Inverclyde council

Report To:	**Policy & Resources Committee**	**Date:**	**22 March 2016**
Report By:	**Head of Legal & Property Services**	**Report No:**	**LPS/044/16/EM**
Contact Officer:	**Eddie Montgomery**	**Contact No:**	**712472**
Subject:	**Post-Project Evaluation Procedure**		

1.0 PURPOSE

1.1 The purpose of this report is to update Committee on the progress and proposals in respect of the implementation of a post-project evaluation procedure for major capital investment projects and high value goods and services contracts.

2.0 SUMMARY

2.1 An action plan was agreed in line with the recommendations made by the External Auditors in their follow-up report on the Council's self-assessment against the March 2013 Audit Scotland national report on Major Capital Investment in Councils. This required the Council to devise and implement a post-implementation review process and supporting policies during 2015/16 incorporating good practice to identify benefits realisation and aid learning from completed projects. This process should also be extended to goods and services contracts due to the strategic importance and risks involved in some of these contracts.

2.2 The report summarises the proposals in respect of the implementation of a post-project evaluation procedure (as appended).

3.0 RECOMMENDATIONS

3.1 It is recommended that the Committee note and approve the implementation of a post-project evaluation procedure.

Gerard Malone
Head of Legal & Property Services

4.0 BACKGROUND

4.1 Audit Scotland issued a national report on Major Capital Investment in Councils in March 2013. The report covered three areas: Capital investment in councils; delivering major capital projects within cost and time targets; and managing capital projects and investment programmes.

4.2 The Council undertook a self-assessment against the Audit Scotland report which was reported to the Policy & Resources Committee in August 2013 along with a number of improvement actions which were identified as good practice.

4.3 The Council's External Auditors Grant Thornton were required by Audit Scotland to carry out a review of how the Council responded to the report and their targeted follow up audit report was considered in detail by the Audit Committee at its meeting on 6th January 2015. The follow up exercise reported positively overall in relation to the Council's progress against the planned improvement actions, observing a number of areas of good practice but also where some improvement actions still require to be implemented. An action plan was agreed in relation to the recommendations made in the External Auditor's report.

4.4 A further report was submitted to the March 2015 Policy & Resources Committee which provided a status update on the progress made on the action plan and noted that Action 2 in respect of the development of a post-project evaluation procedure was being progressed through the Asset Management Corporate Improvement Group. The agreed action was that the Council should devise and implement a post-implementation review process and supporting policies during 2015/16 incorporating good practice to identify benefits realisation and aid learning from completed projects.

5.0 PROPOSED POST-PROJECT EVALUATION PROCEDURE

5.1 A post-project evaluation procedure has been drafted based on Officers experience of carrying out similar evaluations for major schools projects, and on published Scottish Government and other good practice guidance. The proposals contained within the attached guide and appendices cover the following:

- A Post-Project Delivery Team Review procedure for all projects with a construction value of £1m and over to be undertaken circa 6 months from completion of the construction phase of a project.

- A Post Occupancy Evaluation procedure for all projects with a construction value of £1m and over with template/sample reports and questionnaires allowing the exercise to be tailored to suit medium (£1-£5m) and large (>£5m) projects, to be undertaken circa 12-18 months after occupation.

5.2 The implementation of the procedure links with the best value elements of performance management and demonstrating continuous improvement in the delivery of services. The format of the reports also presents the opportunity to reinforce / demonstrate the achievement of corporate objectives through the delivery of major capital projects and their links with the Council's strategic outcomes and Corporate Asset strategies.

5.3 This process should also be extended to goods and services contracts due to the strategic importance and risks involved in some of these contracts. There are many Social Care as well as some Environmental and Commercial Services contracts with a value of more than £1m and the associated risks involved in the contract delivery should deem them important enough for review and recording of lessons learned.

5.4 The distribution of the final reports or summaries and strategy for reporting has to be agreed however this could take the form of:

- an update report to the Service Committee under which the project was delivered.

    and/or

- an annual summary report to the Policy & Resources Committee on all evaluations carried out within the period to aid organisational learning and understanding of performance on major capital projects.

6.0 IMPLICATIONS

Finance

6.1 The financial implications are predominantly linked to Officer time and a summary of this is set out below:

The proposed Post-Project Delivery Team Review procedure is in line with good project management practice and the simple questionnaire led approach should not generate a request for additional consultant fees. However, the response rate will require to be monitored in the early stages of implementation. It is anticipated that the Officer time in connection with the Client/Technical Lead role in collating the report will be contained within existing resources for major school projects. The situation for non-school projects may require a small additional fee charge which is proposed be incorporated into future medium/large scale project cost estimates.

Post Occupancy Evaluation procedures require a greater input from the Client/Technical Lead Officer and potentially the key design consultants. The Port Glasgow Community Campus project schedule of consultant services included an element of time in respect of the Architect/Lead Consultant and Mechanical and Electrical design consultant for participation in the post occupancy evaluation exercise. This amounted to circa £2K per consultant (total of £4K) which assumed that the process was Client led (i.e. via the former School Estate Team). As with the Delivery Team Review process it is anticipated that the major schools / education projects can be contained within existing resources until at least 2017/18. Non-schools projects are likely to require a small additional fee charge which is proposed be incorporated into future medium/large scale project cost estimates.

