

Capital Works Management Framework

Guidance Note

Introduction to the Capital Works Management Framework

GN 1.0

Introduction to the Capital Works Management Framework
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Foreword

Purpose of this document

This document is one of a number of guidance notes aimed at facilitating the implementation of the Government's public sector construction procurement reform objectives. It is an overview of the Capital Works Management Framework (CWMF) introduced to assist in the satisfactory delivery of public sector capital works projects.

It outlines the constituent parts of the CWMF and how they fit together to provide a coherent and overarching structure to the delivery process of a public works facility.

Audience

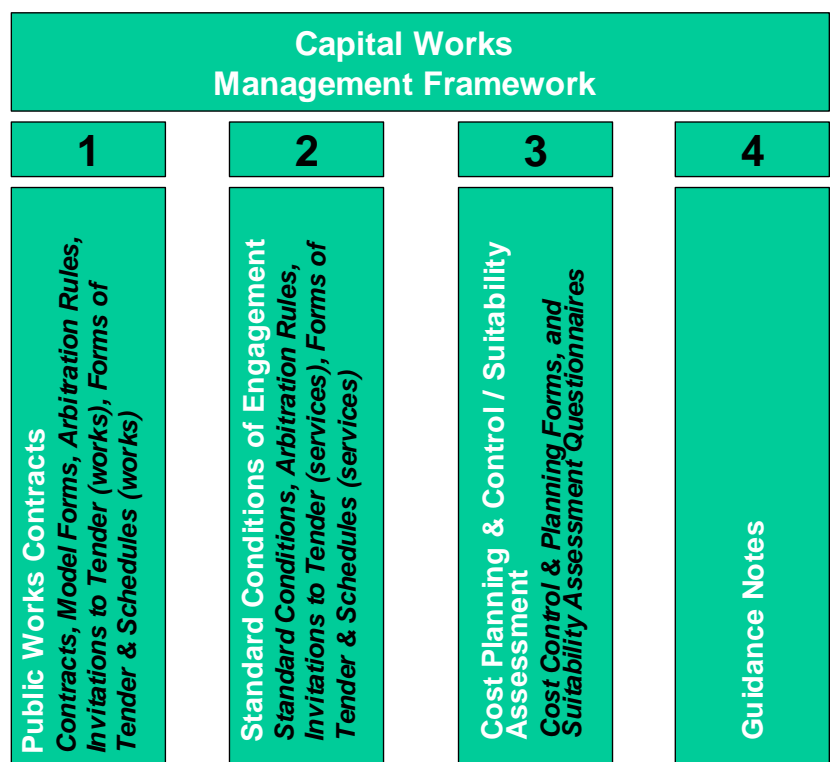
This document is intended primarily for the guidance of Sponsoring Agencies embarking on traditional and design-and-build projects. However, the role of the Sanctioning Authorities and any external consultants appointed in relation to the capital works projects is also considered.

1. Introduction

1.1 What is the Capital Works Framework

The Capital Works Management Framework (CWMF) is a structure that has been developed to deliver the Government’s objectives in relation to public sector construction procurement reform. It consists of a suite of best practice guidance, standard contracts and generic template documents that form four pillars that support the Framework; the pillars are:

1. A suite of standard forms of construction contracts and associated model forms, model invitations to tender, forms of tender & schedules, arbitration rules and notes on authorised bonding businesses and weather events;
2. The standard conditions of engagement for consultants and associated model forms, model invitations to tender, forms of tender & schedules and arbitration rules;
3. Standard templates to record cost planning and control information; and for suitability assessment; and
4. Extensive guidance notes covering the various activities in a project delivery process.



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1. Introduction, Continued

1.1 What is the Capital Works Framework, (Continued)

The content of the four pillars is outlined below. Furthermore, the documents are coded according to the following scheme:

Code	Description	Code	Description
PW-CF	Public Works Contract Form	COE	Standard Conditions of Engagement
MF	Model Form	GN	Guidance Note
AR	Arbitration Rules	CO	Cost Planning / Control Form
ITTS	Invitation to Tender, Services	ITTW	Invitation to Tender, Works
QC	Questionnaire: Suitability Assessment for Service Provider	QW	Questionnaire: Suitability Assessment for Works Contractor
FTS	Form of Tender and Schedule	GL	Glossary
WE	Data on Weather Event		

1.2 Strategic Objectives of the CWMF

The strategic objectives of the Government’s Capital Works Management Framework are to ensure:

- Greater cost certainty at contract award stage;
- Better value for money at all stages during project delivery, particularly at handover stage; and
- More efficient end-user delivery.

Provided there is a comprehensive definition of the Client’s requirements in terms of output specifications, and adequate pre-tender detail design input (in the cast of traditional contracts), the Public Works Contracts will enable the key objectives outlined above be achieved. The degree to which output specifications and the pre-tender detailed design input is developed is determined by the following guiding principles which underpin the new contracts:

- To ensure as far as practicable that the accepted tender prices and the final outturn costs are the same; and
- To allocate risk so that there is optimal transfer of risk to the Contractor.

The public sector Client is called ‘the Employer’ in the Public Works Contracts. The achievement of optimal risk transfer is dependent on the Employer providing complete and detailed information in the tender documentation:

- For design-and-build projects, the Employer must provide detailed output specifications; and
- For traditional projects, the Employer must provide comprehensive input designs and specifications

In response to an invitation to tender, prospective consultants and contractors can assess the impact of the risks being transferred and build the costs of such risks into their tender price.

2. Pillar 1: Public Works Contracts

Pillar 1 of the CWMF consists of Public Works Contracts, and their associated Model Forms, Arbitration Rules, Invitations to Tender, Forms of Tender & Schedules.

2.1 Forms of Contract for Public Works

There are nine forms of Contract for Public Works, each of which is appropriate in different circumstances.

Code	Contract	Nature of Works
PW-CF1	Public Works Contract for Building Works designed by the Employer	Building
PW-CF2	Public Works Contract for Building Works designed by the Contractor	Building
PW-CF3	Public Works Contract for Civil Engineering Works designed by the Employer	Civil Engineering
PW-CF4	Public Works Contract for Civil Engineering Works designed by the Contractor	Civil Engineering
PW-CF5	Public Works Contract for Minor Building and Civil Engineering works designed by the Employer	Minor Works, Building and Civil Engineering
PW-CF6	Public Works Short Form of Contract	All types of work associated with building and civil engineering
PW-CF7	Public Works Investigation Contract	Investigation Work, Building and Civil Engineering above and below ground.
PW-CF8	Public Works Short Form of Investigation Contract	Investigation Work, Building and Civil Engineering above and below ground
PW-CF9	Public Works Framework Agreement	Any type of work associated with construction
PW-CF10	Public Works Contract for EARLY COLLABORATION	Any type of work with value in excess of €100m where early Contractor engagement is required
PW-CF11	Public Works Term Maintenance and Refurbishment Works Contract	For urgent and planned maintenance & refurbishment

