

Description of services

December 2003

Client Consultancy

The Danish Council of
Practising Architects (PAR)

The Association of Consulting
Engineers in Denmark (FRI)

PAR and FRI

Description of services for client consultancy

This English translation is provided for convenience only. The original Danish text will be applicable for all purposes, and in case of discrepancy the Danish wording will prevail.

This description of services is not similar to the RIBA standard

Definitions:

Danish/English

Anlæg (bredt forstået)	Facilities
Anlægsopgave	Engineering project
Arbejds miljø	Health and safety (Work environment, Working conditions)
Eftersyn	Inspection
Entreprenør	Contractor
Entreprise	Contract
Fagentreprise	Specialist contract (Individual-trade contract)
Forsyninger (el, vand, fjernvarme osv.)	Supplies
Hovedentreprise	General contract (Main contract)
Installationer	Installations
Inventar	Fittings and fixtures
Kvalitetssikring (skærpet)	Increased quality assurance
Projekteringsleder	Design manager
Projektleder (sagsark./ing.)	Project manager
Rumskitser	Preliminary designs of rooms
Samarbejdsmodel	Cooperation model
Sikkerhed og sundhed	Health and safety
"Som udført"	"As built"
Storeentreprise	Large contract
Tidsplan	Timetable (time schedule)
Tilgængelighed	Accessibility
Totalentreprise	Turnkey contract (Design - Build contract)
Totalrådgiver	Full-service consultant (Main consultant)
Totaløkonomiske vurderinger	Overall financial assessment
Udstyr	Equipment
Underrådgiver	Sub-consultant
Økonomi	Financial Basis

English/Danish

Accessibility	Tilgængelighed
"As built"	"Som udført"
Contract	Entreprise
Contractor	Entreprenør
Cooperation model	Samarbejdsmodel
Design manager	Projekteringsleder
Engineering project	Anlægsopgave
Equipment	Udstyr
Facilities	Anlæg (bredt forstået)
Financial Basis	Økonomi
Fittings and fixtures	Inventar
Full-service consultant (Main consultant)	Totalrådgiver
General contract (Main contract)	Hovedentreprise
Health and safety	Sikkerhed og sundhed
Health and safety (Work environment, Working conditions)	Arbejds miljø
Increased quality assurance	Kvalitetssikring (skærpet)
Inspection	Eftersyn
Installations	Installationer
Large contract	Storeentreprise
Overall financial assessment	Totaløkonomiske vurderinger
Preliminary designs of rooms	Rumskitser
Project manager	Projektleder (sagsark./ing.)
Specialist contract (Individual-trade contract)	Fagentreprise
Sub-consultant	Underrådgiver
Supplies	Forsyninger (el, vand, fjernvarme osv.)
Timetable (time schedule)	Tidsplan
Turnkey contract (Design - Build contract)	Totalentreprise

This description of services serves as a basis for providing consultancy to clients. The description of services is based on building projects, but is also applicable to engineering projects.

The consultant's services and fees are contractually based on ABR 89 ("General Conditions for Consulting Services").

Agreements should be drawn up using PAR's and FRI's standard form of agreement. It should be noted that services provided by the consultant comprise only services expressly specified in the consultancy agreement.

Reference is made to the description of services for "Building and Planning", December 2002, drawn up by PAR and FRI.

PAR and FRI have issued individual codes of practice for a number of specific areas. Reference is made to the two organisations' websites: www.par.dk and www.frinet.dk.

In concert with the Danish Association of Construction Clients and the Danish Building Association, PAR and FRI have drawn up "*Partnering i praksis*" (Partnering in practice) and "*Totalentreprise*" (Turnkey contracts).

Similarly, codes issued by other organisations may be of relevance to projects completed in these areas: landscape architecture (the Danish Council of Landscape Architects) and furniture development and product design (Danish Designers).

Because client consultancy is in rapid development, the description of services is likely to be updated on a regular basis.

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0. Role of client's consultant

The client's consultant is the client's independent representative and adviser.

The client's consultant provides consultancy and assistance to the client in its cooperation with technical consultants, contractors, etc. The client's consultant may also assist the client in leasing or purchasing real property.

In practice, client consultancy may be provided in many forms, depending on the client's needs and the nature of the project in question. This description of services presents five typical cooperation models, and the services offered by the consultant are described for each of these models:

1. Client consultancy for building projects under specialist, large or general contracts
2. Client consultancy for building projects under turnkey contracts
3. Client consultancy for building projects under partnering agreements
4. Tenant consultancy
5. Investor consultancy

0.1 Choice of form of cooperation

At the initial stage of the consultancy process, the client's consultant provides assistance to the client for the purpose of determining the optimum form of cooperation for the client, including providing a description of the advantages and drawbacks of the individual consultancy and contract forms in relation to the project in question.

A particular feature of the described cooperation models 1-3 is the fact that the initial services overlap greatly, so the client need not choose the form of cooperation before project implementation. The client should choose the form of cooperation not later than at the time of completion and approval of the appraisal.

0.2 Private and public building projects

In theory, the cooperation models may be used for private and public building projects.

Public building projects must be completed in compliance with the specific legislation and provisions governing the project in question. Tendering legislation, including EU Directives, is especially important in this connection, introduc-

ing a number of specific tender requirements. For partnering agreements, reference is made to the relevant guidelines, including "*Partnering i praksis*".

Tendering is not required for private building projects, and, in a number of cases, the choice of partners will not be based on tender action.

The description of services is applicable to new building projects as well as to rebuilding or renovation projects.

0.3 Definition

This description of services contains a number of services also listed in the description of services for "Building and Planning", 2002.

When organising a project, the client's consultant and the client must cooperate to ensure that services are distributed appropriately between all parties involved, including the client, the client's consultant, other consultants and contractors, and also to prevent any overlap.

For each cooperation model, all matters of contract law are handled by the client and/or the client's legal representative.

0.4 Agreement

Once the client has chosen a form of cooperation, the description of services will form the basis for the agreement on client consultancy for the relevant project. The agreement specifies the scope of services to be provided, including any services listed in section 6, Other services.

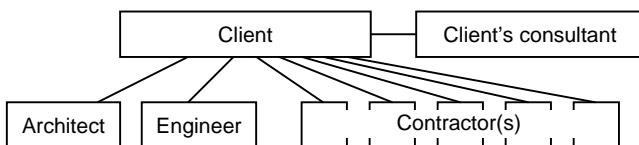
For any project, the services to be provided by the client's consultant must therefore match the client's needs, the nature of the project and the client's organisation and may comprise the full duration of the project or individual project stages.

1. Client consultancy for building projects under specialist, large or general contracts

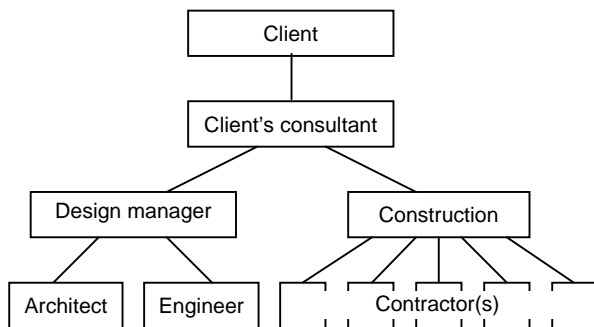
In building projects based on specialist, large or general contracts, the client's consultants (architect and engineer) handle the design process, manage the tender process and are responsible for construction management and technical supervision until the handing-over of the works and the 1-year inspection.

The client's consultant is responsible for establishing a basis for consultancy agreements, including a building programme, inviting tenders for consultancy services, including assistance in connection with choosing the form of competition, assistance with the assessment of tenders and conclusion of agreements, as well as handling follow-up on behalf of the client during the design and construction phases.

Contractual organisation



Project organisation



1.1 APPRAISAL

The appraisal is the result of initial work on the client's thoughts and ideas for the purpose of deciding whether to implement the project in question.

The agreement specifies the scope of services to be provided.

1.1.1 Contents

The initial work on the client's ideas is presented in a report. This report analyses the potential of the client's ideas and assesses whether and how these ideas can be implemented. The ap-

praisal may include alternatives to the client's ideas.

The necessary planning and relevant investigations of existing conditions, including research in archives, are summarised in the appraisal.

The appraisal may also include information about the intended building site, including details on soil conditions.

The appraisal may also include investigations into alternative building sites, etc.

The appraisal may include accounts of the outcome of negotiations conducted.

The appraisal may include an analysis of needs and functions.

The appraisal must include an organisational chart for the building project. An account must be given of how decisions are made, including any need for hearings and user influence in connection with the building programme.

1.1.2 Project

The appraisal may include existing drawings detailing the site's location and size as well as particulars of its nature, site development, plot ratios, easements, profits and restrictive covenants, zoning, etc.

If no drawings are available, the client may let its consultant arrange for existing buildings and facilities to be registered, measured and drawn.

In rebuilding projects, the appraisal may include advance details for the programme work comprising an account of the use of buildings, the environmental conditions of the area, the combination of materials used in the buildings as well as a structural survey.

1.1.3 Time

The appraisal may include a time frame for the completion of the project, including particularly-critical milestones such as commitment deadlines for site acquisition.

1.1.4 Financial basis

The appraisal may include proposals for budget limits in connection with project implementation,

including an estimate of total construction costs, site acquisition costs, other costs, etc.

1.1.5 Authorities

The appraisal may include a section on regulatory matters and proposals for consideration of other regulatory aspects, including zoning.

1.1.6 Quality assurance

The client's consultant reviews the appraisal and its basis.

1.1.7 Client

The client obtains existing drawings, property details, etc.

