



One Public Estate (OPE) Project

Brief for the Engagement of Professional Services:

Appendix A: Office Designer, Project Lead & Cost Consultancy

Date of Issue: 6th April 2022

Dover District Council
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Brief for Architectural & Office Designer Services

1.0 PROJECT OBJECTIVES

1.1 Dover District Council (DDC) is looking to engage with a reputable and experienced office design and refurbishment consultancy to successfully deliver the following outcomes:

- a) Determination of how well the existing Whitfield Offices support the current needs and future aspirations of the organisation and its existing third-party stakeholders and end-users.
- b) Delivery of a viable full business case that demonstrates how the existing offices can be modified, refurbished, and repurposed to optimise operations and new ways of working whilst also accommodating a new principal third-party stakeholder.
- c) Development of design and initial project briefs that clearly articulates both the scope of services and works required to deliver the key success criteria outlined in the full business case. This is to include the budget that has been allocated to execute the project to the client's satisfaction.

2.0 INTRODUCTION

2.1 The existing offices at Whitfield is DDC's primary base of operations for its main corporate functions and duties. The building is located within the White Cliffs Business Park with easy access from the A2 – see figure 1 below.



Figure 1 – Location of the Dover District Council's Whitfield Offices

- 2.2 To facilitate the building of a new residential development the Kent County Council (KCC) are seeking to vacate their Children Services from a former primary school building on Melbourne Avenue in Whitfield. Depending on the outcome of the full business case the intention is to relocate the Children Services to space within DDC's Whitfield Offices.
- 2.3 From the client side the project is being led by DDC with support being provided by KCC. The Client Representative and Project Champions are identified in Section 6 of this document.

3.0 WHITFIELD OFFICE SITE

- 3.1 The Whitfield council offices are approximately 6650 m² in area including lift shafts, stores, and plant rooms. It was purpose built over three phases during the 1980s. Phase 1 was completed in the mid-1980s with Phases 2 & 3 being constructed a few years later. The phases are now known as North (Phase 1), Central (Phase 2) and South (Phase 3) Wings.
- 3.2 The council chamber was originally housed in Phase 1 but is now sited within the South-West corner of Phase 3.
- 3.3 The offices are currently served by three car parks, with spaces being limited when the building is functioning at capacity.

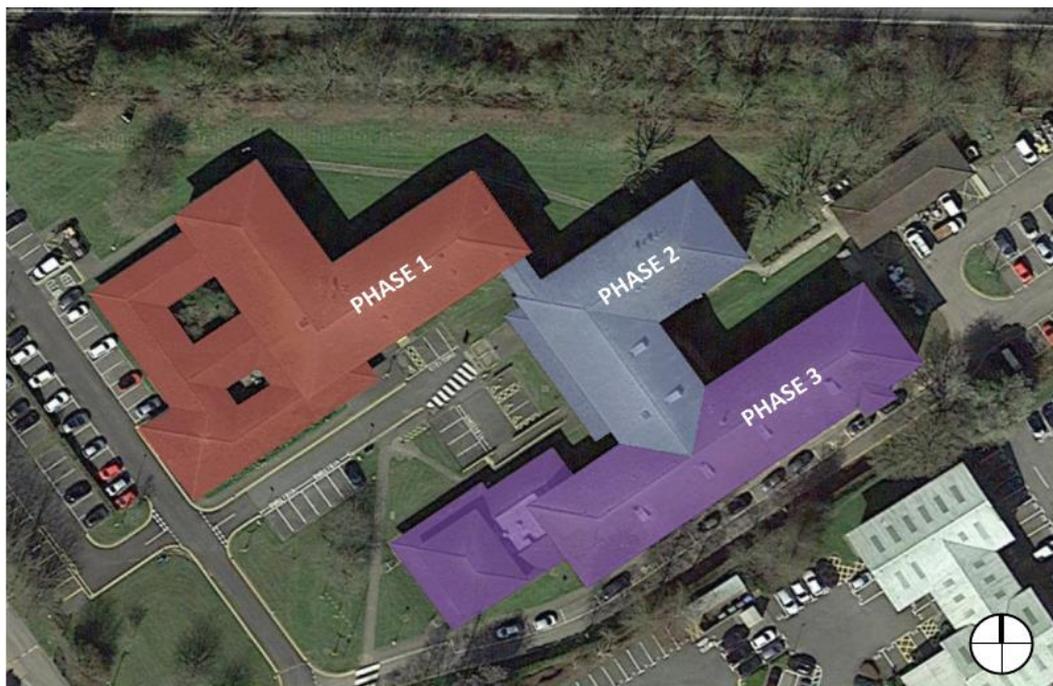


Figure 2 – Chronology of the Council Office construction illustrated in three major phases

- 3.4 The South-West corner of Phase 1 is single storey and rises to two storeys beyond the two small internal courtyards. Phase 2 is two and three storeys in form. Phase 3 has the single storey, double height Council Chamber in its South-West corner before rising to two and three storeys beyond. Phase 3 also contains an underground bunker.

