SCOTTISH CAPITAL

INVESTMENT MANUAL

Project Monitoring

& Service Benefits Evaluation

# Introduction and Policy Requirements

## Monitoring & Evaluation

This guidance defines monitoring as the systematic collection and review of information while a project is proceeding, whereas evaluation is described as the process of assessing the impact of a project (or programme) after it has come to an end. When used in combination, they become an essential aid in realising, determining, and sharing the success of any project.

Guidance and instruction is provided on the appropriate use of these processes during the planning, implementation and completion of a project. Two stages are defined; namely Project Monitoring and Service Benefits Evaluation. Both of these stages will require a combination of both monitoring and evaluation but their names signify the influencing feature of each stage.

Project Monitoring will cover the technical aspects of the planning, implementation and completion phases of a project (i.e. generally, the construction phase), and the Service Benefits Evaluation will cover the impact of the project on service change and benefits realisation – the project’s benefits register and realisation plan will form a significant part of this latter assessment.

## Why is monitoring and evaluation important?

If properly planned and resourced, monitoring and evaluation can produce significant benefits to an organisation, such as:

* Monitoring:
* Gaining a better understanding of whether the project is running smoothly and to programme so that any corrective action can be taken in a timely manner.
* Enabling service plans / changes to progress at a correct pace to align with the project programme.
* Better understanding of the risk contingency status (i.e. has some of it been used or not).
* Better understanding of the impact of project scope changes on costs, programme, and delivery of the project’s outcomes or benefits.
* Evaluation
* Demonstrates that the project was worthwhile by, for example, achieving its investment objectives, realising its expected benefits, and carefully managing its associated risks.
* Promotes organisational learning to improve current and future performance.
* Avoids repeating costly mistakes.
* Improves decision-making and resource allocation (e.g. by adopting more effective project management arrangements)
* Recognises how the impact of good design can improve stakeholder satisfaction, service performance, and the efficiency and effectiveness of the NHS Board’s operations.

## Policy Requirements

NHS Boards are mandated by this guidance to monitor, evaluate and learn from all their capital and major investment projects valued above their delegated limit, but it is also recommended as best practice for all other projects.

For projects under £5m, monitoring and evaluation should be carried out and reported through NHS Boards’ internal governance arrangements. For projects in excess of £5m, individual reports should be submitted to Scottish Government by the agreed timescales outlined within the project’s Full Business Case.

A summary report of the main findings and lessons learnt in respect of all such projects should be submitted to Scottish Government by 30th June annually. Scottish Government is committed to sharing these lessons learnt across NHSScotland.

Business cases for capital and major investment projects will not be approved unless both project monitoring and evaluation have been properly planned in advance.

# Project Monitoring and Service Benefits Evaluation

The following four stages set out the process requirements for successful project monitoring and service benefits evaluation:

These four stages are described in more detail below:

## Planning – how will it be carried out?

The planning stage will determine the scope of work and resources required to carry out Project Monitoring and then Service Benefits Evaluation for any project. As with all SCIM guidance expectations - the size, level of risks, and complexity of a project will determine the level of detail required.

At OBC stage, an ‘Outline Plan’ is needed, whereas at FBC stage a ‘Full Plan’ is required. For all projects, it needs to be recognised that individuals involved in setting out such plans may change by the time it is implemented, which is why it is crucial that good documentary evidence supporting such plans is maintained.

### Outline Monitoring & Evaluation Plan at OBC stage

The Outline Plan, which will be incorporated into the Management Case at OBC stage, will set out the following:

* What aspects of the project will be monitored and evaluated?
* When it will be carried out, including milestone dates and report submission dates.
* How it will be done. This might include proposals for a comparative review of the benefits realisation plan, an overview of project risks, stakeholder questionnaires, focussed interviews, comparisons of estimated and actual costs & programme milestones, analysis of performance indicators, confirmation of performance standards reached, findings from professional reports, formal design assessments, etc.