The client participates actively in the necessary meetings and provides information about the possibilities of completing the project in terms of finances as well as information about profitability requirements.

Having assessed the material and its conclusions, the client decides whether further details are needed to supplement the material or whether it can form the basis for drawing up a building programme.

If the client involves other consultants, such involvement must be coordinated with the client's consultant.

The client approves the appraisal before the start of the building programme.

The client decides on the form of tender.

1.2 BUILDING PROGRAMME

The building programme is a coordinated summary of the client's requirements and wishes for the building project.

The level of detail of the building programme is adjusted to match the form of tender.

1.2.1 Contents

The building programme is drawn up on the basis of the appraisal, which lists the necessary conditions for the further development of the project.

The building programme may be drawn up as a description (possibly in a schematic form) specifying the physical requirements for structures, installations and surface quality as well as the environmental objectives to be met.

If required, a statement of preliminary investigations is prepared in cooperation with other consultants, listing the basic conditions of the buildings: these may be geological, environmental, topographical or climatic conditions, area conditions, legal matters as well as specific regulatory requirements, existing supply conditions, operation and maintenance, etc.

The building programme must include an organisational chart as well as procedures for communication and cooperation between the parties involved in the building project.

The client's consultant draws up a draft plan for project decisions and approvals to be obtained from the client by the designers. The tender documents must state that the design consultants are responsible for incorporating the plan into the design timetable.

The client's consultant informs the client of the latter's responsibilities in relation to health and safety legislation.

The building programme must state any special requirements for accessibility in addition to those contained in Danish building regulations and other legislation.

The building programme must state any special requirements for indoor climate in addition to those contained in Danish building regulations and other legislation.

If the appraisal contains no analysis of needs and functions, such analysis may be included in the building programme.

If the building project involves many different types of room, room descriptions may be drawn up in a schematic form specifying the net area of such rooms, furniture needs, need for technical installations, etc.

The client's consultant makes an overall assessment of the operational conditions.

1.2.2 Project

The nature of the project may call for the preparation of preliminary designs of rooms indicating principles of function and diagrams giving details such as area sizes, functional relationships and proximity criteria.

The gross and net areas of the buildings are assessed.

Drawings are generally not made, but drawings of any existing buildings and facilities should be included.

1.2.3 Time

The building programme includes an assessment of the project's timeframe for design and construction, including the progress of individual phases, consideration by authorities, health and safety legislation matters, approvals, etc.

1.2.4 Financial basis

An overall budget is prepared for the building project.

The budget limits are divided into the following main items:

- site acquisition
- construction costs
- fittings, fixtures and equipment
- other costs
- VAT

Available funds are set aside for contingencies, building site costs as well as winter and weather conditions likely to occur during the building project.

The budget must contain information about the price index used and expected price adjustments.

1.2.5 Authorities

Information about general regulatory requirements, including zoning, easements, profits and restrictive covenants, title documentation, levelling survey, environmental conditions and supply and discharge connections, as well as particulars of site use and traffic and road conditions are obtained in cooperation with the client. These details are included in the building programme.

1.2.6 Quality assurance

The client's consultant describes the quality assurance requirements for design and construction, including requirements for supervision plans and construction management.

The client's consultant reviews the building programme and its basis systematically to ensure that requirements for building quality (form, function, building method, finances, time and environmental conditions) are adequately described to form the basis for drawing up a proposal.

1.2.7 Client

The client assists in initiating functional analyses, assessing the need for premises, preparing budget limits, etc.

If required, the client appoints user representatives and defines their responsibilities.

Together with its consultant, the client must ensure that

- a building programme is drawn up before the design process begins;
- a description of consultancy services is drawn up;
- building quality is adequate to meet the intended purpose;
- programme requirements are consistent with construction and operating finances; and
- sufficient time has been set aside for the design, tender and construction phases.

The client approves the building programme as a basis for starting the design process.

1.3 CHOICE OF CONSULTANTS

Client consultancy in connection with tendering and contracting may comprise the following services:

- 1.3.1 Choice of form of competition
- 1.3.2 Prequalification
- 1.3.3 Call for tenders
- 1.3.4 Assessment
- 1.3.5 Negotiations
- 1.3.6 Contracting
- 1.3.7 Quality assurance

Section 1.3.8, Client, describes the client's services.

Tendering and contracting are made in compliance with relevant legislation, including EU Directives.

1.3.1 Choice of form of competition

Before the client chooses the form of competition, its consultant assists in choosing the most appropriate form for completing the specific project:

- conceptual competition
- implementation competition
- combined implementation and fee competition
- stage competition
- price competition

It must be determined whether the competition should be open or have a limited number of participants only, and the conditions of competition must also be specified.

1.3.2 Prequalification

The client's consultant handles the prequalification process, including drawing up proposals for selection criteria, drafting a prequalification advertisement, reviewing applications, making recommendations and notifying applicants of prequalification details, including publishing the outcome of the process.

1.3.3 Call for tenders

The client's consultant draws up tender documents, including the building programme and other specific tender material for the project, including award criteria.

Depending on the form of competition, the tender documents must contain guidelines for adjusting and possibly completing the building programme on the basis of the result of the competition.

The client's consultant draws up proposals for the composition of a panel to assess tenders submitted.

The client's consultant is responsible for the call for tenders, including distributing tender material, answering queries and issuing correction sheets, if required.

Tenders are submitted to the client's consultant.

1.3.4 Assessment

The client's consultant assesses tenders submitted for consultancy services and makes a recommendation.

If a panel has been set up to assess tenders, the client's consultant performs a secretarial function and acts as an adviser.

The client's consultant notifies the tenderers of the result of such assessment and is responsible for publication, if required.

1.3.5 Negotiations

The client's consultant conducts negotiations in cooperation with the client; such work includes establishing procedures, conducting negotiations and making recommendations in respect of the outcome of negotiations.

1.3.6 Contracting

The client's consultant draws up a draft agreement and assists in the contracting process.

1.3.7 Quality assurance

The client's consultant assures the quality of its services in connection with the choice of consultants.

1.3.8 Client

The client approves the recommendations made by its consultant in respect of prequalification, call for tenders, assessment, negotiations and contracting.

The client appoints a panel to assess tenders submitted, if required.

The client reviews the drafts made by its consultant in respect of prequalification, tender documents, contract documentation, etc., for compliance with contract law.

1.4 DESIGN

This section describes the services provided by the client's consultant during the design phase.

1.4.1 Contents

Services provided by the client's consultant during the design phase are based on project material drawn up by the design consultants in accordance with the consultancy agreement.

The client's consultant ensures that procedures are laid down for communication and cooperation between the parties of the building project.

The client's consultant presides at and reports from client meetings.

The client's consultant instructs any other consultants engaged by the client and follows up their work.

The client's consultant reviews the project material drawn up and assesses whether the extent of such material is consistent with the provisions of the agreement and ensures that the plan for project decisions and approvals is followed.

The client's consultant prepares comments on the project and makes recommendations, also in respect of proposed changes and proposals for choice of material, etc.

The client's consultant assesses draft guidelines for operation and maintenance.

The client's consultant reviews the tender material and assesses whether tender conditions, timetables and tender lists match the client's

requirements and wishes and so can form the basis for managing the completion of the building project.

1.4.2 Time

The client's consultant assesses whether design and construction timetables are drawn up in accordance with the overall timetable and checks that the design timetable is met.

1.4.3 Financial basis

The client's consultant checks that insurance is taken out as agreed.

On the basis of a budget prepared by the design manager, the client's consultant prepares an overall budget including the client's other expenses. This budget is updated during all design phases.

Following tender action, the client's consultant updates the overall budget on the basis of a recommendation from the design manager and prepares an overall recommendation that compares the most recently approved budget with the tender results.

On the basis of a recommendation from the design manager, the client's consultant approves the design manager's building accounts as well as other on-account bills and invoices for expenses incurred during the design phase.

The client's consultant assesses any claims made against the client in relation to the design phase and makes a recommendation in this respect.

The client's consultant reports to the client on the finances of the building project and arranges for the client to approve transactions made during the design phase.

The client's consultant may prepare and update a cash budget.

1.4.4 Authorities

The client's consultant ensures that an advance dialogue takes place, if required; that any necessary applications for exemption are approved by the client and duly submitted; that any relevant information is duly submitted to the authorities; and that the project is adjusted to comply with any notes made in the planning permission.

1.4.5 Quality assurance

The client's consultant assesses whether the designers' quality management system for the design phase is consistent with the provisions of the agreement.

The client's consultant performs spot checks to establish whether the designers comply with the quality management systems agreed for the design phase.

The client's consultant reviews the project in general terms to check whether the quality of the project complies with the requirements of the building programme and other agreements.

The client's consultant assesses the designers' proposals for tender verification and supervision plans.

The client's consultant draws up a plan for its own overall supervision.

1.4.6 Client

On the basis of a recommendation from its consultant, the client approves project material, etc., drawn up by the design consultants in accordance with the consultancy agreement.

The client approves the overall budget prepared by its consultant.

The client approves and pays the approved invoices relating to the design phase.

1.5 CHOICE OF CONTRACTOR(S)

In connection with the choice of contractor(s), services related to any prequalification, call for tenders, assessment, recommendation, negotiations and contracting are handled by the design consultants in accordance with the consultancy agreement and the description of services for "Building and Planning".

The client's consultant ensures that the design consultants provide the above services in accordance with the consultancy agreement.

The client's consultant may, if agreed with the client, draw up general guidelines for the choice of contractors, including proposals for award criteria.

