



Enlightened Clients' Guide to Project Quality and Compliance Detailed Notes

Members of the External Team

Who will be in your external team? That very much depends, of course, on the nature of your project and the expertise you have within your internal team, but here is list of typical participants along with an outline of their roles.

Consultants

External consultants are normally appointed to act as professional advisors to clients, and may fulfil a number of differing roles. They may come from a number of disciplines, but the most common are, Project Manager, Architect, Building Surveyor, Quantity Surveyor, Mechanical and Electrical Engineer, Structural Engineer, Fire Engineer and CDM Coordinator.

Construction clients often seek the assistance of an architect (but not exclusively) prior to that of any of the other construction professionals listed above. If you are carrying out your first construction project, you may not fully understand the process and implications of appointing a firm of architects for your construction project. In order to call themselves architects, they have to be registered with the Architects Registration Council. For guidance on appointing an architect follow this link:

<https://constructingexcellencesw.org.uk/wp-content/uploads/2020/11/ceswguidetoappointinganarchitect-digital.pdf>

Surveyors and engineers obtain their qualifications through Chartered Institutions such as the Royal Institute of Chartered Surveyors, the Institute of Mechanical and Electrical Engineers,

The Institute of Structural Engineers, etc. Project managers are normally members of the Association for Project Management.

An overview of their roles is given below.

Project managers are responsible for the successful planning, execution, monitoring, control and closure of a project. They are normally appointed for complex projects where it would not be appropriate for one of the other professional disciplines to manage the project. Their work typically involves:

- The planning, securing and management of resources to bring about the successful completion of specific project goals and objectives.
- The primary challenge of achieving all of the project goals and objectives while operating within the project constraints. Typical constraints are scope, time, budget and safety, health and environment (SHE).
- Other challenges are to optimize the allocation and integration of resources necessary to meet pre-defined statements of desired outcomes based on values and core objectives.

If you are an organisation experienced in the management of construction projects you may have a person within your own team with the necessary skills and competencies to be the project manager. If a suitable person is not available within your own team, then an external project manager needs to be appointed to motivate, manage, coordinate, lead and maintain the morale of the whole project team. The precise

role played by the project manager will vary depending on the nature of the project and your expertise as a client.

The leadership part of the project manager's role function is essentially about getting the best out of people and its importance in driving the quality and value from the project cannot be overstated.

For more details of the role of the project manager refer to 6th Edition of *The Code for Project Management for Construction and Development* produced by the Chartered Institute of Building (CIOB).

Architects are responsible for designing new buildings, extensions or alterations to existing buildings, or advising on the restoration and conservation of older properties.

- They work closely with you, the client and the end users of the building, to make sure that projected designs match their needs, and are functional, safe, economical and environmentally friendly.
- They can work on individual buildings or on large redevelopment schemes, and can be responsible for the design of the surrounding landscape.
- The types of tasks you might expect to see allocated to an architect include such things as 'provide detailed design drawings', 'consult statutory authorities', 'provide production information', 'attend site meetings' and so on. It is important that you as the client are satisfied that the scope of the architect's services is sufficient and appropriate for the level of quality and value of your particular project.



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- They can control a project from start to finish working alongside other construction professionals, including project managers, surveyors, engineers and contractors, to ensure the project outcomes are achieved.

Building surveyors provide professional advice on all aspects of property and construction.

- They work on the design and development of new buildings as well as the restoration and maintenance of existing ones.

- This is a very wide field and may include advising on various aspects of buildings at different stages.

- The nature of the work may range from the design of large, multimillion-pound structures to modest adaptations and repairs, and sometimes includes working with buildings of architectural or historic importance.

- They also may control projects in a similar role to architects or project managers.

Quantity surveyors work alongside the client and design consultants to advise on and manage all costs, from the initial calculations to the final figures. They may also be involved in procurement and contract administration.

- They will normally work with architects on larger projects where cost control is more complex.

- They seek to minimise the costs of a project and enhance value for money, while still achieving the required standards and quality.

Building services engineers are responsible for ensuring the cost-effective, environmentally sound and sustainable design and maintenance of engineering services in buildings.

- Their areas of responsibility include all equipment and materials involved with heating, lighting, ventilation, air-conditioning, electrical distribution, water supply, sanitation, public health, fire protection, safety systems, lifts, escalators, facade engineering and acoustics.

- They will normally work in a team with architects or building surveyors, although they may act as the lead consultant for projects which mainly involve engineering works.

Structural Engineers are responsible for the design of the building structure and its strength and stability.

- They will normally work with architects or building surveyors on new build projects.

- They will also provide advice to clients on the structural condition of existing buildings.

Building control surveyors are also known as **building control officers**, **building inspectors** or **approved inspectors**. They ensure that new buildings, alterations, installations and extensions meet the regulatory standards of safety, sustainability, accessibility and design.

Fire engineers plan and design safety features in buildings that detect, control or reduce fire and smoke. They also analyse how fire behaves and how safety features perform in fire and advise on appropriate fire strategies.

CDM coordinators are responsible for advising the Client on their responsibilities under the CDM Regulations.

- They coordinate the health and safety aspects of the design.

- Liaise with the Health and Safety Executive.

- Liaise with the Principal Contractor during the works.

- Prepare the Health and Safety File at the completion of the project.

Contractors are appointed to carry out the specified works within an agreed timescale and budget, safely and to the required quality. If no consultant is appointed the contractor may also carry out some design and provide a specification of the works with inputs from specialist contractors and component suppliers.

For larger projects there will be a main contractor who will manage and coordinate the works and provide some of the labour themselves. They will then employ a team of subcontractors to carry out various specialist operations such as mechanical and electrical work, external cladding, windows, roofing, flooring etc. For smaller projects, and where only one trade is required, you can employ a specialist contractor directly.