Narrative on the above points is required at OBC stage, which can then be supported with a summary table outlining the key points - an example of which is provided in Appendix A ‘Outline Monitoring and Evaluation Plan’.

In addition, a resource plan for carrying this out is needed which covers the following information:

* The project lead and project team dedicated to this aspect of the project (size and scale of project will determine the level of detail); including an outline of their role and responsibilities, an indication of their competency for carrying out this role, and continuity plans in place in the event of changing circumstances.
* An outline of any additional financial or human resources needed to carry out this part of the project and report on the outcomes. Any recruitment plans needed to fill vacant roles should be provided.

### Full Monitoring & Evaluation Plan at FBC stage

The Full Plan submitted at FBC stage should confirm the full details previously outlined at OBC stage, while also expanding on the following information:

* A detailed programme setting out when Project Monitoring events will take place.
* A detailed programme setting out when key Service Benefits Evaluation events will take place, covering information gathering, analysis and reporting stages for each element of the evaluation.
* Identification of all stakeholders who will be involved in both the monitoring and evaluation processes and their expected involvement. Depending on the type and size of project, this may include the following:
* Board management staff.
* Clinicians.
* Nursing staff.
* Healthcare planners.
* Patients.
* General public
* Scottish Government staff.
* Estates professionals.
* Accountants and financial specialists.
* IM&T professionals.
* A communication plan which explains how and when stakeholders will be kept informed of their agreed input to these processes.
* Confirmation of any additional financial or human resources required to carry out either of the monitoring or evaluation processes (including the need to prepare written reports and dissemination activities).

## Project Monitoring – how well is the project progressing?

Project Monitoring covers the assessment of the technical aspects of a project as it proceeds through its planning, implementation and final completion phases. The main elements to be covered are:

* Project costs
* Project programme
* Health & safety performance
* Project scope changes
* Design and technical aspects
* Risk management issues

It should also include any other technical element of the project that would benefit from being monitored as the project progresses.

For projects within a NHS Board’s delegated authority the scope and detail of Project Monitoring can be determined by the scale and complexity of the project.

It should be noted that Project Monitoring is deemed a separate exercise to Gateway and Key Stage Reviews; however, the information gathered through appropriate monitoring can be used to support these reviews.

The following sections provide further information on what should be included within the Project Monitoring stage:

### Project Costs

Monitoring of project costs (capital, equivalent capital investment, and operational revenue costs) provides continuous assurance that appropriate cost control measures are in place and that actual costs are contained within the project budget.

At Full Business Case stage, a summary is needed of how all costs have developed from Initial Agreement stage through to OBC and then FBC. Example Project Cost Monitoring Forms are provided in Appendix B for both capital and revenue cost reporting. A Construction Cost Plan is also required at OBC and FBC stages which provides a more detailed breakdown of the proposed Construction Costs. An example cost plan template is provided in Appendix B, which is in line with the Building Cost Information Service (BCIS) cost plan standards.

At the end of the project implementation stage (e.g. end of construction), a further comparison of construction costs is required between those reported at FBC and actual outturn costs. This will utilise, as necessary, the information contained within the Construction Cost Plan to provide a detailed breakdown of any evident cost changes.

The programme for assessing actual operational revenue costs may need to wait until a reasonable period after occupation for them to become typical, recurring costs. The final review of these outturn revenue costs is therefore more likely to align with the Service Benefits Evaluation programme.

### Project Programme

Monitoring of project milestones will indicate whether initial programme estimates were overly optimistic or not, and then provide assurance that critical milestones will be delivered on time or identify any slippages that have occurred. The potential impact on any key interdependencies can then be reported.

At Full Business Case stage, a summary is needed of how a project’s key milestones have / have not altered over the planning and procurement stages between Initial Agreement and FBC. An explanation will be needed of all significant time changes between each stage. An example Programme Monitoring Form is provided in Appendix C. At project completion stage, a further comparison will be required between FBC and actual milestones.