Legal

6.2 There are no legal implications arising from this report.

Human Resources

6.3 There are no HR implications arising from the contents of this report.

Equalities

6.4 There are no direct equalities implications arising from this report.

Repopulation

6.5 There are no direct repopulation implications arising from the report.

7.0 CONSULTATION

7.1 This report has been produced in consultation with the Corporate Director Environment, Regeneration & Resources and the Chief Financial Officer.

7.2 The Head of Environmental and Commercial Services and Corporate Procurement Manager have also been consulted on the proposals.

8.0 LIST OF BACKGROUND PAPERS

8.1 Scottish Executive's Report – "Evaluation – Building our Future: Scotland's School Estate" 2004

Best Value toolkit: Asset Management – Audit Scotland – July 2010

Major capital investment in councils – Accounts Commission/Audit Scotland – March 2013

Scotlands Schools for the Future Programme, Post Occupancy Evaluation Guide – Scottish Futures Trust - September 2014

Inverclyde Council Targeted follow-up to Major Capital Investment in Councils – Grant Thornton – November 2014

Major capital investment in councils Follow-up – Accounts Commission/Audit Scotland – January 2016

Inverclyde council

Post-Project Evaluation - Guide

Contents

1.   Introduction

Inverclyde Council policy stipulates that a Post-Project Evaluation (PPE) exercise is carried out for all major capital investment projects i.e. new buildings/assets and significant refurbishment and/or extension projects with a construction value of £1m and over. This also extends to goods and services contracts with a value of over £1m. The purpose of the evaluation is to inform the Council (and other Services / Councils) through shared experience to:

- identify good practice and lessons learned,
- improve delivery of future projects and assist with achieving continuous improvement in service delivery.

A series of sample/template questionnaires and reports has been prepared based on previously completed evaluations and on Scottish Government and other good practice guidance. Template documents are attached for the following:

Appendix C - medium & large projects (Project Delivery Team Review)

Appendix D - medium sized projects £1m-£5m.

Appendix E - large projects >£5m.

The templates are designed to capture a range of information and enable summary reports to Committee on:

- whether or not the intended benefits set out in the business case were achieved.
- how well the project was managed and delivered including capturing data on any changes to cost, time and scope.
- how well the building/asset, purchased goods and services are performing and degree of user satisfaction

2. Post-Project Evaluation (PPE) Process

Both the medium and large project procedures include two distinct elements:

Post-Project Delivery Team Review

This element is the same for both medium and large scale projects and is carried out by the Core Project Team i.e. Client/Technical lead and all design consultants / technical professionals including the main Contractor. The simple questionnaire led exercise is designed to capture feedback and lessons learned on the management and delivery of the project from inception to completion. It is broadly aligned with the Royal Institute of British Architects Plan of Work model for the building design and construction process. The process should identify key areas such as the adequacy and accuracy of the initial project brief, lessons learned in terms of the method of procurement, and should also capture the core data on any cost, time and scope changes as part of this process.

Post-Occupancy Evaluation

This element engages the project stakeholders / building users through interview, workshop/forum and by use of the sample questionnaires. The object of this element is to seek feedback and views on how well the building/asset, goods or services are working, and also to establish how it is actually being used. This can cover both the technical and functional performance of the building and how it compares to the briefed requirements. It should highlight where things are working well and not so well, with a view to informing improvements both in the current situation and for future projects.

3.   When should the Evaluation be undertaken?

The **Post-Project Delivery Team Review** should be undertaken circa **6 months following Practical Completion** (subject to agreement of a final account)) in Construction projects and 6 months after contract award in non-construction projects.

The **Post-Occupancy Evaluation** (Construction projects) should be undertaken **12-18 months after occupation**. This allows sufficient time for the buildings systems to be optimised (and rectification of any snagging/defects), and also allows a full seasonal cycle enabling users to experience how the building performs in differing conditions.

4.   Who should be involved?

The **Post-Project Delivery Team Review** for Construction projects should involve at least one representative from each design discipline, the main Contractor and shall include the Client/Technical Lead (also expected to be the designated PPE Lead Officer). The Council's Workforce Development Team Leader should also be involved in providing feedback on any Community Benefits realised from the project. For goods and services contracts, the procurement officer and service representatives and or key users should be involved. Some goods or services contracts will be corporate in nature and others will be aimed at delivery to the public, all stakeholders should input to the review.

The **Post-Occupancy Evaluation** (Construction projects) should include representatives of all stakeholders groups to obtain as balanced a response as possible e.g. for schools projects this could include pupils, staff, parent council and wider community users). Feedback from the Post-Project Delivery Team Review should be summarised and included in the overall POE report. Key consultants (Architect and Mechanical & Electrical Engineers) may be engaged further in the POE exercise as required (refer Appendix B for example terms of appointment clause). As with the PPR procedure the Client/Technical Lead is expected to be the designated PPE Lead Officer. Internal stakeholders should also be engaged e.g. Property Maintenance, Grounds Maintenance and Facilities Management.

5.   Setting the "Ground Rules"

It should be made clear, when engaging stakeholders at the outset of the processes above, that the purpose of the exercise is not to lay blame or criticise the delivery team, but to undertake an independent evaluation process and highlight the good and not so good aspects of the project with a view to sharing lessons learned and better inform future projects. It should also be communicated to stakeholders that the Council's major capital project procedures generally include the allocation of a post-occupancy evaluation allowance within the initial project budget and this can be utilised to bring about immediate improvements in line with recommendations flowing from the formal evaluation.