- 3.5 Generally, the structure is formed from reinforced concrete perimeter ring beams and reinforced concrete columns that support the precast reinforced concrete floors. The wall build up is a cavity wall (block and brick) construction with the shallow roof being formed from timber trussed rafters.
- 3.6 In terms of heating Phase 1 is served by its own boiler room located at basement level. Phases 2 & 3 are served by a separate boiler room housed on the lower ground floor of Phase 3.
- 3.7 When originally built the office was designed to be flexible, allowing the internal spaces to be either open plan or contained using demountable partitions. These moveable partitions proved to be cumbersome and over a period they have largely been removed from site.

4.0 STAKEHOLDERS

- 4.1 The internal configuration and use of the offices have evolved to take into account various internal and Local Government reviews, with various third-party stakeholders emerging as traditional county and district council services have been outsourced to private companies.
- 4.2 Appendix C contains information on the organisational structure of DDC including the job titles of each individual member of staff. However not all these services and individuals operate out of the Whitfield Offices. Therefore, for clarity the Heads of services that will need to be engaged with as part of this project and the workforce they are responsible for are detailed below:
- Head of Community & Digital Services – responsible for two departments collective consisting of 32 Job Descriptions
 - Head of Governance & HR – responsible for four departments collective consisting of 42 Job Descriptions
 - Head of Leadership Support – responsible for departments collective consisting of 11 Job Descriptions
 - Head of Assets & Building Control – responsible for five departments collective consisting of 69 Job Descriptions
 - 5. Commercial Services – responsible for four departments collective consisting of 96 Job Descriptions
 - 6. Investment, Growth & Tourism – responsible for two departments collective consisting of Job Descriptions
 - 7. Planning, Regeneration, and Development – responsible for three departments collective consisting of Job Descriptions
 - 8. Finance and Investment – responsible for three departments collective consisting of 31 Job Descriptions
 - 9. Housing – responsible for three departments collective consisting of 45 Job Descriptions

- 10. Regulatory Services – responsible for four departments collective consisting of 33 Job Descriptions
- 11. Audit – responsible for one department collective consisting of 2 Job Descriptions

4.3 Currently 10-15% of the office space is occupied by third-party stakeholders. This could fluctuate significantly depending on how each organisation decides to restructure itself to accommodate a post-Covid 19 reality.

4.4 The list of third-party stakeholders currently operating out of the DDC Whitfield Offices are as follows:

- Civica (public sector support services)
- ICT Shared Services (Combined IT support for three district authorities)
- Kent Association of Local Councils (KALC)
- South-East Strategic Partnership for Migration (SESPM)
- NHS Coastal Commissioning Group

4.5 To meet its future business demands DDC can move these third-party stakeholders to different locations around the building. Typically, the current rationale has been to migrate these organisations to offices located in the North Wing (Phase 1).

5.0 PROJECT BRIEF

5.1 The Organisation has become aware that as a consequence of Covid-19 its built assets at Whitfield have become underutilised. The offices no longer function at the fulness of their intended potential or capacity.

5.2 Through the One Public Estate (OPE) program an opportunity has arisen for the organisation to remedy this situation by carrying out a viability study for contracting into a reduced but optimum operational footprint. An integral part of the study will be ascertaining whether the vacated space can be occupied by a new principal third-party stakeholder whilst ensuring that the business-as-usual functions of the existing third-party secondary stakeholders and end-users remains unhindered.

5.3 Viability options must allow for both the organisation and the new principal third-party stakeholder to function efficiently for our post-Covid business and operational needs, incorporating new ways of working as required.

5.4 Consideration will only be given to options that work within the existing constraints of the building including utilizing existing vertical escape routes. There is no remit or budget for constructing extensions or introducing new staircases or lifts.