1.6 CONSTRUCTION

In addition to supervising the implementation of the planned building project, the services pro-

vided by the client's consultant during the construction phase also include checking that services in connection with project follow-up, construction management and technical supervision are provided as stipulated in the consultancy agreement and the description of services for "Building and Planning".

1.6.1 Contents

The client's consultant ensures that procedures are laid down for communication and cooperation between the parties of the building project.

The client's consultant presides at and reports from client meetings.

The client's consultant is responsible for general supervision as stipulated in the approved plan for its supervision.

The client's consultant ensures that a health and safety plan is completed and updated and that safety meetings are held.

On the basis of a recommendation from the consultant, the client's consultant makes an assessment and recommendation of material samples presented, including any proposals for changes in the choice of materials.

Services related to the handing-over of the project, including the 1-year inspection, are handled by the construction manager and the technical supervisor in accordance with the consultancy agreement and the description of services for "Building and Planning". The client's consultant ensures that the construction manager and the technical supervisor provide these services.

The client's consultant assesses the project material on an 'as built' basis and evaluates the guidelines for operation and maintenance.

1.6.2 Time

The client's consultant assesses whether construction timetables are drawn up in accordance with the overall timetable and checks that the overall timetable is met.

1.6.3 Financial basis

The client's consultant checks that insurance is taken out as agreed.

The client's consultant ensures that performance bonds agreed upon are submitted in due time. On the basis of a budget prepared by the construction manager, the client's consultant pre-

pares an overall budget including the client's other expenses. The budget is updated periodically.

On the basis of a recommendation from the construction manager, the client's consultant approves on-account bills and invoices for expenses incurred during the construction phase.

The client's consultant assesses any claims made against the client in relation to the construction phase and makes a recommendation in this respect.

The client's consultant reports to the client on the finances of the building project and arranges for the client to approve transactions made during the construction phase.

The client's consultant may prepare and update a cash budget.

1.6.4 Authorities

The client's consultant checks whether regulatory requirements during the construction phase are met.

The client's consultant ensures that a statement of completion is submitted and that an occupancy permit, etc., is obtained.

1.6.5 Quality assurance

The client's consultant may preside at project completion meetings if such task has not been delegated to the design consultant.

The client's consultant performs spot checks to establish whether supervision plans are followed.

The client's consultant assesses whether quality documentation is available as agreed.

1.6.6 Client

The client approves the supervision plan drawn up by its consultant.

The client approves recommendations from its consultant in respect of construction matters.

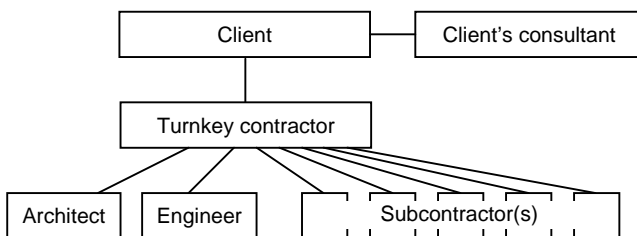
The client pays expenditure vouchers presented by its consultant.

2. Client consultancy for building projects under turnkey contracts

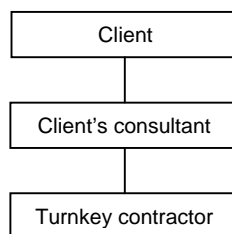
A call for tenders for a turnkey contract is usually based on a building programme, and the design consultants are engaged by the turnkey contractor as part of the total contract.

The client's consultant is responsible for establishing a basis for the turnkey construction contract, including the building programme. Moreover, the client's consultant handles the call for tenders for the turnkey contract, including any project competition, and provides assistance with tender assessment, negotiations and contracting. The client's consultant handles follow-up on behalf of the client during the design and construction phases.

Contractual organisation



Project organisation



2.1 APPRAISAL

The appraisal is the result of initial work on the client's thoughts and ideas for the purpose of deciding whether to implement the project in question.

The agreement specifies the scope of services to be provided.

2.1.1 Contents

The initial work on the client's ideas is presented in a report. This report analyses the potential of the client's ideas and assesses whether and how these ideas can be implemented. The appraisal may include alternatives to the client's ideas.

The necessary planning and relevant investigations of existing conditions, including research in archives, are summarised in the appraisal.

The appraisal may also include information about the intended building site, including details on soil conditions.

The appraisal may also include investigations into alternative building sites, etc.

The appraisal may include accounts of the outcome of negotiations conducted.

The appraisal may include an analysis of needs and functions.

The appraisal must include an organisational chart for the building project. An account must be given of how decisions are made, including any need for hearings and user influence in connection with the building programme.

2.1.2 Project

The appraisal may include existing drawings detailing the site's location and size as well as particulars of its nature, site development, plot ratios, easements, profits and restrictive covenants, zoning, etc.

If no drawings are available, the client may let its consultant arrange for existing buildings and facilities to be registered, measured and drawn.

In rebuilding projects, the appraisal may include advance details for the programme work comprising an account of the use of buildings, the environmental conditions of the area, the combination of materials used in the buildings as well as a structural survey.

2.1.3 Time

The appraisal may include a time frame for the completion of the project, including particularly critical milestones such as commitment deadlines for site acquisition.

2.1.4 Financial basis

The appraisal may include proposals for budget limits in connection with project implementation, including an estimate of total construction costs, site acquisition costs, other costs, etc.

2.1.5 Authorities

The appraisal may include a section on regulatory matters and proposals for consideration of other regulatory aspects, including zoning.

2.1.6 Quality assurance

The client's consultant reviews the appraisal and its basis.

2.1.7 Client

The client obtains existing drawings, property details, etc.

The client participates actively in the necessary meetings and provides information about the possibilities of completing the project in terms of finances as well as information about profitability requirements.

Having assessed the material and its conclusions, the client decides whether further details are needed to supplement the material or whether it can form the basis for drawing up a building programme.

If the client involves other consultants, such involvement must be coordinated with the client's consultant.

The client approves the appraisal before the start of the building programme.

The client decides on the form of tender.

2.2 BUILDING PROGRAMME

The building programme is a coordinated summary of the client's requirements and wishes for the building project.

2.2.1 Contents

The building programme is drawn up on the basis of the appraisal, which lists the necessary conditions for the further development of the project.

The building programme may be drawn up as a description (possibly in a schematic form) specifying the physical requirements for structures, installations and surface quality as well as the environmental objectives to be met.

If required, a statement of preliminary investigations is prepared in cooperation with other consultants, listing the basic conditions of the buildings: these may be geological, environmental, topographical or climatic conditions, area conditions, legal matters as well as specific regulatory

requirements, existing supply conditions, operation and maintenance, etc.

The building programme must include an organisational chart as well as procedures for communication and cooperation between the parties involved in the building project.

The client's consultant draws up a draft plan for project decisions and approvals to be obtained from the client by the turnkey contractor. The tender documents must state that the turnkey contractor is responsible for incorporating the plan into the design timetable.

The client's consultant informs the client of the latter's responsibilities in relation to health and safety legislation.

The building programme must state any special requirements for accessibility in addition to those contained in Danish building regulations and other legislation.

The building programme must state any special requirements for indoor climate in addition to those contained in Danish building regulations and other legislation.

If the appraisal contains no analysis of needs and functions, such analysis may be included in the building programme.

If the building project involves many different types of room, room descriptions may be drawn up in a schematic form specifying the net area of such rooms, furniture needs, need for technical installations, etc.

The client's consultant makes an overall assessment of the operational conditions.

2.2.2 Project

The nature of the project may call for the preparation of preliminary designs of rooms indicating principles of function and diagrams giving details such as area sizes, functional relationships and proximity criteria.

The gross and net areas of the buildings are assessed.

Drawings are generally not made, but drawings of any existing buildings and facilities should be included.

2.2.3 Time

The building programme includes an assessment of the project's timeframe for design and construction, including the progress of individual phases, consideration by authorities, health and safety legislation matters, approvals, etc.

2.2.4 Financial basis

An overall budget is prepared for the building project.

The budget limits are divided into the following main items:

- site acquisition
- construction costs
- fittings, fixtures and equipment
- other costs
- VAT

Available funds are set aside under the individual main items for contingencies, building site costs as well as winter and weather conditions likely to occur during the building project.

The budget must contain information about the price index used and expected price adjustments.

2.2.5 Authorities

Information about general regulatory requirements, including zoning, easements, profits and restrictive covenants, title documentation, levelling survey, environmental conditions and supply and discharge connections, as well as particulars of site use and traffic and road conditions are obtained in cooperation with the client. These details are included in the building programme.

2.2.6 Quality assurance

The client's consultant describes the Quality Assurance requirements for design and construction, including requirements for supervision plans.

The client's consultant reviews the building programme and its basis systematically to ensure that requirements for building quality (form, function, building method, finances, time and environmental conditions) are adequately described to form the basis for drawing up a proposal.

2.2.7 Client

The client assists in initiating functional analyses, assessing the need for premises, preparing budget limits, etc. If required, the client appoints

user representatives and defines their responsibilities.

Together with its consultant, the client must ensure that

- a building programme is drawn up before the design process begins;
- a description of the services to be provided by the turnkey contractor, including design services, is available;
- building quality is adequate to meet the intended purpose;
- programme requirements are consistent with construction and operating finances; and
- sufficient time has been set aside for the design, tender and construction processes.

The client approves the building programme as a basis for starting the design process.

2.3 CHOICE OF TURNKEY CONTRACTOR

Client consultancy in connection with tendering and contracting may comprise the following services:

- 2.3.1 Prequalification
- 2.3.2 Call for tenders
- 2.3.3 Assessment
- 2.3.4 Negotiations
- 2.3.5 Contracting
- 2.3.6 Quality assurance

Section 2.3.7, Client, describes the client's services.