### Project Scope Changes

The most critical aspect of controlling project cost and time is to develop a clear, comprehensive and detailed specification and design that takes account of stakeholder service requirements. To supplement this, a robust Change Control Plan must be developed and implemented, identifying the control points and thresholds (i.e. cost limits) supported by the management arrangements responsible for overseeing, controlling and approving any changes.

Any significant project scope change should be recorded; identifying at what stage of the project it occurred, the reasons behind it, and what impact it has had or is likely to have on the project programme, costs, and/or delivery of the project’s outcomes or benefits.

### Health & Safety Performance

Monitoring and review of health & safety performance will enable a full understanding of the adequacy of health and safety practices during the construction and commissioning of the project, as well as identify any lessons to be learnt on all future NHS investment projects. For example, information on the following should be regularly reported and assessed:

* Number of accidents occurring.
* Number and percentage of those accidents coming under RIDDOR.
* Number and percentage of those accidents occurring due to
* Operative not using required Personal Protective Equipment (PPE)
* Ineffective PPE
* Inadequate training of using PPE
* Number of days lost due to injuries.
* Number of treatments carried out on site.

When required for a project, the Construction Design Management (CDM) Co-ordinator will be an essential contributor to this part of Project Monitoring.

### Design, Engineering & other Technical items

Monitoring and inspection of the quality, accuracy and progress of any project is expected to form part of a good practice approach to construction project management.

Boards are to outline in their project monitoring report their proposal for monitoring construction quality. This will be based on meeting the agreed construction, architectural design, engineering, and specification requirements for that project.

Upon completion, a project’s overall design and engineering impact will also need to be assessed. This will incorporate a review against the project’s original design objectives to ask whether it meets or exceeds user expectations. It shall also determine whether its engineering and other technical standards have met the requisite level / indicator / measure, and why. Reference should be made to the NDAP design assessment process for further details of expectations at this stage.

### Risk Management Issues

A review of the project’s risk register will be needed to identify the following:

* Where particular client and contractor risks have been successfully managed through planned mitigation measures.
* Instances where the risk share between client and contractor may have shifted during the contract.
* Any issues that arose due to an identified risk occurring; detailing the impact that the issue caused and the further actions needed to resolve the issue.
* Any issues that weren’t originally identified on the project risk register; detailing the impact this has caused and the actions needed to resolve it.

This review should focus on the main points of interest, rather than an individual risk by risk summary.

### Project Monitoring Report

A Project Monitoring Report will be required within the Management Case of the Full Business Case, which can then be used to further monitor each of the above elements throughout the construction and commissioning stages of the project.

This document will need to incorporate the following:

* A Project Cost Monitoring Form (see Appendix B for an example format).
* A Construction Cost Plan (see Appendix B for an example template).
* A Programme Monitoring Form (see Appendix C for an example format).
* A summary of any significant project scope changes and their impact.
* An outline of how health & safety performance will be monitored and reviewed.
* Highlights of the main design, engineering, and specification information and standards agreed for this project, with reference to where further information can be found.
* Links to the current and ongoing NDAP design assessment process for the project, and details of how this will be used to assess the overall design and engineering impact upon completion.
* A review of the current status of the project risk register.

Once developed, this document can then be used as part of the ongoing Project Monitoring process during the construction and commissioning phases of the project. Scottish Government may, on some projects, request to see a copy of the regular monitoring reports during project delivery.

A final Project Monitoring Report is to be submitted to Scottish Government shortly after project completion to the timescales determined within the Full Business Case. This will incorporate the following:

* An updated Project Cost Monitoring Form which compares costs agreed at FBC stage with actual outturn costs, giving reasons for any differences.
* A Programme Monitoring Form which compares the programme milestones agreed at FBC stage with actual dates achieved, giving reasons for any differences.
* A summary of any significant project scope changes between FBC and project completion, and their impact on the project.
* A summary of health & safety performance throughout the construction and commissioning phases.
* An overview of achievement of the project’s design objectives, design standards, user expectations, and recommendations for future improvements.
* A review of the management of risks throughout the project development.