2. Pillar 1: Public Works Contracts, Continued

2.2 Model Forms

The model forms are *examples* of the forms that are to be used (as appropriate) under the Capital Works Management Framework. Each of the model forms are described briefly below:

Model Forms Summary	
Code	Description
MF 1.1	<p>Bid Bond</p> <p>This is a model of the bid bond that may be used with a Public Works Contract.</p> <p>A bid bond is effectively a contract of guarantee whereby the guarantor or surety (authorised to do guarantee business) undertakes to pay damages to a second party, in this case the Employer, when the Contractor does not honour his tender. In essence, the guarantor undertakes to be answerable for losses suffered by the Employer if the Contractor withdraws following a bid.</p>
MF 1.2	<p>Letters notifying Candidates/Tenderers</p> <p>These are models of the letter sent by the Client/Employer to Candidates and Tenderers at varying points during the tender process. Different models exist for Open and Restricted competition and above and below threshold. A selection of model forms exist for instances where:</p> <ul style="list-style-type: none"> ▪ Tenderer/Candidate submits non-compliant tender; ▪ Tenderer/Candidate submits Abnormally low Tender; ▪ Tenderer/Candidate must submit evidence to support declaration; ▪ Tenderer/Candidate to be eliminated following pre-qualification; and ▪ Tender/Candidate is unsuccessful or successful;
MF 1.4	<p>Letter of Acceptance</p> <p>This is a model of the letter sent by the Employer to the successful Tenderer to form the Contract.</p>
MF 1.5	<p>Letter to Tenderers Notifying Award</p> <p>This is a model of the letter sent by the Client/Employer to the unsuccessful Tenderers after the Contract has been awarded.</p>

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2. Pillar 1: Public Works Contracts, Continued

2.2 Model Forms, (Continued)

The model forms are *examples* of the forms that are to be used (as appropriate) under the Capital Works Management Framework. Each of the model forms are described briefly below:

Model Forms Summary	
Code	Description
MF 1.6	<p>Performance Bond</p> <p>This is a model of the performance bond that may be used with a Public Works Contract.</p> <p>A Performance Bond is effectively a contract of guarantee whereby the guarantor or surety (authorised to do guarantee business) undertakes to pay damages to a second party, in this case the Employer, arising from a breach of contract, for losses sustained by the Employer due to non-performance by the Contractor. In essence, the guarantor undertakes to be answerable for losses (up to the limit of the Bond) suffered by the Employer if the Contractor's obligations are not performed in accordance with the Contract.</p>
MF 1.7	<p>Parent Company Guarantee</p> <p>This is a model of the parent company guarantee that may be used with a Public Works Contract.</p> <p>A parent company guarantee assures the Employer recourse to the parent company's financial standing, technical capability and resources provided the parent company is prepared to underwrite the liabilities of its subsidiary in the competition. For example, such a guarantee should be required if the partners in a joint venture go forward as the Contractor in a tender competition having relied on their parent company's financial standing, technical capability or resources to pass the assessment process.</p>
MF 1.8 and MF 1.9	<p>Novation and Guarantee Agreement / Novation Agreement</p> <p>Novation is where the Contractor takes over the role and responsibilities of the Employer in relation to a contract that the Employer has with another party. This arises where an Employer enters into a contract with another party with the intention that at some time during that contract the main Contractor will replace the Employer through a novation arrangement.</p> <ul style="list-style-type: none"> ▪ MF 1.8 is the model of the novation and guarantee agreement that may be used with a Public Works Contract where the contract is being novated to a joint venture company. ▪ MF 1.9 is the model of the novation agreement that may be used in all other circumstances.

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2. Pillar 1: Public Works Contracts, Continued

2.2 Model Forms, (Continued)

The model forms are *examples* of the forms that are to be used (as appropriate) under the Capital Works Management Framework. Each of the model forms are described briefly below:

Model Forms Summary	
Code	Description
MF 1.10	<p>Appointment of Project Supervisor</p> <p>This is a model of the form to be used when the Contractor is appointed as Project Supervisor for the Construction Stage (PSCS) or as Project Supervisor for the Design Process (PSDP) and PSCS. It is also used when a Contractor's nominee is appointed as PSDP.</p>
MF 1.11	<p>Professional Indemnity Insurance Certificate</p> <p>This is a model of the form used to certify that the Contractor has professional indemnity insurance.</p> <p>Where it is requested, the Contractor is responsible for maintaining professional indemnity insurance in relation to design negligence. It may be required on traditional contracts where there is a large amount of Contractor or Specialist design, and it is always required on all contractor-designed projects.</p>
MF 1.12	<p>Collateral Warranty</p> <p>This is the model of the form of collateral warranty used to create a contractual link between specialists and the Employer.</p> <p>A collateral warranty is a form of deed that seeks to create a contractual link between the Employer and specialists contracted to the main works contractor. This can be of value where, for example, the main works contractor becomes bankrupt, as the Employer has step-in rights by virtue of the collateral warranty, and the Employer also has access to the specialists in relation to their design liability.</p>
MF 1.13	<p>Rates of Pay and Conditions of Employment Certificate</p> <p>This is a model of the certificate used to certify that the Contractor is compliant with the Industrial Relations Acts 1946 to 2015 and all other relevant legislative requirements.</p>
MF 1.14	<p>Bond – Unfixed Works Items</p> <p>This is the model of the form of bond that the Contractor must have in place as a condition of payment for certain unfixed or offsite works items.</p> <p>These are items that have not yet been incorporated into the works.</p>

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2. Pillar 1: Public Works Contracts, Continued

2.2 Model Forms, (Continued)

The model forms are *examples* of the forms that are to be used (as appropriate) under the Capital Works Management Framework. Each of the model forms are described briefly below:

Model Forms Summary	
Code	Description
MF 1.15	<p>Retention Bond</p> <p>This is the model of the form of retention bond that the Contractor must give the Employer in return for payment that would otherwise be retained until the end of the Defects Period.</p>
MF 1.16	<p>Appointment of Conciliator</p> <p>This is the model of the form appointing the conciliator who is engaged to assist in the resolution of any dispute between the Employer and the Contractor.</p>
MF 1.17	<p>Bond – Conciliator’s Recommendation</p> <p>If the conciliator recommends that the Employer should make a payment to the Contractor and the Employer does not agree with that recommendation, the Employer should issue a <i>notice of dissatisfaction</i> and make the payment subject to the receipt of a bond provided by the Contractor for the same amount as the payment. This form is a model for such a bond.</p> <p>The purpose of the bond is to cover the eventuality that the final resolution of the dispute (by arbitration) might reverse the conciliator’s recommendation.</p> <p>Note: This provision can also be utilised by the Contractor if the Contractor has to make a payment to the Employer on foot of a conciliator’s recommendation.</p>
MF 1.18	<p>Appointment of Standing Conciliator</p> <p>This is the model of the form appointing the standing conciliator who is engaged to assist the Parties in the avoidance of disputes, to assist the Parties in avoidance of costly and lengthy formal dispute resolution procedures, and to assist the Parties to establish agreement upon issues before they crystallise into a dispute.</p>
MF 1.19	<p>Bond – Reserved Specialist Performance Bond</p> <p>This is a model of the performance bond that may be used where Reserved Specialists have been engaged on a Public Works Contract.</p> <p>A Performance Bond is effectively a contract of guarantee whereby the guarantor or surety (authorised to do guarantee business) undertakes to pay damages to a second party, in this case the Contractor, arising from a breach of sub-contract, for losses sustained by the Contractor due to non-performance by the Reserved Specialist. In essence, the guarantor undertakes to be answerable for losses (up to the limit of the Bond) suffered by the Contractor if the Reserved Specialist’s obligations are not performed in accordance with the Sub-Contract</p>

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2. Pillar 1: Public Works Contracts, Continued

2.2 Model Forms, (Continued)

The model forms are *examples* of the forms that are to be used (as appropriate) under the Capital Works Management Framework. Each of the model forms are described briefly below:

MF 1.20	Notification to named Specialists of amounts included in Main Contract Payment Certificate for named Specialist works
	Letter sent by the Employer’s Representative to a Reserved Specialist confirming the amount included within the certificate of payment to the Main Contractor that is attributable to the works carried out by the Reserved Specialist

2.3 Arbitration Rules

Disputes not resolved by the dispute management procedure or conciliation, (where applicable in both instances), are referred to arbitration under *Arbitration Rules for Use with Public Works and Construction Services Contracts* (AR 1) that forms part of the Capital Works Management Framework. This is specified as follows:

Contract		Arbitration Clause
Public Works Contract	PW-CF1 to PW-CF5	Schedule, Part 1N
	PW-CF6 and PW-CF8	Does not apply
	PW-CF7	Schedule, Clause 16.2
	PW-CF10	Schedule 11, Part 3

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2. Pillar 1: Public Works Contracts, Continued

2.4 The Invitation to Tender

The Invitation to Tender includes both the invitation to tender letter and the instructions to tenderers. The letter is short and simple, and all information relating to the tender should be included in the attached Instructions to Tenderers. The table below sets out the forms Instructions to Tenderer available:

Document Code	Title	Applicable Contract
ITTW 1	Instructions to Tenderers for Works, Restricted Procedure for Works Contractors	<i>PW-CF1; PW-CF3; PW-CF5</i>
ITTW 1a	Instructions to Tender for Works, Restricted Procedure for Works Contractors	<i>PW-CF2; PW-CF4; PW-CF7; PW-CF8</i>
ITTW 2	Instructions to Tenderers for Works, Open Procedure for Works Contractors	<i>PW-CF1; PW-CF2; PW-CF3; PW-CF4; PW-CF5</i>
ITTW 3	Instructions to Tenderers for Works, Open Procedure for Investigation Works Contractors	<i>PW-CF7; PW-CF8</i>
ITTW 4	Instructions to Tenderers for Works, Open Procedure for Works Contractors using the Short Public Works Contract	<i>PW-CF6</i>
ITTW 5	Instructions to Tenderers for Works, Restricted Procedure for Works Contractors using the Short Public Works Contract	<i>PW-CF6</i>
ITTW 6	Instructions to Tenderers, Restricted Procedure for Works Contractors using the Term Maintenance & Refurbishment Works Contract	<i>PW-CF11</i>

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2. Pillar 1: Public Works Contracts, Continued

2.4 The Invitation to Tender, (continued)

Document Code	Title	Applicable Contract
ITTW 7	Instructions to Tenderers, Open Procedure for Works Contractors using the Term Maintenance & Refurbishment Works Contract	PW-CF11
ITTW 8	Instructions to Tenderers for Reserved Specialists Works, Restricted Procedure	Conditions of Sub-Contract (NN) published by the Construction Industry Federation

2.5 Forms of Tender and Schedules

The Form of Tender and Schedule are issued as part of the tender documents.

- The Form of Tender is where the tenderer can fill in details relating to their offer, including the lump sum for which they are offering to complete the works.
- The Schedule is the part of the Contract that specifies the particular details relating to a particular project. The table below gives further details

Contract conditions	Schedule details
PW-CF1, PW-CF2, PW-CF3, PW-CF4, PW-CF5.	<ul style="list-style-type: none"> ▪ The Employer completes Part 1 of the Schedule before tenders are invited and includes it with the form of tender. ▪ The tenderer completes Part 2 of the Schedule and the Works Proposals in Part 1 and submits it with the <i>completed</i> form of tender and other tender proposal documents. ▪ The Employer completes Part 3 of the Schedule after Tender and prior to issue of the Letter of Acceptance.
PW-CF6, PW-CF7, PW-CF8, PW-CF11.	The Schedule is in one part only which the Employer completes before tenders are invited and includes it with the form of tender.

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2. Pillar 1: Public Works Contracts, Continued

2.5 Forms of Tender and Schedules, (continued)

Contract conditions	Schedule details
PW-CF10	<ul style="list-style-type: none"> The Schedule for PW-CF10 consists of 12 separate Schedules to be completed by the Employer and the Contractor
Conditions of Sub-Contract (NN)	<ul style="list-style-type: none"> The Employer completes Part 1 of the Schedule before tenders are invited and includes it with the form of tender. The Reserved Specialist tenderer completes Part 2 of the Schedule and the Works Proposals in Part 1 and submits it with the <i>completed</i> form of tender and other tender proposal documents.

2.6 Choosing the Form of Tender

The correct form of tender must be used with each form of contract, as set out in the following table:

For this Form of Contract ...	Use this Form of Tender.
PW-CF1 Public Works Contract for Building Works designed by the Employer	<i>FTS 1</i> Form of Tender and Schedule: Public Works Contract for Building Works designed by the Employer. Appendix 7 and Appendix 8 may be attached to the Schedule if PVC2 is being used.
PW-CF2 Public Works Contract for Building Works designed by the Contractor	<i>FTS 2</i> Form of Tender and Schedule: Public Works Contract for Building Works designed by the Contractor. Appendix 7 and Appendix 8 may be attached to the Schedule if PVC2 is being used.
PW-CF3 Public Works Contract for Civil Engineering Works designed by the Employer	<i>FTS 3</i> Form of Tender and Schedule: Public Works Contract for Civil Engineering Works designed by the Employer. Appendix 7 and Appendix 8 may be attached to the Schedule if PVC2 is being used.
PW-CF4 Public Works Contract for Civil Engineering Works designed by the Contractor	<i>FTS 4</i> Form of Tender and Schedule: Public Works Contract for Civil Engineering Works designed by the Contractor. Appendix 7 and Appendix 8 may be attached to the Schedule if PVC2 is being used.
PW-CF5 Public Works Contract for Minor Building and Civil Engineering works designed by the Employer	<i>FTS 5</i> Form of Tender and Schedule: Public Works Contract