Tendering and contracting are made in compliance with relevant legislation, including the Danish Invitation to Submit Tenders Act and EU Directives.

2.3.1 Prequalification

The client's consultant handles the prequalification process, including drawing up proposals for selection criteria, drafting a prequalification advertisement, reviewing applications, making recommendations and notifying applicants of prequalification details, including publishing the outcome of the process.

2.3.2 Call for tenders

The client's consultant draws up tender documents, including the building programme and other specific tender material for the project, including award criteria.

Depending on the form of competition, the tender documents must contain guidelines for adjusting and possibly completing the building pro-

gramme on the basis of the result of the competition.

The client's consultant draws up proposals for the composition of a panel to assess tenders submitted.

The client's consultant is responsible for the call for tenders, including distributing tender material, answering queries and issuing correction sheets, if required.

Tenders are submitted to the client's consultant.

2.3.3 Assessment

The client's consultant assesses tenders submitted for the turnkey contract and makes a recommendation.

If a panel has been set up to assess tenders, the client's consultant performs a secretarial function and acts as an adviser.

The client's consultant notifies the tenderers of the result of such assessment and is responsible for publication, if required.

2.3.4 Negotiations

The client's consultant conducts negotiations in cooperation with the client; such work includes establishing procedures, conducting negotiations and making recommendations in respect of the outcome of negotiations.

2.3.5 Contracting

The client's consultant draws up a draft agreement and assists in the contracting process.

2.3.6 Quality assurance

The client's consultant assures the quality of its services in connection with the choice of turnkey contractor.

2.3.7 Client

The client approves the recommendations made by its consultant in respect of prequalification, call for tenders, assessment, negotiations and contracting.

The client appoints a panel to assess tenders submitted, if required.

The client reviews the drafts made by its consultant in respect of prequalification, tender documents, contract documentation, etc., for compliance with contract law.

2.4 DESIGN

This section describes the services provided by the client's consultant during the design phase.

2.4.1 Contents

Services provided by the client's consultant during the design phase are based on project material drawn up by the turnkey contractor in accordance with the turnkey construction contract.

The client's consultant ensures that procedures are laid down for communication and cooperation between the parties of the building project.

The client's consultant presides at and reports from client meetings.

The client's consultant instructs any other consultants engaged by the client and follows up their work.

The client's consultant reviews the project material drawn up and assesses whether the extent of such material is consistent with the provisions of the agreement and ensures that the plan for project decisions and approvals is followed.

The client's consultant prepares comments on the project and makes recommendations, also in respect of proposed changes and proposals for choice of material, etc.

The client's consultant assesses draft guidelines for operation and maintenance.

2.4.2 Time

The client's consultant assesses whether design and construction timetables are drawn up in accordance with the overall timetable and checks that the design timetable is met.

2.4.3 Financial basis

The client's consultant checks that insurance is taken out as agreed.

The client's consultant checks that performance bonds agreed upon are submitted in due time.

On the basis of the turnkey construction contract, the client's consultant prepares an overall budget including the client's other expenses. The budget is updated periodically.

The client's consultant keeps building accounts and approves on-account bills and invoices for expenses incurred during the design phase.

The client's consultant assesses any claims made against the client, in particular by the turnkey contractor, in relation to the design phase and makes a recommendation in this respect.

The client's consultant reports to the client on the finances of the building project and arranges for the client to approve transactions made during the design phase.

The client's consultant may prepare and update a cash budget.

2.4.4 Authorities

The client's consultant ensures that an advance dialogue takes place, if required; that any necessary applications for exemption are approved by the client and duly submitted; that any relevant information is duly submitted to the authorities; and that the project is adjusted to comply with any notes made in the planning permission.

2.4.5 Quality assurance

The client's consultant assesses whether the turnkey contractor's quality management system for the design phase is consistent with the provisions of the agreement.

The client's consultant performs spot checks to establish whether the turnkey contractor complies with quality management systems agreed for the design phase.

The client's consultant reviews the project in general terms to check whether the quality of the project complies with the requirements of the building programme and other agreements.

The client's consultant assesses the turnkey contractor's proposals for tender verification and supervision plans.

The client's consultant draws up a plan for its own overall supervision.

2.4.6 Client

The client takes out insurance needed.

On the basis of a recommendation from its consultant, the client approves the project in its individual stages, including any project changes.

The client approves the overall budget prepared by its consultant.

The client approves and pays the approved invoices relating to the design phase.

2.5 CONSTRUCTION

In addition to supervising the implementation of the planned building project, the services provided by the client's consultant during the construction phase also include checking that services agreed for technical supervision are provided as stipulated in the turnkey construction contract.

2.5.1 Contents

The client's consultant ensures that procedures are laid down for communication and cooperation between the parties of the building project.

The client's consultant presides at and reports from client meetings.

The client's consultant instructs any other consultants and follows up their work.

The client's consultant is responsible for general supervision as stipulated in the approved plan for its supervision.

The client's consultant ensures that a health and safety plan is completed and updated and that safety meetings are held.

The client's consultant makes an assessment and recommendation of material samples presented, including any proposals for changes in the choice of materials.

Following the statement of completion submitted by the turnkey contractor, the client's consultant draws up punch lists, is in charge of the handing-over meeting and checks the remedy of defects.

The client's consultant assesses the project material on an 'as built' basis and evaluates the guidelines for operation and maintenance.

The client's consultant prepares notifications of defects found by the client during the remedy period and ensures that such defects are remedied.

The client's consultant draws up punch lists in connection with the 1-year inspection, is responsible for such inspection to be made and checks

the remedy of defects. The client's consultant makes a recommendation for the reduction of performance bonds.

2.5.2 Time

The client's consultant assesses whether construction timetables are drawn up in accordance with the overall timetable and checks that the overall timetable is met.

2.5.3 Financial basis

On the basis of the turnkey construction contract, the client's consultant prepares an overall budget including the client's other expenses. The budget is updated periodically.

The client's consultant keeps building accounts and approves on-account bills and invoices for expenses incurred during the construction phase.

The client's consultant assesses any claims made against the client, in particular by the turnkey contractor, in relation to the construction phase and makes a recommendation in this respect.

The client's consultant reports to the client on the finances of the building project and arranges for the client to approve transactions made during the construction phase.

The client's consultant may prepare and update a cash budget.

2.5.4 Authorities

The client's consultant checks whether regulatory requirements during the construction phase are met.

The client's consultant ensures that a statement of completion is submitted and that an occupancy permit, etc., is obtained.

2.5.5 Quality assurance

The client's consultant assesses whether the turnkey contractor's quality management system for the construction phase is consistent with the provisions of the agreement.

The client's consultant participates in project review meetings to the extent agreed upon.

The client's consultant performs spot checks to establish whether supervision and control plans are followed.

The client's consultant assesses whether quality documentation is available as agreed.

2.5.6 Client

The client approves the supervision plan drawn up by its consultant.

The client approves recommendations from its consultant in respect of construction matters.

The client pays expenditure vouchers presented by its consultant.

The client participates in the handing-over meeting and signs the handing-over documents.

The client participates in the 1-year inspection.

Before the expiry of the 5-year liability period, the client decides on the completion of a 5-year inspection and subsequently on the release of performance bonds.

3. Client consultancy for building projects under partnering agreements

The term ‘partnering’ describes a form of cooperation in a building and engineering project, where the project is completed on the basis of a general objective formulated by shared activities and on the basis of mutual financial interests.

Choosing partners and organising the partnership take place early in the process (partnering at an early stage). Consultants, constructors as well as the client’s own organisation are involved in a mutual cooperation process for the purpose of optimising the project.

Below, partnering is described for a private building project. For public clients, the choice of partners is more complex since choosing partners and contracting must take place in compliance with relevant legislation, including the Danish Invitation to Submit Tenders Act or EU Directives.

The client’s consultant is responsible for establishing a basis for the partnering agreement and draws up a draft partnering agreement. The client’s consultant helps the client choose partners and provides assistance in the negotiation and contracting processes. The client’s consultant handles follow-up on behalf of the client during the design and construction phases.

The process is divided into the following stages:

Stage 0: Preparation

The client’s consultant draws up an appraisal (see section 3.1), a preliminary building programme (see section 3.2), a draft partnering agreement (see section 3.3) and assists in choosing partners (see section 3.4).

Stage 1: Partnering

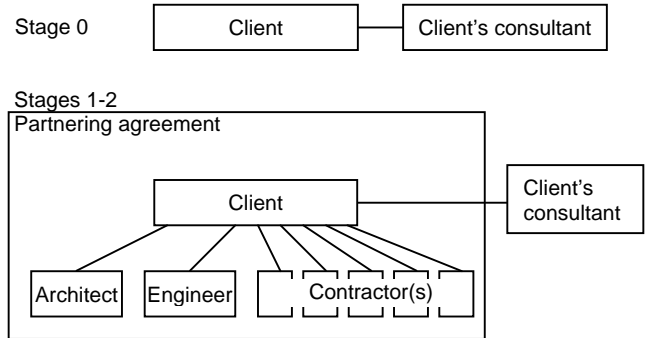
The parties complete the building programme (see section 3.2) and prepare outline and project proposals as stipulated in the partnering agreement. Section 3.5 describes the services to be provided by the client’s consultant.