6.   How long should it take?

The actual undertaking of the Evaluation should be done relatively quickly to maintain momentum, ideally over 2-3 days with a further 2-3 days allocated to report drafting, moderation and review. With larger, more complex projects this may be slightly extended.

7.   The Final Report

The final reports should document the methodology and findings of both the PPR and POE exercises. It should include an Executive Summary highlighting any recommendations for action in the project being evaluated and key lessons learned that can be carried forward to future projects. The final report will form the basis of summary reports to Committee.

Single Outcome Agreement Priority	Reference
Inverclyde's population is stable with a good balance of socio-economic groups.	**SOA1**
Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.	**SOA2**
The area's economic regeneration is secured and economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential.	**SOA3**
The health of local people is improved, combating health inequality and promoting healthy lifestyles.	**SOA4**
A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates.	**SOA5**
A nurturing Inverclyde gives all our children and young people the best possible start in life.	**SOA6**
Inverclyde is a place where people want to live now whilst at the same time safeguarding the environment for future generations.	**SOA7**
Our public services are of high quality, continually improving, efficient and responsive to local people's needs	**SOA8**

SHANARRI Wellbeing Indicator		Reference
Safe	Protected from abuse, neglect or harm and supported when at risk. Enabled to understand and take responsibility for actions and choices. Having access to a safe environment to live and learn in.	**S**
Healthy	Achieve high standards of physical and mental health and equality of access to suitable health care and protection, while being supported and encouraged to make healthy and safe choices.	**H**
Achieving	Being supported and guided in lifelong learning. Having opportunities for the development of skills and knowledge to gain the highest standards of achievement in educational establishments, work , leisure or the community.	**Ach**
Nurtured	Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.	**N**
Active	Having opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth and development.	**Act**
Respected and Responsible	Respected and share responsibilities. Citizens are involved in decision making and play an active role in improving the community.	**R**
Included	Overcoming social, educational, health and economic inequalities and being valued as part of the community.	**I**

The following clause shall be inserted in consultant tender documents (references are to typical RIBA form of appointment tasks / stages).

7 In Use

*) Participate in and attend Client led post-project review and evaluation survey of completed building including attending walk-through survey. Contribute to report(s) prepared by Client in line with published Scottish Government guidance and Authority procedures (refer sample report information – Appendix *).

Appendix C

Post Project Delivery Team Review

Project Title/Name

Post-Project Delivery Team Review

[Insert Photograph]

0 Strategic Definition	1 Preparation and Brief	2 Concept Design	3 Developed Design	4 Technical Design	5 Construction	6 Handover and Close Out	7 In Use

Post-Project Delivery Team Review Questionnaire

Introduction

Inverclyde Council policy stipulates that a Post-Project Evaluation (PPE) exercise is carried out for all major capital investment projects i.e. new buildings/assets and significant refurbishment and/or extension projects with a construction value of £1m and over. This process also extends to goods and services contracts with a value of over £1m.The purpose of the evaluation is to inform the Council (and other Services / Councils) through shared experience to:

- identify good practice and lessons learned,
- improve delivery of future projects and assist with achieving continuous improvement in service delivery.

There are two main elements of the evaluation as below:

- **Post-Project Delivery Team Review** - undertaken circa 6 months following Practical Completion (subject to agreement of a final account) for Construction projects and 6 months after Contract Award for non-Construction projects.
- **Post-Occupancy Evaluation** - undertaken 12-18 months after occupation.

The information in the completed evaluations will be used as the basis for a Post-Project Evaluation Report which will formally document the findings. The purpose of the exercise is not to lay blame or criticise the delivery team, but to undertake an independent evaluation process and highlight the good and not so good aspects of the project with a view to sharing lessons learned and better inform future projects.

Notes on Completion

The attached questionnaire is designed to cover the project procurement / delivery process in terms of "What went well?" and "What could have been done better?". Comments should be noted in the relevant column. The text included at the start of each section is included as a guide only and comments need not be restricted to these areas, similarly it is not necessary to include any comment if none is required.

Note: please enter N/A or provide limited feedback where a section is not fully relevant to your position or knowledge. Please note that for the collation of comments and final report, no comments will be attributed to any individual. Contact details are requested below for the purposes of clarification of comments received only.

Name:	
Position/organisation:	
Role in Project:	
Date:	

0 Strategic Definition	1 Preparation and Brief	2 Concept Design	3 Developed Design	4 Technical Design	5 Construction	6 Handover and Close Out	7 In Use

Organisation

Consider the following: -

Project Team structure and disciplines
Balance of Human Resources
Organisational structure and hierarchy of the team

What went well?	What could have been done better?

Recommendations: -

Procurement

Consider the following: -

Method
Form of contract / terms & conditions (were they appropriate / effective?)

What went well?	What could have been done better?

Recommendations: -

0 Strategic Definition	1 Preparation and Brief	2 Concept Design	3 Developed Design	4 Technical Design	5 Construction	6 Handover and Close Out	7 In Use

Teamwork & Communication

Consider the following: -

Internal communication (within the Project Team / Inverclyde Council Officers)

External communication (with other Consultants, suppliers, support groups)

Were key decision makers easily accessible?

Information sharing and exchange: how effective was this?

What went well?	What could have been done better?