## Service Benefits Evaluation – was the project a success?

The rationale for a project will have identified the potential benefits to be gained from the successful delivery of the project. These benefits will include those directly associated with service improvement, as well as others with a more in-direct supporting influence. All benefits within the project’s benefits realisation plan should therefore be assessed as part of the Service Benefits Evaluation process. It will also encompass the project’s impact on service delivery, activity and performance.

The evaluation will need to be carried out by the milestone dates set out in the project’s full evaluation plan, which should allow for a reasonable bedding-in period following occupation of a new, or substantially altered, facility. The main focus of this evaluation will involve:

* Assessing whether, and to what extent, the project has realised its expected benefits.
* Gaining feedback from users and other stakeholders on how well the project outcome, e.g. a new facility, meets their expectations.
* Reviewing the impact of any service change on operational activities, processes and people.
* Understanding how well the project has impacted on service activity and performance.

The Service Benefits Evaluation process should thus cover the following elements:

### Realising the expected benefits

The project’s benefits realisation plan will form a significant and important role in the evaluation of a project’s success, as it should cover how the project was expected to deliver its investment objectives; facilitate service improvement, respond to NHSScotland’s Strategic Investment Priorities; influence wider social, environmental and employment benefits; engender partnership working; and realise any other benefits as a result of the successful delivery of the project.

The evaluation process will involve a range of qualitative and quantitative techniques as set out in the project’s benefits realisation plan. The evaluation should therefore use these techniques to assess whether, and to what extent, the project has realised its expected benefits by their anticipated date.

### Meeting stakeholder expectations

Meeting stakeholder expectations should have formed some part of the project’s benefits realisation plan. If not, then this service benefits evaluation will still need to gain their feedback on how well the facility does indeed meet their expectations.

The process will need to select stakeholders who are most capable of providing relevant insight into the success of the project from their perspective. It will be important to clearly outline what the original expectations were prior to asking whether the project has met them. Techniques for this process often include gaining feedback from questionnaires and / or structured interviews.

The NHS Board is expected to devise their own project specific questionnaires and structured interview questions; however, the following may be useful reference materials for such an exercise:

* The Scottish Inpatient Experience Survey, which asks questions about the quality of service delivery, different aspects of facilities management delivery, and the appropriateness of the internal environment of hospital facilities.
* The ASPECT toolkit, which asks questions on the quality of both staff and patient environments.

The aim of this part of the evaluation is to gain a better understanding of user and stakeholder opinion on what they regard as a success, what could have been done better, what alterations to the facility may still need to be made, and what improvements could be made to the benefit of future projects.

### Reviewing the impact of service change

The Management Case of the project’s business case will have identified the impact of service change associated with the project on the NHS Board’s current operational activities, which will have resulted in the presentation of an operational or service change management plan. This plan will become the source document for comparing the expected impact against the actual impact of the project on service activities.

The aim of this aspect of the evaluation is to review how successfully the operational change management plan was implemented, but also what lessons could be learnt to enhance similar change plans in the future.

### Service activity and performance

Projects with a direct impact on service delivery will need to demonstrate how well it has delivered against projected service activity and performance assumptions included within the business case.

The evaluation process will compare data on existing, proposed, and actual service activity and performance associated with the project. This may include information, where relevant, on:

* Changes to care pathways or patterns of working.
* Changes to service capacity, demand and/or supply throughput.
* Service performance improvements, including reference to supporting KPI’s and targets.

The outcome of this element of the evaluation is to confirm the accuracy of service activity assumptions used within the project’s business case, and that the project has had a positive impact on service performance when compared with what would have happened from doing nothing.