Stage 2: Design and construction

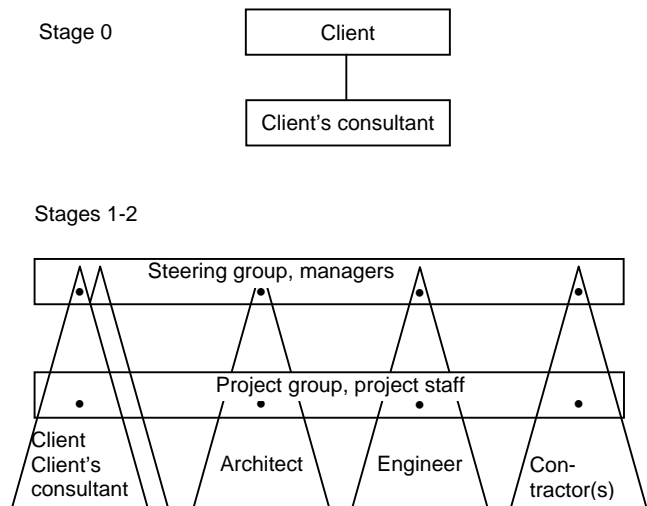
On the basis of a recommendation from its consultant, the client decides whether to implement the project in question. The parties complete the design process and handle the construction process as stipulated in the partnering agree-

ment. Sections 3.5 and 3.6 describe the services to be provided by the client’s consultant.

Contractual organisation



Project organisation



3.1 APPRAISAL

The appraisal is the result of initial work on the client’s thoughts and ideas for the purpose of deciding whether to implement the project in question. The appraisal is completed in stage 0 by the client’s consultant.

The agreement specifies the scope of services to be provided.

3.1.1 Contents

The initial work on the client’s ideas is presented in a report. This report analyses the potential of the client’s ideas and assesses whether and how these ideas can be implemented. The ap-

praisal may include alternatives to the client's ideas.

The necessary planning and relevant investigations of existing conditions, including research in archives, are summarised in the appraisal.

The appraisal may also include information about the intended building site, including details on soil conditions.

The appraisal may also include investigations into alternative building sites, etc.

The appraisal may include accounts of the outcome of negotiations conducted.

The appraisal may include an analysis of needs and functions.

The appraisal must include an organisational chart for the building project. An account must be given of how decisions are made, including any need for hearings and user influence in connection with the building programme.

3.1.2 Project

The appraisal may include existing drawings detailing the site's location and size as well as particulars of its nature, site development, plot ratios, easements, profits and restrictive covenants, zoning, etc.

If no drawings are available, the client may let its consultant arrange for existing buildings and facilities to be registered, measured and drawn.

In rebuilding projects, the appraisal may include advance details for the programme work comprising an account of the use of buildings, the environmental conditions of the area, the combination of materials used in the buildings as well as a structural survey.

3.1.3 Time

The appraisal may include a time frame for the completion of the project, including particularly critical milestones such as commitment deadlines for site acquisition.

3.1.4 Financial basis

The appraisal may include proposals for budget limits in connection with project implementation, including an estimate of total construction costs, site acquisition costs, other costs, etc.

3.1.5 Authorities

The appraisal may include a section on regulatory matters and proposals for consideration of other regulatory aspects, including zoning.

3.1.6 Quality assurance

The client's consultant reviews the appraisal and its basis.

3.1.7 Client

The client obtains existing drawings, property details, etc.

The client participates actively in the necessary meetings and provides information about the possibilities of completing the project in terms of finances as well as information about profitability requirements.

Having assessed the material and its conclusions, the client decides whether further details are needed to supplement the material or whether it can form the basis for drawing up a building programme.

If the client involves other consultants, such involvement must be coordinated with the client's consultant.

The client approves the appraisal before the start of the building programme.

The client decides on the form of tender.

3.2 BUILDING PROGRAMME

The building programme is a coordinated summary of the client's requirements and wishes for the building project.

A preliminary building programme is drawn up in stage 0 by the client's consultant in concert with the client.

The building programme is completed in stage 1 by the parties in concert.

3.2.1 Contents

The building programme is drawn up on the basis of the appraisal, which lists the necessary conditions for the further development of the project.

The building programme may be drawn up as a description (possibly in a schematic form) specifying the physical requirements for structures, installations and surface quality as well as the environmental objectives to be met.

If required, a statement of preliminary investigations is prepared in cooperation with other consultants, listing the basic conditions of the buildings: these may be geological, environmental, topographical or climatic conditions, area conditions, legal matters as well as specific regulatory requirements, existing supply conditions, operation and maintenance, etc.

The building programme must include an organisational chart as well as procedures for communication and cooperation between the parties involved in the building project.

The client's consultant draws up a draft plan for project decisions and approvals to be obtained from the client by the parties. The tender documents must state that the parties are responsible for incorporating the plan into the design timetable.

The client's consultant informs the client of the latter's responsibilities in relation to health and safety legislation.

The building programme must state any special requirements for accessibility in addition to those contained in Danish building regulations and other legislation.

The building programme must state any special requirements for indoor climate in addition to those contained in Danish building regulations and other legislation.

If the appraisal contains no analysis of needs and functions, such analysis may be included in the building programme.

If the building project involves many different types of room, room descriptions may be drawn up in a schematic form specifying the net area of such rooms, furniture needs, need for technical installations, etc.

The client's consultant makes an overall assessment of the operational conditions.

3.2.2 Project

The nature of the project may call for the preparation of preliminary designs of rooms indicating principles of function and diagrams giving details such as area sizes, functional relationships and proximity criteria.

The gross and net areas of the buildings are assessed.

Drawings are generally not made, but drawings of any existing buildings and facilities should be included.

3.2.3 Time

The building programme includes an assessment of the project's timeframe for design and construction, including the progress of individual phases, consideration by authorities, health and safety legislation matters, approvals, etc.

3.2.4 Financial basis

An overall budget is prepared for the building project.

The budget limits are divided into the following main items:

- site acquisition
- construction costs
- fittings, fixtures and equipment
- other costs
- VAT

Available funds are set aside for contingencies, building site costs as well as winter and weather conditions likely to occur during the building project.

The budget must contain information about the price index used and expected price adjustments.

3.2.5 Authorities

Information about general regulatory requirements, including zoning, easements, profits and restrictive covenants, title documentation, levelling survey, environmental conditions and supply and discharge connections, as well as particulars of site use and traffic and road conditions are obtained in cooperation with the client. These details are included in the building programme.

3.2.6 Quality assurance

The client's consultant describes the quality assurance requirements for design and construction, including requirements for supervision plans and construction management.

The client's consultant reviews the building programme and its basis systematically to ensure that requirements for building quality (form, function, building method, finances, time and environmental conditions) are adequately described to form the basis for drawing up a proposal.

3.2.7 Client

The client assists in initiating functional analyses, assessing the need for premises, preparing budget limits, etc.

If required, the client appoints user representatives and defines their responsibilities.

Together with its consultant/the parties, the client must ensure that

- a building programme is drawn up before the design process begins;
- a description of the services to be provided by the parties, including design services, is available;
- building quality is adequate to meet the intended purpose;
- programme requirements are consistent with construction and operating finances; and
- sufficient time has been set aside for the choice of partners and the design and construction phases.

The client approves the building programme as a basis for starting the design process.

3.3 PARTNERING AGREEMENT

The client's consultant draws up a draft partnering agreement as well as separate draft consultancy agreements based on ABR 89 and – for construction contracts – on AB 92 ("General Conditions for the Provision of Works and Supplies within Building and Engineering").

The services of the client's consultant are provided in stage 0.

The partnering agreement may contain the following main items (with reference to "*Partnering i praksis*"):

- scope of agreement
- approach and objective
- basis of agreement
- organisation and form of cooperation
- services/tasks of the parties
- project finances
- provisions of release
- timetable
- responsibility/liability
- insurance
- disputes

The partnering agreement must contain guidelines for adjusting and completing the building programme.

3.4 CHOICE OF PARTNERS

The services of the client's consultant in respect of tendering and contracting are provided in stage 0 and may comprise the following services:

- 3.4.1 Proposed partners
- 3.4.2 Negotiations and conclusion of partnering agreement
- 3.4.3 Quality assurance

Section 3.4.4., Client, describes the client's services.

3.4.1 Proposed partners

The client's consultant makes recommendations on the choice of partners, either directly or on the basis of a prequalification round.

3.4.2 Negotiations and conclusion of partnering agreement

The client's consultant assists in establishing procedures and conducting negotiations.

During the negotiation process, the project is discussed and the ideas and interests of the parties are recognised for the purpose of ensuring the establishment of a constructive and solution-oriented cooperation climate between the parties.

During the negotiation process, the partnering agreement, consultancy agreements and construction contracts are adjusted in cooperation between the parties.

The client's consultant makes a recommendation in the light of the outcome of negotiations.

3.4.3 Quality assurance

The client's consultant assures the quality of its services in connection with the conclusion of the partnering agreement.

3.4.4 Client

The client approves the recommendations made by its consultant in respect of choice of partners, negotiations and contracting.

The client reviews the draft contract documentation drawn up by its consultant for compliance with contract law.

3.5 DESIGN

This section describes the services of the client's consultant during the design phase, and the services are provided in stages 1 and 2.

3.5.1 Contents

Services provided by the client's consultant during the design phase are based on project material drawn up by the parties in accordance with the partnering agreement.

The client's consultant ensures that procedures are laid down for communication and cooperation between the parties of the building project.

The client's consultant assists the client in connection with steering group and project group meetings.

The client's consultant instructs any other consultants engaged by the client and follows up their work.

The client's consultant reviews the project material drawn up and assesses whether the extent of such material is consistent with the provisions of the partnering agreement and ensures that the plan for project decisions and approvals is followed.

The client's consultant prepares comments on the project and makes recommendations, also in respect of proposed changes and proposals for choice of material, etc.

The client's consultant assesses draft guidelines for operation and maintenance.