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2. Pillar 1: Public Works Contracts, Continued

2.6 Choosing the Form of Tender, (continued) The correct form of tender must be used with each form of contract, as set out in the following table:

For this Form of Contract ...	Use this Form of Tender.
PW-CF6 Public Works Short Form of Contract	<i>FTS 6</i> Form of Tender and Schedule: Public Works Short Form of Contract
PW-CF7 Public Works Investigation Contract	<i>FTS 7</i> Form of Tender and Schedule: Public Works Investigation Contract
PW-CF8 Public Works Short Form of Investigation Contract	<i>FTS 8</i> Form of Tender and Schedule: Public Works Short Form of Investigation Contract
PW-CF9 Public Works Framework Agreement	<p>If there is a tender competition for an initial contract as part of the establishment of a framework agreement, use FTS 1 to FTS 8 as appropriate.</p> <p>If there is not to be a tender competition for an initial contract but instead a competition to fill a number of places on the Framework Agreement then the instructions issued to interested parties competing for a place on the Framework Agreement should define the return documents required. A formal signed offer document with an acceptance section (as part of the submission documents) has the advantage of being accepted by the Employer and thereby contractually binding the party to the terms of its offer under the framework agreement. Alternatively, the winners of places on the framework can be invited to sign the Framework Agreement, and this brings the contract into existence.</p> <p>For any subsequent mini-competitions under the framework agreement FTS1 to FTS8 should be used as appropriate.</p>
PW-CF10	<i>FTS 11</i> Form of Tender and Schedule: Public Works Contract for Early Collaboration
PW-CF11	<i>FTS 12</i> Form of Tender and Schedule: Term Maintenance and Refurbishment Contract
Note 1: When tendering for a <i>Reserved Specialist</i> use FTS 13 Form of Tender and Schedule: Conditions of Sub-Contract (NN) published by the CIF	

3. Pillar 2: Conditions of Engagement

Pillar 2 of the CWMF consists of two Standard Conditions of Engagement, their associated Invitations to Tender, Forms of Tender and Schedule, Model Forms, and the Arbitration Rules.

3.1 Standard forms for Consultancy and Archaeological services

Standard Conditions of Engagement and Forms of Tender & Schedules (Services)

The form of contract used for consultancy services for work relating to a capital works project and their associated forms of tender and schedules are:

Code	Description
COE 1	<p>Standard Conditions of Engagement for Consultancy Services (Technical)</p> <p>This is used for all such contracts with consultants (other than Archaeology Services).</p>
FTS 9	<p>Form of Tender and Schedule, Consultancy Services (Technical)</p> <p>A Schedule (in two parts) that records the details that are specific to the particular engagement together with the form of tender.</p>
COE 2	<p>Standard Conditions of Engagement for Archaeology Services</p> <p>This is to be used for all contracts for archaeological services.</p>
FTS 10	<p>Form of Tender and Schedule, Archaeology Services</p> <p>A Schedule (in two parts) that records the details that are specific to the particular archaeology engagement together with the form of tender.</p>

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3. Pillar 2: Conditions of Engagement, Continued.

3.1 Standard forms for Consultancy and Archaeological services, (continued)

Invitations to Tender

There are four forms of Invitation to Tender for services, two for restricted, and two for open procedures:

If procurement procedure for works is ...	then use ...
Restricted	<i>Instruction to Tender for Services (Restricted Procedure) Calculate Hourly Rate</i> (ITTS 1a) Or <i>Instruction to Tender for Services (Restricted Procedure) Tendered Hourly Rate</i> (ITTS 1b)
Open	<i>Instruction to Tender for Services (Open Procedure) Calculate Hourly Rate</i> (ITTS 2a) Or <i>Instruction to Tender for Services (Open Procedure) Tendered Hourly Rate</i> (ITTS 2b)

3.2 Model Forms

The model forms are *examples* of the forms that are to be used (as appropriate) under the Capital Works Management Framework. Each of the model forms are described briefly below:

Model Forms Summary	
Code	Description
MF 2.1	Professional Indemnity Insurance Certificate This is a model of the form used to certify that the Consultant has professional indemnity insurance.
MF 2.2	Letter of Acceptance This is a model of the letter sent by the Employer to the successful Tenderer to form the Contract
MF 2.3	Collateral Warranty This is the model of the form of collateral warranty used to create a contractual link between sub-consultants and the Employer.

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3. Pillar 2: Conditions of Engagement, Continued.

3.2 Model Forms, (continued) The model forms are *examples* of the forms that are to be used (as appropriate) under the Capital Works Management Framework. Each of the model forms are described briefly below:

Model Forms Summary	
Code	Description
MF 2.4	<p>H & S Compliance Declaration by all General Service Provider</p> <p>Declaration from the Service Provider regarding their compliance with Safety and Health Legislation for provision of general services</p>
MF 2.5	<p>H & S Compliance Declaration by PSDP</p> <p>Declaration from the Service Provider regarding their compliance with Safety and Health Legislation for provision of Project Supervisor Design Phase, (PSDP) services</p>
MF 2.6	<p>H & S Compliance Declaration by PSCS</p> <p>Declaration from the Service Provider regarding their compliance with Safety and Health Legislation for provision of Project Supervisor Construction Stage, (PSCS) services</p>

3.3 Arbitration Rules

Disputes not resolved by the dispute management procedure or conciliation, (where applicable in both instances), are referred to arbitration under *Arbitration Rules for Use with Public Works and Construction Services Contracts (AR 1)* that forms part of the Capital Works Management Framework. This is specified as follows:

Contract	Arbitration Clause
<p>Standard Conditions of Engagement for Consultancy Services (Technical) and Standard Conditions of Engagement for Archaeology Services</p>	<p>Schedule Part A, Clause 16 Schedule Part A, Clause 17</p>

4. Pillar 3: Cost Planning/Control and Suitability Assessment

Pillar 3 of the CWMF consists of standard templates for cost planning, cost control and suitability assessment questionnaires.

4.1 Standard Forms for Cost Planning & Cost Control

There are standard templates for cost planning and cost control: one suitable for building projects (CO 1.1a), and a number of others that are suitable for civil engineering projects in different sectors i.e. Roads (CO 2.1a), Water and Waste Water Services (CO 2.2a) and Marine (CO 2.3a). Each form can be used as a template for different cost planning and control functions at different stages in the delivery process of a project. There are also guidance notes on how to use the templates: CO 1 for Building and CO 2 for Civil Engineering.