5.5 This is not purely a spatial planning exercise. Consideration will have to be given to how the current space works and how the various stakeholders, their

departments and staff function in the areas provided. Qualitative and quantitative evidence will need to be gathered and interpreted within the full business case, and strategic brief. The presentation of this material will need to clearly demonstrate an understanding of existing location, time-based, activity-based and space typologies and how these can evolve through design development to inform new ways of working that can enhance the future productivity, efficiency, and well-being of the end-users.

- 5.6 The design brief and initial project brief will need to be sufficiently developed and costed to ensure that a design team can be appointed to deliver a project that has a clear vision, set boundaries and a direction of travel that has been agreed with the principal stakeholders.

6.0 APPOINTMENT/COMMISSION

- 6.1 Dover District Council is seeking to appoint an experienced project lead and office designer, preferably with professionally recognised accreditation to successfully develop and execute the first two work stages of the One Public Estate project.
- 6.2 The lead designer will need to have the specialist knowledge in office design including experience of refurbishment of space in continued occupation. These skills will need to be demonstrated through case studies that illustrate how surveys, space audits and feasibility studies have informed the typologies. Each case study submitted must be accompanied with the associated client references.
- 6.3 The appointment will begin in the latter part of RIBA Work Stage 7 with studies of the existing Whitfield Offices and will then continue through RIBA Work Stage 0 through to the completion of RIBA Work Stage 1.
- 6.4 A review will be carried out at each RIBA Work Stage Gateway with the appointment being terminated if the project is not given authority by the Client Representative to move to the next stage.

7.0 PROJECT INFORMATION

7.1 Client's full name and address:

Dover District Council
Council Offices
White Cliffs Business Park
Whitfield
Dover
Kent
CT16 3PJ

7.2 Client's representative

Martin Leggatt
Head of Assets & Building Control
Dover District Council
Email: Martin.leggatt@dover.gov.uk

7.3 DDC Project Champion

Martin Leggatt
Head of Assets & Building Control
Dover District Council
Email: Martin.leggatt@dover.gov.uk

7.4 KCC Project Champion

Rebecca Anderson
Strategic and Corporate Services
Kent County Council
Sessions House, Maidstone
ME14 1XQ

7.5 Name of project and reference

One Public Estate (OPE)
Dover District Council
Council Offices
White Cliffs Business Park
Whitfield
Dover
Kent
CT16 3PJ

7.6 Cost Consultant

At RIBA Stage 0 and RIBA 1 the cost consultant is to be engaged directly by the Architectural & Office designer. A separate cost consultant will be appointed directly by the client if the project proceeds beyond the RIBA Stage 1 gateway. The cost consultant services will be included within the commissioning of the Architectural & Officer designer.

7.7 Other Services

The Project Lead will be responsible for managing the provision of surveys and the like, but the client will pay for these services directly if not describe in the scope of services below.

8.0 CONTRACT

8.1 Terms of Appointment & Form of Contract

The appointment shall be made in accordance with this document including supplementary appendices and the Office Designer, Project Lead and Cost Consultancy Services Agreement.

The Consultant shall attend a briefing meeting at the award of the commission and regular monthly progress meetings with the Employer and the Client during the course of the appointment.

The formal award of the commission is expected to occur in the week commencing the 6th May 2022.

The termination of the Consultant's appointment will occur upon delivery of the Outputs for the RIBA Stage 1 Gateway.

If the project proceeds beyond the RIBA Stage 1 Gateway, then there will be an opportunity for the Consultant to submit a tender for the additional services.

9.0 PROJECT SCOPE OF SERVICES

The scope of services is to be read in conjunction with Appendix B - Information Exchange Documents and the DDC Consultancy Services Agreement.

9.1 Office Designer, Project Lead & Cost Consultancy Services

GENERALLY

Where Services are identified in relation to any particular work stage the Consultant is required to continue to provide that Service during subsequent work stages for the Client until such time as the Service has been completed or is no longer required.

The Consultant is responsible for:

1. Coordination of the architectural elements of the Project.
2. Coordination of the design activities of the Professional Team.
3. Coordination of any mechanical, electrical and structural elements and overseeing their incorporation into the design in terms of spatial and aesthetic characteristics only.

4. Comment upon dimensional and aesthetic coordination of the design of primary constructional elements, including work by any consultants, contractors, specialists or suppliers.
5. Establishing the form and content of design outputs, their interfaces and a verification procedure.
6. Communicating with the Client Team on significant design and cost issues.
7. Preparing regular/monthly quality, cost and programme reports.
8. Advising the Client's Representative and DDC Project Champion of any additional services by the Consultant that it is considered should be instructed by the Client Team.