### The Service Benefits Evaluation Report

The programme for submitting a Service Benefits Evaluation Report to Scottish Government will be set out and delivered in accordance with the Full Monitoring and Evaluation Plan included within the FBC. This will normally be within 1.5 to 3 years of the project completion date.

The report is expected to include the following information:

* A short overview of the evaluation process carried out.
* Details of the stakeholders involved in each exercise, and when.
* An explanation of how successful the project has been in realising its expected benefits, whilst also acknowledging and explaining the reasons behind why any benefits didn’t achieve their expected outcome.
* A summary of user and stakeholder opinion on how well the facility meets their expectations, what could have been done better, what alterations still need to be made, and what further improvements could be made.
* An overview of the lessons to be learnt and shared in relation to implementing the operational change management plan.
* Comparative data and analysis of existing, proposed, and actual service activity and performance outcomes.

The concluding part of the Project Evaluation Report should reflect on the main things that went well, as well as what could have been improved, so that lessons can be learnt for future projects. This is described further in the following section.

## Learning – what lessons can be learnt?

The potential value of a monitoring and evaluation process will only be realised when action is taken on the findings and recommendations coming from it. The final stage in this process should therefore bring to the fore the lessons to be learnt for future projects both within the organisation carrying out the evaluation and for the wider benefits of NHSScotland. This should form the final concluding part of the Service Benefits Evaluation Report by including the following information:

* A summary from the evaluation information of what went well and why.
* A summary of what could be improved upon gained from an overview of the evaluation results as well as from recommendations raised in any feedback process.
* An action plan for disseminating these lessons learnt within the NHS Board and across the wider NHSScotland. The annual State of NHSScotland Assets & Facilities Report can be used to report on any best practice recommendations.

# Summary of Monitoring & Evaluation Output Requirements

The requirements for monitoring, evaluating, and learning from all capital and major investment projects are outlined within Section 1.3.

Planning and reporting requirements described in this guidance include:

* An Outline Monitoring & Evaluation Plan is required at Outline Business Case (OBC) stage (see Section 2.1.1 for further details).
* A Full Monitoring & Evaluation Plan is required at Full Business Case (FBC) stage (see Section 2.1.2 for further details).
* A Project Monitoring Report (Section 2.2.7) is required within the Management Case of the FBC, and then a further update provided shortly after project completion.
* A Service Benefits Evaluation Report (Section 2.3.5) is required at a suitable post-occupancy point as determined within the Full Monitoring & Evaluation Plan. This will include a summary of lessons learnt (Section 2.4).

The content and expectations of these reports is described throughout this guidance document.

Appendix A

Outline Monitoring &

Evaluation Plan

**Outline Monitoring & Evaluation Plan**

|  |  |  |
| --- | --- | --- |
| **What will be assessed:** | **When it will be carried out** | **How it will be done (approach)** |
| **Milestone Date** | **Report submission** |
| **Project Monitoring stage:** |
| Project Costs  |  |  |  |
| Project Programme |  |  |  |
| Project Scope Changes |  |  |  |
| Health & Safety Performance |  |  |  |
| Design & Technical Aspects |  |  |  |
| Risk Management Issues |  |  |  |
| **Service Benefits Evaluation stage:** |
| Expected benefits |  |  |  |
| Stakeholder expectations |  |  |  |
| Impact of service change |  |  |  |
| Service activity & performance |  |  |  |

Note: the approach adopted for monitoring and evaluating each element may be dependent upon a project’s scale and complexity.