All of the principal cost-holding categories are established when the Outline Cost Plan is produced. The values in each category then go through a process of being validated every time a new report is produced as the project progresses through its delivery process, up to the completion of Analysis of Outturn Costs report. The following table summarises the main cost report activities and their output documents.

Cost Document	Description
Outline Cost Plan (Building and Civil Engineering Works)	<p>The Outline Cost Plan is a schedule of principal cost holding categories that are established at the start of the design process and remain constant up to the Analysis of Outturn Costs stage.</p> <p>The value of each cost holding category can be subject to change during at the various validation stages in the delivery process of a project, ranging from realistic target costs in the Outline Cost Plan to actual incurred costs at the Analysis of Outturn Costs. The initial values entered in the Outline Cost Plan should be realistic target costs. In summary the Outline Cost Plan should be based on:</p> <ul style="list-style-type: none"> ▪ The Outline Sketch Scheme (design) / Preliminary Planning (design) developed for the most realistic cost-effective option in a range of options for a project; ▪ Benchmark cost data adjusted to establish realistic targets for each principal cost-holding category; ▪ Costs associated with the assessment of site / ground conditions – using updated historical cost data and approximate quantities where appropriate. <p>The Outline Cost Plan total should in addition include for VAT at the appropriate rates.</p> <p>As every project is different, professional judgement should be exercised as to the levels of investigation and reporting requirements that are needed for a particular project – including appropriate investigation into market behaviour and prices.</p> <p>The Outline Cost Plan is a key cost document that informs Project Review 3.</p>

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4. Pillar 3: Cost Planning/Control and Suitability Assessment, Continued

4.1 Standard Forms for Cost Planning & Cost Control, (continued)

Cost Document	Description
<p>Developed Cost Plan (Building Works)</p> <p>Outline Cost Plan, Revised (Civil Engineering Works)</p>	<p>The Developed Cost Plan / Outline Cost Plan (revised) is the key cost control document developed at the conclusion of the Developed Sketch Scheme / Preliminary Planning stage.</p> <p>The principal cost holding categories in the Outline Cost Plan are disaggregated into sub-cost holding categories as appropriate in the Developed Cost Plan/Outline Cost Plan (revised) and adjusted in line with design changes as the design evolves during Project Reviews 4 and 6 in the planning stage.</p> <p>The Developed Cost Plan/Outline Cost Plan, Revised is a key cost document that informs Project Review 4. It is at this review stage that clearance from the Sanctioning Authority is required before the project can proceed.</p> <p>These cost plans may be subject to amendment as the project passes through Project Reviews 5 and 6.</p>
<p>Tender Cost Analysis (Building and Civil Engineering Works)</p>	<p>The Tender Cost Analysis takes place at tender evaluation stage based on the preferred tenderer's price. Its purpose, during the tender evaluation stage, is to enable the comparison of the detailed tender costs under the relevant principal and subsidiary cost holding categories with those in the pre-tender budgeted costs as set out in the most recently developed/revised cost plan.</p> <ul style="list-style-type: none"> ▪ For Employer-designed projects, this will be the Developed Cost Plan (Building Works) or Outline Cost Plan Revised (Civil Engineering Works); and ▪ For design-and-build projects, this will be the last cost plan developed in advance of the transfer of design risk to the Contractor – typically, the Outline Cost Plan.
<p>Analysis of Outturn Costs (Building and Civil Engineering Works)</p>	<p>The Analysis of Outturn Costs takes place as part of the Project Review when the project has been completed. Its purpose is to compare the actual outturn costs of the project with the budgeted costs as set out in the Tender Cost Analysis. It is structured in the same way as the Tender Cost Analysis with adjusted costs (as a result of compensation events) for the principal and subsidiary cost holding categories.</p>

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4. Pillar 3: Cost Planning/Control and Suitability Assessment, Continued

4.2 Suitability Questionnaires

The suitability assessment procedure involves inviting applicants to submit information (and their named specialists where so requested by the Employer) in response to a customised standard questionnaire. The Employer uses the information in the responses to determine which applicants (under a restricted procedure) or which tenderers (under an open procedure) meet the suitability standards and which do not.

The standard approach to suitability assessment is intended to ensure only those service providers or works contractors that qualify against certain-objective and transparent, non-discriminatory, proportionate and fair criteria progress to the next stage of the procurement procedure for publicly funded projects.

The Capital Works Management Framework includes a number of suitability assessment questionnaires that are used in different circumstances, as outlined in the following table:

Suitability Assessment for Service Providers	
QC 1	Questionnaire: Suitability Assessment for Service Provider: Restricted Procedure
QC 2	Questionnaire: Suitability Assessment for Service Provider: Open Procedure
Suitability Assessment for Works Contractors	
QW 1	Questionnaire: Suitability Assessment for Works Contractor, Restricted Procedure
QW 2	Questionnaire: Suitability Assessment for Works Contractor, Open Procedure
QW 3	Questionnaire: Suitability Assessment for Works Specialist for Specialist Area of Work
QW 4	Questionnaire: Suitability Assessment for Reserved Specialist, Restricted Procedure.

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4. Pillar 3: Cost Planning/Control and Suitability Assessment, Continued

4.3 Suitability Questionnaires - Appendices There are a number of *Appendices* for use with each Questionnaire, as set out in the table below:

Ref.	Document Title	QC1	QC2	QW1	QW2	QW3	QW4
A	Applicant's Personal Situation Declaration	✓	✓	✓	✓	✓	✓
A1	Letter of Confirmation that Declaration on Oath is still valid	✓	✓	✓	✓	✓	✓
B1	List of Previous Projects/Certificate of Satisfactory Execution	✓	✓	✓	✓	✓	✓
B2	Certificate of Satisfactory Execution – Works Only	✗	✗	✓	✓	✓	✓
B3	Certificate of Satisfactory Delivery of Services	✓	✓	✓	✓	✗	✗
C1	Health and Safety Declaration – Contractor or PSCS Appointments	✗	✗	✓	✓	✓	✓
C2	Health and Safety Compliance Declaration by Contractor as Designer/PSDP/SC Appointment	✗	✗	✓	✓	✗	✗
C3	Health and Safety Compliance Declaration – Contractor/ Specialist	✗	✗	✓	✓	✓	✓
C4	Health and Safety Compliance Declaration – Project Supervisor for the Construction Stage	✗	✗	✓	✓	✓	✗
C5	Health and Safety Compliance Declaration – Contractor/ Specialist as Designer	✗	✗	✓	✓	✓	✓
C6	Health and Safety Compliance Declaration – Project Supervisor for the Design Process/Health and Safety Coordinator Appointment	✗	✗	✓	✓	✓	✗
D	Declaration that Applicant can meet Minimum Standard for Economic and Financial Criteria in Suitability Questionnaire	✗	✗	✓	✓	✓	✓

