qualifications and level of experience, and competency, including training and knowledge of applicable standards (in line with required common minimum technical standards and competency requirements) to carry out the services to be undertaken.
- 2.6.2.2. The appointed company must:
 - ensure that the competency of their employees is verified at no greater than 12-monthly intervals through examination of personnel records and any evidence of incompetency should be reported to the LHC appointed framework manager and LHC divisional manager, when required.
 - maintain records of current capability, training, competence and identified route to competence for each employee.
 - assign employees to projects commensurate with the levels of skill and competence required to undertake the tasks

2.6.3. Management of Contractors, Manufacturers and Consultants

- 2.6.3.1. The Appointed Company is required to actively manage all aspects of the Contractors', Manufacturers' and Consultants' involvement and shall retain responsibility for compliance with all requirements to ensure that all Services received by the LHC Clients comply with this framework agreement and other services agreed at call-off. This shall include;
 - Protecting the LHC Clients agreed contractual position and ensuring that the agreed allocation of risk is maintained and that value for money is achieved from the Contract;

- Monitoring performance against agreed Key Performance Indicators;
 - Solving any problems and preventing and where necessary resolving any disputes, where issues exist
 - Auditing and inspecting the Contractors' works, Manufacturers' fabrications and Consultants' services, ensuring that they comply with the contractual requirements on Quality, Health and Safety, Environmental and Legislative requirements;
 - Establishing and maintaining appropriate records and information management systems to record and manage the performance of the Contractors, Manufacturers and Consultants;
 - Receiving, checking and authorising invoices for payment for additional services;
 - Monitoring Contractors' approach to rectifying defects;
 - Managing communication between the LHC Clients and the Contractors, Manufacturers and Consultants.
- 2.6.3.2. The Appointed Company shall ensure that all Contractors, Manufacturers and Consultants shall take out and maintain with a reputable insurance, Appointed Company policy or policies of insurance providing an adequate level of cover in respect of all risks arising out of the Contractors', Manufacturers' or Consultants' performance, including death or personal injury, loss of or damage to property or any other loss.
- 2.6.3.3. Such policies shall include cover in respect of any financial loss arising from any advice given or omitted by the Contractors, Manufacturers or Consultants.