3.5.2 Time

The client's consultant assesses whether design and construction timetables are drawn up in accordance with the overall timetable and checks that the design timetable is met.

3.5.3 Financial basis

The client's consultant checks that insurance is taken out as agreed.

The client's consultant ensures that performance bonds agreed upon are submitted in due time.

The client's consultant monitors the overall finances of the project, including obtaining financial estimates from the parties for the purpose of preparing an overall budget including the client's other expenses. This budget is updated during all design phases.

The budget limits for the project are set up not later than in stage 1. The client's consultant checks that the budget is not exceeded.

The client's consultant keeps building accounts and approves on-account bills and invoices for expenses incurred during the design phase.

The client's consultant assesses any claims made against the client in relation to the design phase.

The client's consultant reports to the client on the finances of the building project and arranges for the client to approve transactions made during the design phase.

The client's consultant may prepare and update a cash budget.

3.5.4 Authorities

The client's consultant ensures that an advance dialogue takes place, if required; that any necessary applications for exemption are approved by the client and duly submitted; that any relevant information is duly submitted to the authorities; and that the project is adjusted to comply with any notes made in the planning permission.

3.5.5 Quality assurance

The client's consultant assesses whether the parties' quality management system for the design phase is consistent with the provisions of the agreement.

The client's consultant performs spot checks to establish whether the parties comply with the quality management systems agreed for the design phase.

The client's consultant reviews the project in general terms to check whether the quality of the project complies with the requirements of the building programme and other agreements.

The client's consultant assesses the parties' proposals for control and supervision plans.

The client's consultant draws up a plan for its own overall supervision.

3.5.6 Client

On the basis of a recommendation from its consultant, the client approves project material, etc., drawn up by the design consultants in accordance with the partnering agreement.

The client approves the overall budget prepared by its consultant.

The client approves and pays the approved invoices relating to the design phase.

3.6 CONSTRUCTION

In addition to supervising the implementation of the planned building project, the services provided by the client's consultant during the construction phase also include checking that services agreed for project follow-up, construction management and technical supervision are provided as stipulated in the partnering agreement, consultancy agreements and construction contracts. The services of the client's consultant are provided in stage 2.

3.6.1 Contents

The client's consultant proposes procedures for communication and cooperation between the parties of the building project.

The client's consultant assists the client in connection with steering group and project group meetings.

The client's consultant instructs any other consultants and follows up their work.

The client's consultant is responsible for general supervision as stipulated in the approved plan for its supervision.

The client's consultant ensures that a health and safety plan is completed and updated and that safety meetings are held.

On the basis of a recommendation from the parties, the client's consultant makes an assessment and recommendation of material samples presented, including any proposals for changes in the choice of materials.

The client's consultant may provide follow-up services in relation to incentive agreements.

Services related to the handing-over of the project, including the 1-year inspection, are handled by the construction manager and the technical supervisor in accordance with the partnering agreement, consultancy agreements and construction contracts.

The client's consultant ensures that the construction manager and the technical supervisor provide these services.

The client's consultant may, if agreed with the client, lay down general guidelines for handing over the project, just as the client's consultant

may handle part of the normal tasks of the construction manager and the technical supervisor.

The client's consultant assesses the project material on an 'as built' basis and evaluates the guidelines for operation and maintenance.

3.6.2 Time

The client's consultant assesses whether construction timetables are drawn up in accordance with the overall timetable and checks that the overall timetable is met.

3.6.3 Financial basis

Within agreed budget limits, the client's consultant monitors the overall finances of the project during the construction phase, including the client's other expenses, on the basis of information provided by the parties. The budget is updated during the construction phase.

The client's consultant keeps building accounts and approves on-account bills and invoices for expenses incurred during the construction phase.

The client's consultant assesses any claims made against the client in relation to the construction phase.

The client's consultant reports to the client on the finances of the building project and arranges for the client to approve transactions made during the construction phase.

The client's consultant may update the cash budget.

The client's consultant may calculate a bonus/penalty for the parties.

3.6.4 Authorities

The client's consultant checks whether regulatory requirements during the construction phase are met.

The client's consultant ensures that a statement of completion is submitted and that an occupancy permit, etc., is obtained.

3.6.5 Quality assurance

The client's consultant assesses whether the constructors' quality management system is consistent with the provisions of the agreements.

The client's consultant presides at project completion meetings if such task has not been delegated to the construction manager.

The client's consultant performs spot checks to establish whether supervision plans are followed.

The client's consultant assesses whether quality documentation is available as agreed.

3.6.6 Client

The client approves recommendations from its consultant in respect of construction matters.

The client pays expenditure vouchers presented by its consultant.

The client participates in the handing-over meeting and signs the handing-over documents.

The client participates in the 1-year inspection.

Before the expiry of the 5-year liability period, the client decides on the completion of a 5-year inspection and subsequently on the release of performance bonds.

4. Tenant consultancy

This section describes a tenant's employment of a consultant for the assessment of the tenant's need for premises, location alternatives, the lease in question (except legal matters, including rent legislation) and follow-up during the process of fitting out the premises.

The services of the tenant's consultant are thus targeted at the process of fitting out the premises and at matters relating to their use.

The tenant's consultant undertakes to prepare an appraisal and a preliminary building programme as a basis for conducting negotiations with the landlord for the lease of specific premises.

Subsequently, the landlord draws up a project for fitting out the premises for the tenant's approval, just as the landlord handles any fit-out work during the process.

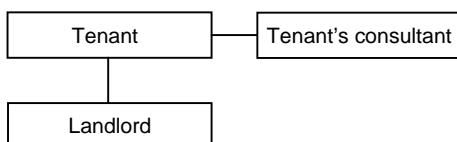
In other cases, the services of the tenant's consultant may be more comprehensive and include design work to a larger extent. In this case, reference is made to section 1 or section 2 and/or to the description of services for "Building and Planning".

Below, tenant consultancy is described for a private building project. For public tenants governed by EU Directives and other legislation, the project must also be completed in accordance with such legislation.

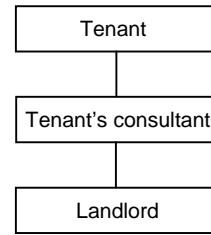
If the tenant wants several premises to be assessed, the tenant's consultant handles the process in full or in part for each of such premises.

'Client' and 'tenant' are synonyms in this section.

Contractual organisation



Project organisation



4.1 APPRAISAL

The appraisal is the result of initial work on the client's thoughts and ideas for the purpose of deciding whether to implement the project in question.

The agreement specifies the scope of services to be provided.

4.1.1 Contents

The initial work on the client's ideas is presented in a report. This report analyses the potential of the client's ideas and assesses whether and how these ideas can be implemented. The appraisal may include alternatives to the client's ideas.

The appraisal may include accounts of the outcome of negotiations conducted.

The appraisal may include an analysis of needs and functions.

The appraisal must include an organisational chart for the building project. An account must be given of how decisions are made, including any need for hearings and user influence in connection with the building programme.

4.1.2 Project

The appraisal may include existing drawings of the buildings.

If no drawings are available, the landlord is obliged to arrange for the existing buildings to be registered, measured and drawn as required as a basis for the recommendation of the tenant's consultant.

In rebuilding projects, the landlord prepares advance details for the programme work comprising an account of the use of buildings, the envi-

ronmental conditions of the area, the combination of materials used in the buildings as well as a structural survey.

4.1.3 Time

The appraisal may include a time frame for the completion of the project, including particularly critical milestones.

4.1.4 Financial basis

A preliminary estimate is calculated for the total lease costs, including rent, shared costs, etc.

4.1.5 Authorities

The appraisal may include a special section on regulatory matters of importance for the client's business in the premises.

4.1.6 Quality assurance

The tenant's consultant reviews the appraisal and its basis.

4.1.7 Client

The client participates actively in the necessary meetings and provides information about the possibilities of completing the project in terms of finances.

Having assessed the material and its conclusions, the client decides whether further details are needed to supplement the material or whether it can form the basis for drawing up a building programme.

If the client involves other consultants, such involvement must be coordinated with the client's consultant.

The client approves the appraisal before the start of the building programme.

4.2 BUILDING PROGRAMME

The building programme is a coordinated summary of the client's requirements and wishes for the premises.

4.2.1 Contents

The building programme is drawn up on the basis of the appraisal, which lists the necessary conditions for the further development of the project.

The building programme is based on specific premises as well as a draft lease drawn up by the landlord.

The building programme may be drawn up as a description (possibly in a schematic form) specifying the physical requirements for structures, installations and surface quality as well as the environmental objectives to be met.

If required, a statement of preliminary investigations is prepared in cooperation with other consultants, listing the basic conditions of the premises: these may be area conditions, legal matters as well as specific regulatory requirements, existing supply conditions, operation and maintenance, etc.

The building programme must include an organisational chart.

The building programme must state any special requirements for accessibility in addition to those contained in Danish building regulations and other legislation.

The building programme must state any special requirements for indoor climate in addition to those contained in Danish building regulations and other legislation.

If the appraisal contains no analysis of needs and functions, such analysis may be included in the building programme.

If the premises involve many different types of room, room descriptions may be drawn up in a schematic form specifying the net area of such rooms, furniture needs, need for technical installations, etc.

The tenant's consultant makes an overall assessment of the operational conditions.

4.2.2 Project

The nature of the project may call for the preparation of preliminary designs of rooms indicating principles of function and diagrams giving details such as area sizes, functional relationships and proximity criteria.

The gross and net areas of the premises are assessed.

Drawings are generally not made, but drawings of any existing buildings and facilities should be included.

4.2.3 Time

The building programme includes an assessment of the project's timeframe for design and

construction, including the progress of individual phases, consideration by authorities, approvals, etc.