THROUGHOUT RIBA WORK STAGES 0 & 1

The Services identified below are to be provided throughout all identified work stages of the Project, as applicable to that work stage.

9. Comply with the CDM Regulations
10. Attending Client, Design, Project. Site and other meetings as provided under this appointment.
11. Establish a structure and procedure for Project, design, and other meetings including frequency, function, required attendees, chairperson and responsibility for recording of meetings and circulating reports and other information.
12. Prepare and maintain a Project execution plan identifying the roles and responsibilities of the Client Team, the Professional Team, the Contractor and specialist sub-contractors and suppliers. Establish review, approval, variation and reporting procedures. Prepare recommendations for the Client's Representative's approval.
13. Prepare a co-ordinated design programme for the design activities of the Professional Team.
14. With the assistance of the Professional Team prepare and update the Project Programme. Monitor actual against planned progress.
15. Preparing regular/monthly quality, cost and programme reports. Advise the DDC Project Champion of any decisions required and obtain authorisation.
16. Use reasonable endeavours to see that all relevant information to be provided is produced punctually so as not to cause any delay in the Project Programme.

17. Report to the Client's Representative and DDC Project Champion at regular/monthly intervals concerning the progress of the project and its compliance with the Project Programme. Carry out corrective action where progress is not in accordance with the Project Programme.
18. Keep the DDC Project Champion fully informed of any matters that may affect the satisfactory achievement of the Project Outputs and advise the Client's Representative in connection with these matters.
19. Keep the Project Outputs and any approved feasibility or scheme design report under review and advise the DDC Project Champion of any departures from those documents that are identified as being desirable.
20. Prepare, agree and regularly review with the DDC Project Champion a detailed risk register to include identified risks, the method of minimising or rectifying such risks and a contingency action if anything goes wrong and undertake the Services having regard to the terms of the risk register.
21. Provide information for cost planning, cost control, cost reporting and cash flow forecasting as requested by the Cost Consultant and the DDC Project Champion/Client Representative.
22. Participate in formal value engineering exercises, involving the Client Team and the Professional Team. In conjunction with the Professional Team and any other party employed to complete these early stages of the Project, identify, investigate, and develop any modifications to the design of the Project which are required to bring the cost of the Project within the approved cost plan.
23. Visit the site as necessary for the provision of the Services at any particular work stage.

STAGE 0 – STRATEGIC DEFINITION

Office Designer Services

24. Provide feedback from previous projects
25. Take part in workshops to develop the full business case for the Project
26. Undertake initial needs analysis
27. Gather existing data and projections for future growth
28. Conduct feasibility analysis and develop proposals for options appraisal.
29. Collate data on property assets
30. Hold vision workshop with senior management team

31. Prepare and produce initial feasibility desk studies
32. Prepare and produce all relevant architectural information required to deliver the defined outputs for the RIBA Stage 0 Gateway.
33. Review relevant information from the Client Team to confirm the Client's strategic brief
34. Carry out a strategic sustainability review of the Client's needs and potential sites, including reuse of existing facilities, building components or materials

Project Lead Services

35. Assist the Client Team in defining any revisions to the Project Vision detailed in this briefing document.
36. Advise the Client Team on any Other Client Appointments required to prepare and produce the defined outputs for the RIBA Stage 0 Gateway.
37. Assist the DDC Project Champion to prepare the Schedule of Services for the Other Client Appointments required to prepare and produce the defined outputs for the RIBA Stage 0 Gateway.
38. Assist the DDC Project Champion to negotiate the Other Client Appointments' terms of appointment and fee structures. Prepare and complete the forms of appointment for the Other Client Appointments.
39. Collate feedback from previous projects from the Other Client Appointments
40. Conduct interviews/data gathering to establish the validity of the business needs and benefits defined in the Outline Business Case.
41. Collate comments and organise workshops to discuss the business case for the Project and develop the strategic brief with the Other Client Appointments
42. Assist the Cost Consultant in determining the initial Construction Cost
43. Discuss with the Client Team initial considerations for the Other Client Appointments for RIBA Stage 1 through to RIBA Stage 7.
44. With input from the Client and assistance from the Other Client Appointments as defined in the Design Responsibility Matrix prepare and produce the Full Business Case.
45. Prepare and produce the Strategic Brief and incorporate within the final draft of the Full Business Case.