Recommendations: -

Pre-construction / Briefing

Consider the following: -

Quality and adequacy of Information provided i.e. project terms of reference: Accommodation Schedule, Project Brief (ACRs), Room Data Sheets, Specifications, etc.

Project Objectives: were they and the project brief clearly stated and did this change?

Stakeholder consultation

Were the benefits of completing the project identified?

What went well?	What could have been done better?

Recommendations: -

Planning & Tracking

Consider the following: -

Changes to the scope - how were they controlled and communicated?

Requirements - were any dates or methods imposed? What was the impact?

Responsibilities - were they clearly defined?

Were key deliverables/milestones clearly defined?

Control - was there sufficient control/tracking information? How was progress monitored / communicated?

Was a Risk/Issue Management process applied adequately?

What went well?	**What could have been done better?**

Recommendations: -

Design Development / Development Process

Consider the following: -

Structure of the Process

The key stages that had to be followed (definitions, requirements, design, technical design and development, testing, implementation)

Definition of stage objectives & the practicality of achieving these

Meetings & Workshops

Benefits/ problems encountered by following this process

What went well?	**What could have been done better?**

Recommendations: -

Design of the Building & Landscape (Construction projects)

Consider the following: -
Design of the building
Structure
Materials and components
Contractor Designed areas
Construction detailing

What went well?	What could have been done better?

Recommendations: -

Mechanical & Electrical Systems (Construction projects)

Consider the following: -
Electrical: Design, Systems specified, Installation. Control, Energy issues, Maintenance
Mechanical: Design, Systems specified, Installation, Control, Energy issues, Maintenance

What went well?	What could have been done better?

Recommendations: -

Construction of the Building & Landscape (Construction projects)

Consider the following: -
Buildability
Contractor Designed elements
Programming
Quality
Communication

What went well?	What could have been done better?

Recommendations: -

Completion & Defects (Construction projects)

Consider the following: -
Completion of the works to handover
Defects (procedures / approach to resolution / level at handover)

What went well?	What could have been done better?

Recommendations: -

0 Strategic Definition	1 Preparation and Brief	2 Concept Design	3 Developed Design	4 Technical Design	5 Construction	6 Handover and Close Out	7 In Use

Documentation & Training (Construction projects)

Consider the following: -

Was documentation produced, in the right format, with correct content and distributed by the right people at the right time?

Did it involve the right people?

Were training requirements satisfactorily planned and dealt with?

What went well?	What could have been done better?

Recommendations: -

The Overall Experience

Consider the following: -

Your thoughts on the experience of the project from appointment to completion. This will include working with others e.g. Inverclyde Council officers, consultants, other contractors, school staff, FM (janitors), pupils, parents, etc.

- Appointment
- Design development
- Construction
- Handover
- Defect period (to date)

What went well?	What could have been done better?

Recommendations: -

Additional Recommendations, Actions or Lessons Learned

Inverclyde council

Post-Project Delivery Team Review

Project

Title/Name

[Insert Photograph]

Establishment / Project

Post-Project Delivery Team Review

Introduction

Inverclyde Council policy stipulates that a Post-Project Evaluation (PPE) exercise is carried out for all major capital investment projects i.e. new buildings/assets and significant refurbishment and/or extension projects with a construction value of £1m and over. The policy also extends to all major goods and services contracts with a value greater than £1m. The purpose of the evaluation is to inform the Council (and other Services / Councils) through shared experience to:

- identify good practice and lessons learned,
- improve delivery of future projects and assist with achieving continuous improvement in service delivery.

There are two main elements of the evaluation as below:

- **Post-Project Delivery Team Review** - undertaken circa 6 months following Practical Completion (subject to agreement of a final account) for Construction projects and 6 months after Contract Award for non-Construction projects.
- **Post-Occupancy Evaluation** - undertaken 12-18 months after occupation.

The information in the completed evaluations will be used as the basis for a Post-Project Evaluation Report which will formally document the findings. The purpose of the exercise is not to lay blame or criticise the delivery team, but to undertake an independent evaluation process and highlight the good and not so good aspects of the project with a view to sharing lessons learned and better inform future projects.

Project Title/Name:	
Description:	
Procurement method:	**Form of contract / OJEU / hub etc.**

Key Dates:	Design * - * Construction * - *	Project Value:	£

Investment Links (refer to Appendix 1 for definitions)			
Strategic Planning Ref:	**School Estate Management Plan (SEMP) / Office AMP / Depots AMP, Other Property AMP, Open Space AMP, Roads AMP, Fleet, ICT**		
Community Plan/SOA Ref:	**SOA1, SOA2. SOA3, SOA4, SOA5, SOA6, SOA7, SOA8**	SHANARRI Ref:	**S, H Ach, N, Act, R, I**

Project Delivery Team	
Client/Technical Lead/Council Project Manager	
Architect	
Mechanical Engineer	
Electrical Engineer	
Civil & Structural Engineer	
Landscape Architect	
Quantity Surveyor	
Contractor / Supplier	
Procurement Officer	
Service Lead Officer	

Executive Summary

Cost, Time and Project Scope

Strategy / Briefing (Stages 0-1)

Pre-Contract Design (Stage 2-4)

Construction (Stage 5)

Handover/Use (Stages 6-7)