Continued on next page

4. Pillar 3: Cost Planning/Control and Suitability Assessment, Continued

4.3 Suitability Questionnaires – Appendices, (continued)

There are a number of *Appendices* for use with each Questionnaire, as set out in the table below:

Ref.	Document Title	QC1	QC2	QW1	QW2	QW3	QW4
E	Declaration that Applicant can meet the Minimum Standard set in the Suitability Questionnaire for Technicians or Technical Bodies responsible for Quality Control and those upon whom the contractor can call in order to carry out the work / in regard to providing a service and also study and research facilities	x	x	✓	✓	✓	✓
F	Declaration that Applicant can meet the Minimum Standard for the Technical Equipment Criterion in Suitability Questionnaire	x	x	✓	✓	✓	✓
G	Declaration that Applicant can meet Minimum Health and Safety Standards in regard to Educational and Professional Qualifications in Supplement 3.4.1 to Suitability Questionnaire	x	x	✓	✓	✓	✓
H	Declaration that Applicant can meet Minimum Health and Safety Standards in regard to Educational and Professional Qualifications in Supplement 3.4.2 to Suitability Questionnaire	x	x	✓	✓	✓	✓
I	Letter of Undertaking from Surety Company regarding Bond	x	x	✓	✓	x	✓
J	Bankers Letter re Lending/On Demand / Overdraft Facilities	x	x	✓	x	x	✓
K	Letter of Undertaking from Insurance Company/Insurance Broker regarding Professional Indemnity Insurance	x	x	✓	x	x	✓

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4. Pillar 3: Cost Planning/Control and Suitability Assessment, Continued

4.4 Suitability Questionnaires - Supplements

There are a number of *Supplements* for use with each of the Works Questionnaire, as set out in the table below:

Specific to <u>QW1</u> only	
Ref. No.	Document Title
QW1 – 3.4.1	QW1 Supplement 3.4.1: Health and Safety Competence of Contractor
QW1 – 3.4.2	QW1 Supplement 3.4.2: Health and Safety Competence of Project Supervisor for the Construction Stage
Specific to <u>QW2</u> only	
Ref. No.	Document Title
QW2 – 3.4.1	Supplement 3.4.1: Health and Safety Competence of Contractor
QW2 – 3.4.2	Supplement 3.4.2: Health and Safety Competence of Project Supervisor for the Construction Stage
QW2 – 3.4.3	Supplement 3.4.3: Health & Safety Competence of Contractor as Designer
QW2 – 3.4.4	Supplement 3.4.4: Health & Safety Competence of Project Supervisor for The Design Process and Health and Safety Coordinator
Specific to <u>QW3</u> only	
Ref. No.	Document Title
QW3 – 3.4.1	Supplement 3.4.1: Health and Safety Competence of Works Specialist
QW3 – 3.4.2	Supplement 3.4.2: Health & Safety Competence of Works Specialist with Design Input
Specific to <u>QW4</u> only	
Ref. No.	Document Title
QW4 – 3.4.1	QW4 Supplement 3.4.1: Health and Safety Competence of Specialist
QW2 – 3.4.2	QW4 Supplement 3.4.2: Health & Safety Competence of Works Specialist with Design Input

5. Pillar 4: Guidance Notes and Glossary

Pillar 4 of the CWMF consists of a comprehensive suite of guidance notes aimed at facilitating the implementation of the Government's reforms in construction procurement.

5.1 Guidance Notes and Project Stages

The following table summarises where the individual guidance notes fit into the delivery process of a works project. This is followed by a detailed summary of the content and purpose of each guidance note. The project stages in the headers of the four columns relate to three of the stages in the *Guidelines for the Appraisal and Management of Capital Expenditure Proposals in the Public Sector*.

		Project Stages			
		1 Planning Initial	2 Planning Developed	3 Implementation	4 Review
GN 1	Introduction to the Capital Works Management Framework ¹	✓	✓	✓	✓
GN 1.1	Project Management	✓	✓	✓	✓
GN 1.1.1	Building Control (Amendment) Regulations 2014 Procurement Implications for Contracting Authorities	✓	✓	✓	
GN 1.2	Project Definition and Development of the Definitive Project Brief	✓	✓		
GN 1.3	Budget Development	✓	✓	✓	
GN 1.4	Procurement and Contract Strategy for Public Works Contracts	✓	✓		
GN 1.5	Public Works Contracts	✓	✓	✓	
GN 1.5.1	Public Works Contracts: Managing the Pre-Contract Phase	✓	✓		
GN 1.5.2	Public Works Contracts: Price Variation Clauses			✓	
GN 1.5.3	Public Works Contracts: The Pricing Document		✓	✓	
GN 1.6	Procurement Process for Consultancy Services.	✓	✓		
GN 1.6.1	Suitability Assessment of Construction Service Providers, Restricted Procedure	✓	✓		
GN 1.6.2	Suitability Assessment of Construction Service Providers, Open Procedure	✓	✓		
GN 1.6.3	Suitability Assessment of Construction Service Providers – Minimum Standards for Suitability Criteria	✓	✓		
GN 1.7	Standard Conditions of Engagement, Guidance Note and Sample Schedule	✓	✓	✓	
GN 2.1	Design Development Process		✓		
GN 2.2	Planning and Control of Capital Costs		✓	✓	✓
GN 2.3	Procurement Process for Works Contractors		✓		
GN 2.3.1	Suitability Assessment of Works Contractors, Restricted Procedure		✓		
GN 2.3.1.1	Random Selection Guidance Notes		✓		
GN 2.3.1.2	Suitability Criteria for Contractors, Submission of Evidence & Procurement Thresholds (Open, Restricted Procedure)		✓		
GN 2.3.1.2.1	Reconciliation of appendices in GN 2.3.1.2 and QW1, QW2 and QW3 (Open, Restricted Procedure)		✓		

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¹ The current guidance note

5. Pillar 4: Guidance Notes and Glossary, Continued

5.1 Guidance Notes and Project Stages, (continued)

The following table summarises where the individual guidance notes fit into the delivery process of a works project. This is followed by a detailed summary of the content and purpose of each guidance note. The project stages in the headers of the four columns relate to three of the stages in the *Guidelines for the Appraisal and Management of Capital Expenditure Proposals in the Public Sector*.

	Project Stages			
	1 Planning Initial	2 Planning Developed	3 Implementation	4 Review
GN 2.3.2 <i>Suitability Assessment of Works Contractors, Open Procedure</i>		✓		
GN 2.3.3 <i>Specialists and the Public Works Contracts</i>		✓		
GN 3.1 <i>Implementation Process</i>			✓	
GN 3.1.1 <i>Dispute Resolution</i>		✓	✓	
GN 4.1 <i>Project Review</i>				✓
GL 1.0 <i>Glossary</i>				✓

From the foregoing table it is evident that the bulk of the guidance is focused on the Planning stages. This emphasis is deliberate and significant, it highlights the importance of extensive planning and the development of comprehensive designs and tender documentation (traditional contract) before a main Contractor is awarded a works contract.