4.2.4 Financial basis

A budget is prepared for the total lease costs, including rent, shared costs, etc.

An overall budget is prepared for fit-out costs payable by the tenant.

The budget limits are divided into the following main items:

- construction costs
- fittings, fixtures and equipment
- other costs
- VAT

Available funds are set aside for contingencies, etc.

The budget must contain information about the price index used and expected price adjustments.

4.2.5 Authorities

The section on regulatory matters contained in the appraisal is updated.

4.2.6 Quality assurance

The tenant's consultant describes Quality Assurance requirements for design and construction.

The tenant's consultant reviews the building programme and its basis systematically to ensure that requirements for building quality (form, function, building method, finances, time and environmental conditions) are adequately described to form the basis for drawing up a proposal.

4.2.7 Client

The client assists in initiating functional analyses, assessing the need for premises, preparing budget limits, etc.

If required, the client appoints user representatives and defines their responsibilities.

The client approves the building programme as a basis for choosing premises and for starting the design process, if required.

4.3 CHOICE OF PREMISES

The tenant's consultant assists in assessing the technical aspects in connection with negotiations and in concluding the lease on the basis of the

approved programme and the draft lease drawn up by the landlord.

4.3.1 Contents

The tenant's consultant assesses the preliminary plans to fit out the premises as well as the description of premises drawn up by the landlord on the basis of the building programme.

4.3.2 Project

The tenant's consultant assesses the premises in relation to the tenant's needs and makes a recommendation in this respect.

4.3.3 Time

The tenant's consultant assesses the timetable for fit-out work to be performed and the tenant's occupancy of the premises.

4.3.4 Financial basis

On the basis of the draft lease, the tenant's consultant prepares an overall budget for expenses payable by the client.

The tenant's consultant may make an assessment of the operating costs of the premises.

4.3.5 Authorities

The tenant's consultant assesses the outcome of the landlord's advance dialogue with authorities in respect of the premises, including whether the premises can be fitted out and used as intended.

4.3.6 Quality assurance

The tenant's consultant assures the quality of its services.

4.3.7 Client

The client is responsible for conducting negotiations with the landlord in respect of the lease.

The client reviews the draft lease for compliance with contract law.

The client decides whether or not to conclude the lease.

4.4 DESIGN

This section describes the services of the tenant's consultant during the design phase, including project follow-up during the construction phase.

It is a condition that the landlord's consultants handle design work during the process of fitting

out the premises. If the project must be completed in full or in part by the tenant's consultant, reference is made to the description of services for "Building and Planning".

4.4.1 Contents

Services provided by the tenant's consultant during the design phase are based on project material drawn up by the landlord's design consultants.

The tenant's consultant ensures that procedures are laid down for communication and cooperation between the parties of the building project.

The tenant's consultant presides at and reports from the client's meetings with the landlord, users, etc.

The tenant's consultant instructs any other consultants engaged by the client and follows up their work.

The tenant's consultant reviews the project material drawn up and assesses whether the extent of such material is consistent with the provisions of the agreement and ensures that the plan for project decisions and approvals is followed.

The tenant's consultant prepares comments on the project and makes recommendations, also in respect of proposed changes and proposals for choice of material, etc.

The tenant's consultant assesses draft guidelines for operation and maintenance of the premises.

4.4.2 Time

The tenant's consultant assesses whether the overall timetable is met.

4.4.3 Financial basis

On the basis of the lease, the tenant's consultant prepares an overall budget for expenses payable by the client. The budget is updated periodically.

The tenant's consultant keeps building accounts and approves on-account bills and invoices for expenses payable by the client during the design phase.

The tenant's consultant assesses any claims made against the client, in particular by the landlord, in relation to the design phase and makes a recommendation in this respect.

The tenant's consultant reports to the client on the finances of the building project and arranges for the client to approve transactions made during the design phase.

The tenant's consultant may prepare and update a cash budget.

4.4.4 Authorities

The tenant's consultant ensures that relevant documents are duly submitted to the authorities and that the project is adjusted to comply with any notes made in the planning permission.

4.4.5 Quality assurance

The tenant's consultant assesses whether quality assurance is implemented as agreed during the design phase.

The tenant's consultant draws up a plan for its own overall supervision.

4.4.6 Client

The client approves the project in its individual stages, including any project changes.

The client approves the updated budgets.

The client approves and pays the approved invoices relating to the design phase.

4.5 CONSTRUCTION

The tenant's consultant supervises work performed.

4.5.1 Contents

The tenant's consultant ensures that procedures are laid down for communication and cooperation between the parties of the building project.

The tenant's consultant presides at and reports from the client's meetings with the landlord, users, etc.

The tenant's consultant instructs any other consultants and follows up their work.

The tenant's consultant coordinates any works and supplies provided by the client to the premises.

The tenant's consultant is responsible for general supervision as stipulated in the approved plan for its supervision.

The tenant's consultant makes an assessment and recommendation of material samples presented, including any proposals for changes in the choice of materials.

The tenant's consultant draws up punch lists at the delivery of the premises, is in charge of the delivery meeting and checks the remedy of defects.

The tenant's consultant assesses the project material on an 'as built' basis and evaluates the guidelines for operation and maintenance of the premises.

The tenant's consultant prepares notifications of defects found by the client following occupancy of the premises and ensures that such defects are remedied.

4.5.2 Time

The tenant's consultant checks whether the overall timetable is met.

4.5.3 Financial basis

The tenant's consultant periodically updates the budget for expenses payable by the client.

During the construction phase, the tenant's consultant keeps building accounts and approves on-account bills and invoices for expenses payable by the client.

The tenant's consultant assesses any claims made against the client, in particular by the landlord, in relation to the construction phase and makes a recommendation in this respect.

The tenant's consultant reports to the client on the finances of the building project and arranges for the client to approve transactions made during the construction phase.

The tenant's consultant may prepare and update a cash budget.

4.5.4 Authorities

The tenant's consultant ensures that a statement of completion is submitted and that an occupancy permit, etc., is obtained.

4.5.5 Quality assurance

The tenant's consultant assesses whether quality assurance is implemented as agreed during the construction phase.

4.5.6 Client

The client approves the supervision plan drawn up by the tenant's consultant.

The client approves recommendations from the tenant's consultant in respect of construction matters.

The client pays the expenditure vouchers presented by the tenant's consultant in respect of construction matters.

The client participates in the delivery meeting and signs the delivery documents.

5. Investor consultancy

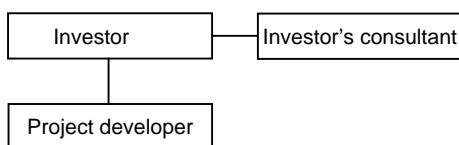
This section describes a property investor's employment of a consultant for the technical assessment of offers to buy a property project from a project developer, the contract of sale (except legal matters, including rent legislation) and follow-up during the implementation of the project.

The process described below is based on the condition that the contract of sale is concluded before the construction of the property and that the property is taken over by the investor in connection with the occupancy of the property in question.

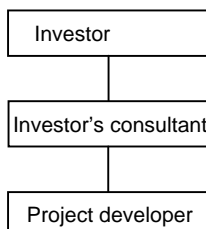
In completed building projects or projects under construction, investor consultancy services are adjusted accordingly.

'Client' and 'investor' are synonyms in this section.

Contractual organisation



Project organisation



5.1 PROJECT EVALUATION

The investor's consultant makes an overall assessment of the project offered for sale, including

- flexibility and reusability
- project quality
- regulatory matters
- timing aspects
- price and profitability (possibly in cooperation with external consultants)
- references of the project developer

The project evaluation must include an assessment of the appropriateness of terms offered/agreed with tenants (except legal matters).

The investor's consultant specifies any supplementary programme requirements in cooperation with the client.

The client reviews the terms and conditions of contract for compliance with contract law.

5.2 CONTRACTING

The investor's consultant assists in assessing the technical aspects in connection with negotiations and in concluding the contract of sale on the basis of the project evaluation and the draft contract of sale.

5.2.1 Client

The client reviews the draft contract of sale and any leases for compliance with contract law.

The client negotiates the contract of sale with the project developer on the basis of elements such as the recommendation made by the investor's consultant.

5.3 DESIGN

This section describes the services of the investor's consultant during the design phase, including project follow-up during the construction phase.

5.3.1 Contents

Services provided by the investor's consultant during the design phase are based on project material drawn up by the project developer's consultants.

The investor's consultant ensures that procedures are laid down for communication and cooperation between the parties of the building project.

The investor's consultant presides at and reports from the client's meetings with the property developer, users, etc.

The investor's consultant instructs any other consultants engaged by the client and follows up their work.

The investor's consultant reviews the project material drawn up and assesses whether the project is consistent with the provisions of the contract of sale concluded and any leases entered into and ensures that the plan for project decisions and approvals is followed.

The investor's consultant prepares comments on the project and makes recommendations, also in respect of proposed changes and proposals for choice of material, etc.

The investor's consultant assesses draft guidelines for operation and maintenance.

5.3.2 Time

The investor's consultant assesses whether the overall timetable is met.

5.3.3 Financial basis

On the basis of the contract of sale and any leases, the investor's consultant prepares an overall budget for expenses payable by the client. The budget is updated periodically.

The investor's consultant keeps building accounts and approves on-account bills and invoices for expenses payable by the client during the design phase.

The investor's consultant assesses any claims made against the client, in particular by the project developer, in relation to the design phase and makes a recommendation in this respect.

The investor's consultant reports to the client on the finances of the building project and arranges for the client to approve transactions made during the design phase.

The investor's consultant may prepare and update a cash budget.