Review Summary

Questionnaire Response Summaries

Organisation
Summary
Recommendations

Procurement
Summary
Recommendations

Establishment / Project

Teamwork & Communication
Summary
Recommendations

Pre-construction or pre-goods or services tender
Summary
Recommendations

Establishment / Project

Planning & Tracking
Summary
Recommendations

Design Development / Development Process
Summary
Recommendations

Establishment / Project

Design of the Building & Landscape (Construction projects)
Summary
Recommendations

Mechanical & Electrical Systems (Construction projects)
Summary
Recommendations

Establishment / Project

Construction of the Building & Landscaping (Construction projects)
Summary
Recommendations

Completion & Defects (Construction projects)
Summary
Recommendations

Establishment / Project

Documentation & Training
Summary
Recommendations

The Overall Experience
Summary
Recommendations

Additional Recommendations, Actions or Lessons Learned

Single Outcome Agreement Priority	Reference
Inverclyde's population is stable with a good balance of socio-economic groups.	**SOA1**
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The area's economic regeneration is secured and economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential.	**SOA3**
The health of local people is improved, combating health inequality and promoting healthy lifestyles.	**SOA4**
A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates.	**SOA5**
A nurturing Inverclyde gives all our children and young people the best possible start in life.	**SOA6**
Inverclyde is a place where people want to live now whilst at the same time safeguarding the environment for future generations.	**SOA7**
Our public services are of high quality, continually improving, efficient and responsive to local people's needs	**SOA8**

SHANARRI Wellbeing Indicator		Reference
Safe	Protected from abuse, neglect or harm and supported when at risk. Enabled to understand and take responsibility for actions and choices. Having access to a safe environment to live and learn in.	**S**
Healthy	Achieve high standards of physical and mental health and equality of access to suitable health care and protection, while being supported and encouraged to make healthy and safe choices.	**H**
Achieving	Being supported and guided in lifelong learning. Having opportunities for the development of skills and knowledge to gain the highest standards of achievement in educational establishments, work , leisure or the community.	**Ach**
Nurtured	Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.	**N**
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Respected and Responsible	Respected and share responsibilities. Citizens are involved in decision making and play an active role in improving the community.	**R**
Included	Overcoming social, educational, health and economic inequalities and being valued as part of the community.	**I**

Sample Report

Appendix D

Post Occupancy Evaluation

Projects £1m - £5m

Inverclyde
council

Project Title/Name

Post Occupancy Evaluation

Establishment / Project

Post-Occupancy Evaluation Questionnaire

Post Occupancy Evaluation - Building User Questionnaire

Introduction

Inverclyde Council policy stipulates that a Post-Project Evaluation (PPE) exercise is carried out for all major capital investment projects i.e. new buildings/assets and significant refurbishment and/or extension projects with a construction value of £1m and over. The purpose of the evaluation is to inform the Council (and other Services / Councils) through shared experience to:

- identify good practice and lessons learned,
- improve delivery of future projects and assist with achieving continuous improvement in service delivery.

The information in the completed evaluation questionnaires will be used as the basis for a Post-Project Evaluation Report which will formally document the findings. The purpose of the exercise is not to lay blame or criticise the delivery team, but to undertake an independent evaluation process and highlight the good and not so good aspects of the project with a view to sharing lessons learned and better inform future projects.

Notes on Completion

The attached questionnaire is designed to explore how you use the building and grounds and your experience of using the facility. It is important to cover the various areas in terms of "What went well?" and "What could have been done better?" Comments should be noted in the relevant column. The text included at the start of each section is included as a guide only and comments need not be restricted to these areas, similarly it is not necessary to include any comment if none is required.

Note: please enter N/A or provide limited feedback where a section is not fully relevant to how you use the building or knowledge of the area. Please note that for the collation of comments and final report, <u>no comments will be attributed to any individual</u>. Contact details are requested below for the purposes of clarification of comments received only.

Name:	
Type of User:	Staff Member / Teacher / Pupil / Community User / Other
Date:	

Establishment / Project

Consultation	
Consider the following: - Process & Communication (all stages) Building Design (elements / layout / accommodation / external areas) Contact with the design team Preparation for temporary relocation (decant - if applicable) and moving in (transfer)	
What went well?	**What could have been done better?**
Recommendations: -	

Arrival / Departure	
Consider the following: - How you arrive and leave the grounds and building Positions and locations of gates; journey from gates to building, Lighting, materials and landscaping Access to the building	
What went well?	**What could have been done better?**
Recommendations: -	

Moving around the building

Consider the following: -

How easy or difficult is to make your way through the building to the various areas that you use most.

Aspects to consider: - Natural logic of the building, width/shape of main circulation routes, openness of key junctions, fire/hold open doors, signage, colours / materials, route finding, visibility, etc.

What went well?	What could have been done better?

Recommendations: - If possible let us know how you think any areas or journeys could be improved.

Areas you work in / use

Consider the following: -

How do you feel about your accommodation?

Aspects to consider: - Layout, shape, ceiling heights, furniture (fitted and loose), equipment, services, windows, blinds, roof lights, doors, lighting (natural and artificial), air quality / ventilation, heating, etc.

What went well?	What could have been done better?

Recommendations: - note any aspects where you think improvements could be made.

Establishment / Project

Understanding and experience of how the building works

Consider the following: -
Information supplied on how heating, ventilation, lighting, etc. works e.g. user guides and/or training provided
With reference to the systems and documentation; ease of understanding, layout, and information provided.
Experience of building system performance since handover (heating / lighting / specialist systems etc.)