Cost Consultancy Services

46. Liaise with the Professional Team and supply cost consultancy information required for the RIBA Stage 0 Deliverable Outputs.
47. Prepare and produce an initial budget estimate to test initial feasibility of option proposals to be considered for Full Business Case.
48. Prepare and produce RIBA Stage 0 Cost Estimate.

Deliverable Outputs for the RIBA Stage 0 Gateway will include the following:

- Full Business Case

Refer to Appendix B Information Exchange Document for required structure, content and format of each deliverable output described above.

STAGE 1 – PREPARATION AND BRIEFING

Office Designer Services

49. Assist the Client Team in identifying sustainability targets for the Project
50. Visit the site and carry out an initial appraisal
51. Prepare a site report advising the Client Team of any reasonably identifiable previous uses and restrictions of which the Architect/Consultant should reasonably be aware
52. On behalf of the Client, arrange the following surveys or other investigations that the Project Lead identifies as reasonably required.
53. Conduct detailed studies and analysis of work environment
54. Identify options for different working models.
55. Hold team interviews to establish requirements and adjacencies
56. Undertake space/time utilization analysis
57. Conduct online staff workplace and well-being survey
58. Undertake filing and storage audits
59. Develop workplace strategy based on captured work typologies and flexibility requirements
60. Develop space budget and search brief
61. Contribute to the development of the Project Programme
62. Assist the Cost Consultant to determine the Construction Cost
63. Develop and produce the initial Project Brief with the assistance of the Client Team and Professional Team
64. Assist the Cost Consultant in identifying the procurement method and advise the Client Team accordingly
65. Prepare and discuss feasibility studies for the Project
66. Provide architectural information to the Other Client Appointments as reasonably required to enable them to carry out their services
67. Provide a report on the feasibility of the Project for the Client's Representative's approval.

Project Lead Services

68. Identify key stakeholders and conduct a needs review
69. Organise workshops and collate comments as required to develop the initial Project and Design Briefs
70. Establish the Project Programme with the Client Team
71. Comment on the Construction Cost
72. Assist the Client to prepare the Schedule of Services for any Other Client Appointments required to complete the deliverable outputs
73. Assist the Client to negotiate the Other Client Appointments' terms of appointment
74. Establish the project management procedures, hierarchy of responsibility and lines of communication for the exchange of information between the Other Client Appointments
75. Issue instructions to the Other Client Appointments on behalf of the Client
76. With the Other Client Appointments, prepare and produce the Feasibility Study Report

Cost Consultancy Services

77. Liaise with the Professional Team and supply cost consultancy information required for the RIBA Stage 1 Deliverable Outputs.
78. Advise on cost of alternative design and construction options
79. Advise on alternative procurement options
80. Prepare RIBA Stage 1 Feasibility Stage 1 Cost Estimate

Deliverables Outputs for the RIBA Stage 1 Gateway will include the following:

- RIBA Stage 1 Feasibility Study Report

Refer to Appendix B Information Exchange Document for required structure, content, and format of each deliverable output described above.

9.2 Meeting Attendance

Within stage 0-1 the successful Consultant is required to allow for sufficient meetings to meet the requirements of the brief and the functions outlined in the scope of services. This to be included with the submitted resource schedule.

9.3 Conditions of Agreement

The agreement –Dover District Council - Office Designer, Project Lead and Cost Consultancy Services Agreement.

10.0 PROJECT PROGRAMME

10.1 Project Programme

The successful Consultant will be required to commit sufficient resources and skills to the project to ensure RIBA 0 by 8th July 2022 and RIBA 1 completed by 5th August 2022.

Programme Milestone	Date
Tenders Issued	6 th April 2022
Site Visits	From w/c 11 th April 2022
Tenders Submitted	29 th April 2022
Consultants Appointed	6 th May 2022
Review of existing utilisation of Whitfield offices	10 th June 2022
Exercise to establish land value of former Melbourne School site and DDC land holdings (bulk valuation exercise that does not form part of this tender submission)	11 th March 2022
RIBA 0 (gateway)	8 th July 2022
RIBA1 (gateway)	5 th August 2022
RIBA1 (sign off - completion of OPE bid works)	28 th October 2022

11.0 BUDGET

11.1 Project Budget

The budget is for approximately £15,000 and includes for professional fees and any surveys/reports required to get to the RIBA Stage 1 Gateway.

12.0 ADDITIONAL INFORMATION

12.1 Site Access

Arranged through the DCC Project Champion

13.0 FURTHER INFORMATION

For further information, please contact the DCC Project Champion

Tours of the site can be arranged with sufficient notice with availability from w/c 11th April.