5.3.4 Authorities

The investor's consultant ensures that any relevant documents are duly submitted to the authorities and that the project is adjusted to comply with any notes made in the planning permission.

5.3.5 Quality assurance

The investor's consultant assesses whether quality assurance is implemented as agreed during the design phase.

The investor's consultant draws up a plan for its own overall supervision.

5.3.6 Client

The client approves the project in its individual stages, including any project changes.

The client approves the updated budgets.

The client approves and pays the approved invoices relating to the design phase.

5.4 CONSTRUCTION

The investor's consultant supervises work performed.

5.4.1 Contents

The investor's consultant ensures that procedures are laid down for communication and co-operation between the parties of the building project.

The investor's consultant presides at and reports from the client's meetings with the property developer, users, etc.

The investor's consultant instructs any other consultants engaged and follows up their work.

The investor's consultant is responsible for general supervision as stipulated in the approved plan for its supervision.

The investor's consultant makes an assessment and recommendation of material samples presented, including any proposals for changes in the choice of materials.

The investor's consultant draws up punch lists at the delivery of the property, is in charge of the delivery meeting and checks the remedy of defects.

The investor's consultant assesses the project material on an 'as built' basis and evaluates the guidelines for operation and maintenance of the property.

The investor's consultant prepares notifications of defects found by the client and tenants following occupancy and ensures that such defects are remedied.

5.4.2 Time

The investor's consultant assesses whether the overall timetable is met.

5.4.3 Financial basis

The investor's consultant periodically updates the budget for expenses payable by the client.

During the construction phase, the investor's consultant keeps building accounts and approves on-account bills and invoices for expenses payable by the client.

The investor's consultant assesses any claims made against the client, in particular by the project developer, in relation to the construction phase and makes a recommendation in this respect.

The investor's consultant reports to the client on the finances of the building project and arranges for the client to approve transactions made during the construction phase.

The investor's consultant may prepare and update a cash budget.

5.4.4 Authorities

The investor's consultant ensures that a statement of completion is submitted and that an occupancy permit, etc., is obtained.

5.4.5 Quality assurance

The investor's consultant assesses whether quality assurance is implemented as agreed during the construction phase.

5.4.6 Client

The client approves the supervision plan drawn up by the investor's consultant.

The client approves recommendations from the investor's consultant in respect of construction matters.

The client pays the expenditure vouchers presented by the investor's consultant in respect of construction matters.

The client participates in the delivery meeting and signs the delivery documents.

6. Other services

The consultant may, if agreed with the client, provide the following services or, on behalf of the client, arrange for such services to be provided by other parties. The scope of services must be specified in each case. Services must be provided in an appropriate manner in consideration of the relevant form of cooperation.

A number of the services specified below are identical with services listed in section 8 of the description of services for "Building and Planning". The list is not complete.

6.1 Planning

In specific building projects, the client's consultant may be responsible for the preparation of local plans and other preparatory planning in relation to the project in question.

Depending on the organisation of the building project, the client's consultant may handle or supervise the preparation of an environmental impact assessment, if required.

The client cooperates with its consultant in respect of the conditions for such planning.

The client grants its consultant appropriate authorisation, etc.

6.2 Assessment of building sites

Overall assessment of possible building sites for the client's planned building project.

A report is drawn up, and it may contain an evaluation of

- finances
- zoning
- infrastructure
- possible uses and ground conditions
- soil conditions and environmental aspects
- supplies

6.3 Registration of existing conditions

Registration of existing conditions. This is an assessment of the property's condition before rebuilding and serves as documentation to the property owner and authorities.

The registration includes only building components affected by the current renovation and rebuilding project as well as adjacent building

components if such components involve a risk of damage to the planned works.

The registration is updated if the further design process or the physical performance of the works alters the present conditions.

6.4 Building registration

Inspection, measurement and drawing of existing buildings and facilities, photo registration of existing conditions, registration of fittings and fixtures, including archaeological investigations as well as research in archives.

If required, digitalisation of existing drawings.

6.5 Due diligence

Implementation of technical due diligence procedures in connection with the acquisition of real property, including valuation of site and buildings, evaluation of possible uses and assessment of any risks. The results are summarised in a report to enable the purchaser to assess the property in question.

The theme of technical due diligence procedures is determined in each case.

6.6 Geotechnical investigations

Initial geotechnical assessments based on available, existing investigations in the area in question, supplemented by individual geotechnical drilling and water level sounding, if required.

Development of a programme for geotechnical investigations as a basis for design work, including estimates of such investigations.

Implementation of geotechnical investigations comprising field work, laboratory tests, geological evaluation and classification, reporting, including drilling profiles as well as determination of strength parameters and design water levels.

Follow-up during the construction phase.

6.7 Environmental investigations

Collection of basic information about the building site and compilation of history, including assessment of the likelihood of pollution and contamination and the nature of such pollution and contamination.

Development of a programme for environmental investigations, including estimates of such investigations.

Completion of environmental investigations, analysis of samples and processing of test results. Reporting on investigations, including assessment of the extent and nature of pollution and contamination, proposals for remediation and estimates of the costs of such remediation.

Follow-up during the construction phase.

Consideration by the authorities.

6.8 Official duties

Preparation of material for and participation in official duties such as inspection and expropriation, including preparation for and negotiations with authorities.

6.9 Analysis of market conditions

Analysis of the competitive situation in respect of consultancy, construction and materials as a basis for assessing the design, location and construction of the building project in terms of time.

6.10 Project development

Implementation of project development for a specific building site and/or building, including assessment of possible uses, possibly completion of a market analysis, identification of infrastructure and zoning basis, completion of financial analyses, etc.

6.11 Risk analysis

Analysis and management of specific conditions subject to risk.

6.12 Value analysis

Development of a model for value analysis and completion of analysis.

6.13 Financial analysis

Calculation of the financial consequences of alternative scenarios, including comparison between the purchase of existing property and the completion of the building project or the conclusion of a lease.

Profitability calculations.

Preparation of an operating budget on an accruals basis in respect of the total income and expenses of the relevant property.

Preparation of building component estimates or other estimates such as successive calculations and investment plans specified and implemented according to the client's special demands.

Overall financial calculations comprising capitalisation of total construction and operating costs during the lifetime of the relevant buildings.

6.14 Insurance

Advice on types of insurance in connection with the design, completion and operation of the buildings, including invitation of quotations, if required, through an insurance broker.

6.15 Process management/consultancy

Organisation of user involvement, including holding of special user seminars, etc.

Team building, including holding of workshops, start-up seminars, etc., in connection with the planning and completion of the building project.

Implementation of final evaluations.

6.16 Project web

Consultancy in connection with project web establishment and operation.

6.17 Environmentally friendly design

- definition of the client's environmental policy and targets, in general
- definition of the client's environmental policy and targets, according to the specific project
- determination of level of ambition and allocation of roles for environmentally friendly design in the current building project
- mapping of relevant and important environmental impacts and effects likely to be caused by the project during the lifetime of the relevant buildings
- recommendation of priority action areas or objectives for the reduction of environmental impacts
- prioritisation of environmental impacts and effects to be reduced through specific action
- determination of scope, documentation, allocation of responsibility and financial limits for environmentally friendly design in the individual design phases.

6.18 Environmental management

Assistance in connection with environmental management may consist of the following main activities:

- interdisciplinary coordination of environmentally friendly design
- interdisciplinary maintenance of environmental programme and plan
- interdisciplinary environmental review

6.19 Sales material, etc.

Assistance with the preparation of sales and lease material.

6.20 Complementary/alternative projects and project changes

- assessment of complementary projects ordered by the client
- assessment of alternative projects drawn up by other consultants
- assistance in connection with the implementation of project changes, including redesign, if required
- assessment of project adjustments as a result of changes caused by the client

6.21 Artistic decoration

Assistance in connection with organisation and negotiations in respect of artistic decoration.

6.22 Bills of quantities, etc.

Preparation of descriptive bills of quantities and measurement of work performed.

6.23 Increased quality assurance

Assistance in connection with listing specifications for increased or special internal quality assurance and documentation for design and/or construction.

6.24 Client deliverables

Responsibility for tendering, purchasing and coordination of any client deliverables.

6.25 Fittings, fixtures and equipment

Registration of existing fittings, fixtures and equipment.

Assistance in connection with purchasing standard fittings, fixtures and equipment (fixed/non-fixed) and adjusting such fittings, fixtures and equipment to functions and technical installations.

6.26 Detailed timetables

Preparation of detailed timetables apart from those described in specific sections.

6.27 Construction management

Implementation of construction management as stipulated in the description of services for

“Building and Planning” (see section 4.1).

6.28 Assessment of operation and maintenance

Assessment of operational and maintenance-specific conditions, including lifetimes and operating costs.

6.29 Operational phase consultancy

Assistance in connection with occupancy as well as operation of the property (buildings and facilities); the extent to be determined for each service:

- assistance in connection with preparing an operation and maintenance plan
- assistance in connection with implementing the operation and maintenance plan
- assistance with property operation

6.30 Facilities management

Preparation of proposals for organising the management of the company or property, including area management, administrative management, operational management and management of services.

6.31 Special meeting activities

Assistance in connection with special meeting activities such as preparation of material for and participation in client/user meetings, including general meetings, board meetings, political meetings and public meetings where the client's representative participates.

6.32 Disputes

Assistance in connection with legal disputes between the client and a third party.

6.33 Relocation planning

Relocation planning and implementation.

6.34 Five-year inspection

Inspection is performed according to the guidelines laid down by the Danish Building Defects Fund or according to agreement.

Services may also include technical assistance in connection with 5-year inspection performed by other consultants.

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