Appendix B:

Project Cost Monitoring Form

Capital / Equivalent Investment Cost Monitoring Form:

|  |  |
| --- | --- |
| **Project Title:** |  |
| **Floor Area (GIA):** |  |
|  | **IA** | **OBC** | **FBC** | **Actual** |
| Construction / Investment Cost: |  |  |  |  |
| Quantified Construction Risk: |  |  |  |  |
| *Additional itemised costs:* |  |  |  |  |
| **Total Construction Costs:** |  |  |  |  |
| Site acquisition: |  |  |  |  |
| Enabling works not included in cost plan: |  |  |  |  |
| Additional itemised costs: |  |  |  |  |
| **Total Other Construction Related Costs:** |  |  |  |  |
| Furniture not included in Cost Plan |  |  |  |  |
| IM&T |  |  |  |  |
| Medical Equipment |  |  |  |  |
| Non-medical Equipment |  |  |  |  |
| Additional itemised costs: |  |  |  |  |
| **Total Furniture & Equipment Costs:** |  |  |  |  |
| Additional Quantified Risk: |  |  |  |  |
| Allowance for Un-quantified risk (Optimism Bias)  |  |  |  |  |
| **Total Cost before VAT & Fees:** |  |  |  |  |
| Move-in costs and double running cost for migration of services: |  |  |  |  |
| VAT: |  |  |  |  |
| Professional Fees: |  |  |  |  |
| **Total Estimated / Actual Cost:** |  |  |  |  |

An explanation is needed of all significant cost changes between each stage.

Operational Revenue Cost Monitoring Form:

|  |  |
| --- | --- |
| **Project Title:** |  |
| **Floor Area (GIA):** |  |
|  | **Existing** | **OBC** | **FBC** | **Actual** |
| Clinical Services staff costs: |  |  |  |  |
| *Additional itemised costs:* |  |  |  |  |
| Non-Clinical Services staff costs: |  |  |  |  |
| *Additional itemised costs:* |  |  |  |  |
| Building occupancy / running costs: |  |  |  |  |
| *Additional itemised costs:* |  |  |  |  |
| Income contribution / costs: |  |  |  |  |
| Other recurring costs: |  |  |  |  |
| *Additional itemised costs:* |  |  |  |  |
| Allowance for Optimism Bias |  |  |  |  |
| **Total Cost before VAT:** |  |  |  |  |
| VAT: |  |  |  |  |
| **Total Estimated / Actual Cost:** |  |  |  |  |

An explanation is needed of all significant cost changes between each stage.

Construction Cost Plan

|  |  |  |
| --- | --- | --- |
|  | **ELEMENT** | **Element** |
| **Total Cost £** | **Cost per m2****GIFA** | **Unit Quantity** |  | **Unit Rate** |
| 1 | SUBSTRUCTURE |  |  |  | m2 |  |
| 2 | SUPERSTRUCTURE |  |  |  |  |  |
| 2.1 | Frame |  |  |  | m2 |  |
| 2.2 | Upper Floors |  |  |  | m2 |  |
| 2.3 | Roof |  |  |  | m2 |  |
| 2.4 | Stairs and Ramps |  |  |  | Nr |  |
| 2.5 | External Walls |  |  |  | m2 |  |
| 2.6 | Windows and External Doors |  |  |  | m2 |  |
| 2.7 | Internal Walls and Partitions |  |  |  | m2 |  |
| 2.8 | Internal Doors |  |  |  | Nr |  |
|  | Total Superstructure |  |  |  |  |  |
| 3 | INTERNAL FINISHES |  |  |  |  |  |
| 3.1 | Wall Finishes |  |  |  | m2 |  |
| 3.2 | Floor Finishes |  |  |  | m2 |  |
| 3.3 | Ceiling Finishes |  |  |  | m2 |  |
|  | Total Internal Finishes |  |  |  |  |  |
| 4 | FITTINGS, FURNISHINGS AND EQUIPMENT |  |  |  | m2 |  |
| 5 | SERVICES |  |  |  |  |  |
| 5.1 | Sanitary Installations |  |  |  | Nr |  |
| 5.2 | Services Equipment |  |  |  | Nr |  |
| 5.3 | Disposal Installations |  |  |  | Nr |  |
| 5.4 | Water Installations |  |  |  | m2 |  |
| 5.5 | Heat Source |  |  |  | kW |  |
| 5.6 | Space Heating and Air Conditioning |  |  |  | m2 |  |
| 5.7 | Ventilation Systems |  |  |  | m2 |  |
| 5.8 | Electrical Installations |  |  |  | m2 |  |
| 5.9 | Fuel Installations |  |  |  | m2 |  |
| 5.10 | Lift and Conveyor Installations |  |  |  | Nr |  |
| 5.11 | Fire and Lightning Protection |  |  |  | m2 |  |
| 5.12 | Communications, Security, and Control Installations |  |  |  | m2 |  |
| 5.13 | Specialist Installations |  |  |  | m2 |  |
| 5.14 | Builders Work in Connection with Services |  |  |  | m2 |  |
|  | Total Services |  |  |  |  |  |
| 6 | PREFABRICATED BUILDING AND BUILDING UNITS |  |  |  | m2 |  |
| 7 | WORK TO EXISTING BUILDING |  |  |  |  |  |
| 7.1 | Minor Demolition and Alteration Works |  |  |  | m2 |  |
|  | Total Work to Existing Building |  |  |  |  |  |