What went well?	What could have been done better?

Recommendations: -

Layouts, Fittings and Furniture Generally

Consider the following: -
Circulation Spaces: corridors, stairwells, etc.
Dining and Social Areas
Staff Facilities (toilets etc.)
Fixed and Loose furniture

What went well?	What could have been done better?

Recommendations: -

Establishment / Project

Design/Construction of the Building & Landscape

Consider the following: -

Design of the building in terms of shape/façade of building,
Structure of the various main elements
Materials and components (including walls types, windows and external doors)
Landscaping layout and materials, etc.

What went well?	What could have been done better?

Recommendations: -

Completion & Defect Period

Consider the following: -

Completion of works for handover / occupation
Rectification of defects (snagging) process and engagement
Defects rectification; time taken to attend to defects

What went well?	What could have been done better?

Recommendations: -

Establishment / Project

The Overall Experience	
Consider the following: - Your thoughts on the experience of the project from moving in? This will include working with others e.g. Inverclyde Council officers, consultants, other contractors, school staff, FM (janitors), public, other organisations, etc.	
What went well?	**What could have been done better?**
Recommendations: -	

Additional Recommendations, Actions or Lessons Learned

Inverclyde
council

Post Occupancy Evaluation Report

Project

Title/Name

[Insert Photograph]

Establishment / Project

Post Occupancy Evaluation Report

Introduction

Inverclyde Council policy stipulates that a Post-Project Evaluation (PPE) exercise is carried out for all major capital investment projects i.e. new buildings/assets and significant refurbishment and/or extension projects with a construction value of £1m and over. The purpose of the evaluation is to inform the Council (and other Services / Councils) through shared experience to:

- identify good practice and lessons learned,
- improve delivery of future projects and assist with achieving continuous improvement in service delivery.

There are two main elements of the evaluation as below:

- **Post-Project Delivery Team Review** - undertaken circa 6 months following Practical Completion (subject to agreement of a final account).
- **Post-Occupancy Evaluation** - undertaken 12-18 months after occupation.

The information in the completed evaluations will be used as the basis for a Post-Project Evaluation Report which will formally document the findings. The purpose of the exercise is not to lay blame or criticise the delivery team, but to undertake an independent evaluation process and highlight the good and not so good aspects of the project with a view to sharing lessons learned and better inform future projects.

Establishment / Project

Project Title/Name:	
Description:	
Procurement method:	**Form of contract / OJEU / hub etc.**
Key Dates:	**Design * - *** **Construction * - ***	**Project Value:**	**£**

Investment Links (refer to Appendix 1 for definitions)			
Strategic Planning Ref:	**School Estate Management Plan (SEMP) / Office AMP / Depots AMP, Other Property AMP, Open Space AMP, Roads AMP, Fleet, ICT**		
Community Plan/SOA Ref:	**SOA1, SOA2. SOA3, SOA4, SOA5, SOA6, SOA7, SOA8**	**SHANARRI Ref:**	**S, H Ach, N, Act, R, I**

Project Delivery Team	
Client/Technical Lead/Council Project Manager	
Architect	
Mechanical Engineer	
Electrical Engineer	
Civil & Structural Engineer	
Landscape Architect	
Quantity Surveyor	
Contractor	

Executive Summary

Consultation

Building / Landscape Design

Building / Landscape Operation

Experience of the Process

Review Summary

Building User: Consultation
Summary
Recommendations

Building User: Arrival / Departure
Summary
Recommendations

Establishment / Project

Building User: Moving around the building
Summary
Recommendations

Building User: Areas you work in / use
Summary
Recommendations

Establishment / Project

Building User: Understanding and experience of how the building works
Summary
Recommendations

Building User: Layouts, Fittings and Furniture Generally
Summary
Recommendations

Building User: Design/Construction of the Building & Landscape

Summary

Recommendations

Building User: Completion & Defect Period

Summary

Recommendations

Building User: The Overall Experience
Summary
Recommendations

Establishment / Project

Additional Recommendations, Actions or Lessons Learned

Contributors/Consultees (list)

Single Outcome Agreement Priority	Reference
Inverclyde's population is stable with a good balance of socio-economic groups.	**SOA1**
Communities are stronger, responsible and more able to identify, articulate and take action on their needs and aspirations to bring about an improvement in the quality of community life.	**SOA2**
The area's economic regeneration is secured and economic activity in Inverclyde is increased, and skills development enables both those in work and those furthest from the labour market to realise their full potential.	**SOA3**
The health of local people is improved, combating health inequality and promoting healthy lifestyles.	**SOA4**
A positive culture change will have taken place in Inverclyde in attitudes to alcohol, resulting in fewer associated health problems, social problems and reduced crime rates.	**SOA5**
A nurturing Inverclyde gives all our children and young people the best possible start in life.	**SOA6**
Inverclyde is a place where people want to live now whilst at the same time safeguarding the environment for future generations.	**SOA7**
Our public services are of high quality, continually improving, efficient and responsive to local people's needs	**SOA8**

