

#### **Appendix four: Lessons learnt from use Scape Procurement Framework for Chase Meadow Project**

The promoted benefits of the framework as stated by Scape are;

- The framework enables clients to procure projects efficiently and economically as it reduces the complexity of the procurement process
- Pricing of tenders is transparent and auditable as contractors are required to obtain and share three tenders for the main work packages
- Investment in the local economy as framework rules require that sub contracted work is offered to local companies where possible
- The framework model and form of building contract used (NEC 3) fosters collaborative relationships

The table below describes the Council's experience of using the Scape Framework for the Chase Meadow project.

<b>Advantages experienced by WDC's Chase Meadow project team of using the Scape framework</b>	<b>Disadvantages experienced by WDC's Chase Meadow project team of using the Scape framework</b>
<p>Using the framework to select the professional services provider and the building contractor reduced the amount of time needed to specify, tender and select the contractor and design consultants for this work.</p> <p>It is estimated that to procure a building contractor for a contract of similar size (£1.3 million) would take at least 3 months and approximately 2 months for the professional services work.</p> <p>This was useful to the Council as internal resource to procure the contractor and the other required professional services was limited at the time when the Chase Meadow procurement work was required. (N.B the cost implications of the Scape fee need to be considered.) Using Scape also enabled the construction work to commence reasonably swiftly in line with the start-on-site timeframe requirements imposed by one of the external funders.</p>	<p>The contract used as part of the Scape framework, places the risk for the design with the client. The contractor has no design liability under the terms of the contract. This means that any omissions in the design needed to be funded by the project's contingency budget. Whilst this is arguably a disadvantage of using Scape it should also be noted that where more traditional (Design and Build) contracts are used the design risk is often priced into the contract, meaning that in practice the client pays for this risk in any case.</p> <p>Although some omissions in the design were discovered as part of the Chase Meadow project, it should be noted that the number of omissions might have resulted from the pressure to start the construction to meet the timescales imposed by an external funder. This meant that the process to complete the design became rushed. (See also Appendix five:Lessons Learnt.)</p>
<p>The use of the framework to appoint the professional services provider and the contractor enabled the early involvement of these parties in the project team. Morgan Sindall were involved in the design project team meetings contributing by identifying value engineering solutions before the contract with Morgan Sindall was signed.</p> <p>The early involvement of the contractor in the project also assisted the project team to get to know each other well before the start of the construction, giving the team the opportunity to form effective relationships in advance of the</p>	<p>The Council is developing its knowledge and experience of using the Scape framework. At times, the relative lack of familiarity with this contract type (and accompanying contract documentation) led to the Council and the architect needing to clarify the contract terms / and Scape process. Arguably this slowed the pace of the project and also potentially increased the legal costs due to the work needed to understand the implications of the contract.</p>

construction starting. This also allowed time for Morgan Sindall to understand the Council's requirements including funding requirements, and timelines etc.	
The "open book" approach appears to have worked well. As part of project meetings, Morgan Sindall were asked to share the quotations received and where needed were asked to obtain further quotes where it was felt that greater value for money could be achieved.	
The construction contract used between Scape and Morgan Sindall is the Nec3 (engineering and construction) form of contract. This contract type is thought to support less adversarial relationships than other more traditional forms of construction contract (e.g. Design and Build.) This is largely due to the pricing mechanisms which incentivise the contractor to stay within the agreed target cost of the work. In addition in the event of the construction costs exceeding the agreed cost additional costs are shared between the client and contractor.	
<p>All contractors who are part of the Scape framework are subject to the Scape performance measures (cost, time and quality). The value of work through the framework, is worth far more than the value of individual projects. This is designed to ensure that contractors pay attention to delivering on time and to budget for each job, regardless of the size of the individual project. Failure to complete projects on time and/or cost over-runs impacts on further work being appointed through the framework.</p> <p>The benefits of this arrangement were observed in practice with regard to this project. Problems with the gas supply to</p>	

<p>the building had contributed to Morgan Sindall slipping behind schedule towards the end of the programme. To address this Morgan Sindall increased their resource and their working hours in order to complete the building in line with their original target date for completion.</p>	
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