|  |  |  |
| --- | --- | --- |
|  | **ELEMENT** | **Element** |
| **Total Cost £** | **Cost per m2****GIFA** | **Unit Quantity** |  | **Unit Rate** |
|  | BUILDING SUB-TOTAL |  |  |  |  |  |
| 8 | EXTERNAL WORKS |  |  |  |  |  |
| 8.1 | Site Preparation Works |  |  |  | m2 |  |
| 8.2 | Roads, Paths, Pavings and Surfacings |  |  |  | m2 |  |
| 8.3 | Soft Landscaping, Planting and Irrigation Systems |  |  |  | m2 |  |
| 8.4 | Fencing, Railings and Walls |  |  |  | m2 |  |
| 8.5 | External Fixtures |  |  |  | m2 |  |
| 8.6 | External Drainage |  |  |  | m2 |  |
| 8.7 | External Services |  |  |  | m2 |  |
| 8.8 | Minor Building Works and Ancillary Buildings |  |  |  | m2 |  |
|  | Total External Works |  |  |  |  |  |
| 0 | FACILITATING WORKS |  |  |  |  |  |
| 0.1 | Toxic/Hazardous/Contaminated Material Treatment |  |  |  | m2 |  |
| 0.2 | Major Demolition Works |  |  |  | m2 |  |
| 0.3 | Temporary Support to Adjacent Structures |  |  |  | m2 |  |
| 0.4 | Specialist Ground Works |  |  |  | m2 |  |
| 0.5 | Temporary Diversion Works |  |  |  | m2 |  |
| 0.6 | Extraordinary Site Investigation |  |  |  | m2 |  |
|  | Total Facilitating Work |  |  |  |  |  |
| 9 | MAIN CONTRACTOR’S PRELIMINARIES |  |  |  |  |  |
| 10 | MAIN CONTRACTOR’S OVERHEAD & PROFIT |  |  |  |  |  |
|  | TOTAL CONSTRUCTION / INVESTMENT COST\* (excluding contingencies and fees) |  |  |  |  |  |
| 11 | PROJECT / DESIGN TEAM FEES |  |  |  |  |  |
| 12 | OTHER DEVELOPMENT / PROJECT COSTS |  |  |  |  |  |
| 13 | QUANTIFIED CONSTRUCTION RISK |  |  |  |  |  |
|  | TOTAL CONTRACT / PROJECT COST |  |  |  |  |  |

\* Total Construction / Investment Cost to be included in the Capital Cost Monitoring Form.

Appendix C:

Programme Monitoring Form

Programme Monitoring Form:

|  |  |
| --- | --- |
| **Project Title:** |  |
|  | **IA** | **OBC** | **FBC** | **Actual** |
| **Project Milestones:**(taken from Project Plan in Management Case) |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| **Procurement Timetable:**(taken from Commercial Case) |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

An explanation is needed of all significant programme changes between each stage.