SHANARRI Wellbeing Indicator		Reference
Safe	Protected from abuse, neglect or harm and supported when at risk. Enabled to understand and take responsibility for actions and choices. Having access to a safe environment to live and learn in.	**S**
Healthy	Achieve high standards of physical and mental health and equality of access to suitable health care and protection, while being supported and encouraged to make healthy and safe choices.	**H**
Achieving	Being supported and guided in lifelong learning. Having opportunities for the development of skills and knowledge to gain the highest standards of achievement in educational establishments, work , leisure or the community.	**Ach**
Nurtured	Having a nurturing place to live and learn, and the opportunity to build positive relationships within a supporting and supported community.	**N**
Active	Having opportunities to take part in activities and experiences in educational establishments and the community, which contribute to a healthy life, growth and development.	**Act**
Respected and Responsible	Respected and share responsibilities. Citizens are involved in decision making and play an active role in improving the community.	**R**
Included	Overcoming social, educational, health and economic inequalities and being valued as part of the community.	**I**

Sample Report

Appendix E

Post Occupancy Evaluation

Projects > £5m

Project Title/Name

Post Occupancy Evaluation

[Insert Photograph]

Establishment / Project

Post Occupancy Evaluation - Building User Questionnaire

Introduction

Inverclyde Council policy stipulates that a Post-Project Evaluation (PPE) exercise is carried out for all major capital investment projects i.e. new buildings/assets and significant refurbishment and/or extension projects with a construction value of £1m and over. The purpose of the evaluation is to inform the Council (and other Services / Councils) through shared experience to:

- identify good practice and lessons learned,
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The information in the completed evaluation questionnaires will be used as the basis for a Post-Project Evaluation Report which will formally document the findings. The purpose of the exercise is not to lay blame or criticise the delivery team, but to undertake an independent evaluation process and highlight the good and not so good aspects of the project with a view to sharing lessons learned and better inform future projects.

Notes on Completion

The attached questionnaire is designed to explore how you use the building and grounds and your experience of using the facility. It is important to cover the various areas in terms of "What went well?" and "What could have been done better?" Comments should be noted in the relevant column. The text included at the start of each section is included as a guide only and comments need not be restricted to these areas, similarly it is not necessary to include any comment if none is required.

Note: please enter N/A or provide limited feedback where a section is not fully relevant to how you use the building or knowledge of the area. Please note that for the collation of comments and final report, <u>no comments will be attributed to any individual.</u> Contact details are requested below for the purposes of clarification of comments received only.

Name:	
Type of User:	Staff Member / Teacher / Pupil / Community User / Other
Date:	

Establishment / Project

1	**Consultation**: please consider the consultation process and engagement throughout the project from your experience. *Areas to consider: - Process and lines of communication, consultation on design, engagement in preparation for decant (if applicable) and transfer to new facility.*

Establishment / Project

2	**Arrival/Departure**: please consider how you arrive at and leave the grounds and building, any difficulties you encounter, any ideas to improve your experience or aspects that make your experience positive. *Areas to consider: - Positions and locations of gates, journey from gates to building, lighting, materials, soft landscaping, door access system, etc.*

Establishment / Project

3	**Moving around the building**: please consider how easy or difficult it is to make your way through the building to the various areas that you use most. Let us know how you think any areas or journeys could be improved or positive aspects. *Areas to consider: - Natural logic of the building, width/shape of main circulation routes, openness of key junctions, fire/hold open doors, signage, colours / materials, route finding, visibility, etc.*

Establishment / Project

4	**Teaching Areas:** thinking about classrooms and teaching areas; please explain how you feel about the rooms and note any positive aspects and/or where you think improvements could be made. *Areas to consider: - Layout, shape, ceiling heights, fitted furniture, equipment, loose furniture, services, windows , blinds, roof lights, doors, lighting (natural and artificial), air quality / ventilation, heating, etc.*

5	**Understanding how the building works:** Consider how the systems and controls work in the rooms and areas that you use and beyond (this could be classrooms, offices, social space, circulation, and any others. *Please sate which are referred to in your comments)*. Comment on ease of understanding, your experience of the systems performance since moving in and how you feel this could be improved. *Areas to consider: - internal environment; heating, ventilation, lighting (artificial ad natural), etc.*

Establishment / Project

6	**Layouts, Fittings and Furniture**: Please give your thoughts on loose and fixed furniture and fittings (e.g. door handles, window controls, etc.). *Areas to consider: - Positioning, layouts, quality, colour, suitability, size, ease of use, etc.*

7	**Design/Construction of the Building & Landscape**: Please give your thoughts on the building and grounds/landscape. *Areas to consider: - Materials, Positioning, layouts, quality, colour, suitability, sustainability, etc.*

Establishment / Project

8	**Project Completion & Defect Period**: Please give your thoughts on how the building was as you moved in and how the Contractor and Council officers dealt with defects and snagging. *Areas to consider: - Extent of defects, level of defects, quality and speed in dealing with defects,*

Establishment / Project

9	**The Experience:** please express your thoughts on the experience of moving into a new/refurbished building, the problems overcome, the snagging/defect rectification process and the performance of the various organisations: - Design Team (architectural and engineering) Contractor(build quality and defect response) FM (Janitorial, cleaning and catering) IC (School Estate, Technical Services, Property Maintenance, etc.)

[Replace with project name]
Post Occupancy Evaluation
Questionnaire

We are carrying out an evaluation of the [insert project name] building to assess how well it works for all of the building users. The feedback will help to highlight good aspects and could also lead to recommendation for improvements. It will also provide valuable information that can be used to make other buildings better and inform how we undertake future projects.