5.2 Guidance Notes Summary

The following table summarises the content and purpose of each of the guidance notes:

Code	Description
GN 1.0	<p>Introduction to the Capital Works Management Framework</p> <p>This document presents an overview of the Capital Works Management Framework and the four pillars that are the key components of it.</p>
GN 1.1	<p>Project Management</p> <p>Gives an overview of the project management structures that are required, the processes and procedures that need to be followed, and the contracts and templates to be used in the delivery process of a works project. The main areas covered by <i>Project Management</i> (GN 1.1) include the following:</p> <ul style="list-style-type: none"> ▪ The content of the <i>Project Execution Plan</i>, including a sample plan; ▪ A description of the main project roles and responsibilities involved in the project process – including management, design teams; and other technical expert roles; ▪ An overview of the main project processes and the stages that a project goes through after approval in principle – i.e. Planning Initial, Planning Developed, Implementation and Project Review stages; and ▪ A description of the risk and value management strategies that may be applied to public works projects.

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5. Pillar 4: Guidance Notes, Continued

5.2 Guidance Notes Summary, (continued)

The following table summarises the content and purpose of each of the guidance notes:

Code	Description
GN 1.1.1	<p>Building Control (Amendment) Regulations 2014 Procurement Implications for Contracting Authorities</p> <p>This guidance sets out the steps that contracting authorities should take to implement the Building Control (Amendment) Regulations 2014 (the Regulations) having regard to the Capital Works Management Framework. The Regulations will apply to construction projects to which Part III of the Principal Building Regulations applies where the Commencement Notice is lodged with the relevant Building Control Authority after 1 March 2014.</p>
GN 1.2	<p>Project Definition and the Definitive Project Brief</p> <p>This document explains the process that should be used to define precisely the output requirements of a project in the Definitive Project Brief. The project definition is the first exercise undertaken in the Planning Initial stage². The project definition covers a range of activities that have as their end goal the comprehensive description of all project requirements. These activities are carried out in a systematic, rigorous and formal manner, and lead to definition of the ultimate outcomes in the form of the <i>Definitive Project Brief</i>:</p> <ul style="list-style-type: none"> ▪ Step 1: Preliminary Project Brief ▪ Step 2: Preliminary Output Specification ▪ Step 3: Feasibility Study / Preliminary Report ▪ Step 4: Design Brief ▪ Step 5: Final Output Specification ▪ Step 6: Definitive Project Brief
GN 1.3	<p>Budget Development</p> <p>This guidance note explains the structure and format of budget estimates for public works projects. It covers such issues as</p> <ul style="list-style-type: none"> ▪ The development of a budget for the capital cost of a project and budget costs for other issues associated with the provision of a facility. ▪ Allocating contingency amounts for inflation and other unquantifiable events.

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² This is part of the Planning Stage in the Department of Finance's *Guidelines for the Appraisal and Management of Capital Expenditure Proposals in the Public Sector*.

5. Pillar 4: Guidance Notes, Continued

5.2 Guidance Notes Summary, (continued)

The following table summarises the content and purpose of each of the guidance notes:

Code	Description
GN 1.4	<p>Procurement and Contract Strategy for Public Works Contracts</p> <p>This document provides guidance on procurement strategy and on the selection of the most appropriate Public Works Contract to use to deliver a particular project.</p>
GN 1.5	<p>Public Works Contract</p> <p>This guidance note provides practical advice to Employers on the operation of the Public Works Contracts. It gives details of the key elements of Public Works Contracts, and the characteristics of the different types of contract.</p>
GN 1.5.1	<p>Public Works Contracts: Managing the Pre-Contract Phase</p> <p>This guidance note outlines the procurement and related issues to be considered by the Employer in preparing the tender documents. The issues will vary depending on the procurement strategy and contract type adopted by the Employer</p>
GN 1.5.2	<p>Public Works Contracts: Price Variation Clauses</p> <p>This guidance note provides practical advice on the use of the Price Variation Clauses PV1 and PV2 in use in the Public Works Contract forms PW-CF1 – PW-CF5.</p>
GN 1.5.3	<p>Public Works Contracts: The Pricing Document</p> <p>The Purpose of this document is to give guidance on the use of a pricing document when using the Public Works Contract. The term Pricing Document in the context of the Public Works Suite of Contracts is a collective term for documentation that:</p> <ul style="list-style-type: none"> ▪ enables the Employer to prescribe to prospective tenderers the format into which the tenderer’s lump-sum price is to be broken down; ▪ facilitates the assessment of submitted tenders; ▪ after an award is concluded, is used in administration of the Contract.
GN 1.6	<p>Procurement Process for Consultancy Services (Technical)</p> <p>This document provides guidance in relation to the appointment of technical consultants for all stages of the project delivery process including those for the planning, design and supervision stages of construction projects. It covers the following:</p> <ul style="list-style-type: none"> ▪ The procurement procedures available and which one to choose; ▪ The tender process, including how to prepare tender documents, invite submissions and evaluate responses; ▪ Details relating to the Standard Conditions of Engagement for Consultancy Services (Technical); and ▪ Calculating fee adjustments.

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5. Pillar 4: Guidance Notes, Continued

5.2 Guidance Notes Summary, (continued) The following table summarises the content and purpose of each of the guidance notes:

Code	Description
GN 1.6.1	<p>Suitability Assessment of Construction Service Providers, Restricted Procedure</p> <p>This guidance note deals with suitability assessment under the restricted procedure for pre-qualification of Service Providers. Topics include:</p> <ul style="list-style-type: none"> ▪ Key concepts of suitability assessment; ▪ The tasks and forms required to assess service providers; ▪ Determining which criteria to use and how to devise the marking scheme; ▪ How to complete each section of the suitability questionnaire; ▪ Evaluating health and safety competency; and ▪ Evaluating the rest of the responses to the questionnaire.
GN 1.6.2	<p>Suitability Assessment of Construction Service Providers, Open Procedure</p> <p>This guidance note deals with suitability assessment under the open procedure to establish eligibility of Service Providers to have their tenders evaluated. Topics include:</p> <ul style="list-style-type: none"> ▪ Key concepts of suitability assessment; ▪ The tasks and forms required to assess service providers; ▪ Determining which criteria to use and how to devise the marking scheme; ▪ How to complete each section of the suitability questionnaire; ▪ Evaluating health and safety competency; and ▪ Evaluating the rest of the responses to the questionnaire.
GN 1.7	<p>Standard Conditions of Engagement, Guidance Note and Sample Schedules</p> <p>This document provides practical advice on how to complete the Schedule to the <i>Conditions of Engagement for Consultancy Services (Technical)</i>.</p>

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5. Pillar 4: Guidance Notes, Continued

5.2 Guidance Notes Summary, (continued)

The following table summarises the content and purpose of each of the guidance notes:

Code	Description
GN 2.1	<p>Design Development Process</p> <p>This guidance note deals with all events that take place during the design process for both building and civil engineering projects. It deals with the role of design in both traditional (Employer-designed) projects and in design-and-build (Contractor-designed) projects. In the case of the latter, it highlights that much or all of the design is carried out by the Contractor; as a result, the guidance note is less specific about design where the design risk is transferred to the Contractor. The guidance note covers the following topics:</p> <ul style="list-style-type: none"> ▪ Concepts and considerations during the design process; ▪ Details of how design is managed and coordinated; ▪ Details of the design activities that take place during the Planning Initial stage; and ▪ Details of the design activities that take place during the Planning Developed stage.
GN 2.2	<p>Planning and Control of Capital Costs</p> <p>This document sets out best practice on how to plan and control capital budgets for public works projects, both building and civil engineering, through all stages in the design process. It covers:</p> <ul style="list-style-type: none"> ▪ The principles of cost planning and cost control of capital budgets; ▪ The practical application of those principles during design development; ▪ Whole-life cost appraisal; ▪ How to manage corrective action and change control; and ▪ Risk management tasks in relation to planning and control of costs.
GN 2.3	<p>Procurement Process for Works Contractors</p> <p>This guidance note provides advice on the procurement process used for Works Contractors for both building and civil engineering projects. It covers the following:</p> <ul style="list-style-type: none"> ▪ Preparing tender documentation; ▪ Inviting tender submissions; and ▪ Evaluating tender submissions and awarding the Contract.

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5. Pillar 4: Guidance Notes, Continued

5.2 Guidance Notes Summary, (continued) The following table summarises the content and purpose of each of the guidance notes:

Code	Description
GN 2.3.1	<p>Suitability Assessment of Works Contractors, Restricted Procedure</p> <p>This guidance note deals with the restricted procedure to establish suitability of Works Contractors to be included on a tender list. Topics include:</p> <ul style="list-style-type: none"> ▪ Key concepts of suitability assessment; ▪ The tasks and forms required to assess main contractors and their specialists; ▪ The tasks and forms required to assess main contractors without specialists; ▪ The tasks and forms required to assess Specialists that are to be proposed in a panel(s) in tender documents; ▪ Determining which criteria to use and how to devise the marking scheme; ▪ How to complete each section of the suitability questionnaire; ▪ Evaluating health and safety competence and compliance; and ▪ Evaluating the rest of the responses to the questionnaire.
GN 2.3.1.1	<p>Random Selection Guidance Notes</p> <p>This guidance note deals with the use of Random Selection as a means of short-listing Works Contractors who may subsequently be invited to participate in a tender competition. This method of short listing is an alternative to the marking arrangement for short listing Contractors as set out in Guidance Note 2.3.1 under the Capital Works Management Framework.</p>
GN 2.3.1.2	<p>Suitability Criteria for Contractors, Submission of Evidence & Procurement Thresholds (Open, Restricted Procedure)</p> <p>This guidance note aims to assist contracting authority's structure and run their competitive processes for public contracts in a manner that facilitates increased participation by SMEs, while they continue to ensure that all public sector purchasing is carried out in a manner that is legal, transparent, and secures optimal value for money for the taxpayer.</p>
GN 2.3.1.2.1	<p>Reconciliation of appendices in GN 2.3.1.2 and QW1, QW2 and QW3 (Open, Restricted Procedure)</p> <p>Reconciliation of appendices in GN 2.3.1.2 and QW1, QW2 and QW3 (Open, Restricted Procedure)</p>

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5. Pillar 4: Guidance Notes, Continued

5.2 Guidance Notes Summary, (continued)

The following table summarises the content and purpose of each of the guidance notes:

Code	Description
GN 2.3.1.3	<p>Minimum Standards for Suitability Works Contractor Criteria (Open, Restricted Procedure)</p> <p>This document sets out the task of establishing Minimum Standards for Suitability Criteria for Works Contractors. The template is based on the selection criteria as set out in EU Directives. Its objective is to ensure that thresholds for Suitability Assessments are set proportionate to the size, nature and complexity of a project.</p>
GN 2.3.2	<p>Suitability Assessment of Works Contractors, Open Procedure</p> <p>This document deals with the open procedure to establish the suitability of Works Contractors to determine which tenders are eligible to be evaluated. Topics include:</p> <ul style="list-style-type: none"> ▪ Key concepts of suitability assessment; ▪ The tasks and forms required to assess main contractors and their specialists; ▪ Determining which criteria to use and how to devise the marking scheme; ▪ How to complete each section of the suitability questionnaire; ▪ Evaluating health and safety competency and compliance; and <p>Evaluating the rest of the responses to the questionnaire.</p>
GN 2.3.3	<p>Specialists and the Public Works Contracts</p> <p>This guidance note deals with the manner in which specialist works contractors are to be engaged under the suite public works contracts.</p>
GN 3.1	<p>Implementation Process</p> <p>This document provides guidance on the Implementation stage of building and civil engineering projects. It covers:</p> <ul style="list-style-type: none"> ▪ The main roles and responsibilities of the Employer and the Employer's Representative and the Contractor; ▪ The management process for administering the Public Works Contract during the construction stage of a project; ▪ How to manage risk during implementation; and ▪ Dealing with price variation issues as they arise during the contract; and <p>The project completion and handover process.</p>

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5. Pillar 4: Guidance Notes, Continued

5.2 Guidance Notes Summary, (continued) The following table summarises the content and purpose of each of the guidance notes:

Code	Description
GN 3.1.1	<p>Dispute Resolution</p> <p>The purpose of this document is to provide guidance on dispute resolution when using the Public Works suite of Contracts. This document sets out the various dispute resolution mechanisms available for use under the Public Works Contracts and how a dispute can flow through different processes to its ultimate resolution.</p>
GN 4.1	<p>Project Review</p> <p>This guidance note gives an overview of the review that is carried out on a project after the facility has been completed and handed over. This is the final stage of the management of a capital works project and it covers a range of activities that have as their end goal the comprehensive collection of project data recorded in an appropriate format so that it can be of benefit on future projects. The following types of material that might be found in a review:</p> <ul style="list-style-type: none"> ▪ Records of lessons learned from experience during the planning and implementation stages that would be of future benefit. ▪ Exceptional costs incurred during the delivery process that may be of value as reference material; and <p>Performance data in relation to the Consultants, the Contractor and specialists that could be of benefit on future projects</p>
GL 1.0	<p>Glossary</p> <p>The glossary is intended as a resource for use with all documents (other than the Conditions of Engagement for Consultancy Services [Technical] and the Public Works Contracts) across the entire Capital Works Management Framework. It includes definitions of terms that are used throughout the suite of guidance notes.</p>

END