1) Who are you

Please tick

1	**Pupil**	

2	**Teacher**	

3	**Facilities Management**	

4	**Parent**	

5	**Visitor**	

6	**Other (please state)**	

2) If you are a **pupil**, what year are you in?

1st	2nd	3rd	4th	5th	6th

3) If you are a **teacher**, what are you main subjects / curriculum areas?

4) Build Quality: Please rate the quality of the following areas: -

(How well do you think the building has been built in terms of materials, quality, robustness and finish?   Walls, flooring, ceiling, fixed furniture, etc.)

Please tick your score		1	2	3	4	5	6	7	
The grounds	Poor								Excellent
The facade	Poor								Excellent
Social and Dining areas	Poor								Excellent
Toilets	Poor								Excellent
Sports	Poor								Excellent
Assembly Hall	Poor								Excellent
Library	Poor								Excellent
Classrooms	Poor								Excellent

5) Layout of Areas (including furniture): -

Please tick your score		1	2	3	4	5	6	7	
The grounds	Poor								Excellent
Social and Dining areas	Poor								Excellent
Toilets	Poor								Excellent
Sports	Poor								Excellent
Assembly Hall	Poor								Excellent
Library	Poor								Excellent
Classrooms	Poor								Excellent

Inverclyde council

6) Design Features and Facilities

Please tick your score		1	2	3	4	5	6	7	
The Outside	Poor								Excellent

Social and Dining areas	Poor								Excellent

Internal layout	Poor								Excellent

7) Accessibility: - How easy is it to access and get around the building?

Please tick your score		1	2	3	4	5	6	7	
Getting in and out	Poor								Excellent

Getting around inside	Poor								Excellent

8) Cleanliness: - How clean and tidy is the building?

Please tick your score		1	2	3	4	5	6	7	
Outside	Poor								Excellent

Inside	Poor								Excellent

9) Internal Environment: - Rate the following qualities.

Please tick your score		1	2	3	4	5	6	7	
Air Quality	Poor								Excellent

Lighting	Poor								Excellent

Heating	Poor								Excellent

10) Maintenance: - Fixing things that do not work, how do we do?

Please tick your score		1	2	3	4	5	6	7	
Fixed quickly	Poor								Excellent

Quality when fixed	Poor								Excellent

Post Occupancy Evaluation Questionnaire

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Name:	
Type of User:	Maintenance Officer / Grounds Maintenance / FM (Cleaning) / FM (Catering) / FM (Janitorial)
Date:	

1	**External areas and access/egress to/from the building:** please give your views on: - • the boundary details (including access and egress) e.g. ease or difficulties using gates, security, quality, types, etc., • Routes around the external areas including pedestrian, and vehicles • The materials used in the hard and soft landscaping,. Day to day works and general maintenance issues • Access and egress from the building (access control, doors, signage, people management, etc.) • If possible let us know how you think any areas or journeys that are particularly good. • Any ideas to improve your experience or current positive aspects. *Areas to consider: - Positions and locations of gates, journey from gates to building, lighting, materials, soft landscaping, door access system, etc.*

Establishment / Project

2	**Circulation areas and moving around the building**: please give your views on: - • How easy or difficult is to make your way through the building to the various areas. • Any congestion areas? • Looking after the building e.g. cleaning, vandalism, robustness (wear & tear), • If possible let us know how you think any areas or journeys that are particularly good or could be improved. *Areas to consider: - Natural logic of the building, width/shape of main circulation routes, openness of key junctions, fire/hold open doors, signage, colours / materials, route finding, visibility, etc.*

3	**Internal Areas:** please give your views on the various types of rooms and areas: - • Dining/social areas, • Classrooms, • Sports, • Assembly halls, • Others • Please note any aspects which are particular good or where you think improvements could be made. *Areas to consider: - Layout, shape, ceiling heights, fitted furniture, equipment, loose furniture, services, windows , blinds, roof lights, doors, lighting (natural and artificial), air quality / ventilation, heating, etc.*

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4	**Understanding how the building works:** Consider how the systems and controls work in the rooms and areas that you use and beyond (this could be classrooms, offices, social space, circulation, and any others. *Please sate which are referred to in your comments).* Comment on ease of understanding, your experience of the systems performance since moving in and how you feel this could be improved. *Areas to consider: - internal environment; heating, ventilation, lighting (artificial ad natural), etc.*

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Establishment / Project

6	**Working with others: -** please express your thoughts how relationships and process are working with the various mangers, groups and individuals. E.g. : - • Head teachers and school management, • Teachers • Other staff (technicians, office, catering, etc.) • Other FM staff • CLD (Enterprise Centre) staff • Letting Officers, • Others Any suggestions?

7	**Specific FM issues: -** please express your thoughts on any specific FM Operational or Physical building/landscape issues. This includes plant rooms and new systems e.g. Biomass, ventilation, BMS,CCTV, access control, intruder, fire, etc.

Post Occupancy Evaluation Report

Project

Title/Name

[Insert Photograph]

Establishment / Project

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Landscape Architect	
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Building / Landscape Operation

Experience of the Process

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Summary Responses from Questionnaires

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What went well?
What could have been done better?
Recommendations
Other comments

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Establishment / Project

Building User: Areas you work in / use
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Establishment / Project

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Recommendations
Other comments

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Other comments

Establishment / Project

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Additional Recommendations, Actions or Lessons Leant

Establishment / Project

Contributors/Consultees (list)

Establishment / Project

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